



**A meeting of the Council will be held in the Civic Hall, Leeds on Wednesday, 21st June, 2006 at 2.00 pm**

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

1. TO confirm the minutes of the Special Council Meeting on 12th May and of the Annual Council Meeting held on 22nd May 2006

**J PROCTER**

2. TO receive any declarations of interest from Members
3. TO receive such communications as the Lord Mayor, the Leader, Members of the Executive Board or the Chief Executive consider appropriate
4. TO receive deputations in accordance with Council Procedure Rule 10
5. TO consider reports as follows (the Monitoring Officer considers that these reports are appropriate to be received at this meeting in accordance with Council Procedure Rule 2.2(f))

- (a) The Scrutiny Boards' Annual Report to Council prepared in accordance with Article 6 of the Constitution

**J PROCTER**

- (b) The report of the Director of Legal and Democratic Services on appointments by the Council

**J PROCTER**

- (c) The report of the Chief Democratic Services Officer on attendance at meetings.

**J PROCTER**

6. TO deal with questions in accordance with Council Procedure Rule 11
7. TO consider the report of the Chief Executive on recommendations of the Executive Board ( to follow)

**M HARRIS**

8. TO consider the report of the Director of Legal and Democratic Services on recommendations of the Standards Committee

**J L CARTER**

9. TO receive the minutes in accordance with Council Procedure Rule 2.2(l)

**M HARRIS**

10. White Paper Motion - Post Office Closures

THAT this Council notes with alarming concern that over 2,500 Urban Post Offices have closed under the Government's network reinvention programme. This Council believes that the situation will be made worse when the Government withdraws the Post Office card account, POCA, in 4 years time. This Council believes that the Post Office network provides vital services to local communities in both urban and rural areas and that these are now under serious threat because of the Government's withdrawal date. This Council further calls on all Leeds MPs to oppose the Governments current proposals, and support our local Post Offices.

**A CARTER**

11. White Paper Motion - Grass Cutting Service

**THAT** this Council condemns the ruling administration for its continuing failure to provide an adequate grass cutting service in the city.

**K WAKEFIELD**

12. White Paper Motion - Woodhouse Moor

**THAT** this Council congratulates the residents of Woodhouse and Hyde Park and their supporters in preserving Woodhouse Moor from the planned car parking scheme; deplors their local Lib-Dem councillors for not listening to their residents views and calls upon the ruling administration to use the £163,000 allocated for the car parking scheme on the refurbishments of Woodhouse Moor.

**B ATHA**

13. White Paper Motion - Refurbishment of Sports Centres

**THAT** this Council welcomes the sports centres refurbishment programme and notes the positive impact this will have on local communities, including Morley and fully supports its implementation. This Council recognises the hard work Council Officers and Members have undertaken to deliver this programme.

**R FINNIGAN**

#### 14. White Paper Motion - Sustainable Communities

**THAT** this Council supports the concept of local sustainability as envisaged in the Sustainable Communities Bill, namely;

- the promotion of local economies, services and facilities
- the protection of the environment
- the reduction of social exclusion and
- measures to increase involvement in the democratic process

and accordingly resolves to support the Bill which:

- requires the government to assist councils and communities in promoting local sustainability in ways decided by them; and
- sets up a participative process whereby councils and communities can drive the way in which government uses its power and influence to assist with the promotion of local sustainability; and
- notes that this Bill enables Councils to influence how government uses its resources and influence to help councils and communities; and
- specifically provides that where councils decide to take action to promote local sustainability that they should be given the resources to do so

Noting the benefits this Bill will bring to the citizens of Leeds, Council instructs the Chief Executive to write to Local Works, the campaign behind the Bill, expressing its support.

**S GOLTON**

#### 15. White Paper Motion - "Older Better" Strategy

**THAT** this Council requests Executive Board to consider 'Older Better', the Leeds strategy to promote healthy and active life in older age, 20 per cent of Leeds citizens are 60 or over, and resolves to ensure they are recognised as active citizens, that their contribution is acknowledged, and their health, wellbeing and independence is promoted.

**P HARRAND**

Chief Executive

Civic Hall  
Leeds  
LS1 1UR

This page is intentionally left blank



## LEEDS CITY COUNCIL

Proceedings of Special Meeting of the Leeds City Council held  
at the Civic Hall, Leeds on Friday 12<sup>th</sup> May 2006

**PRESENT:** The Lord Mayor Councillor William Schofield Hyde in the Chair

### **WARD**

#### **ADEL & WHARFEDALE**

Clive Fox  
Barry John Anderson  
John Leslie Carter

#### **ALWOODLEY**

Peter Mervyn Harrand

#### **ARDSLEY & ROBIN HOOD**

Jack Dunn

#### **ARMLEY**

Alison Natalie Kay Lowe  
James McKenna

#### **BEESTON & HOLBECK**

David Congreve  
Angela Gabriel  
Adam Ogilvie

#### **BRAMLEY & STANNINGLEY**

Angela Denise Atkinson  
Ted Hanley

#### **BURMANTOFTS & RICHMOND HILL**

David Hollingsworth  
Ralph Pryke  
Richard Brett

### **WARD**

#### **CALVERLEY & FARSLEY**

Frank Robinson  
Andrew Carter  
Amanda Lesley Carter

#### **CHAPEL ALLERTON**

Jane Dowson  
Sharon Hamilton  
Mohammed Rafique

#### **CITY & HUNSLET**

Mohammed Iqbal  
Elizabeth Nash

#### **CROSSGATES & WHINMOOR**

Peter John Gruen  
Suzi Armitage  
Pauleen Grahame

#### **FARNLEY & WORTLEY**

Luke Russell  
David Blackburn  
Ann Blackburn

#### **GARFORTH & SWILLINGTON**

Thomas Murray  
Andrea Harrison

#### **GIPTON & HAREHILLS**

Roger Harington  
Alan Leonard Taylor  
Javaid Akhtar

**GUISELEY & RAWDON**

John Bale

**HAREWOOD**

Alec Shelbrooke  
Ann Castle

**HEADINGLEY**

Martin Hamilton  
  
James John Monaghan

**HORSFORTH**

Brian Cleasby  
Christopher Townsley  
Andrew Barker

**HYDE PARK & WOODHOUSE**

Penny Ewens  
Kabeer Hussain

**KILLINGBECK & SEACROFT**

Brian Michael Selby  
  
Vonnie Morgan

**KIPPAX & METHLEY**

Keith Ivor Wakefield  
  
James Lewis

**KIRKSTALL**

Bernard Peter Atha  
Elizabeth M Minkin  
John Anthony Illingworth

**MIDDLETON PARK**

Geoffrey Driver  
Judith Blake

**MOORTOWN**

Brenda Lancaster

**MORLEY NORTH**

Thomas Leadley  
Robert Finnigan  
Stewart McArdle

**MORLEY SOUTH**

Christopher Beverley  
Judith Elliott  
Terrence Grayshon

**OTLEY & YEADON**

Ryk Downes  
Graham Peter Kirkland

**PUDSEY**

Josephine Patricia Jarosz  
Richard Alwyn Lewis

**ROTHWELL**

Barry Stewart Golton

**ROUNDHAY**

Paul Wadsworth  
  
Valerie Kendall

**TEMPLE NEWSAM**

David Schofield

**WEETWOOD**

Judith Chapman  
  
Susan Bentley

**WETHERBY**

John Michael Procter  
Gerald Wilkinson  
Andrew Millard

## 122 Honorary Freeman

It was moved by Councillor a Carter seconded by Councillor B Atha supported by Councillors S Golton, T Grayshon and D Blackburn and

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

### **ALAN BENNETT**

to be an Honorary Freeman of the City of Leeds in recognition and high appreciation for his worldwide achievements as an author and as an outstanding citizen of Leeds and for the contribution his work has made to the reputation of the City.

This page is intentionally left blank





# LEEDS

## CITY COUNCIL

Proceedings of the Annual Meeting of the Leeds City Council held at the  
Civic Hall, Leeds on Monday, 22nd May, 2006

**PRESENT:** The Lord Mayor Councillor William Schofield Hyde in the Chair

### **WARD**

#### **ADEL & WHARFEDALE**

Clive Fox  
Barry John Anderson  
John Leslie Carter

#### **ALWOODLEY**

Petery Mervyn Harrand

#### **ARDSLEY & ROBIN HOOD**

Lisa Mulherin  
Karen Renshaw  
Jack Dunn

#### **ARMLEY**

Janet Harper  
Alison Natalie Kay Lowe

#### **BEESTON & HOLBECK**

David Congreve  
Angela Gabriel  
Adam Ogilvie

#### **BRAMLEY & STANNINGLEY**

Neil Taggart  
Angela Denise Atkinson  
Ted Hanley

#### **BURMANTOFTS & RICHMOND HILL**

David Hollingsworth  
Ralph Pryke  
Richard Brett

### **WARD**

#### **CALVERLEY & FARSLEY**

Andrew Carter  
Amanda Lesley Carter

#### **CHAPEL ALLERTON**

Jane Dowson  
Sharon Hamilton  
Mohammed Rafique

#### **CITY & HUNSLET**

Mohammed Iqbal  
Elizabeth Nash  
Patrick Davey

#### **CROSSGATES & WHINMOOR**

Peter John Gruen  
Suzi Armitage  
Pauleen Grahame

#### **FARNLEY & WORTLEY**

Luke Russell  
David Blackburn

#### **GARFORTH & SWILLINGTON**

Thomas Murray  
Andrea Harrison  
Mark Russell Phillips

#### **GIPTON & HAREHILLS**

Roger Harington  
Alan Leonard Taylor  
Javaid Akhtar

**GUISELEY & RAWSON**

John Bale  
Graham Latty  
Stuart Andrew

**HAREWOOD**

Alec Shelbrooke  
Anne Castle  
Rachael Procter

**HEADINGLEY**

Martin Hamilton  
James John Monaghan

**HORSFORTH**

Brian Cleasby  
  
Andrew Barker

**HYDE PARK & WOODHOUSE**

Linda Valerie Rhodes-Clayton  
Penny Ewens  
Kabeer Hussain

**KILLINGBECK & SEACROFT**

Brian Michael Selby  
  
Veronica Morgan

**KIPPAX & METHLEY**

Keith Ivor Wakefield  
John Keith Parker  
James Lewis

**KIRKSTALL**

Bernard Peter Atha  
Elizabeth Minkin  
John Anthony Illingworth

**MIDDLETON PARK**

Debra Ann Coupar  
Geoffrey Driver  
Judith Blake

**MOORTOWN**

Mark Daniel Harris  
Brenda Lancaster

**MORLEY NORTH**

Thomas Leadley  
Robert Finnigan  
Stewart McArdle

**MORLEY SOUTH**

Christopher James Beverley  
  
Terrence Grayshon

**OTLEY & YEADON**

Ryk Downes  
Graham Peter Kirkland  
Colin Campbell

**PUDSEY**

Mick Coulson  
Josephine Patricia Jarosz  
Richard Alwyn Lewis

**ROTHWELL**

Barry Stewart Golton  
Donald Michael Wilson  
Steve Smith

**ROUNDHAY**

Paul Wadsworth  
Matthew Lobley  
Valerie Kendall

**TEMPLE NEWSAM**

Michael Lyons  
William Schofield Hyde  
David Schofield

**WEEWOOD**

Judith Mara Chapman  
  
Susan Bentley

**WETHERBY**

John Michael Procter  
Gerald Wilkinson  
Andrew Millard

**1 Election of Lord Mayor**

It was moved by Councillor Harington, seconded by Councillor Lancaster, supported by Councillors J L Carter, Finnigan and D Blackburn and

**RESOLVED** – That Councillor Mohammed Iqbal be elected Lord Mayor of the City of Leeds to hold office until the date of the Annual meeting of the Council in 2007.

(Under the provisions of Council Procedure Rule 16.5 Councillor Beverley required it to be recorded that he abstained from voting on this motion)

Councillor Iqbal made the declaration of acceptance of office and took the Chair

**2 Deputy Lord Mayor**

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

**RESOLVED** – That Councillor Jack Dunn be appointed Deputy Lord Mayor of the City of Leeds to hold office until the date of the Annual meeting of the Council in 2007.

(Under the provisions of Council Procedure Rule 16.5 Councillor Beverley required it to be recorded that he abstained from voting on this motion)

**3 Minutes**

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

**RESOLVED** – That the minutes of the Council meeting held on 5<sup>th</sup> April 2006 be approved as a correct record.

**4 Election of Leader**

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

**RESOLVED** – That Councillor M Harris be elected as Leader for the period 23<sup>rd</sup> May 2006 to 30<sup>th</sup> November 2006 and Councillor A Carter for the period 1<sup>st</sup> December 2006 to 21<sup>st</sup> May 2007.

(Under the provisions of Council Procedure Rule 16.5 Councillor Beverley required it to be recorded that he abstained from voting on this motion)

**5 Constitutional Arrangements**

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

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

**6 Establishment of Committees and Terms of Reference**

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

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

**7 Appointments to Committees and Outside Bodies**

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

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

**8 Executive Arrangements**

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

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

**9 Lead Members**

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

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

**10 Calendar of Meetings**

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

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

**11 Vote of Thanks to the Retiring Lord Mayor**

Councillor A Carter moved a vote of thanks to the retiring Lord Mayor, Councillor W Hyde. This was seconded by Councillor Driver, supported by Councillors Cleasby, Finnigan and D Blackburn and carried unanimously.

Council rose at 7.30 pm

# Scrutiny at Leeds City Council



## Annual Report 2005/06

# Contents

<b>Foreword .....</b>	<b>page</b>
<b>Work of the Boards.....</b>	<b>page</b>
Overview and Scrutiny Committee.....	page
• Scrutiny Commissions.....	page
Scrutiny Board (City Development) .....	page
Scrutiny Board (Transforming Services).....	page
Scrutiny Board (Health and Wellbeing).....	page
Scrutiny Board (Thriving Communities).....	page
Scrutiny Board (Children and Young People).....	page
Scrutiny Board (Environment and Community Safety).....	page
<b>Supporting Scrutiny.....</b>	<b>page</b>
Survey Results .....	page
Development of Overview and Scrutiny .....	page
Action Plan .....	page
List of publications .....	page

# Foreword



*Cllr Minkin, Chair of Overview and Scrutiny Committee*

Our Annual Report on the work of Scrutiny at Leeds City Council during 2005/06 combines a commentary on each Board's work, the Scrutiny Commissions, the results of the annual survey of elected Members and overall details of the Scrutiny function in Leeds.

For the first time, this year's annual report is available on CD-Rom and will have the added benefit of including links to final reports and other documents mentioned in the report. These are also available on the internet.

This municipal year Scrutiny Boards have been aligned to match the Council's corporate priorities. This has meant that, rather than mirroring the department structure, the remits of the Boards have covered the seven strategic outcomes detailed in the Council's Corporate Plan.

The driving force for these changes was the recent Corporate Performance Assessment of the Council which prompted us to think of ways in which the Scrutiny process could contribute to the good work which has taken place at a strategic level.

Whilst we are still getting to grips with these new arrangements I am confident that they provide elected Members with a real opportunity to hold the Executive to account for its performance and to shape the future policies of Leeds City Council. Certainly Scrutiny Boards have never been so busy. This year there are 29 final reports containing recommendations for change. In addition to the regular cycle of meetings, Members took part in 11 working groups and undertook 33 site visits.

Other changes this year have included the introduction of Scrutiny Commissions, which look at specific cross cutting issues; the strengthening of the Overview and Scrutiny Committee's strategic role in work allocation and receiving requests for Scrutiny; and the way in which the Council deals with Call In.

Throughout the year the Overview and Scrutiny Committee has monitored these new arrangements, beginning in May 2005 with an away day for Scrutiny Board Chairs and culminating in March 2006 with an IDEa facilitated evaluation of the Scrutiny function in Leeds. An action plan arising from this event appears further on in this annual report.

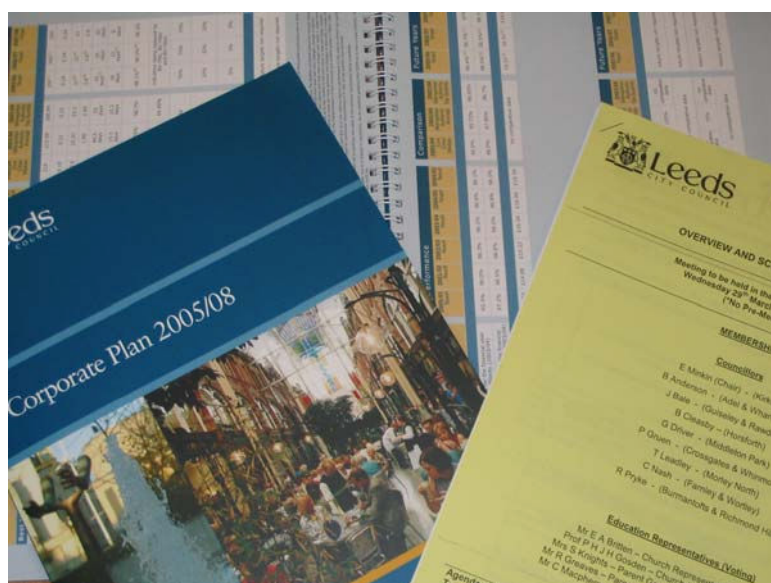
Whilst we strive to improve our own performance, others wish to learn from us. This year Scrutiny Board (Children and Young People) hosted a visit from elected Members and officers from Newcastle, who were interested in learning how Leeds has scrutinised services for looked after children. The Scrutiny Unit also continues to meet with colleagues in West Yorkshire to exchange best practice.

One theme that has emerged this year is the increased involvement of young people in the scrutiny process. Scrutiny Board (Environment and Community Safety) and Scrutiny Board (Children and Young People) have both specifically sought the views and opinions of young people. Similarly the Scrutiny Commission looking at avoiding alcohol misuse received the views of young people.

A significant development was the setting up of the Young People's Scrutiny Forum. This forum, made up of members of the Youth Council, undertook an Inquiry into Fairtrade in schools. The detail of this can be found under the report of the Children and Young People Scrutiny Board

Scrutiny is an integral part of the Council's governance arrangements and it relies on cross party co-operation and consensus to maintain its independence and integrity. I would like to thank all my fellow Scrutiny Board Chairs and colleagues for their hard work and thoughtfulness in achieving this.

**Cllr Elizabeth Minkin, Chair of Overview and Scrutiny Committee**





# Work of the Boards

The Scrutiny Boards monitor decisions made by the Executive Board and Council officers. They contribute to the development of policies and review the work of the Council. They have an important function in providing checks and balances on performance and decision making. Scrutiny Boards therefore can be seen as having both a 'watchdog' and 'think tank' role.

Each of the Boards has produced a report on the work undertaken in 2005/06. Some inquiries have been highlighted to give a flavour of the recommendations that have been made and the issues that have been raised. All final reports which contain the Boards' discussions and conclusions can be obtained from the Scrutiny Support Unit and a list of these appears at the end of this report. **If you are using CD-Rom, use the links provided to go to the reports.**

Scrutiny Boards also have powers to scrutinise the NHS and other outside organisations.

In 2005/06 there were 7 Scrutiny Boards:

- Scrutiny Board (City Development)
- Scrutiny Board (Thriving Communities)
- Scrutiny Board (Environment and Community Safety)
- Scrutiny Board (Transforming Services)
- Scrutiny Board (Children and Young People)
- Scrutiny Board (Health and Wellbeing)
- Overview and Scrutiny Committee

The remit of these Boards reflects the strategic outcomes within the Corporate Plan 2005/08:

The Strategic Outcomes of the Corporate Plan and the corresponding Scrutiny Boards are:

**People and Culture** – Overview and Scrutiny Committee

**Transforming Our Services** - Scrutiny Board (Transforming Services)

**All neighbourhoods are safe, clean, green and well maintained** – Scrutiny Board (Environment and Community Safety)

**All communities are thriving and harmonious places where people are happy to live** – Scrutiny Board (Thriving Communities)

**Our children and young people are healthy, safe and successful** – Scrutiny Board (Children and Young People)

**At each stage of life people are able to live healthy, fulfilling lives** – Scrutiny Board (Health and Wellbeing)

**Leeds is a highly competitive, international city** - Scrutiny Board (City Development)

# Overview and Scrutiny Committee

The Overview and Scrutiny Committee has three roles - an advisory, a scrutiny and an overview role.

## **Advisory**

- Receiving requests for Scrutiny
- To develop common practice in relation to the discharge of the Overview and Scrutiny function
- Determining the most appropriate Scrutiny Boards for Inquiries.

## **Scrutiny**

- Scrutinising matters falling within the Strategic Outcome 'people and culture'
- Scrutiny of the Budget, Corporate Plan and Community Strategy.

## **Overview**

- To appoint Scrutiny Commissions
- Receiving performance management reports
- Call In
- Scrutiny of cross-cutting issues.

# Overview and Scrutiny Committee



*Cllr Elizabeth Minkin  
Chair of Overview and Scrutiny Committee*

## **Membership of the Board:**

Cllr Elizabeth Minkin (Chair)  
Cllr Barry Anderson  
Cllr John Bale  
Cllr Brian Cleasby  
Cllr Geoff Driver  
Cllr Peter Gruen  
Cllr Tom Leadley  
Cllr Claire Nash  
Cllr Ralph Pryke

## Education Representatives (Voting)

Mr Tony Britten  
Professor Peter Gosden  
Mrs Sue Knights  
Mr Robert Greaves  
Mr Cluny Macpherson

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

The Overview and Scrutiny Committee had an enhanced role this year.

In addition to its remit to scrutinise those matters falling within the strategic outcome People and Culture, it has been given a significant 'Overview' role.

The Committee has developed (in conjunction with the Council's Performance and Improvement Team) a methodology for scrutinising the Council's overall performance.

For the first time members of Overview and Scrutiny Committee have received high level performance reports which are of corporate significance and which impact upon the delivery of the Council's corporate priorities, CPA score, and ability to deliver efficiency savings.

This approach reflects the role of Overview and Scrutiny as a forum for the discussion and consideration of key strategic issues whilst more detailed consideration of performance issues takes place at individual Board level.

We have also built on our new co-ordinating role by changing the focus of how we scrutinise the budget. Unlike previous years, individual Scrutiny Boards have not considered individual departmental budgets, as their portfolios are not aligned to any single department.

This year our focus has been to advise the Executive how the Council, in the longer term, could improve its budget setting process and realign service budgets to better reflect corporate priorities.

Other areas of work include a significant Inquiry into attendance management, the appointment of three Scrutiny Commissions, the consideration of 'requests for scrutiny' and the review of a number of constitutional issues in relation to Scrutiny.

The Committee has heard one Call In of an Executive decision this year. The decision was released for implementation.

I warmly acknowledge the support given to me by my colleagues on the Committee and thank them for their commitment and hard work.

**Cllr Elizabeth Minkin, Chair of Overview and Scrutiny Committee**

## ***Inquiry Into Safety, Wellbeing and Attendance***

The driving force for undertaking this Inquiry was the acknowledgment that workforce absenteeism affects all staff. How the Council manages this directly affects the performance of staff and services to customers. The Committee wished to understand why the majority of staff do not have poor absence figures. In addition, we believe that Leeds City Council has an important role in using the workplace setting to contribute to the wider public health agenda.

*"Sustained commitment from managers at the top level, delivering the right data and systems to support better attendance management and provide leadership and support for line managers."*

*Managing Sickness Absence in the Public Sector (ODPM)*

### **Our main recommendations were:**

That the Council's Happy, Healthy and Here Programme adopts a variety of tools and includes a number of strategies to address each of the indicators identified by the Health and Safety Executive.

That the Council continues to use initiatives such as staff surveys, work life balance surveys and stress audits to collect staff data and analyse the results.

That the Council revisits the performance targets under 'People and Culture' and sets more challenging and stretched targets for 2006/07. We would expect an indication of the Council's ultimate ambition in terms of achievable targets and an indicative timescale to meet those targets.

That further analysis of why the majority of the workforce do not have significant absence is undertaken, to include analysis by grade. That particularly work is undertaken to correlate the staff survey returns from departments operating flexible working schemes and from departments experiencing low absence figures.

That further work be undertaken regarding options for Pay and Reward incentives.

### **Our other recommendations included**

That Corporate HR in conjunction with local HR managers and Care First undertake a sustainable awareness campaign.

That a cost benefit analysis is undertaken for the introduction of self referral for face to face counselling.

That the Department of Corporate Services supports the completion of an occupational health needs analysis.

That further work is carried out on the costs of a proactive Occupational Health service.

*“Throughout this Inquiry we have noted a significant shift of emphasis and approach in dealing with sickness absence and this is personified by the Happy, Healthy and Here Programme. We wholeheartedly support this positive approach.”*

Scrutiny Board Final report March 2006

## ***Scrutiny of the Financial Plan 2005/08***

Overview and Scrutiny Committee has a role to play in considering how the Council organises its budget setting process.

This is particularly relevant given the organisational emphasis now put on the Corporate Plan and Council Plan. In addition, the Government has recently issued a consultation paper on Local Government finance, which includes proposals to move to three year grant settlements. This provides an even greater focus on medium term financial planning.

Our view is that there is a need for greater clarity in the budget as to how the allocation of resources relates to the achievement of the Council’s strategic outcomes. The Committee accepts that this is a difficult issue to progress because budgets are organised departmentally. The Committee also acknowledges that there will be constant tensions between delivery of the strategic outcomes and the delivery of departmental services, which is further compounded by the limited discretion allowed authorities over spending.

*“One of the potential roles for an overview and scrutiny committee is to ensure that, once priorities have been set, they are provided with adequate levels of funding.”*

Centre for Public Scrutiny, *The role of overview and scrutiny in the corporate planning process*

**The Committee made the following observations and recommendations.**

- That the Director of Corporate Services reviews the budget setting process including the current timetable.
- That the Council should adopt a rolling programme of 'zero based budgeting', that is, to work up from scratch a true picture of a service budget. This should not be seen as a service cutting exercise, but a sensible review of a service area's financial requirements. This activity should take place outside of the normal budget setting timetable.
- That review mechanisms are put in place to assess the success or otherwise of financial injections into service areas.

In May 2005 the Corporate Governance and Audit Committee asked that the current Call In arrangements be reviewed after six months of operation. In addition, the Overview and Scrutiny Committee extended this review to include other aspects of the new arrangements in place since May 2005, specifically the following:

- The current rule of no substitutions
- The format of Members' Questions
- A proposal that all Scrutiny Chairs sit on Overview and Scrutiny Committee
- The Use of Working Groups.

In addition to reviewing the operational and procedural aspects of the new Scrutiny arrangements, a wider evaluation of the effectiveness of Scrutiny was undertaken using the *self evaluation framework* developed by the Centre for Public Scrutiny. The results of this exercise can be found later on in this annual report.

## ***Inquiry into Energy and Water Management***

On receipt of a request for Scrutiny from Scrutiny Board (Environment and Community Safety), Overview and Scrutiny asked officers in which area could Scrutiny add value and assist the Council in achieving the objectives of the Council's five year Energy and Water Management Plan. Because of existing commitments and the limited time available, we decided early on to split the Inquiry into two, albeit related, sections. This municipal year we have focused on the following;

- reviewing the work undertaken by departments to improve energy efficiencies and consumption and water management
- reviewing the work of the officer Energy and Water Management Group and the role of training
- reviewing the scope to encourage efficiencies via the procurement process.

In the municipal year 2006/07 we would hope that Overview and Scrutiny Committee will complete the second element of this Inquiry by undertaking the following;

- reviewing the work undertaken by the city council in relation to the risks of future supplies and the development of alternatives.

Our Inquiry focused on the highest energy consuming departments in the Council: Education Leeds, Learning and Leisure, Social Services, and City Services and centred on the work undertaken to deliver energy efficiencies and reduce energy consumption, including:

- Amount of energy used
- Measures taken and planned to reduce energy consumption and improve energy efficiency
- Implementation of the requirements within the Energy and Water Management Plan 2003-08
- Departmental targets for energy consumption and efficiency
- Identified good practice in reduction of energy consumption
- Resources and investment allocated for work on energy consumption and efficiency
- Any gaps in policies / plans etc

### **Our Main recommendations were:**

That Departments identify within their Departmental Management Teams an energy and water management champion.

