

Developing the Improvement Priorities for the Leeds Strategic Plan 2008/11

Consultation Report



December 2007

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Developing the Improvement Priorities for the Leeds Strategic Plan 2008/11

Section 1.0 - Introduction

- 1.1 This report sets out the findings from the consultation undertaken between September and November 2007 to determine the improvement priorities for the Leeds Strategic Plan 2008 – 11. The findings are reported on a theme and stakeholder group basis. Changes based on feedback are highlighted in a revised list of improvement priorities within this report.

Section 2.0 - Background

2.1 What did we consult on?

Since July 2007 the council has been developing a new *Leeds Strategic Plan* which, once finalised, will focus activity on what the council does, either on its own or in partnership with others, to improve the city and the lives of its residents during the three year period 2008-11.

Over the last few months we have developed a draft set of strategic outcomes and improvements priorities for the plan. These describe what the council, either on its own or in partnership with others, aims to achieve in support of our long term vision for the city – *the Vision for Leeds 2004-2020*.

The information and evidence we used to develop the strategic outcomes and improvement priorities came from a number of different sources including:

- the Annual Residents Survey;
- the council's and partners' performance management systems;
- current demographic and economic trends of the city; and
- local knowledge of Members, council officers and partners.

By bringing this evidence together, we were able to form an accurate picture of the city's recent progress. In particular we took note of where Leeds is doing well, identified where Leeds faces particular challenges in the years ahead, and highlighted areas where improvement is needed to fulfil the city's potential and ensure that everyone benefits from the city's prosperity.

The aim of the consultation process was to 'test' the draft strategic outcomes and improvement priorities developed from this evidence base.

2.2 What have we done to check if these are the right priorities?

To ensure that our draft priorities are the right ones, during autumn 2007 an extensive programme of consultation was undertaken across the city. This provided the opportunity to 'check' with key partners and stakeholders whether the right improvement

priorities are covered, identify any gaps, and explore views on how delivery can best be achieved over the next three years.

Who did we consult?

- 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 Executives; 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

2.3 Our Approach

We have worked hard to ensure that our consultation methods and materials were meaningful to our different stakeholder groups. The Leeds Strategic Plan team within the council attended a variety of council, partner and other stakeholder meetings. Draft strategic outcomes and improvement priorities were presented using an audio-visual presentation and stakeholders were encouraged to comment on the improvement priorities and suggest any gaps as they saw fit.

We also used a standard simple-to-use consultation questionnaire in most cases which asked respondents to work through the full set of improvement priorities, ranking them high, medium or low priorities from their own particular perspective. The questionnaire also gave the opportunity to provide any additional comments on the draft priorities, including any areas where respondents felt there were gaps, and any other comments on the wording of and the principles behind the priorities.

In addition, the Leeds Strategic Plan team, in conjunction with QA Research, ran a number of stakeholder focus groups and workshops on the draft improvement priorities. Participants worked through the full set of priorities. Again, improvement priorities were ranked as high, medium or low priorities; groups ideally chose one key priority per theme; and participants were encouraged to comment on perceived gaps, wording and the accessibility of the priorities.

All responses were recorded by the Leeds Strategic Plan team. To help validate the process and the conclusions drawn, we asked the Council's consultation and engagement advisers to check and comment on the consultation process and give any general advice on how to interpret the findings from the consultation exercise (see Appendix).

This consultation report is an objective summary of all responses to the consultation on our proposed improvement priorities. It provides a view of responses in order to contribute to the decision-making process that will inform the final Leeds Strategic Plan.

In the following section – Section 3 – consultation feedback from stakeholder groups is presented in three parts. In 3.1 we highlight the general messages to come out of consultation. In 3.2 we provide a summary of responses on each strategic theme. In 3.3 we provide tailored summaries of feedback from each of our stakeholder groups.

Then, in Section 4, we show you what we've done to change the priorities following the results of the consultation.

Section 3.0 - Consultation Feedback

3.1 General messages

- The prevailing message to come out of consultation was one of support for the strategic outcomes and improvement priorities as drafted. It was commonly felt that the appropriate themes had been identified, and the balance in terms of 'Going up a League' and 'Narrowing the Gap' was judged to be about right.
- There was some concern, however, that priorities in the areas of 'Environment' and 'Transport' should be strengthened to reflect importance of these issues; and that the plan should place a stronger emphasis on Children and Young People, and Older People.
- Moreover, whilst the priorities were judged to have generally targeted the right areas, respondents often noted that their wording would benefit from the use of more positive, simple and clear language.
- It was also generally felt that themes and priorities were strongly interdependent, and this should be both strengthened wherever possible and communicated throughout the planning framework.

3.2 Theme summaries

Cultural Life

- Draft priorities in this theme received a mixed response from stakeholder groups. In terms of their priority ranking, all three priorities ranked comparatively low against other priorities in the Strategic Plan. This is not to say that stakeholders judged cultural priorities of little worth, however. As one respondent noted, 'the cultural product is critical to our work to attract potential visitors'. It was felt by some, however, that these draft priorities 'lacked focus'.
- Within the theme, priority three - *Increase participation in culture by providing a range of activities which can be used by all our communities and visitors* – proved by far the most popular, the majority of stakeholder groups ranking it their top priority.
- In terms of changes to and potential gaps in draft priorities, respondents commonly felt a need for greater clarity in wording; making specific mention of individual cultural schemes and groups. A number of respondents felt that Arts

and Sport deserved to be specifically mentioned in this theme. Another common concern was that the plan should take account of community-based cultural schemes, events and projects. 'New' priorities were suggested, notably 1) promoting Leeds city centre, 2) improving access and affordability of cultural events and activities, and 3) specifically targeting the construction of an arena in the city centre.

