

THIRD DRAFT
14th March

**The Leeds
Children and Young People's Plan
2006 – 2009**



Foreword

This is the first Children and Young People's Plan for Leeds. It sets out how we as a city will work together to improve the lives of all children, young people and families in Leeds.

The Children Act 2004 and the National Standards Framework Children, Young People and Maternity Services (NSF) provide the building blocks for the new combined approach to children and young people's services. Every Child Matters sets out how services will work with all children, young people and their families to improve.

Although outcomes for children and young people in Leeds are generally good, there are still too many children and young people that fail to have the lives that we would want for our own children and families. Children and young people tell us that whilst they are generally happy living in Leeds there are still things that need to change to achieve their ambitions and aspirations.

We want to make Leeds a thriving family, friendly city and ensure that all children and young people have the skills, confidence and opportunity to thrive and achieve their potential. Children and young people are individuals that are part of families and the wider community, therefore our approach focuses on supporting families in their community, to address the barriers associated with poverty that many families face. This is part of our city-wide strategy to narrow the gap between the most affluent areas of the city and disadvantaged neighbourhoods.

At the heart of our endeavour is the voice of children, young people and their families participating and involved in all key decisions that affect their lives. This includes both broader decisions about the design of services, but also about which services best meet their individual needs. We want to see stronger partnerships with children, young people and families where the focus is 'doing with' rather than 'doing for or to'.

To achieve our aspirations we must deliver cultural change across the whole of the workforce to deliver:

- new ways of working that are integrated, early intervention and flexible services, supported by a Common Assessment Framework and Information Sharing;
- new safeguarding arrangements –that is the responsibility of all
- a network of schools and children's centres with extended services at the heart of every community that are brilliant learning places; and
- needs based services, focused on the family and delivered in their community.

This Plan represents our combined commitment to improving outcomes for children, young people and their families. It is the product of months of engagement and participation with children and young people, parents and carers, the children's workforce and partners.

We have set some challenging targets at a time of exciting change and it will take effort and commitment to achieve the stretch goals we have set ourselves. We will all need to commit our energy and enthusiasm into transforming children and young people's services to make our vision become reality to ensure that all our children, young people and their families are "Happy, Healthy, Safe, Successful and Free from the Effects of Poverty".

Rosemary Archer Director of Children's Services
Cllr Brian Jennings Executive Member for Children's Services

Introduction

This Plan has been developed by the Children Leeds Partnership at a time of significant change. Leeds is not a Children's trust pilot authority, but has worked hard to develop a robust and now well established Children and Young People's Strategic Partnership which has been affiliated to the Local Strategic Partnership (Leeds Initiative) since early 2005. A Director of Children's services was appointed in January 2006. We have solid foundations to build on in Leeds with good and improving services. The transformation of the children and young people's partnership and commissioning arrangements is starting to take shape with the development of local trust arrangements coming into place from summer 2006.

Our developing agenda has been supported through our involvement as one of a number of authorities in the second round of the Local Area Agreement (LAA) with a theme around children and young people. This agreement sets out our key emerging priorities including: NEET, obesity and activity and deprived neighbourhoods. This reinforces our clear commitment to narrowing the gap between our most affluent and disadvantaged communities.

Alongside our move to integrate strategies we are accelerating our approach to integrated working through the development of the West Leeds project which will establish area based multi-agency teams that will pilot an e-enabled common assessment framework, information sharing arrangements and the lead professional model. We will use the learning from this project and roll out new ways of working across the city by 2008.

Another key element in our local change improvement agenda is the NHS transformation programme – "Making Leeds Better" which focuses on unifying acute medical services for children and young people onto one hospital site, whilst moving many service into community locations, closer to children, young people and their families.

In the context of this considerable change, this plan brings together all our work to provide a single overarching strategy that sets out how we will work together to improve the lives of children and young people in Leeds. This will provide a framework of clear shared priorities and joint action plan. Our emphasis is on improving outcomes for children and young people whilst at the same time taking big strides forward to develop fully integrated children and young people's services.

The Plan is divided into three sections. Section one outlines ***our Vision, the local context, our strategy, aims and priorities***

Section two addresses ***how we are going to improve outcomes for children and young people*** with specific and targeted improvement activity across a range of organisations.

Section three describes ***how we are going to integrate children's services to deliver our transformational agenda.***

Our Vision

A key part of working together is having a shared Vision of what we want to achieve for the children and young people of Leeds. Our vision for children and young people is informed by Vision II but focuses on our aspirations for children and young people.

*We want all children and young people in Leeds to be **happy, healthy, safe, successful and free from the effects of poverty***

To achieve this we will make Leeds a great city for children, young people and their families. We will work together with children young people and their families and communities to ensure they have the skills, confidence and opportunities to thrive and achieve their potential, regardless of their circumstances and the barriers they face.

To achieve our vision we will transform the way we organise our services. Our vision for children's services in Leeds is to:

- Develop '**personalised**' services for children young people and their families
- Strengthen and extend **safeguards** for children and young people and promote their welfare
- Provide area based **support for families and communities**
- **Integrate** our services and refocus activity toward early intervention and prevention
- Work together through **schools and children's centres**

Local Context

To inform our planning we have considered how current realities of life of children and young people in Leeds compares with our vision. This section briefly sets out the key facts about our local context.

Leeds is the regional capital of the Yorkshire and Humberside region. It is extremely diverse, covering an area of 55,000 hectares and includes a main city area, surrounded by small towns, villages and countryside, making Leeds a city of real diversity. It has a wide-ranging population of 715,000, with over 8% of the overall population from Black and Minority ethnic groups. This increases to 40% in some communities.

There are 183,000 children and young people between the ages of 0 -19 in Leeds. This represents 25.5% of the whole population of the city. It is estimated that 13.6% (23,063) of children and young people aged 0-19 are from Black and Minority Ethnic groups. According to the 2001 Census the largest groups are Asian or Asian British Pakistani (7,050), Asian or Asian British Indian (3,704) Mixed: Black Caribbean and White (3,196).

In Leeds the picture of prosperity in Leeds is mixed, with some very prosperous areas and some amongst the most deprived in the country. Using the national 'Index of Multiple Deprivation', 21% of neighbourhoods in Leeds are in the 10% most deprived in the country and 31% are amongst the 20% most deprived.

Leeds generally mirrors national trends in terms of outcomes for children and young people. However, there are some key step off points where we deviate away from the national norms which are subject to targeted. Key areas of particular need include:

Be Healthy: Health, Obesity and Activity

- Leeds has higher rates of child death at birth or in the first week of life and lower birth rates than the national average for England and Wales
- Local studies have shown that 24% of 13 year olds in Leeds are overweight and 13% are obese

Stay Safe: Safeguarding and Looked after Children Outcomes

- Approximately 2,500 children and young people are referred to Leeds Social Services each year because of abuse or domestic violence. In the past decade the number of children in care has increased by 23% due to mostly the growing length of time children remain in care. There are approximately 1,300 children and young people under 18 who are 'looked after' by the authority. This is higher than the national average

Enjoy and Achieve: Secondary Standards

- Pupils in Leeds secondary schools tend to make less progress during secondary school than the national average or similar authorities. Despite improvements, 49.5% achieve 5 or more GCSE's or equivalent grades A*-C which is below the national average of 53.7%.
- Vulnerable groups or children and young people are generally underperforming. Only 5% of looked after children achieved 5 or more A*-C at GCSE and there is a 16% difference between the city GCSE attainment average and Black African and Black Caribbean heritage pupils.
- 15.3% of the school population has been identified as having Special Educational Needs.

Make a Positive Contribution: Respect/ Crime and Anti-Social Behaviour

- 2,700 young people (aged 10-17) committed 5,600 offences in 2004/05, which is higher than the national average
- A recent survey of Leeds school children indicated that 38% had been offered illegal drugs and 74% had been offered alcohol

Economic Well-being: Progression and Post 16 Learning and Disadvantaged neighbourhoods

- The proportion of young people who are not in education, employment or training when they leave schools has improved in recent years but significantly remains below the national average there are marked differences in the inner and outer areas of the city.
- Nearly 29,540 dependent children live in households where no adult is in employment (1:5) and approximately 20,000 dependent children and young people live in overcrowded households
- Outcomes for children and young people in deprived communities are poor across all 5 ECM outcomes

The Participation of Children and Young People

A vital element of understanding our local context is understanding the views of children and young people. We are committed to developing stronger partnerships with children and young people to ensure they participate and are involved in all key decisions.

As part of the development of the Plan we have worked with a number of children and young people to listen to their views and make sure their priorities are reflected in the plan. We recognised that children and young people like to participate in a variety of ways therefore in developing the plan we have:

- engaged over 4,000 children and young people through a schools based questionnaire,
- involved and listened to the views of over 500 children and young people through the Reach Out and Reconnect Partnership - ROAR
- discussed priorities with the Youth Council in relation to their manifesto
- conducted a number of focus groups with hard to reach groups e.g. travellers, children and young people with a disability and Children Looked After
- Undertaken a structured and comprehensive review of recent city-wide survey's of children and young people's views.

We have some good examples of participation in Leeds and have developed a new participation framework which incorporate two broad approaches. One approach is structured and based on a formalised, representative democratic model and the other approach is more informal, flexible and based on a participatory partnership model that focuses on engaging harder to reach groups of children and young people.

The formal model is based around the Youth Council and a supporting network of school council's. This has growing links with the Council's democratic decision making process. However, not all children and young people want to engage in this more formal process therefore alongside this we are developing the Reach Out and Reconnect – 'ROAR' partnership. This is a forum of children and young people who are engaged in a variety of participation groups across the city. ROAR will co-ordinate the views of a wide range of children and young people and work alongside the Youth Council to develop proposals and respond to strategic developments in services for children, young people and their families

Our Strategy

This section sets out our strategy for improvement informed by our vision and local context.

Our strategy is based on two key themes:

- Improving outcomes for children and young people
- Enabling improvement – improving our services to deliver our change agenda

The strategy is summarised in the table below

IMPROVING OUTCOMES	Be Healthy	Stay Safe	Enjoy and Achieve	Make a Positive Contribution	Achieve Economic Well-being	
	Children and young people have a healthy start and healthy lifestyles	Children and young people are safe, secure and cared for	Children and young people enjoy and learn through play, sports and arts	Children and young people are valued by their families, communities and services	Children and young people have the confidence and skills to thrive in work and adult life	
	Children and young people are mentally and emotionally healthy	Children and young people are safe in their communities	Children and young people achieve their personal learning goals	Children and young people value their peers, families and communities	Children and young people live in thriving families in thriving communities	
ENABLING IMPROVEMENT	Transforming Universal Services					
	Partnership	Commissioning	Process	People	Resource Management	Performance Management

The aims for improving outcomes are explained below and in the action plan in the second section of this plan. The aims for enabling improvement are set out in the third section of the plan

Aims and Priorities

Using the ECM outcomes framework, children, young people and partners have identified local priorities which we have expressed as the 10 Leeds Aims. These form the basis of our strategy to implement change in children and young people's services.

The 10 Leeds Aims are:

Be Healthy

1. Children and young people have a healthy start and healthy lifestyles
2. Children and young people are mentally and emotionally healthy

Stay Safe

3. Children and young people are safe, secure and cared for
4. Children and young people are safe in their community

Enjoy and Achieve

5. Children and young people enjoy life and learn through play, sports and arts
6. Children and young people achieve their personal learning goals

Make a Positive Contribution

7. Children and young people are valued by their communities
8. Children and young people value their communities

Economic Well-Being

9. Children and young people have the skills, knowledge and confidence for work and adult life
10. Children and young people live in thriving families in thriving communities

The Leeds 10 Aims have been informed by national issues, consultation with children, young people and their families and our needs analysis (available in a separate document). Each aim has a series of key objectives and actions to improve outcomes.

However, as part of our developing agenda we have talked to our stakeholders and identified priorities for 2006/07 where we will focus resources and learn to use our new children's services approach to make a step change in outcomes.

Our key priorities for 2006/07 are:

- Obesity and activity
- Bullying and Safeguarding
- Secondary and progression
- Respect and Anti-social Behaviour
- Deprived Neighbourhoods and Looked After Children

In the plan the actions relating to these priorities have been highlighted in bold-italic.

Delivering our strategy: Performance Management and Accountability Framework

To ensure that this strategy is implemented we have developed a clear process for managing its implementation, monitoring and review. In turn it is important that these processes are properly resourced, that the strategy is owned by all stakeholder, and that the activities of the strategy are build into everyday work and systems within the key organisations .

We recognise that we are in the process of developing children's trust arrangements over the next six months therefore, during these transitional arrangements, our overall performance management framework will be based on 5 theme groups and working groups with strategic leads for each of the outcomes.

The lead organisations for each of the 5 ECM outcomes are identified below:

Be Healthy	East Leeds PCT (subject to restructure)
Stay Safe	Children's Services Social Care
Enjoy and Achieve	Education Leeds
Make a Positive Contribution	Youth Service
Achieve Economic Well Being	Connexions

Each outcome will have a Board structure made up of a range of partners. There will also be time limited multi-agency task groups for specific projects. Each Board will be required to provide a quarterly report outlining progress against key targets and milestones. Where possible these will use existing monitoring arrangements and link to existing Leeds Initiative (LSP) partnership groups. This is part of our drive to embed better outcomes for children and young people in all strategic partnership activity across the city.

As children's trust arrangements are developed and new commissioning arrangements implemented this accountability framework will be reviewed.

The change for children programme is currently being reviewed to ensure it mirrors the new transformation programme developed by the partnerships. Organisational leads have been identified for each of these key priorities and are outlined below:

Transforming Universal Services	Early Years and Education Leeds
Commissioning and Governance	Children Leeds Office of the DCS
Performance Management	Children Leeds Office of the DCS
Resource Prioritisation	Children Leeds Office of the DCS
Workforce Reform	Leeds City Council HRM Services

Each of these areas will have a multi-agency Board and a range of time limited task groups to address specific projects.

The Children Leeds partnership will receive quarterly exception reporting of targets and milestones and a full review of progress every six months.

Targets

Performance measurement will be a central element of our performance management process. We have developed a basket of 50 indicators which are structured around our 10 aims and the five ECM outcomes for children and young people. For each target we will measure outcomes at a citywide level and for the four main vulnerable groups that we have identified for this plan:

- Looked After Children
- Children and young people with learning difficulties or disabilities
- Children and young people from Black and Minority Ethnic communities
- Children and young people from the most deprived neighbourhoods in Leeds

We think this is important to ensure that we judge our success on how we improve outcomes across the city but also for the most vulnerable. The following table outlines the overall framework of aims and targets for the Children and Young People's Plan

Be Healthy	Stay Safe	Enjoy and Achieve	Make a Positive Contribution	Achieve Economic Well being
Children and young people have a healthy start and healthy lifestyles	Children and young people are safe, secure and cared for	Children and young people enjoy life and learn through play, sports and arts	Children and young people are valued by their communities	Children and young people have the skills, knowledge and confidence for work and adult life
<ol style="list-style-type: none"> 1. Halt the increase in the proportion of 5-11 year olds that are obese by 2010 2. Reduce infant mortality 3. Raise the proportion of mothers breastfeeding 4. Reduce the proportion of mothers that smoke in pregnancy 5. Raise infant immunisation rates to 95% by 2007 6. Raise the proportion of schools that achieve the National Healthy Schools Standard 7. Increase the proportion of 5-16 year olds that engage in 2 or more hours of high quality PE per week to 90% by 2009 8. Reduce the average alcohol consumption of young people. [NEW] 9. Reduce the proportion of young people that are regular smokers. [NEW] 10. Reduce the use of 'Class A' drugs by young people. [NEW] 11. Reduce the diagnostic rate of new STIs among 16-19 year olds 12. Reduce the under 19 conception rate 13. Reduce the average number of decayed, missing or filled teeth for 5 year olds in Leeds 14. Looked After Children PAF Health Indicators judged to be 'good' 	<ol style="list-style-type: none"> 1. Increase the proportion of schools scored 2 or better for 'Learners adopt safe practices' [NEW] 2. Reduce admissions to hospital for accidental injury [NEW] 3. Reduce re-registrations on Child Protection Register to 12.5 by 2009 4. Increase the proportion of Reviews of Child Protection Cases that are carried out in statutory timescales to 99% by 2009 5. Raise the % of core assessments for children carried out within 35 days to 75% by 2009 6. Increase the stability of placements for Looked After Children to 13 by 2009 7. Increase the % of under 16s looked after for >4 years living in the same placement for > 2years or placed for adoption to 67.5 by 2009 8. Raise the rate of adoptions of Looked After Children to 8.1 by 2009 	<ol style="list-style-type: none"> 1. Increase the proportion of children and young people that are satisfied with the opportunities for play and recreation in Leeds. [NEW] 2. Increase the take up of sporting opportunities by children and young people. [NEW] 3. Increase the take up of cultural opportunities by children and young people. [NEW] 4. Increase the proportion of children and young people that report they are satisfied with access to leisure facilities. [NEW] 	<ol style="list-style-type: none"> 1. Increase the proportion of children and young people that report that they have a satisfactory say in their communities [NEW] 2. Increase the proportion of children and young people that reported that they are satisfied with the way they had a say in local children's services [NEW] 	<ol style="list-style-type: none"> 1. Reduce the percentage of year 11 leavers that are NEET status 2. Reduce the percentage of 18 years olds that are NEET 3. Reduce the proportion of 16-18 year olds in the 'unknown' category 4. Increase the proportion of 16 year olds with Level 1 qualifications 5. Increase the proportion of 18 year olds with Level 2 qualifications 6. Increase the proportion of 18 year olds with Level 3 qualification 7. Improve the proportion of schools scored 2 or better by OfSTED for the judgement 'how well learners develop skills for economic well-being' [NEW]

Be Healthy	Stay Safe	Enjoy and Achieve	Make a Positive Contribution	Achieve Economic Well being
<p>Children and young people are mentally and emotionally healthy</p>	<p>Children and young people are safe in their communities</p>	<p>Children and young people achieve their personal learning goals</p>	<p>Children and young people value their communities</p>	<p>Children and young people live in thriving families in thriving communities</p>
<p>To be confirmed – subject to negotiation with the PCT's</p>	<ol style="list-style-type: none"> 9. Reduce the proportion of children and young people that report that they have been affected by bullying, harassment or discrimination at school or in the community. [NEW] 10. All Leeds providers receive positive ratings in the OfSTED judgements relating to learner safety [NEW] 11. Reduce the proportion of children and young people that report that they have been affected by bullying, harassment or discrimination at school or in the community due to their ethnicity. [NEW] 12. Reduce admissions to hospital for accidental injury [NEW] 13. Reduce the proportion of children and young people that have a fear of crime. [NEW] 	<ol style="list-style-type: none"> 5. Ensure no school in Leeds is placed in an OfSTED category of concern [NEW] 6. Increase the proportion of schools scored 2 or better by OfSTED for overall effectiveness [NEW] 7. Increase the proportion of schools scored 2 or better by OfSTED for the overall effectiveness of leadership and management [NEW] 8. Increase the proportion of 5 year olds achieving 6+ in core elements of the FSP [NEW] 9. Increase the proportion of 11 years olds achieving Level 4+ in KS2 in (a) English and (b) maths in line with value added estimates 10. Increase the proportion of 14 year olds achieving Level 5+ in KS3 in (a) English, (b) maths (c) Science and (d) ICT in line with value added estimates 11. Increase the proportion of 16 years olds achieving (a) 5+ A*-C or equivalent, (b) as above including English and maths and (c) 1+ grades A*-G in line with value added estimates 12. Increase attendance in secondary schools to 92.3% by 2008 	<ol style="list-style-type: none"> 3. Reduce the proportion of children and young people that report they have bullied in the last 12 months [NEW] 4. Increase the proportion of children and young people that are engaged in community or environmental volunteering [NEW] 5. Reduce the rate of fixed terms exclusions from schools to 25 per 1000 by 2009 6. Reduce the number of permanent exclusions from schools to 25 by 2009 7. Reduce the number of first time offenders that are under 18 years of age to 5% by 2009 	<ol style="list-style-type: none"> 8. Increase the proportion of children and young people that report that they are satisfied with their neighbourhood [NEW] 9. Reduce the proportion of children and young people living in workless households [NEW] 10. Reduce the proportion of dependent children who live in a home that does not meet the set standard of decency [NEW]

BE HEALTHY

Needs analysis

Our 2005 Annual Performance Assessment (a shared process of self-evaluation and inspection between Leeds City Council, Ofsted and the DfES) of children's services judged health outcomes for children and young people in Leeds to be good. However, both nationally and locally there are still significant challenges to improve the health of children and young people. These include:

- **Obesity, activity and diet:** a significant and growing number of children and young people are inactive, have poor diets and are therefore more likely to become overweight and obese and suffer related health problems. Local studies show that nearly a quarter of young people in Leeds are overweight and over 1 in 10 are obese. Children and young people have told us that improving school meals and facilities for sports and activities are a priority for them.
- **Sexual health:** teenage conception rates in Leeds and the UK have been reduced in recent years but remain high. Teenage pregnancy rates in Leeds are above the national average. Sexual infection rates are growing significantly amongst young people.
- **Drugs, alcohol and tobacco:** substance misuse is a major concern for the health of children and young people. The rate of misuse of drugs, alcohol and tobacco in the UK is higher than in many other countries and evidence suggests that this problem is growing over time.
- **Mental and emotional health:** research has shown that a significant minority of children and young people are affected by mental illness. On the basis of national studies it is likely that over 13,000 children and young people in Leeds experience some form of mental illness. Children and young people have highlighted stress as an important issue for them.
- **Maternal and infant health:** wellbeing in pregnancy and early years is vital to lifelong health outcomes. Outcomes to be improved include immunisation and breastfeeding rates and reducing smoking in pregnancy.
- **Health inequalities:** all analysis shows that socio-economic status has a powerful and persistent impact on health outcomes. In Leeds this can be seen in all areas, from infant mortality to dental health to teenage conception rates.

Our Strategy for Improvement

Our approach for improving health for children and young people is informed by our needs analysis and the views of young people, their parents and carers and our partners.

Our strategy has two broad aims:

1. Children and young people have a healthy start and healthy lifestyles
2. Children and young people are mentally and emotionally healthy

Basic to improving the health of children and young people is the implementation of the NHS National Service Framework for Children's and Maternity Services and the public health agenda outlined in Choosing Health. These standards and strategy cover everything from the health of all children to the health of particular groups, such as

disabled children. They include mental health issues, immunisations, smoking, obesity and substance misuse. Implementing these strategies over the next ten years require efforts not only on the part of the NHS but also from all agencies that work with children, from education to young offender institutions.

The Making Leeds Better programme has been established by the Leeds NHS and will be key to implementing the NSF, Choosing Health and the Children's Act. It focuses not only on the establishment of a single children's and maternity hospital for Leeds, but also on moving many services out of hospital, into community locations where they can be co-located with other local health services and/or with other services for children and families. Children's and maternity services are early implementers of the Making Leeds Better programme. Therefore the Making Leeds Better programme will be a key driver for this Children & Young People's Plan.

How does this link to other local plans?

Further information, including more details on how and when these changes will be delivered, can be found in the following plans and documents:

- National Service Framework for Children, Young People and Maternity Services (NSF)
- Choosing Health White Paper (CHWP)
- Leeds Health and Well-being Plan
- Leeds Healthy Futures Strategy (LHFS)
- Making Leeds Better programme (MLB)
- Leeds Healthy Schools Scheme (LHSS)
- Teenage Pregnancy and Parenting Strategy (TPPS)
- Young People's Substance Misuse Plan (YPSMP)
- Leeds Preventative Strategy (LPS)
- Leeds Children's Centre Strategy and Roll Out Plan (LCCS)
- Leeds Tobacco Control Strategy 2005-2010
- Leeds Oral Health Strategy
- Turning the Tables (Healthy School Meals) (TTT)
- Leeds Alcohol Harm Reduction Strategy 2006-2009

BE HEALTHY

Aim 1: Children and young people have a healthy start and healthy lifestyles

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Reduce the growth in obesity through a citywide multi-agency strategy	15. Halt the increase in the proportion of 5-11 year olds that are obese by 2010	Implement Childhood Obesity Strategy for Leeds.	Plan and funding agreed by Dec 06	Healthy Leeds Partnership
		Improve school meals through the Turning the Tables strategy	All project milestones achieved	Education Leeds
		Improve sports education in schools and other providers through the PESSCL strategy and other programmes	All Strategy milestones achieved	Education Leeds
Improve maternal and infant health services	16. Reduce infant mortality to ?? by ??	Implement the 'Making Leeds Better' antenatal and postnatal care pathways.	MLB programme achieves all milestones	Leeds PCTs
	17. Raise the proportion of mothers breastfeeding to ?? by ??	Expand the 'Baby Friendly' breast feeding promotion project	All NHS organisations achieve accreditation	Leeds PCTs
	18. Reduce the proportion of mothers that smoke in pregnancy to ?? by ??	Lead smoking cessation in pregnancy initiatives	Target achieved	Leeds PCTs
	19. Raise infant immunisation rates to 95% by ??	Work with all partners to improve immunisation rates	Key milestones achieved	Leeds PCTs
		Integrate midwifery and health visiting services with Children's Centres to improve access to services.	Milestones for programme achieved	Leeds PCTs
Improve support for children and young people in making healthy choices	20. Raise the proportion of schools that achieve the National Healthy Schools Standard to ?? by ??	Improve health education in schools through central and area based support for schools to achieve national health schools status.	Leeds Healthy Schools programme achieves key milestones	Education Leeds
		Improve the range and quality of community based education on health	All project milestones achieved	Youth Service
	21. Increase the proportion of 5-16 year olds that engage in 2 or more hours of high quality PE per week to 90% by 2009	Improve the range and quality of information, advice and guidance for children and young to support health and well-being	All project milestones achieved	Leeds PCTs
		Improve the range and quality of information, advice and guidance for parents and carers to support health and well-being	All project milestones achieved	Leeds PCTs

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Reduce the harm caused by drugs, alcohol and tobacco	22. Reduce the average alcohol consumption of young people. [NEW]	Improve substance misuse education, including alcohol and tobacco use, in schools and other providers through the Leeds healthy schools programme and other initiatives	All schools judged by OfSTED to be effectively discouraging substance abuse.	Education Leeds
	23. Reduce the proportion of young people that are regular smokers. [NEW]	Implement the Young People's Substance Misuse Plan	All key Plan targets and milestones achieved.	Safer Leeds
	24. Reduce the use of 'Class A' drugs by young people. [NEW]	Implement the Leeds Alcohol Harm Reduction Strategy	All key Strategy targets and milestones achieved.	Safer Leeds
		Reduce the number of young people smoking through the Smoke Free Leeds initiative	All initiative targets and milestones achieved.	Leeds PCTs
Improve the sexual health of young people	25. Reduce the diagnostic rate of new STIs among 16-19 year olds to ?? by ??	Implement the Teenage Pregnancy and Parenting Strategy	All key milestones achieved	Education Leeds
		Improve access to information, advice and guidance through better joint working between CASH and GUM services		Leeds PCTs
	26. Reduce the under 19 conception rate to ?? by ??	Improve access to Genito-Urinary Medicine services by improving referrals and capacity in clinics	Access time targets achieved.	Leeds PCTs
Improve Oral Health	27. Reduce the average number of decayed, missing or filled teeth for 5 year olds in Leeds to ?? by ??	Agree and implement young people's elements of Leeds Oral Health Strategy 2006	All strategy milestones achieved.	Leeds PCTs
Improve support for vulnerable groups	28. Looked After Children PAF Health Indicators judged to be 'good' by ??	<i>Ensure all Looked After children have effective health care through ongoing support and annual reviews.</i>	All assessments and reviews completed to timescale	Children's Social Services
		Develop an inter-agency strategy for Children with Disabilities, supported by a programme manager to lead implementation.	Strategy developed and manager in post by Dec 06	Leeds PCTs

BE HEALTHY

Aim 2: Children and young people are mentally and emotionally healthy

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Strengthen joint citywide working on mental and emotional health	1. Key measures to be confirmed as part of development of strategy.	Audit the range and quality of current provision across local children's services	Audit complete by Dec 2006	Leeds PCTs
		Develop and agree a shared strategy for mental and emotional health	Strategy agreed by Mar 2007	Leeds PCTs
		Develop a shared system for performance measurement, target setting and evaluation.	Systems agreed by Mar 2007	Leeds PCTs
		Develop a multi-agency training programme for mental and emotional health for all front line children's services staff	Programme agreed by Mar 2007	Leeds PCTs
Improve children and young people's access to high quality mental health services		Remodel referral routes to specialist CAMHS services	13 week waiting time target achieved	Leeds PCTs
		Develop citywide CAMHS services	Development programme agreed and milestones achieved	Leeds PCTs
		Integrate CAMHS and other mental and emotional health services as part of extended services within schools	Programme agreed by Dec 06	Leeds PCTs
		Reorganise school and central education services for mental and emotional health within collaborative area provision as part of the No Child Left Behind Project	Key project milestones achieved	Leeds PCTs
Improve mental health support for parents and carers		Expand delivery of positive parenting support through programmes such as Sure Start , Webster-Stratton and 'STEPS'	All programmes achieve targets for reach and outcomes.	Leeds PCTs
		Lead multi-agency initiatives on parental and family mental health with a focus on postnatal depression	Initiatives achieve targets for reach and outcomes	Leeds PCTs
		Review and refine strategies for supporting the mental health of parents and carers as part of the development of the citywide parenting strategy	Strategy agreed by Mar 2007	Leeds PCTs

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Enhance education, information, advice and guidance for children and young people	2. Increase the proportion of Leeds schools that achieve the National Healthy Schools Standard	Develop the promotion of self-esteem and positive mental and emotional well being through schools and early years, through improvements to the range and quality of PSHCE education, the SEAL programme and Leeds Healthy Schools.	All programme targets and milestones are achieved	Education Leeds
		Develop the range and quality of information, advice and guidance services for children and young people relating to mental health		Leeds PCTs
Improve support for vulnerable groups		Agree specialist CAMHS leads and referral routes for children and young people Learning Disabilities	Referral routes in place by Jan 07	Leeds PCTs
		Improve integration between mental health services and young people's substance misuse services	Evaluation shows improved and effective integration by Mar 07	Leeds PCTs
		Improve mental health joint working and services for young people in secure institutions	Evaluation shows improved and effective integration by Mar 07	Leeds PCTs
		Expand delivery of health related youth work programme in community setting	Programme targets for reach and outcomes achieved	Youth Service
		Provide intensive support for children and young people in traumatic circumstances through the Sad Events and Critical Events teams.	Team evaluations positive in Mar 06.	Education Leeds

STAY SAFE

Needs analysis

Our 2005 Annual Performance Assessment judged outcomes in this area to be 'good', but important challenges remain. Key issues raised by our needs analysis include:

- **Safeguarding:** ensuring the basic safety of children and young people remains a vital issue for Leeds. Each year over 2,500 children and young people are referred to Leeds Social Services and over 300 are on the Child Protection Register. National and local studies show that as many as a quarter of children and young people report experiencing or witnessing abuse or domestic violence within their homes.
- **Bullying:** children and young people tell us that bullying is the most important issue for them. Research and consultation shows that bullying has a great impact on the lives of a large number of children, with some studies showing that over half of children and young people have been bullied.
- **Crime and fear of crime:** as with bullying crime and the fear of crime is a prime concern for children and young people in Leeds. Some national studies have suggested that up to half of all children and young people have personal experience as a victim of crime, most commonly harassment or assault by another minor.
- **Accidental injury and death:** accidents are the most common cause of injury and death for children and young people. This particularly affects children and young people in disadvantaged neighbourhoods who are many times more likely to be injured or killed by accidents.
- **Improving the care of Looked After Children:** children's services are the corporate parents of Looked After Children and so should be our most immediate concern as we are responsible for their care. Though the quality of our care is good and improving in general there are still areas where improvements are required, particularly adoptions, stability of care and the timeliness of some assessments.