That more senior departmental representatives (DMT Champions) sit on the Energy and Water Management Group.

That an annual statement on energy saving achievements and progress be produced by each DMT.

That energy and water budgets be devolved to local managers of buildings in order to encourage responsibility for consumption.

That consideration is given to departments receiving a percentage of savings made through the reduction of energy and water management expenditure.

### **Our other recommendations were:**

That a relaunched Energy and Water Management Group develops energy awareness campaigns including the development of staff and management training packages and promotes the roll out of the Energy Efficiency Accreditation Scheme (EEAS) standard.

That the activities identified within the Corporate Plan be reviewed to ensure that they are ambitious and appropriate.

## The Committee's full work programme 2005/06

- Inquiry - Safety, Wellbeing and Attendance
- Performance Management 2004/05
- Scrutiny of the Financial Plan 2005/08
- Call In – Beckett Park Primary School
- Inquiry – Energy and Water Management
- Local Area Agreements
- Headingley Cricket Ground
- Review of the Personnel Panel
- Review of the 2005 Staff Survey Results
- Consideration of Requests for Scrutiny
  - Hawksworth Wood Children's Centre
  - Fire Safety Standards within Leeds Mental Health Trust PFI Buildings
  - Swarcliffe PFI
- Drafting of Scrutiny Commission Terms of Reference
  - Flooding in Leeds
  - Avoiding Alcohol Misuse
  - Workforce Planning
- Consideration of a number of Constitutional matters
  - Review of the Scrutiny function
  - Scrutiny Board Procedure Rules – Guidance Notes
  - Non Voting Co-opted members sitting on Scrutiny Boards
  - Forward Plan and consultation
  - Allocation of Budget and Policy Framework documents to Scrutiny Boards

## Scrutiny Commissions

The Scrutiny Commissions were introduced this year as a way of enhancing the capacity of Overview and Scrutiny Committee and were chaired by three members of OSC. These Commissions have done inquiries into flooding issues, avoiding alcohol misuse and workforce planning and were chaired by Cllr Leadley, Cllr Driver and Cllr C Nash respectively.



*Chairs of the Commissions Cllr Leadley, Cllr Driver and Cllr C Nash*



# Scrutiny Commission

## Flooding in Leeds



*Cllr Leadley  
Chair of Scrutiny Commission – Flooding in Leeds*

### **Membership of the Commission:**

Cllr Tom Leadley (Chair)  
Cllr Graham Hyde  
Cllr Elizabeth Nash  
Cllr David Schofield  
Cllr David Hollingsworth  
Cllr Stewart Golton

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

Following two major sets of flooding incidents in Leeds, during August 2004 and May 2005, Overview and Scrutiny Committee set up this Commission to investigate the practical measures being put in place by the Council and its partners in the short and medium term to mitigate and respond to flooding incidents. We were also asked to assess how the Council deals with flooding and water management through the Local Development Framework and through the role of Land Drainage.

We received information from a wide range of witnesses. The Environment Agency, Yorkshire Water, British Waterways and the Association of British Insurers attended our meetings and brought a great deal of expertise and knowledge to the inquiry. We were also pleased to welcome a number of contributions from members of the public who had been affected by flooding. Members appreciated the opportunity to understand the trauma and anxiety caused to individuals and the continuing issues they have faced in getting their lives back to normal. Our hope is that as a Commission we have enabled these issues to be fully aired and resolved wherever possible.



*Members of the Commission  
deliberating*



We have noted the progress that has been made since the inquiry began, both in terms of physical flood defence work and in the work of the Water Asset Management Working Group, which is delivering a comprehensive work programme agreed following the last incident of flooding.

Our Commission has been well supported by Council officers, by external technical witnesses, and by members of the public who have given written, verbal and pictorial accounts of the flooding of their own homes. Commission Members thank them all for the time and attention which they have devoted to the inquiry.

**Cllr Tom Leadley**  
**Chair of Scrutiny Commission – Flooding in Leeds**

# Scrutiny Commission

## Avoiding Alcohol Misuse



*Cllr Geoff Driver  
Chair of Scrutiny Commission – Avoiding Alcohol Misuse*

### **Membership of the Commission:**

Cllr Geoff Driver (Chair)  
Cllr Alison Lowe  
Cllr Christopher Townsley  
Cllr Clive Fox  
Cllr Brian Selby  
Cllr Graham Kirkland  
Cllr Gerald Wilkinson

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

At its meeting on 3<sup>rd</sup> October 2005, Overview and Scrutiny Committee agreed terms of reference for an inquiry into Avoiding Alcohol Misuse in Leeds. The Commission conducted a relatively short inquiry – we do not claim to have covered everything or have all the answers. We acknowledge that we have not discussed at any great length the impact of alcohol misuse within the family, its correlation to domestic violence or the growing concerns over the increase of 'silent drinkers' - those who drink in the home. These are important issues but not within the remit of our Inquiry

We have, however considered a number of extremely important issues and in doing so taken evidence from a wide range of stakeholders in the city. These have included: licensing, Social Services, the police, community safety and the Executive Member for community safety issues, the Health Service, young people, the Universities, city centre management, transport operators and METRO, Trading Standards and the Planning Authority. We are very grateful for the input and advice given to us by all our witnesses.

We have concluded that there are two main types of action needed to tackle some of the alcohol-related problems in Leeds: **practical measures** on areas such as transport home from the city centre, training for health and social care professionals, licensing conditions and alcohol education, among others; and the need for long term **strategic management** and co-ordinated action amongst all those agencies involved. We feel that there is particular scope for increased communication between the licensing and planning authorities on potential developments in the city to tackle any potential issues before they arise. It is hoped that the Alcohol Harm Reduction Strategy for Leeds will support a more co-ordinated approach in the city.

**Cllr Geoff Driver**  
**Chair of Scrutiny Commission - Avoiding Alcohol Misuse**

# Scrutiny Commission

## Workforce Planning



*Cllr C Nash*  
*Chair of Scrutiny Commission*  
*– Workforce Planning*

### **Membership of the Commission:**

Cllr Claire Nash (Chair)  
Cllr Michael Davey  
Cllr Penny Ewens  
Cllr Sharon Hamilton  
Cllr Alison Lowe  
Cllr Valerie Kendall

### Co-opted Member

Alan Hughes, Regional Joint Secretary of Unison

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

At the beginning of the municipal year, the Overview and Scrutiny Committee agreed to appoint a Scrutiny Commission to undertake an inquiry into long-term workforce planning. Workforce planning is about analysing the current workforce, identifying any gaps and then extending that analysis to identify the skills which will be required to deliver future services. In acknowledging that significant work on this front was already underway within the authority as part of the emerging People Strategy and Workforce Development Plan, our inquiry focused upon future needs, scenario planning and gap analysis.

We recognised that these were areas which needed high level strategic input with a longer term vision of the needs of the city region. During our Inquiry, we therefore debated local, regional and national perspectives on workforce planning issues with a wide variety of witnesses, representing a range of perspectives and experiences. In particular, we received evidence from the Tavistock Institute and the Employers' Organisation which identified a number of key areas of importance for future local governance and service delivery. It is important that we respond to these pointers now in order to be prepared for the changed workforce demands in the coming period.



*Members of the Commission*

One of the issues that has become clear to us during our work is the number of local and regional bodies which have a stake in developing the skills of the workforce. Whilst the Council has historically been well represented on these bodies in terms of its contribution to improving the employment prospects of local residents, it has not traditionally participated as a major employer. We have therefore recognised the need for the Council to be represented as an employer on such bodies in order to enhance its wider strategic impact in relation to workforce planning matters.

Overall this piece of scrutiny work has been successful in bringing together a wide range of witnesses to inform strategic level thinking within the Council and we are very grateful to everyone who has contributed to our inquiry. We believe that our work is a springboard for more detailed work by officers. We also think that this is an interesting development in the way in which scrutiny can contribute to achieving the Vision for Leeds, and would commend this strategic approach for future scrutiny inquiries.

**Cllr Claire Nash**  
**Chair of Scrutiny Commission - Workforce Planning**

# Scrutiny Board (City Development)



*Cllr Cleasby, Chair of Scrutiny Board (City Development)*

## **Membership of the Board:**

Cllr Brian Cleasby (Chair)  
Cllr Bernard Atha OBE  
Cllr Andrew Barker  
Cllr Terry Grayshon  
Cllr Sharon Hamilton  
Cllr Roger Harington  
Cllr David Hollingsworth  
Cllr Graham Latty  
Cllr James McKenna  
Cllr Andrew Millard

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

I am delighted to present this year's Annual Report for Scrutiny Board (City Development). I am grateful to the members of the Board for their diligence and input and on their behalf I would like to thank all those who contributed to the Board's work throughout the year.

The constitutional changes agreed in May 2005 aligned Scrutiny Boards to the strategic outcomes within the Corporate Plan. This has given us the opportunity to focus our efforts on the major issues facing the Council at a strategic level. We have even looked beyond the Council's boundaries and begun detailed work on the City Region – an exciting and far reaching concept, which has kept us debating issues at a high level (the final conclusions of the Board will be published early in the next municipal year). We have also looked at major works being carried out within the city, such as the Carriage Works Theatre.

In this constantly moving and developing area we were keen to be kept informed of the work of various partnerships and we received presentations from Leeds Initiative, Marketing Leeds, International Relations and the Urban Renaissance project. These were extremely interesting and informative and have formed the basis for much of our work programme.

Of equal importance are the ongoing plans and strategies which provide a framework for many other projects. We received and commented upon the West Yorkshire Local Transport Plan 2006 - 2011 and the Local Development Framework – Statement of Community Involvement and Annual Monitoring Report.

This has proved to be a busy and productive year and we provide a brief summary of our work here. Our hope is that our achievements this year will provide a firm foundation and inspiration for the next Board's work programme.

**Cllr Cleasby**  
**Chair of Scrutiny Board (City Development)**

## ***Inquiry into the Development of the Leeds City Region***

We agreed to undertake an Inquiry into the development of the Leeds City Region as an appropriate mechanism for furthering the economy of the area and in particular to develop transport and skills. We have received reports and presentations from the Office of the Deputy Prime Minister, the Northern Way and Birmingham Council which have set the scene for city regions in a national context for us. A number of witnesses including the Chief Executive of the Council and representatives from Harrogate Borough Council and Yorkshire Forward have also presented to us the concept of the City Region and what they believe it can offer residents and businesses and therefore the economic growth potential of the area as a whole. Whilst this is an ongoing inquiry, we have appreciated this year the huge undertaking that this agenda represents and the potential benefits for the region, though we have our concerns about some of the disadvantages that we have identified. We have recommended that further scrutiny work be undertaken on this.

*"The Leeds city region partnership of eleven local authority members has been developing good working relationships"*

*Paul Rogerson, Chief Executive, Leeds City Council*

*"Strong cities and strong city regions are needed"*

*Fiona Bolam, Economic Policy Manager, Yorkshire Forward*



*Scrutiny Board (City Development)*

### ***Cultural Facilities Feasibility Study Recommendations***

We received a report and supported the endorsement by the Executive Board of the Cultural Facilities Task Group recommendations into the future provision of concert, arena and other music related facilities. These recommendations were based on the main findings and conclusions of a feasibility study undertaken by consultants appointed by the Executive Board to advise the Council on the development of a delivery strategy for a proposed new arena and associated related facilities, and the retention of a design team to consider the potential options available to further improve the Leeds Town Hall.

The Executive Board had also approved expenditure totalling £200,000 on fees for both the appointment of a design team to undertake the initial feasibility study on the Town Hall and specialist advisers to prepare the delivery strategy for a new arena and related facilities.



*Leeds Town Hall*

*"We expressed the view that expenditure on the feasibility study should be limited to upgrading backstage facilities and to undertaking further improvements to the front of house areas in the Town Hall but with the majority weighting being towards the arena."*

## **Carriageworks Theatre**

We visited the new Carriageworks Theatre and received the report of the Head of Internal Audit following completion of his investigation into the reasons for the increase in expenditure on the fit out for the Carriageworks Theatre scheme. This investigation had been requested by the Executive Board and we identified that there were problems with this project.

We raised a number of concerns including the

- risk assessment undertaken for this scheme and the role of the Project Board
- training of Project Managers and the skills shortage
- lack of a business plan during the first 5 months of the scheme
- lack of consideration by the Project Board of the Architect Design Services cost report
- finish in some parts of the completed building and location of some of the seating and sight lines in the main auditorium

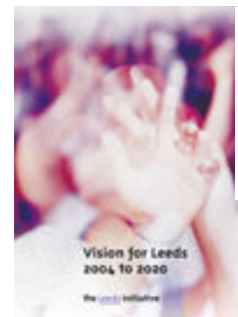


*The Carriageworks Theatre*

## **Presentations received by the Board**

### **Leeds Initiative**

The Director of Leeds Initiative outlined the Initiative's history, its partners, objectives, daughter strategies and achievements. The aims of the second vision for Leeds 2004 – 2020 of Going Up a League, Narrowing the Gap and developing Leeds' role as a regional capital were examined. We discussed a number of issues including performance measures.



*Vision for Leeds*



### **Marketing Leeds**

We received details of the newly formed company Marketing Leeds. We discussed issues around the need to improve people's perceptions of Leeds and the need for the Council's website to focus more on the success of the city.

*"We recommended that Marketing Leeds continues to be scrutinised particularly from the 'value for money' aspect."  
Cllr Cleasby, Chair of Scrutiny Board (City Development)*

### **Urban Renaissance Project**

We heard from the City Architect who reported that the Urban Renaissance Project was a means of strategically aligning public sector partner investment to deliver those elements of the Vision for Leeds which focus on physical and spatial redevelopment. We raised a number of issues around transport and communication particularly for those communities on the outskirts of the city.

## ***Presentations (Continued)***

### **International Relations**

We received from the Head of International Relations details of the work undertaken by his team and the Council's International Relations Strategy under the following broad headings:

- Helping local businesses to compete in a global economy
- Working with young people, schools and other organisations to internationalise their curriculum and foster relationships with Leeds' partner cities
- Working with Eurocities to lobby the European Union and national governments on policy issues



*Brno city in the Czech Republic*

We discussed in some detail the specific initiatives used to support businesses and how the young people of Leeds get involved with our partner cities overseas.

### **The Board's full work programme 2005/06**

- Inquiry on Leeds City Region
- Presentation by the Director of Leeds Initiative
- Presentation by the Chief Executive of Marketing Leeds
- Members attended the launch of Marketing Leeds in the Victoria Quarter
- Celebrate Leeds 2007
- Organisations and Partnerships
- Leeds Supertram and alternative proposals
- Presentation by the Head of International Relations
- Performance Indicators and revised Air Travel Performance Measure
- Formal departmental response to the recommendations of the Museums Working Group established by the former Leisure Scrutiny Board
- Council's Asset Management Plan
- Presentation by the City Architect on the Urban Renaissance Project
- Local Development Framework – Statement of Community Involvement
- Local Development Framework - Annual Monitoring Report
- Cultural Facilities Feasibility Study Recommendations
- West Yorkshire Local Transport Plan 2006 – 2011
- Carriageworks Scheme
- A6120 Ring Road Route Strategy
- Section 106 Agreements - calculating financial contributions
- Marketing Leeds
- Planning a Better Future – Planning and Development Services



*Victoria Quarter*

*Leeds Bradford Airport*



# Scrutiny Board (Transforming Services)



*Cllr Pauleen Grahame  
Chair of Scrutiny Board (Transforming Services)*

## **Membership of the Board:**

Cllr Pauleen Grahame (Chair)  
Cllr Javaid Akhtar  
Cllr Denise Atkinson MBE  
Cllr Ann Castle  
Cllr Judith Elliott  
Cllr Penny Ewens  
Cllr John Illingworth  
Cllr Adam Ogilvie  
Cllr Alec Shelbrooke  
Cllr Rev Alan Taylor

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

The Board has been very busy this year completing five Inquiries resulting in the publication of a number of significant recommendations. In addition we have received a number of presentations and discussed a wide range of issues making for a lively and interesting Scrutiny Board.

The Board has also taken the opportunity this year to make a number of site visits, of particular interest were the visits to the City's One Stop Shops and a visit to Leeds Society for Deaf and Blind People.

The range of our Inquiries has been wide and has included Information management, Translation Services and Bus Services.

Of particular interest was the presentation on Emergency Planning in Leeds. We also had presentations from the Police and Fire Services on emergency planning issues across West Yorkshire and how they work with this Council and other agencies in the event of a major incident. As a consequence of these discussions we undertook an Inquiry reviewing the Out-of-Hours service provision by departments, Education Leeds and Arms Length Management Organisations in support of the Council's Emergency Response Arrangements.

We have also completed an important Inquiry on How the Council Learns Lessons and Develops Best Practice if Contracts Go Wrong and we are particularly grateful to the Chief Procurement Officer for his advice and assistance during this investigation.

I would like to thank all Members of the Scrutiny Board for their encouragement and support during the year.

**Cllr Pauleen Grahame**  
**Chair of Scrutiny Board (Transforming Services)**



## ***Inquiry to Consider the Procedures and Consultation Arrangements which Bus Companies are Required to Follow when they wish to Change Bus Timetables and/or Bus Routes***

The original driving force for this Inquiry was a growing number of reports being made by Elected Members of a reduction in bus services in a number of wards in the city. Whilst our intention was to take a strategic approach to this Inquiry it was helpful to us to consider a specific case discussed at the Council meeting on 22<sup>nd</sup> June 2005. We are particularly grateful therefore to the representatives of Scholes community for their help and assistance during our investigation.

*“We believe that the way forward for the short to medium term is to focus on a sustainable transport policy based on buses, demand management and active travel in addition to safe, responsible vehicle use.”(West Yorkshire Transport Group 2000)*

*“Bus reliability is impossible with the current traffic congestion in the city.” (First Leeds)*



*First Leeds Bendy Bus*

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

Metro and the West Yorkshire Passenger Transport Authority actively pursue the introduction of Statutory Quality Partnership Schemes and Quality Contracts as part of their bus strategy initiatives.

### **Our other recommendations were**

- That we ask Leeds MPs to lobby and give support to changes in primary or secondary legislation which would simplify and give more control to local authorities to determine routes and frequency of bus services in their area.
- That Metro be requested to report all breaches of the “Code of Conduct on Service and Stability” to the Bus Partnership Forum.
- That Scrutiny Board (City Development) consider the Local Transport Plan in relation to congestion and the impact on economic competitiveness and the recommendations made by Transport 2000 West Yorkshire Group in this regard.

#### **Links:**

##### **Corporate Priority**

- Improve consultation about all aspects of service delivery
- Improve the whole customer services experience from beginning to end

## ***Inquiry to Review the Out-of-Hours Service Provision by Departments, Education Leeds and Arms Length Management Organisations (ALMOs) in Support of the Council's Emergency Response Arrangements***

As a consequence of the terrible bombings in London we agreed to receive information on the Council's emergency planning arrangements. We undertook an Inquiry to review the out-of-hours support which should be provided by Council Departments, Education Leeds and the Arms-Length Management Organisations (ALMOs) to enable the Council as a whole to respond to major and other incidents.

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

The Directors of Departments, Chief Officers of ALMOs and Chief Executive of Education Leeds, ensure that there are robust arrangements in place to mobilise specific key resources in the initial stages of a response.

*"The duty to assess risk has recently been formalised under the Civil Contingencies Act 2004 and a comprehensive West Yorkshire Risk Assessment will be published early in 2006." (Head of Risk and Emergency Planning)*

#### Links:

Corporate  
Priority

- Improve consultation about all aspects of service delivery

#### Other recommendations included:

- That all Chief Officers of ALMOs ensure their contractors are contractually obliged to participate in Leeds City Council's emergency response arrangements with suitable remuneration included.
- That the Directors of Departments, Chief Officers of ALMOs and Chief Executive of Education Leeds, ensure that departments assess what types of minor incidents they might need to deal with out-of-hours and set-up appropriate arrangements to respond to these without recourse to PEPU.
- That the Director of Corporate Services updates the resources in the Major Emergency Plan and liaises further with partners in the West Yorkshire Resilience Forum regarding pooled resources.



## ***Inquiry into whether the Council and its wholly owned companies provide consistent interpretation and translation facilities***

The initiative for undertaking such an inquiry was our concern that there was a need to ensure that the Council provided consistent interpretation and translation facilities. We considered this to be essential for those at risk of social exclusion and disadvantage because English was not their first language or for those who had special needs because of visual and/or hearing impairment.



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

That the Chief Customer Services Officer moves towards a commissioning model for the actual interpreting and translation service whilst maintaining and extending a client function through CITU.

### **Link:**

Corporate Priority

- We will improve the whole customer service experience from beginning to end

### **Our other recommendations included:**

- The development of guidance for all departments on how to produce large print documents to enable this type of work to be done direct rather than through the Braille and Large Print Unit.
- The development of a policy on the charges to be made for non-Council business undertaken by the Braille and Large Print Unit, and where there are any other requests.
- taking steps to ensure that a consistent and explicit policy is developed covering all aspects of interpreting and translation, including meeting spoken language and sensory impairment needs.
- that the Co-ordinator for CITU continue with existing ongoing research into best practice with regard to partnership arrangements through networks such as RITAN.

## ***Inquiry into Information Management in Leeds City Council***

We acknowledged that, within the authority, there was a growing recognition of the importance of progressing effective information management. We agreed to undertake this Inquiry in the belief that improving the standard of information management within the Council will assist the Authority to achieve openness, accountability and accessibility, making it easier to comply with the Modernising Local Government agenda and with legislation, such as the Freedom of Information and the Data Protection Acts.

Links:

Corporate Priority

- We will improve the efficiency and effectiveness of services



*Scrutiny Board (Transforming Services)*

Links:

Corporate Priority

- We will promote and support new ways of working and make the best use of technology to improve the quality and efficiency of services

## ***Inquiry into How the Council Learns Lessons and Develops Best Practice if Contracts Go Wrong***

We are particularly proud that the Council has been awarded Beacon Status in the category of "Delivery of Quality Services through Procurement". However, we took the view that there was always room for improvement in our procurement practices and that one contract going wrong was one too many, particularly where the underlying causes were similar to those experienced on earlier contracts. We were concerned from the evidence presented that there were clearly variations in approaches to project and risk management, and problems occurring with the clarity and understanding of roles and responsibilities.

### **Our main recommendations**

- That departments, Education Leeds and ALMOs with the Chief Procurement Officer continue to develop a corporate approach in order to ensure clarity and understanding of roles and responsibilities and consistency in approaches to project and risk management.
- That the Chief Procurement Officer develops a corporate communication strategy to ensure that greater emphasis is placed on obtaining the views of end users, including Ward Members, when services are being designed and specified in service specifications.

### **Other recommendations included**

- That the Chief Procurement Officer ensures that the initiatives being undertaken in "Delivering Successful Change" incorporate safeguards to manage potential conflict with contractors at an early stage.

## Board's full work programme 2005/06

- Inquiry into Bus Services in Leeds.
- Presentation from the Head of Risk and Emergency Planning on Emergency Planning in Leeds
- Presentations from the Police and Fire Services on emergency planning issues across West Yorkshire and how they work with this Council and other agencies in the event of a major incident
- Inquiry on the Out-of-Hours Service provision in support of the Council's emergency response arrangements
- Inquiry into How the Council Learns and Develops Best Practice If Contracts Go Wrong
- Procurement Strategy 2005/2008.
- Inquiry on Consistent Interpretation and Translation Facilities Across the Council
- Inquiry on Information Management.
- Visited the East Leeds Contact Centre and the Armley and St George's One Stop Centres
- Development of a Communication Strategy
- Annual Report on the Council's Approved List of Contractors
- Customer Strategy 2005 – 2008 – Putting Customers First
- Monitoring of Contractors – Legal Approved List and Procurement Decisions Group (LAPD)
- Extension of contracts and waiver of Council Procedure Rules
- Visit Leeds Society for Deaf and Blind People



*Inquiry into Bus Services in Leeds*



*Scrutiny Board (Transforming Services) Meeting*



*Residents of Scholes attending the Bus Inquiry*



*Civic Hall*



*Inquiry on Interpretation and Translation Facilities*

# Scrutiny Board (Health and Wellbeing)



*Cllr Brenda Lancaster  
Chair of Scrutiny Board  
(Health and Wellbeing)*

## **Membership of the Board:**

Councillor Brenda Lancaster (Chair)  
Councillor Sue Bentley  
Councillor Ruth Feldman  
Councillor Sharon Hamilton  
Councillor Andrea Harrison  
Councillor John Illingworth  
Councillor Josie Jarosz  
Councillor James Lewis  
Councillor Claire Nash  
Councillor Linda Rhodes-Clayton  
Councillor Gerald Wilkinson

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

Eddie Mack – Leeds Voice Health Forum Co-ordinating Group  
Betty Smithson – Leeds PPI Forum City Wide Group  
Joy Fisher – Service Users and Carers Alliance Group

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

I am very pleased to present the 2005/06 annual report of the Scrutiny Board (Health and Wellbeing). This year has seen a change to the Board's remit as all Scrutiny Boards are now aligned to the strategic outcomes within the Council's Corporate Plan. This Board is aligned to the Council's strategic outcome which states that 'at each stage of life, people are able to live healthy, fulfilling lives'. In broadening the remit of the Board, we feel that this has helped to encourage the much needed 'joined up' thinking between the NHS and the local authority.

This year has proved to be extremely busy and challenging for the Board. At the beginning of the municipal year we agreed to carry out three major pieces of work – covering Childhood Obesity, Adult Day Services and Older People's Mental Health Services. However, following a request from Council we also carried out an extensive piece of work investigating the fire safety standards of the Leeds Mental Health Teaching NHS Trust's PFI Buildings. In addition, we have contributed to the new NHS Performance Management process 'Annual Health Check', and considered the proposals to reconfigure Primary Care Trusts, Strategic Health Authorities and NHS Ambulance Trusts across the region. In view of such a heavy workload this year, I would like to sincerely thank my fellow Members of the Board for their commitment and contribution to the work of the Board. In particular, we continue to value the contributions made by our three co-opted members who have represented the views of Leeds Voice, the Service Users and Carers Alliance Group and the Leeds City Wide Forum for Patient and Public Involvement.

Next year also brings exciting challenges to the Board as the formal consultation process for the Making Leeds Better Programme is scheduled for early 2007. This programme clearly involves a substantial variation and development of health services in Leeds and therefore this will be a major piece of work. Following concerns raised about the new Dental Contract, we have also recommended that the new Board conducts an Inquiry into this as a matter of urgency. Finally, I look forward to seeing progress against our latest recommendations, and to the further development of Health Scrutiny in the future.

**Cllr Brenda Lancaster, Chair of Scrutiny Board (Health and Wellbeing)**

## ***Inquiry into the Fire Safety Standards of Leeds Mental Health Teaching NHS Trust PFI Buildings***

Following a request from Council, the Board agreed in October 2005 to consider the fire safety standards of the Leeds Mental Health Teaching NHS Trust's PFI Buildings. During our Inquiry, we did not receive any evidence that suggested that the buildings themselves were unsafe, nor that they contradicted fire regulations. However, we were very concerned to hear evidence about the lack of a consistent approach towards fire safety training for staff within the buildings. In view of the vulnerability of the client group, many patients rely on staff to evacuate them safely in the event of a fire. Fire evacuation procedures are therefore only effective if appropriate training is provided.