Enterprise and the Economy

- A number of stakeholder groups considered this theme of utmost importance, noting that the success or failure of other themes were often dependant upon it. As drafted, it was felt that priorities reflected the economic success of the city centre, provoking strong feeling that there was an equally pressing need to support enterprise and the economy in surrounding towns and villages. Although transport is a separate theme, it was felt by many respondents that direct links could be drawn between transport and the economy needs in this theme.
- Within the theme, priority six - *Increase entrepreneurial activity in deprived areas* and particularly priority seven - *Enhance the skills of the current workforce* - were identified as key priorities by stakeholder groups.
- Notwithstanding the positive feedback, stakeholders made several constructive suggestions for changes to priorities as drafted; from wording changes to more substantive alterations. Respondents noted that some priorities were too vague in their wording; some could be merged together; and others were 'too narrow in their focus' and should have a city-wide remit.

Learning

- Priorities as set out in this theme were generally well-received by stakeholder groups, who often noted that education should rank high in our Strategic Plan priorities. This view was also reflected in the high number of respondents who ranked all six priorities 'top priorities'. In comments, many respondents expressed support for any priority which targeted educational attainment levels, whilst others highlighted the overlap in learning priorities with those in other themes such as Health and Wellbeing.
- Within the theme, priority 10 – *Narrow the gap in learning outcomes for 16 year olds* – proved quantitatively most popular amongst stakeholder groups. But this was by no means across the board, as most priorities enjoyed the support of at least one stakeholder group.
- Notwithstanding the positive feedback, the consultation revealed widespread concern that, as drafted, the priorities were too focused on young people and not on other forms of learning including adult learning. A number of respondents strongly asserted the need for additional priorities on matters such higher/further education, vocational training and lifelong learning.

A Modern Transport System

- Stakeholders felt that this theme was a key issue for the city and a number of groups felt the draft priorities did not reflect its importance. Transport was seen by several groups as being absolutely crucial to social inclusion, economic and cultural growth of the city. A number of Area Committees discussed the growth in jobs forecast and the links this has to an accessible and effective transport system. They highlighted the need for accessible, affordable and efficient transport system. Being able to get people to-and-from work will be a key determinant in the future economic growth of Leeds.
- Within the theme, priority 18 - *Improve the quality, use and accessibility of public transport services* – was particularly popular; identified as a key priority by the vast majority of stakeholder groups.
- In terms of changes to and potential gaps in draft priorities, a number of stakeholder groups wanted to see a greater emphasis on sustainable modes of transport – low carbon or carbon free technologies. Some groups urged that rural transport concerns be included in the plan. A number of respondents also expressed surprise that ‘the pedestrian’ did not feature in priority 17 on road safety.

Environment City

- This theme provoked much discussion amongst stakeholder groups who commonly identified the environment as a key issue for the city. Concern was expressed amongst some respondents, however, regarding ‘the strength of this section’. Some stakeholder groups questioned a perceived ‘uneasy mix between global strategic issues and local streetscene concerns’. Such views appeared to echo in the quantitative ranking of theme priorities which, barring priority 19 - *Increase recycling rates and reducing the amount of waste going to landfill* – attracted significant proportions of ‘medium’ and ‘low’ priority rankings respectively.
- Within the theme, priority 19 - *Increase recycling rates and reducing the amount of waste going to landfill* - was identified as stakeholders’ foremost priority, both in quantitative ranking and in accompanying comments. Another popular priority was priority 22 – *Address neighbourhood problem sites and improve cleanliness of publicly owner land*.
- Given the range of concerns expressed on this theme, stakeholders made several constructive suggestions for changes to priorities as drafted; from wording changes to more substantive changes. One suggestion was that the plan should be more ambitious in its waste strategy, moving beyond existing recycling objectives. Another was that the plan should consider the private sector’s impact on the environment.

Health and Wellbeing

- This theme enjoyed a generally positive response from stakeholder groups who commonly deemed health issues to be of paramount importance. There were some objections, however, regarding the 'nanny state' feel of the theme. Subsequent debate focused on the scale and scope of the council's involvement in public health.
- Within the theme, priority 27 – *Reduce obesity and raise physical activity for all* – was most popular amongst stakeholder groups, who often voted it their 'top priority'. This was by no means universal, however. Other popular priorities included priority 29 - *Promote emotional well-being for all* and priority 32 – *Increase the proportion of vulnerable adults helped to live at home*. Indeed, all priorities in this theme, bar one, enjoyed the support of at least one stakeholder group who named it their 'top priority'.
- A common complaint to come out of the consultation on this theme was that certain priorities were ambiguously worded, whilst others required additional information on specific targets before judgements on their merit could be made. One remedy suggested by stakeholder groups was that our health improvement priorities be aligned with those of Leeds Primary Care Trust's own strategic plan.
- Another concern centred on the respective placing of priority 26 - *Reduce bullying and harassment* - in Health and Wellbeing and priority 40 – *Reduce the harm from drugs and alcohol* – in Thriving Places.
- In terms of changes to and potential gaps in draft priorities, one concern was the need for more priorities that promote healthy lifestyles. Several groups also noted that recognition and support for people with mental health issues was underplayed in the draft improvement priorities.

Thriving Places

- Priorities in this theme were generally well received by stakeholder groups. It was commonly stated that their success, however, was dependant on the success of other priorities from 'Enterprise and the Economy' and 'A Modern Transport System'.
- Within the theme, priority 43 - *Reduce worklessness in deprived areas* - was identified by many stakeholders as their top priority, but this view was by no means universal. Other popular priorities included priority 38 – *Reduce crime and the fear of crime*, priority 35 - *Increase the number of affordable homes* and priority 41 - *Increase positive opportunities for children and young people*.
- On priorities 43 and 44, stakeholder groups agreed that reducing worklessness (43) and financial exclusion (44) were both key to breaking the cycle of deprivation. However, a number of groups were unhappy that these priorities focused on deprived areas and not across the city.
- In terms of changes and potential gaps, one general comment was that the theme came across quite negatively and should be written in a positive way.

Another was to reduce the use of jargon. In addition, one group suggested a new priority - to improve the economic and social conditions of deprived neighbourhoods and district centres.