Our strategy for improvement

Our approach for improving the safety and security of children and young people is informed by our needs analysis and the views of young people, their parents and carers and our partners.

Our strategy is based on two broad aims:

- Children and young people are safe, secure and cared for
- Children and young people are safe in their communities

Our first aim has been chosen as safeguarding every child and young person from abuse and maltreatment is the most basic but most important duty for children's services and communities. Ensuring all children and young people are safe is central to the Every Child Matters agenda nationally and locally.

Our approach to improvements in this area focus on the efforts to ensure all services and the wider community work together better to protect children from abuse and maltreatment. A key element of this approach will be the development of the Local

Children's Safeguarding Board that will have lead responsibility for making sure services and the public work together to ensure all local children are safe. The other main objectives include building the resilience and knowledge of children and young people to help them to better manage risk and continuing to improve the effectiveness of Children's social care services to care for and protect Looked After Children.

The second aim has been chosen as children and young people, and their parents and carers have identified bullying and safety in the community as their most important concern, and because our needs analysis has shown that many children and young people are likely to experience the effects of bullying and crime.

Our approach to improving the safety of children in their communities is based on a new key priority for reducing bullying and wider work that builds on existing local strategies to reduce crime and antisocial behaviour such as the Safer Leeds Strategy. To reduce bullying we are committed to developing a new citywide strategy that brings together all partners to address this key concern. Our other objectives focus on reducing the effects of crime and antisocial behaviour on children and young people, combating discrimination and harassment and developing a more focused and informed approach to reducing accidental injury and death.

How does this link to other local plans?

Further information, including more details on how and when these changes will be delivered, can be found in the following plans and documents:

- Local Preventative Strategy
- Local Safeguarding Children Board Business Plan
- CAF Implementation Plan,
- SSD Inspection Action Plan
- Social Services Business Plan,
- National curriculum PSHCE programmes / Healthy Schools Initiative,
- Children's Centre Programme plan,
- Children Leeds Communication and Participation plans.
- Safer Leeds Strategy
- Antisocial Behaviour Strategy,
- Leeds Vulnerable Children Strategy,
- Domestic Violence Strategy, ,
- RIFLS Project Plan CAF Implementation Plan,
- Workforce Strategy,
- Neighbourhoods and Housing strategy.

STAY SAFE

Aim 3: Children and young people are safe, secure and cared for.

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Support children and young people in developing the skills and resilience to manage risk	1. Increase the proportion of schools scored 2 or better for 'Learners adopt safe practices' [NEW]	Develop the promotion of resilience and safety through schools and early years through the Leeds Healthy Schools programme and wider safety programmes such as Kerbcraft.	Leeds Healthy Schools programme achieves key targets and milestones	Education Leeds
		Improve the range, quality and ease of access to a range of information and advocacy services for children and young people		Children Leeds
		Produce and promote a Charter, reflecting the UN Convention on the rights of the Child (articles 2-42) that outlines for children and young people rights.	Charter produced by Jan 07	Children Leeds
Improve information, advice and guidance for parents, carers and communities	2. Reduce admissions to hospital for accidental injury [NEW]	Undertake citywide promotion campaign of key messages relating to children and young people safety	Promotion campaign launched by Jan 07	Children Leeds
		Improve the range and quality of advice and support programmes for parents and carers regarding accident prevention in the home.	Key programme milestones and targets achieved	Children Leeds
Strengthen interagency working to support children at risk	3. Reduce re-registrations on Child Protection Register to 12.5 by 2009 4. Increase the proportion of Reviews of Child Protection Cases that are carried out in statutory timescales to 99% by 2009	Establish and support the Local Safeguarding Children Board.	Internal JAR self-evaluation shows LCSB to be effective by Oct 06	Social Services
		Implement revised "Working Together" Guidance including revision of existing interagency child protection procedures	All guidance implemented by Dec 06	LCSB
		Improve local arrangements for sharing information between West Yorkshire Police and Leeds City Council where there are issues of domestic violence in families with children and young people	New information sharing arrangements in place by Oct 06	Social Services
Continue to improve the assessment and	5. Raise the % of core assessments for children carried out	Improve the timeliness of Initial and Core assessments of children in need and their families to ensure they are undertaken in a timely manner and meet national quality standards	All key targets in service plan achieved	Social Services

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
care of Looked After Children	within 35 days to 75% by 2009	Continue with the strategy to reduce the numbers of looked after children. Improve rehabilitation and discharge rates.	Achieve targets for LAC numbers, rehabilitation and discharge rates	Social Services
	6. Increase the stability of placements for Looked After Children to 13 by 2009	Improve adoption rates from children who are looked after.. Increase timeliness of adoptions		
	7. Increase the % of under 16s looked after for >4 years living in the same placement for > 2years or placed for adoption to 67.5 by 2009	Continue to improve performance on placement stability and improve the quality of placements for those children and young people in long-term care.		
	8. Raise the rate of adoptions of Looked After Children to 8.1 by 2009	Ensure that all children and young people subject to a child protection plan have a named key worker.		
Improve support for Vulnerable groups		Recruit more black and ethnic minority adopters for Looked after Children	Targeted increase achieved	Social Services
		Ensure that housing provision for children with disabilities is adequately adapted for their needs to minimise risk of injury to children, young people and their parents /carers.		Social Services
		Improve the assessment and support of young people in care who become parents		Social Services
		Develop support for unaccompanied asylum seeking children		Social Services
		Deliver a citywide training programme to ensure all staff are trained and supported to assess whether there are issues of domestic violence, drug/alcohol misuse or mental health problems with parents. Assessments and plans reflect additional parental needs.		Social Services
		Improve support for children and young people living with or affected by domestic violence through integrated universal provision such as schools and children's centres.		Social Services

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
		Ensure that the therapeutic needs of children who have been harmed by or have witnessed domestic violence are assessed and that there is sufficient provision to meet their needs.		Social Services

STAY SAFE

Aim 4: Children and young people are safe in their community

Key change	Success criteria	Key Action	Target Mar 07	Lead agency
<i>Reduce the prevalence and harm caused by bullying</i>	1. Reduce the proportion of children and young people that report that they have been affected by bullying, harassment or discrimination at school or in the community. [NEW]	Agree, resource and implement a city wide Anti-Bullying Strategy	Strategy agreed and funded by March 2007	Education Leeds
Ensure children and young people are safe in schools and early years settings	2. All Leeds providers receive positive ratings in the OfSTED judgements relating to learner safety [NEW]	Continue to improve support for health and safety in schools and early years providers.	Key programme targets and milestones achieved	Education Leeds
		Undertake a targeted programme of monitoring, challenge and intervention to improve procedures for child welfare and protection in schools and early years providers	Programme milestones achieved.	Education Leeds
		Ensure children and young people are safe within schools through improving attendance	Attendance Strategy targets and milestones achieved	Education Leeds
Ensure children and young people are safe from discrimination	3. Reduce the proportion of children and young people that report that they have been affected by bullying, harassment or discrimination at school or in the community due to their ethnicity. [NEW]	Improve the monitoring and analysis of discrimination, harassment and hate crime within Leeds	Integrated systems in place by Jan 07	Safer Leeds
		Lead PR campaign to highlight importance of the issue and zero tolerance commitment to challenging discrimination	Campaign in place by Jan 07	Safer Leeds
		Agree and implement a joint strategy to reduce discrimination for children and young people	Strategy agreed by March 2007	Children Leeds

Key change	Success criteria	Key Action	Target Mar 07	Lead agency
Work together to reduce accidental injury and death	4. Reduce admissions to hospital for accidental injury [NEW]	Undertake a review of local information on accidents and agree a joint action plan to drive improvements	Review complete and funded action plan agreed by March 2007	Local Children Safeguarding Board
Reduce the effects of crime and anti-social behaviour	5. Reduce the proportion of children and young people that have a fear of crime. [NEW]	Reduce crime and the fear of crime through the Safer Leeds Strategy	Key Strategy targets and milestones achieved	Safer Leeds
		Reduce anti-social behaviour through the Leeds Anti-Social Behaviour Strategy	Key Strategy targets milestones achieved	Safer Leeds
Improve support for vulnerable groups		<i>Improve systems for protecting missing children and young people through the implementation of the "Missing from Home" and "Missing from Care" protocols.</i>	Revised policies and procedures in place by Jan 07	Social Services

ENJOY AND ACHIEVE

Needs analysis

Our 2005 Annual Performance Assessment judged outcomes in this area to be 'satisfactory', noting improvements but inconsistencies in outcomes for local children and young people. That assessment, and our needs analysis for this plan, have helped to highlight the following key challenges:

- Secondary standards and progress: exam results and standards have improved markedly in Leeds schools in recent years, but despite this improvement they are still below the national trend and performance in similar authorities. Of particular concern is the progress made by pupils in secondary schools (also known as 'value-added') where too many Leeds schools perform poorly and overall the city is well below similar the national trend.
- Places to go and things to do: children and young people told us that this was one of their most important concerns, as did their parents and carers.
- Attendance: school attendance in Leeds has improved but is still a cause for concern, particularly in secondary schools. Attendance rates vary across the city but are low in some schools, particularly in deprived neighbourhoods.
- The achievement of vulnerable groups: outcomes for vulnerable groups show some signs of improvement but remain well below local and national trends. Outcomes for Looked After Children, children and young people from some Black and Minority Ethnic groups, boys and those from deprived neighbourhoods are of particular concern, especially for learners that fall into more than one of these categories.

Our strategy for improvement

Our strategy to help children and young people enjoy life and achieve their potential is organised into two key aims:

- Children and young people enjoy life and learn through play, sports and arts
- Children and young people achieve their personal learning goals

The first of these aims has been chosen as children and young people and their parents and carers told us that this was very important for them, and because play and culture are emerging local and national priorities. This aim is important because we believe that play, sports and arts are vital to the well-being of children and young people. These activities are both important ends in themselves but also work to support every other area of this plan because children and young people that have opportunities for play, sports and arts are happier, healthier and learn and thrive.

Our approach to improving outcomes in this area is to build on existing citywide strategies such as the 'Cultural Strategy' and to give them more focus on the needs of children and young people. We will do this by improving partnerships to ensure we work together better, reduce duplication and costs and target our services more effectively. A final priority will be to work to improve access for children and young people to facilities and services as many identified this as a significant problem.

Our second aim has been chosen because education is an important local and national priority. This is a priority because whilst outcomes have improved in recent years too many

children and young people continue to fail to achieve their potential, particularly those in vulnerable groups. We need to improve outcomes because learning is vital to improving children and young people life chances as it provides the confidence, skills and knowledge to thrive and is a key factor in determining adult health, income and well-being.

Our strategy for improvement is based on two key themes: to transform learning and to support this by transforming schools into brilliant 21st century 24:7:365 places of learning that are at the heart of their communities. Our agenda to delivering these changes is based on five key objectives: building partnerships for improvement to develop new ways for schools, partners and communities to use their shared expertise to work together to improve; developing transformational leadership and management in schools and early years to manage this change agenda; personalisation and curriculum development to radically change the way children and young people learn by basing learning around each learners interests, skills and ambitions; investing in and developing new learning environments; and lastly by championing the needs of vulnerable groups.

How does this link to other local plans?

Further information, including more details on how and when these changes will be delivered, can be found in the following plans and documents:

- Education Leeds Strategic Plan,
- Early Years Plan
- Leeds Play Strategy,
- Culture Strategy,
- Sports Strategy,
- Youth Service Plan

ENJOY AND ACHIEVE

Aim 5: Children and young people enjoy and learn through play, sports and arts.

Objectives	Success criteria	Key Actions	Outputs and milestones Mar 07	Lead agency
Work together to implement the Play Strategy	1. Increase the proportion of children and young people that are satisfied with the opportunities for play and recreation in Leeds. [NEW]	Undertake an audit of current play provision in each neighbourhood in Leeds	Audit complete	Leeds Play Network
		Agree a citywide investment and improvement plan	Plan agreed by Mar 2007	Leeds Play Network
		Continue to expand the range of community leisure and play opportunities through the Breeze programme	All Programme targets and milestones achieved.	Youth Service
Improve sport opportunities for children and young people	2. Increase the take up of sporting opportunities by children and young people. [NEW]	Invest in facilities for sports in schools and the community	Key milestones in investment programme achieved	Sport Leeds
		Facilitate collaboration between schools and between schools and sports clubs through the PESSCL (PE Sports and Sports Club Links) strategy	PESSCL Strategy achieves all key milestones	Sport Leeds
		Support the development of a strong network of high quality local sports clubs	Achieve targets for local clubs the Clubmark standard	Sport Leeds
Improve arts and culture provision	3. Increase the take up of cultural opportunities by children and young people. [NEW]	Develop improved partnerships between local agencies such as schools, theatres and the Arts Council	Partnership programme achieves key milestones	Culture Leeds
		Undertake a review of cultural activity for young people in the city	Review complete by Dec 06	Culture Leeds
		Develop and agree a shared cultural strategy for children and young people	Strategy in place by Mar 07	Culture Leeds
Improve access to play, sport and arts for vulnerable groups	4. Increase the proportion of children and young people that report they are satisfied with access to leisure facilities. [NEW]	Work with transport providers to develop improved transport options for children and young people	Review complete by March 2007	Transport Leeds
		Work together to increase access to ICT and the internet in schools, libraries and other facilities	Action plan agreed by December 2006	Education Leeds
Improve support for vulnerable		Expand provision of mobile youth services in disadvantaged neighbourhoods.	Expansion programme targets achieved	Youth Service

Objectives	Success criteria	Key Actions	Outputs and milestones Mar 07	Lead agency
groups		<i>Continue to develop the Max card to enable free access to arts and recreation services for Looked After Children and their carers</i>	Targets for usage of Max card achieved.	Social Services
		<i>Work to improve access to cultural facilities for children and young people in disadvantaged communities</i>	Culture theme of Regeneration Plan making good progress	Culture Leeds

ENJOY AND ACHIEVE

Aim 6: Children and young people achieve their personal learning goals

Objectives	Success criteria	Key Actions	Targets and milestones	Lead agency
Lead partnerships to improve the effectiveness of schools, early years and community providers	1. Ensure no school in Leeds is placed in an OfSTED category of concern [NEW] 2. Increase the proportion of schools scored 2 or better by OfSTED for overall effectiveness [NEW] 3. Increase the proportion of schools scored 2 or better by OfSTED for the overall effectiveness of leadership and management [NEW]	Manage a focused programme of support, challenge and intervention in line with the Leeds School Improvement Policy	No schools are judged to be inadequate in OfSTED inspection	Education Leeds
		Facilitate the development of collaborative frameworks between schools, early years providers and partners	Collaboration programme achieves all milestones	Education Leeds
		Develop and implement a range of targeted intensive intervention and partnership programmes in schools with low progress and low valued added.	Targeted schools achieve agreed targets for improvement	Education Leeds
		Build improved partnerships with parents and carers to support learning	Partnership project milestones achieved	Education Leeds
		Facilitate the development of a collaboration formal partnership between youth work providers	Operational partnership in place	Youth Service
Develop Transformational leadership	4. Increase the proportion of 5 year olds achieving 6+ in core elements of the FSP [NEW] 5. Increase the proportion of 11 years olds achieving Level 4+ in KS2 in (a) English and (b) maths in line with value added estimates	Enhance the quality of leadership, management and governance of schools and early years providers through professional development, support and intervention.	Leadership strategy milestones achieved	Education Leeds
Personalisation and curriculum development		Develop and deliver personalised 'Individual Learning Plans' that set out the goals, provision and support for all young learners in Leeds	ILP project milestones achieved	Education Leeds
Rationalise and revolutionise Learning		Improve the range and quality of the curriculum offer for all learners aged 0-19 through the national strategies and other key initiatives.	Curriculum Strategy milestones achieved	Education Leeds
		Enhance the range and effectiveness of projects to support transfer between stages and places of learning	Transfer Project targets and milestones achieved	Education Leeds
	6. Increase the proportion of 14 year	Improve the quality and cost effectiveness of the early years and schools estate through the Children's Centre programme, Building Schools for the Future and the Primary and Secondary reviews.	All key programme targets and milestones achieved	Education Leeds

Objectives	Success criteria	Key Actions	Targets and milestones	Lead agency
environments	olds achieving Level 5+ in KS3 in (a) English, (b) maths (c) Science and (d) ICT in line with value added estimates	Develop new information and communication tools to support 'anytime anywhere learning' and new ways to involve parents and the school community in the education of children and young people.	All key ICT Strategy targets and milestones achieved	Education Leeds
Champion the needs of vulnerable groups	7. Increase the proportion of 16 years olds achieving (a) 5+ A*-C or equivalent, (b) as above including English and maths and (c) 1+ grades A*-G in line with value added estimates 8. Increase attendance in secondary schools to 92.3% by 2008	Provide a range of informal opportunities in community settings and residential facilities for disaffected young people to gain accreditation	Reach and qualification targets achieved	Youth Service
		Develop the achievement of pupils with SEN through partnerships between schools, SILCs and services	All key ISEN Strategy milestones and targets achieved	Education Leeds
		Deliver targeted monitoring, challenge and intervention for pupils and schools with low levels of attendance	Attendance Strategy targets and milestones achieved.	Education Leeds
		Lead a multi-agency project to support the achievement of children and young people and their families in the most deprived areas in Leeds	LAA deprived neighbourhoods project achieves milestones	Education Leeds
		Ensure all Looked After Children have Personal Education Plans	95% of LAC have Personal Education Plans by September 06	Social Services
		Coordinate a multi-agency support programme for Looked After Children's learning	Key programme milestones achieved	Education Leeds
		Provide targeted support for key BME learners through multi-agency projects	EMA strategy targets and milestones achieved	Education Leeds

MAKE A POSITIVE CONTRIBUTION

Needs analysis

The 2005 Annual Performance Assessment judged outcomes in this area to be 'good'. However, significant challenges remain if we are to achieve the ambitions of the children and young people of Leeds. These include:

- Participation for children and young people: consultation with children and young people to inform this plan worked well but made clear that children and young people did not feel they had enough say in their communities and the services that affect them. Performance information has shown the need to improve consultation with Looked After Children and those with learning difficulties or disabilities.
- Respect for children and young people in their communities: a recurring concern in consultation was that children and young people felt that adults and services did not offer them 'respect' and that they were often represented poorly in local and national media.
- Behaviour in and out of schools: improving behaviour in schools is an important issue for Leeds. Until recently exclusions have been growing sharply and are above national trends, though there are very positive signs that new approaches are reducing this. Antisocial behaviour was a key concern for young people and their parents.
- Youth crime: national studies show that over half of children and young people report they have committed a crime at some point in their lives. In Leeds the overall offending rate in Leeds was 84 offences per thousand population (aged 10-17), which was average for Core Cities but was the 15th highest local authority nationally. Looked After Children are over twice as likely to become involved in the youth justice system than their peers.

Our strategy for improvement

Our strategy to help children and young people enjoy life and achieve their potential is organised into two key aims:

- Children and young people are valued by their peers, families and communities
- Children and young people value their peers, families and communities

The first of these aims has been chosen because children and young people have highlighted this as a priority for them, and because the participation of children and young people is central to the ethos of Every Child Matters.

Our strategy for improving outcomes in this area is a programme of work to ensure that children and young people have their proper say in decisions that affect them. This will focus on community decision-making and also a wide range of work that will radically alter the way that children's services work with and for children and young people. Lastly, we will develop a campaign to counter negative perceptions of children and young people.

The second of these aims is linked the national debate around 'rights and responsibilities' and the 'respect' agenda. This aim sets out a positive programme of work with objectives to develop positive behaviour through personal and social development in schools and

early years; to enhance the range positive opportunities for children and young people such as volunteering and mentoring; and lastly to deliver the Youth Justice Plan.

How does this link to other local plans?

Further information, including more details on how and when these changes will be delivered, can be found in the following plans and documents:

- Youth service plan
- Youth Justice Plan
- Leeds Antisocial Behaviour Strategy
- 'No Child Left Behind' project plan

MAKE A POSITIVE CONTRIBUTION

Aim 7: Children and young people are valued by their communities

Objectives	Success criteria	Key Actions	Outputs and milestones Mar 07	Lead agency
Support children and young people's participation in community decision making	1. Increase the proportion of children and young people that report that they have a satisfactory say in their communities [NEW]	Expand the role of the Leeds Youth Council to include manage the Youth Opportunity Fund and the Youth Capital Fund.	Full operation of both schemes by Dec 06	Youth Service
		Review potential for enabling children and young people's participation in citywide decision-making groups such as District Partnerships	Review complete by Dec 06	Youth Service
Ensure participation is at the heart of children's services	2. Increase the proportion of children and young people that reported that they are satisfied with the way they had a say in local children's services [NEW]	Implement the new Participation Framework across the city	All services sign up to framework by March 2007	CFC Participation subgroup
		Agree the 'Child and Young Person Impact Assessments' process within Council and key partners	Process agreed by December 2006	CFC Participation subgroup
		Develop new training to ensure all Children's services staff meet the new core competency for communication and engagement	Training programme implemented by March 2007	CFC Workforce Group
		Continue to develop new approaches and support for engaging children and young people	Action plan agreed by December 2006	CFC Participation subgroup
		Support development of participation in schools and through programmes such as schools councils, Leeds Healthy Schools, Investors in pupils	Targets for increasing the proportion of schools meeting standards achieved	Education Leeds
Promote positive images of children and young people	3. To be confirmed as part of campaign development	Develop and lead a PR and marketing campaign to promote positive images of children and young people of Leeds	All agencies engaged in campaign by September 2006	Children Leeds
Improve support for vulnerable		Improve processes to ensure more Looked After Children involved in their annual care reviews	Performance classed as 'good' by March 2007	Social Services

Objectives	Success criteria	Key Actions	Outputs and milestones Mar 07	Lead agency
groups		<i>Improve communication and consultation with Looked After Children through initiatives such as LAC website and online consultation tool.</i>	All developments online by December 2006	Social Services
		Develop a communication and participation service for children and young people with complex health needs	Service in place by March 2007	Social Services
		Develop a strategy for engaging with disabled children in their care management	Strategy in place by December 2006	Social Services

MAKE A POSITIVE CONTRIBUTION

Aim 8: Children and young people value their peers, families and communities

Objective	Success criteria	Key Actions	Outputs and milestones Mar 07	Lead agency
Improve personal and social development within schools and early years providers	1. Reduce the proportion of children and young people that report they have bullied in the last 12 months [NEW]	Work with schools and early years providers to improve the quality of Personal Social Health and Citizenship Education through the Leeds Healthy Schools programme	All schools judged to be above average in relevant Ofsted judgements	Education Leeds
		Strengthen the delivery of inclusive and positive education through programmes such as the Stephen Lawrence Award and Inclusion Charter Mark	Targets to achieve these standards all met	Education Leeds
Develop mentoring and volunteering	2. Increase the proportion of children and young people that are engaged in community or environmental volunteering [NEW]	Continue to develop mentoring for children and young people	Targets achieved to increase the number of peer mentoring	Education Leeds
		Continue to develop peer mentoring by children and young people	Targets achieved to increase the number of peer mentoring	Education Leeds
		Establish a youth volunteering scheme for Leeds in line with the Russell Commission recommendations	Volunteering initiatives in operation	Youth Service
Improve behaviour in and out of school	3. Reduce the rate of fixed terms exclusions from schools to 25 per 1000 by 2009	Improve behaviour management within schools through new forms of collaboration and provision as part of the 'No Child Left Behind' project	No Child Left Behind Project achieves key milestones	Education Leeds
	4. Reduce the number of permanent exclusions from schools to 25 by 2009	Implement the Leeds Anti-Social Behaviour Strategy	ASB strategy targets and milestones achieved	ASB Unit
Work together to reduce youth crime	5. Reduce the number of first time offenders that are under 18 years of age to 5% by 2009	Implement the Leeds Youth Justice Plan	Plan targets and milestones achieved	Youth Offending Service

Objective	Success criteria	Key Actions	Outputs and milestones Mar 07	Lead agency
		Implement a citywide programme to develop and expand the use of restorative justice in a range of settings	All partners adopt best practice protocols by Mar 07	Youth Offending Service
Improve support for parents and families		Develop parenting support services through the children's centres and extended schools programme	Programme milestones achieved	Children Leeds
Improve support for vulnerable groups		Continue to develop the range and quality of targeted positive and preventative activities for young people through the YIP, YISP and PAYP projects	All projects achieve targets for engagement and delivery	Youth Offending Service
		Expand intensive family support services for the most challenging families through the Signpost Project	Expansion programme complete by Dec 06	Neighbourhoods and Housing
		<i>Work with partners to reduce the number of Looked After Children entering the youth justice system through the use of restorative justice and other initiatives</i>	LAC offending target achieved	Social Services

ACHIEVE ECONOMIC WELL-BEING

Needs analysis

The 2005 Annual Performance Assessment In Leeds judged outcomes in this area to be 'good', but challenges remain. These include:

- 'Two speed Leeds' – whilst the city has seen high levels of economic growth in recent years, many children and young people and their families and neighbourhoods continue to experience high levels of deprivation, poor housing and worklessness.
- Progression post-16 - A relatively high number of young people in Leeds do not enter education, employment or training post-16. Rates for those that are NEET (Not in Education, Employment or Training) or of unknown status have improved recently but are still a concern and below the national trend.
- The achievement and progression of vulnerable groups – see Enjoy and Achieve section above.

Our strategy for improvement

Our strategy for improving outcomes in this area is based around two key themes which are summarised below:

- Children and young people have the confidence and skills to succeed in work and adult life
- Children and young people live in thriving families and thriving communities.

The first aim builds on the existing citywide strategy for improving learning that is set out in the Leeds 14-19 Strategy by including action to develop work and life skills at all stages of learning. The 14-19 Strategy aims to improve learning through developing personalisation and improving choice; improving access to information, advice and guidance; developing new accredited routes and pathways to qualifications; increasing the range and quality of work based learning opportunities; rationalising provision and developing collaboration through partnerships; investing in learning environments and lastly through improving leadership and quality assurance. In addition to this work on the 14-19 agenda we have also included key actions to improve skills for work and life at all stages of learning, focusing on personal effectiveness, life skills and enterprise skills to build the foundations for future success.

Our second aim again includes the city's existing strategies for regeneration and housing and builds on this with the addition of plans to develop childcare and improved multi-agency support for families. These are included as they are fundamental to improving the life chances of children and young people in our city. The plans for housing and regeneration aim to continue the recent successes of the city in these areas and set out a continuing programme of supporting enterprise and employment, investing in improving the environment and building thriving communities.

How does this link to other local plans?

Further information, including more details on how and when these changes will be delivered, can be found in the following plans and documents:

- 14-19 Strategy
- Regeneration Plan
- Housing Strategy
- Childcare Plan
- Connexions Local Delivery Plan

ACHIEVE ECONOMIC WELL-BEING

Aim 9: Children and young people have the confidence and skills to succeed in work and adult life

Objective	Success criteria	Key Actions	Targets and milestones	Lead agency
Improve the range and quality of learning opportunities for 14-19 year olds	11. Reduce the percentage of year 11 leavers that are NEET status to ?? by ??	Develop, pilot and implement Individual Learning Plans that set out each learner's personal goals and agreed provision and support	ILP programme achieves key milestones	14-19 Partnership
	12. Reduce the percentage of 18 years olds that are NEET to ?? by ??	Develop improved and personalised information, advice and guidance services for young people through the review and development of Connexions, Aim Higher and Careers service	IAG development plan achieves key targets and milestones	Connexions
		Complete the LSC review of 14-19 education in Leeds	Action plan to implement recommendations agreed by Dec 2006	14-19 Partnership
	13. Reduce the proportion of 16-18 year olds in the 'unknown' category to ?? by ??	Support the development of 'Local Delivery Partnerships' between schools and colleges to improve the range and quality of learning opportunities on offer in each community	LDP targets achieved	14-19 Partnership
	14. Increase the proportion of 16 year olds with Level 1 qualifications to ?? by ??	Increase the opportunities for vocational and Work Based Learning through partnerships and links with providers and the private sector	WBL expansion targets achieved	14-19 Partnership
	15. Increase the proportion of 18 year olds with Level 2 qualifications to ?? by ??	Reorganise the 14-19 curriculum citywide around a diploma structure	Pilot diplomas agreed and in place by Mar 07	14-19 Partnership
	16. Increase the proportion of 18 year olds with Level 3 qualification to ?? by ??	Implement a shared programme to improve quality assurance and leadership in citywide 14-19 provision	Programme agreed by Sep 06. Key Milestones achieved	14-19 Partnership
		Invest in learning environments through Building Schools for the Future and other programmes	BSF programme achieves all key milestones	14-19 Partnership
Support the development of	17. Improve the proportion of schools scored 2 or	Develop a strategy to strengthen the teaching of life skills and personal effectiveness in every stage of the curriculum	Programme agreed by Dec 2006	Education Leeds

Objective	Success criteria	Key Actions	Targets and milestones	Lead agency
skills for life and work at all stages of learning	better by OfSTED for the judgement 'how well learners develop skills for economic well-being' [NEW]	Develop a programme of support to enhance the delivery of basic key skills in literacy, numeracy and ICT at all stages of learning, including the Learning lines programme for young people	Programme agreed by Dec 2006	Education Leeds
		Develop the teaching and learning of enterprise skills through joint projects and partnerships with the business community	Programme agreed by Dec 2006	Education Leeds
		Develop information, advice and guidance services for children and young people in Key Stage 2 and 3 to support and inform their future skills and career development	Programme agreed by Dec 2006	Connexions
Improve support for vulnerable groups		<i>Provide intensive support to learners in deprived neighbourhoods and develop learning and employment guarantees through the LAA project</i>	LAA project milestones achieved	Education Leeds
		Develop the use of direct payments and independent living fund promoted and advice provided on assessed contributions towards services for young people with learning difficulties and disabilities.	Achieve target for increasing use of direct payments and IL Fund.	Social Services
		Ensure transition plans are in place for all young people with learning difficulties and disabilities to assist and inform their progress from school to further learning and work	100% of pupils in year 9 have effective transition plans	Education Leeds
		<i>Increase the number of Connexions Access Points (CAPs) in community settings</i>	10 new CAPs in place by Mar 07	Connexions

ACHIEVE ECONOMIC WELL-BEING

Aim 10: Children live in thriving families in thriving communities

Objective	Success criteria	Key Action	Targets and milestones	Lead agency
Ensure neighbourhood regeneration is targeted on the needs of children and young people and their families	1. Increase the proportion of children and young people that report that they are satisfied with their neighbourhood [NEW] 2. Reduce the proportion of children and young people living in workless households [NEW]	Develop the economy of deprived communities by providing training and employment options, supporting business development and reducing personal debt	Economy and enterprise theme of Regeneration Plan achieves all key milestones	Leeds Initiative
		Develop the environment of deprived communities by improving design and standards, improving environmental services, building community responsibility and linking city centre and neighbourhood development.	Environment theme of Regeneration Plan achieves all key milestones	Leeds Initiative
		Develop and strengthen local neighbourhoods across Leeds through improved neighbourhood management and targeted investment	Thriving Places theme of Regeneration plan achieves all key milestones	Leeds Initiative
		Pilot new approaches to family support as part of the EASEL regeneration project	Pilot in place by Mar 07	Neighbourhoods and Housing
Improve housing for children and young people and their families	3. Reduce the proportion of dependent children who live in a home that does not meet the set standard of decency [NEW]	Implement the Housing Strategy	All key milestones achieved	Leeds Housing
		Improve the information available on housing for children and families in Leeds to inform future service development	Demographic data available by Mar 2007	Leeds Housing
Develop an citywide multi-agency strategy for family and parenting support	4. Measures to be agreed as part of strategy	Develop and implement a multi-agency strategy that sets out how we will work together to support parents, carers and families	Strategy and funding agreed by Mar 2007	Children Leeds
Improve access to flexible, high quality childcare	5. As 2 above.	Implement the Childcare plan in partnership with the private and voluntary sector.	All plan milestones achieved	Early Years
		Lead the development of childcare as part of the Children's Centres and Extended Schools programme	All key milestones achieved	Children Leeds

Objective	Success criteria	Key Action	Targets and milestones	Lead agency
Improve support for vulnerable groups		Continue to develop support for children and young people in vulnerable accommodation through the CHIVA project	All project milestones achieved	Children Leeds
		Expand support for families most at risk through the extension of the Signpost project	Signpost expansion complete by Mar 07	Neighbourhoods and Housing
		<i>Pilot new multi-agency approaches to supporting young people and their families in the most deprived neighbourhoods in Leeds through the LAA project</i>	All key project targets and milestones achieved	Education Leeds

CHILDREN'S SERVICES TRANSFORMATION PROGRAMME

Every Child Matters and the Children Act 2004 highlight that to achieve our vision will require changes right across the whole system. To deliver this we must have in place a shared programme of change based on a common understanding of how services can improve outcomes for children, young people and their families.