As a result of our Inquiry, we acknowledged the complexities surrounding the existing fire safety regulations and guidance for NHS buildings. We strongly believe that there is a lack of a sufficiently comprehensive approach nationally towards designing and implementing fire safety standards within NHS buildings. Importantly, our Inquiry highlighted that there is a lack of an independent inspectorate within the NHS structure to oversee the fire safety issues of an initial build and ongoing implementation and maintenance of fire safety procedures. In response to these issues we exercised our powers under the Health and Social Care Act 2001 and wrote to the Secretary of State for Health to express our concerns. The Trust and Accent (PFI partner) have commissioned a further review on the design, construction and management of the three PFI buildings in respect of fire safety. The findings of this review will be reported back to the Board in July 2006.



*Leeds Mental Health Teaching NHS Trust*

*“Our Inquiry has highlighted a lack of a sufficiently comprehensive approach nationally towards designing and implementing fire safety standards within NHS buildings. There is also a lack of an independent inspectorate within the NHS structure to oversee fire safety issues. We have therefore written to the Secretary of State for Health outlining our concerns and look forward to receiving a response from her on this matter”.*  
*Cllr Brenda Lancaster*

### **Our main recommendations were as follows:**

- *That the Chair of the Scrutiny Board (Health and Wellbeing) writes to the Secretary of State for Health outlining the concerns raised by the Board about the lack of an independent inspectorate overseeing the design and operational elements of NHS buildings in terms of fire safety.*
- *We recommend that, for future Leeds NHS builds (including partnership builds), a clear and transparent process is established to specifically address issues of fire safety for all staff, users and visitors, and that this process is clearly documented.*
- *That the Trust reviews its contractual procedures in relation to the formal handover of new buildings to ensure that agreed specifications have been met.*
- *That the Trust and Accent carry out an audit of staff training immediately and report the findings of this audit to the Trust's Health and Safety Committee for consideration and action.*
- *That an update report on the matter of false alarms within the Trust's three PFI buildings is brought back to the Scrutiny Board (Health and Wellbeing) in 12 months.*

## ***Inquiry into Childhood Obesity Prevention & Management***

At the beginning of the municipal year, we identified childhood obesity as being a key public health issue both nationally and locally and therefore we agreed to carry out an Inquiry into this matter. As a result of our Inquiry, we have come to recognise that obesity is very much a complex condition that has contributing factors on a variety of levels. In view of this, we recognised the need to develop comprehensive and multi-level interventions that can be sustained over the long term. During our Inquiry, we followed the development of a new Leeds Childhood Obesity Strategy. We are pleased to note that the recommendations set out within this Strategy are targeted at addressing many of the concerns raised during

our own Inquiry. Our recommendations therefore focus on the need to raise greater awareness of the issues surrounding childhood obesity and to particularly strengthen the links between the planning agenda and health. Our main recommendations were as follows:

- *That all planners and providers of children and young people's services endorse the recommendations set out within the draft Leeds Childhood Obesity Strategy;*
- *That Children Leeds investigates the opportunities for formal and informal physical recreation and play in different areas of Leeds and varying take up in different social groups;*
- *That a representative from the Council's Development Department becomes a member of the Leeds Childhood Obesity Strategy Group to help strengthen the links between the planning agenda and health.*



*The Board watches the DVD 'Can't Wait to be Healthy – A Plan for Leeds'. Produced with the support of young people, it addresses issues about obesity.*

## ***Adult Day Services Review***

Day services for adults were established under legislation that is now over thirty years old. Whilst such services have evolved over the ensuing period of time, more recent reviews and national guidelines indicate that they need to be modernised further to reflect current needs and customer expectations. In view of this, we agreed to carry out a review of adult day services in Leeds. However, at the time of our Inquiry, we acknowledged that day services were undergoing a major modernisation programme in Leeds and that this was at various stages of development. During our Inquiry, we ensured that the views of service users and carers and the voluntary sector were considered. Overall, we concluded that a modern service should be designed around the needs of the individual, in non-stigmatised settings and where buildings are designed to meet the service requirements. In view of this, our recommendations were as follows:

- *That services should be less about Social Services and more about the Council as a whole, as all departments should be working together in a joined up way. This should be considered further by the Director of Adult Services who should in particular examine the potential of commissioning the Learning and Leisure Department to deliver more extensive city wide support for disabled adults.*
- *The Director of Adult Services should ensure that day services are 'person centred' and help people to achieve their personal objectives, promote independence and enable access to socially inclusive services. This will require that service users are given the opportunity and are empowered to plan and deliver more appropriate services.*
- *That the Council, with its NHS commissioning partners, works effectively with organisations representing the voluntary sector (e.g. Leeds Voice, Voluntary Action Leeds, Volition, the Learning Disability Voluntary Forum etc) to map all voluntary sector day services, and ensures that the potential of the voluntary sector is fully utilised as services are redesigned and developed.*



## ***Inquiry into Older People's Mental Health Services in Leeds***

It is recognised, both nationally and locally, that older people with mental health problems have not benefited from some of the service developments seen in younger adult health services or for those older people without mental illness. Whilst we acknowledge that improvements have been made in recent years to services for older people with mental health problems in Leeds, there was a clear message from key partners during our Inquiry that resources remain tied up to a disproportionate degree in reactive, acute and institutionalised services and that not enough is being targeted at preventative measures. In sharing this frustration with key partners, we are now pleased to note that the current redesign proposals for older people's mental health services in Leeds aim to address this issue. In successfully achieving the Partnerships for Older People Projects (POPP) funding bid in November 2005, we now expect to see this new resource being used to accelerate the whole system redesign needed to carry out the changes required and sustain the vision in the longer term for older people with mental health problems. As a result of our Inquiry we made a number of recommendations. These included the following :

- *That the Risk Assessment and Management Strategy for delivering the POPP Programme in Leeds is brought back to the Scrutiny Board at an appropriate time*
- *That the Leeds PCTs ensure that the Leeds Guidelines for the Diagnosis and Treatment of Depression in Older People is shared with all GPs in Leeds for information and use. Also, details of where GPs can access further information and support on this matter should be made available.*
- *That the Older People's Modernisation Team leads on proactively seeking methods of raising awareness of older people's mental health services in Leeds.*

*"The £4.1 million POPP bid funding is an excellent achievement for Leeds and we would like to congratulate everyone who dedicated their time and effort into producing the bid application.*

*We now expect to see this new resource being used to accelerate the whole system redesign needed to both carry out the changes effectively and sustain the vision in the longer term for older people with mental health problems".*  
*Cllr Brenda Lancaster*

## ***Proposals to reconfigure Renal Services in Leeds***

In March 2006, we considered the proposals of Leeds Teaching Hospitals NHS Trust to reconfigure renal services in Leeds. We heard the views of representatives from the Trust, the Renal Services Strategy Group, Royal College of Nursing, UNISON and the LGI Kidney Patients Association on the proposals. Following concerns raised about the level of consultation carried out with patients and carers, we recommended to the Trust that further consultation is carried out with patients on the proposals and that this is conducted in an open and transparent manner. The Trust accepted our recommendation and therefore we will continue to monitor this matter in the new municipal year.



*The Board considers the proposals to reconfigure Renal Services in Leeds*

## Ensuring a Patient-led NHS - Consultation Process

The NHS is undergoing major organisational changes in line with the Government's vision for a patient-led NHS. In January 2006, the West Yorkshire Strategic Health Authority held a seminar in Bradford to discuss with Scrutiny Members the reconfiguration proposals for Primary Care Trusts, Strategic Health Authorities and NHS Ambulance Trusts in the region.

In March 2006, we considered these proposals in greater detail and provided a response to the West Yorkshire Strategic Health Authority in line with its formal consultation process.



*Members of the Board discuss the NHS reconfiguration proposals at a West Yorkshire Strategic Health Authority Seminar in Bradford*



The formal consultation process for the Making Leeds Better Programme is scheduled for early 2007. This programme clearly involves a substantial variation and development of health services in Leeds and therefore this will be a major piece of work for the Scrutiny Board in the new municipal year.

### The Board's full work programme 2005/06

#### Main Inquiries:

- Inquiry into the Fire Safety Standards of Leeds Mental Health Teaching NHS Trust PFI Buildings
- Inquiry into Older People's Mental Health Services in Leeds
- Adult Day Services Review
- Inquiry into Childhood Obesity Prevention and Management

#### Previous Inquiries – Formal Responses and update reports:

- MRSA Inquiry
- Sexual Health Inquiry
- Delayed Hospital Discharges Inquiry
- Inquiry into Social Services Transport Arrangements
- Inquiry into Recruitment and Retention of Social Services Staff
- Smoking in Public Places Inquiry

#### Other:

- Proposed closure of East Keswick Branch Surgery
- Adaptations Agency – Annual Report and Progress Report
- Leeds Teaching Hospitals NHS Trust – NHS Performance Rating 2004/2005
- NHS Annual Health Check
- NHS Dentistry
- Challenging Age Discrimination Scrutiny Group – Bi-monthly Update Reports
- Leeds Teaching Hospitals NHS Trust – Update on the Trust's Financial Recovery Plans
- Food Safety Service Strategy
- Proposed changes to the configuration of PCTs in Leeds and regional Strategic Health Authorities and NHS Ambulance Trusts
- Proposals on the reconfiguration of Renal Services in Leeds
- Making Leeds Better – Pre-consultation engagement process
- Provision of Services to Deaf and Hard of Hearing people in Leeds

# Scrutiny Board (Thriving Communities)



*Cllr Ralph Pryke  
Chair of Scrutiny Board (Thriving Communities)*

## **The Chair's Summary**

This has been an interesting year for the Scrutiny process. Our traditional alignment to a particular department has been replaced with a more cross cutting approach, aligning to the key priorities of the Council outlined in the Corporate Plan. For the Thriving Communities Board, this has meant our role has been to scrutinise how the Council has progressed towards achieving its strategic outcome that *'All communities are thriving and harmonious places where people are happy to live'*. Our remit has included a number of interesting areas of council work, such as 'narrowing the gap', homelessness, unemployment, decency in homes across all tenures, affordable housing, community cohesion, election issues, the library service and community facilities.

The Board has particularly focused on issues around housing and communities with our main Inquiry into Affordable Housing for Families being linked to work undertaken by the Children and Young People Scrutiny Board. We were particularly keen to discuss the relationship between the success of the city and the resulting affluence and the remaining, if not growing, gap between house prices and the ability of families to afford good quality housing in areas of Leeds. The Board has recognised that this issue has repercussions on the ability of the city to retain the skills and experience of the Leeds workforce and on the ability of communities to remain thriving and vibrant. Further detail on this inquiry is included later in this report.

The Housing Act 2004 has featured in a number of discussions throughout the year, particularly with regard to those elements which have only recently been introduced. We have also considered the ability of the Council to impact on housing across all sectors, from licensing of rental properties, and bringing empty private properties back into use, to limiting development through restrictive covenants, and scrutinising the ALMO arrangements for enforcement of tenancy conditions in council housing.

Tenant involvement has been an important theme in our work this year. We considered the work of the Leeds Tenants Federation in some detail including the relationship with other housing providers. The ALMOs were also included in these discussions about tenant representation.

I would like to thank my fellow Board Members for their hard work throughout the year and the insights that they have brought to each subject we have discussed. I would also like to thank the many witnesses that have contributed to our discussions this year, without whom the varied and detailed reviews could not have taken place.

**Cllr Pryke – Chair of Scrutiny Board (Thriving Communities)**

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

Cllr Ralph Pryke  
Cllr Angela Gabriel  
Cllr Andrew Barker  
Cllr Matthew Lobley  
Cllr Robert Finnigan  
Cllr Graham Hyde  
Cllr Mark Phillips  
Cllr Stuart Bruce  
Cllr David Schofield  
Cllr Mitchell Galdas  
Cllr Mohammed Iqbal

## ***Inquiry into Affordable Housing for Families***

Our main inquiry this year was into Affordable Housing for Families. This followed on from a referral from Scrutiny Board (Children and Young People) after a detailed inquiry into the impact of housing conditions on the welfare of children and young people. They identified a need for greater provision of affordable housing for families in the Leeds area and the Thriving Communities Board examined the issue of provision in greater depth.

Our inquiry focused on the Council's housing stock and lettings policy and the measures being introduced to match provision with need. We discussed how empty properties are dealt with (and the Council's performance in this regard), and provision of affordable homes through Housing Associations. We also considered the ways in which newly built properties can be made available at a lower cost and we have received some detail of the schemes taking place in Leeds. We have acknowledged that this is a complex problem and we have needed to take on board the current market trends, the economic success of the city and the potential for creating a gap between what the housing market is providing and the purchasing power of all sections of the community. This inquiry has highlighted the continuing and vital role of the Council and Housing Associations in managing the social housing stock within the city effectively, meeting the housing needs of a wide range of people, many of whom are key to the city's economic wellbeing.

*Some of our main recommendations were:*

**That the Director of Neighbourhoods and Housing takes forward the proposal to promote moves for people under occupying council tenancies, and also that possible management incentives for ALMOs to sensitively promote the policy are considered.**

**That the Neighbourhoods and Housing department develop stronger links with RSLs, particularly in establishing nomination agreements.**

**That the Affordable Housing Task Group develops further affordable housing schemes in Leeds and takes note of key research findings and best practice being established nationally.**

**That clear criteria for access to affordable housing is developed for all schemes, which emphasise maintenance of local links and prioritise those who have been displaced through regeneration activities.**

**That the department considers the future funding arrangements for the Empty Property Team.**

*"The provision of affordable housing is a national and multi agency issue. We wanted to consider what is being done in Leeds, across a number of sectors, to provide affordable homes for families who might otherwise not be able to stay in our vibrant and successful city."*

*Cllr Pryke – Chair of Scrutiny Board (Thriving Communities)*

### **Radical change urged to boost family homes**

**'Stop cities becoming grey deserts'**

*Yorkshire Post headline*

An interesting aspect of the inquiry was the role of regeneration schemes in some inner areas of the city which are intended to encourage more sustainable communities. The low cost home ownership scheme in Gipton received our particular attention, as did the Golden Triangle Partnership of Leeds, York and Harrogate which aims to provide affordable housing in areas that would normally be beyond the economic reach of many.

We also considered how such schemes are being promoted and the criteria for eligibility for new build affordable housing. These were key themes which emerged during our inquiry.

## **Tenant Involvement**

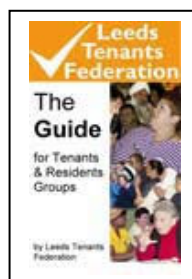
Some of our work this year has focused on tenant involvement. We wanted to scrutinise how tenants are involved in decisions which affect the way that their housing is run. We invited the Leeds Tenants Federation (LTF) and the six Arms Length Management Organisations (ALMOs) in Leeds to a number of our meetings to discuss various aspects of tenant involvement. We were particularly interested in the impact and effectiveness of the LTF and the financial support that it provides to tenants and residents associations across Leeds.

We looked into the criteria for receiving this financial support and the arrangements for the LTF to contribute to discussions with the Neighbourhoods and Housing department at a strategic level.

Our discussions with the ALMOs focused on tenant representation, including consultation and monitoring arrangements and how ALMOs ensured that tenants were consulted thoroughly on issues of interest. This has been a particular issue during the ALMO review and we wished to establish how tenants were being consulted and communicated with. Our main concern was that the review was transparent and that tenants understood the options being considered. We were pleased to discuss these issues with the relevant Executive Board Member, which provided us with a helpful basis for our inquiries.

*"We have taken the issues of tenant consultation and involvement on board this year and have had discussions with ALMOs, the Strategic Landlord and the Leeds Tenants Federation in order to establish how these organisations are working together for the benefit of tenants."*

*Cllr Pryke, Chair of Scrutiny Board (Thriving Communities)*



*LTF publications*

## **Narrowing the Gap**

The Narrowing the Gap agenda is acknowledged as a huge and complex one and we have aimed to stimulate the discussion in terms of how services are contributing. We received detailed information from the Learning and Leisure department on how arts and events, museums and galleries, libraries, parks and countryside and sport and active recreation all contribute to 'narrowing the gap'. We felt that it was an important discussion for the Scrutiny Board to have, particularly as we feel this aim will only be fulfilled if there is deliberate action at all levels of the Council. We noted some principles which appear to be the bedrock of narrowing the gap activity in Learning and Leisure: that many of the services are free at the point of use (or have concessions), that the LeedsCard and Breeze Card offer discounts, that the department aims to consult and engage with communities within areas of greatest identified need along with targeted programmes and that external sources of funding (including Single Regeneration Budget and Neighbourhood Renewal) are aimed at areas of deprivation.

We have begun these discussions this year, but we acknowledge that this is only the beginning of the work which Scrutiny can undertake to examine how Council services are working to 'narrow the gap'. We expect that future Boards will be keen to carry this forward.

## The Board's full work programme 2005/06

- Inquiry into affordable housing for families
- Review of election polling stations and districts
- Departmental performance information
- ALMO performance information
- Restrictive covenants
- Empty properties
- Community centres review
- Community cohesion
- Leeds Tenants Federation and tenant involvement in ALMOs
- National Library Standards and performance of Leeds libraries
- Fitness of private sector housing
- Asylum seekers
- Gypsies and travellers
- Hostel closures
- Area Delivery Plans
- ALMO review
- Local Education Authority inspection report
- ALMO enforcement of tenancy conditions
- Implementation of the Housing Act 2004
- External audit – Review of district partnerships
- External audit – Review of partnership working
- Narrowing the gap

***“All communities are thriving and harmonious places where people are happy to live”***

We will narrow the gap between the most disadvantaged people and the rest of the city

We will reduce unemployment amongst major target groups

We will enhance Leeds' town and district centres and city centre

We will develop strong and positive relationships between people from different backgrounds

We will create a sense of belonging for all communities and encourage active involvement in community life

We will make sure our community facilities meet the needs of local communities now and in the future.



# Scrutiny Board

## (Children and Young People)



*Cllr John Bale  
Chair of Scrutiny Board (Children and Young People)*

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

Councillor John Bale (Chair)	Mr Tony Britten
Councillor Richard Brett	Prof Peter Gosden
Councillor Penny Ewens	Mr Robert Greaves
Councillor Ronald Feldman	Mrs Sue Knights
Councillor Kabeer Hussain	Mr Cluny Macpherson
Councillor Valerie Kendall	Ms Georgia Cooper
Councillor Lisa Mulherin	Ms Celia Foote
Councillor Tom Murray	Mr Paul Gathercole
Councillor Karen Renshaw	Mr Tim Hales
Councillor Brian Selby	Mrs Sandra Hutchinson

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

It has been both a privilege and a challenge to chair the Scrutiny Board (Children and Young People) in its first year: a privilege to work with so many colleagues, both on the Board and as participants in our inquiries, who are genuinely committed to a better future for our children and young people; and a challenge to make the best use of our limited resources trying to focus on a small number of key issues, yet at the same time retaining a broad overview of the world of children's services.

There is further work to be done to improve our capacity to meet these challenges, but I have no doubt about Board Members' commitment and appetite to ensure that scrutiny of this crucial area of the council's responsibilities is carried out effectively.

We have had to be extremely rigorous and focused in our choice of inquiries this year. We undertook four major pieces of work - influenced by a combination of national and local factors - covering the Children Act, secondary achievement, housing conditions and the Specialist Inclusive Learning Centres (SILCs) which have replaced special schools in Leeds.

The Board worked hard, and I believe successfully, to ensure that its work programme crossed the whole range of services to children and young people, and not to fall into the trap of being an education scrutiny board with extra bits added on. We have had quite a strong focus on the needs of looked after children, and have also considered youth justice and the youth service over the course of the year.

We have found the introduction of the "Members' questions" agenda item to be a useful way of developing a positive ongoing dialogue about current topics with senior officers, without the need for detailed work on every issue. This has helped us to manage our work programme more effectively, although we have still required five additional meetings to complete our inquiries. I would like to thank all members of the Board for their commitment to these meetings and the additional work undertaken through working groups and a total of 18 visits. These extra activities play a vital role in presenting a more rounded picture in our inquiry reports, balancing the strategic overview with practical activity on the ground.

A particularly exciting development this year has been the direct involvement of children and young people in our work, ranging from a group of young people who met with councillors to talk about their experiences of secondary education to the Young People's Scrutiny Forum, who carried out their own inquiry into fair-trade in schools. We have also been happy to welcome parents and carers to participate directly in some of our work, notably on the SILCs and the Children Act. This is just a beginning and I look forward to seeing such participation becoming a more regular feature of all our work.

My special thanks are due to the officers whose professionalism and commitment has enabled us to complete what seemed at the outset to be a dauntingly ambitious programme of work.

**Cllr John Bale**  
**Chair of Scrutiny Board (Children and Young People)**



*The Young People's Scrutiny Forum*



*Report of the Young people's Scrutiny Forum*

### ***Fairtrade in Schools***

In November 2005 the Youth Council presented their manifesto to the full Council. The main target was supporting Fairtrade. As a result the Scrutiny Board set up the Young People's Scrutiny Forum to look at ways in which schools could be encouraged to become more involved in Fairtrade. The inquiry was carried out entirely by young people, supported by Scrutiny Unit and youth work staff.

The main recommendations from the Inquiry were:

- That Education Leeds and City Services undertake an awareness raising campaign with schools about changes that can be made within catering contracts;
- That Education Leeds investigates the use of 'sale or return' for Fairtrade vending machines;
- That Education Leeds encourages and supports all schools in putting Fairtrade on the curriculum including undertaking assemblies on Fairtrade
- That schools are encouraged to: consider becoming Fairtrade schools; review their food suppliers; join together to develop Fairtrade ideas; and sell Fairtrade products at school fairs and events.



*Holly Dixon and Simon Dowling presenting the Fairtrade report to Cllr Bale*

*"We would like to thank the City Council for giving us the opportunity to undertake this work and for arranging for us to speak to different people. It has taught us a lot about how the Council works and how young people can play an important role in influencing decisions. It has also been fun."  
 Young People's Scrutiny Forum*



## ***Inquiry into the Specialist Inclusive Learning Centres***

The original trigger for this piece of work was the budgetary and staffing difficulties faced by the North West SILC immediately after it opened in January 2005. The Scrutiny Board (Lifelong Learning) carried out some initial scrutiny in this area in April and May 2005, but recommended that a fuller inquiry should be undertaken in the autumn, focusing on any lessons to be learned from how the process of transition from three special schools to one SILC was managed.

One of the strong messages coming from this early scrutiny was the high financial cost of the SILC partnership approach. Therefore, in agreeing to take up this suggested area of scrutiny, the Board decided to look not just at the lessons to be learned from the establishment of the North West SILC, but also at the long-term sustainability of the SILC policy in Leeds.

The Board's Inquiry took place over four sessions, with over forty witnesses giving evidence at Board meetings. In addition, members carried out eight visits to SILCs and partnership schools and received a large number of written submissions from various stakeholders.

Our main recommendations were

- That the funding model be reviewed
- That further analysis of projected pupil numbers be carried out
- That consideration be given to the location of SILC units on mainstream sites as a future accommodation model
- The need for better information for, and communication with, parents and other professionals
- That the number and location of SILC partnerships with mainstream schools be reviewed
- That change management needs to be adequately resourced
- That the North West SILC receives ongoing support from Education Leeds

*“Education Leeds sees the scrutiny inquiry as an essential element of the work of revising and updating the special educational needs and inclusion policy. The proposed timetable is perfect and should help us to refine and develop the policy for submission to Executive Board early next year.”*

Chris Edwards, Chief Executive, Education Leeds



Participating in the Board's discussions on the SILC Inquiry



The South SILC

## **Secondary Achievement**

Below average levels of achievement at secondary level has been a key issue for the education service in Leeds for a number of years, and was again highlighted last year by Ofsted in their reinspection of the LEA. The Scrutiny Board therefore decided it was timely to undertake an inquiry into secondary achievement. We focused on attainment at 16, in order to keep our inquiry manageable, but we were adamant that we wanted to look at achievement for all, and not make judgements based on the national mantra of 5\*A-C GCSEs. This was another inquiry which included a number of visits, to see good practice in schools.

Our main recommendations were

- That more work placements are sought, including holding an employer awareness event
- That Education Leeds considers whether it would be more beneficial to co-ordinate the work placement programme locally
- That the Board receives further information about the future funding of vocational and practical learning programmes
- That Education Leeds ensures that secondary schools receive timely information on pupils transferring from primary schools
- That a 'transfer entitlement' is developed for pupils and parents



*Cockburn College of Arts*



*Young people from the Theatre for Change project talk to Board Members about their experience of secondary education*

## **Implementing the Children Act in Leeds**

Our work on the Children Act was organised around three themes:

- Structure – the council's officer and member arrangements for delivering children's services
- Involvement – how children and young people, their parents and carers are involved in the policy development and decision making process
- Culture – how the new multi-agency delivery of children's services is developing on the ground

In this instance we issued two formal reports. The first, interim, report dealt with structural issues and the second report covered the other two aspects of the inquiry.

Our main recommendations were

- That the Chief Executive reviews the Executive Member structure in relation to Children's Services, and shares his findings with all Councillors
- That a more systematic approach is taken to considering the impact of policies on children and young people at an early stage
- That the new consultation and engagement strategy being developed by the council includes the routine involvement of children and young people and their parents and carers
- That the Scrutiny Board continues to monitor progress in implementing the Children Act

### ***The impact of housing conditions on the welfare of children and young people***

We decided to undertake some work on housing conditions, in recognition that our role should not be limited to just those services whose obvious main focus was on children and young people. We quickly identified a strong concern about inadequate levels of affordable family housing in the city, and as a result, we asked the Scrutiny Board (Thriving Communities) to take up this issue in more depth, due to their expertise in this area.

Our main recommendations were:

- That Neighbourhoods and Housing take a more strategic approach to the supply of affordable family housing
- To promote moves for people under occupying council tenancies
- To improve the tracking of children and young people in vulnerable housing situations
- To look at ways in which the allocation policy can support split families
- That the Development department develops a more strategic approach to affordable family accommodation
- That all major housing developments include provision or funding for affordable housing

*“It is important to look at how housing allocation can be to the benefit and security of children and young people. This is a substantial subject and I hope that the scope of the inquiry is kept within a manageable size to achieve tangible recommendations.”*

Councillor J L Carter, Executive Member for Neighbourhoods & Housing



*Members of Newcastle's Scrutiny Commission visit to discuss scrutiny of services for looked after children*

### **The Board's full work programme 2005/06**

#### Main Inquiries

Specialist Inclusive Learning Centres

Implementing the Children Act in Leeds

Secondary Achievement

Impact of Housing conditions on the welfare of children and young people

Fairtrade (conducted by the Young People's Scrutiny Forum)

#### Outstanding Inquiries from 2004/05 completed in 2005/06

Extended Schools

Looked After Children

School Places

#### Performance Management and Monitoring

Education Leeds contract monitoring

Monitoring Framework for support to looked after children

Performance Management information

Post Inspection Action Plan for Leeds Youth Service

Education Post Inspection Action Plan

Action Plan in response to the Behaviour Support Inquiry

#### Budget and Policy Framework

Youth Justice Plan

Children and Young People's Plan

#### Other

Transfer from primary to secondary school

Recruitment, Retention and Workload of Children's Social Workers

# Scrutiny Board

## (Environment and Community Safety)



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

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

Cllr Barry Anderson (Chair)  
Cllr Suzi Armitage  
Cllr Gareth Beevers  
Cllr Graham Kirkland  
Cllr Richard Lewis  
Cllr Alison Lowe  
Cllr James Monaghan  
Cllr Rachel Procter  
Cllr Ralph Pryke  
Cllr Mohamed Rafique  
Cllr Frank Robinson

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

This year has been an interesting learning curve for all those involved in the Scrutiny process. We have established the relationship between Scrutiny and the Council's key priorities outlined in the Corporate Plan, which for the Environment and Community Safety Scrutiny Board has involved broader thinking and working across departmental boundaries. The remit of this Scrutiny Board this year has been aligned to the Council's strategic outcome that 'all neighbourhoods are safe, clean, green and well maintained' and throughout the year we have maintained our focus on this part of the Corporate Plan. This has involved the Board tackling some major service priorities such as anti-social behaviour, based in Neighbourhoods and Housing and waste management, based in City Services. We have also examined the strategic approach to green and open spaces by receiving the various strategies being produced by the Learning and Leisure department. This approach has strengthened our ability to examine cross cutting issues and whilst this has at times been challenging, we have been able to influence Council services and policies at a more strategic level and establish a relationship with the relevant Corporate Priority Board.