Harmonious Communities

- This theme received mixed reviews with some stakeholder groups questioning whether the concept of 'harmonious communities' was too nebulous to be given practical application. Other stakeholder groups thought this theme was underplayed in terms of its impact in Leeds and drew attention to on-going projects that promote community pride, integration and belonging.
- Within the theme, priority 48 - *Promote community pride, integration and a sense of belonging* was identified as a top priority by many stakeholder groups. Priority 45 - *Support local people to become active members of their local communities to meet local needs* – and priority 47 – *Support a robust and vibrant voluntary, community and faith sector* also both enjoyed significant support.
- Elsewhere, there was support for priority 45 - *Support local people to become active members of their local communities to meet local needs*. Some stakeholder groups were keen to point out, however, that any such measures should ensure meaningful rather than passive engagement with local communities.
- On this theme, like many others, stakeholders drew attention to its cross-cutting nature, noting that it was unlikely these priorities would be met unless discrimination and cohesion issues were picked up within the other themes.
- In terms of changes and potential gaps, a number of stakeholder groups mentioned the need to highlight - extremism, hate crime and cohesion. Also the need to balance individual contributions to the community as not everyone is able or wants to be a community activist.

3.3 Stakeholder Summaries

Consultation results from Area Management

The strategic outcomes and improvement priorities enjoyed a generally positive response from Area Committees. There was some concern expressed that it is difficult to disagree with outcomes that read like “motherhood and apple pie”. The key question raised by Area Committees was, however, how are we going to achieve these priorities?

Many Area Committees questioned, challenged and prioritised the priorities in terms of what was important for their area. Whilst there were some differences between Area Committees, a number of recurring themes and issues emerged. These included:

- The Leeds Strategic Plan needs to highlight how we aim to tackle the gap between the most deprived communities and the rest of Leeds. Priority should be

given to address poverty and underachievement in addition to improving opportunities for improved educational attainment.

- It is important that the Leeds Strategic Plan recognises that we need to spread the benefits of economic growth throughout Leeds. For example, we should recognise the need to enhance the commercial attractiveness of our many Town and District Centres, to develop and protect local business and employment sites within neighbourhoods so that there are opportunities for employment and for entrepreneurialism to flourish.
- The growth in jobs forecast in the economy will not be accommodated unless we have more investment in transport infrastructure. A transport system that is accessible, affordable and efficient and addresses the needs of more rural areas is needed.
- One of the biggest challenges for Leeds is raising the general skill level in our communities.
- Re-branding and reorganising present activities will not necessarily lead to any improvement.

Area Management key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Enhance the skills of the current workforce.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Improve participation and early learning outcomes for children from the most deprived areas.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Address neighbourhood problem sites and improve cleanliness of publicly owned land.
Health and Wellbeing	<ul style="list-style-type: none"> • Reduce Coronary heart disease. • Reduce obesity and raise physical activity for all.
Thriving Places	<ul style="list-style-type: none"> • Increase the number of affordable homes. • Reduce worklessness in deprived areas.
Harmonious Communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs. • Promote community pride, integration and a sense of belonging.

Consultation results from District Partnerships

Leeds District Partnerships were broadly supportive of the strategic outcomes and improvement priorities as drafted. They were particularly keen to know how the Leeds Strategic Plan would impact on neighbourhoods and communities, and how new priorities mesh with and are supported by existing priorities.

From feedback received, several recurring themes and issues emerged. These included:

- There should be a community focus on culture, exploiting community based cultural assets, and developing and promoting community-based projects and events.
- We should build on the joint links with Bradford to exploit economic opportunities.
- We should enhance the attractiveness of town and district centres, to develop and protect local business and employment sites within neighbourhoods.
- We should increase the provision of local Further Education and adult learning opportunities in neighbourhoods.
- We should develop a transport infrastructure of sufficient capacity to deal with present and future growth of the city and cater for the needs of rural Leeds.
- We should develop quality greenspaces in neighbourhoods, including the development of new country parks.
- 'Improve health for all' should be a priority.
- We should focus on neighbourhood regeneration, including the development of youth facilities.
- There should be a priority in 'Harmonious Communities' on dealing with hate crime.

District Partnerships key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Enhance the skills of the current workforce. • Increase entrepreneurial activity in deprived areas.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Reduce the proportion of vulnerable groups not in education, training or employment.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill.
Health and Wellbeing	<ul style="list-style-type: none"> • Improve the assessment and care management of children, families and vulnerable adults.
Thriving Places	<ul style="list-style-type: none"> • Increase positive opportunities for children and young people. • Reduce worklessness in deprived areas.
Harmonious communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs.

Consultation results from residents of Leeds

The draft strategic outcomes and improvement priorities enjoyed a generally warm response from Leeds residents who voiced particularly strong support for priorities on recycling, public transport and community cohesion. Elsewhere in the plan, however, residents expressed concern that the wording of many priorities was overly vague, lacking the necessary detail with which to make a judgement. Likewise, many residents were reluctant to pledge their backing for priorities cloaked in jargon.

From amongst feedback received, several recurring themes and issues emerged. These included:

- The key to unlock cultural improvements in the city is a new arena.
- Intervention in learning outcomes should happen earlier than for 16 year olds.
- Special Educational Needs should be recognised at this level of strategic planning.
- Despite widespread popularity for environmental priorities, there is concern that Leeds acting alone will make little difference.
- Neighbourhood cleanliness should emphasise local pride.
- Many draft health priorities need to have a focus on individuals as well as the community.

Residents of Leeds key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Increase entrepreneurial activity in deprived areas. • Enhance the skills of the current workforce.
Learning	<ul style="list-style-type: none"> • Improve participation and early learning outcomes for children from the most deprived areas.
A Modern Transport System	<ul style="list-style-type: none"> • Develop proposals for an enhanced transport system aimed at securing the funds for delivery. • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Address neighbourhood problem sites and improve cleanliness of publicly owned land.
Health and Wellbeing	<ul style="list-style-type: none"> • Reduce obesity and raise physical activity for all. • Improve the assessment and care management of children, families and vulnerable adults. • Improve psychological and mental health services for children, young people and families. • Increase the proportion of vulnerable adults helped to live at home. • Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives.
Thriving	<ul style="list-style-type: none"> • Increase the number of affordable homes.