We must transform the way we deliver services to ensure they are personalised to need, integrated and delivered in the community, within a universal setting.

To achieve this requires cultural change and a transformation programme that focuses on:

- Transforming our universal services through the development of a network of extended services through schools, children's centres and health facilities with the core offer available in disadvantaged neighbourhoods by 2008 and all neighbourhoods by 2010.
- Developing an integrated strategic commissioning framework and establishing new children's trust arrangements, building on existing good practice.
- Improving safeguarding arrangements through the development of the Local Safeguarding Board, which will focus on protecting children and young people from harm, building resilience and lowering risk, and promoting their welfare
- Supporting greater integration of frontline services by using new processes and technologies to support multi-disciplinary, co-located neighbourhood based teams
- Creating more responsive resources through our commissioning arrangements and greater integration of performance management systems
- Creating a workforce that has the appropriate skills, competencies, values and behaviours to enable them to work effectively and facilitate long term cultural change.

We have a range of examples of integrated working that are developing across the city, particularly focused around Children's Centres extended services through schools and health facilities. We will continue to nurture their development over the next few years. However, to deliver our complex and challenging agenda and accelerate our capacity to change we have three transformational projects that will lead the change and support our learning and improve outcomes for children, young people and families

1. The West Leeds Project

The West Leeds Project will develop a local model for integrated children's services in the west area of Leeds. It will identify key areas of need and develop integrated front line services based on multi-agency teams, linked to children's centres, extended schools and other local facilities. A key feature of the project will be to introduce an e-enabled common assessment framework (CAF), new information sharing arrangements and the development of a model for the lead professional role. This will result in the development of a local improvement plan and revised local governance arrangements. We will use this trailblazer as an opportunity for learning before rolling out the good practice to the rest of the city in 2007.

2. The Local Area Agreement

Our local area agreement (LAA) reflects actions to strengthen infrastructures at neighbourhood and citywide levels. It sets out priorities that are dependent on a new relationship between local partners and central government.

We will use the children and young people's block of the LAA to support the delivery of the CYPP. It will focus on 'narrowing the gap' for children and young people and act as a catalyst for accelerated change in our most disadvantaged communities

Our LAA includes plans to focus on families within the 31 'super output' areas of the city who have a young person in Year 9 and to provide a personalised menu of support to improve their achievement of level 2 qualifications. We will also work with the wider family by developing a universal offer for family support which is focused on prevention and early intervention.

3. Making Leeds Better

This programme will re-model all health services for the delivery of adults and children and young people over the next two years. The early focus for the programme will be the development of children's and maternity services, therefore driving health service change to keep pace with children and family services changes in other sectors. This will ensure that the NHS is an active partner in delivering the aspirations of this plan.

Our Values underpin our transformation programme

We believe in:

- Respecting the individuality of children and young people and valuing their views
- The right of all children and young people to be happy, healthy, safe, successful and free from the effects of poverty.

This means that in delivering our vision all children and young people's services will uphold a range of common values that include:

- **Child at the centre** - we will make sure the needs of children and young people are at the heart of what we do
- **Participation** – we will empower children and young people and support their participation in decision making
- **Inclusion** – we will value diversity and equality and counter discrimination and racism at all times
- **Ambition** – we will have the highest expectation of children and young people and that will be match by high expectations of ourselves and our service
- **'Can do'** – we will have a culture of empowerment where everyone takes responsibility and makes the extra effort to get things done

Priority 1: Transforming Universal Services

What is our strategy for improvement?

Universal services are the services that ensure the principle that Every Child Matters becomes a reality. They are the services all parents and children will receive as they grow and develop as an entitlement

We believe that high quality, integrated, universal services are the best preventative strategy for children, young people and their families. Early intervention, swift referral and access to services that children and parents need will reduce the need for crisis interventions later

In Leeds by 2010 all schools will be delivering the core offer of the extended schools initiative as laid down in the Five Year Strategy for Learners. There will be a children's centre in every community networked to the extended schools in their locality. These networks of schools and children's centres will align and integrate their work with the remodelled and integrated community health services in the localities to provide seamless and responsive services for children and their families available throughout the year and beyond the school day.

Professionals from health, social care and education will work together with children, young people and their parents to design and deliver comprehensive support services that will provide early intervention and reduce the risks that children and families can face.

The New Universal Menu of Services

- Fully integrated and flexible early education and childcare services for 0 to 5s. Flexible childcare for children aged 4 to 14
- An entitlement for all learners that meets their individual needs and maximises their potential.
- Family support, including parenting, health and social care. Early intervention with swift and easy referral on to more specialist help where appropriate
- A menu of positive activities for children and young people beyond the school day and year on school or other sites
- Access to high quality, comprehensive and independent information, advice and guidance to children, young people and parents, covering all aspects of need
- Access to personal advisers to support young people and track their progress and support them maximise their potential and remain in learning
- Outreach to support vulnerable and/or isolated families and assist them to engage with appropriate community resources
- Access to training and employment opportunities to assist with work readiness. Access to information to support family choices in relation to work.
- Community access to enhanced school and children's centre sites

This menu will develop and change with identified need. Professionals will increasingly work together, place the child at the centre and plan and deliver seamless services, share the duty to co-operate and a common core of competencies and shared perceptions.

Transforming Universal Services

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Create Children's Centres and Extended Schools in every neighbourhood in Leeds	1. 30 children's centres open and designated 2. On track for the September 2007 target of 24% of schools offering the full core offer for extended services	Manage the implementation of the Children's Centres Strategy	Strategy on track 30 children's centres open and designated	Early Years
		Integrate the 8 Sure Start local programmes into the children's centre programme	ffering the full core offer	Early Years
		Work with school and communities to develop a cluster of extended schools	On track for the September 2007 target of 24% of schools o for extended services	Education Leeds
Integrate additional services within Children's Centres and Extended Schools		Integrate family support services	Integrated services available in the first wave of Children's Centres and extended schools by September 2007	Education Leeds
		Integrate targeted education support services within universal services through the No Child Left Behind project		Leeds PCT's
		Integrate midwifery and health visiting services with Children's Centres to improve access to services		Leeds PCT's
		Integrate sexual health and teenage pregnancy health services within extended schools		Children Leeds
		Review the role, function and location of wider targeted services through the Front Line Services working group and where cost effective integrate further teams within universal services		Review complete December 2006
Improve support for vulnerable groups		Provide at least 1 children's centre in each wedge that will be a part of a SILC partnership and provide services, including family support, for children with profound and complex need.	All wedge areas of the city to have 1 SILC partnership linked to a children's centre	Education Leeds

Priority 2: Partnership - developing shared governance and management

What is our strategy for improvement?

The Children Leeds partnership is affiliated to the Leeds Initiative (LSP). This is a solid foundation from which to strengthen inter-agency governance and establish children's trust arrangements.

During 2006 we will establish revised inter-agency governance arrangements by working with the Leeds Initiative. This will focus on two aspects: Firstly, refocusing the existing Children Leeds partnership into a wider stakeholder group to reflect the Leeds Initiative partnership structure and; secondly, developing integrated strategic commissioning trust arrangements for children's services, with clear lines of accountability to the Director of Children's Services. The children's trust arrangements will oversee the Local Area Agreement for children and young people and will establish pooled budgets by the end of 2006/07.

We will also commence a review of area based partnerships which will focus on mapping existing partnership arrangements. Our long term approach will be to build on existing community based relationships and networks such as families of schools, extended school clusters and children's centres. This piece of work is part of our longer term strategy of a greater locality focus over the next 3 years.

Partnership- developing shared governance and management- developing shared governance and management

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Integrated strategic commissioning trust arrangements established Local Area Agreement in place for children and young people	1. Shadow children's trust arrangements, with linkages to the Local Area Agreement in place by September 2006 and fully operational by March 2008	Revise the terms of reference and membership of the Children Leeds partnership and agree and implement an improved model	New Children Leeds arrangements in place by August 2006	Leeds City Council/ Children Leeds
	2. Review of areas based partnerships complete and proposals for revised arrangements and linkages to District Partnerships agreed and implemented by April 2007	<p>Revise the executive and leadership functions of Children Leeds to reflect the role of the Director of Children's Services</p> <p>Develop a shadow trust structure informed by national evaluations and consultation with key partners and the wider LSP</p> <p>Implement a new decision making and delivery framework in Leeds City Council to reflect the role of the DCS and Children Leeds</p>	<p>Shadow trust arrangements in place by August 2006</p> <p>Leeds City Council constitution revised May 2006</p>	Leeds City Council
Integrated strategic commissioning trust arrangements established Local Area Agreement in place for children and young people Integrated strategic commissioning trust arrangements established Local Area Agreement in place for children and young people	3. Children Leeds role, responsibility and membership reviewed and new arrangements in place September 2006	<p>Agree governance arrangements for the LAA – linked to the development of children's trust arrangements</p> <p>Agree LAA activities and programme and areas of pooled budget</p>	Phase 2 of the LAA developed with greater pooled budgets around key localities	Leeds City Council/ Leeds Initiative

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Stronger and wider local area partnerships		<p>Review of area based children's services forums and their linkages with wider local authority governance and delivery frameworks.</p> <p>Undertake an equalities impact assessment as part of each review of the governance structure to consider how best to involve and empower under-represented groups</p> <p>Agree and implement improved models for integrated area based planning, commissioning and delivery</p>	<p>Revised area partnership arrangements agreed and implemented in West Leeds from September 2006</p> <p>Pilot arrangements for integrated area planning, delivery and commissioning in place in West Leeds by March 2007</p>	<p>Leeds Initiative</p> <p>Leeds City Council</p>

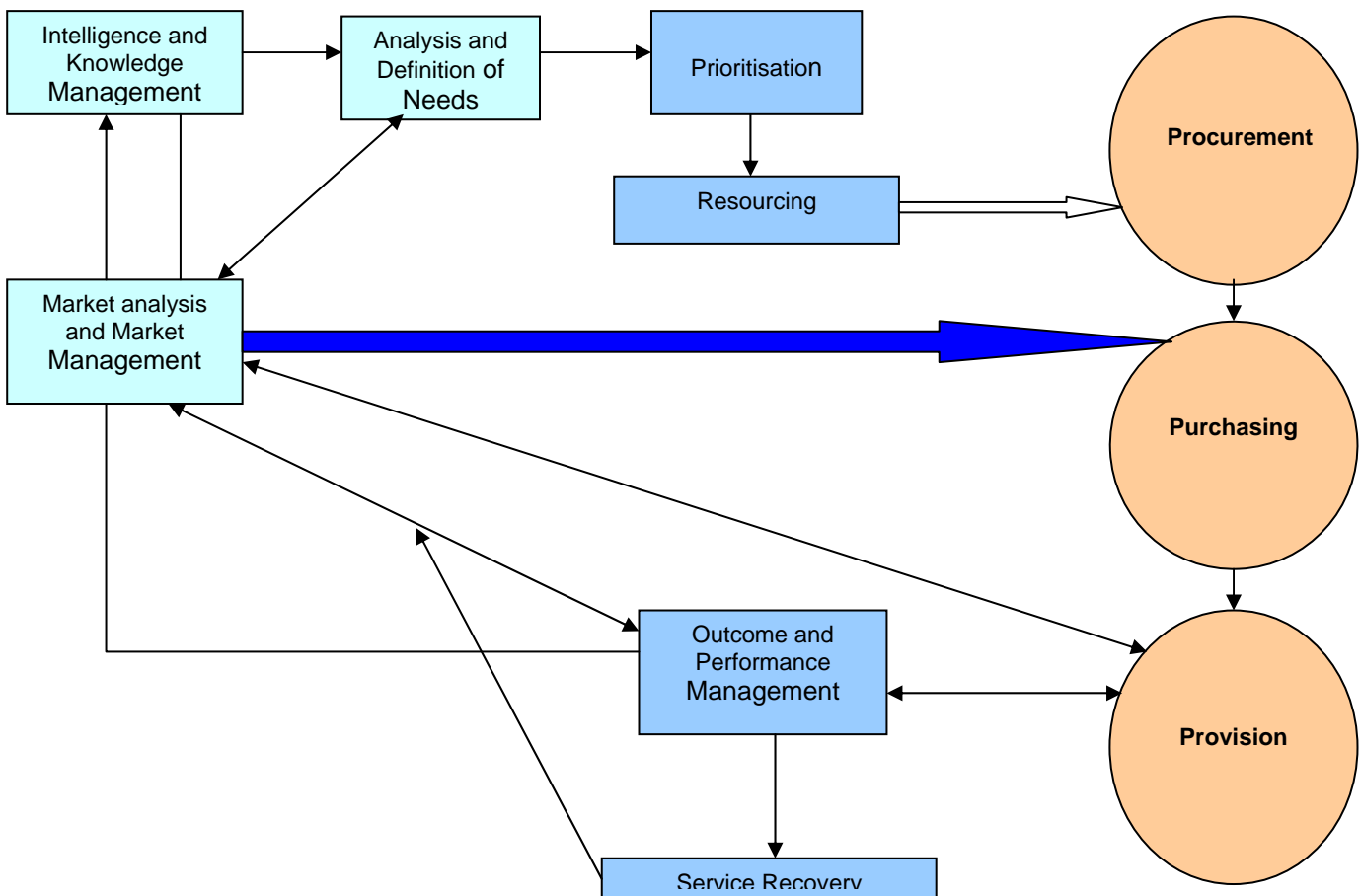
Priority 3: Commissioning

What is our strategy for improvement?

Commissioning broadly means ‘working through others to implement strategy’. Over the next 12 months we will take the first steps in moving towards a model of integrated strategic commissioning. Our model is based on the following principles:

- improving outcomes for children and young people;
- ensuring the long term sustainability of outcomes;
- listening and better understanding the needs of children and young people and;
- a strategy to move resources to preventative and early intervention service

Integrated Strategic Commissioning Model



During 2006/07 we will focus on a number of key areas that will support the development of integrated strategic commissioning. Underpinning our approach is the requirement to have good quality strategic intelligence about need. We will develop a better picture of need by continuing to work on our needs analysis with a strategic partner to establish evidenced based, needs-led commissioning to better match needs and services. In the longer term we will focus on improving community profiling and working directly with children, young people and families.

Towards the end of 2006 we will seek to refocus a small proportion of through resources (agreed through pooling arrangements) and commission more preventative services based on phase 1 of the needs analysis project.

As part of our longer term strategy we will work with partners to identify commissioning good practice and review our procurement and purchasing processes to ensure they have the flexibility and responsiveness to meet the new commissioning arrangements.

We recognise the need to develop a strategy for service providers and ensure that we support capacity building, particularly in the voluntary and community sector, to encourage market development in services to children, young people and families. However, this will feature more strongly in 2007/08.

Over the next three years, as part of our localisation agenda, we will explore opportunities for shifting decision making and elements of commissioning from the centre to the services that work at the front line, and towards local communities.

Commissioning

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Develop commissioning plan linked to children's trust arrangements	<ol style="list-style-type: none"> 1. Commissioning strategy adopted by Leeds City Council and Children Leeds 2007 2. Provider strategy in place by 2007 3. Local services commissioned through extended schools, education area management boards and children's centres 2007 	<p>Review existing commissioning policies and practices across all services</p> <p>Implement the integrated strategic commissioning framework from September 2006</p> <p>Review existing provider arrangements as phase 1 of the development of a provider strategy</p>	Commissioning Plan developed September 2006	Leeds City Council
Evidence based commissioning and de-commissioning linked to needs analysis		<p>Use the findings from the matching needs to services project to inform priorities for commissioning and decommissioning – focus on higher levels of preventative services</p> <p>Identify areas of priority for joint commissioning input</p> <p>Use the findings from the matching needs to services project to inform priorities for commissioning and decommissioning – focus on higher levels of preventative services</p> <p>Identify areas of priority for joint commissioning input</p>	<p>Key priorities for joint commissioning identified</p> <p>New preventative services commissioned for March 2007</p>	Leeds City Council
Local model of commissioning developed and evaluated as part of the West Leeds pilot Greater focus on developing provider strategies		<p>Develop clear governance arrangements and links to area partnerships in West Leeds, improvements plans and local area agreement initiatives</p> <p>Pilot joint commissioning activity in West Leeds</p> <p>Evaluate effectiveness of proposed joint commissioning model in West Leeds.</p>	Year 1 evaluation of West Leeds pilot complete March 2007	Leeds City Council

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
The establishment of pooled budgets and joint commissioning		<p>Develop and agree formal duty to co-operate arrangements</p> <p>Key agencies to have identified elements of core budget for pooling to joint commission preventative services for 2007/08</p>	<p>Duty to co-operate agreement in place</p> <p>Children's Service pooled budget in place for preventative services</p>	<p>Leeds City Council</p> <p>Leeds City Council/ Children Leeds partners</p>

Priority 4: Processes - Integrating our key work processes

What is our strategy for improvement?

We will use key processes such as the Common Assessment Framework (CAF), Information Sharing Arrangements (ISA) and the Lead Professional to facilitate the full integration of frontline services and support overall service transformation. These processes will be at the core of better multi-agency working and the effective and efficient use of resources. Critically we recognise that process and systems are only one element of integrated working and a key focus of our work is to support the cultural change required for these new processes to be effective.

Over the next 12 months we will use these tools to support multi-disciplinary in co-located area based teams.

Recognising the scale and complexity of Leeds, during 2006 we will be using a West Leeds project to implement our new approach to these three core processes. We will use this project to test and improve existing PAN-Leeds information sharing protocols and develop an e-enabled CAF process.

Integrating Processes

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
West Leeds CAF pilot team and programme in place and core team of CAF assessors - citywide role out by 2008	<ol style="list-style-type: none"> 1. CAF in use by all children's services in West Leeds by March 2007 2. City-wide protocol for information sharing agreed, tested and implemented 3. Lead professional model adopted and implemented in West Leeds by March 2007 	<p>Commence common assessment pilot in inner West Leeds April 2006 and outer West Leeds in September 2006</p> <p>Recruit CAF pilot project team</p> <p>Train 40 staff in CAF process</p>	<p>West Leeds project in place in Inner and Outer West Leeds</p> <p>West Leeds Project evaluation complete</p> <p>Phase 2 project plan for roll out to rest of the city planned</p>	Leeds City Council
Policy, procedure and guidance for undertaking CAF, information sharing, data collection and lead professional role in place		<p>Develop key procedures and guidance for CAF, ISA and lead professional role</p> <p>Evaluate effectiveness of implementation of new policies and revise accordingly</p>	Agreed policies and procedures in place between all key agencies for CAF, ISA and Lead professional	Leeds City Council
Information Sharing arrangements in place for the West Leeds Project – citywide roll out by 2008		<p>Develop e-CAF system and information sharing system</p> <p>Review existing information sharing protocols effectiveness</p> <p>Develop revised city-wide protocol between all key children and young people's services agencies</p>	E CAF in place and ready to expand city-wide	Leeds City Council

Priority 5 :People - Improving human resource management

What is our strategy for improvement?

As we focus more on priorities and new ways of working we need to ensure the city-wide children and young people's workforce has the appropriate skills, competencies, values and behaviours to enable them to meet the needs of children, young people and families work effectively. The changes will focus on implementing new ways of working and the common core. Our aspirations are to facilitate long term cultural change.

To enable workforce change we must ensure there are solid foundations therefore as part of our longer term strategy we will improve staff recruitment and retention by investing in better staff development and career progression and ensuring appropriate remuneration for effective management and service delivery.

Over the next year we will facilitate new ways of working by supporting joint working models and new developments in prevention and intervention services specifically in the West area of the City. The quality of the workforce will be improved by establishing joint training and development programmes, investing in leadership skills and working with professionals to address workforce remodelling opportunities

People: Improving human resource management

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
<p>Improve the quality and flexibility of the children and young people's workforce focused on matching services to need</p>	<ol style="list-style-type: none"> 1. Reduced vacancy rates for posts in children's services 2. Staff overall satisfaction above average for local public sector average 3. Proportion of staff from BME groups reflects the population of the city at all levels of the organisation 	<p>Define the children's workforce and understand the diversity of the different roles and responsibilities, including voluntary, community and private sectors</p> <p>Complete an audit of workforce terms and conditions</p> <p>Develop shared and improved workforce planning between local children's services</p> <p>Increase the number of people recruited into children's services – focus on Looked After Children services</p> <p>Instigate workforce remodelling across sectors to maximise the time that professional staff spend on specialist tasks</p> <p>Map current workforce skills and competencies against the emerging pattern of need from the matching needs to services research</p>	<p>Workforce composition agreed and audit complete</p> <p>Audit of term and conditions complete March 2007</p> <p>Reduced vacancy factor in children's service for 2006/07</p> <p>NRT school remodelling work complete</p> <p>Key skills gap identified and action plan in place to address</p>	<p>Leeds City Council</p> <p>Leeds City Council</p> <p>Leeds City Council</p> <p>Leeds City Council/ Education Leeds</p> <p>Leeds City Council</p>
<p>Focus on effective joint working models with an emphasis on prevention and early intervention</p>		<p>Engage frontline staff in the development of the 'lead professional' role – linked to the West Leeds Project</p> <p>Develop Information sharing and common assessment framework with practitioners – Linked to the West Leeds Project</p> <p>Agree sharing of resources relating to interagency training and development</p>	<p>Lead professional model agreed and adopted</p> <p>ISA framework agreed and piloted</p>	<p>Leeds City Council</p>

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Improved leadership and management, with a focus on managing multi-agency teams		<p>Define and agree protocols for supervision and management of multi-disciplinary teams in West Leeds project.</p> <p>Establish a multi-agency leadership programme for children's services</p>	Partners agree and adopt protocol	Leeds City Council
Increased levels of cross sector workforce and employee representative participation leading to achievement of cohesive joint working models		<p>Establish Joint Workforce Cultural Change Board</p> <p>Plan scope and direction of the change management process in order to effectively achieve cultural and structural change</p> <p>Establish cross sector communication and consultation structures and processes involving trade unions</p>	<p>Cultural Change Board established October 2006</p> <p>Employee and Trade Union engagement structures implemented September 2006</p>	Leeds City Council

Priority 6: Resource management

What is our strategy for improvement?

The Council operates a medium term planning framework with resources being aligned to key priorities as outlined in the Corporate Plan. The plan is endorsed by the Local Strategic Partnership. Priorities from both the Corporate Plan and the Community Plan form the basis for the Children and Young People's Plan.

The current allocation of resources to children and young people's services by the Council and other key partners is outlined in the table below. At this stage it excludes the full contribution of voluntary and community sector partners who lever in a significant amount of funds in the city.

Organisation	Estimates spend for 2006/07 (000)
Education Services	157,922
Schools	377,736
Youth Service	9,719
Children Leeds	636
Early Years	35,743
Social Care Children's Service	62,851
Acute Health direct children's services	17,000
Health PCT	51,064
Connexions (Leeds)	7,000
Total	719,671

[Footnotes required for expenditure](#)

Our objectives are to better understand how resources are deployed by evaluating spend against outcomes and to develop new children's services model for resource accountability over the next year.

The areas for improvement will focus on developing greater resource flexibility to ensure resources are targeted at priorities. Our first steps towards this will be set out in our commissioning strategy in autumn 2006, which will inform financial planning for 2007/08.

Resource Management

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
<p>Prioritisation of resources by evaluating outcomes against spend leading to resource realignment in 2007/08</p> <p>Greater resource flexibility to target priorities</p>	<ul style="list-style-type: none"> • Re-prioritisation of resources towards preventative services • New partner resource accountability framework in place by March 2007 • Full children and young people's services budget established for 2007/08 and mapped against CYPP priorities 	<p>Develop full children and young people's services budget and map against CYPP priorities</p> <p>Identify target budgets for realignment to establish preventative services resources</p> <p>Develop resources plan linked to commissioning strategy</p> <p>Develop a shared approach to asset management and capital development</p>	<p>2007/08 Resource Plan for Children and Young People's Services</p>	<p>Leeds City Council</p>
<p>Implement a new model for resource accountability</p>		<p>Develop resource accountability linked to Children's Trust arrangements.</p>	<p>Revised resource accountability framework implemented from March 2007</p>	<p>Leeds City Council/ Children Leeds</p>

Priority 7: Performance management - building a shared framework

What is our strategy for improvement?

As part of the development of the Children and Young People's Plan we have developed a basket of indicators which reflect the national and local priorities. This will form the cornerstone of our joint performance management and accountability framework during 2006/07.

Over the next three years we will use the development of an integrated performance management framework to strengthen the linkages between resource management and the commissioning cycle.

Our focus for the next 12 months will be to integrate performance management systems to reduce areas of duplication and improve information and knowledge management across children and young people's services. This is part of our longer term objective to improve the quality and regularity of management information to frontline staff.

Performance Management

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Joint performance management and accountability framework based on the CYPP basket of key performance indicators	<ol style="list-style-type: none"> 1. Children's services in Leeds are judged to be grade 4 – Excellent by 2008 2. JAR and APA inspection feedback judges ambition, prioritisation and performance management as excellent 3. Annual report of children's outcomes and children's services performance published from 2006 	<p>Implement a shared framework for organisational performance management including outcomes for vulnerable groups.</p> <p>Agree accountability framework with partners to support accountability arrangements for the Director of Children's Services</p>	New performance management and accountability framework in place with quarterly monitoring.	Leeds City Council/ Children Leeds
Revised cross-agency performance management and service planning arrangements		<p>Review existing strategic and service planning frameworks across children's services and implement coherent, consistent and shared model based on good practice and linked to CYPP</p> <p>Develop and agree a shared model of staff performance management linked to the organisational framework as part of workforce remodelling</p> <p>Implement common system of equalities impact assessments as key element of planning across all children's services</p>	<p>Clear linkages to children and young people's services operation plans</p> <p>Draft model for shared staff performance management developed</p>	<p>Leeds City Council</p> <p>Leeds City Council/ Children Leeds/ Education Leeds</p>
Improved quality and regularity of management information to frontline services		<p>Improve and integrate information and knowledge management systems across children's services to create share management information to support and inform planning and improvement</p>	<p>Integrated management information for statutory services available at area level and shared with key partners</p>	Leeds City Council
Annual Performance Assessment and self evaluation embedded as part of preparation for Joint Area Review		<p>Undertake perception based self-assessments with all key partners based on the JAR criteria and evidence</p> <p>Identify key areas for improvement and implement action plans</p>	<p>Perception based self assessment complete November 2006</p> <p>Evidence based self assessment complete February 2007</p>	Leeds City Council

Objectives	Success criteria	Key Actions	Outputs and milestones	Lead agency
Engage children and young people and their parents and carers in our performance management		<p>Develop and consult on a framework to include children and young people and their parents and carers in reviewing performance and service planning</p> <p>Develop and implement an annual online survey of children and young people to inform performance management</p>	On line survey of children and young people by October 2006	<p>Children Leeds</p> <p>Education Leeds</p>

Service Management links to other plans

Further information, including more details on how and when these changes will be delivered, can be found in the following plans and documents:

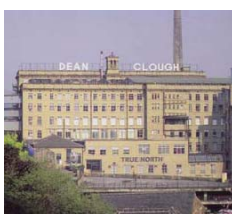
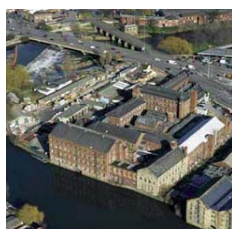
- Leeds City Council draft commissioning framework for children's services
- Leeds Initiative Review of the Children Leeds Strategic Partnership
- Leeds Initiative project brief for the review of children's services area based partnerships and management arrangements
- CAF Project Plan
- West Leeds Project Brief
- Workforce Strategy Children's Services
- Match Needs to Services Project Scope

APPENDIX 1: DETAILED NEEDS ANALYSIS

Detailed tables, graphs and research offering additional detail on outcomes, need and performance.

'Your City, Your Future'

THE LEEDS BUSINESS CASE



February 2006

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Introduction

"The power of a successful city is felt beyond its boundaries, as economic progress and social attraction becomes a locomotive for regional advance".

"City is no longer synonymous with 'problem', it is likely to be associated with success".

Rt Hon David Miliband MP, May 2005

The Rt Hon David Miliband MP, Minister of Communities and Local Government, has spoken of his view that urban areas are once again the locomotives of economic and social progress in this country. By arranging the series of 'Your City, Your Future' summits, Government has demonstrated a real willingness to engage with the major cities to work towards a new and stronger relationship which supports the cities ambitions of improved economic performance and profile both nationally and internationally.

As a founder member of the Core Cities group, Leeds has always taken an active interest in the development of a clear understanding of the economic role and potential of England's major cities and the nature of international competition. A number of practical initiatives within Leeds over recent years have reflected a growing appreciation that the urban hierarchy does not stand still; that the reputation and economic standing of cities such as Leeds needs to be nurtured. The creation of the Marketing Leeds company in 2005, to promote Leeds nationally and internationally has been one such response.

Leeds is very keen to engage with this agenda, recognising that the city and its city region are already working hard to harness their assets in the interest of economic and social progress.

"The aim is to forge a new deal between central government and localities to realise the full potential of our cities and to put them in the first division of cities across Europe".

