

# **Leeds Strategic Plan**

**2008 -2011**

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**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**

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## **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**

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**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 CO<sub>2</sub> 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.

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## **Section 2**

### **Priorities by Theme**

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## 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 CO<sub>2</sub> 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 CO<sub>2</sub> 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 CO<sub>2</sub> 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.

## 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.

## About this Plan

For enquiries about the Leeds Strategic Plan or to obtain further copies please:

Email: [leedsstrategicplan@leeds.gov.uk](mailto:leedsstrategicplan@leeds.gov.uk)

Or Telephone: 0113 224 3462

Or visit our website [www.leeds.gov.uk/leedsstrategicplan](http://www.leeds.gov.uk/leedsstrategicplan) or [www.leedsinitiative.org/leedsstrategicplan](http://www.leedsinitiative.org/leedsstrategicplan)

Or write to:

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

Visit the Leeds City Council website [www.leeds.gov.uk](http://www.leeds.gov.uk) or the Leeds Initiative website [www.leedsinitiative.org](http://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। ਫੇਰ 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.

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Please call: 0113 224 3462



2008-2009  
*Local Strategic  
Partnerships and  
Local Area Agreements*

DRAFT