Places	<ul style="list-style-type: none"> • Reduce crime and fear of crime. • Reduce the harm from drugs and alcohol.
Harmonious communities	<ul style="list-style-type: none"> • Promote community pride, integration and a sense of belonging.

Consultation results from Scrutiny Boards

Scrutiny Boards were broadly supportive of the strategic outcomes and improvement priorities as they stand, submitting a number of constructive recommendations on the plan's general emphasis and on specific themes and priorities. These included:

- The Leeds Strategic Plan should ensure that the benefits of the city's prosperity will be felt across the city and not just in certain areas like the city centre.
- 'The Family' and support for building stronger families should be given specific mention in the plan.
- The priorities are too adult orientated, neglecting both the input of young people into the priorities, and the many ways in which priorities should target children and young people.
- The promotion of the Every Child Matters agenda is of high importance, with implications across all themes. This should be reflected in the plan.
- Planning, architecture and design – vital for producing a beautiful and functional city – are not given due weight in current priorities.
- The Strategic Plan's objectives should reflect the impact of refugees and asylum seekers on council services.
- Consideration should be given to improved outcomes for Looked After Children. Specific reference should be made in the plan.
- The importance of learning as a route to cultural wellbeing should be reflected in the Leeds Strategic Plan
- The Youth Council should be consulted on the strategic outcomes and improvement priorities.
- The Leeds Strategic Plan should recognise the need to change the behaviours of all sectors, public and private, in order to improve the city's environment.
- Older people should be included in the priority for psychological and mental health services.
- The Leeds Strategic Plan should acknowledge the impact loneliness has on individuals and the need to address this in service planning.
- Improvement priorities and strategic outcomes in the Plan should be indexed so that reports, decisions, actions etc can be cross referenced providing an audit trail of focused activity.

- One board suggested that an appropriate balance between the Narrowing the Gap agenda and equally important work in other areas that have seen high and rising standards, such as street cleanliness.

Scrutiny Boards also made a number of process and technical points on the drafting of the plan and on its implementation. These included:

- Budget making should be within a strong, policy-led rather than finance-led, corporate planning framework, which draws on other processes within the council, i.e. corporate planning and performance management arrangements.
- Improvement priorities should be:
 1. Jargon free, unpatronising to the reader and not too prescriptive.
 2. Evidence based to assess any gaps.
 3. Robust, using both quantitative and qualitative information to make progress judgements.
 4. Cross-referenced, clearly demonstrating the links between priorities, policies and activities; thus providing for a transparent audit trail.
- It is crucial that all council departments understand and champion the new improvement priorities.
- There is case for further consultation with stakeholders on the barriers to delivery.

Scrutiny Boards' key priorities

- Feedback from Scrutiny Boards did not lend itself to a systematic assessment of key priorities.

Consultation results from Council Staff

Council staff registered a mixed response to the strategic outcomes and improvement priorities as drafted. Whilst many improvement priorities enjoyed a broadly positive response, considerable concern was expressed on more general matters, like how priorities sit together in certain themes, how some of the language used is vague and negatively put, how potential difficulties might arise *prioritising the priorities*, and how the plan as drafted is too focused on deprived areas.

Given the large number of staff consulted, a host of proposed changes were submitted. From them, a number of recurring themes and issues emerged. These included:

- Community/neighbourhood projects should enjoy equal billing with major city centre projects and schemes in the plan.
- Sport deserves specific mention under 'Culture'.
- Issues of access to public buildings and public transport should be included in the plan.

- Under 'Learning', the plan should include a priority on improving the learning outcomes of children leaving primary education.
- Other types of learning beyond school education should be considered in the plan, including higher education and research, non-vocational adult learning and lifelong learning.
- The council's waste strategy should cover more than increasing levels of recycling.
- Priorities to counteract climate change and improve the environment in the plan should go beyond council owned/controlled buildings and land.
- Some priorities under Health and Wellbeing are in danger of coming across as a 'nanny state'.

Staff key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and Economy	<ul style="list-style-type: none"> • Increase entrepreneurial activity in deprived areas. • Enhance the skills of the current workforce.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Improve participation and early learning outcomes for children from the most deprived areas.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, 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.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Address neighbourhood problem sites and improve cleanliness of publicly owned land.
Health and Wellbeing	<ul style="list-style-type: none"> • Increase the proportion of vulnerable adults helped to live at home • Promote emotional wellbeing for all. • Reduce bullying and harassment. • Embed a safeguarding culture for all.
Thriving Places	<ul style="list-style-type: none"> • Increase the number of affordable homes. • Increase positive opportunities for children and young people. • Reduce worklessness in deprived areas. • Reduce financial exclusion in deprived areas.
Harmonious communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs. • Support a robust and vibrant voluntary, community and faith sector. • Promote community pride, integration and a sense of belonging.

Consultation results from the Voluntary, Community and Faith Sector

Consultation among voluntary, community and faith sector (VCFS) groups for the Leeds Strategic Plan was undertaken by the Leeds Voice on behalf of Leeds City Council. This ensured that all the forums were given the opportunity to comment and influence the final improvement priorities.

The VCFS forums were broadly supportive of the strategic outcomes and improvement priorities. They submitted a number of constructive suggestions and recommendations on the plans general emphasis and on specific themes and priorities. These included:

- Most of culture priorities are related to places and buildings. There is an overemphasis on the city centre considering there is a wealth of vibrant cultural activities, buildings and projects in the inner and outer areas of the city that need support and acknowledgement .
- The priorities under learning appear to be very children and young person focused with little mention of Adult Learning. What has happened to the lifelong learning initiative?
- In order to be a regional capital and a 24hr city we need an effective 24hr transport system.
- There should be a priority implementing a waste reduction strategy.
- There are basic practical things that prevent people engaging in activities in their communities e.g. lack of dropped curbs from shops to home etc. these need to be addressed so that people are supported before they can go out 'harmonising'.
- The plan is not person centred enough.
- The plan should make reference to hate crime.
- There should be a priority to reorganise green infrastructure and greenspace as a health asset.
- VCFS organisations are the lever of community cohesion and narrowing the gap. Without long term financial security and business development support, the sector is in danger of collapsing as access to funds becomes more and more difficult.
- There needs to be some reference to community development, as this will not happen without investment and support.
- This plan needs to reflect the need to raise the quality of life for deprived areas and communities.
- The plan does not tackle the effects of business on the environment.