'Your City, Your Future', ODPM, September 2005

Leeds and its City Region

Leeds is the second largest metropolitan district in England and is acknowledged as being relatively well bounded as a local authority. Leeds city centre lies roughly at its natural geographic heart, with the local authority boundary drawn well beyond the city centre and encompassing several other discrete towns and districts. The built up area around Leeds is contiguous in some places, particularly on its border with Bradford. There is a degree of logic behind the administrative boundaries of Leeds which is less obvious for other Core City authorities such as Manchester and Bristol, which have other districts in close proximity to the city centre core, causing

complications in the delivery of both local services and strategic arrangements such as planning and transport developments.

These geographic characteristics have perhaps influenced the way in which the city of Leeds has operated historically. However, there has been a real change in recent years, with the recognition that the economic reality of the functional city requires a much broader analysis and understanding: it requires a city region approach.

It is important to appreciate the size and diversity of the Leeds city region. It is the largest of the eight Northern Way city regions, with the 'reach' of the core city extending into three sub-regions, each currently with its own plans, programmes and priorities for transport, skills and economic development.

In productivity terms, the city region sits alongside Greater Manchester as one of the north's two great economic powerhouses. It is not surprising therefore, that in the 'Framework for City Regions'¹ report published in February 2006, Leeds is one of the city regions which it is suggested Government should focus upon as an area where potential improvements in economic performance would help reduce the gap in regional growth rates.

Remarkable progress has been made in developing city region understanding and collaboration. From a relatively standing start a little over a year ago, the Chief Executives of the eleven authorities concerned are meeting monthly, with Leaders meeting on a two-monthly basis, to progress an ambitious development programme for the city region. Nevertheless, we are conscious that we would not want to present anything in this business case which pre-empts the outcome of these discussions.

The submission contained in this document is therefore in two parts, reflecting both the ambitions for Leeds on the one hand and the growing maturity of our city region partnership on the other. In the city region section of this document (submission part 2), we present only issues and propositions which have the full agreement and backing of the city region partnership. Several of the proposals given in the Leeds section (submission part 1) could, if approved, have wider applicability across the city region as a whole. This is an issue which could be considered over the course of subsequent negotiation with Government and city region partners.

¹ Alan Harding, Simon Marvin and Brian Robson (February 2006), A Framework for City Regions, Office of the Deputy Prime Minister.

Where are we now?

The international profile of Leeds

Leeds has followed with interest the benchmarking work undertaken on competitive European cities², including the work being undertaken by the COMPETE - European Network for City Region Competitiveness project.

While recognising that no one comparator city represents a 'target' for Leeds to aim for, we see merit in continuing to compare our performance with that of 'best in class' European non capital cities and increasingly with comparable city regions where data allows.

In terms of perception of the city, international benchmarking suggests that Leeds is developing a stronger profile as a business destination.

- We know from detailed perception research carried out in 2004 that though Leeds was not yet on the radar for a sample of business people in France, Germany and USA, it came fourth in a sample of senior UK business people when asked which UK cities would consider major centres for business.
- In the European Cities Monitor report for 2005, Leeds lay just outside the top 30 European cities as important business locations.

The work of the recently created Marketing Leeds www.leedsliveitloveit.com now provides a clear mechanism for influencing business and international perceptions.

Recent Accolades for Leeds

Leeds: The best place in Britain to live (The Urban Behaviours Study 2004)

Leeds: Britain's best city for business (OMIS 2003-2004)

Leeds: Visitor city of the year (The Good Britain Guide 2005)

Leeds: One of the UK's top shopping destinations (Experian 2004)

The Economy of the City of Leeds – key facts

- Over the last 20 years Leeds has created 113,000 jobs - more than any other UK city. This represents over a quarter of all jobs created in the

² Professor Michael Parkinson et al (January 2004), Competitive European Cities: Where do the Core Cities Stand?, Office of the Deputy Prime Minister

region over that time, and almost three fifths of all jobs created in West Yorkshire (the sub region)

- Leeds is the powerhouse of the regional economy with 19% of the region's employment and 15% of its businesses
- Leeds has the second highest number of VAT-registered businesses of any UK city outside London, with 18,215 businesses across many sectors
- Leeds has the second most diverse economy of any major British city and has had a sustained period of employment growth and low unemployment
- The city is not dependent on a limited number of companies or sectors
- Experian Business Strategies (2006) suggest that 26,700 jobs (a 6% increase) will be created in the next decade. This compares with 43,400 (+11%) in the last decade
- Both the financial and business services sector and the public sector are projected to account for over a quarter of the growth
- Leeds is the third largest employer outside London for financial and business services, with this sector accounting for 25% of employee jobs

Leeds City Region – key facts

- The Leeds city region has population of 2.77 million and a labour force of 1.4 million
- The city region is home to over 70,000 businesses
- The Leeds city region has a combined GVA of £41.645 billion
- It occupies a central location straddling the main north south / east west routes and including the North European Trade Axis, and has good airport and port access
- The city region is home to five universities which contribute significantly to its knowledge base
- The city region has key sector strengths for example in financial and business services and advanced manufacturing
- It has generally competitive property prices compared with London and the South East, with a wide residential offer and an attractive quality of life

Submission Part 1: The City of Leeds

Leeds Vision and Priorities - Our existing strategies

In responding to the Minister's invitation to submit a business case for change, it is important to stress the work that has already taken place, and in some cases is still being developed, to identify and respond to the social and economic needs of Leeds.

These underpinning commitments reflect a broad spectrum of work and include in many cases, extensive consultation with local people on their vision for the future. These existing documents and the work still in progress represent the 'bigger picture'. However we do not plan to restate the details in full here given the specific request made by the Minister for a small number of strategic proposals to make up a 'new deal'.

With a City Council that is improving well and demonstrating a 4 star overall performance, together with a Local Strategic Partnership, the Leeds Initiative, which has consistently achieved a 'green' rating, we feel that Leeds is well placed in terms of its proven track record to rise to new challenges.

Vision for Leeds 2004 to 2020

Prepared by the Leeds Initiative, the Vision for Leeds 2004 to 2020³, is the second community strategy for Leeds. Building upon the first Vision for Leeds which was published in 1999, the strategy was developed over two years through an extensive research and consultation process. The Vision was developed from two main building blocks:

- An objective analysis of Leeds' performance over the last 6 years, against the objectives and priorities of the first Vision for Leeds 1999 to 2009, and against the performance of other cities in the UK and across mainland Europe; and
- An extensive consultation exercise that reached out to stakeholders, communities, politicians, policy makers and a range of special interest groups.

The strategy sets out an ambitious but realistic vision for the future of the city over the next 15 years. The three aims of the Vision are:

- **Going up a league as a city**, making Leeds an internationally competitive city, the best place in the country to live, work and learn, with a high quality of life for everyone.

³ The Leeds Initiative (2004), Vision for Leeds 2004 to 2020

- **Narrowing the gap** between the most disadvantaged people and communities and the rest of the city.
- **Developing Leeds' role as the regional capital**, contributing to the national economy as a competitive European city, supporting and supported by a region that is becoming increasingly prosperous.

The City has a long history of partnership working – the Leeds Initiative was formed as early as 1990 and is widely recognised as one of the most successful and innovative strategic partnerships in the country. Unlike many others, our Local Strategic Partnership is not solely focused on neighbourhood renewal, but also has a clear emphasis on improving the city's economic competitiveness.

Following publication of the Vision for Leeds, the Leeds Initiative established two Executives: a 'Narrowing the Gap Executive' to address inequalities within disadvantaged neighbourhoods and create opportunities for everyone in Leeds, and a 'Going up a League Executive' to drive forward the city's ambitions of becoming an internationally competitive European city at the heart of a prosperous region. These comprehensive partnership arrangements which bring together over 500 organisations under the Leeds Initiative family, are a huge strength and will be a considerable asset in the delivery of the propositions contained in this document.

In its response to the current consultation on the future of Local Strategic Partnerships, Leeds is keen to emphasise that the success of our Local Strategic Partnership is due to the long established nature of the partnership, and that continued success is best delivered by enabling local partners to take more decisions locally within the context of such a mature partnership.

Regenerating Leeds

Leeds has a long and successful track record in developing and implementing regeneration initiatives. Major programmes have been delivered, including major schemes in all rounds of Single Regeneration Budget and EU Structural Funds. In 2001, the city published its first Neighbourhood Renewal Strategy (NRS) in response to the launch of the national action plan, with an emphasis on tackling disadvantage within priority neighbourhoods. This strategy has been used as the basis for the allocation of significant neighbourhood renewal funding in the city. Leeds is widely regarded as an exemplar authority for NRF.

Leeds Regeneration Plan 2005-2008

Published in November 2005 by the Leeds Initiative, the Leeds Regeneration Plan is fundamental to the city's improvement agenda. Developed as the successor to the NRS, and emphasising a more integrated approach linking

economic, social and environmental issues, it sets out a three year plan of priorities and actions to narrow the gap between the most disadvantaged people and communities of Leeds and the rest of the city⁴. The plan covers all of the city's communities and includes proposals for each of the five district partnership areas of the city. Leeds is one of the first cities to take a 'whole-city' approach to regeneration rather than purely concentrating on the poorest areas to achieve Government targets.

Area working in Leeds City Council

Leeds has a record of innovative working at an area level. One of the first authorities to embrace the concept of Area Committees, Leeds established sixteen Community Involvement Teams to devolve decision making to a community level. More recently, the city council's approach to area working has been to reduce administrative fragmentation – the "Closer Working: Better Services" agenda is reorganising services on the basis of five 'wedges', with boundaries aligned to those of the five Primary Care Trusts and West Yorkshire Police. Ten Area Committees, two per wedge, have now been established with enhanced powers to take decisions and allocate resources locally. They are serviced by dedicated Area Management Teams, with a remit to join up services; improve the delivery of council functions; deliver better outcomes for local communities and engage local communities more effectively.

Leeds Initiative, District Partnerships and intensive neighbourhood management – the next generation of area working

The five district partnerships were set up in 2004 to complement the city wide Leeds Initiative partnership, and to mirror the emphasis on the five wedges in the city. The district partnerships bring together public service agencies and representatives of voluntary and community organisations with a remit of determining local priorities; improving the effectiveness and efficiency of services within communities; and encouraging inter-agency working at a local level. The district partnerships bring practical expression to the Vision for Leeds into local areas and have prepared district action plans to feed into the city wide Leeds Regeneration Plan. Their remit is to make real differences in local neighbourhoods by fostering and developing joint working on the ground. District partnerships are at the sharp end of 'making things happen'.

The district partnerships cover the whole Leeds Metropolitan District, except the city centre, which has its own long established multi-agency partnership.

Recently, the council and Leeds Initiative have agreed further action to address the problems faced by the most deprived neighbourhoods in Leeds. The 2004 Index of Multiple Deprivation puts 31 Leeds neighbourhoods in the worst 3% in the country. For these neighbourhoods, we are developing a new

⁴ The Leeds Initiative (2005), Leeds Regeneration Plan 2005-2008

initiative to promote intensive neighbourhood management. This is based on the good practice principles identified by the Neighbourhood Renewal Unit, including dedicated neighbourhood managers with the tools to get things done locally. Such a focus represents a key next step in our determination to address our narrowing the gap agenda.

Leeds Local Area Agreement

Leeds Local Area Agreement (LAA) has been submitted to Government Office for Yorkshire and the Humber and is currently under negotiation. We very much view the LAA and the proposals outlined in this submission as complementary or 'two sides of the same coin'.

In summary, our LAA sets out a programme of activities aimed at 'narrowing the gap' which:

- Focus on people and seek to tackle discrimination and social exclusion; value respect and diversity; and build community engagement and cohesion;
- Develop new and creative ways of meeting the floor targets and focus on individuals, families and communities where needs are greatest;
- Free up the infrastructure from barriers that frustrate joint working and prevent the right programmes of support being offered to individuals or families or programmes that duplicate or run at odds with one-another; and
- Builds on existing multi-tasking projects and spread this style of working more widely in neighbourhoods.

Leeds has, through its Vision for Leeds and Regeneration Plan, as well as the priorities in the LAA, rightly recognised the major challenge presented by the gap between the thriving and economically successful city economy and the prospects of the most deprived communities in the city. This narrowing the gap agenda has been a major priority for the local strategic partnership and the local authority in its Corporate Plan.

However, we also recognise that sustainable communities fundamentally depend on strong economic performance. Cities which are economically successful provide a strong base for creating sustainable communities both within the city itself and the wider city region. Unless Leeds remains an attractive place to do business, to live, study and visit; unless skills levels are improved and transport connectivity is maintained and enhanced; and unless we co-operate across sectors and with other local authorities in the city region, then Leeds will not remain competitive in the increasingly globalised economy and we will be unable to generate the opportunities needed to 'narrow the gap'. Therefore, where the LAA focuses on

'narrowing the gap' and creating sustainable communities, this business case is aimed at improving Leeds' economic performance and 'going up a league'.

"Leeds is a good example of a city moving forward. There are still considerable problems in areas like education and income levels with examples of prosperity and poverty in close proximity. These must be tackled if Leeds is to continue its success in the future. Regeneration partners in Leeds recognise the need to generate growth and tackle social exclusion together. Leeds is a positive example other cities could learn from."

Our Towns and Cities White Paper, ODPM

Discussions informing the LAA have identified some long term aspirations which fall outside the spatial arrangements, timescales or other constraints of the local area agreement framework and which therefore have been included as part of this submission. All issues raised as a part of this business case have also been listed in the LAA submission with the intention that if limited progress is made in consideration of these issues by the mid year review of the LAA agreement (November 2006) then they will be raised again as part of this agreement.

Leeds' Key Business Case proposals

"Leeds has never been more economically strong. The city is attracting investment and people want to live and work in the city. Leeds is one of the UK's top cities. It is enjoying growth, growth, growth".

Rt Hon John Prescott MP, April 2005

Leeds is a 21st century success story. It has transformed itself from an archetypal industrial northern city into one of the most successful regional cities in the country.

Growth in businesses, jobs and incomes has been at the centre of Leeds' success. Leeds is now a major centre for retail, financial, legal and business services, design companies and manufacturing. The media sector is now the second largest outside London, and the number of information and communications technology businesses is growing. Over the last 20 years Leeds has created 113,000 jobs - more than any other UK city. This represents over a quarter of all jobs created in the region over that time, and almost three fifths of all jobs created in West Yorkshire (the sub region). It is predicted that over 26,000 jobs will be created over the next 10 years, meaning that Leeds will provide around 37% of the region's extra jobs. Finance and business services will account for 75% of the city's employment growth.

The speed of transformation in Leeds is also evident in the huge growth of tourism in the city, which brings about £735 million into the local economy each year. The public sector is very important to the city's economy. For example, the NHS and the city council are major employers, accounting for nearly a quarter of the city's jobs. They also buy goods and services, make major capital investments and develop the skills of the local workforce.

The economic base of the city has also remained diverse: Leeds has the second most broadly-based economy of any major British city. Manufacturing still accounts for 13% of the total employment in the city, making Leeds the third largest manufacturing centre in the country.

Leeds also has historically low levels of unemployment and has seen major investment in housing, offices, shops, transport and other facilities. Unlike other cities, Leeds' population has also grown during this period of change, a sign that people have confidence in the future. A feature of this success has been the transformation of Leeds City Centre into one of the premier retail and entertainment centres in the UK.

A critical factor for the future competitiveness of Leeds is connectivity. The city is at the 'crossroads of England', where the M1 and A1 cross the M62. It also has excellent rail links with London, and the service has been increased to more than 25 trains a day in each direction. Leeds City Station, the centre of a regional rail network, has been fully modernised. Major road schemes

have been carried out, removing traffic from the city centre, and there have been significant improvements to public transport. Modern buses with dedicated lanes and a vehicle lane for cars with two or more people in them have been introduced. At Leeds-Bradford International Airport, facilities have been improved, more European destinations are available and passenger numbers will double by 2020.

Leeds is the leading city in Yorkshire, and is widely recognised as the regional capital. It is home to national government offices and UK and regional business headquarters. Leeds has nationally recognised cultural attractions and events, which serve the wider region and beyond. It has the most exciting scene for dance outside London. Leeds Teaching Hospitals Trust is the largest in the UK and one of the largest in Europe, with an international reputation for innovation and excellence, as well as providing specialist healthcare for our region and beyond.

Leeds is a city with many cultures, languages, races and faiths. A wide range of minority groups including black Caribbean, Indian, Pakistani, Irish and Chinese, as well as many other smaller communities, make up almost 11% of the city's population. It remains a welcoming city to immigrants, and there is a rich mixture of very different neighbourhoods. It is becoming a cosmopolitan city, including a significant lesbian and gay community.

The city is well known for sport - from football at Leeds United, rugby league with Leeds Rhinos, rugby union with Leeds Tykes and Yorkshire County Cricket Club. Headingley is recognised throughout the world as a venue for test match cricket, and is undergoing significant refurbishment. The success of arts and heritage organisations, including West Yorkshire Playhouse, Opera North, Northern Ballet Theatre, Phoenix Dance Theatre, Harewood House and the Henry Moore Institute, has helped to attract other major arts and heritage investments such as the award-winning Royal Armouries and the Thackray Medical Museum.

But although we can tell a very positive story, similar to the other Core Cities Leeds still lags behind the 'best in class' European non capital cities in terms of productivity, skills and transport.

What is stopping us from 'going up a league'?

We have identified a number of key barriers to achieving our ambition of 'going up a league' which underpin our set of propositions to Government, in summary these are:

- **Theme 1: The need for more financial autonomy:** We have demonstrated our ability to deliver and improve services to local people and communities. We are now seeking the freedom to go further - to take more decisions locally and to have more of a say on

how national and regional budgets are allocated. We would use these freedoms to develop new mechanisms for funding public infrastructure. Leeds urgently needs investment in its physical infrastructure to underpin our economic growth, this includes investment in transport infrastructure, the public realm, iconic buildings and cultural and visitor infrastructure.

- **Theme 2: Improving skills and employment:** Nearly a third of people aged between 16 and 74 who live in Leeds have no qualifications, and not enough young people are reaching their full potential or the national standard of five GCSEs at A* to C Grade. Approximately 57,000 people within Leeds remain workless. At the same time the city will be creating over 26,000 jobs over the next 10 years, and the challenge is therefore to ensure that Leeds residents are able to compete in an ever more dynamic and flexible labour market. These issues include school leavers, those who are currently workless or under-employed, and those who are seeking higher level skills to be able to compete for higher paid jobs. In addition, increasingly the demands of the knowledge economy are requiring a new range both of lifeskills and higher level qualifications. We need a new approach to identifying, commissioning and delivering skills training and access to employment measures within the city.
- **Theme 3: Tackling transport:** Having a well connected transport system is vital to the city's continued success. However, traffic on Leeds' roads increased by 5.4% between 1993 and 2004, bringing more noise and poorer air quality for local people as well as more expense for businesses. Congestion remains a problem and public transport can be difficult to use. Additionally we do not have the powers available in London and elsewhere in Europe to organise public transport so that it is properly coordinated. We recognise that we need to explore alternatives to Supertram, and are working with partners on a comprehensive package of transport improvements. We need to be able to deliver a modern transport system to underpin current and future economic growth and social inclusion.
- **Theme 4: Creating sustainable mixed communities:** Parts of south and east Leeds are characterised by large areas of social housing, and communities characterised by high levels of crime, unemployment, poor health and educational achievement, as well as a poor built environment. Significant progress has been made on regeneration, but better use needs to be made of public and private funding, in partnership with the voluntary and community sector. Too many interventions have been short term and have not been able to effect long lasting transformational change. We need to develop an approach which maximises the opportunities of the distinctive areas within the city, which links physical change and investment with social

and economic change, and which enables us to reach our goal of building the truly sustainable mixed communities of the future. This includes:

- Making the best use of land assets and rising land values to support regeneration – relying less on grants and one off programmes;
- Facilitating new partnerships between the council and the private sector to achieve lasting, long term regeneration.

Why have we identified these key issues for action?

Theme 1: Greater financial autonomy and new mechanisms for infrastructure investment

Given greater financial autonomy, we believe we have the capacity to use those resources to accelerate investment in the interests of economic competitiveness. Our Business Case includes some possible ways forward. Whilst not being prescriptive, we consider they offer potential to provide resources for productive investment which will have a positive impact on future business growth and therefore business revenue. Clearly the Lyons Inquiry is in the process of considering these issues, so we are suggesting that Leeds participate in any early discussions on appropriate funding mechanisms. We have identified a number of specific examples of projects which could be delivered in the interests of the competitiveness of Leeds via these financial measures. In overall terms we feel the multiplier effect of this approach to investment in future economic growth should mean that there need not be a significant impact on the national funding of local government.

Leeds has already developed an innovative approach via a new Leeds Initiative Resources Partnership to "make better use of all resources and maximise investment opportunities in Leeds".

There is also an existing Renaissance Leeds Partnership, a collaboration between Leeds City Council, Yorkshire Forward, English Partnerships and the Leeds Initiative to oversee the physical and spatial development of the city. The aim of the partnership is to address and remove barriers to regeneration, to build confidence amongst investors and funding agencies, to make sure the city has the infrastructure and urban design framework in place to sustain projected levels of economic development and growth.

The partnership will develop a city-wide approach to physical and spatial redevelopment in Leeds and make sure there is a co-ordinated approach to public sector investment in the city's infrastructure. It will seek to create an environment which promotes confidence and encourages continued

investment. It also has a role to address and remove barriers to regeneration, whether of scale, funding, skills or the exercise of powers.

Theme 2: Improving skills and employment

Leeds is

The largest employment centre in the region with around 442,400 people working in the city

The provider of over 18% of the 263,000 net additional jobs in the region between 1995 and 2005

Expected to provide around 45% of the region's additional 70,000 jobs between 2005 and 2015

Leeds Economy Handbook 2005

The presence of a skilled workforce is a critical feature of a competitive city, if it is to respond to the demands and challenges of the modern knowledge economy. At the same time, improving skill levels is a critical factor in successfully regenerating deprived neighbourhoods, where raising aspirations and ambitions is vital. Whilst much progress has been made in Leeds – there are still a number of key issues to address, including the need to secure better outcomes for 14-19 year olds; to improve partnership working; and to develop more targeted approaches to addressing worklessness, including the issues faced in particular neighbourhoods and amongst particular communities.

To improve the links between employers and those supplying learning and training the Leeds Learning Partnership is currently developing an employer-led Skills Board. It will be a force to encourage more targeted investment in skills and will champion the business benefits of training. It will help better define and measure progress on the key priorities set out in the Leeds Skills Strategy.

At the same time, the Leeds Initiative is overseeing the development of an Employment Plan for the city, which will focus efforts on tackling worklessness. The plan will provide the framework for ensuring that as many Leeds residents as possible are in work (i.e. the employment rate is high) and that Leeds companies have a skilled workforce – essential to competitiveness. The plan would therefore need to encompass the skills action plan/strategy, and access to employment plans currently being produced as part of the West Yorkshire Sub-Regional Investment Plan process.

In order to fully achieve our objectives on these issues we have identified a number of key barriers to address:

- o The confusion and complexity of current funding streams, especially in relation to addressing worklessness, needs to be simplified and focused at the city level;
- o Agencies operating at a sub regional and regional level ought to be required to take account of local strategies in the development of their programmes. We are pursuing these types of requirements through the current consultation on Local Strategic Partnerships, but consider that this is also an issue to pursue as part of our Business Case;
- o There needs to be greater ability at a local level to effectively sign off capital schemes that are driven by national programmes. This would enable local partners to ensure that investments are targeted more effectively.

Theme 3 Tackling transport

“Over 40% (of local respondents) express dissatisfaction with one or more key aspects of the city, but principally with the local transport infrastructure and its inability to service the significant employment growth in the centre of Leeds.”

OMIS Britain's Best Cities 2003-4

Despite winning the accolade of Britain's best city for business in the 2003 OMIS poll, the comment above reflects serious concern about transport in the city of Leeds and its potential impact on overall economic competitiveness. These concerns were also reflected in public consultation for the Vision for Leeds which placed improving public transport as the most important priority overall for the future of Leeds.

Disappointment over the Leeds Supertram decision has added to the concern and to the urgency to identify opportunities to address this important priority for the city.

Our priority must be an integrated and sustainable transport network that is fit for purpose to support economic growth and social inclusion. This means high quality local bus and rail networks, integrated with each other, that will provide a viable and attractive alternative to the car. These in turn will be supported by smarter choices which will address current and future congestion and accessibility issues.

In terms of the problems being faced in Leeds, the de-regulated environment for local bus services outside London means that integration between modes and services is extremely difficult to achieve. Local bus patronage has been in decline for almost 20 years, although there has been a modest recovery in Leeds as a result of the strong economic growth. Nevertheless patronage per head is well below EU levels and buses could play a bigger role in

addressing congestion and providing essential access to services and facilities.

The existence of a local, unregulated, monopoly supplier means fare levels are higher than would be the case in a market that was contested (it is believed that local bus company margins have been over 20% in recent years, compared to the norm of 8-10% for bus companies providing services under contract to Transport for London). There has also been insufficient investment in new low floor accessible buses. The lack of bids for tendered services (average 1.04 bids per tender) means that subsidised services cannot be procured through proper competitive market testing.

These problems are recognised in the recent Urban Task Force report on regeneration which identified the need for a franchising regime in order to achieve proper integration and support regeneration activities. Franchising (Bus Quality Contracts) is permitted under the Transport Act 2000, but is subject to approval by the Secretary of State for Transport .

There are key elements of Metro's (the Passenger Transport Executive) bus strategy which may be extremely difficult to achieve in a de-regulated environment and local determination of the need for franchising (Bus Quality contracts) is sought.

In terms of our second proposal on transport, whilst provisional allocations for Local Transport Plans is a welcome step forward, there is still a great lack of certainty over the totality of resources available for local transport investment over the next ten years. This makes the task of developing and implementing realistic and holistic transport strategies, covering all modes and schemes costing over £5 million (the current threshold for major schemes) difficult given the uncertainty over future funding. The City needs to have a fully resourced and deliverable transport strategy if it is to properly support economic competitiveness.

Greater certainty over LTP funding (in Integrated Transport, Maintenance and Major Schemes) would be an important step forward. This would be achieved by allocating funding for major schemes (up to a larger threshold of say £30 million) to cities / city regions alongside the current arrangements for Integrated Transport and Maintenance. This would move Leeds towards the arrangements that facilitate more robust planning in London.

Regarding rail services, the local (Metrotrain) network has been a significant success story. Over the last 10 years, patronage has doubled and the local network now plays a significant role in supporting in-commuting to Leeds from the remainder of the city region. However the management of rail franchises is very centralised and important decisions and trade-offs are being taken without the full benefit of local knowledge and local priorities, for example to increase capacity on peak services to and from Leeds in support of

economic growth and reduced congestion. The exception to this is the Merseyrail franchise, which has shown the benefits of local management with exceptional performance and strong patronage growth. It is proposed therefore that Metro manages the Business Unit for the local (currently Northern) rail franchise.

Theme 4 Tackling barriers to developing sustainable mixed communities

Leeds has embarked on a radical programme of transformational change to create the sustainable mixed communities of the future. Ground breaking models for the regeneration of large social housing estates are being created, based on new partnerships with the private sector. This Leeds model was presented to the Minister on his visit to Leeds.

In particular the East and South East Leeds (EASEL) Regeneration Initiative is a major housing led scheme to regenerate 1700 hectares of predominantly housing land in the east of the city. EASEL involves a new joint venture partnership between the Council and a private developer, and utilises the council's land assets as a contribution to the regeneration funding package. The programme will also address unemployment, low skill levels, poor health, crime and poor environment. The intention is to roll out this approach to West and South Leeds, setting in progress a long term commitment to sustainable regeneration in the city, which does not rely on grant aid or subsidy.

The Leeds approach is genuinely ground breaking in that:

- o It does not rely on Government funding or subsidy;
- o It involves a new form of partnership between the Council and private developers; and
- o It maximises the use of the council's assets.

We believe that our approach sets a new standard for neighbourhood regeneration. It clearly defines a new enabling role for the local authority in maximising its assets as part of a regeneration package, and sets out a clear route map for engaging the private sector in a new form of partnership.

We are keen to secure the active participation of Government in our plans for regenerating neighbourhoods. We envisage the role of Government not to be about providing financial assistance, but rather playing an active role in facilitating our programmes. In this submission we detail a number of priority interventions which could be undertaken jointly between the city and Government to remove structural barriers to progress at a neighbourhood level. In particular, we have identified a number of issues which need to be addressed if we are to be able to meet our ambitions for physical regeneration:

- The difficulty of securing comprehensive regeneration schemes in areas where there are small but significant land assets owned by Government or other public sector agencies. Whilst small, these sites can nonetheless be at important locations and be of important size at the neighbourhood level in regeneration terms. An example is the Marsh Lane railway sidings land at the point at which the EASEL regeneration area meets the city centre. This site, of key strategic importance, is currently leased for storage purposes;
- The problems caused from the application of Stamp Duty Land Tax to partnership ventures between the Council, private sector partners and developers. The current arrangements can result in partnerships effectively being penalised at each stage of the development process;
- The need to acquire sites at strategic locations as part of regeneration schemes, where there is a need to act before costs are raised further by additional speculative investment;
- The need for greater powers to bring derelict or redundant buildings back into use, as part of wider regeneration schemes. We feel there are ways in which the business rates system can assist us in this objective.

How can Government help?

Our approach is based on arrangements which promote an effective working relationship between Central Government and the City of Leeds. We have set out in the tables on page (appendix 1) a number of key actions we feel are vital to secure the future growth of the city. Against each we have identified what Government can do to help.

Submission Part 2: Leeds City Region

“Manchester and Leeds are becoming successful city region economies, challenging other major European Cities for investment and jobs and leading the growth of the North of England...Absolute levels of economic output are highest in the Manchester and Leeds City Regions...”

Moving Forward: The Northern Way, First Growth Strategy Report, Sept 2004

The Leeds city region covers all of West Yorkshire (Bradford, Calderdale, Kirklees, Leeds and Wakefield), plus Barnsley in South Yorkshire and Craven, Harrogate, Selby and York in North Yorkshire. The extent of the city region was defined following extensive research carried out over the last five years (CURDS 1999; Llewelyn Davies, Steer Davies Gleave, Jones Lang LaSalle and the University of Leeds 2002; ODPM and Northern Way Secretariat 2004; Local Futures 2004). The functional Leeds city region therefore consists of ten local authority districts and cuts across three existing sub regions.

The Leeds city region with its proven economic growth record and its concentration of key assets already plays a significant role in the economy of the wider region and within the context of the Northern Way Growth Strategy. The city region accounts for 20% of the population; 21% of the business stock and 21% of the GVA of the three northern regions that make up the Northern Way.

Over the next ten years the Leeds city region is projected to create 65,300⁵ net additional jobs, representing 93% of the jobs projected for Yorkshire and Humber Region as a whole. Without unplanned interventions and investments, GVA for the city region is forecast to increase to £53.3 billion by 2015⁶. The sheer size of the city region economy means that boosting its dynamism will lead to economic impact locally, regionally and nationally.