As well as receiving performance, budget and service delivery information, we have conducted three major inquiries this year: an Inquiry into the Council's Waste Solution; an Inquiry into the Streetscene Grounds Maintenance Contract; and an Inquiry into Anti-social Behaviour Interventions. Our choice of topics was influenced by Members' concerns and the concerns of the public on some issues, especially in relation to Anti-social Behaviour and the Streetscene Grounds Maintenance Contract.

We have particularly focused on widening our contact with stakeholders during the Inquiries. We spent time with young people discussing their views on anti-social behaviour and we have spoken to local environmental groups regarding how we deal with waste as a city – this approach has given us new and varied insights into a number of issues.

Finally, I would like to thank my fellow Board Members for their hard work and the time they have committed to the Scrutiny Board this year. I would also like to thank those who have contributed to our programme of work, particularly those people external to the Council who have been willing to share in our discussions.

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

## ***Inquiry into Anti-Social Behaviour Interventions***

Anti-social behaviour is an issue which has been prominent in the news in the last few years. This coverage seems to have particularly focused on young people and therefore our inquiry focused on this age group. Our question was, how do the Authority and its partners tackle the underlying causes of anti-social behaviour and put preventative measures in place. We consulted with a wide range of service providers across the Council and, importantly, we spent time with a group of young people at the receiving end of various mechanisms employed in response to anti-social behaviour. This gave us an important insight into perceptions and needs of various groups of people and our conclusions and recommendations have reflected this.

Whilst we reminded ourselves of the Anti-social Behaviour Order mechanism, the thrust of our inquiry was the opportunity the Council and its partners have to discourage anti-social behaviour and tackle the underlying causes of anti-social behaviour. We discussed in detail the innovative approaches being employed by a number of Council departments, particularly the schemes in place to work alongside young people in positive ways.



One of the collages that came out of the workshop some young people ran for us.

“This inquiry gave us a unique opportunity to interact with young people at the receiving end of the Council’s policies. Not only did we discuss local democracy and intergenerational relationships – we had a lot of fun too!”  
Cllr Anderson – Chair

Our challenge during the inquiry was to balance the need to protect the wider community from distressing and intimidating behaviour with the need to understand varying levels of tolerance and the misconceptions that are widely circulated, particularly between different generations. We took as our foundation the definition of anti-social behaviour as; *‘Behaviour that causes or is likely to cause harassment, alarm or distress to one or more persons not in the same household’*.

We agreed that the capacity for diversionary, supportive and preventative measures is key, and should be maximised. Our key message was that there are a range of measures to deal with anti-social behaviour and ASBOs should only be used when other interventions have not been successful.

### **Our main recommendations were:**

That the Neighbourhoods and Housing department consider how other measures are utilised before ASBOs are put in place in order to preserve the ASBO as a measure of last resort, in most cases. We also recommend that ASBOs are not used routinely in circumstances involving domestic violence or where there are mental health issues.

That the Director of Children’s Services and the Anti-Social Behaviour Unit consider and review the implications of the Children Act with regard to anti-social behaviour measures, and update the appropriate Scrutiny Board of any issues arising.

That consideration is given to the provision of additional PCSOs and Neighbourhood Wardens throughout the city to support the various strategies for tackling anti-social behaviour.

*This inquiry is linked to activities described in the **Council Plan 2005-06** which states that this year, the Council will ‘reduce anti-social behaviour and improve the local environment through a combination of early intervention, diversion and enforcement, using targeted multi-agency intervention programmes across the city’.*

## ***Inquiry into the Council's Waste Solution***

This inquiry focused on the Council's decisions around providing a Waste Solution for the city's municipal waste over the next thirty years. We particularly focused on recovery technology and meeting targets for the diversion of biodegradable and recyclable waste from landfill, and our concern was how the Council would avoid the potentially large financial penalties for exceeding landfill quotas. The inquiry aimed to consider the Council's technical options for the sorting and disposal of waste and to discuss the various elements of the waste management process and how each could be provided. The inquiry also considered how the Council could divert waste from landfill, particularly with regard to meeting the targets set within the Landfill Directive and Waste and Emissions Trading Act.

Since starting the inquiry, ideas have formed into proposals and the Executive Board has received information on a potential sustainable energy and resource park. This is something we recognise as potentially bringing economic and environmental benefits to the area of Leeds in which it is sited.

Whilst we have expressed some reservations throughout the inquiry, we have agreed that the most viable option for the Council is a combination of materials recycling and energy from waste. We stress throughout our comments and recommendations that consultation, education and Member involvement at ward level is the key to any project. We have been acutely aware that issues relating to collection and disposal of waste are high profile and impact directly on the residents of the city – our main message to the department is to prepare carefully and undertake as much public and Member consultation as possible.

"This inquiry is welcomed and will support the decisions which need to be taken in order to develop a long term waste solution for the city."

*Randal Brown, Director City Services*



*We met with Leeds Organic Growers during the Waste Solution Inquiry*



### **Some of our main recommendations were:**

That the department undertakes an analysis of the amount of waste required to ensure the Energy from Waste Plant is sustainable. We recommend that this does not affect recycling targets.

That the department considers the relationship between the waste solution and the Integrated Waste Strategy and ensure that there is scope for future consideration of the Council's role in dealing with all the city's waste.

That when the specification is agreed, consideration be given to potential future capacity, to allow for the possibility, for example, for a contribution to a regional waste strategy.

That full public debate takes place regarding the potential sites and that Ward Members are included in this at an early stage.

That the department considers the ways in which social enterprises and community based composting schemes can contribute to the waste management process and in particular contributing to educational initiatives.

### The Board's full work programme 2005/06

- Inquiry into Anti-social Behaviour Interventions
- Evaluation of Police Community Support Officers
- Closure of Public Rights of Way for the Purposes of Crime Prevention
- Road Safety Issues and Reduction of Adult Road Casualties
- Streetlighting Private Finance Initiative
- Inquiry into the Streetscene Grounds Maintenance Contract
- Parks and Green Space Strategy
- Allotments Strategy
- Fixed Play Strategy
- Urban Forest Strategy
- Sports Pitch Strategy
- Inquiry into the Council's Waste Solution
- Contaminated Land
- School Travel Plans
- Performance Information
- Use of Section 106 Money
- Monitoring of recommendations made previously
- Budget information



“The Scrutiny Board’s contribution to the Council’s strategic aims is where our focus should be, helping to drive forward long term strategies and providing a critical eye on the cross cutting nature of our corporate priorities. In the final analysis, however, this should be borne out in the excellence of the delivery of the everyday services which the residents of Leeds need and value.”

*Cllr Barry Anderson, Chair of Scrutiny Board  
(Environment and Community Safety)*

# Supporting Scrutiny

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

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

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

This information can be found in the Constitution.

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

The Unit is increasing its regional role, developing links with other authorities, particularly through the Health Scrutiny function and has also worked closely with the Centre for Public Scrutiny and the Improvement and Development Agency in developing the scrutiny function and establishing good practice.

Historically the various teams which make up Democratic Services have surveyed Members' opinions individually as part of our commitment to continuously improve the services we provide.

This year we have produced and distributed a combined Democratic Services questionnaire.

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

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



# Survey Results

Each year as part of our commitment to continuously improve, Scrutiny Support surveys Members' opinions of the services we provide. This year, as part of a departmental drive to improve communication, and in response to Members' comments last year with regard to the number of questionnaires they were asked to fill in, we produced and distributed a combined 'Democratic Services' questionnaire. This included a number of questions relating to services the Scrutiny Support Unit provide.

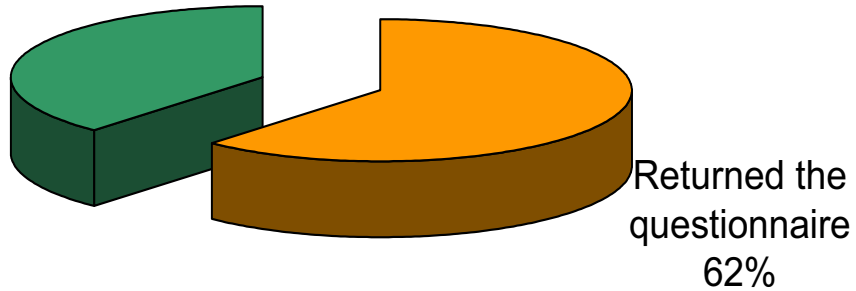
We received an excellent response to the survey with 62% of Members completing a questionnaire. Overall, we were very pleased with the results which show a very high level of satisfaction with the services we provide.

The specific issues which were raised in response to the questionnaire will be dealt with individually or fed into the Scrutiny Support and/or Democratic Services improvement planning process as appropriate.

Many thanks to everybody who filled in a questionnaire. The results are on the following pages.

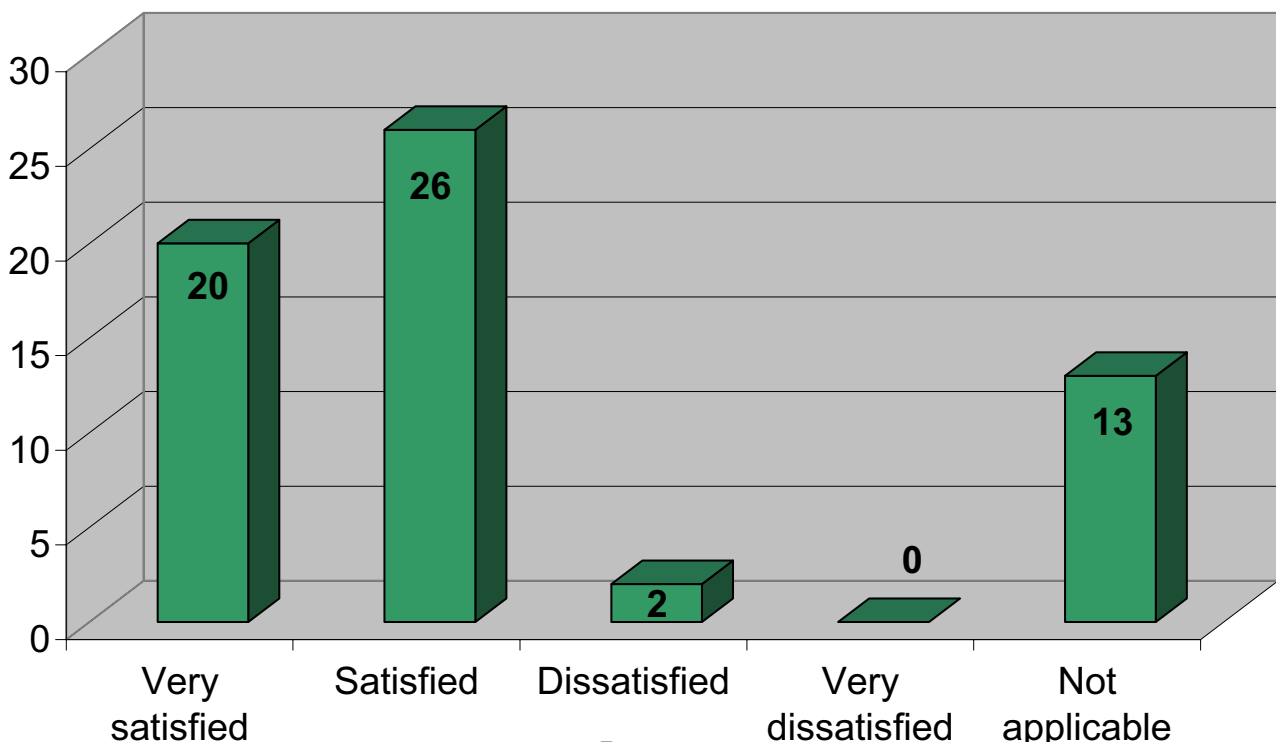
**62%** of Members returned the questionnaire

Did not return the questionnaire  
38%

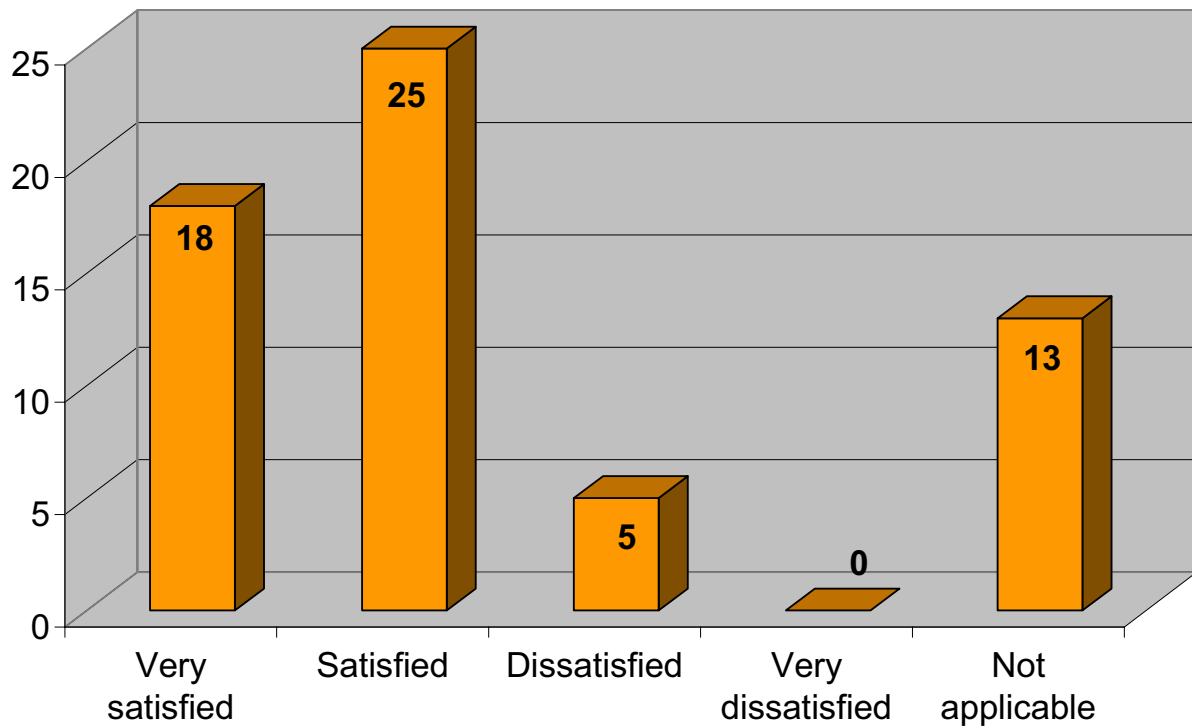


**96%** of Members were satisfied with scrutiny staff overall

How satisfied are you with the quality of support provided by scrutiny support staff overall?



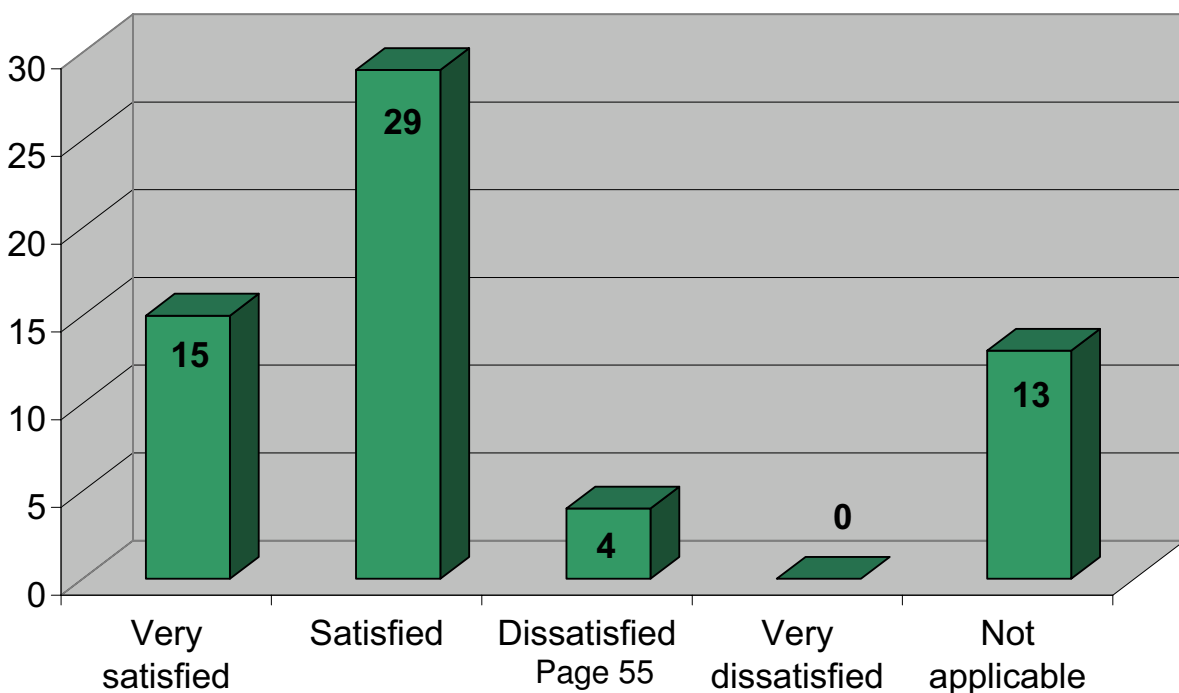
### How satisfied are you with the quality of final inquiry reports?



**90%** of Members were satisfied with the quality of final inquiry reports

**92%** of Members were satisfied with the collation and presentation of evidence

### How satisfied are you with the collation and presentation of evidence?



# Development of Overview and Scrutiny

The Office of the Deputy Prime Minister states:

*“To achieve enhanced accountability and transparency of the decision making process, effective overview and scrutiny is essential. Overview and scrutiny committees are the key element of executive arrangements. Their role should, therefore, include both:*

- *Developing and reviewing policy; and*
- *Holding the executive to account.”*

Whilst members of Overview and Scrutiny Committee agree wholeheartedly with these words, it is no surprise, given the relatively short period of time since the introduction of the Scrutiny system compared to the time in which the committee system was operating, that Scrutiny is still working towards achieving its full potential. Since 2000 the Council has striven to identify pitfalls or risks which have hindered the development of Scrutiny and to come up with practical solutions to promote continuous improvements. Nevertheless we are aware that as a maturing process new issues will constantly emerge which require addressing. Some of these are a result of new service delivery arrangements, for example Overview and Scrutiny’s relationship with Area Committees and the developing Local Area Agreements. Others are the result of conflicting definitions of Overview and Scrutiny, busy work programmes and a natural tension between the Executive and Scrutiny.

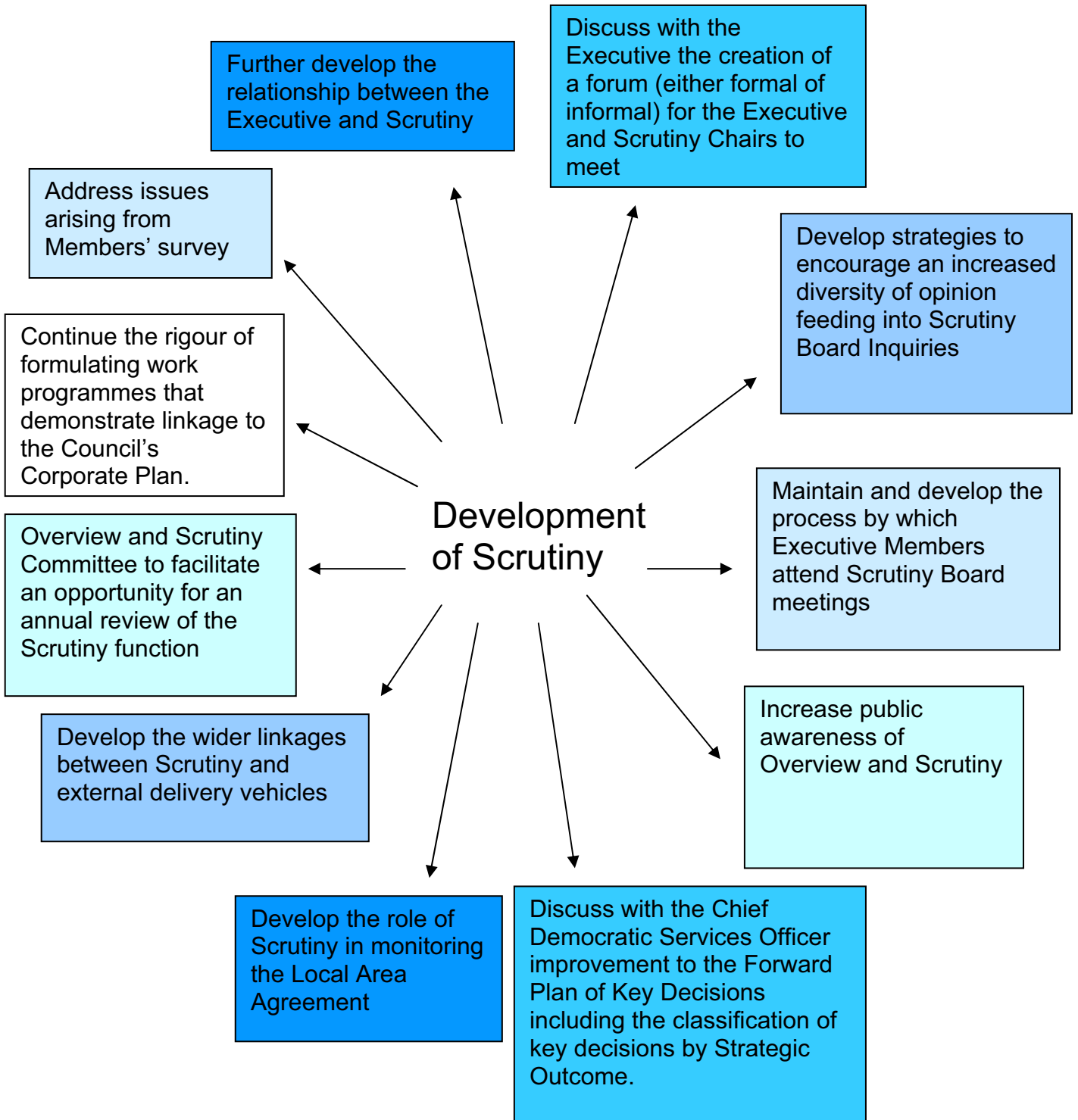
This year as in previous years we have seen a number of issues emerge. Some operational issues have been dealt with as and when they have arisen, for example our reaffirmation of support for the current Call In arrangements and suggested changes to the presentation of final reports.

Other issues however are more substantial and these relate to dialogue and engagement between the Executive Board and Scrutiny. Scrutiny needs to be seen by Members and officers as a legitimate and valuable function and a role that ultimately has parity of esteem with the Executive.

To help us crystallise our thoughts about this and other issues facing Scrutiny we asked the I&DeA and an accredited Member peer to facilitate an evaluation workshop. The remit for the session was to *discuss and demonstrate achievements, identify areas for improvement, and highlight potential barriers to the improvement of Scrutiny at Leeds City Council.*

Arising from that session Members of Overview and Scrutiny Committee and Scrutiny Chairs have agreed an Action Plan of areas for improvement, our overriding priority being the further development of the relationship between Scrutiny and the Executive. We have also identified those actions to be taken to address issues arising from the survey.

# Action Plan



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

Guide to Scrutiny – comprehensive publication

Information Leaflets:

Guide to Scrutiny – officers

Guide to Scrutiny – Members

Guide to Scrutiny – external witnesses

Final Reports issued in 2005/06:

- Adult Day Services Review
- Affordable Housing
- Anti-Social Behaviour Interventions
- Childhood Obesity Prevention and Management
- Contract Management
- Energy and Water Management
- Extended Schools
- Fairtrade in Schools
- Fire Safety Standards of Leeds Mental Health Teaching NHS Trust's PFI Buildings
- Implementing the Children Act - Interim Report
- Implementing the Children Act
- The Impact of Housing Conditions on the Welfare of Children and Young People
- Looked After Children
- Older People's Mental Health Services in Leeds
- Out of Hours Service
- Procedures and Consultation Arrangements for Bus companies changing timetables and routes
- Recruitment, Retention and Workload of Children's Social Workers
- Safety Well being and Attendance
- Secondary Achievement
- School Places
- Scrutiny of the Financial Plan
- Specialist Inclusive Learning Centres
- Streetscene Grounds Maintenance Contract
- Translation Services
- Waste Solutions
- Flooding in Leeds
- Workforce Planning
- Avoiding Alcohol Misuse

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

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

### ***Contact details***

**Tel.** Peter Marrington Head of Scrutiny Support and Member Development  
0113 39 51151  
**e-mail:** [peter.marrington@leeds.gov.uk](mailto:peter.marrington@leeds.gov.uk)  
**General e-mail address:** [scrutiny@leeds.gov.uk](mailto:scrutiny@leeds.gov.uk)

This page is intentionally left blank





---

**Report of the Director of Legal and Democratic Services**

**Council**

**Date: 21<sup>st</sup> June 2006**

**Subject: Appointments**

---

**Electoral Wards Affected:**

**Specific Implications For:**

Ethnic minorities

Women

Disabled people

Narrowing the Gap

---

**1.0 Appointments following the Annual Meeting**

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

1.2 Relevant Party Whips have allocated seats as follows:

Councillors Castle and Wilkinson to the Scrutiny Board (Leisure)

Councillors Latty, Lobley and Millard to the Scrutiny Board (Development)

Councillor Phillips to the Scrutiny Board (Neighbourhoods and Housing)

Councillors Castle, Robinson and Wilkinson to the Licensing Committee

Councillor Monaghan to the Plans Panel (East)

Councillors Castle, M Hamilton and Latty to the Plans Panel (West)

Councillor Wilkinson to the West Yorkshire Fire and Rescue Authority

Councillor Fox to the West Yorkshire Pension Fund Joint Advisory Group and to the West Yorkshire Pension Fund Investment Panel

Councillors Anderson and W Hyde to the Board of Leeds Bradford International Airport

## **2.0 Appointment of Parish Member to Standards Committee**

- 2.1 In accordance with Section 55 of the Local Government Act 2000, the membership of the Standards Committee must include at least one member of any of the parish councils for which Leeds City Council is responsible – that is, which are wholly or mainly in the authority's area. Currently Article 9 of the Council's constitution provides that the Committee's membership includes one Parish Member. There is also a reserve Parish Member.
- 2.2 The term of office for the current Parish Member (Councillor Mrs Pat Walker) is due to expire on 22<sup>nd</sup> August 2006. At their meeting on 8<sup>th</sup> June 2006, the Standards Committee resolved to recommend Council to appoint Councillor Mrs Walker as the Parish Member for a further term of three years.

## **3.0 Recommendations**

3.1 Council are recommended to:

- note the appointments referred to in paragraph 1.2;
- appoint Councillor Mrs Walker as the Parish Member for a further term of three years.



---

## Report of the Chief Democratic Services Officer

### Council

Date: 21<sup>st</sup> June 2006

Subject: Councillor R Procter – Attendance at Meetings

---

**Electoral Wards Affected:**

**Specific Implications For:**

Ethnic minorities

Women

Disabled people

Narrowing the Gap

---

### 1.0 Purpose Of This Report

1.1 To seek authorisation of the Council to the absence of Councillor R Procter from meetings of the authority for up to six consecutive months.

### 2.0 Information

2.1 Section 85 (1) of the Local Government Act 1972 makes provision in relation to member attendance at meetings. It provides that if a member fails to attend qualifying meetings for a period of 6 consecutive months from the date of their last attendance, they shall cease to be a member of the authority unless, before the expiry of that period, the authority has approved such non attendance

2.2 Members will be aware that Councillor R Procter is pregnant with a birth expected mid July. Her last attendance at a meeting of the authority was at the Annual meeting on 22<sup>nd</sup> May 2006.