VCFS key priorities

Cultural Life	<ul style="list-style-type: none"> • Deliver three major cultural schemes of regional and international significance. • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Enhance the skills of the current workforce.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Reduce the proportion of vulnerable groups not in education, training or employment.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements. • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill.
Health and Wellbeing	<ul style="list-style-type: none"> • Increase the proportion of vulnerable adults helped to live at home. • Promote emotional wellbeing for all.
Thriving Places	<ul style="list-style-type: none"> • Reduce the number of homeless people. • Reduce crime and fear of crime. • Reduce the harm from drugs and alcohol. • Increase positive opportunities for children and young people. • Reduce worklessness in deprived areas.
Harmonious communities	<ul style="list-style-type: none"> • Support a robust and vibrant voluntary, community and faith sector. • Promote community pride, integration and a sense of belonging.

Black and Minority Ethnic Strategy Group

The strategic outcomes and improvement priorities generally enjoyed a positive response at the Black and Minority Ethnic consultation event.

A significant number of people highlighted some of the root causes of problems for BME communities including: racism, equality of opportunity, access to services, education, poverty etc. Although the consultation event focused on prioritising the priorities it was clear that these issues should impact on the development of the actions that support the achievement of the improvement priorities.

The priorities provoked much discussion and based on this early consultation a number of changes were made to the wording of the priorities for future consultations.

Key recommendations on the plan's general emphasis and on specific themes and priorities were as follows:

- Culture - quality services and physical assets need to be accessible. It is about creating a sense of belonging and involvement not just participation.
- Support local based skilled people from different countries to utilise their skills - don't just focus on basic skills, think more holistically.
- The plan should aim to reduced emissions by corporate organisations and increase recycling by businesses.

- The role of Councillors should be strengthened, but not to the exclusion of local community leaders.
- There is a need to tackle extreme right wing activity.
- There is a need to proactively promote community cohesion as a duty.
- The priorities outlined are all important, but there needs to be greater understanding of the differing cultural aspects of specific communities.
- Gaps around specific reference to improving mental health – this is different to emotional wellbeing.
- Improve early learning this is an essential part of narrowing the gap for children in deprived areas.
- Look at how public transport can help to reduce congestion so that it becomes the preferred choice: more bus lanes/priority routes, cycle lanes, multi occupancy lanes, car clubs, new buses and trains

BME key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Enhance the skills of the current workforce.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Reduce the proportion of vulnerable groups not in education, training or employment.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, use and accessibility of public transport services in Leeds. • Develop proposals for an enhanced transport system aimed at securing funds for delivery.
Environment City	<ul style="list-style-type: none"> • Address neighbourhood problem sites and improve cleanliness of publicly owned land.
Health and Wellbeing	<ul style="list-style-type: none"> • Reduce obesity and raise physical activity for all. • Improve psychological and mental health services for children, young people and families.
Thriving Places	<ul style="list-style-type: none"> • Reduce crime and fear of crime.
Harmonious communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs. • Promote community pride, integration and a sense of belonging.

Leeds Initiative

The various groups that make up the Leeds Initiative registered a mixed response to the draft strategic outcomes and improvement priorities. Whilst some spoke of a 'generally positive feeling' towards the themes and priorities as drafted, others were concerned that some transport, environment and harmonious communities priorities should be strengthened. There was also some concern that the draft priorities did not align to the needs of older people. Furthermore, Leeds Initiative groups noted that priorities should not be too numerous, should be presented in positive language, and should clearly reflect the cross-cutting nature of the Leeds Vision themes.

Many respondents were also particularly keen to see that priorities in the Leeds Strategic Plan aligned with those in the Multi Area Agreement and reflected the objectives of the Leeds City Region.

Given the many groups involved, respondents from the Leeds Initiative offered an array of recommendations for changes to improvement priorities as drafted. From those recommendations a number of recurring themes and issues emerged. These included:

- The plan's cultural priorities should emphasise Leeds' unique selling point – the city centre, and include a specific priority on providing more local cultural facilities
- Enterprise and Economy priorities should emphasise upskilling rather than entrepreneurship, and include a priority on the sustainability of jobs.
- On Learning, the development of numeracy, literacy and language skills for vulnerable people deserves mention at this level of strategic planning.
- The city's position as a leading centre for research and teaching through its universities should be reflected in the plan and continue to be a priority in the years ahead.
- Plans to develop an enhanced transport system should take account of affordable and sustainable modes of transport.
- Transport priorities should closely align with the land planning process.
- Priorities aimed at combating climate change should extend beyond public sector buildings and land to include the facilitation of a green business network.
- Two new environmental priorities should be the establishment of a flood alleviation scheme and the preservation of biodiversity.
- The requirements of older people in Leeds should be considered in health priorities, both in terms of physical and mental health.
- Health priorities should also identify the need to improve hospital services and in particular the need for a single site children's hospital for Leeds.
- Tackling radicalism and improving community cohesion should be a specific priority in the plan.

Leeds Initiative key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Increase international communications, marketing and support activities to promote the city and attract investment. • Increase entrepreneurial activity in deprived areas.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Reduce the proportion of vulnerable groups not in education, training or employment. • Improve participation and early learning outcomes for children from the most deprived areas.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Undertake actions to improve our resilience to current and future climate change.
Health and Wellbeing	<ul style="list-style-type: none"> • Reduce obesity and raise physical activity for all. • Reduce teenage conception and improve sexual health for all. • Promote emotional wellbeing for all.
Thriving Places	<ul style="list-style-type: none"> • Reduce the number of people who are not able to adequately heat their homes. • Reduce worklessness in deprived areas.
Harmonious communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs. • Support a robust and vibrant voluntary, community and faith sector.