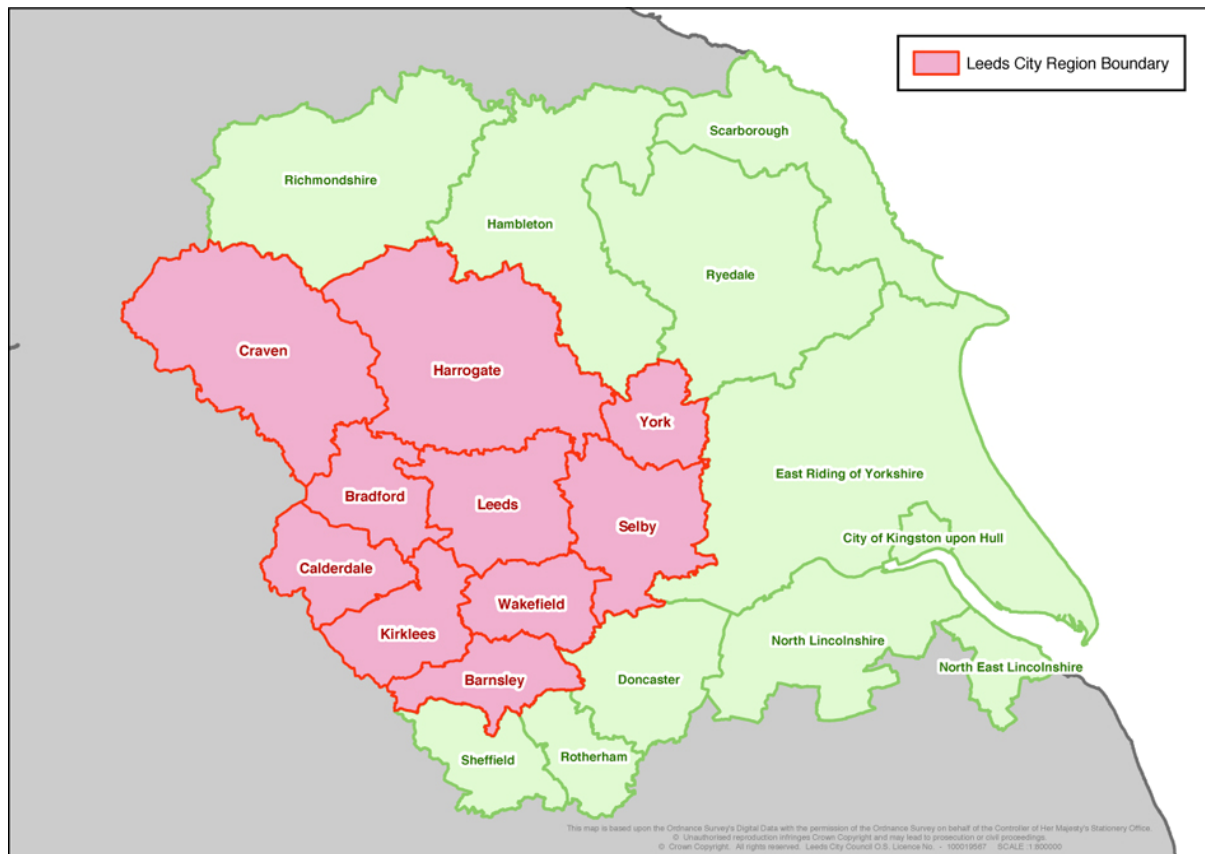
The city region is recognised, along with Manchester city region, as playing a key role within the Northern Way Growth Strategy. The Strategy states that Leeds and Manchester are the two city regions that appear to have the momentum and capacity to develop most quickly into European level competitive city regions.

Continued growth within the Leeds city region is also essential if we are to address disparities within and across the city region. It is within city regions that gaps in disparities are most clearly evident. Many of the outcomes that need to be improved to secure sustainable communities, such as improving skills levels and housing supply and affordability, require city region analysis and treatment.

⁵ 2005, Yorkshire Futures, Experian Business Strategies

⁶ 2005, Yorkshire Futures, Experian Business Strategies

If the Leeds city region fails to achieve its full potential, there is little prospect of achieving local, regional or national job and wealth creation targets. Just as crucially there is no serious and sustainable counter balance in England to London and the South East and limited chance of achieving the regional economic performance PSA target.



City Region Assets

It is in recognition of the tremendous economic and social assets of the area and the potential to harness and boost the competitiveness of the city region that has driven our early efforts to engage in city region working.

Its economic diversity: The city region benefits from a diverse economy. It retains an important role in the UK's manufacturing base with over 195,000 jobs across the city region. Much of the manufacturing base is emerging from a period of sustained restructuring and has moved into producing higher value goods or off-shored elements of production in order to concentrate on research and development activity.

Its strategic connectivity: The Leeds city region has the advantage of being located at a cross roads of communications where north-south Edinburgh to

London road and rail routes intersect with east-west Trans Pennine and international sea links, and has developed a strength in logistics and distribution. Leeds City Station is the hub of the region's local rail services and, along with York, has connections to London via a half hourly service. The city region is well served by Leeds Bradford, Manchester and Robin Hood Doncaster Sheffield airports, whilst the Humber ports are located approximately one hour's drive away.

Its innovation, science and the knowledge economy: The city region is home to five universities (Bradford, Huddersfield, Leeds, Leeds Metropolitan and York) which contribute significantly to its knowledge base and provide 40,000 of the UK's graduates every year. Two of the city region's universities, Leeds and York, form part of the White Rose Consortium (along with Sheffield), which rivals Oxford and Cambridge in its research power and accounts for 86% of research spend in the region. Science City York is one of three major partnerships in the north of England between business and universities, and represents a new mechanism for creating an environment in which technology, skills and business can thrive together.

Its financial and business services: The city region is one of the largest financial and business services centres in Britain outside London. The sector is a major employer within the local economy; it currently employs 263,000 people and is predicted to grow by a further 35,500 jobs over the next decade. In addition to its direct role as a source of employment, the sector provides a significant boost to the competitiveness of other companies in the city region. There is growing evidence that the city region is second only to London for a range of high value services (particularly legal) and is consequently becoming increasingly recognised as a national centre for financial and business services expertise.

Its health / medical research and bio-science sector: The city region is emerging as a world class health and medical centre. The health sector currently employs more than 154,500 people across the city region and employment in the sector is predicted to grow by another 18.4% over the next ten years (Yorkshire Futures). Key assets include Bioscience York, St James's University Hospital (the largest teaching hospital in Europe), the Department for Health at Quarry Hill in Leeds and the regional Biomaterials and Tissue Engineering (BITE) Centre of Industrial Collaboration. The University of Leeds Medical School has also secured two major health infrastructure projects for cancer and genomics.

Its tourism attractions, culture and environmental quality: The Leeds City Region is geographically the largest city region in the north of England. It contains an outstanding mix of rural and urban environments, offering a unique set of visitor attractions, and serves as a destination for millions of visitors a year. York is a tourism destination of international importance attracting over four million visitors a year, and generating some £291 million

for the local economy with over 9,000 jobs. Other centres offer a range of complementary destinations and services, including the role of Harrogate in the business tourism market, focusing on its conference facilities.

Leeds City Region Development Programme, 2005

Developing a functional city region

Building on the view that there is strong potential to enhance the functionality of the city region in order that it truly operates as a single economic entity, the city region has developed its partnership arrangements.

Recognition of the importance of city region collaboration led to a Leeds City Region Economic Summit being held in November 2004. This event brought together around 200 stakeholders to discuss the economic growth potential of the city region. The City Region Leaders, Chief Executives and Yorkshire Forward (the Regional Development Agency) met separately during the Summit and made a commitment to work together.

Significant progress has been made in city region collaboration since the Summit:

- A Concordat has been developed which has guided partnership working to date;
- The Leeds city region produced an interim City Region Development Programme (CRDP) in May 2005 which fed into the Northern Way Business Plan;
- Themed Working Groups have been established to lead on and develop different aspects of the CRDP. Their purpose is to agree city region priorities around the key themes of transport; innovation; skills and labour supply; business infrastructure; quality of life; sustainable communities and housing; and growth sectors and clusters; and to assist the development and production of a revised version of the CRDP; and
- Work is underway to develop fully evidenced proposals for a second reiteration of the CRDP, the final version of which will be submitted by 30th September 2006. This will feed into the Government's 2007 Comprehensive Spending Review.

The current partnership includes the 10 local authorities that make up the city region, plus North Yorkshire County Council by virtue of their strategic role in transport planning and economic development.

As the complexity of the work has increased and the city region has moved from analysis and strategy development, towards project delivery, a number of barriers to implementation have become apparent.

The Vision for the Leeds City Region and the Leeds City Region development Programme

The Vision for Leeds City Region as articulated in the Concordat and in the City Region Development Programme (CRDP) is to:

“Work together differently: to develop an internationally recognised city region; to raise our economic performance; to spread prosperity across the whole of our city region, and to promote a better quality of life for all of those who live and work here”.

Our vision for the future is underpinned by an understanding that by working more closely together we have an opportunity to develop innovative solutions to complex problems; achieve “a sum greater than the individual parts”; and bring opportunities for improved prosperity and greater cohesion within our diverse communities.

To achieve this vision and to narrow the productivity gap between the North and the rest of the UK, the CRDP puts forward an enhanced growth scenario to deliver growth of 3.5% per annum in GVA per capita, to match UK GVA per capita within a 10 year time frame. The enhanced growth scenario would result in GVA being boosted in absolute terms by nearly £3bn above current projections over the 10 year period.

Barriers to delivering the Vision for the Leeds City Region

Delivery of the aspirations outlined in the City Region Development Programme requires the coordination of policies and activities across the public, private and voluntary sectors. However, the present situation within the city region suggests a lack of effective integration on a number of key issues.

Transport Connectivity

The sub-regional focus of the West Yorkshire PTE (METRO), the South Yorkshire PTE, York, North Yorkshire County Council, Local Transport Plans and the use of the sub-regional “building blocks” in respect of the Regional Transport Boards means that the transport agenda is not fully aligned with the functioning labour market and travel to work patterns.

Economic Development

Economic Development activity across the region is articulated and in part funded through the Yorkshire Forward led Investment Plans. The Investment Plans and the Strategic Economic Assessments that support and inform the process are produced on a sub regional basis and, therefore, do not align to the functional economy. The economic geography of the city region cuts across three sub regional investment plans and the partnerships developed to oversee implementation. City region projects seeking support from Yorkshire Forward currently need to align in policy terms and gain financial support from three separate sub regional partnerships.

Skills

Skills analysis, policy development and delivery is undertaken at a regional and sub region level by the Learning and Skills Council (LSC). However, the city region equates to the functioning labour market which means that there exists a mismatch between labour location and supply and interventions to improve skills levels.

Housing / Building Sustainable Communities

Housing policy also tends to follow a traditional sub regional approach although "bespoke" groups, established to consider developments in specific geographic areas across sub regions, including the "Golden Triangle" and "Green Corridor" groups, point to the need to consider a wider city region approach. Recent efforts by the West Yorkshire Economic Partnership to link the Investment Planning Process to the work of the West Yorkshire Housing Partnership are a significant step forward. However, the recent debate surrounding Housing provision within the Regional Spatial Strategy highlights the need to consider Housing provision at a city region level, in order to make the relationship between future economic development and housing stronger.

Summary

Current arrangements are not able, at least consistently, to prioritise the needs of the city region. The current arrangements for sub region analysis and delivery also constrain the ability for developing interventions that work within existing local labour and other markets to spread prosperity more evenly across the city region. Additionally, there is currently no mechanism for the city region to engage and input into Regional Funding Allocations – a potential flaw given the city region provides the functionally coherent unit for analysis and developing interventions for the key drivers of economic growth and that Regional Funding Allocations are concerned with 'joining up' transport, economic development and housing funding.

Leeds City Region Governance: Issues of scale

The Leeds city region is geographically the largest of the eight Northern Way city regions and has emerged from empirical evidence of travel to work, leisure and other indicators of a functional economic space. Not surprisingly therefore, it does not conform neatly to existing sub regional arrangements. Some other cities have chosen to build organically on their existing sub regional investment structures or working arrangements, but in the case of Leeds, an early decision was taken that this approach would be insufficient to meet the real economic and spatial challenges we face.

Leeds lies within the West Yorkshire area (a legacy of the metropolitan county structure 1974 -1986) but economic linkages with authorities lying to the north and south are crucial to overall performance. This can be seen in journey to work patterns from the 2001 census which demonstrate that commuting flows between Leeds and authorities outside the West Yorkshire 'five' are very substantial, as indeed are flows between other authorities in different sub regions within the city region.

Current partnership arrangements

The current partnership arrangements at city region level therefore include the five West Yorkshire districts, a South Yorkshire district and four North Yorkshire districts. North Yorkshire County Council is also a member of the partnership by virtue of its strategic role in transport planning and economic development over the non unitary authorities involved.

The principles underpinning the current working arrangements of the partnership are laid out in a Concordat, as follows:

- Collaboration means working inclusively and openly, as equals, to avoid wasteful competition and duplication of effort;
- It is about working together differently on issues that individually we could not influence and is about developing a critical mass of resources, physical assets, skills and expertise;
- Collaboration does not mean the end of competition but involves the identification of our mutual competitors;
- Collaboration is not a synonym for homogenisation or a political governance model. Distinctiveness and diversity are crucial. Our existing identities and brands remain relevant and important to us;
- Collaboration is not a reason to concentrate investment in one city at the expense of others; and
- Collaboration is about not being constrained by boundaries – but involves us working together to deliver a step change in the economic performance of the city region, in order to compete effectively in an increasingly knowledge driven economy.

Our proposals for enhanced collaboration

Notwithstanding the expressed aim in the concordat not to develop a political governance arrangement, it is apparent that existing partnership arrangements alone are insufficient to overcome a number of organisational barriers to delivery of city region priorities.

As outlined on page 24 of this submission, existing structures are not able, at least consistently to prioritise the needs of the city region. Sub regional arrangements continue to cut across plans for city region priorities. In specific functional areas the complexity of arrangements, for example on the strategic direction and delivery of skills or transport connectivity, make it difficult to achieve the step change required in collaboration and economic performance without some change in the institutional geography.

In the limited period of time available to develop thinking on this issue, city region local authority Leaders have recently agreed the following approach to enhanced collaboration.

Move towards arrangements aimed at promoting greater strategic alignment of strategy and delivery

- The purpose of this approach will be to work together to align activity directed at the economic competitiveness agenda and would necessitate a review of a range of organisations and their associated budgets. A desired outcome of this review would be a greater degree of spatial alignment between strategy and delivery.
- As a starting point, a discussion focusing on the potential for greater alignment of Yorkshire Forwards Investment Planning Boundaries; Passenger Transport Executive Boundaries (although the WYPTE can broadly work across the Leeds City Region within its existing powers); Learning and Skills Council and Housing Strategies is required. Given the complexity of the institutional and fiscal landscape other options for future discussions exist.
- This approach could be achieved through a formalisation and widening of the existing voluntary arrangements. Under these arrangements, the need for clearer political leadership would be addressed and consequently, elected members would meet more regularly. A priority would be to engage more widely with stakeholders as acknowledged in the existing Concordat and consideration could be given to the creation of a city region wide Local Strategic Partnership. The City Region Leaders would be supported by a dedicated team of policy and programme delivery specialists drawn from existing support organisations.

- The ambition of the local authority partnership would be address and seek to resolve issues arising from the current dislocation between various funding silos; and to press for rationalisation of the number of institutions and partnerships working on the economic competitiveness agenda. This approach would provide greater policy and fiscal focus on city regions and provide greater democratic accountability and political leadership.
- In this scenario funding powers would still remain with a range of partner delivery organisations.

The short and longer term proposals set down in Appendix 2 have been agreed by City Region Leaders, and seek to offer practical means of achieving greater alignment between strategy and delivery.

How can Government help?

- Leeds City Region Leaders request that decisions taken by relevant Departments of Government, which have an impact on the economy, should be calculated to promote the competitiveness of functioning city regions;
- Leeds City Region Leaders request that Government support the propositions contained within our CRDP through the 2007 Comprehensive Spending Review and recognise the economic potential of the Leeds city region;
- Leeds City Region Leaders request that Government give close consideration to the proposals outlined in Appendix 2, which seek to achieve greater alignment between strategy and delivery.

What change / development is being proposed?

What is the issue we are trying to address?

What can government do to help?

What outputs would be offered in return?

Status of this project proposal?

Appendix 1: Leeds Business Case Issues

Theme 1 - The need for more financial autonomy

We have demonstrated our ability to deliver and improve services to local people and communities. We are now seeking the freedom to go further - to take more decisions locally, and to have more of a say on how national and regional budgets are allocated. We need new mechanisms for funding public infrastructure: to achieve our ambitions, Leeds urgently needs investment in its physical infrastructure. We are keen to explore options to achieve this, basing our approach on capturing some of the return from rising land values in the city.

<p>Explore options for greater local ability to generate income to fund public infrastructure, including:</p> <ul style="list-style-type: none"> Retention of a proportion of existing business rate. Local additional levy on business rate. Possible tourist tax (for example hotel bed tax) to be applied to support specific tourist related investment such as a new arena, concert hall for Leeds. Planning gain supplement. 	<p>Lack of funding for physical infrastructure (including strategic employment site development, investment in public transport, iconic buildings, public realm and cultural infrastructure) required to improve quality of place and underpin economic growth (generating confidence and levering-in private sector investment). This requires new approaches to be developed based on greater local freedom to raise and retain revenue.</p>	<p>Consideration of Leeds as a possible pilot authority to review these issues in conjunction with Sir Michael Lyons' current Inquiry</p>	<p>If Leeds were to retain 10% of its business rates yield, this would amount to £25m and this could service the revenue cost of investment amounting to £300m, and could lead to further significant business rate growth.</p> <p>A 1p levy in business rate would yield £6m which could amount to £70m capital investment.</p> <p>A potential 5% hotel bed tax could produce £2-3m for £23- 35m capital investment.</p>	<p>Whilst there has been some dialogue with the local business community via the Chamber of Commerce this proposal has not been formally put to them for consultation, nor have hoteliers been consulted on any potential tourist levy.</p> <p>A number of initial possible key projects have been identified which could be supported via these mechanisms. However, it is proposed that a comprehensive Physical Infrastructure Plan is developed, led by the Leeds Resources Partnership to prioritise and guide expenditure.</p> <p>This self generating approach could be ring-fenced specifically to infrastructure developments and be subject to governance arrangements which engaged the business community directly. Whilst further analysis would be needed, the multiplier effect of this arrangement should mean that there need not be a significant impact on the national funding of local government spending; it would provide local authorities with more local flexibility and the means locally to deal with major infrastructure and regeneration projects.</p>
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What change / development is being proposed?

What is the issue we are trying to address?

What can government do to help?

What outputs would be offered in return?

Status of this project proposal?

Theme 2. Improving skills and employment

The growth in business, jobs and incomes has been at the centre of Leeds' economic success in recent years, and this is set to continue, with over 30,000 jobs forecast to be created over the next 10 years. However, approximately 57,000 people within Leeds remain workless, nearly a third of people aged between 16 and 74 have no qualifications, and nearly 1000 young people leave school each year without a qualification or a job. We need a new approach to identifying, commissioning and delivering skills training and access to employment measures within the city.

Capacity to align all discretionary funding supporting employment and employability skills programmes, including those deployed at sub-regional or regional level, into one pot in order to deliver the interventions agreed through the development of the Leeds Employment Plan.

This will enable an agreed Leeds Employment Plan to form the basis for a strategic, partnership approach to address employment issues across the City. This plan will clearly set out the priorities, actions, responsibilities, funding, programme design, expenditure plans and accountability measures and will be jointly owned and delivered by a partnership structure – an Employment Trust.

Designate Leeds as pilot authority for a single pot

The programme responses agreed in the Plan will be uniquely tailored to tackle the problems in the City. An integrated, targeted approach with local flexibility, responsiveness and connectivity between employment issues and skills gaps in the City will significantly increase opportunities to produce a reduction in worklessness in super output areas and to increase the employability skills of the workforce and the supply of skilled labour to specific sectors.

This proposal has been developed to address key local and national priorities to simplify the current funding structure, and to ensure that programmes are more effectively targeted at a local level.

It builds on current activity to develop an Integrated Employment System which is being developed with the Learning and Skills Council and Job Centre Plus.

What change / development is being proposed?

What is the issue we are trying to address?

What can government do to help?

What outputs would be offered in return?

Status of this project proposal?

Theme 2. Improving skills and employment (continued)

To vary curriculum pathways to ensure appropriate curriculum pathways are created for young people who are disaffected with purely academic methods of learning

This flexibility will enable the development of opportunities appropriate to the needs of young people who are identified at Year 9 or earlier as being at risk of:

- a) failing to achieve 5 A-C grade GCSEs
- b) falling into the Not in Education, employment or training (NEET) category on leaving school
- c) engaging in anti-social behaviour

It will enable the collective energies of all agencies, particularly the city's cultural organisations, to be harnessed to deliver appropriate curriculum pathways to support children and young people to have the confidence and skills to succeed in work and adult life

Grant freedom to the LEA to vary curriculum pathways

Increased educational performance

Initial pilot work undertaken in south Leeds via Excellence in Cities programme – City Learning Centres.

What change / development is being proposed?

What is the issue we are trying to address?

What can government do to help?

What outputs would be offered in return?

Status of this project proposal?

Theme 2. Improving skills and employment (continued)

<p>Development and delivery of a demand led, locally managed skills strategy for the city</p> <p>Greater local ability to align skills funding at a city level, through the development of a local Skills Board</p>	<p>Commissioning frameworks for skills supply and demand are currently set at sub regional level, and do not fully address the particular issues and actions needed at city level.</p>	<p>Introduce a duty on all funding bodies, including Learning and Skills Council and Yorkshire Forward to have regard to local skills strategies and the local Skills Board in the development of their programmes, and allocation of funding priorities</p>	<p>Reduced numbers of residents with no qualifications</p> <p>Reduction in reported skills shortages in key sectors</p>	<p>Leeds Skills Board launched in 2006 as a key employer led commissioning body.</p> <p>This duty is also being explored in the context of the current consultation on the future of Local Strategic Partnerships</p>
<p>Greater local ability to direct and shape capital investment on educational facilities</p>	<p>Capital expenditure via LSC and Building Schools for the Future is managed and delivered by different central government agencies. This not only creates administrative complexity, but inhibits the ability at a local level to maximise the benefits of investment.</p>	<p>The ability for a final strategic sign off on national development plans to be at a local authority level.</p>	<p>Improved educational attainment and seamless progression through the 14-19 agenda and into work.</p>	<p>Scope for greater merging of capital funds has been considered, and rejected in favour of an approach that provides greater opportunity for more local influence on the implementation of capital schemes.</p>

What change / development is being proposed?

What is the issue we are trying to address?

What can government do to help?

What outputs would be offered in return?

Status of this project proposal?

Theme 3 - Tackling transport

Traffic on Leeds' roads increased by 5.4% between 1993 and 2004, with more noise and poorer air quality for local people as well as more expense for businesses. The city needs urgent investment in a modern transport system. We recognise that we need to explore alternatives to Supertram, and are working with partners on a comprehensive package of transport improvements.

Whilst the Local Transport Plan has been beneficial in facilitating longer term planning and programming the current process does not provide sufficient clarity of the availability of funding for major schemes. Financial certainty would enable the development of a clearer delivery programme for the five year period of the LTP.

The development of a clearer transport five year funding package, incorporating LTP block allocations (Integrated Transport and Maintenance) and Leeds' proportion of majors, with local discretion about how funding is utilised. It would also provide increased clarity of the availability of funding for major schemes in the local transport plan.

Allocate LTP funding on a five-year basis. Allocate an appropriate proportion of the regional transport allocation.

Improved delivery arrangements leading to stretched targets.

Stretched targets for tackling congestion, accessibility, safety and air quality (shared priorities)

What change / development is being proposed?

What is the issue we are trying to address?

What can government do to help?

What outputs would be offered in return?

Status of this project proposal?

Theme 3 - Tackling transport (continued)				
<p>Current bus regulatory framework leads to a lack of control over key outputs of the bus service</p>	<p>Greater freedom in the delivery of Bus Strategy, using Leeds (or a sector of Leeds) as a pilot area. The approach would include the ability to include fares, frequencies, integration between other modes (including through ticketing) and a performance regime in a Quality Partnership agreement as well as the possibility of local determination of the end to use a Quality Contract(s) to implement the Bus Strategy.</p>	<p>Amend Quality Partnership legislation to include fares, frequencies, integration aspects and a performance regime.</p> <p>Amend Quality Contract legislation to allow local determination.</p>	<p>Improved delivery (e.g. bus priorities) and stretched bus patronage targets. Better value for money overall. Better planning of networks will ensure that accessibility is improved for key market segments (such as linking areas of high deprivation to employment sites)</p>	<p>Stretched targets for bus patronage, satisfaction and tackling congestion under development</p>
<p>Enable Metro to become the franchising authority for services within the West and North Yorkshire Unit</p>	<p>Greater involvement in the management of local rail franchise (Business Unit), building upon the approach pioneered in Merseyside. The approach would also enable better management of local rail stations as part of an integrated transport network.</p>	<p>Make Metro the franchising authority for services within the West and North Yorkshire Business Unit as although PTEs are a party to the franchise agreement, funding and ultimate control rests with the DfT</p>	<p>There should be a resource saving to DfT (reduced franchise management role)</p>	<p>Stretched target for rail patronage (local LTP target) Under discussion</p>

What change / development is being proposed?

What is the issue we are trying to address?

What can government do to help?

What outputs would be offered in return?

Status of this project proposal?

Theme 4 – Building sustainable mixed communities

We have identified a number of barriers to maximising the outcomes of implementation of our approach to building sustainable mixed communities. These relate to our ability to effect transformational physical change:

- The role played by Government in our proposals, and in particular how we can unlock key development sites where Government departments or agencies have a development interest;
- Mechanisms to facilitate building effective partnerships with the private sector on comprehensive regeneration schemes – including tax issues associated with the establishment of joint venture companies;
- Addressing the issue of speculative investment in designated regeneration areas;
- Using the tax system to bring buildings into productive use;
- Enabling the implementation of long term strategic approaches to regeneration.

<p>Relaxation of Stamp Duty Land Tax as a Government financial contribution to specific regeneration initiatives in defined regeneration areas</p>	<p>Current Stamp Duty Land Tax regulations effectively penalise the transfer of assets between the council, joint venture organisations and private developers. Complex and bureaucratic systems are needed to avoid such tax issues.</p>	<p>Introduce review of Stamp Duty Land Tax. Review to consider removal; adding flexibility in application; or providing for tax revenue raised to be recycled into regeneration scheme</p>	<p>Enables Government to play an active role in schemes, and reduces the need for direct public funding by maximising the council's assets and a reduced tax burden on the joint venture company delivering the regeneration scheme.</p>	<p>Initial feasibility of this proposal is being explored in the context of the EASEL project.</p>
<p>Freedom to waiver current concessions on business rates for derelict or disused property. Owners, including public sector, would be encouraged to bring properties back into productive use</p>	<p>Derelict and redundant property blights neighbourhoods and deters other investment</p>	<p>Grant freedom to vary current concessions on business rates</p>	<p>Bringing empty or derelict buildings into use, contributing to brownfield targets</p>	<p>This proposal is currently being discussed with relevant agencies to determine the best method of application</p>

What change / development is being proposed?

What is the issue we are trying to address?

What can government do to help?

What outputs would be offered in return?

Status of this project proposal?