### 3.0 Matter for Consideration

3.1 Councillor R Procter's party whip has requested that Council approve her absence from meetings of the authority for a period of 6 months for maternity reasons. Councillor R Procter's only committee membership is to the appropriate Area Committee.

### 4.0 Recommendations

4.1 That approval be given to the absence of Councillor R Procter from meetings of the authority for a period of six months from the Annual meeting.

This page is intentionally left blank



---

**Report of the Chief Officer (Executive Support)**

**Full Council**

**Date: 21<sup>st</sup> June 2006**

**Subject: The Council Plan 2006/07**

---

**Electoral wards affected:**

**Specific implications for:**

Ethnic minorities

Women

Disabled people

Narrowing the gap

---

**Executive Summary**

The report seeks the approval of Full Council with regard to the publication of the council's Best Value Performance Plan – the Council Plan 2006/07. The plan provides the first annual progress report on the council's Corporate Plan (2005 – 2008) and sets out what the council intends to achieve against our corporate priorities over the course of the twelve months ending March 2007. The plan also reports against both statutory and local performance indicators for the year ending 31 March 2006.

**Background information**

1.1 Under Section 6 of the Local Government Act 1999 the Council is required to publish an annual performance plan by 30 June each year. All authorities categorised in CPA as 'Excellent' and 'Good' must include the following items in their Performance Plan:

(a) Details of performance:

- outturn performance over the past year on all Best Value Performance Indicators (BVPIs)<sup>1</sup>
- targets for the current year and subsequent 2 years for all BVPIs.

(b) A brief statement on contracts. The authority should state and certify that all individual contracts awarded during the past year which involve a transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

1.2 The council chooses to comply with this statutory requirement through the publication of the Council Plan, which is prepared by officers from across the council.

---

<sup>1</sup> For plans published by June 2005, the reference to 'past year' relates to 2004/05

- 1.3 This year's Council Plan will be the first annual progress report of the council's Corporate Plan (2005-2008), highlighting what the council has achieved. The 2006/07 Council Plan will also set out what the council aims to achieve against the corporate priorities over the next twelve months.
- 1.4 The nature of the Council Plan is such that work will continue to refine the information it contains, right up to the statutory deadline of 30 June 2006. Therefore, whilst Members have a substantially complete document, Members are asked to authorise the Executive to update and complete the plan with any outstanding information prior to its publication on 30 June 2006.
- 1.5 The final version of the plan will be available on the council's Internet site on the 30 June in line with statutory guidance. Published copies of the plan will be available in August following publication. Members of Executive Board will receive the full and final plan at their meeting in July.

## **2 In Year Amendments**

- 2.1 The Local Authorities (Functions and Responsibilities) (England) Regulations 2000, provide that any modification to any plan or strategy which comprises the council's Budget and Policy Framework must be approved or adopted by Full Council unless at the time of approving the plan or strategy, the Council has delegated freedom to the Executive to make any necessary "in-year" modifications.
- 2.2 The guidance suggests that the Council should, at the same time as approving or adopting the relevant plan or strategy; agree which elements of it the Executive will have the freedom to amend. However, non-urgent decisions which are contrary to the plans or strategies agreed by Full Council must be taken by the Full Council.
- 2.3 If the Executive makes any such modifications to any plan or strategy which comprises the Council's Budget and Policy Framework, then these modifications should be reported to Full Council at the next available Council meeting.
- 2.4 It is, therefore, proposed to recommend to Full Council that the Executive be authorised to make any necessary "in year" amendments in the light of experience gained in implementing the Plan and these changes be reported retrospectively to Full Council.

## **3 Implications for council policy and governance**

- 3.1 The following paragraph is included in the council's Corporate Governance Statement:

*The council has a statutory responsibility to produce an annual report containing Best Value Performance Indicator information – The Best Value Performance Plan by 30<sup>th</sup> June. The council chooses to comply with this statutory requirement through the publication of the Council Plan. The BVPIs are subject to independent verification by the council's appointed auditors; any amendments to the BVPI information following verification will be published as an addendum at a later date, this information will also be available on the council's internet site.*

## **4 Legal and resource implications**

- 4.1 The council has a statutory responsibility to produce an annual report containing Best Value Performance Indicator information – The Best Value Performance Plan by 30<sup>th</sup> June.
- 4.2 Financial resources required for the publication of the Council Plan are budgeted for within the council's revenue budget.

## **5 RECOMMENDATIONS**

- Approve the Council Plan to allow publication by 30 June 2006;
- Authorise the Chief Executive to update and complete the Council Plan with any outstanding information prior to its publication on 30 June 2006; and
- Authorise the Executive to make any necessary in-year amendments to the Council Plan subject to the amendments being reported to the next available Council meeting.

This page is intentionally left blank



# **The Council Plan 2006-2007**

## Useful Information

For enquiries about the Council Plan please:

E-mail: councilplan@leeds.gov.uk or telephone: 0113 224 3462

Visit our website www.leeds.gov.uk for more information on council services, departments, plans and reports.

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

This publication can also be made available in braille or audio cassette. Please call: 0113 2243462

If you do not speak English and need help in understanding this document, please phone: 0113 22 43462 and state the name of your language.

We will then put you on hold while we contact an interpreter.  
We can assist with any language and there is no charge for interpretation.

(Bengali):-

যদি আপনি ইংরেজিতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে 0113 22 43462 এই নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে অভ্যর্থনা (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

(Chinese):-

凡不懂英語又須協助解釋這份資料者，請致電 0113 22 43462 並說明本身所需語言的名稱。當我們聯絡傳譯斷電話。

(Hindi):-

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद की ज़रूरत है, तो कृपया 0113 22 43462 पर फ़ोन करें और अपनी भाषा का नाम बताएँ। तब हम आपको होल्ड पर रखेंगे। (आपका फ़ोन पर कुछ देर के लिए इंतज़ार करना होगा) और उस दौरान हम किसी इन्टरप्रिटर (दुभाषिए) से संपर्क करेंगे।

(Punjabi):-

ਅਗਰ ਤੁਸੀਂ ਅੰਗਰੇਜ਼ੀ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਇਹ ਲੇਖ ਪੱਤਰ ਸਮਝਣ ਲਈ ਤੁਹਾਨੂੰ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰ ਕੇ 0113 22 43462 'ਤੇ ਟੈਲੀਫ਼ੋਨ ਕਰੋ ਅਤੇ ਅਪਣੀ ਭਾਸ਼ਾ ਦਾ ਨਾਮ ਦੱਸੋ। ਅਸੀਂ ਤੁਹਾਨੂੰ 0113 22 43462 'ਤੇ ਲਈ ਕਰਾਂਗੇ, ਜਦ ਤਕ ਅਸੀਂ ਦੁਭਾਸ਼ੀਏ (Interpreter) ਨਾਲ ਸੰਪਰਕ ਬਣਾਵਾਂਗੇ।

(Urdu):-

اگر آپ انگریزی نہیں بولتے ہیں اور آپ کو یہ دستاویز سمجھنے کیلئے مدد کی ضرورت ہے تو براہ مہربانی اس نمبر 0113 22 43462 پر فون کریں اور ہمیں اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ کو لائن پر ہی انتظار کرنے کیلئے کہیں گے اور خود ترجمان (انٹریپرٹیر) سے رابطہ کریں گے۔

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

### ***A message from the Leadership of the council***

*“In December 2005 the council was assessed for the first time under the new Comprehensive Performance Assessment (CPA) framework, ‘CPA – The Harder Test’, as a four-star council which is ‘improving well’. Four stars is the highest rating possible and shows our commitment to continuously improving our services. We received very positive inspection results for our Children’s Services, Adult Social Care Services and Use of Resources. We also secured our seventh consecutive Beacon Award for ‘Delivering quality services through Procurement’; we are one of only two councils nationally to achieve awards in each of the seven rounds so far.*

*We have continued to direct our resources into the things that local people have told us are their priorities. In 2005/06 we identified £45 million to deal with the backlog of highway works over the next four years; we have continued to improve our educational attainment results, overall in Leeds, the percentage of pupils obtaining 5+ A\*-C GCSEs has risen by 3.4% to 48.7% in 2005; Community safety has continued to be high on the list of council priorities, as crime and the fear of crime are a major concern for many people in Leeds.*

*Over the previous two years Leeds has received over £300m in external funding; this money is going directly to improve outcomes in the key priority areas of education, housing, health (through sports centres) and customer services. This has strengthened our approach to partnership working and has provided opportunities for improvement that would not otherwise have been possible.*

*Since February 2006 the council’s key customer contact service areas have operated from a new corporate contact centre in the city centre. This will see improvements in call handling across all main public lines of the council, and will assist us in transforming the way in which we deliver our services in order to make the customer experience a more positive one.*

*Whilst we are very proud of these achievements we know there is still a lot more that we could do to further improve our services in order to meet the needs of all our citizens, and in March of this year the council and the Local Strategic Partnership, the Leeds Initiative, agreed and signed a three-year Local Area Agreement with the government. The Local Area Agreement will provide a practical ‘joined-up’ approach to specific priorities, which will make a significant contribution to narrowing the gap between the city’s most disadvantaged neighbourhoods and communities and the rest of the city, and at the same time improving services for all our residents”.*

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

***Councillor Andrew Carter***  
***Leader***  
***Conservative Group***

***Councillor David Blackburn***  
***Leader***  
***Green Group***

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

“In April last year the council set down its key priorities for the next three years in its Corporate Plan 2005 – 2008. This latest Council Plan complements the three-year Corporate Plan and sets out, in considerable detail, our achievements against our priorities over the last year, and our priorities for improvement for the next year.

Local government continues to be a demanding environment to work in: recent legislative developments, external assessments, and central government initiatives have required us all to rise to new challenges. During the last twelve months we have achieved many successes, not least our success in becoming a four star authority, but we should not assume that the pace of change will slacken. What we have achieved would not have been possible without the dedication and commitment of the council’s staff who continue to be our most valuable asset, and I would like to express my sincere appreciation to them for all of their hard work. We will continue to strive to deliver the best possible services to the people of Leeds, working with partners to maintain and enhance the city’s growing reputation as a leading regional, national and international centre”.

**Paul Rogerson**  
**Chief Executive**

# Our Values



## Looking After Leeds

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



## Putting Customers First

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



## Treating People Fairly

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



## Valuing Colleagues

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



## CONTENTS

<b>Section 1 - The Council Plan 2006-2007</b>	
<b>Our Improvement Agenda</b>	<b>1</b>
An introduction to Leeds	1
The Policy, Planning and Performance Management Framework	2
Comprehensive Performance Assessment – measuring our success	3
Our Performance Management Framework	5
Working in Partnership	9
Linking Resources to Priorities	11
<b>Our Priorities</b>	<b>13</b>
Changing Leeds : Modernising our Council	13
• People and Culture	14
• Transforming our services	14
All neighbourhoods are safe, clean, green and well maintained	20
All communities are thriving and harmonious places where people are happy to live	28
Our children and young people are healthy, safe and successful	34
At each stage of life people are able to live healthy, fulfilling lives	39
Leeds is a highly competitive, international city	45
<b>Section Two - National and Local Performance Indicators</b>	
Changing Leeds : Modernising our Council	52
All neighbourhoods are safe, clean, green and well maintained	
All communities are thriving and harmonious places where people are happy to live	
Our children and young people are healthy, safe and successful	
At each stage of life people are able to live healthy, fulfilling lives	
Leeds is a highly competitive, international city	
<b>Section Three - Corporate Statements</b>	
Contract of compliance	
<b>Section Four - Useful Information</b>	
Making your views known	
<b>Index</b>	
<b>Glossary</b>	
<b>Your Council Services</b>	

# Section One – Our Improvement Agenda

## An introduction to Leeds

Leeds is the second largest metropolitan local authority in England covering an area of 552 square kilometres. Located near the geographical centre of the UK, Leeds is the regional capital of Yorkshire and the Humber and is home to more than 75 different nationalities.

The council employs approximately 35,000 people, and with an annual budget of over £1,000 million, delivers more than 500 different local authority services to the city of Leeds and its 715,000 residents.

Leeds City Council has 99 councillors, three for each of 33 designated areas of Leeds known as electoral wards. Leeds is represented by eight Members of Parliament (MPs).

We are committed to improving the quality of life in Leeds and want to inspire pride in our city and communities. We believe it is important that local people are involved in the decision-making processes that affect the way our council is run and how local services are delivered.

The council's mission is 'To bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds', and is the driving force behind everything the council does. The council's seven strategic outcomes set out in the Corporate Plan 2005–2008 ensure that council services are focused on what needs to be done to continually improve the quality of life for all the people of Leeds.

The council's priorities are grouped into the strategic outcome themes:

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

In order to achieve these outcomes we also need to make improvements to the way we work. Therefore, within the council we must make sure that:

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

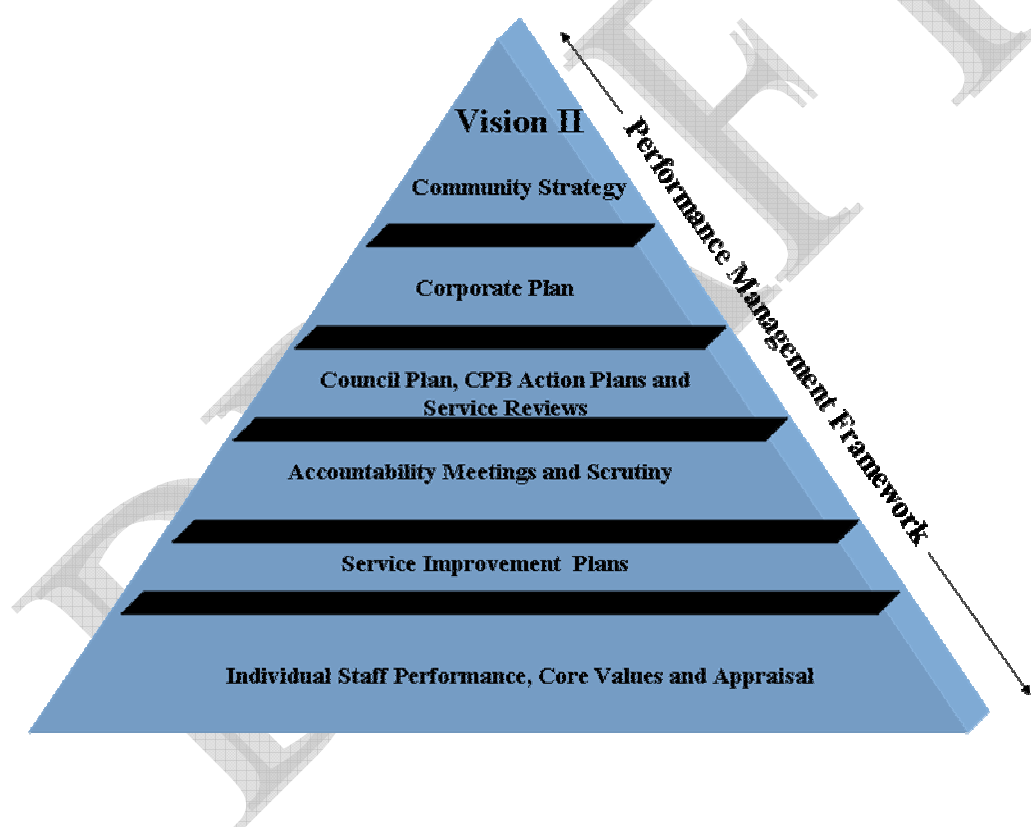
Each year we review and update the key priorities through our Council Plan. This plan is a statutory document, which works as a companion to the Corporate Plan and focuses primarily on how the council's services have performed over the past year, and sets the direction for the year ahead.

## The Policy, Planning and Performance Management Framework

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

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

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



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



## Comprehensive Performance Assessment – measuring our success

**A four star council and improving well** – that’s the independent assessment of Leeds City Council by the Audit Commission announced in December 2005.

In common with all other local authorities, each year the council is subject to an annual assessment by the Audit Commission known as the Comprehensive Performance Assessment – or CPA for short. The council is measured on how well it is delivering and improving services to local people and communities. This year there have been significant changes to the assessment; the assessment is now much harder and the test is more stringent than it used to be. The assessment now uses a system of stars to indicate overall performance, and judges how well the council has improved since last year’s assessment with a direction of travel statement.

Leeds has been judged as one of highest performing authorities in the country and is considered to be improving well. With budgets of around £2 billion, serving a population of approximately three quarters of a million people, the council is the largest single tier authority in the country to be awarded four stars in the December 2005 Comprehensive Performance Assessment, the highest rating available.

A summary of the Audit Commission results from the Comprehensive Performance Assessment is given [overleaf/opposite](#).

The Audit Commission said:

*“This year, Leeds City Council has been assessed for the first time under the new CPA framework. Its assessment is four-star and improving well. The council is making a real difference to the quality of life of citizens in priority neighbourhoods, helping to reduce social exclusion and child poverty.*

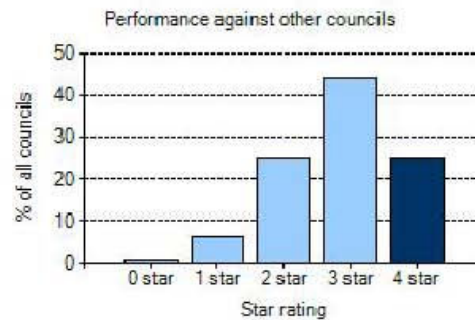
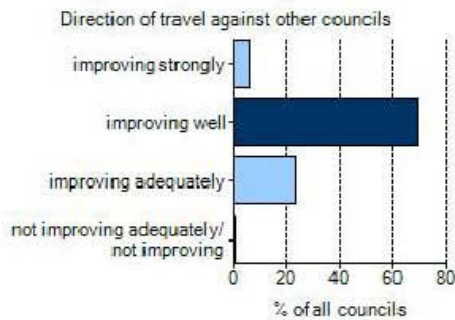
*Overall, services are improving in line with the council's priorities and the council has established good strategies and coherent arrangements to sustain future improvement”.*

## Leeds City Council 2005 scorecard

### Comprehensive Performance Assessment (CPA)

#### Overall performance for this council

This is a council that is **improving well** and demonstrating a **4 star** overall performance.



We reached this overall rating by looking at:

1. How Leeds City Council's main services perform – service performance
2. How Leeds City Council uses its resources – use of resources
3. How Leeds City Council is run – council ability

#### What progress has Leeds City Council made in the last year?

The Council is improving most priority services and is achieving improved outcomes for residents, including those from more deprived communities. The Council is achieving good outcomes for children especially in early years, where it is helping to reduce exclusion and child poverty, although education attainment at secondary level, whilst improving, is still falling short of expectations. Older people are receiving good support to live independently. The Council is having a positive impact on the most deprived neighbourhoods, including those from minority ethnic communities, in areas such as reducing the fear of crime, substance misuse, teenage pregnancy and health improvement. It is monitoring tension within communities and is working with partners to anticipate and minimise the risk. The Council is improving the way it drives performance. Leeds is a low-spend council with relatively low tax, good value for money and high levels of public satisfaction. It has good plans and capacity to secure further improvement. Partnership structures are in place to support the delivery of services at local level, to promote cohesion and to secure regeneration in priority areas.

## Our Performance Management Framework

As a result of our commitment to improving services, the council is continuing to develop its performance management arrangements to ensure that they are more challenging, more transparent, drive continuous improvement in service delivery and will make a visible difference to the people of Leeds.

The council's six Corporate Priority Boards are responsible for ensuring that the council achieves its priorities. Each board has an annual action plan which is monitored on a quarterly basis throughout the year. This is an open and transparent process which involves the council's Corporate Management Team, the Leader of the council, Executive Members and the Overview and Scrutiny Committee Members.

In addition individual services have annual service improvement plans which are monitored internally throughout the year; these provide information on the specific tasks and actions required to achieve the high level priorities and targets set out in the Corporate Priority Board action plans.

The council's performance is also monitored through the annual publication of the Best Value Performance Plan (BVPP), our Council Plan. The performance indicators reported within the plan are subject to inspection by the council's external auditors and we are required to publish its opinion and any recommendations alongside the BVPP. The audit work includes detailed review of our:

- Quality control arrangements used in calculating and reporting national and local performance;
- Target-setting processes; and
- Performance management arrangements.

The emphasis on performance management is becoming increasingly important and critical in terms of demonstrating delivery of outcomes and improvements to services at both a local level and in meeting national government aspirations. As a consequence performance information is required to be robust and is used for a considerable number of audiences, a few examples include planning, national inspections, or reporting to elected members.

In order to ensure our performance data is reliable and robust, from April this year we are introducing a quality assurance methodology which will be embedded council wide. This process is recommended by the Audit Commission.

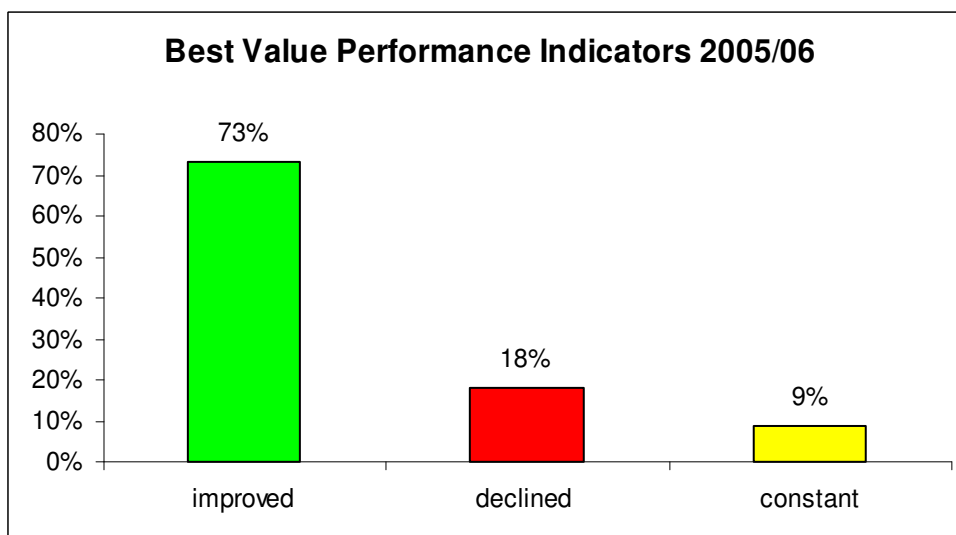
The council also recognises that it is not alone in improving the lives of its residents, and therefore, through the Local Area Agreement, will work towards aligning its performance management arrangements with those of our partners so that a city-wide view of performance can be measured.

The performance information annex in Section Two of this plan sets out in detail the council's current and projected performance against all the statutory Best Value Performance Indicators and the council's Corporate Plan and local indicators.

There are 151 Best Value Performance Indicators which we use to measure our performance against our strategic outcomes. However, of these, information was only available for 93 (62%); this is due to indicators being introduced for the first time in 2005/06 or being amended from previous years, therefore no year-on-year comparisons could be made.

The graph below shows the proportion of Best Value Performance Indicators for which our 2005/06 performance has improved, remained constant or declined compared to our performance in 2004/05. We have:

- Improved our performance on 68 out of 93 indicators (73%);
- Declined in performance on 17 (18%) of indicators; and
- Remained constant on 8 (9%) of indicators.



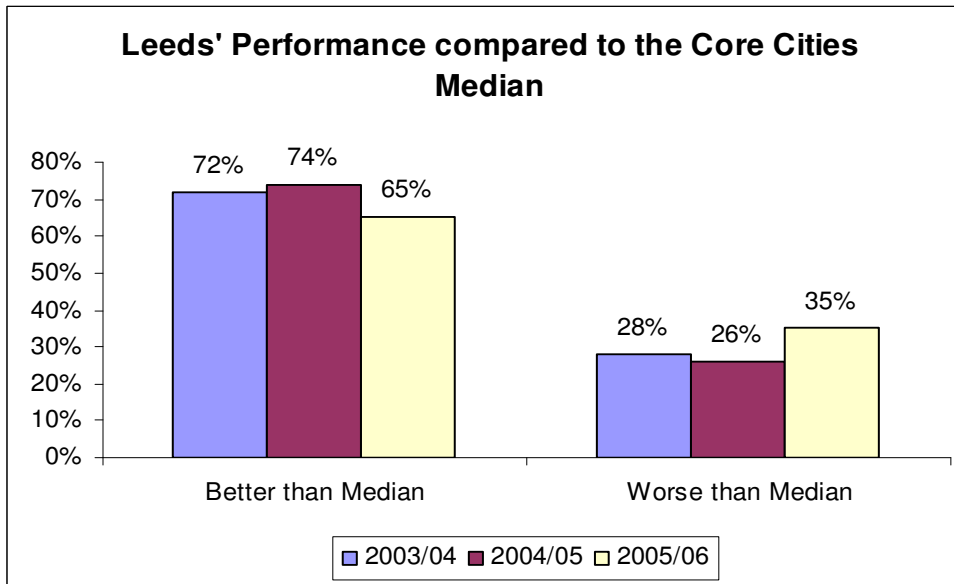
Although the graph indicates that for 18% of the indicators performance has declined, we must acknowledge that the actual decline is only marginal in some areas. However, we will continue to monitor all indicators over the next year to ensure that any significant changes in performance are highlighted through our accountability arrangements to enable early intervention where necessary.

Based on this basket of indicators, the graph above demonstrates that significant performance improvement has taken place in the last year. This picture of overall improvement has been mirrored in the previous three years, albeit against a slightly different basket of indicators designed to map our progress in achieving our previous corporate plan objectives.

We also compare ourselves to seven other large metropolitan authorities that have similar characteristics to Leeds – Birmingham, Bristol, Liverpool, Manchester, Newcastle, Nottingham and Sheffield. These are known as the Core Cities. In 2005/06 we were:

- Better than the Core Cities Median\* on 55 out of 84 indicators (65%)
- Worse than the Core Median\* on 29 out of 84 indicators (35%)

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



Again, this graph shows a good picture of overall performance. Two thirds of our PIs are better than the median for all the core cities. Our new corporate priorities will, however, help us focus on improving the third of PIs which are below the median for all core cities.

We compare our performance with the core city median for 2004/05 where this information is available. Where it isn't we compare our performance with the last available median comparison. Comparative performance for 2005/06 will not be available until Autumn 2006.

In April 2005, year one of the Corporate Plan 2005-2008, the Corporate Priority Boards identified a range of success measures (110 Corporate Plan Indicators) against which delivery of the corporate priorities would be measured. This year we have established a baseline for these indicators. The year-on-year progress against these indicators will be reported in next year's Council Plan; 2005/06 results are detailed in Section Two - The PI Annex.

### **The national floor targets**

In addition to the Corporate Plan targets and Best Value Performance Indicators, we also measure our performance against the national floor targets. Central to the National Strategy for Neighbourhood Renewal is the aim to 'ensure that nobody is seriously disadvantaged by where they live', and to narrow the gap between the poorest areas and the rest.

Neighbourhood Renewal is about improving health, education, jobs, housing and the local environment and reducing crime in the poorest areas. 'Floor targets' are important tools in this process because they:

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

Improving floor target performance is part of the function of the Local Strategic Partnership (LSP). Progress towards floor targets and local targets are measured through the Performance Management Framework which NRF LSPs use to assist with the implementation and evaluation of Local Neighbourhood Renewal Strategies.

The Leeds Neighbourhood Renewal Floor Targets focus on the areas of Crime, Education, Health, Housing, Worklessness and Liveability. From April 2006 progress against these targets will be monitored through the Local Area Agreement.

DRAFT

## WORKING IN PARTNERSHIP

### **The Local Strategic Partnership**

In 2002, the Leeds Initiative became accredited formally by central government as the local strategic partnership for the Leeds district.

Through the Leeds Initiative and its constituent executives, strategy and partnership groups and the district partnerships Leeds already has well-established partnership arrangements.