The Business Community

Leeds Chamber of Commerce was broadly supportive of the strategic outcomes and improvement priorities as drafted, welcoming the change in council culture to an outcomes focus. Concern was expressed, however, that forty-eight priorities were too many, and that some priorities were too vague and difficult to measure. This was particularly felt to be the case with health priorities, deemed by one respondent to be 'too detailed for a strategic plan, but not detailed enough for an action plan'.

From meetings held and questionnaire feedback received, a number of recurring themes and issues emerged. These included:

- Cultural priorities should take account of legal, time and financial constraints when drawing up plans for projects and schemes.
- Economy and enterprise priorities should make more of private sector investment and closely align with regional economic activity.
- Learning priorities should cover educational achievement levels for all learning groups and include a specific priority on Leeds' leading higher education sector.

- An enhanced transport infrastructure should take account of accessibility and connectivity needs for international connections, to meet the needs of business and Leeds residents alike.
- Priorities targeting Leeds' housing stock should take in more than affordable housing and include the provision of more land made available for the construction of family housing.
- Issues of migration and immigration should be picked up in a priority somewhere in the plan.

Business Community key priorities

Cultural Life	<ul style="list-style-type: none"> • Deliver three major cultural schemes of international significance.
Enterprise and the Economy	<ul style="list-style-type: none"> • Increase or reputation as a centre for knowledge and innovation.
Learning	<ul style="list-style-type: none"> • Improve learning outcomes for 16 year olds.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Address neighbourhood problem sites and improve cleanliness of publicly owned land.
Health and Wellbeing	<ul style="list-style-type: none"> • Reduce coronary heart disease. • Reduce bullying and harassment. • Reduce obesity and raise physical activity for all.
Thriving Places	<ul style="list-style-type: none"> • Reduce crime and the fear of crime.
Harmonious communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs • Promote community pride, integration and a sense of belonging.

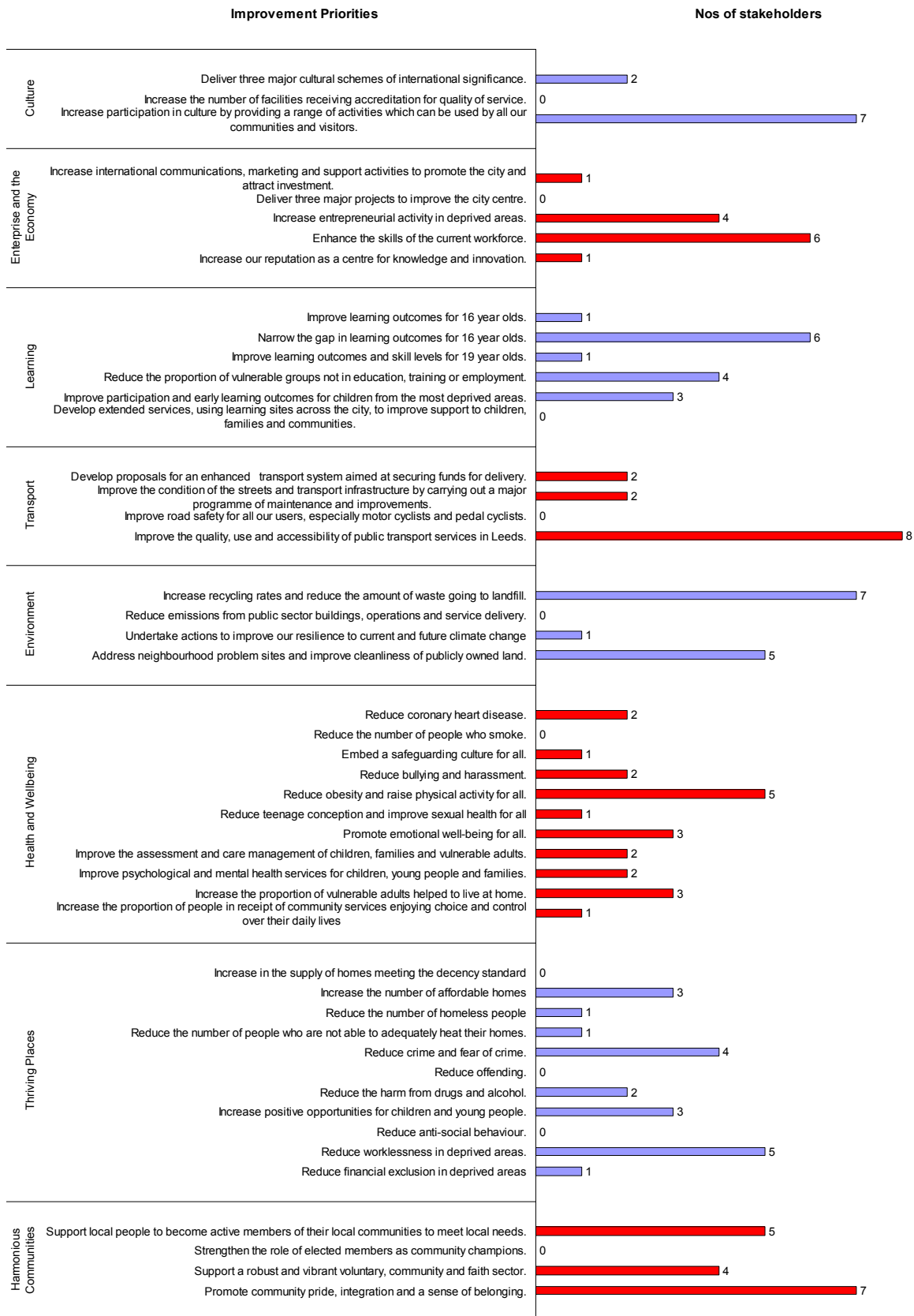
3.4 Overall Key Priorities

Based on feedback from stakeholder groups, we have plotted a simple chart highlighting which priorities from amongst the original forty-eight draft improvement priorities enjoyed the strongest support. As the chart demonstrates, in some themes (e.g. Culture, Transport) certain priorities are very popular amongst stakeholders. In others themes (e.g. Health and Wellbeing, Thriving Places) most draft improvement priorities enjoyed the support of at least one stakeholder group.