Theme 4 – Building sustainable mixed communities

<p>New approaches to the development of Government and agency land assets in the city.</p>	<p>Land assets held by central Government and government agencies are hindering the impact of and blocking the scale of regeneration programmes in the city, and causing blight in some locations.</p> <p>This is a particular issue in relation to Network Rail land, the land and assets of the utilities. And the ability of the Highways Agency to engage with local aspirations for local economic growth.</p>	<p>Require DfT and Network Rail and the Highways Agency to engage in local regeneration schemes, and develop joint approaches to the development of assets</p> <p>Offices of Regulators to require utility companies to develop asset management plans through consultation with LAs and other local stakeholders.</p>	<p>The ability to generate additional land value for Government assets by incorporating them into wider regeneration programmes</p>	<p>Targets would be set by agreement on appropriate land assets, following negotiation.</p> <p>We would wish to explore further a number of additional options, including the potential freedom for council to act as the developer for Government agency land and assets declared surplus in designated regeneration areas in the city. This would be explored in partnership with Yorkshire Forward and English partnerships. It would be a power similar to compulsory purchase but without paying for the land up front - compulsory acquisition to enable implementation of our well being powers via a statutory process.</p>
<p>The ability to acquire properties at market value to save time, add certainty and prevent further price inflation in designated regeneration areas</p>	<p>Speculative investment in housing regeneration areas has the effect of driving up the cost of implementation of regeneration programmes.</p>	<p>Freedom to purchase land or buildings above valuations provided by the District Valuer in designated regeneration areas – where residential or commercial properties are in a strategic location or causing a particular nuisance</p>	<p>City Council would be able to deliver a comprehensive approach to regenerating significant parts of the inner city</p>	<p>Other tools to supplement this approach will also be investigated to limit the negative impact of speculative investment in designated regeneration areas</p>
<p>Future protection for local initiatives from Central Government policy changes, once underway.</p>	<p>This is to propose that successful local initiatives that have started and are underway be exempt from any policy changes which might bring the initiative to a premature end.</p>	<p>Grant exemptions for defined regeneration initiatives which may be adversely affected by national government policy changes</p>	<p>A continued programme of regeneration based on a successful model</p>	<p>Issue is emerging from discussions on EASEL where radical changes in Government policy, for example, in requiring local authorities to undertake wholesale stock transfer would effectively undermine the approach of including council land assets as part of an integrated approach to regeneration.</p>

Appendix 2 – Leeds City Region Business Case Issues

Functional Area / Drivers of Place Competitiveness			Moving towards arrangements aimed at promoting greater strategic alignment.		
			Over time → → → →		
Transport			<u>Initial alignments to be sought</u>		<u>Potential future alignments to be sought – dependent on progress made</u>
Transport Policy			20 Year Vision for Transport in the City Region (currently being developed by Arup).		
LTPs			LTPs produced by sub regional authorities and WYPTE, SYPTE, York and North Yorkshire County Council are developed in alignment with the 20 Year Vision for Transport in the City Region and the CRDP. Moving towards.....		A city region overview LTP prepared by the city region local authorities with WYPTE and SYPTE, York and North Yorkshire County Council.
PTA/Es			Existing WYPTE, SYPTE, York and North Yorkshire County Council establish a joint city region panel to ensure consistent and joined up planning. And to consider.....		The potential benefits of METRO (WYPTE) utilise existing powers to operate beyond West Yorkshire – and take greater responsibility for City Region Transport Planning.
Regional Funding Allocations			City regions represented on the Regional Transport Board, together with mechanisms to facilitate a city region input to Regional Funding Allocations. Moving towards.....		Regional Funding Allocations being specifically built up from city regions analysis and prioritisation.
Public Transport Delivery			Joint public transport ticketing/concessions planned and delivered on a city region basis. Explore the franchising of bus services across the city region where that is desirable.		
Skills Development					
Skills Policy			Skills analysis, policy and strategy undertaken by the Learning and Skills Council (LSC) and other partners to be developed in alignment with city region skills and cluster analysis and the CRDP. Moving towards.....		The establishment of an employer led City Region Skills Board to undertake city region skills analysis and to prepare a city region skills action plan, linking specific skills needs to high growth sectors and clusters. The Skills analysis to take a strategic view, reflecting other local and sub-regional plans to inform the delivery plans of

<p>Skills Funding and Delivery</p> <p>Learning and Skills Council</p>	<p>Local and sub regional skills action plans to be developed in alignment with city region skills and cluster analysis and the CRDP II. This will build on recent research, sub regional action plans and investment; promoting existing good practice.</p> <p>City Region Director (as opposed to the proposed sub-regional Directors) working with the existing local area directors overseeing the existing Local Partnership Teams.</p> <p>Lobbying for the establishment of further Centres of Excellence in accordance with the sectors and clusters identified in the CRDP.</p>	<p>the LSC. The action plan to recognise the different economic drivers and priorities of urban and rural areas and the local and city regional labour market.</p>
<p>Housing</p> <p>Housing Policy</p> <p>Housing Funding</p> <p>Regional Funding Allocations</p>	<p>Housing analysis and policy undertaken at the regional and sub regional level to be developed in alignment with the outcomes of the research currently being undertaken by CURS on the links between the economic growth trajectory of the city region and the housing offer. Moving towards....</p> <p>Sub regional housing partnerships give cognisance to specific city region issues. Moving towards.....</p> <p>City regions represented on the Regional Housing Board, together with mechanisms to facilitate a city region input to Regional Funding Allocations. Moving towards.....</p>	<p>Housing analysis and policy undertaken at the city region level.</p> <p>A city region housing partnership – bringing together the golden triangle, green corridor and West Yorkshire housing partnerships.</p> <p>Regional Funding Allocations being specifically built up from city regions analysis and prioritisation.</p>
<p>Economic Development Funding</p> <p>RDA Funding</p>	<p>CRDP II priorities financed by hypothecated funding from the Regional Development Fund (RDF) with the delivery of pan city region projects being overseen by the City Region Secretariat. Moving towards.....</p>	<p>A City Region Growth Strategy and Implementation Plan to be produced built up from CRDP II and SRIP priorities.</p> <p>A review of current sub regional economic partnerships administering SRIPs to realign to the city region - linking strategy and delivery.</p>

APPENDIX 1

Leeds Local Development Framework – Updated & Revised Local Development Scheme

**LEEDS LOCAL DEVELOPMENT
FRAMEWORK**

LOCAL DEVELOPMENT SCHEME

UPDATE & RESUBMISSION - MARCH 2006

LEEDS LOCAL DEVELOPMENT FRAMEWORK

LOCAL DEVELOPMENT SCHEME

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LEEDS LOCAL DEVELOPMENT SCHEME

1. INTRODUCTION

- 1.1 The Planning & Compulsory Purchase Act, received Royal Assent on 13th May 2004. This sets the framework for the modernisation of planning in the UK, as part of a “Plan led” system. The Act and other supporting legislation, places expectations, on local authorities to plan for sustainable communities. As part of the new system, **Local Development Frameworks** (LDFs) and **Regional Spatial Strategies** (RSS) will replace the existing system of Unitary Development Plans and Regional Planning Guidance. At a local (Leeds MD) level, the Local Development Framework provides the spatial planning framework for the use of land within the city and a key mechanism to deliver the spatial objectives of the Community Strategy (Vision for Leeds).
- 1.2 A *key element of the Local Development Framework*, is the preparation of a Local Development Scheme (LDS). This sets out a three-year programme with milestones for the preparation of Local Development Documents – documents which will comprise the Local Development Framework. The draft LDS has to be submitted to the Secretary of State through the Government Office for Yorkshire & the Humber (GOYH) for consideration, before the Council can bring it into effect. The Secretary of State may direct changes. The achievement of milestones will be monitored by the Secretary of State and will be an indicator of efficiency.
- 1.3 *Within the context of these requirements the City Council submitted it's first Local Development Scheme to the Secretary of State in February 2005 and following minor revisions, this was formally operational from 1 June 2005. In December 2005, the City Council submitted its first Annual Monitoring Report (AMR) as part of the new LDF system. This report set out progress against a series of indicators and provided an overall commentary on progress in the preparation of individual LDF documents. A copy of the LDF AMR can be obtained or viewed on line from www.leeds.gov.uk/ldf.*
- 1.4 *Whilst overall the LDS programme is moving forward positively, consistent with the LDF Regulations, it has been necessary to update and roll forward the LDS for submission to the Secretary of State (by 31 March 2006). This is in order to adjust and roll forward the production timetables for a number of the Local Development Documents to make them more achievable - due to the need to complete further work and consultation on initial Area Action Plan options (following further Government clarification), to more fully integrate work streams in relation to regeneration and the LDF (to comply with the LDF regulations), the decision on the Leeds Supertram proposals, to reflect the conclusions of the Inspectors Report in response to the Unitary Development Plan Review (received in November 2005) and to take into account the implications of the Regional Spatial Strategy/the Yorkshire and Humber Plan (subject to formal consultation January – April 2006). Adjustments have also been made to the production timetable for Supplementary Planning Documents to address resourcing and capacity issues.*

Components of the new Local Development Framework

- 1.5 The Local Development Framework is not a single ‘plan’ but the name given to a portfolio of **Local Development Documents**, local planning authorities need to produce under the new system (for ease of reference, a Glossary of Terms for the new documents required under the new system has been included as part of this Introduction. This approach is intended to allow greater flexibility for local authorities in responding to changing circumstances, strengthening community and stakeholder involvement in the planning process and the achievement of economic, environmental and social objectives – at the same time, through the use of **Sustainability Appraisals**.

- 1.6 The components of the Local Development Framework, Local Development Document portfolio can be summarised as follows:

Local Development Documents are generally of two types, **Development Plan Documents** (DPDs) – that will need to be subject to independent testing i.e. Examination in Public by an Inspector (and have the weight of Development Plan status defined by clause 38 of the Act) and **Supplementary Planning Documents** (SPDs), which are not subject to independent testing and do not have Development Plan status (they should however be subject to rigorous community involvement procedures).

Development Plan Documents include:

- i) **A Core Strategy (CS)**: to set out the vision, spatial strategy and core policies for the spatial development of the local planning authority area,
- ii) **Site Specific Allocations** of land,
- iii) **Area Action Plans (AAPs)**: where needed in key area of change, and,
- iv) **A Proposals Map**: with inset maps as necessary.

These Development Plan Documents form the statutory Development Plan, together with the **Regional Spatial Strategy (RSS)**.

- 1.7 In addition, other important documents to be included in the Local Development Framework portfolio include:

- A **Statement of Community Involvement (SCI)**, to be prepared specifying how a local authority intends to involve stakeholders and communities in the process of producing LDDs (the SCI will also be subject to independent testing),
- A **Local Development Scheme (LDS)**, setting out details of each of the LDDs to be produced, the timescale and arrangements for production.

- 1.8 Other important features of the new system include:

- New arrangements for the independent testing and examination of DPDs,
- All policies and Proposals in DPDs will be subject to **Sustainability Appraisal (SA)** and **Strategic Environmental Assessment (SEA)**, to ensure they reflect sustainable development principles and environmental legislation, and,
- Local authorities will also need to produce **Annual Monitoring Reports**, setting out progress in terms of producing LDDs and in implementing policies. Annual Monitoring Reports are due in December of each year and cover the reporting period between 1 April and 31 March.

Local Development Framework - Glossary of Terms

AAP Area Action Plan	These plans will focus upon implementation, providing an important mechanism for ensuring development of an appropriate, scale, mix and quality for key areas of opportunity, change or conservation.
AMR Annual Monitoring Report	Authorities are required to produce AMRs to assess the implementation of LDS and the extent to which policies in LDDs are being achieved.
DPD Development Plan Document	The Documents that a local planning authority must prepare, and which have to be subject to rigorous procedures of community involvement, consultation and independent examination. Should include the following elements: <ul style="list-style-type: none"> • Core strategy • Site specific allocations of land • Area Action Plans (where needed); and • Proposals Map (with inset maps, where necessary)
LDF Local Development Framework	The LDF will contain a portfolio of LDDs , which will provide the local planning authority's policies for meeting the community's economic, environmental and social aims for the future of their area where this affects the development of land.
LDD Local Development Document	LDDs will comprise of DPDs , SPDs and related to these are the SCI , SEA/SA and AMR .
LDS Local Development Scheme	The LDS sets out the programme for preparing the LDDs .
PPS Planning Policy Statement	Government statements of national planning policy, being phased in to supersede Planning Policy Guidance notes (PPGs).
RSS Regional Spatial Strategy	The RSS , incorporating a regional transport strategy, provides a spatial framework to inform the preparation of local development documents, local transport plans and regional and sub-regional strategies and programmes that have a bearing on land-use activities.
SA Sustainability Appraisal	Appraisal of the environmental, economic and social aspects of Local Development Documents (LDDs) in contributing to the achievement of Sustainable Development objectives.
SCI Statement of Community Involvement	Document explaining to stakeholders and the community, how and when they will be involved in the preparation of LDF and where appropriate planning applications prior to their formal submission and the steps that will be taken to facilitate this involvement.
SEA Strategic Environmental Assessment	Assessment of the environmental impacts of policies and proposals contained within the LDF .
SPD Supplementary Planning Document	SPDs are intended to elaborate upon the policy and proposals in DPDs but do not have their status.

Local Development Scheme – Scope and Purpose

- 1.9 The Local Development Scheme (LDS) sets out how Leeds City Council intends to produce its Local Development Framework (LDF). The Local Development Scheme serves two key roles:
- i) Under the new planning system, it provides a starting point for the local community to find out what Leeds City Council's planning policies are for the District, and sets out the current documents which form the Development Plan for Leeds Metropolitan District,
 - ii) It sets out a detailed programme for the preparation of Local Development Documents over a *rolling* three year period, including timetables, which will tell people when the various stages in the preparation of the Local Development Documents will be carried out.

1.10 The Local Development Scheme is set out as follows:

2. OVERVIEW & SUPPORTING STATEMENT

- A brief statement setting out how the LDF will be structured, how the evidence base will be managed, how monitoring and review will be undertaken.

3. SCHEDULE OF PROPOSED LOCAL DEVELOPMENT DOCUMENTS

- A table showing each Local Development Document to be produced, its role and position in the chain of conformity.

4. TRANSITIONAL ARRANGEMENTS

- Details of policies carried forward under the Local Development Framework Transitional Arrangements.

5. OVERALL PROGRAMME

- The overall programme for the preparation of Local Development Documents, in the form of a Gantt chart setting out timetables and key milestones for the production of each document.

6. PROFILES OF EACH LOCAL DEVELOPMENT DOCUMENT

- A brief profile of each Local Development Document setting out its role, geographical coverage, status, timetables for production, broad indication of resource requirements and approach to involving stakeholders.

2. OVERVIEW AND SUPPORTING STATEMENT

The Leeds Context

- 2.0 Leeds is the regional capital of Yorkshire and Humberside. It is extremely diverse, consisting of a main urban area, surrounded by small towns, villages and countryside. It has a diverse population, with over 8% of the overall population from minority ethnic groups increasing to 40% in some communities.
- 2.1 Within the Yorkshire and Humber region as a whole, Leeds' economic performance stands out with high economic growth and low unemployment. Over the last twenty years, Leeds has created more jobs than any other major city outside London. A key to the success of Leeds has been the strength and diversity of the local economy. It is still a significant centre for manufacturing, print and publishing, although the vast majority of

people in Leeds work in the service sector, many in finance, legal services and the creative industries.

- 2.2 However, although unemployment overall is relatively low in Leeds, there are still pockets of high unemployment across the city. For example, the average ethnic minority unemployment rate is twice that of the rest of the population, while among the Bangladeshi community it is four times the overall rate. Unemployment in some inner city wards is seven times higher than in some outer wards, although this can mask pockets of high unemployment in some streets throughout the Leeds district. Through the City Council's Corporate Plan, the Community Strategy (Vision for Leeds) and a range of major regeneration and renaissance activities, the Council and its many partners, are committed to reducing the gap between the most disadvantaged people and communities and the rest of the city.
- 2.3 Between 1996 and 2002, over 51, 000 additional jobs were created in Leeds. This trend looks set to continue with independent projections estimating that nearly 28, 000 new jobs will be created in the city over the next decade, accounting for nearly half of the additional jobs in the region. However, most of these jobs are expected to be filled by people from outside Leeds district and in – commuting therefore is expected to increase from 80,000 to over 100,000 by 2014, placing an ever greater burden on the city's transport systems. Supporting the economic competitiveness of the city, and ensuring local people can access local employment opportunities are therefore key priorities for Leeds.
- 2.4 Nearly a third of the city's jobs are located in the city centre, which is a significant destination for employment, shopping, tourism and cultural activities. By 2008, it is also estimated that approximately 15,000 people will live in the city centre. It is considered however that the international profile of the city centre needs to be improved and more facilities of a regional and national significance need to be provided. Improvements are also needed to make the city centre safer and welcoming to people of all ages, social and ethnic groups. Also, it is felt that the physical links and 'connectivity' of the city centre to adjacent communities needs to be improved and that the economic wealth of the city centre is not spreading to neighbouring groups and communities quickly enough.
- 2.5 Leeds has a good range of educational establishments from its universities and colleges through to its schools and community and family learning centres. The University of Leeds is one of the country's top universities; standards in primary schools are amongst the highest in major cities; and the city's secondary schools are improving. However, nearly a third of the working population living in Leeds have no qualifications at all and not enough young people are reaching their educational potential. Addressing such issues is therefore essential in ensuring the longer terms development of the city and the establishment of sustainable communities.

The Wider Region

- 2.6 There is growing recognition that Yorkshire and Humberside's longer term economic prosperity and sustainable development, is best achieved in working with a range of partners at a regional level. The concept of the "Leeds city–region" is therefore being developed, consisting of Leeds, Bradford, Calderdale, Kirklees, Wakefield, Barnsley, Craven, Harrogate, Selby and York. This idea is also emerging as part of the preparation of the new Regional Spatial Strategy, which identifies a series of 'sub' areas across the region, including the Leeds city-region.
- 2.7 The Leeds city-region has the potential to develop relatively quickly into a competitive city region, competing successfully with other European cities and contributing to

improved economic performance. Stakeholders in the city region are now starting to recognise the advantages of closer co-operation in promoting transport improvements, high education collaboration and in financial and professional services. Leeds needs to work collaboratively with other city regions, particularly Manchester, to ensure that the north of England realises its full potential.

The Vision for Leeds (Community Strategy)

2.8 In providing a framework to address the above issues and opportunities, the Vision for Leeds (Community Strategy), provides a vision for improving the social, economic and environmental well-being across the city. Following a period of extensive public involvement and engagement the Vision for Leeds 2004 – 2020, (prepared by the Leeds Initiative - the Local Strategic Partnership for Leeds) has been adopted. The purpose of the Vision for Leeds is to guide the work of all the Leeds Initiative partners to make sure that the longer term aims for the city can be achieved. The Vision has the following aims:

- Going up a league as a city;
- Narrowing the gap between the most disadvantaged people and communities and the rest of the city;
- Developing Leeds' role as the regional capital.

Local Development Scheme Preparation

2.9 Given the above pressures and opportunities in Leeds, the prospects for the wider city region and the specific aims of the Vision for Leeds, the preparation of the Local Development Framework, provides a major opportunity for the city. The above priorities not only reflect national priorities for sustainable and inclusive communities but also coincide with fundamental reforms to the Planning System. These reforms in turn allow for a flexible and positive response to meeting local needs and circumstances through a co-ordinated and integrated approach to spatial planning (including land use and transportation issues) and regeneration.

2.10 Consequently, the priorities for action within the Local Development Scheme, are intended to complement, support and to take forward, the city's identified strategic priorities. Integral to this approach also, is the desire to provide a continuity of planning policy, whilst developing new policy approaches to deal positively with the needs of both existing and future communities. Because of this, cross reference is made throughout the Local Development Scheme to the Adopted Unitary Development Plan (UDP) 'saved' policies and to the UDP Review, as well as identifying new Local Development Documents to tackle the priorities described above. In supporting, informing and directing the strategic planning priorities in Leeds and in anticipating the reforms to the planning system, the UDP Review provides a focus for regeneration and renaissance, as well as addressing a number of other key policy areas. As a result, key LDS priorities reflect the strategic direction and specific policies incorporated as part of the UDP Review, as a basis to achieve longer term objectives for regeneration and sustainable communities in the city. These objectives also reflect the Community Strategy, in providing expression to the spatial planning aspects of the Vision for Leeds.

2.11 The Local Development Documents incorporated as part of the Local Development Scheme, include a series of Development Plan and Supplementary Planning Documents, which are intended to take forward a number of spatial and thematic planning issues integral to the delivery of sustainable communities. Central to these are a number of Area Action Plans for the City Centre, the Aire Valley, East and South East Leeds (EASEL) and West Leeds. The spatial location and relationship of the proposed Area Action Plans is illustrated on Map 1. In achieving the longer terms aspirations for the City

Centre (at the hub of a competitive city region) the preparation of a City Centre AAP is considered essential and timely to tackle a series of development, regeneration and urban renaissance issues. Linked to these issues and in complementing the spatial priorities identified as part of the Vision for Leeds for urban regeneration, social inclusion and environmental improvement, Area Action Plans for the Aire Valley, East and South East Leeds and West Leeds are also identified. These areas in turn provide a number of challenges and opportunities. A longer term and strategic approach through the LDF is therefore considered to be both appropriate and necessary, in providing a co-ordinated and partnership approach to the regeneration and the development of vibrant and sustainable communities in these areas.

- 2.12 In providing a strategic approach to the Local Development Framework, the preparation of a Core Strategy is included as part of the LDS. The development of this document will be informed by the Adopted UDP, the UDP Review, the Vision for Leeds, the Regional Spatial Strategy and relevant national guidance. Associated with changes to national guidance and in response to regional and local circumstances, the preparation of a Waste DPD is also proposed. As a basis to implement strategic priorities and to amplify specific policies, a number of Supplementary Planning Documents are also included to address a series of area based and thematic issues. Overall, the Local Development Scheme, details an ambitious and demanding programme. This is necessary to take forward identified city wide priorities and opportunities, as part of an integrated and co-ordinated approach, in the longer term establishment of sustainable communities.
- 2.13 The Local Development Framework for Leeds, will comprise of the Local Development Documents identified in the schedule included in Section 3. of this Local Development Scheme and in the individual profiles of Local Development Documents included in Section 6. These documents will be prepared as part of a phased programme, which will be subject to regular monitoring and review, as well as a formal annual review as part of the Local Development Scheme. A key aspect of the new planning system is the need to be flexible and responsive to changing circumstances as well as being proactive as part of a plan – led system. *As a consequence, it is possible that there may be injections and revisions to the schedule of Local Development Documents, before the AMR review of the LDS in December each year. For example, consistent with the Airport White Paper Leeds Bradford International Airport (LBIA) is currently progressing the preparation of an Airport Master Plan. The Development Plan implications of this document will therefore need to be fully considered and the implications for the LDF and the preparation of specific Local Development Documents addressed. In addition,* the preparation of Village Design Statements and Town Centre Strategies is largely dependent upon the capacity of communities and partners (with the support of the City Council) to undertake such work. It is possible therefore that the need for Supplementary Planning Documents to cover such areas of work may therefore arise during the course of the year. Such changes will therefore need to be considered within the context of the overall LDF programme and in discussion with stakeholders.
- 2.14 In taking this work forward as part of the overall Development Plan for the District, it is recognised that there will be a need for a combination of ‘saved policies’ (for three years from commencement of the Act on 28 September 2004 – under the transitional arrangements), policies to be saved (subject to the Secretary of State’s agreement) for more than three years, *where appropriate* and the need to develop and implement ‘new’ planning policies, in response to emerging or possibly unforeseen planning issues.

Statement of Community Involvement

- 2.15 *In accordance with the LDS timetable, preparation of the Statement of Community Involvement (SCI) is well underway. Once adopted, the SCI will set out and identify the*

processes by which the community will be engaged in consultation on each type of document and at every stage of its preparation. The SCI will also identify how the community will engage in the consideration of major development control decisions.

Strategic Environmental Assessment (SEA) & Sustainability Appraisal (SA)

- 2.16 Local Development Documents (Development Plan and Supplementary Planning Documents) will be subject to a Strategic Environmental Assessment/Sustainability Appraisal, in accordance with the LDF regulations and the European Directive 2001/42/EC. These are tools to ensure that LDF strategies and policies take into account environmental, economic and social issues as part of an integrated approach. For greater efficiency and effectiveness, the City Council intends to combine assessment and appraisal as part of one approach.

Core Strategy

- 2.17 The Core Strategy will be the principal document in the Local Development Framework and will contain the City Council's vision and spatial strategy for the District. The Core Strategy will be informed by a number of key documents and government guidance including: the Adopted UDP, UDP Review, the Vision for Leeds (Community Strategy) and the emerging Regional Spatial Strategy for Yorkshire and the Humber. The Core Strategy will need to identify the development needs for the District and their spatial distribution. In the preparation of the Core Strategy a "Key Diagram" will be used to illustrate the strategy.

Area Action Plans

- 2.18 As emphasised above, a key priority for Leeds and an integral part of the Adopted UDP, UDP Review and Vision for Leeds, is the need to secure the continued renaissance and regeneration of the City and its communities. Consequently, a key priority of the Local Development Framework, are a series of Area Action Plans for specific geographical areas of Leeds. The focus of such Plans will be to promote the continued and sustainable renaissance and development of the City Centre, as the hub of the City region and the regeneration of major inner city and suburban areas of the City to promote the development of sustainable communities.

Supplementary Planning Documents

- 2.19 The preparation of the Local Development Framework for Leeds includes a range of Supplementary Planning Documents, covering a range of interrelated areas, which are intended to amplify strategic, thematic, and area based planning objectives for the District. The range of issues to be covered by Supplementary Planning Documents, reflect the breadth of spatial planning issues and challenges evident in the City. These include: a number of Design Guides (Advertising, Householder Design Guide, Highways Design Guide and Residential Guide for Community Safety) to cover detailed development control issues. Whilst the LDS identifies a schedule of proposed SPDs, it is recognised that the preparation of SPDs is a dynamic process. For example, there are a number of Village Design Statements, (led by communities); together with a range of other planning documents anticipated e.g. detailed design guidance and 'Master Plans, which are at different stages of preparation. Depending on progress, resources, particular circumstances, and timescales, it is likely that these in turn, will need to be injected into the SPD/LDS programme as they are developed and the LDS updated accordingly.

Monitoring

- 2.20 The preparation of Local Development Frameworks is a continuous process, with monitoring and review key and integral aspects. As part of this process an Annual Monitoring Report will inform the Local Development Scheme each year. As part of this, both existing and where appropriate new, monitoring systems will be developed to ensure that not only the delivery of the Local Development Framework is monitored but also to ensure that the evidence upon which the Local Development Framework is based is still relevant and up to date and prepared within the context of relevant indicators. Such evidence will need to include housing land and employment information.
- 2.21 An Annual Monitoring Report will be prepared each year, (to be submitted to the Government Office), covering the period 1 April – 31 March. The Annual Monitoring Report will report on the following areas:
- *Provide information on progress against a series of indicators, which aim to monitor the extent to which Development Plan policies are being achieved.*
 - *Provide a commentary and progress update on how the City Council is performing against timescales and milestones set out in the Local Development Scheme.*

Evidence Base

- 2.22 Linked to monitoring and the preparation of Development Plan and Supplementary Planning Documents, an important aspect of the Local Development Framework is that individual policies and proposals are soundly based. As part of a wide range of projects, programmes and initiatives promoted by the City Council and its many partners a wide range of technical information is available concerning environmental, economic and social issues in Leeds. The preparation of the Local Development Framework will therefore draw upon this material where appropriate and supplement this with additional survey material and technical studies where necessary and where resources permit.
- 2.23 In the preparation of the Adopted UDP, UDP Review and related strategies, a number of surveys, technical studies and monitoring activities have been undertaken. These include regular housing and employment land monitoring, a comprehensive Urban Capacity Study (June 2003) and an annual City Centre audit. In the preparation of the Local Development Framework, this material will be used and reviewed as necessary and supplemented by further surveys and technical studies where required in support of the production of specific Development Plan Documents.
- 2.24 In anticipating the evidence base requirements of the Local Development Framework, a report identifying the spatial implications of the Community Strategy (Vision for Leeds) has been undertaken (July 2003), together with baseline information and indicators as part of the Strategic Environmental Assessment/Sustainability Appraisal methodology (February 2005). *During winter 2005 a major Employment Land Review was also commissioned for completion in 2006. These areas of work in turn, will be therefore used to inform the preparation of Local Development Documents.*

Preparation Arrangements and Resources

- 2.25 In reflecting the objectives of the Community Strategy (Vision for Leeds) and City Council corporate priorities, resources will be drawn from across the City Council to prepare the Local Development Framework. Close working with a range of stakeholders and partners (including the Leeds Initiative) will also be an important feature of the preparation of the Local Development Framework. To facilitate this process, and as

appropriate, early consultation will be sought with stakeholders and the community. Subject to the availability of resources, the nature of technical work to be undertaken and the requirements of specific timetables, it is also likely that external consultancy support will be used to deliver key tasks and projects.

- 2.26 The preparation of the Local Development Framework will be led by the City Council's Development Department, primarily through the Planning and Economic Policy Service. Drawn from this service, four specific Teams (and comprising 25 officers ranging from the Head of Service, Team Leaders, Senior Planners, Planners and Administrative support staff) will have responsibilities for the LDF.
- 2.27 Given the scope and breadth of the LDF in Leeds (and in recognition of its corporate importance), the Planning and Economic Policy Service will be supported by resources from across the Development Department including the Strategy and Policy and Economic Services Divisions. In addition, on going and close working with a range of City Council Departments will be undertaken including Neighbourhoods and Housing, City Services and Learning and Leisure (and other Departments as necessary), to reflect the scope of the LDDs under production.
- 2.28 In providing technical support and a co-ordinating role within the City Council, an Officer Working Group has been established (reporting to the Economic Competitiveness and Transport Board) to oversee work in relation to the Local Development Framework. A key focus for the preparation of the Local Development Framework also, will be through a members "Development Plan Panel", with responsibilities for making recommendations to the City Council's Executive Board and Full Council (consistent with delegation arrangements and 'Executive' and 'Council' functions).

Risk Assessment

- 2.29 The preparation of the Local Development Framework allows for a flexible approach to the preparation of a range of planning documents. The Schedule of Local Development Documents identified in Section 3 of this Local Development Scheme, covers a range of work, which in part reflects the complex spatial planning issues in Leeds. In managing this programme of work, an analysis of risks has been undertaken, together with the measures to managing them. This is set out in the following table:

RISK	IMPACT	MITIGATING ACTION
Secretary of State directs LDS amendments.	<ul style="list-style-type: none"> Slippage to LDS 	<ul style="list-style-type: none"> Close liaison with Government Office on emerging LDS
New national and Regional policies and guidance (Planning Policy Statements & Regional Spatial Strategy).	<ul style="list-style-type: none"> Unforeseen additional work injections into LDS work programme causing slippage. 	<ul style="list-style-type: none"> Monitoring of changes to national policy. Active participation in regional planning agenda to respond to changes early. Re-evaluate priorities.
Implications of UDP Review Inspectors Report.	<ul style="list-style-type: none"> Slippage to LDS programme due to unforeseen additional work. 	<ul style="list-style-type: none"> Monitoring of changes to national policy.
Volume of work (managing potentially competing timescales and tasks, higher levels of representations than anticipated) – LDF programme too ambitious.	<ul style="list-style-type: none"> Programme slippage. 	<ul style="list-style-type: none"> Monitoring of progress against programme objectives and re-prioritise as necessary. Realistic & flexible timetables. Use of additional resources through and corporate partnership working.
Capacity of Stakeholders to respond as part of engagement/involvement activity.	<ul style="list-style-type: none"> Potential programme slippage. 	<ul style="list-style-type: none"> Early consultation with stakeholders where appropriate.
Inadequate financial resources to undertake specific areas of work.	<ul style="list-style-type: none"> Unable to progress work. Potential impact on quality & ‘soundness’ of planning documents. 	<ul style="list-style-type: none"> Regular monitoring of budgets and costings. Secure additional financial resources via Planning Delivery Grant.
Lack of in house skills to undertake new areas of technical work.	<ul style="list-style-type: none"> Programme slippage. Potential impact on quality & ‘soundness’ of planning documents. 	<ul style="list-style-type: none"> Develop skills and competencies through training initiatives. Close working with partners who have the necessary skills. Use of external consultants – subject to resources.
Staff turnover	<ul style="list-style-type: none"> Potential programme slippage. 	<ul style="list-style-type: none"> Monitoring of progress against programme objectives and re-prioritise as necessary. Recruit to vacant posts.
Planning Inspectorate unable to meet the timescale for examination and report.	<ul style="list-style-type: none"> Delay to examination/reporting. Key programme milestones not met. 	<ul style="list-style-type: none"> Close liaison with Government Office & Planning Inspectorate to highlight any early warning of potential issues/problems.
Failure of planning documents to meet tests of soundness.	<ul style="list-style-type: none"> Unable to adopt document. 	<ul style="list-style-type: none"> Ensure documents are sound and meet technical and consultation requirements
Legal Challenge	<ul style="list-style-type: none"> LDD quashed. Impact on work programme through additional work. 	<ul style="list-style-type: none"> Ensure LDF is compliant with Planning Act, Regulations and guidance.

3.