Having started with an economic focus, the Leeds Initiative has evolved over the years to embrace social and environmental issues and it now represents all aspects of the life of the city and its communities. The community strategy the Vision for Leeds 2004–2020, represents the challenges ahead if Leeds is to reach its overall vision of becoming an internationally competitive European city at the heart of a prosperous region where everyone can enjoy a high quality of life.

The Leeds Initiative retained its 'green light' accreditation from Government Office for Yorkshire and the Humber in 2005, at a time when nationally the picture was one of deteriorating standards. The council takes its community leadership responsibilities seriously and the strength of our partnership arrangements will be further built on through the delivery of the LAA. The council and its partners have continued to make progress on our key priority of Narrowing the Gap. Indeed our 'green light' accreditation was based on our progress in achieving our Floor Targets. Significant improvements have been made for example, in reducing inequalities in the incidence of burglary, educational attainment and coronary heart disease. The introduction of District Partnerships is also further strengthening our approach to tackling some of the more localised yet deeply rooted areas of inequality.

### **District Partnerships**

The five district partnerships set up in 2004 cover the whole Leeds Metropolitan District, except the city centre, and they each share boundaries with the five Primary Care Trusts. 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.

During the previous twelve months the district partnerships have considered how they can bring practical expression to the Vision for Leeds 2004–2020 (the Community Strategy) into local areas, and have prepared district action plans and a city-wide Regeneration Strategy for Leeds. The Regeneration Plan 2005–2008 focuses on the narrowing the gap aims of the Vision for Leeds.

### **Our Local Area Agreement**

In March of this year Leeds City Council and the Local Strategic Partnership, the Leeds Initiative, agreed and signed a three-year Local Area Agreement (LAA) with the government. Local Area Agreements are a new contract between central and local government to deliver the priorities of local people. The aim is to minimise bureaucracy and maximise delivery.

Our LAA reflects actions to strengthen infrastructures at neighbourhood and city-wide levels. It sets out priorities that are dependent on a new relationship between local partners and central government. These priorities include issues where current policy frustrates progress and where new freedoms and flexibilities could liberate thinking and action. Our priorities build on existing plans and strategies in two important ways: They accelerate delivery of key priorities and programmes of change; and develop multi-agency work to deliver a more

lasting impact on the lives of individuals, families and communities facing particular obstacles that prevent them from living lives that are happy, healthy, safe, successful and free from the effects of poverty.

In summary, the LAA provides a unique opportunity to make real progress against our key priorities, and, most importantly, deliver better outcomes for the people of Leeds.

The LAA is structured around four blocks of high level outcomes:

- **Children and Young People**
- **Safer and Stronger Communities**
- **Healthier Communities and Older People**
- **Economic Development and Enterprise**

Two cross-cutting themes of Culture and the Voluntary, Community and Faith Sector are also included within the LAA outcomes.

The detailed action plans required for the delivery of the LAA are being developed. Each LAA outcome will be embedded into existing plans and strategies as appropriate to ensure there is no duplication of effort, whilst at the same time bridging any gaps that previously existed. Partners recognise that to effectively deliver outcomes of the LAA, there will need to be changes to existing ways of working leading to a 'whole system' approach by meeting needs at a local level.

The LAA requires the council and its partners to set targets for achievement over the three years of the agreement; these targets must be set over and above what would normally be achieved and are referred to as 'stretched targets'. In order to 'kick-start' the initiatives required to deliver the targets, the council and its partners has received £1.5 million to be spread across the target areas. At the end of the three years, if the targets have been achieved the council and its partners could receive up to £20 million as a reward, which would be directed to the delivery of local priorities.

<b>LAA Stretched Targets</b>	
To reduce youth offending rates	To improve behaviour and attendance in Leeds secondary schools
To reduce the number of deliberate primary fires	To improve children's health in all Leeds schools
To equip young people with skills for future work and life	To support priority target groups into work and to stay employed
To tackle domestic violence	To reduce homelessness
To tackle burglary	To improve road safety on the roads of Leeds
To improve the street environment	

It is acknowledged that in the first year of delivery progress against the outcomes may be slower than in subsequent years. However, the regular monitoring and reporting arrangements established within the council's performance management framework will ensure that appropriate action is taken, and where necessary, improvements are built into future action plans.

Although this Council Plan does not provide detailed LAA performance information, it is anticipated that in future years the progress against all targets and outcomes within the LAA will be reported and included in the PI annex in Section Two of the plan.



## Linking Resources to Priorities

The Financial Plan is designed to provide a financial strategy to underpin the council's Corporate Plan and covers the three financial years 2005–2008. It sets out a framework for the preparation of the council's annual revenue budget over the planning period by determining how available resources will be allocated between services, whilst also supporting the delivery of council priorities.

The council's approved plan for 2005–2008 set out a methodology for allocating resources to departments taking account of pay, other inflationary pressures, the full year effects of approved developments and support to the council's corporate priorities. The plan was reviewed and updated in November 2005 to reflect recent national and local developments influencing the council's budget over the next few years. In recognising the need to improve the resource prioritisation to the council's key priorities, the updated plan identified the following principles:

- that all spending plans are subjected to rigorous review to ensure that they are aligned to identified need and provide value for money;
- all efforts are made to maximise the availability of external sources of funding;
- all financial plans will continue to be supported with a risk management approach; and
- efficiencies equivalent to at least 2.5% per annum will continue to be generated.

The Financial Plan also proposed that as an ongoing process of reviewing services, a service prioritisation model would be developed and used to inform future reviews of the plan and to underpin the 2008-2011 plan. An initial model has now been developed and work is ongoing to assess the extent to which resources will need to be re-prioritised in the future.

Nevertheless, in addition to £5m support for Corporate priorities provided in the 2005/06 budget, further resources of £5.4m have been identified as part of the 2006/07 budget, and the priority areas are summarised below:

### **Transforming our services: £1,025k**

- £250k for increasing capacity and introducing service improvements in the planning service.
- £120k for improving arrangements for managing knowledge and information to assist service improvement.
- £240k for project management associated with the LIFT PFI scheme.
- £415k for support to realising corporate efficiencies and the management of the Gershon efficiency programme.

### **All neighbourhoods are safe, clean, green and well maintained: £3,989k**

- £1,100k to address flood prevention measures across the city.
- £50k to enable the co-ordination of the council's response to the climate change agenda.
- £330k for a kerbside garden waste collection pilot.
- £355k for two additional SORT rounds to complete kerbside collection to all suitable properties.
- £280k to improve the appearance of arterial routes in the outer areas of the city.
- £70k for city centre automatic toilets to reduce health risks and contribute to the cleanliness of the city centre.
- £202k for additional grass cuts, maintenance of land and improved contract maintenance.
- £352k for the equivalent of two extra black bin routes to reflect the continuing and projected growth in households.
- £100k to provide for additional Police Community Support Officers.
- £500k to implement the Local Development Framework which sets out the strategic planning direction for the city.
- £650k for an extensive replacement and enhanced maintenance programme for street lighting columns.

### **Our Children and young people are healthy, safe and successful: £250k**

- £250k additional support towards the core costs of the new directorate.

### **Leeds is a highly competitive, international city: £150k**

- £100k to support the Leeds Live it Love it agenda.
- £50k to commemorate the 800<sup>th</sup> anniversary of the granting of the Charter of Leeds.

# OUR PRIORITIES

## Changing Leeds – Modernising Our Council:

We have made clear progress on all of our key priorities over the last twelve months and in doing so have achieved some particularly remarkable successes, such as the cross-council accreditation against the liP Leadership and Management Model. This ensures our people are well placed to continue to deliver our service improvement agenda and meet the needs of our customers. We will also ensure that all improvement work is undertaken within the context of delivering value for money and maximising the opportunities offered by new technologies and ways of working to reduce transaction costs and deliver services in innovative ways.

## People and Culture

### SUMMARY OF ACHIEVEMENTS 2005/06

#### Improving service planning

- Service Planning Guidance is now amended to include all our corporate strategies.
- The link between financial and service planning has been strengthened during 2005/06 with the PWC prioritisation work. Further work/developments will be necessary in 2006/07.
- Service Planning Quality Assurance Process has been introduced.
- The Delivering Successful Change project is progressing well with methodology being actively piloted within the council. Whilst the methodology is being developed, the project is also embracing the prioritisation of projects, project management and the necessary governance arrangements.

#### Leadership

- The first draft of the Leadership Strategy has been developed and a consultation process is planned - a project team has been established to progress the strategy further.
- Cross-council accreditation against the liP Leadership and Management Model has been achieved.
- A Chief Officer Leadership Forum which has met quarterly and has enabled them to position individual services within the broader context of council developments.
- Top Team Development has taken place facilitating greater breadth and depth of knowledge and the development of a more shared and strategic approach to moving forward on significant issues.

#### Our Values

- Our annual staff survey showed that 82% of our staff feel positive about their connection with the council's vision and values. In addition, 70% feel a sense of belonging and pride in the organisation
- We have undertaken a review of our procedures for recruitment and induction and researched a common appraisal framework to ensure our council values are embedded into these key strategies. The LLP2 (cohort 3) 360° appraisal has also enabled 350 more middle managers to work to common behaviours and competencies.
- We have developed a comprehensive communications approach to reinforce our values to staff and customers. The annual staff survey includes values in revised questions. Re-launched with plans for increased engagement. Monitoring will continue.

### **Workforce diversity**

- Our first Equality and Diversity Strategy has been produced. This is a comprehensive approach incorporating all equality strands and meeting all legislative requirements. Action plans focus on incorporating equality and diversity into existing strategies regarding accessible services, leadership, fair employment and consultation.
- We have initiated a draft Workforce Plan; working with performance improvement officers to address workforce diversity as part of service planning process.
- All five key employment policies (as well as the probationary period) have been reviewed, changed and now subject to negotiations with the trade unions.
- We have maintained our cross-council IIP accreditation status.

### **Learning organisation**

- Beacon Status was awarded to the Procurement Unit under the theme “Delivering Quality Services through Procurement”.
- We have implemented a single, comprehensive appraisal framework for Senior Managers, and are researching a framework for other levels of management.
- Based on the annual staff survey, the percentage of staff who had an appraisal during 2005 rose to 65% from 54% in 2004.
- There was an excellent response rate to the annual staff survey . We achieved 37% which exceeds our target of 27% for this year and the Corporate Plan 2008 target of 30%.
- A process has been established to integrate action plans based on departmental results of the staff survey and IIP assessment into existing service plans; this will be integrated into the next round of service planning.
- A more systematic approach to embedding learning in the organisation has also begun.

### **Improving partnership working**

- The Children and Young People Strategic Partnership is actively working together to implement the Children's Act. Partnership bodies have been established to develop the Local Area Agreement which will identify further ways to implement key priorities in partnership across the city. We are currently researching models of commissioning services.
- One of our management competencies will be effectiveness in partnership working and we will work to develop this competency; this is now in place for Senior Managers and Middle Managers who have or are experiencing the LLP2 programme.
- We have improved our partnership working with Trade Unions; this is evidenced in the adoption of a new approach to negotiation and consultation focusing on an earlier resolution of issues.

## **Transforming our Services**

### **SUMMARY OF ACHIEVEMENTS 2005/06**

#### **Customer Contact experience**

- Excellent progress was made with the setting up of the new Corporate Contact Centre. More than 200 people are now in the new centre, which was formally opened by Jane Tomlinson in March. The centre has already taken over 333,000 calls for the following services: Benefits, Council Tax, Environment, Housing, Social Services, Highways, Anti-social behaviour, Compliments/Complaints. Answer rates are currently averaging 87% and some end-to-end issues are already being identified. Service development on existing and new services continues.

- Some progress has been made in increasing the range of services available to customers through the Corporate Contact Centre, One Stop Centres and on a 24/7 self service basis, but there is still more to do. Most recent new service in OSC is a Credit Union at some sites, which is a great contribution to helping with financial exclusion. Work on E-forms continues to develop a range of services. Contact Centre services continue to expand. Development of the Contact Leeds sub brand development continues, with the first job adverts being placed in April.
- We have continued to implement initiatives to improve communication between customer contact staff and service delivery staff. Some good progress has been made with reporting end-to-end issues, but there is more to do now that more new services are in the Contact Centre. Senior managers and councillors have visited the Contact Centre and can see the potential for reporting and responding to customer issues to help improve services.
- Our application to maintain Charter mark for the council's One Stop Centres was successfully achieved with re-accreditation awarded in May 2006.
- Work continues to agree service standards for all services delivered through the Contact Centre, with the profile raised recently through LLP2 project, Customer First Board and CMT. The main opportunity to establish service standards is whilst BPR work is being done and services are being transferred. This links in to our objective regarding service prioritisation and improving the way that we plan services.
- A new compliments and complaints policy was approved by Executive Board in September 2005; implementation is now complete. Training for contact centre staff aimed at ensuring more complaints are resolved at first point of contact will be ongoing, as part of the contact centre training plan.
- We have implemented the majority of electronic government priority outcomes.
- Our IEG 7 was sent to the ODPM in April 2006, which reported progress on implementing the electronic government priority outcomes at more than 99% e-enabled, and the majority of priority outcomes where they should be in terms of progress. The main challenge for next period will be about take up for customers and delivering the benefits of e-government.
- Our Consultation and Engagement Strategy has been agreed. The council's first Annual residents survey has taken place and feedback is being communicated across the council.

### **Efficiency/Value for Money (VFM)**

- The 2006/07 Annual Efficiency Statement has been submitted to the ODPM indicating anticipated savings of approximately £20m.
- The Service Prioritisation model was used in preparing the 2006/07 budget but requires further development in the coming year. This model has strong links to the Delivering Successful Change project.
- We continue to develop new mobile working solutions to ensure a better use of assets and increasing productive time. There are now 15 staff in the Benefits service who are permanently home based and there are plans to roll this out further over the coming months. In addition, NIP is now complete and a range of mobile working ICT solutions are available e.g. PDAs, e-mail phones, home-based computer access.
- The council agreed funding to establish an Information and Knowledge Management agenda within the authority. The agenda is focussed on facilitating three mutually related issues: Document and Records Management, Business Intelligence and Knowledge Sharing.

### **Prioritisation of services according to need**

- We are continuing our work to identify key target groups and those at risk to allow us to tailor services as appropriate to meet their needs. Feedback from key target groups is being generated by approaches adopted in the Annual Resident Survey and the toolkit approach in the Consultation and Engagement Strategy. Discussions are underway regarding how to feed the information into service prioritisation and service planning processes.
- In line with Level 3 of the Equality Standard, we are developing and implementing monitoring systems that measure service take-up by gender, race and disability in key service areas. Services linked into the new Customer Service Centre have measurement of service take-up by gender, race and disability built into planned monitoring systems. However, there are issues to be tackled in terms of risk in sharing information and with technical problems. All departments have been advised of the minimum requirement to identify an approach and this now has legislative backing; corporate guidance has been issued. Equality standard level 3 achieved 31st March 2006.
- Following completion of the financial exclusion research a Partnership Steering Group has been established to consider financial inclusion initiatives in the city; the group has met twice to monitor the development of initiatives.

### **Performance Management**

- Responsibility for delivery of the Corporate Plan priority outcomes is assigned to Corporate Priority Boards. Monitoring of progress involves Elected Members; Overview and Scrutiny Committee have received two quarterly reports highlighting performance areas of concern and identified actions for improvement.
- Our mid-term Annual Efficiency Statement has been produced and supporting processes for measuring VFM were established. Using existing indicators we have achieved a score of 3 out of 4 VFM judgement in the CPA 2005.
- The Service Prioritisation model was used in preparing the 2006/07 budget but requires further development in the coming year.

### **Partnership working**

- A Local Area Agreement for Leeds was agreed and signed by partners from the public, private, voluntary, community and faith sectors and central government on 24th March 2006. New partnership governance arrangements are now being established to oversee its implementation.
- In order to promote competition and increase the diversity of service delivery our Procurement Unit is actively liaising with departments to identify opportunities for streamlining.
- The Director of Corporate Services is now chair of the Yorkshire and Humberside Chief Executives Group. Working with the Regional Centre of Excellence, the council has now commissioned a piece of work to establish how the council can best engage and work collaboratively with neighbouring authorities.

### **The year ahead/what are we going to do next?**

Progress has been made against all our key priorities but given the very nature of their complexity, none are complete. What we are in a position to do is move forward on the back of our achievements to date and take our implementation plans to the next phase. As we have worked on the overall modernisation agenda, it has become clear that to maximise our investment in developing our services, people and partnership working, we will benefit from a coordinated overall council change programme. This will become a major focus for us during 2006/07 and will more easily facilitate the delivery of our key priorities whilst also enable us to respond to new challenges such as Every Child Matters and the Adult Services Agenda.

## People and Culture: Key Activities 2006-2007

### Improving Service Planning

- To create capacity and additional expertise to enable us to respond effectively to new government policy about the changing role of local authorities in delivering services to our citizens.
- Implement and embed in the service planning process the People Strategy, Communications Strategy, Customer Strategy, ICT Strategy, Equality and Diversity Strategy and the Risk Management Framework.
- Review the service planning guidance and implement Quality Assurance of the service planning process.
- Deliver a corporate approach to project management.

### Leadership

- Ensure our leadership strategy:
  - develops leadership behaviours to create and maintain cultures that lead to excellent organisational performance;
  - creates the capacity to support effective leadership development and management of change;
  - supports elected members to further develop their community and political leadership roles; and
  - enables leadership succession planning at all levels throughout the council.
- Complete and evaluate the current Leeds Leadership Programme.
- Develop an approach to management development to increase skills and confidence in our approach to people management.
- Implement a planned and co-ordinated approach to ongoing council change.

### Our Values

- Continue to embed our council values into key strategies and people management processes such as recruitment, induction and appraisals. Further work is also required to integrate them into the council's Continuous Change Programme.
- Develop Team Talk to communicate key messages, from a senior level, and develop a more comprehensive management briefing system.

### Workforce diversity

- Produce a comprehensive statement and action plan on equality and diversity covering all equality strands
- Complete implementation of equal pay audit for front-line staff
- Introduce workforce-planning tools at service level to plot the current profile of the workforce against future needs.
- Produce a Corporate Workforce Plan which reflects and informs all service planning.
- Embed workforce planning into service planning processes.
- Modernise recruitment processes and procedures.

### Workforce effectiveness

- Roll out to all managers the revised employment policies for Disciplinary, Grievance, Attendance, Capability and Dignity at Work.
- Continue to review and update all people management policies and procedures.
- Develop and implement a Pay and Reward Strategy including a review of grading structures.
- Continue to improve attendance of staff through delivery of improved occupational health services and well being programme.
- Modernise learning and development processes to improve effectiveness and increase staff satisfaction.

### **Learning organisation**

- Review the success of the Senior Manager Appraisal Scheme and develop a consistent approach to appraisal for middle managers.
- Review the quality of appraisal schemes across departments and continue to increase the number of staff who have an appraisal each year.
- Implement agreed actions arising from the 2005/06 staff survey.
- Building on the success of retaining Investors in People accreditation implement the action plans for further improvement.
- Embed within the service planning process a more systematic approach to learning.
- Agree an Organisational Learning Strategy to ensure we capture learning and improve service delivery through the work we do.

### **Improving partnership working**

- Use the Local Area Agreement to enhance partnership working and improve service delivery.
- Develop our competency about effectiveness in partnership working.
- Improve our partnership working with Trade Unions.

## **Transforming our Services: Key activities 2006-2007**

### **Customer Contact experience**

- Embed the Customer strategy across the council, ensuring that it feeds into an influences service planning to provide measurable improvements in customer experience.
- Develop Contact Leeds, increasing the range of services available to customers through the corporate contact centre, one stop centres and website, ensuring excellent service delivery across all channels.
- Improve communications between customer contact staff and service delivery staff, ensuring that services are provided in a joined up manner, in line with customer need.
- Ensure continuous improvement by using management information to increase our understanding of customer needs, service issues and feed into planning processes to realise tangible benefits.
- Promote the take-up of customer self-services, particularly using the council website, and realise efficiency gains from customers' use of cheaper access channels.
- Provide a co-ordinated programme of consultation activity, incorporating an annual survey and database of information, which ensures equality issues are taken into account – specifically with reference to 'not yet reached groups'.
- Implement effective equality monitoring for all relevant services, and ensure information from this is published as appropriate. This is a major step in moving us towards Level 4 achievement in March 2008.

### **Efficiency/Value for Money (VFM)**

- Further develop the Service Prioritisation process to identify target areas for resource allocation. Support these initiatives by further implementation of the Delivering Successful Change methodology, as well as establishing effective and appropriate Gateway Processes and Governance arrangements that reflect a genuine move towards programme and project management across the council.
- Develop and implement a plan that enables us to rationalise our use of assets, realise savings on accommodation costs and maximise new flexible working practices.
- Conduct a review of the organisation and provision of support services, to facilitate some shared services for appropriate activities, maximising the use of new ICT solutions e.g. Manager and Employee self-service systems.
- Establish a Corporate Landlord function where asset ownership is held and managed corporately not within each individual department.
- Introduce an end-to-end Document & Record Management programme to address the capture, management, storage and utilisation of information as a strategic asset. This programme of change will be piloted in one of the council's departments during 2006/07.



**Performance Management**

- Introduce a balanced scorecard approach to performance management across the council with a pilot approach commencing in July this year.
- Develop a partnership based Performance Management Framework for the Local Area Agreement.
- Agree a corporate Business Intelligence strategy that supports the council's Performance Management Framework and provides support to decision making by enabling information and knowledge to be used to underpin better service design and delivery.
- Introduce an Information Governance Strategy and Framework to ensure the council's information assets are robust, appropriate and have integrity. This will facilitate better decision support and performance management.

**Partnership working**

- Work with the private, voluntary and charity sectors to deliver better outcomes.
- Continue the implementation of purchasing cards across the council, initially for all high volume, low value purchases with a view to increasing usage to more high value goods over time.
- Work with the Regional Centre of Excellence to identify areas and services where we might work collaboratively with other local authorities.

DRAFT

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

### Introduction

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

Crime, drug misuse and antisocial behaviour are major concerns for the people of Leeds. The council has been successful in the last year in reducing the levels of recorded crime and continues to increase its investment in community safety in 2006/07. The council is a lead organisation in the Safer Leeds partnership. We contribute to addressing the partnership's priorities, established through the Drugs, Crime and Disorder Audit 2004. The council is committed to multi-agency approaches to deal with these problems; area management will continue to support targeted multi-agency operations and longer-term intensive interventions to target crime and grime in some of the city's most disadvantaged neighbourhoods.

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

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

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

### SUMMARY OF ACHIEVEMENTS 2005/06

#### We will reduce crime and the fear of crime

##### We have reduced acquisitive crime

- Burglary has reduced from 9,441 in 2004/05 to 7,670 in 2005/06; 1,771 fewer victims. Vehicle crime has also reduced from 15,251 in 2004/05 to 12,401 in 2005/06; 2,850 fewer victims.
- We have target hardened over 4,846 properties, installed 31 alley gates and closed 15 alleys in targeted locations during 2005/06.
- Publicity materials have been used to spread the message about what citizens can do to reduce the risk of them becoming a victim of crime. Proactive campaigns with students new to Leeds, have contributed to 115 fewer burglaries in the Hyde Park and Woodhouse and Headingley wards than in the previous year.
- Twelve car parks within Leeds now meet the Safer Car Park Standard.

### **We have reduced anti-social behaviour and improved local environments.**

- We have reduced recorded criminal damage from 23,100 in 2004/05 to 21,785 in 2005/06; a 5.7% reduction, substantially reduced rough sleepers and beggars in the city centre and reduced deliberate vehicle fires by 54%.
- We have introduced the District Anti-Social Behaviour Strategy resulting in the Anti-Social Behaviour Unit making over 100 referrals to Positive Activities for Young People (PAYP), obtaining 184 Acceptable Behaviour Contracts (ABCs) and 74 Anti-Social Behaviour Orders (ASBOs). In addition, 230 ABCs have been taken out against prolific kerb crawlers reducing the prevalence of prostitution in some areas.
- Three Victim Support outreach workers are now deployed within the Anti-Social Behaviour Unit, supporting victims of anti-social behaviour.
- 34 multi-agency operations and targeted multi-agency actions have been delivered in particular areas of Leeds resulting in reductions in anti-social behaviour and criminal damage. 77 anti-social behaviour 'sweeps' took place during school term times. Child employment 'sweeps' resulted in 10 pupils found to be working illegally.
- 3 Designated Public Place Orders are in place in the city making it illegal to drink alcohol in public areas.

### **We have reduced drug availability and minimised the harm caused by drug misuse.**

- Four Community Drug Treatment Services have been introduced, providing open access to clients seeking treatment. 110 Pharmacies have been signed up to the Community Pharmacy Project and 8 to the needle exchange scheme. We have collected and disposed of 120,238 used needles and reviewed needle bin collection sites.
- We have established a Tracking System (MI-CASE) for monitoring clients involved in the criminal justice system. The Drug Intervention Programme has approximately 650 clients at any one time. Known drug-using prostitutes have been identified and targeted for treatment and support programmes. A multi-agency case conference process for high-risk prostitutes has been introduced, with the aim of supporting them into drug treatment. We are currently working with 70 women.
- The number of General Practitioner prescribing staff has increased, resulting in all urgent cases being seen within 72 hours. A young persons prescribing service is now fully operational and serviced by a dedicated young persons GP.
- A multi-agency drug death inquiry group has now been established in order to prevent drug related deaths especially following release from prison.
- We have closed 14 crack houses during the year.
- The Young People's Drug Strategy was approved in January 2006 and has commissioned services based on key priorities for 2006/07.

### **We have improved public reassurance and helped prevent crime through visible street security**

- Leeds City Council funded 45 Neighbourhood Wardens and 71 Police Community Support Officers in 2005/06. We have undertaken a review of Neighbourhood and Street Wardens resulting in the redeployment of Street Wardens as Neighbourhood Wardens.
- We have improved the way we communicate with the public. A new 'crime prevention handbook' has been distributed and we have established closer links with the media to achieve common goals in crime reduction and community reassurance. Events have been organised with community groups to increase awareness of crime prevention and initiatives in their locality via the Area Community Safety Coordinators.
- CCTV coverage has been extended resulting in a 39.5% increase in the number of arrests as a result of LeedsWatch CCTV footage.
- A recent Parks and Countryside survey has shown that 76% of children and young people feel very safe, safe or never thought their safety was an issue in our parks and green space, an improvement from 70% in the previous year.

### **We have reduced the level and impact of violent crime, particularly domestic violence, hate crime, robbery and alcohol-related violence**

- A total of 85 service providers have signed up to Leeds Domestic Violence Strategy. Over 730 participants from across a range of service providers have received domestic violence training delivered through Leeds Inter-Agency Project (LIAP).

- We have improved the support for educational and preventative work with young people through the provision of 'Break the Silence' resource packs for staff in primary and secondary schools.
- Multi-agency risk assessment conferences (MARACs) have been introduced in key areas of the city to review high risk cases of domestic violence in order to provide appropriate support to victim(s) and take action against perpetrators. We have developed a 'sanctuary' scheme to enable victims to remain in their own homes by delivering enhanced security measures.
- The council has produced a Hate Incident Strategy which addresses awareness, reporting and recording, how incidents are dealt with, and preventative educational activities. Following the London bombings in July 2005 an Impact Command Group, incorporating senior council officials and Police Officers, has met to assess and act on intelligence to diffuse community tensions and promote community cohesion.
- An Alcohol Harm Reduction Audit has been completed and will be used to inform a city-wide strategy. A citywide proof of age scheme, 'Check 21', was launched in June 2005. A 'best bar none' scheme has been established in licensed premises in Leeds. We have piloted a high visibility 'company taxi marshal' scheme in the city centre, helping remove people more quickly from the city centre at the end of the night and preventing incidents in the city centre.