The eight stakeholder groups represented in the chart are Area Management, District Partnerships, Residents of Leeds, Council Staff, VCFS, BME, Leeds Initiative and the Business Community.

Scrutiny Boards are not included in this chart owing to the nature of their consultation feedback – a summary report which did not highlight, in a systematic way, top priorities. All Members received a questionnaire from Paul Rogerson the Council's Chief Executive, however, and were also consulted via Area Committees.

Most strongly supported priorities as chosen by Stakeholder Groups



NB: In some cases stakeholder groups chose more than one priority per theme as their 'key priority'.

Section 4.0 - The Strategic Outcomes and Improvement Priorities

Serious consideration has been given to the wide range of comments made as a result of the stakeholder consultation exercise.

This has resulted in proposals for a number of changes to the improvement priorities.

- In some cases, we have changed the wording of priorities; removing jargon and ambiguous language where possible; and changing the emphasis of priorities where appropriate.
- Some priorities have been merged.
- Some less popular priorities have been removed.
- We have also added a new priority under Thriving Places – *Reduce the number of children in poverty* - in light of gaps identified by stakeholder groups.

Furthermore, a number of the strategic outcomes have been amended in light of comments received, to ensure that the importance of making a difference for the people and localities in Leeds was more clearly communicated.

We have also made a number of theme title changes, some of which link to developments in the Leeds Initiative strategy and development groups. Some titles have stayed the same. For example, the 'Learning' strategic outcome continues to refer to the importance of continuing to focus the delivery of learning and development opportunities at all ages.

All these changes are highlighted in the table in section 4.1 below.

In addition, a new introductory section (as outlined in the table immediately below) will be included in the Leeds Strategic Plan explaining ambitions for both the 'people' and 'place' of Leeds and emphasising the need to equip young people in the city to contribute to their own and the city's wellbeing and prosperity. The interconnectivity of the strategic outcomes and improvement priorities is also stressed reflecting the comments of many stakeholders.

Our Mission	<p>Our Mission is to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds. We want:</p> <ul style="list-style-type: none">• people to be happy, healthy, safe, successful and free from the effects of poverty;• our young people to be equipped to contribute to their own and the city's future well being and prosperity;• local people to be engaged in decisions about their neighbourhood and community and help shape local services;• neighbourhoods to be inclusive, varied and vibrant offering housing options and quality facilities and free from harassment and crime, and;• A city-region that is prosperous, innovative, attractive and distinctive; enabling people, business and the economy to realise their full potential.
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4.1 - The Revised Strategic Outcomes and Improvement Priorities

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Culture</p> <p>Increased participation in cultural opportunities through engaging with all our communities.</p> <p>Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance.</p>	<ul style="list-style-type: none"> • Deliver three major cultural schemes of regional and international significance • Increase the number of facilities receiving accreditation for quality of service. • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors. 	<p><i>Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities.</i></p> <p><i>Facilitate the delivery of major cultural schemes of international significance.</i></p>
<p>Enterprise and the Economy</p> <p>Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy.</p> <p>Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre.</p>	<ul style="list-style-type: none"> • Increase international communications, marketing and support activities to promote the city, attract investment and develop internationally competitive companies. • Deliver three major projects to improve the city centre. • Increase entrepreneurial activity in deprived areas. • Enhance the skills of the current workforce. • Increase our reputation as a centre for knowledge and innovation. 	<p><i>Increase innovation and entrepreneurial activity across the city.</i></p> <p><i>Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment</i></p> <p><i>Increase international communications, marketing and business support activities to promote the city and attract investment.</i></p>

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Learning</p> <p>Enhance skills of the current and future workforce through fulfilling individual and economic potential and investing in learning facilities.</p>	<ul style="list-style-type: none"> • Improve learning outcomes for 16 year olds. • Narrow the gap in learning outcomes for 16 year olds. • Improve learning outcomes and skill levels for 19 year olds. • Reduce the proportion of vulnerable groups not in education, training or employment. • Improve participation and early learning outcomes for children from the most deprived areas. • Develop extended services, using learning sites across the city, to improve support to children, families and communities. 	<p><i>Enhance the skills of the workforce to fulfil individual and economic potential.</i></p> <p><i>Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap.</i></p> <p>Improve learning outcomes and skill levels for 19 year olds.</p> <p><i>Increase the proportion of vulnerable groups engaged in education, training or employment.</i></p> <p><i>Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.</i></p>

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Transport</p> <p>Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours.</p>	<ul style="list-style-type: none"> • Develop proposals for an enhanced transport system aimed at securing funds for delivery. • 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 and pedal cyclists. • Improve the quality, use and accessibility of public transport services in Leeds. 	<p><i>Deliver and facilitate a range of transport proposals for an enhanced transport system.</i></p> <p>Improve the quality, use and accessibility of public transport services in Leeds.</p> <p>Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.</p> <p>Improve road safety for all our users, especially motor cyclists and pedal cyclists.</p>
<p>Environment City</p> <p>Reduced ecological footprint through responding to environmental and climate change and influencing other.</p> <p>Cleaner, greener and more attractive city through effective environmental management and changed behaviours.</p>	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Reduce emissions from public sector buildings, operations and service delivery. • Undertake actions to improve our resilience to current and future climate change. • Address neighbourhood problem sites and improve cleanliness of publicly owned land. 	<p><i>Reduce the amount of waste going to landfill.</i></p> <p><i>Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.</i></p> <p>Undertake actions to improve our resilience to current and future climate change.</p> <p><i>Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces.</i></p>