SCHEDULE OF PROPOSED LOCAL DEVELOPMENT DOCUMENTS

	Document	Status	Brief Description	Chain of Conformity	Stakeholder & Community Engagement (To be undertaken consistent with LDF Regulations, emerging SCI & SCI once adopted).	Preparation and Consultation on Issues & Options	Preparation and Consultation on Preferred Options & Proposals	Date for Submission to Secretary of State/Proposed SPD Adoption by LCC.
1.	Core Strategy	Development Plan Document	To set out vision, objectives and district spatial development strategy (and will incorporate a Key Diagram).	Adopted UDP saved policies, UDP Review & Regional Spatial Strategy.	See Project Proforma.	<ul style="list-style-type: none"> <u>June 2006 – March 2007.</u> 	<ul style="list-style-type: none"> <u>December 2007 – January 2008.</u> 	<ul style="list-style-type: none"> <u>January – February 2009.</u>
2.	Area Action Plans 1. City Centre 2. Aire Valley Leeds 3. EASEL (East & South East Leeds Regeneration): - Harehills - Richmond Hill - Gipton - Osmondthorpe - Seacroft - Halton Moor.	Development Plan Documents	To address spatial planning and regeneration issues and opportunities in a co-ordinated way.	With emerging Core Strategy, Adopted UDP saved policies, UDP Review and Regional Spatial Strategy.	See Project Proforma See Project Proforma See Project Proforma	<u>City Centre</u> <ul style="list-style-type: none"> <u>March 2005 – May 2006.</u> <u>Aire Valley</u> <ul style="list-style-type: none"> <u>August 2005 – July 2006.</u> <u>EASEL</u> <ul style="list-style-type: none"> <u>August 2005 – June 2006.</u> 	<u>City Centre</u> <ul style="list-style-type: none"> <u>October – November 2006.</u> <u>Aire Valley</u> <ul style="list-style-type: none"> <u>January – February 2007.</u> <u>EASEL</u> <ul style="list-style-type: none"> <u>December 2006 – January 2007.</u> 	<u>City Centre</u> <ul style="list-style-type: none"> <u>May 2007.</u> <u>Aire Valley</u> <ul style="list-style-type: none"> <u>October 2007.</u> <u>EASEL</u> <ul style="list-style-type: none"> <u>September 2007.</u>

	4. West Leeds Gateway				See Project Proforma	<u>West Leeds</u> <ul style="list-style-type: none"> • <u>November 2004 – October 2006.</u> 	<u>West Leeds</u> <ul style="list-style-type: none"> • <u>June – July 2007.</u> 	<u>West Leeds</u> <ul style="list-style-type: none"> • <u>March – April 2008.</u>
3.	Statement of Community Involvement	Non Development Plan Document	Framework & Requirements for Community Engagement on Local Development Documents and major planning applications	With regulations	See Project Proforma	<ul style="list-style-type: none"> • June - July 2005. • (Initial consultation with stakeholders) 	<ul style="list-style-type: none"> • Nov. – Dec. 2005 (Formal consultation on draft SCI). 	<ul style="list-style-type: none"> • March - <u>April 2006.</u>
4.	Waste	Development Plan Documents	To set out specific policies, with the context of national & regional guidance.	Adopted UDP saved policies, UDP Review and Regional Spatial Strategy.	See Project Proforma	<ul style="list-style-type: none"> • Nov. 2007 – Feb 2008. 	<ul style="list-style-type: none"> • March – April 2008. 	<ul style="list-style-type: none"> • November 2008.
5.	<i>Biodiversity & Waterfront Development.</i>	Supplementary Planning Document	To provide specific guidance on biodiversity issues in relation to Waterfront areas.	Adopted UDP saved policies, UDP Review and Regional Spatial Strategy.	See Project Proforma	<ul style="list-style-type: none"> • 2003. 	<ul style="list-style-type: none"> • <u>January – March 2006.</u> 	<ul style="list-style-type: none"> • <u>June 2006.</u>
6.	City Centre Public Realm Contributions	Supplementary Planning Document	To provide specific guidance on public realm contributions arising from development proposals	Adopted UDP saved policies and UDP Review.	See Project Proforma	<ul style="list-style-type: none"> • <u>May - June 2005.</u> 	<ul style="list-style-type: none"> • <u>January – March 2006</u> 	<ul style="list-style-type: none"> • <u>June 2006.</u>
7.	Sustainable Design & Construction	Supplementary Planning Document.	To provide specific guidance in relation to sustainable design and construction techniques and methods in relation	Adopted UDP saved policies, UDP Review and Regional Spatial Strategy.	See Project Proforma	<ul style="list-style-type: none"> • <u>May – July 2006.</u> 	<ul style="list-style-type: none"> • <u>September – October 2006.</u> 	<ul style="list-style-type: none"> • <u>December 2006.</u>

			to development proposals.					
8.	Public Transport Improvements – Developer Contributions	Supplementary Planning Document	To provide guidance to developers on public transport contributions arising from development proposals.	Adopted UDP saved policies, UDP Review and Regional Spatial Strategy.	See Project Proforma	<ul style="list-style-type: none"> • <u>May – July 2006.</u> 	<ul style="list-style-type: none"> • <u>August – September 2006.</u> 	<ul style="list-style-type: none"> • <u>November 2006.</u>
9.	Designing for Community Safety – A Residential Guide	Supplementary Planning Document	To provide guidance to developers on the Community Safety requirements associated with development proposals.	Adopted UDP saved policies, UDP Review and Regional Spatial Strategy.	See Project Proforma	<ul style="list-style-type: none"> • <u>July 2005 – May 2006.</u> 	<ul style="list-style-type: none"> • <u>May – June 2006.</u> 	<ul style="list-style-type: none"> • <u>October 2006.</u>
10.	Householder Design Guide	Supplementary Planning Document	To provide guidance to householders and developers on the design requirements for domestic extensions.	Adopted UDP saved policies, UDP Review and Regional Spatial Strategy.	See Project Proforma	<ul style="list-style-type: none"> • <u>October 2005 – July 2006.</u> 	<ul style="list-style-type: none"> • <u>July – August 2006.</u> 	<ul style="list-style-type: none"> • <u>October 2006.</u>
11.	Highways Design Guide	Supplementary Planning Document	To provide guidance to developers on detailed aspects of highways design	Adopted UDP saved policies, UDP Review and Regional Spatial Strategy.	See Project Proforma	<ul style="list-style-type: none"> • <u>September 2005 – June 2006.</u> 	<ul style="list-style-type: none"> • <u>June – July 2006.</u> 	<ul style="list-style-type: none"> • <u>December 2006.</u>
12.	Tall Buildings Policy	Supplementary Planning Document	To provide guidance to developers on the	Adopted UDP saved policies, UDP Review and Regional Spatial Strategy.	See Project Proforma	<ul style="list-style-type: none"> • <u>November 2004 – January 2005.</u> 	<ul style="list-style-type: none"> • <u>April – May 2006.</u> 	<ul style="list-style-type: none"> • <u>September 2006.</u>

			design and integration of high buildings.					
13.	Advertising Design Guide	Supplementary Planning Document	To set out design requirements and standards for Advertising material on land and premises.	Adopted UDP saved policies, UDP Review and Regional Spatial Strategy.	See Project Proforma	• <u>April – August 2005.</u>	• <u>April – May 2006.</u>	• <u>September 2006.</u>
14.	Trees and development	Supplementary Planning Document	To provide guidance to developers to encourage more appropriate tree planting across the district.	Adopted UDP saved policies, UDP Review and Regional Spatial Strategy.	See Project Proforma	• <u>September 2005 – April 2006.</u>	• <u>April – May 2006.</u>	• <u>August 2006.</u>
15.	Proposals Map	Development Plan Document	To illustrate geographically the application of DPD policies.	Adopted UDP saved policies, UDP Review, Regional Spatial Strategy and DPDs once adopted.	See para. 6.2	N/A	N/A	N/A

4. TRANSITIONAL ARRANGEMENTS

- 4.1 In anticipating the need to prepare Local Development Frameworks and within the context of changes to national planning policy, the City Council embarked upon an early and selective review of the Adopted UDP (2001). In managing the period of transition between the 'old' planning system and the 'new', the City Council will look to the incorporation of 'saved policies for 3 years or more (policies that the Council are seeking to save for more than 3 years are included in Appendix 1), together with the development of new policies, as part of the Core Strategy and related Local Development Documents.
- 4.2 These LDDs are in the LDS Programme to replace UDP policy on the following timetable (subject to the receipt of the Inspectors Report and the final Adoption date of the Local Development Document):

1. Statement of Community Involvement – will replace section 4.8 of Chapter 4 of the UDP in <u>October 2006</u> .
2. Core Strategy – will replace Chapter 3 and relevant repeats of Strategic Aims, Strategic Goals & Strategic Policies in Chapters 5 – 13 of the UDP in <u>January 2010</u> .
3. City Centre Area Action Plan – will replace Chapter 13 of the UDP in <u>June 2008</u> .
4. Aire Valley <u>Leeds</u> Area Action Plan – will replace sections of Chapter 15 “East Leeds” of the UDP concerning Aire Valley.
5. East & South East Leeds (EASEL) Area Action Plan – will replace sections of Chapter 15 “East Leeds” of the UDP concerning Gipton, Harehills and Seacroft renewal & regeneration and provide new guidance covering Osmondthorpe, Richmond Hill and Halton Moor.
6. West Leeds Gateway Area Action Plan – may replace elements (to be confirmed) of Ch 23 “West Leeds”.
7. Proposals Map to be updated to reflect the above changes, at the same time as each DPD is adopted so as to illustrate geographically the application of the DPD policies.

- 4.3 The City Council will request the Government Office to allow the parts of the Adopted UDP not replaced by LDDs by 29th September 2007 to be saved until they are replaced by further LDDs. A full listing of adopted UDP and proposed (Review) policies for “saving”, under the transitional arrangements is, set out in Appendix 1. Further work during the course of 2006/2007 will identify priorities for replacing the thematic chapters of the UDP having regard to policy drivers such as new Planning Policy Statements, the emerging Regional Spatial Strategy and local community strategy objectives. Within this context also, the City Council may wish also to delete specific policies, which is considered have been superseded by more recent planning guidance.

- 4.4 In order to maintain spatial planning and policy continuity and priorities identified via extensive community engagement activity, the City Council wishes to retain a series of Supplementary Guidance (until these are superseded by the Core Strategy and future Supplementary Planning Documents). The list of Supplementary Planning Guidance to be retained is included within Appendix 2 of the Local Development Scheme. In addition, the City Council has also produced a series of planning documents on a range of topics, which it is felt add value to customers and stakeholders in the City. Whilst it is recognised that these have no formal status under the Local Development Framework, these are listed for information and to indicate that this material is still available.

5. OVERALL PROGRAMME

- 5.1 The following Gantt chart *(to follow)* sets out *a three year rolling programme* for the preparation of the Local Development Framework, in providing a summary schedule of Local Development Documents. In recognising the transition between the UDP and the LDF, the Gantt chart also includes the Adopted UDP and UDP Review process and the timing of saved policies. For reference the Gantt chart also includes details of the preparation of the Regional Spatial Strategy. This work is being undertaken by the Yorkshire & Humber Assembly and does not formally form part of this Local Development Scheme. The preparation of the RSS of the will however have policy implications for the Leeds LDF, it is therefore useful to show the RSS timetable, as a basis to anticipate and seek to programme in any revisions to the LDS. *A schedule of completed Local Development Documents has also been included in Appendix 3. This will be updated as the LDS is subsequently rolled forward.*

6. PROFILES OF EACH LOCAL DEVELOPMENT DOCUMENT

- 6.1 The following series of profiles detail the overall content and scope of Development Plan Documents, the Statement of Community Involvement, Supplementary Planning Documents and the Annual Monitoring Report. It should be noted that within the profiles for Development Plan Documents and the Statement of Community Involvement, reference to initial informal consultation is to comply with Regulation 25 (of Town & Country Planning Local Development Regulations 2004 – SI 2004, No. 2204) and the first and second formal 6 weeks consultation relate to Regulations 26 and 28 respectively.
- 6.2 The Proposals Map is a Development Plan Document and will be reviewed and amended to reflect the content of other DPDs as part of their preparation process.
- 6.3 It should be noted that individual LDD profiles have aimed to take into account the timing of Leeds City Council approval processes, through Executive Board and Full Council as appropriate in accordance with the Local Government Act (2000).

1.	DEVELOPMENT PLAN DOCUMENT
Document details	<p><u>Core Strategy</u></p> <ul style="list-style-type: none"> • Role and content: Set out spatial vision and core principles for future development of Leeds; provide a key diagram depicting areas of change and constraints. • Chain of conformity: Relevant Adopted UDP saved policies, UDP Review, Regional Spatial Strategy and provide expression for the spatial planning aspects of Vision for Leeds (Community Strategy). • Geographical coverage: District wide - Leeds Metropolitan District (MD).
Timetable	<ul style="list-style-type: none"> • <u>Production Milestones:</u> • <u>Pre-production:</u> • <i><u>Initial data and evidence gathering: Nov 2005 – June 2006.</u></i> • <u>Production:</u> • <i><u>Preparation of Initial issues report and sustainability scoping report: March - June 2006.</u></i> • <i><u>Consultation on sustainability appraisal scoping report</u></i> • <i><u>Consultation with stakeholders to identify key issues and the development of alternative options: June 2006 – March 2007.</u></i> • <i><u>Analyse responses and produce a pre-submission consultation statement: April-May 2007</u></i> • <i><u>Prepare Preferred Options report and sustainability appraisal report: May – Nov 2007.</u></i> • <i><u>Formal pre-submission consultation on Preferred Options report, sustainability appraisal and publication of Consultation Statement: Dec 2007 – Jan 2008.</u></i> • <i><u>Analysis of responses on Preferred Options and publication of statement of findings: Feb-March 2008.</u></i> • <i><u>Prepare and publish Core Strategy and sustainability appraisal: Jan 2009.</u></i> • <i><u>Submit Core Strategy, Sustainability Appraisal, pre-submission consultation, statement of findings and Statement of Community Involvement to Secretary of State/Regional Planning Body and undertake further consultation: Jan - Feb 2009.</u></i> • <u>Examination:</u> • <i><u>Analyse responses received: March - May 2009.</u></i> • <i><u>Publish any changes to Core Strategy and advertise pre-examination meeting.</u></i> • <u>Pre-examination Meeting: May 2009.</u> • <i><u>Public examination of Core Strategy and sustainability appraisal: July - Aug 2009.</u></i> • <u>Adoption, Monitoring & Review:</u> • <i><u>Amend Core Strategy to reflect Inspector's recommendations and adopted Core Strategy by resolution of the Council: Jan 2010. Publish adopted Core Strategy, sustainability appraisal, Inspectors Report and Adoption Statement.</u></i> • <i><u>On going monitoring of Core Strategy policies as part of the Annual Monitoring Report.</u></i>
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements: Preparation: Planning Policy Team, Development Department, with input from wide variety of Council services. • Resources: Consultants to undertake Research, Staff time, Access Database, Meeting rooms/halls, presentation facilities, Website space, document printing, Advertising budget. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements - will include i) placing written material for comment ii) placing material on Website, iii) meetings with stakeholders, iv) conferences/events, v) use of newspapers <i><u>and the media</u></i>

2. (i).	DEVELOPMENT PLAN DOCUMENT
Document details	<p><u>Area Action Plan – City Centre</u></p> <ul style="list-style-type: none"> • Role and content: To provide the planning policy and spatial planning framework for the City Centre (and if appropriate the expansion of the City Centre), ensuring that the City Centre continues to deliver economic, environmental and social objectives at the heart of the City Region. • Chain of Conformity: Adopted UDP saved policies, UDP Review, the emerging LDF Core Strategy and the Regional Spatial Strategy, and provide expression for the spatial planning aspects of the Vision for Leeds (Community Strategy). • Geographical coverage: City Centre.
Timetable	<ul style="list-style-type: none"> • <u>Production Milestones:</u> • <u>Pre-production:</u> • <i><u>Initial data and evidence gathering: December 2004 – February 2005.</u></i> • <u>Production:</u> • <i><u>Initial issues report and sustainability scoping report: March 2005.</u></i> • <i><u>Stakeholder consultation on issues and initial options: March – September 2005.</u></i> • <i><u>Consideration of responses to initial issues.</u></i> • <i><u>Prepare alternative options: September 2005 – January 2006.</u></i> • <i><u>Consultation on alternative options: April - May 2006.</u></i> • <i><u>Analyse responses and produce a pre-submission consultation statement: June 2006.</u></i> • <i><u>Prepare Preferred Options report and sustainability appraisal report: June – October 2006.</u></i> • <i><u>Formal pre-submission consultation on Preferred Options report, sustainability appraisal and publication of Consultation Statement: October - November 2006.</u></i> • <i><u>Analysis of responses on Preferred Options and publication of statement of findings: November - December 2006.</u></i> • <i><u>Prepare and publish Area Action Plan and sustainability appraisal: January - March 2007.</u></i> • <i><u>Submit Area Action Plan, Sustainability Appraisal, pre-submission consultation, statement of findings and Statement of Community Involvement to Secretary of State/Regional Planning Body and undertake further consultation: May – June 2007.</u></i> • <u>Examination:</u> • <i><u>Analyse responses received: June - July 2007.</u></i> • <i><u>Publish any changes to Area Action Plan and advertise pre-examination meeting.</u></i> • <u>Pre-examination Meeting: September 2007.</u> • <i><u>Public examination: November - December 2007.</u></i> • <u>Adoption, Monitoring & Review:</u> • <i><u>Amend Area Action Plan to reflect Inspector's recommendations and adopt Area Action Plan by resolution of the Council: June 2008. Publish adopted Area Action Plan, sustainability appraisal, Inspector's Report and Adoption Statement.</u></i> • <i><u>On going monitoring of Area Action Plan policies via the Annual Monitoring Report and related monitoring arrangements such as the City Centre Audit.</u></i>
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements: • Preparation and production led by Policy Team, Development Department with involvement and input from across the Department and key City Council Departments. • Resources: staff time, access to and acquisition of data, development of Access databases and project management software to manage the process, advertising and communications and communications budget. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements.

2. (ii).	DEVELOPMENT PLAN DOCUMENT
Document details	<p>Area Action Plan Aire Valley Leeds</p> <ul style="list-style-type: none"> • Role and Content: To provide a co-ordinated approach to the sustainable regeneration of the Aire Valley Regeneration Area, including its spatial planning within the context of the city-region, compatible with the significance of the area in terms of its potential to contribute to the growth and success of the regional economy; to establish a framework for the implementation of the Strategic Vision; to ensure that the importance of the regeneration of the Aire Valley to the communities of East and South East Leeds is fully recognised in securing connectivity and linkages and to contribute to the regeneration/renaissance objectives of the City Council and the Local Strategic Partnership. • Chain of Conformity: Adopted UDP saved policies, UDP Review, the Regional Spatial Strategy, the emerging LDF Core Strategy and provide expression for the spatial planning aspects of the Vision for Leeds (Community Strategy) and the Regional Economic Strategy. • Geographic Coverage: 1000 ha of land immediately SE of the City Centre, extending from the Royal Armouries and Clarence Dock eastwards towards the M1 (junctions 44 and 45), including the cross Green Industrial Estate, Hunslet and Stourton.
Timetable	<ul style="list-style-type: none"> • Production milestones: • Pre-production: • <u>Initial data and evidence gathering: September 2004 – May 2005.</u> • Production: • <u>Preparation of Initial issues report and sustainability scoping report: July 2005.</u> • <u>Consultation with stakeholders to identify key issues and consultation on sustainability appraisal scoping report: August – October 2005.</u> • <u>Consideration of responses to initial issues and prepare alternative options: November 2005 – May 2006.</u> • <u>Consultation on alternative options: June - July 2006.</u> • <u>Analyse responses and produce consultation statement: August 2006.</u> • <u>Prepare Preferred Options report and sustainability appraisal report: September – December 2006.</u> • <u>Formal pre-submission consultation on Preferred Options report, sustainability appraisal and publication of Consultation Statement: January – February 2007.</u> • <u>Analysis of responses on Preferred Options and publication of statement of findings: March – April 2007.</u> • <u>Prepare and publish Area Action Plan and sustainability appraisal: May - September 2007.</u> • <u>Submit Area Action Plan, Sustainability Appraisal, pre-submission consultation, statement of findings and Statement of Community Involvement to Secretary of State/Regional Planning Body: October - November 2007.</u> • Examination: • <u>Analyse responses received: December 2007 – January 2008.</u> • <u>Publish any changes to Area Action Plan and advertise pre-examination meeting.</u> • <u>Pre examination meeting: February 2008.</u> • <u>Public examination: May - August 2008.</u> • Adoption, Monitoring & Review: • <u>Amend Area Action Plan to reflect Inspectors recommendations and adopt Area Action Plan by resolution of the Council: December 2008. Publish adopted Area Action Plan, sustainability appraisal, Inspector's Report and Adoption Statement.</u> • <u>On going monitoring via Annual Monitoring Report.</u>
Arrangements for Production	<ul style="list-style-type: none"> • Preparation and Production: Planning & Economic Policy (Development Department), in conjunction with Department of Neighbourhoods and Housing. • Resources: staff time, access to and acquisition of data, development of Access databases and project management software, advertising, public consultation, advertising, communications and graphics production budget required. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements.

2. (iii).	DEVELOPMENT PLAN DOCUMENT
Document details	<p><u>Area Action Plan – East and South East Leeds (EASEL)*</u></p> <ul style="list-style-type: none"> • Role and Content: To provide a co-ordinated approach to the spatial planning of neighbourhoods within East and South East Leeds Regeneration Area; to help provide a framework for the achievement of sustainable communities in this part of the city and to assist with the delivery of the regeneration/renaissance objectives of the City Council, the Local Strategic Partnership, Leeds East Homes and Leeds South East Homes. • Chain of Conformity: Adopted UDP saved policies, the UDP Review, the emerging LDF Core Strategy, the Regional Spatial Strategy and provide expression for the spatial planning aspects of the Vision for Leeds (Community Strategy). • Geographic Coverage: The neighbourhoods and communities of Harehills, Burmantofts, Gipton, Seacroft, Halton Moor, Osmondthorpe and Richmond Hill.
Timetable	<ul style="list-style-type: none"> • <u>Production Milestones:</u> • <u>Pre-production:</u> • <i><u>Initial data and evidence gathering: September 2004 – May 2005.</u></i> • <u>Production:</u> • <i><u>Preparation of initial issues report and sustainability appraisal scoping report: July 2005.</u></i> • <i><u>Consultation with stakeholders to identify key issues and consultation on sustainability appraisal scoping report: August – October 2005.</u></i> • <i><u>Prepare alternative options for Area Action Plan: November 2005 – April 2006.</u></i> • <i><u>Consult on alternative options: May – June 2006.</u></i> • <i><u>Analyse responses and produce a pre-submission consultation statement: July 2006.</u></i> • <i><u>Prepare Preferred Options report, sustainability appraisal report: August - November 2006.</u></i> • <i><u>Formal pre-submission consultation on Preferred Options report, sustainability appraisal and publication of consultation statement: December 2006 – January 2007.</u></i> • <i><u>Analysis of responses on Preferred Options and publication of statement of findings: February – March 2007.</u></i> • <i><u>Prepare and publish submission Area Action Plan and sustainability appraisal: April – August 2007.</u></i> • <i><u>Submit Area Action Plan, sustainability appraisal, pre-submission consultation, statement of findings and Statement of Community Involvement to Secretary of State/Regional Planning Body: September – October 2007.</u></i> • <u>Examination:</u> • <i><u>Analyse responses received: October – December 2007.</u></i> • <i><u>Publish any changes to Area Action Plan and advertise pre-examination meeting.</u></i> • <u>Pre-examination meeting: January 2008.</u> • <i><u>Public examination: May – June 2008.</u></i> • <u>Adoption, Monitoring & Review:</u> • <i><u>Amend Area Action Plan to reflect Inspector's recommendations and adopt Area Action Plan by resolution of the Council: October 2008. Publish adopted Area Action Plan, sustainability appraisal, Inspectors Report and Adoption Statement.</u></i> • <i><u>On going monitoring of policies in Area Action Plan via Annual Monitoring Report.</u></i>
Arrangements for Production	<ul style="list-style-type: none"> • Preparation and production: Planning & Economic Policy (Development Department), in conjunction with Department of Neighbourhoods and Housing, other Council Departments, Leeds East Homes and Leeds South East Homes. • Resources: staff time, access to and acquisition of data, development of Access databases and project management software, advertising, public consultation, advertising, communications and graphics production budget required. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements.
	<p><i>* This Local Development Document Proforma current sets out a single AAP for the EASEL area. The detailed scope and partnership arrangements of EASEL are still evolving and this Proforma may therefore be subject to change. A key aspect of this relates to the nature of the proposed AAP. Depending on project requirements, funding arrangements, resources and practicalities – this may result in a series of AAPs for EASEL rather than one.</i></p>

2. (iv).	DEVELOPMENT PLAN DOCUMENT
Document details	<p>Area Action Plan – West Leeds Gateway</p> <p>Role and Content: To provide a co-ordinated approach to the spatial planning of neighbourhoods within the West Leeds Gateway Regeneration Area. To provide a framework for sustainable communities in this part of the city and to assist with the delivery of the regeneration/renaissance objectives of the Council, and Leeds West Homes.</p> <p>Chain of conformity: Adopted UDP saved policies, the UDP Review, the emerging LDF Core Strategy, the Regional Spatial Strategy and provide expression for the spatial planning aspects of the Vision for Leeds (Community Strategy).</p> <p>Geographical Coverage: Covering the area bounded by the Armley Gyrotory & the Clyde's Estate to the East, Heights Estate to the West, Tong Road/Wortley Moor Road to the South and Leeds/Liverpool Canal to the North. The area includes the communities of New Wortley, Upper Wortley, Lower Armley, Armley Town Street, the Aviaries and the adjacent commercial areas along Stanningley Road, Tong Road and Carr Crofts.</p>
Timetable	<ul style="list-style-type: none"> • <u>Production Milestones:</u> • <u>Pre-production:</u> • <u>Initial data and evidence gathering: September 2004 – February 2006</u> • <u>Production:</u> • <u>Preparation of initial issues report and sustainability appraisal scoping report: July 2005.</u> • <u>Consultation with stakeholders to identify key issues and consultation on sustainability appraisal scoping report: November 2004 – August 2005.</u> • <u>Prepare alternative options for Area Action Plan: March - May 2006.</u> • <u>Consult on alternative options: mid September – October 2006.</u> • <u>Analyse responses and produce a pre-submission consultation statement November – December 2006.</u> • <u>Prepare Preferred Options report and sustainability appraisal report: January - May 2007.</u> • <u>Formal pre-submission consultation on Preferred Options report, sustainability appraisal and publication of consultation statement: June – mid July 2007.</u> • <u>Analysis of responses on Preferred Options and publication of statement of findings.</u> • <u>Prepare and publish submission Area Action Plan including sustainability appraisal and statement of consultation: August 2007 – February 2008.</u> • <u>Submit Area Action Plan, sustainability appraisal, pre-submission consultation, and Statement of Community Involvement to Secretary of State/Regional Planning Body: March - April 2008.</u> • <u>Examination:</u> • <u>Analyse responses received: May – July 2008.</u> • <u>Publish any changes to Area Action Plan and advertise pre-examination meeting.</u> • <u>Pre-examination meeting: July 2008.</u> • <u>Public examination: October – December 2008.</u> • <u>Adoption, Monitoring & Review:</u> • <u>Amend Area Action Plan to reflect Inspector's recommendations and adopt Area Action Plan by resolution of the Council: April – June 2009. Publish adopted Area Action Plan, sustainability appraisal, Inspectors Report and Adoption Statement.</u> • <u>On going monitoring of policies in Area Action Plan via Annual Monitoring Report</u>
Arrangements for Production	<ul style="list-style-type: none"> • Preparation and Production led by the <u>Development Department and assisted by West Leeds Area Management (the Dept. of Neighbourhood and Housing)</u>, with input from other Council Departments, Leeds West Homes, and private sector partners. • Resources : Staff-time, access to and acquisition of data, and project management software, advertising and communications and graphics production budget required • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements.

3.	STATEMENT OF COMMUNITY INVOLVEMENT
Document details	<p><u>Statement of Community Involvement</u></p> <ul style="list-style-type: none"> • Role & Content Set out standards for involving the community in the preparation, alteration & review of all LDDs and planning applications; • Chain of Conformity: Goes beyond the minimum consultation requirements of the T&CP (LD) (E) Regs 2004 • Geographical coverage: District-wide – Leeds MD. It guides process and will need to inform consultation requirements in the preparation of different Local Development Documents.
Timetable	<ul style="list-style-type: none"> • Production Milestones: • <u>Pre-production:</u> • Evidence gathering via Leeds Leadership Programme Project – Sept. – Dec. 2004. • Development of initial SCI methodology and report to Development Plan Panel March 2005. Appointment consultants to develop SCI Methodology Nov 2004 – Feb 2005. • <u>Production:</u> • Finalising draft SCI April – May 2005 and informal consultation with stakeholders (June – July 2005). • Revisions to SCI following informal consultation and approval of SCI for formal consultation (August – October 2005). • Formal consultation on draft SCI November – December. (6 weeks commencing in November 2005). • Consideration of representations on draft SCI and preparation and submission of SCI. • Submission of SCI to SoS <i>April</i> 2006 and commencement of 6 week representation period). • <u>Examination:</u> • Pre-examination consideration of representations April - May 2006. • Pre-Examination Meeting June 2006 (if required). • Examination period July 2006 (or August 2006 subject to need for Pre-examination Meeting and the nature of representations received). • Receipt of Inspector's binding report September 2006 (*or October 2006 subject to need for Pre-examination Meeting and timing of Examination, consistent with LDF Regulations). • <u>Adoption, Monitoring & Review:</u> • <i><u>Amend Statement of Community Involvement to reflect Inspector's recommendations and adopt by resolution of the Council: November 2006 (or December 2006 subject to * above). Publish adopted SCI, Inspectors Report and Adoption Statement.</u></i> • Regular review in response to changing circumstances – i.e. new emerging stakeholder groups.
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements: • Initial preparation & devising of methodology by external consultant. Drafting of SCI & supporting papers, management of consultation and defending at public examination by Planning Policy Team – Development Department. • Resources: Planning Delivery Grant for consultancy work, Staff time, Access Database, Meeting rooms/halls, presentation facilities, Website space, document printing, Advertising budget • Consultation will include i) placing written material for comment ii) placing material on website, iii) meetings with stakeholders, iv) conferences/events

4.	DEVELOPMENT PLAN DOCUMENT
Document details	<p><u>'Thematic' Policies – Waste</u></p> <ul style="list-style-type: none"> • Role and Content: To provide thematic, spatial and site specific policies for Waste in the District. • Chain of Conformity: Adopted UDP saved policies, UDP Review the LDF Core Strategy, and Regional Spatial Strategy. • Geographic Coverage: District wide - Leeds MD.
Timetable	<ul style="list-style-type: none"> • Production Milestones: • <u>Pre-production:</u> • Policy review, data and evidence collection September – October 2007. • <u>Production:</u> • Preparation of issues and options in consultation November 2007 – February 2008. • Public participation on preferred options March – April 2008 (6 weeks commencing in March). • Consideration of representations and discussions with communities and stakeholders in the preparation of the submission DPD (May – October 2008). • Submission of DPD to SoS November 2008 (and commencement of 6 week representation period). • <u>Examination:</u> • Pre-examination consideration of representations on submitted DPD (January – February 2009). • Pre-examination Meeting: March 2009. • Examination period and target date for examination June - July 2009. • Estimated receipt of Inspectors Report: November 2009. • Adoption, Monitoring & Review: • Adoption and publication of any necessary changes to the Proposals Map February 2010. • Appropriate mechanisms to be established to monitor on an annual basis. This will include the Annual Monitoring Report and related monitoring arrangements with Departments and stakeholders as appropriate.
Arrangements for Production	<ul style="list-style-type: none"> • Preparation led by Sustainable Development Unit (Minerals Team) and Planning & Economic Policy (Development Department), in conjunction with the Department of City Services and key stakeholders as appropriate. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements.

5.	SUPPLEMENTARY PLANNING DOCUMENT
Document details	<p><u><i>Biodiversity and Waterfront Development</i></u></p> <ul style="list-style-type: none"> • Role and Content: To provide a framework to inform, guide and assess new development at waterfront locations to ensure that biodiversity issues are fully considered and addressed. • Chain of Conformity: Adopted UDP saved policies, UDP Review and Regional Spatial Strategy. • Geographical coverage: City wide along river and canal corridors.
Timetable	<ul style="list-style-type: none"> • Production Milestones: • <u>Pre-production:</u> • Partnership group comprising representatives from English Nature, Environment Agency, Yorkshire Wildlife Trust, British Waterways and LCC have been involved with development of the document. Habitat survey carried out along City Centre waterways in 2003. • <u>Production:</u> • <u><i>Preparation of sustainability appraisal scoping report July 2005.</i></u> • Draft document/sustainability appraisal issued for initial public consultation <u><i>January – March 2006 (6 weeks).</i></u> • Consideration of consultation responses <u><i>March – April 2006.</i></u> • <u>Adoption, Monitoring & Review:</u> • Adoption and publication of SPD <u><i>June 2006.</i></u> • Annual monitoring with 3 yearly review.
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements: • Resources: Partnership group led by the City Council • Environment Agency has contributed £2,000 towards preparation and printing of draft and final documents. Any additional resources to be provided by Sustainable Development Unit – Development Department. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements.