### **We will improve road safety**

- We have made significant improvements in road casualty statistics, with the number of people killed or seriously injured on Leeds' roads reducing from 435 in 2004 to 352 in 2005, a fall of 19.0%. This is the lowest number ever recorded in Leeds District. Vehicle speeds and casualty totals have continued to fall on those roads with safety cameras.
- One 20 mph has been completed in Kirkstall. Speed Indicating Devices (SIDs) have been made available to Community Groups in areas of the greatest concern. 26 community groups have been trained in their use.
- Pedestrian skills training has been provided for around 2000 children in areas where casualty rates are highest. Harehills and Beeston have been targeted specifically. Around 1800 school children have received pedal cycle training. 44 Road Safety Schemes have been implemented.

### **We will improve the quality of our street environment**

- A preferred bidder was chosen for the Street Lighting Private Finance Initiative. The project has been delivered on time and within budget with the final contract being signed off in April 2006. The first installations will take place in the summer of 2006.
- An extra £45 million was identified to deal with a backlog of highway works over the next 4 years. All funding identified for 2005/06 has been spent.
- We have improved the way in which we deal with potholes in Leeds streets, patching more potholes, resulting in a better quality repair, that lasts longer. 99% of repairs to dangerously damaged roads and pavements were carried out within 24 hours of their being reported.
- The condition of unclassified roads has improved from 26.25% needing structural repair in 2004/05 to 23.51% in 2005/06.
- Accident claims and insurance payouts have reduced substantially due to the improved condition of Leeds roads.
- We have established a partnership with ENCAMS and the Leeds Initiative to work towards Leeds becoming Britain's Cleanest City. A decision has been taken to focus on the city centre and the South areas which will be put forward for the awards in 2006/07
- An officer, seconded from ENCAMS is delivering training to managers to carry out District Local Environmental Quality assessments (DLEQs) which will give results in small areas, and contribute to a citywide picture of street cleanliness.
- The condition of Leeds' street environment has improved, from 27% of areas having litter or detritus present in 2004/05 to 20% of areas in 2005/06
- The 'Community Pride' approach is being implemented across the city, fostering ownership within neighbourhoods and greater community engagement.
- The second round of the Community and City Pride Awards took place successfully raising awareness of work being done within neighbourhoods and rewarding the hard work of the people involved.
- We have improved the quality of verges in the city. A new grass cutting contract has increased investment in extra grass cuts and we have commenced an extensive 12 month clean up of arterial routes into the city.

- The Environmental Enforcement Best Value Review Service Improvement Plan has been delivered. A new Environmental Enforcement Work Programme is now in place to ensure that the council's environmental enforcement activities continue to be properly coordinated.
- 1591 fixed penalty notices for littering and dog-fouling have been issued since 1<sup>st</sup> April 2005. In the same period 239 convictions and a further 368 prosecutions have been referred to the Courts for litter, fly-tipping and various waste offences. A sustained number of press releases have generated continuing positive media coverage. Successful campaigns on placards, fly-posting, flyering and cigarette litter have significantly reduced the impact of these on the street environment.
- The new enforcement powers available under the Clean Neighbourhoods and Environment Act 2005 are now in place and are being used against environmental crime.

#### **We will protect and improve green and open spaces and make them more accessible**

- Four Green Flag Awards were achieved during 2005. Forty six managers have been trained as Green Flag judges in order to assess Leeds parks and facilitate the improvement of services in line with the nationally accepted criteria.
- £500,000 was allocated to improve signage, paths and infrastructure in 12 community parks during 2005/06.
- We have invested additional funding of £50,000 to promote and improve the public rights of way network for recreation. We have used this investment to: install a new vandal proof footbridge in Garforth and the path is now open once again; carry out major resurfacing and drainage works on the Nann Whinns Wood Leeds Bridleway; and to produce a new Leeds Countryway and West Leeds Country Park leaflets.
- Following a survey of allotment sites and in consultation with plot-holders, £50,000 has been allocated to improve fencing, pathways, gates and access to water.
- We have spent more than £1m on upgrading or introducing new green spaces across the city. We have met our target of providing 0.2 hectares of green spaces per 50 dwellings.

#### **We will reduce pollution and waste**

- We have increased the proportion of household waste recycled or composted by 11%, from 19.2% in 2004/05 to 21.3% in 2005/06, meeting the government's statutory target of 21% for the year, and receiving the prestigious "Recycling Target Success Award" at the National Recycling Awards 2005. Since the introduction of a new waste paper contract the council has saved over 60 tonnes of paper from going to landfill in its first six months, and saved more than £10,000 in disposal costs.
- The Integrated Waste Strategy (2005-2035) for Leeds has been produced outlining our proposals for the future of waste management in the city. A major consultation on the Strategy has been carried out and closed at the end of May 2006. A waste composition analysis of households was carried out in order to inform our longer-term waste strategy.
- We have undertaken a full options appraisal for systems to dispose of the waste that cannot be recycled or composted. The appraisal led to our recommending Energy from Waste as the most viable solution for Leeds.
- An Education and Awareness campaign has been developed and several campaigns have taken place over the last 12 months, including:
  - Bus and taxi advertising,
  - The implementation of Real Nappy Week,
  - The SORT-IT scheme educating primary schools about recycling
  - Supporting the Big Recycle Week through local publicity
  - The launch of leaflets aimed at Black and Minority Ethnic Groups and at the transient population of Leeds.
  - A recycling incentive scheme, with a prize draw for those households who increased the amount of waste they recycled.
- We have undertaken a large-scale review of Environmental Management Systems within the council. A report has been prepared recommending improvements to the System which will be considered over the next year.
- We have improved the energy consumption in buildings owned by the local authority from a SAP rating of 57.2 in 2004/05 to 61.2 in 2005/06. £32 million has been spent by Leeds Arms Length Management Organisations in order to improve the energy efficiency of council owned properties.

The first energy labelling certificates identifying excessive energy consumption went on display in council buildings in October 2005.

- 50 energy surveys have been funded, and new monitoring equipment has been procured to assess improvement actions in council buildings.

## **THE YEAR AHEAD/WHAT ARE WE GOING TO DO NEXT?**

Local people consistently identify anti-social behaviour as a key priority for the council. Every citizen has a responsibility to behave in a respectful way and every citizen has the right to feel safe and secure in their locality. Over the next year, we will be a pilot area for the 'Respect Programme' and develop initiatives around young people, schools, support for parents & families, housing, neighbourhoods and enforcement against anti-social behaviour. We aim to reduce victimisation and take appropriate action against offenders, to create safer and stronger communities.

We will work with our partners to introduce a single phone number for the reporting of non emergency incidents by 2008, to reduce the pressure on emergency services. The intention is to improve agency's responses and thereby improve public confidence.

We will continue to strengthen partnership working at a local and city wide level to address crime, drugs and the fear of crime in the Leeds district.

We will continue to improve the safety of roads in Leeds. We aim to maintain benefits already achieved whilst tackling those groups which still have a problem. Pedestrian and cycle training will continue to target those schools which are in those areas with a history of casualties. Further safety cameras will be installed at sites with a history of excessive speed and casualties and additional funding will be sought to further concentrate resources on reducing the number of motor-cycle casualties.

We will continue to improve the condition of the street environment, reducing the backlog of highways works and focussing in areas of greatest need. Intensive neighbourhood management, using the integrated Streetscene approach in partnership with the voluntary and public sector will improve the condition of the street environment in Leeds most deprived areas. We will continue to use strong enforcement and the zero tolerance approach to environmental crime in order to build upon the last year's improvements in street cleanliness in all areas.

The council will obtain agreement for the long-term Waste Strategy for Leeds. We will pilot the collection of garden waste in certain areas and continue to explore further options for the type and frequency of waste collected from households in Leeds. In the next year we will increase the proportion of waste that is recycled or composted, working towards our target of 30% by 2010. The council will continue to progress a sustainable waste management solution for Leeds that reduces the amount of waste going to landfill and minimises penalties arising from the Landfill Allowance Trading Scheme (LATS).

## Key activities 2006-2007

### **We will reduce acquisitive crime and reduce the fear of crime through prevention activities, visible street security and publicity**

- We will continue the programme of target hardening properties and installation of alley gates in localities across Leeds. The crime prevention campaign with students new to Leeds will be repeated. Community safety events will be staged to raise awareness of crime prevention and local initiatives.
- We will further reduce vehicle related crime through our continuing vehicle crime operations and secure further awards under the Safer Car Parks Scheme.
- A visible street security service will be provided through the deployment of Neighbourhood Wardens and partnerships with PCSOs and Neighbourhood Policing Teams. We will increase the number of council funded PCSOs.
- The council will publish an annual report to inform the residents of Leeds about our activity and performance.

### **We will reduce anti-social behaviour and improve local environments**

- The council will be a pilot area for the Home Office Respect Programme. Activities will include the expansion of the Sign Post scheme under the Intensive Neighbourhood Management Programme, integrating families support and parenting packages.
- We will work across agencies to make communities safer. We will assist the EASEL scheme in facilitating and delivering safer communities by introducing neighbourhood charters, continue with the multi-agency operations in localities across the city and work in partnership with families and other organisations to address anti-social behaviour.

### **We will reduce drug availability and minimise the harm caused by drug and alcohol misuse**

- The Community Drug Treatment Services (CDTS) will be rationalised into one CDTS operation for the city. Service activity will be aligned with the PCT reconfiguration in Leeds.
- We will provide an intensive workforce development programme to ensure all drug services commissioned by Safer Leeds meet the DANOS requirements by 2008.
- We will manage the transition of the young persons drug and substance misuse services to the Children's Trust in Leeds.
- Persistent and prolific offenders who misuse drugs will be targeted and dealt with through the Drug Intervention Programme and wrap-around services. We will implement measures to fast track prostitutes into drug treatment services.
- Alcohol related violence will be addressed through the implementation of a city wide alcohol strategy.

### **We will reduce the level and impact of violent crime, particularly domestic violence, hate crime, robbery and alcohol-related violence**

- The city centre will be a Home Office pilot partnership area for tackling violent crime with an emphasis on domestic and alcohol fuelled violence.
- We will reduce the prevalence and impact of domestic violence. Alcohol arrest referral and wrap around services will be developed for perpetrators of domestic violence. The impact of the newly implemented 'Sanctuary' scheme will be monitored.
- We will roll out and develop a consistent framework for Multi-agency risk assessment conferences (MARACs) across the city. The council will work with private companies to develop domestic violence polices and with Education Leeds to roll out the 'Break the Silence' resource packs for staff in primary and secondary schools.
- We will continue to progress the implementation of the hate crime strategy and support the Leeds Racial Harassment Project in its implementation of the 'Connecting Communities Plus' Project.
- We will take account of, and monitor the implementation of the recent Scrutiny Report into Alcohol Misuse.

**We will improve road safety**

- We will ensure that engineering measures aimed at reducing casualties are targeted at the correct locations. Child road safety measures will be concentrated on Harehills and Wortley areas, as these are the areas with the most casualties.
- We will continue to ensure that the Leeds cycle training scheme is as efficient as possible in accordance with new national standards.
- We aim to reduce the number of motor-cycle riders injured in Leeds.
- Fully implement the approved safety camera programme during 2006/07 and implement 44 new Road Safety Schemes.

**We will improve the quality of our street environment**

- We will use increased funding allocations to reduce the backlog of planned highway works.
- A submission will be made to the Clean Britain Awards 2007 for Britain's Cleanest City, in the City Centre and South areas. We will continue to develop the concept of Europe's Cleanest City Awards. We will develop our approach to Public Conveniences in the city.
- District Local Environmental Quality surveys will be undertaken to establish baseline street cleanliness levels on an area basis. Improvement plans will be established to deliver improvements in street cleanliness in the areas of greatest need, including improvements on major arterial routes and motorway slip roads.
- We will appoint Community Caretaker teams and work with the Community and Voluntary sectors to engage local residents in improving and maintaining local areas.
- The Business sector will be engaged in street cleanliness issues and we will establish the infrastructure to assess and award the Tidy Business Standard.
- We will continue to use robust enforcement action to enhance and protect the environment of Leeds. The Cleaner Neighbourhoods and Environment Act powers will be implemented and enforcement resources will be increased in areas of greatest need.
- We will manage the Street Lighting PFI to deliver improvements in the condition of street lighting and the speed of response to street lighting problems in Leeds.

**We will protect and improve green and open spaces and make them more accessible**

- We will retain the four Green Flag awards achieved in 2005 and achieve a new award for Roundhay Park.
- Consultation about the programme of improvements to young people's facilities (£470,000) will continue during 2006/07, and it is anticipated that much of the improvement works will be completed on site during 2006/07. The programme will include BMX tracks, skate parks and youth shelters.
- £2.5 million has been allocated within the Parks Renaissance Programme to improve parks and green space provision in and around Town and District Centres and contribute to the regeneration of these areas. The programme involves work to 21 facilities and will mostly take place during 2006/07 and 2007/08.
- We will complete and publish the Parks and Green Space Strategy setting out our key priorities to 2020.
- The results of the Rights of Way survey will be used to inform a Rights of Way Improvement Plan which will be published in 2007.
- An additional £50,000 will be invested to further promote and improve access to the countryside for recreation and an additional £50,000 will be invested in improvements to allotments

**We will reduce pollution and waste**

- We will increase the proportion of waste recycled or composted to 22.97% through a range of educational initiatives, waste reduction partnerships with Leeds's businesses and the reduction of the council's waste as far as possible.
- Agreement to the Waste Strategy for Leeds (2005-2035) and approval for the delivery of the Waste Solution for Leeds will be obtained, in order to reduce the amount of waste going to landfill and minimise penalties arising from the Landfill Allowance Trading Scheme (LATS) for biodegradable household waste.
- We will choose the preferred option for refuse collection in the future, including garden waste collection and changes in frequency of collections, in order to maximise the proportion of household waste recycled or composted.



- We will pilot the collection of garden waste from households and several other options for refuse collection, in order to further inform the way forward for refuse collection.
- We will extend access to kerbside collection of recyclable materials to all appropriate properties in Leeds.
- We will strengthen our approach to environmental protection, enhancement and management in the city by working with Yorkshire Forward, Forum for the Future and other partners and making use of the sustainability standard for local government.
- We will continue to support and enable the reduction of household CO2 emissions, replace inefficient heating systems with energy efficient alternatives in council houses and enforce new Building Regulations to ensure required standards of energy efficiency in new developments.
- Ensure that the council's development and transport policies take account of the health impacts of poor air quality and environmental noise.
- We will improve our Environmental Management System focusing our efforts on the most important environmental issues in the city. The council will participate in the Managing Urban Europe project and develop a framework for environmental management with the Leeds Environment City Partnership.
- The Contaminated Land inspection strategy will be introduced and the first 150 potentially contaminated sites will be inspected. We will continue to take steps to improve the nature conservation value of council owned land.
- A city wide Climate Change Strategy will be prepared and we will continue to implement the Carbon Management Action Plan. We will continue to reduce the environmental impacts associated with goods and services we buy such as office paper, energy for our buildings and peat for horticulture.

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

### Introduction

Leeds is an undeniable economic success story, but not everyone in the city has benefited fully from this success. Our objective continues to be to ensure that all of the city's neighbourhoods are thriving places where people of different backgrounds want to live and feel valued.

As a result of the work of the council and its partners significant progress has been made in narrowing the gap between the most disadvantaged people and communities and the rest of the city. Progress has been made on a number of major regeneration programmes, enhancing town and district centres and improving council and private sector homes. New community facilities such as libraries, children's centres, sports facilities and joint-service centres have been provided in deprived neighbourhoods, which will help to improve service delivery in these areas. The council has also implemented a number of programmes to reduce homelessness, unemployment and worklessness, and is developing actions to promote positive relationships between people for different communities.

However, the factors which exclude individuals and communities from the success of the city are complex and not easily separated. As a result there are still places within Leeds which do not represent thriving and harmonious communities where people are happy to live. During 2006/07 and beyond we will continue to take action to make this vision a reality for all neighbourhoods in the city.

### SUMMARY OF ACHIEVEMENTS 2005/06

#### **We will narrow the gap between the most disadvantaged people and the rest of the city**

- The council is working with Bellway Plc to bring forward a number of sites for development in Gipton and discussions are taking place regarding a long-term strategy for the regeneration of East and South East Leeds (EASEL).
- A study of regeneration options for the West Leeds Gateway area has been undertaken and a number of elements of the programme have been completed. Maisonettes have been demolished at Mistress Lane and a design competition for the site has been held; funding for a new Sports Centre in Armley has been secured; a community café has opened in New Wortley; and improvement work has started to shopfronts on Stanningley Road.
- A study has identified a number of mechanisms for regenerating Beeston Hill and Holbeck and a bid for £90m of private finance initiative (PFI) funding has been submitted to the Office of the Deputy Prime Minister (ODPM).
- Based on work piloted in a number of neighbourhoods, four years of grant funding has been secured from the Government to improve living conditions in the most disadvantaged neighbourhoods in the City through a programme of Intensive Neighbourhood Management.
- We have continued to deliver our decent homes programme. Improvements to council homes totalling £177m have been delivered to date increasing the number of homes meeting the Government's decency standard to over 53% and the programme is on target to achieve 100% by 2010. In addition the Leeds Homes Construction Partnership (LHCP) was established to ensure effective working with contractors to deliver a major programme of capital works.
- The Private Sector Housing Renewal programme has:
  - Assisted 507 disabled private residents with adaptations within a budget of £2.78m;
  - Financially assisted over 600 vulnerable home owners with remedial works to make their homes decent (target 500);
  - Assisted in the reoccupation of 1724 long term empty private properties;
  - Provided a wide range of advice and financial aid to private residents on energy efficiency,

<ul style="list-style-type: none"> <li>○ fuel poverty, home safety, security and maintenance; and</li> <li>○ Launched the Home Improvement Assistance Loan Scheme to support this programme.</li> <li>● Research has been commissioned to gain a better understanding of the local housing markets and residents housing needs and aspirations. 300 affordable homes were completed between 2001-5, and over 1000 affordable homes were agreed with housing developers through negotiations on planning applications over the same period. A pilot shared ownership housing scheme has been agreed with a developer for implementation in Gipton, East Leeds.</li> <li>● We have taken steps to connect the city centre to surrounding neighbourhoods. Holbeck Urban Village Supplementary Planning Guidance was adopted and all stakeholders are being informed. White Young Green (Planning) were appointed as consultants on the Waterfront Review and are currently producing their final report. Stakeholder consultation took place during summer 2005 on the draft Kirkstall Road Planning Framework, which will guide future development in the area.</li> </ul>
<p><b>We will reduce unemployment amongst major target groups</b></p> <ul style="list-style-type: none"> <li>● The target of 7,350 Jobseekers Allowance claimants moving from training programmes into employment was met for the third consecutive year .</li> <li>● The childcare guarantee for all children up to the age of 11 within Beeston, Holbeck, Killingbeck and Seacroft has resulted in 316 families requesting and accessing childcare places to support their participation in training programmes.</li> <li>● We have worked with five GP practices in the East of the city to support people who are receiving Incapacity Benefit. 75 Incapacity Benefit claimants have registered on the programme, 31 have moved into training, and, of those, 11 have progressed into employment.</li> <li>● The first cohort of 38 young people started the Junior Job Guarantee Programme. All participants are undertaking OCR National Awards and 75% have secured placements. A second cohort of 45 learners has been agreed for 2006/07.</li> <li>● A programme of 3 occupationally specific jobs fairs has been planned and a strategic review of rollout in 2006/07 is being undertaken.</li> <li>● To March 2006 there were 3,564 recorded interactions with JSA claimants using the city centre job shop, of which 5.4% accessed employment and 6.5% were recruited to training programmes.</li> <li>● By December 2005 1,604 IT jobs sessions had been held in city libraries, helping learners with CV writing researching employers and finding job vacancies online.</li> </ul>
<p><b>We will enhance Leeds' town and district centres and city centre</b></p> <ul style="list-style-type: none"> <li>● Detailed plans to improve 16 town and district centres across the city have been developed in consultation with local communities.</li> </ul>
<p><b>We will develop strong and positive relationships between people from different backgrounds</b></p> <ul style="list-style-type: none"> <li>● An Annual Report providing an update on progress on Community Cohesion was produced and a Community Cohesion Action Plan has been developed which sets out planned actions and commitments to promote cohesion.</li> <li>● A Harmonious Communities Task Group was established which undertook extensive consultation with stakeholder groups, held an initial workshop session, and fed issues into voluntary and community sector infrastructure discussions and plans. Following the consultations, the Task Group is revising the scope and function of the Harmonious Communities Strategy Group, which will drive forward the cohesion agenda and monitor progress.</li> <li>● Multi-sector tension monitoring and response systems have been established to allow frequent monitoring of tensions between communities in Leeds.</li> </ul>
<p><b>We will create a sense of belonging for all communities and encourage active involvement in community life</b></p> <ul style="list-style-type: none"> <li>● Through the Mediation Service the number of homeless acceptances relating to parental eviction have reduced by 60% between 2003/04 and 2005/06 as a result of mediators assisting young people to reconcile differences with their parents so they can leave home in a planned way with the support of their parents.</li> <li>● A new programme, the Sanctuary Scheme, and related targets were agreed with ODPM to support victims of domestic violence to remain in their homes and reduce the incidence of homelessness</li> </ul>

caused by domestic violence. A new contract has been put in place to install security measures following surveys carried out by the Domestic Violence Co-ordinators.

- Supporting People service reviews were undertaken to identify the most effective and efficient ways of delivering support and a new commissioning plan has been developed. Leeds Supporting People Team has been chosen as a Value Improvement Programme Administering Authority. In addition the council was awarded additional resources by the ODPM to carry out competitive tendering of services.
- A Consultation and Engagement Strategy has been agreed which aims to improve how the council engages with its communities. A cross-council group now meets regularly to discuss consultation and how it can be improved.
- The first Annual Residents Survey has been completed and the results have been analysed and reported through the council's management structure. The survey has highlighted areas where the council needs to continue to improve services. Actions addressing improvement will be incorporated into the appropriate service improvement plans throughout 2006/07.
- 70 groups have now developed their own websites through Leeds Communities Online, forums have been updated and made more accessible, and a review of the full site structure has been progressed.

### **We will make sure our community facilities meet the needs of local communities now and in the future**

- A number of Children's Centres and community libraries were opened including: Chapeltown Children's Centre, Otley library, and Horsforth library.
- The Office of the Deputy Prime Minister (ODPM) has approved £15.7m in private finance initiative (PFI) funding and an outline business case for three Joint Service Centres in Kirkstall, Harehills and Chapeltown. These centres will contain council services such as social services, environmental health, customer services and library services along with primary care services provided by the Primary Care Trust (PCT). Sites have been identified for the three centres and land assembly issues are being progressed.
- The council's Executive Board agreed further proposals for rationalisation of the community centres portfolio, which are being implemented. The board also agreed a detailed set of proposals to enable the service to be delegated to the Area Committees.

### **The year ahead/what are we going to do next?**

During 2006/07 we will continue to take action to ensure that all communities in the city are thriving and harmonious places where people want to live. This will include the implementation a number of new programmes, such as:

- the Sanctuary scheme, which aims to reduce homelessness resulting from domestic violence; and
- the Intensive Neighbourhood Management programme, which will improve services and living conditions for residents in the most disadvantaged neighbourhoods.

In addition to these new programmes, we will continue to implement existing programmes which will promote thriving and harmonious communities across the city. This will include:

- Progressing major long-term regeneration programmes such as the East and South East Leeds (EASEL) regeneration area, the West Leeds Gateway, the Inner South Leeds Regeneration programme, and Holbeck Urban Village.
- Improving housing in the city through the long-term Decent Homes programme and the Private Sector Housing Renewal Programme.
- Enhancing town and district centres and the parks and greenspaces around these centres.
- Developing new community facilities such as libraries, sports facilities and joint-service centres which will help to improve services in deprived neighbourhoods.

- Continuing existing programmes which aim to reduce homelessness, unemployment and worklessness amongst key target groups.
- Further developing mechanisms for reducing tensions and promoting positive relationships between people from different communities.

### **Key activities 2006-2007**

#### **We will narrow the gap between the most disadvantaged people and the rest of the city**

- The council will work with Bellway Plc to establish a Joint Venture Agreement and develop a vehicle to take forward the long term regeneration of inner East and South East Leeds (EASEL).
- A number of aspects of the West Leeds Gateway programme will be progressed including: a training scheme for local people linked to physical regeneration schemes in the area; work with Bradford Council on links between West Leeds and East Bradford; incorporation of the West Leeds Gateway in the Local Development Framework; appointment of a preferred developer for Mistress Lane; and approval of the Heritage Lottery Townscape Initiative bid for Armley.
- Specific proposals for an Inner South Leeds regeneration programme will be developed. Key elements will include: development of a joint venture company to regenerate Beeston Hill and Holbeck; redevelopment of Shaftesbury House into live work units; the opening of South Leeds High School; the opening of the new International Pool at the South Leeds Sports Stadium complex; two youth work networks to coordinate leisure and recreational activities for young people; and enhanced vocational learning opportunities for young people aged 14-16 to promote their educational achievement and employability.
- Neighbourhood Improvement plans will be developed in consultation with local residents to improve the living conditions in the most disadvantaged areas. Work will include addressing crime and anti-social behaviour, improving the appearance of public spaces, tackling flytipping and vandalism, improving street cleaning and bringing empty properties back into use. Neighbourhood Charters setting out service standards and the responsibilities of residents will be developed to improve the management of these neighbourhoods.
- The council will spend £128.3m to increase the number of council houses meeting the Government's decency standards. The council will continue to develop the Leeds Homes Construction Partnership, which will test value for money in both contractor costs and purchaser costs.
- Through the Private Sector Housing Renewal programme we will :
  - increase the number of homes meeting the decency standard occupied by vulnerable private residents to 58%;
  - deliver group repair schemes in North West and South Leeds valued at over £4m and a major redevelopment project in South Leeds;
  - reduce the percentage of Leeds households that are vulnerable and suffer from fuel poverty to 13.6%;
  - give financial assistance to offer 500 vulnerable private households to make their homes decent, including a significant number to be assisted through equity loans;
  - bring a further 1,000 long term empty properties back into use;
  - implement mandatory licensing of higher risk homes in multiple occupation across the city, and support the introduction of selective licensing in the regeneration areas to help in addressing anti-social behaviour and low demand; and
  - work with reputable landlords to provide decent, safe, private rented accommodation and tackle the worst conditions through firm legal action to provide healthy housing.
- We will continue to address barriers to affordable housing and home ownership by:
  - The production of the Leeds Housing Market Assessment in the Autumn which will provide a detailed picture of local housing markets to inform our work with housing providers;
  - Seeking planning agreements with housing developers for affordable housing for sale and rent; and
  - Testing new ways of delivering more affordable homes through pilot schemes by refurbishing council properties for sale and working with developers on new build schemes.
- We will take further steps to connect the city centre to surrounding neighbourhoods. We will:
  - continue to work towards producing a Development Framework for Mabgate.

- implement appropriate actions resulting from the review of the Waterfront implementation
- present a revised draft of the Kirkstall Road Planning Framework to the Planning Board to adopt as an informal planning tool.

**We will reduce unemployment amongst major target groups**

- Implement an accord with Public Sector Partners to focus the resources of those organisations on assisting individuals and families within the most 6 deprived wards in the city.
- Widen the participation of young people in work based learning programmes by extending the current offer within the High School Programme, Junior Job Guarantee and Young Apprenticeships to an additional 160 young people.
- Ensure that by 2006/07 there are no more than three wards in the city where the percentage point difference between the SOAs (in the ward) with the lowest and highest rates of Income Support claimants is greater than 20.
- Ensure that by 2006/07 there are no more than twelve wards in the city where the percentage point difference between the SOAs (in the ward) with the lowest and highest rates of Incapacity Benefit claimants is greater than 12.
- Ensure that by 2006/07 there are no more than fourteen wards in the City where the percentage point difference between the SOAs (in the ward) with the lowest and highest rates of Jobseekers Allowance claimants is greater than five.