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Health and Wellbeing</p> <p>Reduced health inequalities through the promotion of healthy life choices and improved access to services.</p> <p>Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.</p> <p>Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and wellbeing.</p>	<ul style="list-style-type: none"> • Reduce Coronary heart disease. • Reduction in number of people who smoke. • Embed a safeguarding culture for all. • Reduce bullying and harassment. • Reduce obesity and raise physical activity for all. • Reduce teenage conception and improve sexual health for all. • Promote emotional well-being for all. • Improve the assessment and care management of children, families and vulnerable adults. • Improve psychological and mental health services for children, young people and families. • Increase the proportion of vulnerable adults helped to live at home. • Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives. 	<p>Reduce coronary heart disease.</p> <p>Reduce the number of people who smoke.</p> <p>Reduce obesity and raise physical activity for all.</p> <p>Reduce teenage conception and improve sexual health.</p> <p>Improve the assessment and care management of children, families and vulnerable adults.</p> <p>Improve psychological and mental health services for children, young people and families.</p> <p><i>Increase the number of vulnerable people helped to live at home.</i></p> <p>Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives.</p> <p>Embed a safeguarding culture for all.</p>

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Thriving Neighbourhoods</p> <p>Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.</p> <p>Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.</p> <p>Increased economic activity through targeted support to reduce worklessness and poverty.</p>	<ul style="list-style-type: none"> • Increase in the supply of homes meeting the decency standard. • 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. • Reduce crime and fear of crime. • Reduce offending. • Reduce the harm from drugs and alcohol. • Increase positive opportunities for children and young people. • Reduce anti-social behaviour. • Reduce worklessness in deprived areas. • Reduce financial exclusion in deprived areas. 	<p><i>Increase the number of “decent homes”.</i></p> <p>Increase the number of affordable homes.</p> <p>Reduce the number of homeless people.</p> <p>Reduce the number of people who are not able to adequately heat their homes.</p> <p><i>Increase financial inclusion in deprived areas.</i></p> <p>Reduce crime and fear of crime.</p> <p>Reduce offending.</p> <p><i>Reduce the harm from drugs and alcohol to individuals and society.</i></p> <p>Reduce anti-social behaviour.</p> <p>Reduce bullying and harassment.</p> <p><i>Reduce worklessness across the city with a focus on deprived areas.</i></p> <p><u><i>Reduce the number of children in poverty.</i></u></p> <p><i>Develop extended services, using sites across the city, to improve support to children, families and communities.</i></p>

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Stronger Communities</p> <p>More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services.</p> <p>Improved community cohesion and integration through meaningful involvement and valuing equality and diversity.</p>	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs • Strengthen the role of elected members as community champions. • Support a robust and vibrant voluntary, community and faith sector. • Promote community pride, integration and a sense of belonging. 	<p><i>An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents.</i></p> <p><i>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.</i></p> <p><i>An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.</i></p> <p><i>Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services.</i></p>

Section 5.0 - Communication and Next Steps

How are we going to communicate the results of this consultation?

This report will be available to everyone who has participated in the consultation process and to anyone who requests a copy from the address below. Contributing stakeholder groups will also be provided with a verbal explanation wherever possible.

What next?

The agreed strategic outcomes and improvement priorities will form the core of the Leeds Strategic Plan 2008-11. The full written plan will be completed during February and March 2008, endorsed by the Leeds Initiative and finally agreed by the council. The Leeds Strategic Plan will incorporate the city's requirements for its Local Area Agreement (LAA). The latter is now required by the Local Government and Public Involvement in Health Act 2007. Negotiations will take place between Leeds and representatives of central government between January and May 2007. Final agreement of the targets of the improvement priorities that are included in the national negotiations will finally be signed off in June 2008.

From April 2008 until March 2011, relevant bodies of the council and Leeds Initiative will be monitoring progress on performance on a quarterly basis against all targets in the Leeds Strategic Plan.

Full copies of the Leeds Strategic Plan 2008-11 will be available from the address below:

Elaine Rey
Policy, Performance and Improvement Team
2 Floor East
Civic Hall
Leeds
LS1 1UR

How we handled consultation feedback

All responses to the consultation were considered in the compiling of this report. No response was weighted above or below any other with regard to priority preferences. A large number of suggestions and comments were received, and the nature of the responses varied greatly. To rationalise comments and ensure that all substantive suggestions feed into the decision making process, comments were placed in one of the following categories:

1. Comment consistent with/supports the priority as written
2. Comment too specific at this level of planning
3. Comment based on partner priorities
4. Comment will help to shape the next stage in developing the priorities
5. Comment makes specific suggestion or challenges the priority

QA feedback on the consultation process

To verify the consultation and the work undertaken the Leeds Strategic Plan team within the council, QA Research were asked to act as a 'critical friend'. They evaluated the robustness of the consultation process and highlighted areas where further engagement with stakeholders was required. In their report on the consultation process¹, QA's main findings were:

- There has been a concerted effort by the council to consult on the priorities, and also to use existing data wherever possible to the principle of COUNT – Collect once, Use Numerous Times.
- Data from the Annual Leeds Survey series, BVPI General user satisfaction surveys and other corporate consultation exercises has directly or indirectly shaped the set of priorities sent out for consultation.
- Officers involved in drafting the Improvement Priorities at the council have clearly been very keen to consult with all relevant communities and stakeholders.
- Advice has been sought from other teams at LCC, such as Equalities, to check if certain communities' views have been considered within the submissions of service units.
- There have been comprehensive audits of which stakeholders have been involved, and therefore who has required further involvement.
- Following one such audit and QA's recommendation, two additional workshop events were held to gain the council staff reaction to draft improvement priorities.
- There has been a consistent structure for the collation of feedback across stakeholder groups.
- The system for data collation adopted by the Leeds Strategic Plan team has allowed officers to see where opinion was in consensus or was divided, alongside a detailed commentary.
- The true impact of these consultations will only be felt if changes recommended to wording, or the grouping of certain priorities, are taken on board by the council.
- Whilst the improvement priorities appear to have been consulted on thoroughly, the work starts in earnest now the detail is required.

¹ Taken from QA Research (2007) *Consulting on priorities for Leeds: A commentary on the consultation process for Leeds City Council*, York: QA Research.