6.	SUPPLEMENTARY PLANNING DOCUMENT
Document details	<p><u>City Centre Public Realm Contributions</u></p> <ul style="list-style-type: none"> • Role & Content: Approach methodology and rationale to securing Section 106 contributions to provide for City Centre Public Realm Improvements. • Chain of Conformity: Accords with Central Government Circular 1/97 and developing national legislation, good practice guidance, Adopted UDP saved policies, UDP Review, and emerging LDF Core Strategy. • Geographic coverage: Leeds City Centre (AUDP boundary) and any area, which may subsequently form part of the City Centre.
Timetable	<ul style="list-style-type: none"> • Production Milestones: • <u>Pre-production:</u> November 2004 - December 2004. Evidence gathering and research. • <u>Production:</u> • Develop Options: January 2005 – February 2005. Assess scope to progress against evolving national legislation. Progress reliant on Planning Gain reform. Draft Circular issued November 2005. • <i><u>Preparation of sustainability appraisal scoping report May 2005.</u></i> • Stakeholder and community consultation on <i><u>initial issues: May - June 2005.</u></i> Progress within context of progress on national legislation on Planning Gain. • Assess and evaluate consultation responses: <i><u>July – August 2005.</u></i> • Prepare Draft SPD and carry out Sustainability Appraisal – produce report on consultation responses: <i><u>September - December 2005.</u></i> • Draft SPD, Sustainability Appraisal Report & Consultation Statement issued for Public Consultation: <i><u>January – March 2006 (6 weeks).</u></i> • Consideration of consultation responses: <i><u>March – April 2006.</u></i> • <u>Adoption, Monitoring & Review:</u> <i><u>June 2006.</u></i> Access database required for the recording and monitoring of Section 106 contributions. Financial controls need to be in place.
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements: Policy Team - Development Department to lead on production with involvement from Central Area Team (Planning and Development Services), City Centre Management, Sustainable Development Unit, Civic Architect (Development Department), Legal Services and Finance Section. • Resources: Staff time research and production, use of database and project management software, technical expertise in undertaking Sustainability Appraisal. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements and stakeholders to be identified via City Centre Management & Leeds Initiative. Clear accountable and audit system needs to be in place, consistent with policy and operational requirements.

7.	SUPPLEMENTARY PLANNING DOCUMENT
Document details	<p><u>Sustainable Design & Construction</u></p> <ul style="list-style-type: none"> • <u>Role and Content:</u> <i>To replace existing Supplementary Planning Guidance (Sustainable Development Design Guide 1998) in providing guidance to developers to encourage more sustainable buildings</i> • <u>Chain of Conformity:</u> <i>With Adopted UDP saved policies, UDP Review and emerging LDF Core Strategy.</i> • <u>Geographical Coverage:</u> <i>District wide - Leeds MD.</i>
Timetable	<ul style="list-style-type: none"> • <u>Production Milestones:</u> • <u>Pre-production:</u> <i>Consultants to be commissioned to prepare draft documents. Leeds City Council Development Department will form a steering group of relevant officers to oversee the consultant's work. This group will be in place by April 2006. Consultants to be appointed in April and final brief agreed.</i> • <u>Production:</u> <i>Project commencement, research and drafting of guidance documents and sustainability scoping report, including regular updates from Steering Group and early stakeholder involvement May – July 2006.</i> • <i>Completion of draft SPD for Sustainability Appraisal August 2006.</i> • <i>Completion of Sustainability Appraisal September 2006.</i> • <i>Draft SPD/sustainability appraisal for formal consultation (September - October 2006) (6 weeks).</i> • <i>Consideration of Consultation Responses October – November 2006.</i> • <u>Adoption, Monitoring & Review:</u> • <i>December 2006.</i>
Arrangements for Production	<ul style="list-style-type: none"> • <u>Production process and management arrangements:</u> • <i>Commissioning of consultants* to prepare draft document and establishment of officer steering group (drawn from across the Development Department).</i> • <u>Resources:</u> <i>Appointment of consultants, project management arrangements and staff time.</i> • <u>Consultation:</u> <i>to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements.</i>
	<u>*Timetable may need to be adjusted to reflect the appointment date of the consultants.</u>

8.	SUPPLEMENTARY PLANNING DOCUMENT
Document details	<p><u>Public Transport Improvements & Developer Contributions</u></p> <ul style="list-style-type: none"> • Role & Content: Provide guidance on how developer contributions will be required to ensure new development is adequately served and made accessible by public transport. • Chain of Conformity: Adopted UDP saved policies, UDP Review, emerging LDF Core Strategy and Regional Spatial Strategy. • Geographical coverage: District wide - Leeds MD
Timetable	<ul style="list-style-type: none"> • Production Milestones: • Pre-production: • <u>Initial preparatory work undertaken as part of update of Supplementary Planning Guidance SPG5A (issues June 2002).</u> • <u>Assessment of consultation responses on SPG5A now completed (and being reviewed as part of preparatory work for new draft SPD).</u> • <u>Further evidence gathering following new Government Circular (05/2005) and issuing of consultation document on Planning Gain Supplement.</u> • Production: • <u>Sustainability Appraisal Workshop – May 2006.</u> • <u>Completion of Sustainability Appraisal Report and preparation of Consultation Statement – June 2006.</u> • <u>Preparation of draft SPD – June/July 2006.</u> • Draft SPD, Sustainability Appraisal Report & Consultation Statement issued for Public Consultation: <u>August - September 2006 (6 weeks).</u> • LPA consideration of consultation responses: <u>September/October 2006.</u> • Finalise SPD: <u>November 2006</u> • Adoption, Monitoring & Review: • Adoption and publication of SPD: November 2006. • Monitoring and review mechanisms: <ul style="list-style-type: none"> - <u>no. of consultations;</u> - <u>no. of applications approved where contributions required;</u> - <u>total amount of contributions acquired (breakdown by Land Use);</u> - <u>monitor and review in accordance to cost of transport schemes specified in SPD, LDF and in the Local Transport Plan and;</u> - <u>quarterly reports (incorporated as part of Annual Monitoring Report).</u>
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements: <u>Preparation lead by Transport Planning, Planning Policy Team and Development Services (Development Department) and Metro.</u> • Resources: Staff time for production, MS Access database, meeting rooms/halls, presentation facilities, Website space, document printing and publicity. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement.

9.	SUPPLEMENTARY PLANNING DOCUMENT
Document details	<p><u>Designing for Community Safety – A Residential guide</u></p> <ul style="list-style-type: none"> • Role and Content: To give guidance on how good design and physical security can compliment the environment and create safe, sustainable communities and to reinforce and expand upon community safety principles as set out in the Neighbourhoods for Living SPG. • Chain of Conformity: Adopted UDP Saved policies, UDP Review and emerging LDF Core Strategy. • Geographical coverage: District wide - Leeds MD.
Timetable	<ul style="list-style-type: none"> • Production Milestones: • <u>Pre-production:</u> • Evidence gathering – Sept. 2004 – <u>July 2005.</u> • <u>Production:</u> • Start of period of preparation, community involvement and consultation – <u>July 2005.</u> • <u>Prepare Draft SPD/sustainability appraisal scoping report appraisal September 2005.</u> • <u>Draft SPD/sustainability appraisal for formal consultation (May – June 2006) (6 weeks).</u> • <u>Consideration of consultation responses June - July 2006.</u> • <u>Adoption, Monitoring & Review:</u> • <u>Adoption and publication of SPD – October 2006.</u> • Customer and staff satisfaction with the document. • Robustness of document through appeal decisions.
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements: – to be project managed within Planning and Development Services, Development Department. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements. • Resources: including specifying resources committed from external stakeholders – dedicated project manager, draft document already produced, graphics and publishing costs (to be delivered within existing budget) • Approach to involving stakeholders and the community – customer consultation and through customer focus group

10.	SUPPLEMENTARY PLANNING DOCUMENT
Document details	<p><u>Householder Design Guide</u></p> <ul style="list-style-type: none"> • Role and Content: To give guidance on the design of householder proposals • Chain of Conformity: Adopted UDP saved policies, UDP Review and emerging LDF Core Strategy. • Geographical Coverage: District wide - Leeds MD.
Timetable	<ul style="list-style-type: none"> • Production Milestones: • <u>Pre-production:</u> <ul style="list-style-type: none"> • <i><u>Evidence gathering, agree general scope and content of SPD and preparation of sustainability scoping report by September 2005.</u></i> • <i><u>Consultation workshop with planning agents October 2005.</u></i> • <u>Production:</u> <ul style="list-style-type: none"> • <i><u>Draft SPD/sustainability appraisal for formal consultation (July - August 2006) (6 weeks).</u></i> • <i><u>Consideration of consultation responses (August - September 2006).</u></i> • <u>Adoption, Monitoring & Review:</u> <ul style="list-style-type: none"> • Adoption and publication of SPD: <i><u>October 2006.</u></i> • Customer and staff satisfaction with the document. • Robustness of document through appeal decisions.
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements:– to be project managed within Planning and Development Services, assisted by Sustainable Development Unit, Development Department. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements. • Resources: dedicated project manager, design advice, graphics and publishing costs. • Approach to involving stakeholders and the community – customer consultation and through customer focus group

11.	SUPPLEMENTARY PLANNING DOCUMENT
Document details	<p><u>Highways Design Guide</u></p> <ul style="list-style-type: none"> • Role and Content: Set out standards for the provision of highways to serve both residential and industrial developments. • Chain of Conformity: Adopted UDP saved policies, UDP Review and emerging LDF Core Strategy. • Geographical Coverage: District wide - Leeds MD.
Timetable	<ul style="list-style-type: none"> • Production Milestones: • <u>Pre-production:</u> • <i><u>Evidence gathering Sept. 2005 – April 2006.</u></i> • <u>Production:</u> • <i><u>Preparation of SPD sustainability appraisal scoping report.</u></i> • <i><u>Draft SPD/sustainability appraisal issued for public consultation June – July 2006 (6 week consultation).</u></i> • <i><u>Consideration of consultation responses – August - September 2006.</u></i> • <u>Adoption, Monitoring & Review:</u> • <i><u>Adoption and Publication – December 2006.</u></i> • Annual Review.
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements: Production to be led by Highways Development Services • Resources: <i><u>Led by Planning & Development Services, Development Department and external consultancy support.</u></i> • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements.

12.	SUPPLEMENTARY PLANNING DOCUMENT
Document details	<p><u>Tall Buildings Policy</u></p> <ul style="list-style-type: none"> • Role and content: To provide guidance for developers and designers regarding the design of tall buildings. • Chain of Conformity: Adopted UDP, UDP Review and emerging LDF Core Strategy. • Geographical Coverage: District wide - Leeds MD.
Timetable	<ul style="list-style-type: none"> • Production Milestones: • <u>Pre-production:</u> • Evidence gathering and research (literature and Parliamentary reviews, and Leeds specific info including visual surveys), Sept. 2004 – April 2005. • <u>Production:</u> • First written draft/guide for testing November 2004. • Initial review and <i><u>consultation (including Renaissance Leeds Partnership) November 2004.</u></i> • External professional/ public structured workshop event January 2005. • <i><u>Preparation of sustainability appraisal scoping report December 2005.</u></i> • Draft SPD/sustainability appraisal issued for public consultation <i><u>April – May 2006 (4 - 6 weeks tbc).</u></i> • Complete and review consultation responses: <i><u>June - July 2006.</u></i> • Adoption, Monitoring & Review: • Adoption and publication of SPD: <i><u>September 2006.</u></i> • Annual monitoring and review every 3 years
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements: • Resources: Project led by Sustainable Development Unit, Development Department. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements.

13.	SUPPLEMENTARY PLANNING DOCUMENT
Document details	<p><u>Advertising Design Guide</u></p> <ul style="list-style-type: none"> • Role and content: Guide type and quantity of advertising. • Chain of Conformity: Adopted UDP saved policies, UDP Review and emerging LDF Core Strategy. • Geographic coverage: District wide - Leeds MD.
Timetable	<ul style="list-style-type: none"> • Production Milestones: • <u>Pre-production:</u> • Evidence gathering Sept. 2004 – April 2005. • <u>Production:</u> • <i>Preparation of sustainability appraisal scoping report March 2005.</i> • Draft SPD/sustainability appraisal, issued for public consultation <i>April - May 2006 4 - 6 weeks tbc).</i> • Consideration of consultation responses: <i>May – June 2006.</i> • <u>Adoption, Monitoring & Review:</u> • Adoption and publication of SPD, <i>September 2006.</i> • Annual monitoring and review every 3 years.
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements: • Resources: Project to be led by Sustainable Development Unit, Development Department. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements.

14.	SUPPLEMENTARY PLANNING DOCUMENT
Document details	<p><u>Trees and development</u></p> <p>Role and content: To provide guidance on tree retention, protection and new planting both in the city centre and across the district.</p> <p>Chain of Conformity: Adopted UDP Policies saved policies, UDP Review and emerging LDF Core Strategy).</p> <p>Geographic coverage: District wide - Leeds MD.</p>
Timetable	<ul style="list-style-type: none"> • Production Milestones: • <u>Pre-production:</u> • Initial preparatory work undertaken as part of City Centre Urban Design Strategy, Neighbourhoods for Living Supplementary Planning Guidance and City Centre Arboretum project. • <i><u>Further evidence gathering Sept. 2004 – September 2005.</u></i> • <u>Production:</u> • <i><u>Preparation of sustainability appraisal scoping report March 2005.</u></i> • <i><u>Draft SPD/sustainability appraisal issued for formal public consultation April - May 2006 (4 – 6 week consultation tbc).</u></i> • <i><u>Consideration of consultation responses May – June 2006.</u></i> • <u>Adoption, Monitoring & Review:</u> • <i><u>Adoption and publication of SPD: August 2006.</u></i> • Annual monitoring and review every 3 years.
Arrangements for Production	<ul style="list-style-type: none"> • Production Process and management arrangements: • Resources: Project to be led by Sustainable Development Unit, Development Department. • Consultation: to be consistent with minimum consultation requirements (contained in the LDF regulations) and Statement of Community Involvement requirements.

15.	ANNUAL MONITORING REPORT
Document details	<p><u>Annual Monitoring Report</u></p> <ul style="list-style-type: none"> • Role and Scope: Annual Monitoring Report to report on performance 1 April – 31 March. • Chain of Conformity: Not applicable, statutory requirement of Planning & Compulsory Purchase Act 2004.
Timetable	<ul style="list-style-type: none"> • <u>Production Milestones:</u> • <u>Pre-production:</u> • <u>Evidence gathering, initial work undertaken to review and capture data sets, consistent with draft ODPM indicators and related guidance.</u> • <u>Production:</u> • <u>Review of data sets and gaps in context of Regional Spatial Strategy AMR and final AMR guidance/indicators.</u> • <u>Involvement of key City Council stakeholders in development of indicators, consistent with Local Development Scheme targets and Policies.</u> • <u>Preparation of AMR April – October.</u> • <u>Report findings to Development Plan Panel and Executive Board as appropriate.</u> • <u>Adoption, Monitoring & Review:</u> • <u>Submit AMR to Government Office Yorkshire & the Humber December.</u> • <u>Monitor and review suite of indicators in accordance with Regional Spatial Strategy and Local Development Scheme requirements.</u>
Arrangements for Production	<ul style="list-style-type: none"> • Production process and management arrangements: • Resources: AMR production to be led by Planning & Economic Policy with support from across the Development Department and other Council services as appropriate.

APPENDIX 1

SCHEDULE OF "SAVED" POLICIES

The entire UDP Adopted 2001 is saved from commencement of the Planning & Compulsory Purchase Act 28/09/04 and it is intended that the UDP Review Policies, following consideration of Modifications following receipt of the Inspector's Report, will be saved on Adoption. Over time, LDF documents will replace sections of the UDP. Where the preparation of replacement LDF documents has been agreed, these are listed with anticipated adoption/replacement dates. Those policy groupings in the table without replacement LDDs listed, will be saved beyond 3 years from Sept. 2004. A Programme for the replacement of these groupings will be prepared as the LDS is rolled forward.

Key: Ch = UDP Chapter. These are for Volume I of the UDP unless stated otherwise.
 Policy grouping. These are thematic or spatial & reflect common sense divisions.
 List of Policies & Paras. These are for Volume I of the UDP unless stated otherwise.
 UDP Review Proposals. Identifies the policies/paras. subject to proposed changes.

Ch	Policy Grouping	List of Policies & Paras	UDP Review Proposals (<i>to be revised as appropriate following receipt of Inspector's Report & Modifications process</i>).	LDF Replacement Documents	When
3	UDP Strategy	Strategic Goals SG1-4, Aims SA1-9 & Principles SP1-8		Core Strategy	<u>Jan. 2010.</u>
4	Allocations & Use	Pols GP1-3, paras. 4.1.1-4.3.4			
4	Development Considerations	Pol GP5, paras. 4.3.5-4.3.7			
4	Carry Forward LP Policies	Pol GP6, Sec 4.4			
4	S106 Benefits	Pol GP7, Sec 4.5			
4	Enforcement	Pol GP8, Sec 4.6			
4	Monitoring & Review	Sec 4.7			
4	Community Involvement	Pol R4, Sec 4.8	Alts to Pol R4 & Sec 4.8	Statement of Community Involvement	<u>Dec. 2006.</u>
4	Sustainable Development		Pols GP9 & GP10, Sec 4.9	<u>To be supplemented by Sustainable Design & Construction SPD</u>	<u>Dec 2006.</u>
5	Environment Aims	Pol SA1, paras. 5.1.1-6		Core Strategy	<u>Jan. 2010</u>
5	Greenspace	Pols SP1, N1-N11, Section 5.2			
5 & A3	Design & Conservation	Vol I - Pols N12-N22 & N28, paras. 5.3.1-10 & 5.3.16; Vol II - Pols BD2-15, BC1-9, Paras A3-1.1 - A3-2.8			
5 & A3	Landscape Design	Vol I - Pols N23-27, paras. 5.3.11-15; Vol II - Pols LD1-LD2, Sec A3.3			
5 & A4	Archaeology	Vol I - Pol N29; Vol II - Pols ARC1-8, Secs A4.1-3			
5	Environment Improvement	Pols N30-31, paras. 5.3.18-38			
5 & A5	Green Belt	Pols N32-34 - Pols GB1 - 26, Sec A5	Delete Pol N34 & related paras.		
5	Countryside	Pols SP2, N35-N37A & N40-44, Paras 5.5.1 - 5.5.9 & 5.5.12-22			
5	Flood Risk	Pols N38 & N39, paras. 5.5.10-11	Pols N38A, N38B, N39A & N39B, paras. 5.5.10a-f & paras. 5.5.11a-e		

5 & A6	Minerals	Vol I - Pols N45-N46B, Paras 5.5.23 - 5.5.31; Vol II - Pols GM1-8 & EM1-9, Sec A6			
5 & A7	Waste Disposal	Vol I - Pols N47-N48B, paras. 5.5.32-35; Vol II - Pols RECYC1-11 & WD1 - 12, Sec A7	Pol N47 & paras. 5.5.32-34, Pols WM1-18, Sec A7		
5 & A8	Nature Conservation	Vol I - Pols N49-53, Sec 5.6: Vol II - Sec A8	Sec A8		
5	Renewable Energy	Pol 54 & Sec 5.7			
5	Air Quality		Sec 5.8		
6	Transport Strategy	SA2, SP4 & Policy T1	SA2, Policy T1	Core Strategy	
6	New Developments	Policy T2 & T3			
6	Encouraging Sustainable Travel Modes		Policy T2B, T2C & T2D		
6 & A9c	Non-vehicular users	Policy T4 - T8	Policy T7 -7B (Policy T4 - T8, A9C)		
6	Public Transport Proposals	Policy T9 - T17	Policy T9, 10A, 14 - 17 (Policy T9 - T17)		
6	Highway Proposals	Policy T18 - T23	Policy T18 - 21 (Policy T18 - T23)		
6 & A9a & b	Car Parking	Policy T24 - 28	Policy T24a, A9A (Policy T24 - 28, A9A & B)		
6	Coach & Lorry Parking	Policy T29 & 29A	Policy T29A		
6	Leeds Bradford Airport	Policy T30	Policy T30		
6	Rail & Canal Freight	Policy T31			
7	Housing Strategy	SA3, SP3, SP5, Paras 7.1.1-7 & 7.4.1-12	Policy SA3 paras. 7.1.1-2	Core Strategy	Jan. 2010.
7	Housing Land Requirement	Pols H1-H8, Sections 7.2, 7.3, 7.4.13-25 & 7.5	H1-H5, Sections 7.1 - 7.5		
7 & A5	Social Housing Needs	Vol I - Pols H9 - H14, Section 7.6; Vol II - Pol GB17, Paras A5.10.5-8	Alts to Paras 7.6.19-20		
7 & A10	Student Housing & HMOs	Vol I - Pols H15, H18 & H19, Sections 7.6.28-31 & 7.8.1-6; Vol II - HMO1, Paras A10.1-6	Pols H15, H15A & H18, Sections 7.6.28-31c & 7.8.1-6, Deletion of Pols H19 & HMO1		
7	Travellers & Show People	Pol H16			
7	Housing Renewal	Pol H17, paras. 7.7.1-5			
7 & A11	Residential Institutions	Vol I - Pols H20A & H20B, paras. 7.8.7-9; Vol II - Pols RI1-RI6, paras. A11.1.1-5.1			
7	Housing Development Standards	Pol H21, paras. 7.8.10-11			
8	Economic Strategy	Policy SA4, SP6, E1 & E2		Core Strategy	Jan. 2010.
8	Background (scale of employment change & emp. land to be provided)	Section 8.2 - 8.3			
8	Employment Allocation	Policy E3 & E4			
8	Windfall Sites	Policy E5			
8	Physical Constraints	Policy E6			
8	Non Employment uses on Employment sites	Policy E7	Policy E7		
8	Key Employment Sites	Policy E8			
8	Transport Related Development	Policy E10			
8	B1 Business Uses	Policy E12 - E19			

8	Science Park	E21			
8	Economic Priority Areas	Policy E22 - E22A			
8	Rural Economy	Para 8.8.1			
9	Town Centres Focus of Development	SA 5 and SP7		Core Strategy	<u>Jan. 2010.</u>
9	City Centre regional centre	S1		Core Strategy	
9 & A12	Town Centres	Vol I - S2, S3, S3a and S4; Vol II - SF1A-SF10B and SF11-SF12 and SF13-15			
9	Out-of-centre controls	S5 and S9			
9	Food shopping need	S6			
9	Local Centres and neighbourhood shopping	S8 and S9			
10	Leisure Strategic Aim	SA6		Core Strategy	<u>Jan. 2010.</u>
10	Leisure facilities	LT1 and LT2			
10	Tourism	LT3-LT5B			
10	Waterways	LT6-LT6B			
10 & A13	Hotels	Vol I - LT7; Vol II - HO1 - 9			
11	Urban Regeneration	Pols R1-R3, secs 11.2 & 11.3		Core Strategy	<u>Jan. 2010.</u>
	Area Initiatives & Regeneration		Pols R1-R4, Ch11	Core Strategy	<u>Jan. 2010.</u>
12	Access for All Aims	Pols SA8 & A1, Secs 12.1-3		Core Strategy	<u>Jan. 2010.</u>
12	New Schools	Pol A2, sec 12.4			
12	Health Facilities	Sec 12.5			
12	Community Uses	Sec 12.6			
12	Safety & Security	Pol A4, sec 12.7			
13	City Centre Aims	Pol SA9, sec 13.1		Core Strategy	<u>Jan. 2010.</u>
13	City Centre	Pols SP8 & CC1-30, secs 13.2-7	Alts to various paras.	City Centre Area Action Plan	<u>June 2008.</u>
14	Aireborough, Horsforth & Bramhope	Site allocations & proposals	Various alterations		
15	East Leeds	Site allocations & proposals	Various alterations	Parts of Ch 15: EASEL Area Action Plan & Aire Valley Area Action Plan	<u>Oct. 2008.</u> <u>Dec. 2008.</u>
16	Garforth	Site allocations & proposals	Various alterations		
17	Morley	Site allocations & proposals	Various alterations		
18	North Leeds	Site allocations & proposals	Various alterations		
19	Otley & Mid Wharfedale	Site allocations & proposals	Various alterations		
20	Pudsey	Site allocations & proposals	Various alterations		
21	Rothwell	Site allocations & proposals	Various alterations		
22	South Leeds	Site allocations & proposals	Various alterations	Parts of Ch 22: Aire Valley Area Action Plan	<u>Dec. 2008.</u>
23	West Leeds	Site allocations & proposals	Various alterations	Parts of Ch 23: West Leeds Area Action Plan	<u>June 2009.</u>

APPENDIX 2

SCHEDULE OF RETAINED SUPPLEMENTARY AND 'OTHER' GUIDANCE

Supplementary Planning Guidance

1.	PPG6 – Town Centres & Retail Development (7 October 1996), <i>to be reviewed following adoption of Core Strategy.</i>
2.	Leisure Developments & Other Key Town Centre Uses (13 October 1997), <i>to be reviewed following adoption of Core Strategy.</i>
3.	Sustainable Development Design Guide (30 March 1998), <i>to be replaced by Sustainable Design and Construction Supplementary Planning Document once adopted.</i>
4.	Greenspace Relating to New Housing Development (6 July 1998).
5.	Guidelines for Assessing Developer Contributions to Leeds Supertram) (6 July 1998), <i>to be replaced by Public Transport – Improvements – Developer Contributions, Supplementary Planning Document once adopted.</i>
6.	Holbeck Urban Village Planning Framework (29 March 1999), <i>to be replaced by an updated following consultation.</i>
7.	Development of Self - Contained Flats (4 May 1999).
8.	Leeds City Centre Urban Design Strategy (18 September 2000).
9.	Section 106 Contributions for School Provision (1 February 2001).
10.	Bramhope Village Design Statement (12 October 2001).
11.	Telecommunication Equipment (2001).
12.	Leeds Supertram Design Standards Guide (March 2002).
13.	Bardsey Village Design Statement (28 May 2002).
14.	East Keswick Village Design Statement (June 2002).
15.	<i><u>Pool Village Design Statement/Conservation Area Appraisal (date tbc).</u></i>
16.	Thorp Arch Village Design Statement (February 2005).
17.	Leeds Waterfront Strategy 2002 (10 July 2002).
18.	Neighbourhoods for Living (December 2003).
19.	Revised Affordable Housing Policy Guidance (February 2003).
20.	Greening the Built Edge (Adopted UDP Policy N34) (2004).
21.	Sustainable Urban Drainage (June 2004).
22.	Otley Conservation Area Appraisal (June 2004).
23.	Chapelton Conservation Area Appraisal (2003).
24.	Roundhay Conservation Area Appraisal (September 2004).
25.	Beeston & Holbeck Planning Framework (January 2005)
26.	Far Headingley, Weetwood and West Park Neighbourhood Design Statement (February 2005)
27.	Hawksworth Village Design Statement (February 2005)
28.	Adel Village Design Statement (<i>April 2006 tbc</i>).
29.	<i><u>Kippax Village Design Guide (December 2005)</u></i>

Other Guidance

In addition to the above Supplementary Planning Guidance documents 'saved' under the transitional arrangements, the City Council also wish to retain a series of 'best practice' and guidance notes. Whilst it is recognised that such documents have no formal status as part of the Local Development Framework, the City Council considers that such documents provide a detail source of information on a range of planning matters for its many customers. The date in brackets indicated when the guidance was 'adopted' by the City Council.

	Conservation Design Guides
1.	Caring for Ancient Monuments.
2.	Caring for Conservation Areas.
3.	Ancient Monuments in Leeds (October 1995).
4.	Listed Buildings in Leeds (February 2003).
5.	Historic Buildings in Leeds – Understanding Listing.
6.	A guide to the Preparation and Usage of Stone (1977).
7.	Use of Magnesian Limestone as a Building Material (September 1978).
	Design Guides
8.	Farm Buildings (December 1992).
9.	Site Development Guide (March 1995).
10.	Design Aid – Shops & Shopfronts (December 1992).
11.	Design Aid – Shop Front Security (December 1992).
12.	Urban Design Content of Submissions for Planning Applications (September 2000).
	Landscape Design Guides
13.	Development Site Tree Surveys (September 2000).
14.	List of Landscape Consultants (December 1995)
15.	Nature Conservation (March 1999).
16.	Tree Protection on Development or Demolition Sites (September 2000).
17.	A Landscape Submission Checklist for Planning Applicants Application Forms (September 2000).
18.	Protected Trees and Buildings: Guidance on Subsidence Investigations.
19.	Woodland Management Plans Required by Planning Condition.
	Minerals Design Guides
20.	Access to Construction (June 1994).
21.	Aftercare Schemes (June 1994).
22.	Choosing the Right Trees (June 1994).
23.	All Muck and Bullets (September 1998).
24.	Development of Contaminated Sites (June 2000).
	Town Centre Strategies
25.	Towards a Plan of Action for Morley Town Centre (1997)
26.	Morley Town Centre Action Plan (September 1999).
27.	Towards a Plan of Action for Otley Town Centre (1997).
28.	Otley Town Centre Action Plan (2000).
29.	Towards a Strategy for Wetherby (November 2000).
30.	Wetherby Town Centre Action Plan (September 2001).
31.	Towards a Plan of Action for Armley Town Centre (October 1998).
32.	Armley Town Centre Action Plan (January 2004).
33.	Towards a Town Centre Strategy for Pudsey
34.	Pudsey Town Centre Action Plan (March 2004).

APPENDIX 3

SCHEDULE OF ADOPTED LOCAL DEVELOPMENT DOCUMENTS

<u>Document</u>	<u>Date of Adoption</u>
<u>Eastgate and Harewood Quarter Supplementary Planning Document</u>	<u>October 2005</u>

APPENDIX 2

WASTE FRAMEWORK DIRECTIVE – DEADLINE AND PENALTIES

Under the Waste Framework Directive (Council Directives 75/442/EEC & 91/156/EEC) the UK is required to have in place a plan/plans which specify either through maps or sufficiently precise criteria (so as to avoid any doubt) the planned location for waste disposal facilities. In England we have transposed this requirement through the tiered system of waste planning in England which taken and applied as a whole, fulfils the relevant requirements of the WFD. This tiered system comprises the national documents PPS10 and Waste Strategy 2000, but also regional planning documents and local waste planning documents. Whether the system is compliant with the WFD, in relation to a particular area, will depend on whether the system as a whole provided either a geographical map specifying the location of waste disposal sites, or locational criteria compliant with the Directive (i.e. location criteria which are sufficiently precise to enable the competent authority responsible for permitting waste disposal facilities to determine whether the site or installation in question falls within the management framework provided by the plan.). The Commission expect this to be delivered by July 2010 and failure to do so will incur further infraction proceedings and fines in the region of half a million pounds a day.

GOYH/FEB 06