**We will enhance Leeds' town and district centres and city centre**

- The £7.5 million town and district centre regeneration programme will be progressed. Feasibility studies and business plans will be completed for all 16 schemes and six will start on site by the end of 2006/07.
- £2.5 million has been allocated to improve 21 parks and greenspaces in and around town and district centres over the next two years.

**We will develop strong and positive relationships between people from different backgrounds**

- The Community Cohesion annual report and action plan will be reviewed and updated by March 2007 and systems will be developed to monitor progress.
- The Harmonious Communities Task Group will continue to develop the Harmonious Communities Strategy group, which will include a broad range of different partners and communities of interest and will drive activity to build cohesive communities.
- The council will develop community cohesion indicators to measure:
  - a sense of diversity, equity and fairness;
  - feelings of safety and belonging;
  - good community relations; and
  - active participation within communities.
- Monitoring systems will be further developed and reviewed to ensure that we have a clear picture of local tensions between communities and put appropriate response mechanisms in place.

**We will create a sense of belonging for all communities and encourage active involvement in community life**

- Through the Mediation Service we will:
  - Reduce homeless acceptances relating to parental eviction to 180 by ensuring that where disputes are being caused by overcrowding or other poor housing conditions these housing needs are recognised and responded to;
  - Provide training to ALMO and council staff on the use of additional preference (priority awards) on the grounds of overcrowding and poor conditions; and
  - Provide advice and information for Year 11 school pupils on the council's legal duties, housing options in the city and the range of housing and other support services available.
- The Sanctuary Scheme will prevent homelessness as a result of domestic violence through the installation of security measures for 210 households and ensure that customers are able to access

appropriate housing support or access alternative temporary accommodation if they do not feel safe in their homes.

- We will finalise and implement the Supporting People Strategy; meet efficiency savings to Supporting People budget set by the ODPM; and ensure that an adequate number and range of supported housing units are commissioned to meet service need.
- The council will work with partners to develop and implement an ICT system to co-ordinate community consultation by the end of 2006. The system will include a mechanism for on-line consultation.

### **We will make sure our community facilities meet the needs of local communities now and in the future**

- The community centres vested with the Neighbourhoods and Housing Department will be delegated to Area Committees from 1 July 2006. In addition a report will be presented to the council's Executive Board in Autumn 2006 requesting that a further 34 community centres be devolved to Area Management teams and managed by area committees, making a total portfolio of 69 community centres.
- Detailed design and cost work will be completed for three Joint Service Centres in Kirkstall, Harehills and Chapeltown. These centres will contain council services such as social services, environmental health, customer services and library services along with primary care services provided by the Primary Care Trust (PCT).
- An outline business case will be submitted to the Department for Culture Media and Sport (DCMS) in June 2006 for up to 3 new leisure facilities which will be funded through the £30m allocation of private finance initiative (PFI) credits
- Further consultation will be carried out on the £470,000 programme of recreational facilities for children and young people. The programme is likely to include: six BMX tracks, two skate parks and an extension to an existing skate park, along with 3 youth shelters.
- We will refurbish Morley library, Calverley library and seek to replace Beeston Library in 2006/07.

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

### **Introduction**

Our work programme in 2005/06 targeted improved outcomes for vulnerable groups and integrated service provision. The key achievements arising from this work also lay the foundations for the future delivery of the ambitious change programme set out in the first Children and Young People's Plan which emphasises five outcomes for children: be healthy; be safe; enjoy and achieve; make a positive contribution; economic well being.

Particular highlights include work to meet national standards for social care services; the introduction of a Safeguarding Board to protect local children; targeted work with looked after children; the continuing roll out and development of the Leeds healthy schools programme; the provision of integrated children and adolescent mental health services across the city; the development of a network of 23 children's centres and plans for a further roll out targeted at deprived neighbourhoods; some improvements in attainment by looked after children and black and minority ethnic groups; targeting Early Years provision at vulnerable groups alongside consultation on needs for Early Years service and the development of strategies to address need; the work of the Youth Council to engage children and young people and the development of the Leeds Youth Work Partnership to maximise the use of resources; and, the completion of 10 new primary school projects that transform the learning environment.

### **Summary of achievements 2005/06**

#### **We will make sure children and young people are safe**

- We are delivering the Climbé Action Plan to ensure all social care services to children meet the revised national standards.
- New partnership arrangements developed during 2005/06 have been successfully introduced. The local Safeguarding Board is fully operating and ensuring the protection of local children.
- A twenty week victims of crime programme which looked at offending behaviour and how to reduce the risks of becoming a victim of crime was delivered in target schools .
- Half of all primary schools in Leeds received drug awareness and prevention programmes and thirty nine high schools received drug prevention work.
- Targeted prevention has taken place with Looked after children, truants and school excludées.
- Parenting work continues to be developed with the Leeds Addiction Unit, including the substance use child protection assessments. Work is ongoing to bring together child protection and adult substance misuse treatment services.
- A strategy for increasing the number of Black and minority ethnic adopters is being implemented.
- Work to ensure that all vulnerable and looked after children have access to high quality early years provision continues.

#### **We will make sure children and young people are healthy and choose healthy lifestyles**

- We have extended the provision of integrated Children and Adolescent Mental Health Service to cover the whole city .
- The 2005 Annual Performance Assessment identified the healthy schools programme as a significant strength. We are on track to achieve target of 50% schools to have achieved the revised standard by December 2006 and 95% by December 2009.
- A survey of almost 8,000 pupils in years 6 and 9 has been carried out to identify their sporting interest, their levels of participation and their attitudes towards sport and physical activity.
- All looked after children have been issued or reissued with Max and Breeze Cards to help them access sporting, cultural and leisure opportunities.
- Sex and Relationship Education (SRE) and Personal Sexual Health Education (PSHE) are now integrated fully into the Leeds Healthy Schools Standard.
- A Contraceptive and Sexual Health Clinic will open in the City Centre in April 2006.



### **We will make sure children and young people are achieving and getting the most out of life**

- Attendance targets in primary and secondary schools for the academic year 2004/05 have been met for the second year running. Targets for 2005/06 are on track.
- Work has been completed with schools, providers and children and families to identify local needs for Early Years services and develop strategies to ensure needs are met.
- 2005 Key Stage 2 results showed improvements of between 5% and 8% for Black Caribbean pupils in all three core subjects. Bangladeshi pupils improved in maths by 13% points.
- Significant improvement in Children in Public Care achieving 5+ A\*C GCSE rising from 5% in 2004 to 14% in 2005.
- 2005 Key Stage 4 results for Bangladeshi, Black African, Black Caribbean, Kashmiri Pakistani and other Pakistani pupil cohorts showed increases over the 2004 cohort results on the 5+ A\*-C measure. In two cases performance far exceeded the overall rate of improvement in Leeds - Bangladeshi 13.1% and Black Caribbean 10.5% compared to the overall 4%.
- 77% of children in public care have Personal education plans (PEPs).
- 10 new primary school projects completed, handed over and fully operational for the beginning of the 2005/06 academic year. Secondary projects remain on track, including the opening of the David Young Academy in East Leeds and the new South Leeds High School in September 2006.

### **We will make sure children and young people are free from the effects of poverty and benefit from the economic success of Leeds**

- We have confirmed the location of the next phase of children's centres in the most deprived areas of the city
- We now have 23 Children's Centres. 19 fully open and 4 awaiting final completion of building works
- A detailed provider approval process has been developed and implemented for all 14-16 vocational programmes
- Support services to young parents have been successfully extended to include a pilot to provide "childcare tasters" for parents considering returning to work and entering training
- A robust procurement mechanism has been successfully completed for all Early Years integrated provision on school sites. We are now expanding this to include out of School provision on school sites
- A comprehensive needs analysis has been included in the first Children and Young People's Plan

### **We will make sure children and young people are active citizens and make a positive contribution to their communities**

- A city wide "Beat bullying" campaign targeted at all schools and pupils was delivered in partnership with Leeds United football club and Leeds Rhinos rugby club.
- More schools have achieved national standards for inclusive practice: 54 schools are accredited to the Stephen Lawrence Standard. 47 schools have been validated to the Inclusion Charter Mark with 8 more anticipated by March 2006.
- The Leeds Youth Work Partnership is operational and a funding panel has been created to make recommendations about all voluntary sector commissioning bids.
- The Positive Activities for Young People (PAYP) programme exceeded its target threefold for the number of young people accessing its services.
- The Youth Services Connexions Project almost trebled their target for moving people out of the Not in Education, Employment or training (NEET) category.
- The Youth Council election process has been successfully completed again in March 2006. Increased participation in 2005/06 has included the presentation to full Council of a manifesto. Another highlight of the year was the Youth Council scrutiny enquiry into fair trade in schools. It is anticipated that 98% of schools will have their own councils by July 2008.

## The year ahead/ what are we going to do next?

*We were lucky- we grew up in Leeds!* is the vision for children's services in Leeds that informed the development of the first Children and Young People's Plan (CYPP). The Children Leeds partnership has led the biggest debate about children's services ever seen; across the city 8,000 people took part. We listened carefully to children, young people and families; and talked to people in the voluntary, private and public sectors.

Our jointly produced Children and Young People's Plan (CYPP) builds on the improvements highlighted in the key achievements section of the Council Plan by focusing on working out how we can all work together on the single purpose of achieving the five outcomes highlighted in the consultation and in the national agenda for *Every Child Matters*:

- be healthy;
- be safe;
- enjoy and achieve;
- make a positive contribution
- economic well-being

Our CYPP has two elements: improving outcomes for children and young people, and improving the services that support them. It focuses on help and prevention; personalised, integrated and responsive services; and effective participation by children, young people, families, schools and communities. We have shared and agreed immediate priorities for 2006/07:

- reducing obesity, raising activity;
- reducing bullying;
- strengthening safeguarding;
- improving secondary progress and progression;
- respect and reducing anti-social Behaviour;
- improving outcomes for children and young people from deprived neighbourhoods and those in care;
- transforming universal services

These priorities have been chosen to focus on outcomes where there is most need for improvement, and to reflect local priorities and the views of local children and young people.

The detail of the key areas of work for 2006/07 is summarised below but we know that changing our words into effective actions is the really important issue. By doing that we can ensure that every child matters in our city and that they have the opportunities and can make the choices necessary to realise their full potential.

**We will make sure children and young people are healthy and choose healthy lifestyles by**

- reorganising health and social care services for children and families to develop more community provision, improved hospital care and better links between health and social care services.
- involving all key local partners in strengthening and extending our health promotion programmes for children, young people and families. This will include improving health education in schools through central and area based support for schools to achieve national healthy schools status.
- improving access to high quality mental health through our Child and Adolescent Mental Health Service (CAMHS); improving links between mental health and other local children's services.
- promoting self-esteem and mental health for children and young people and their families through programmes in extended schools, children's centres and the community.
- developing more co-ordinated and effective mental health services by bringing together agencies to agree a shared strategy and action plan for improvement.
- implementing the teenage pregnancy and parenting strategy.

**We will make sure children and young people are safe by**

- establishing stronger multi-agency working to ensure effective safeguarding arrangements are in place.
- improving the assessment and care of children and young people at risk and for those in public care.
- improving the ability of children and young people to keep themselves safe through education, information and guidance for children, young people and their carers
- engaging local services and communities in city wide approaches to reduce bullying and racial harassment.
- reducing the impact and fear of crime for children and young people by making sure that existing city wide strategies have a clear focus on supporting their need.
- reducing accidental injuries and death amongst children, young people, families and communities by raising their understanding of accident and fire prevention and by reducing environmental risks.

**We will make sure children and young people are achieving and getting the most out of life by**

- reshaping learning around the needs and interests of each individual learner, developing personalised approaches and support
- transforming learning places such as schools and nurseries; building strong partnerships, leadership and management; investing in new buildings, services and technologies; targeting support where there are serious challenges
- championing the needs of vulnerable groups and working with partners to provide targeted intervention and support
- bringing together local agencies and partners to develop an effective and coordinated approach to children and young people's play, sports and arts
- improving children and young people's access to opportunities and facilities for play, sports and arts, with a particular focus on vulnerable and socially excluded groups

**We will make sure children and young people are active citizens and make a positive contribution to their communities by**

- helping children and young people to have their say in their communities and in the services that work for them. This will include expanding the role of the Youth Council to manage the Youth Opportunities fund and Youth Capital fund, and developing the Reachout and Reconnect partnership to strengthen participation, particularly for those at risk of social exclusion
- co-ordinating communications activity to promote good news stories about children and young people, celebrating their successes and countering negative perceptions.
- improving opportunities for personal and social development for children and young people
- working with children, young people, families and communities to reduce disruptive and anti-social behaviour.
- targeting support for children, young people and families who are in the criminal justice system, or who are vulnerable to offending. Specifically, focusing support on looked-after children and young people.
- implementing the forthcoming Youth Matters legislation.

**We will make sure children and young people are free from the effects of poverty and benefit from the economic success of Leeds by**

- developing new ways of learning that include more choice and opportunities, meeting diverse needs and interests with personalised support and guidance
- improving the quality and cost effectiveness of 14-19 year learning by developing local services and investing in facilities and management
- supporting skills for life learning and work for all ages by developing services for early years, schools and the community
- agreeing a new approach to working with families
- improving economic opportunities for families in deprived communities
- investing in improving housing for children, young people and families

**We will improve universal services for children, integrate services and strategies and improve partnership working by**

- improving the range and accessibility of services by creating new children's centres, extending services in schools, reorganising local health and social care, and re-designing local services such as libraries and one-stop centres
- developing the workforce by better understanding its composition and improving recruitment and retention
- supporting the transition by improving leadership skills that will facilitate a cultural change learning from our current best practice in integrating processes. And implementing new processes for assessment and information sharing
- developing a Children's Services Commissioning Plan using the DfES joint commissioning model as a framework
- developing an over-arching resources plan to help us see in more detail how needs match all available resources
- developing new governance and accountability arrangements that will support further partnership participation and clarify roles and responsibilities
- developing a joint performance management framework across services to monitor and review the effectiveness of delivery. This will drive improvement and cost effectiveness

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

### Introduction

Our objective remains to ensure that Leeds is a healthy place for everyone who lives, works or visits here. In fact we want the ways in which Leeds promotes and improves health to become better known, both locally and outside Leeds.

In addition to seeking improvement in health and emotional well-being, we shall also aim to improve quality of life and economic well being. We will emphasise personal dignity and improve opportunities for choice and control. We will create more opportunities for people to make positive contributions and work to ensure freedom from discrimination. These are our priority outcomes and parallel to the five priority outcomes for children's services.

Last year we outlined how the health and well-being of people and communities is deeply influenced by factors such as income, employment, housing, environment, safety, and leisure opportunities; we are now beginning to address health issues more explicitly under these headings. Although progress has been made on a number of fronts the inequalities faced by individuals and communities remain stark. Therefore we need to ensure that careful targeting, innovative and culturally sensitive responses are developed to respond to this agenda. We will continue to place people at the centre of our service planning and delivery and enhance our partnerships with the health and voluntary sectors at a city-wide and district level.

### SUMMARY OF ACHIEVEMENTS 2005/06

#### **We will improve the physical, mental and social health and wellbeing of all the citizens of Leeds**

- The development of a new £16 million 50 metre swimming pool and diving centre at the South Leeds Stadium is on schedule; expected completion date summer 2007.
- Develop a new £5.7 million sports facility at John Smeaton Community High School in November 2006. The facility will be used by local schools and the wider Leeds community; anticipated completion November 2006.
- In partnership with the PCTs a Physical Activity Manager was appointed in September 2005, and is currently undertaking an audit of provision across the city identifying key areas for development.
- A city wide working group established in May 2006 includes Membership from all sectors. This working group will report through the Healthy Leeds Partnership on the developments of Physical activity across the city.
- In order to increase the awareness of the benefits of physical activity several campaigns are running across the city. Various initiatives have run under the Smarten Up banner, including: Smarten Up to Life (a summer initiative which included the sale of over 10,000 wristbands) 'Smarten Up' to Walking, 'Smarten Up', Be Healthy (partnership with Education Leeds), and 'Smarten Up' to Living (including Leeds Fitness Week). The campaign also has its own website, smartenupleeds.com.
- The Health Walks Pilot launched October 2005 promoting the health benefits of physical activity and guided by a walk leader. A number of well attended walks for local people have taken place across the city. The council has worked with the Countryside Agency to offer walks that are graded and fully accessible within local settings.
- An ongoing programme of skill and capacity building within the environmental health service with reference to the new public health agenda has been undertaken. Leeds Metropolitan University's successfully delivered a Public Health development course in March 2006, which attracted attendees from both the public and private sectors.
- As part of a rolling programme of reviews in environmental health, the Health Promotion and Food Safety Reviews are now completed. The Health Promotion review recommends changes to the team structure that will result in budget savings and ensure the team is realigned to meet the strategic objectives outlined in the Public Health White Paper.

- We have continued to promote no smoking, safe alcohol and drug policies in the work place through the council's enforcement activities. We have covered smoking policies with 402 employers and drugs at work with 354 employers city-wide.
- In order to enforce health and safety legislation in the workplace, 91.2% of planned programme inspections made.
- Specific programmes to promote the health, safety and well-being of Leeds City Council staff have been introduced with the objective of reducing absence from work.
  - These include:
    - Happy, Healthy and Here programme
    - Occupational Health Needs Analysis
    - Well-being pilot operating in Chief Executive's Department;
    - Early intervention musculo-skeletal management pilot operating in the City Services and Social Services departments;
    - Health and safety management system currently being developed across the council;
- Approval has been given by Full Council and Executive Board to implement a no smoking policy and provide support for employees wishing to quit. The trade unions have joined a project group to drive this issue forward and we are working with Primary Care Trusts to provide smoking cessation initiatives. The council has now agreed to remove employee smoking rooms from all of its buildings.
- A draft Alcohol Harm Reduction Strategy has been agreed but is being consulted on further in order to meet government requirements; this will be led by the Community Safety Partnership.
- We have continued to develop a Food Strategy for Leeds, focused on promoting opportunities for choosing a healthy diet, reducing diet based disease and addressing health inequalities. Funding for the information stall in Kirkgate Market has been extended following the success with both public and traders. A scheme to encourage local procurement of food for school catering has been initiated.

### **We will reduce health inequalities and the impact of poverty on health**

A number of take-up campaigns have been undertaken:

- Cut Your Council Tax promotion directed at customers where no current rebate awarded resulting in HB/CTB awarded for full financial year 05/06 of £294,781.94
  - Pension Credit promotion where customers in receipt of Pension Credit but not HB/CTB resulted in HB/CTB awards for full financial year 05/06 of £210,090.36
  - Training session delivered to 184 people including PCT key workers, health care staff, social services staff, voluntary sector workers and community groups on benefit related issues.
  - From January 2006, Leeds Benefits Service and Social Services Fairer Charging Unit are to work jointly with the local Pension Service to administrate a combined home visiting service which will both simplify and streamline the evidence requirements thus offering customers a much improved service.
  - During 2005/06 LBS worked towards raising awareness about Discretionary Housing Payments. This exercise resulted in awards in excess of £240,000 being made to customers who applied for additional help with either their HB or CTB payments.
  - We have continued our work on developing a cross sectoral Affordable Warmth Strategy to help address the fuel poverty issues for the city. The position at year end is that 14.3% of households are both vulnerable and fuel poor.
  - £50,000 was allocated to allotment sites to improve fencing, pathways, gates and access to water during 2005/06. An Allotments Strategy has been developed that emphasises the importance of allotments in supporting the key benefits of health, diet, education, social well-being, recreation and the environment.

**We will help all adults, particularly older people to live independently with appropriate support if they need it**

- Continue to develop joint working to reduce the need for hospital admission and when this is not possible ensure that people have the support they need when they are ready to leave hospital. Weekly troubleshooting meetings commenced in December 2005. A joint 'task group' has been successful in reducing the number of delayed transfers from acute hospital settings.
- We have re-designed our social services adult service teams to provide a faster response - including self assessed access to minor items of equipment. Work is in progress to ensure that revised assessment and care management pathways, integrated with therapy services are developed to provide faster response times.
- We are working towards the re-commissioning of home care services to provide a recovery service and a separate long term care service. By the end of June 2006 25% of home care activity in the city will be provided by the independent sector and focus on longer term maintenance and support of people with personal care needs. The Local Authority service will increasingly concentrate on providing short term intensive interventions. Work will commence in pilot areas during 2006.
- The council was successful in its PFI bid in July 2005 for £52 million to support the re-provision of local authority learning disability and mental health hostels and offer community housing alternatives. PFI credits have been obtained for the construction of 40 small units around the city.
- The Direct Payments Support Service was doubled in size and re-launched in November 2005. The number of people utilising direct payments has increased, however the full benefits of doubling the size of the service have yet to be fully realised.
- To enhance the range of early intervention/preventative services for adults a joint visiting team under the Link-age umbrella for older people has been established. The team will bring together staff from the Pension Service, Leeds Benefits Service and Social Services Fairer Charging Team to provide a simple, single access route for older people to claim a wide range of benefits.
- The principles of a Commissioning Strategy for Adult Day Services were approved in December 2005 for consultation with service user groups. Detailed service models and commissioning plans are now developed, and final approval will be sought prior to the implementation of the new models of service.
- Promote the development of social enterprises through the 'Keeping House' programme to offer services to people needing support at home to maintain their independence and quality of life. The programme provides opportunities for the development of new partnerships with private and voluntary sector e.g. food retailers and for the emergence of new 'not for profit' enterprises.
- We have continued to promote healthy and active life for older people including specific initiatives around exercise and nutrition. An older people's physical activity task group has been established to address the needs of older people for access to leisure opportunities to encourage an active lifestyle and an increase in the measured participation of older people in active recreation.

**We will make sure people have the support they need at each stage of life and as they move between life stages**

- Detailed work has taken place on the development of new care pathways, which are now in the process of being implemented. This will mean that more patients will receive diagnostic services, treatment and long term care closer to their home, avoiding the need for unnecessary admissions to hospital.
- Together with our health and voluntary sector partners and service users, we have developed a mental health strategy which will be publicly launched in July 2006 and will enable more people to be supported to live at home.

## The year ahead/what are we going to do next?

This year will see important organisational changes and new partnerships for the services which help deliver health and wellbeing directly. These will help deliver the aims of the Government White Paper *Our Health Our Care Our Say*. The council will be working closely with the new single Primary Care Trust in Leeds, both to develop health improvement city-wide and to continue work to meet the needs of particular localities. We shall continue as active contributors to the 'Making Leeds Better' project, redesigning major health and social care services for the city to pave the way for a future children's hospital. One result will be to improve support for people with long term health conditions.

We intend to provide an approach for Adult Services, which parallels that which is already being developed for Children Services. At the same time we shall ensure that close links remain between the two.

**Local Area Agreement:** A major new Partnership this year is the Healthy Communities section of the Local Area Agreement. Here we have agreed with local partners and central government to give special attention to two groups: older people and people on incapacity benefit. For older people we are prioritising financial security, opportunities for physical activity, and improved transport. For people on incapacity benefit, especially those with mental health problems or musculo-skeletal problems, we will be concentrating on real opportunities to re-enter employment, and trying to minimise the number of people at risk of slipping out of the labour market into long term sickness.

**Partnerships for Older People:** Two key additional partnership initiatives beginning this year (based on national funding awards) are the POPPS project to improve services for older people with mental health problems and Link-Age Plus, which will work to provide a single gateway for older people to access a wide range of services and opportunities.

**Choosing Health:** We will also continue to work on increasing life expectancy by trying to make the opportunities for a healthy lifestyle available for all – concentrating particularly on the promotion of physical activity, preparation for the new legislation on smoking and helping people to stop, and improving access to healthy and affordable food, especially for people most at risk of poor health.

## Key activities 2006-2007

### We will improve the physical, mental and social health and wellbeing of all the citizens of Leeds

- We will work jointly with the local NHS to establish more integrated leadership and approaches to health improvement, backed by new joint information analysis.
- Establish a city-wide Physical Activity Working Group under the umbrella of the Healthy Leeds Partnership to promote active recreation and sport for all in a wide variety of settings across the city. We will promote city-wide networks of schemes and projects to promote physical exercise for all ages.
- Establish a social marketing campaign using the principals and approaches of the 'Smarten Up' programme where appropriate.
- Continue the development of plans to establish a Sports Trust.
- Submit a business case for 3 new Private Finance Initiatives leisure centres.
- Complete the new £16 million 50 metre swimming pool and diving centre at the South Leeds Stadium - expected late summer 2007.
- Complete a new £5.7 million sports facility at John Smeaton Community High School by November 2006. The facility is due to open in January 2007 and will be used by local schools and the wider Leeds community.



- Continue to implement the playing pitch strategy
- Build a partnership group (linked to Neighbourhood Networks and Older People Forums) to promote active living for older people.
- Further development of the Health Walk scheme, including establishing links with Neighbourhood Networks and Older People Forums.
- We will continue to expand the public health capacity amongst Environmental Health staff and implement the five year strategy for the 2012 Vision for Environmental Health Services.
- We will reduce the number of residents who have experienced excessive noise in the last 12 months to not more than 25%.
- We will introduce initiatives in partnership that promote health and well being within the workplace.
- Evaluation and possible roll-out of the early intervention musculo-skeletal management programme.
- Support Implementation of the Leeds Tobacco Action Plan, in particular, put in place an effective education programme in advance of the new legislation banning smoking in public places to be enforced from summer 2007.
- Implement the council's No Smoking Policy, complete consultation on areas affecting involving users of council services (e.g. in residential settings) which may be subject to exemption and provide smoking cessation support within each department, in advance of the new legislation to be enforced from summer 2007.
- Scope and begin to implement a modern occupational health service for Leeds City Council; including an 'employee health programme' which includes evidence-based employee well-being events. We shall also seek external accreditation for our performance.
- Work with our partners in Community Safety to introduce and commence implementing an Alcohol Harm Reduction Strategy for Leeds which addresses the both the safety and the health aspects of alcohol harm.
- Consult fully on the new allotments strategy as part of the wider work to use our open spaces to contribute to health, well-being, recreation and the environment.
- Launch and implement the agreed Food Strategy for Leeds: promoting opportunities for choosing a healthy diet (especially for those whose health is most at risk); improving food safety; and maximising environmental sustainability (including the encouragement of local food production).

#### **We will reduce health inequalities and the impact of poverty on health**

- Promote financial security by delivering benefit take-up campaigns focusing particularly on older people in the worse off 30% of Leeds.
- Implement the new cross sectoral Affordable Warmth Strategy to help address the fuel poverty issues for the city, using new staff to develop cross-city advice on opportunities for grant assistance.
- Develop programmes to enable people with long term mental health or musculo-skeletal problems to become employed.
- Build on the successful establishment of a joint visiting team under the Link-age umbrella for older people, bringing together staff from the Pension Service, Leeds Benefits Service and social services Fairer Charging Team by piloting Link-Age Plus to give older people access to a wide range of opportunities to improve or maintain their quality of life.
- Improve the flexibility, take-up and level of satisfaction with welfare transport (LAA).

#### **We will help all adults, particularly older people to live independently with appropriate support if they need it**

- Continue to work with partners to reduce the need for hospital admission and ensure that people leave hospital as soon as they are medically fit.
- Develop and seek approval for plans for day support services for adults and older people which promote independence, life fulfilment and social inclusion.
- Build up the provision of home care activity in the city by the independent sector (to reach 25% by June 2006) and implement short term intensive and recovery services provided by the Local Authority Community Support Service.
- Develop further extra care housing schemes (120 additional units by March 2008).
- Work towards the completion of contracts by December 2007 for the construction of over 40 smaller units to replace current local authority learning disability and mental health hostels using

the award of PFI credits and ensure that support continues to be available during the construction phase.

- Develop and expand coverage of the social enterprise offer ('Keeping House') of support for people at home to maintain their independence and quality of life.
- In July 2006, together with our health and voluntary sector partners and service users, launch and implement the new mental health strategy, which will enable more people to be supported to live at home and specifically address social exclusion.
- Together with Leeds Teaching Hospitals Trust, the Primary Care Trusts (PCTs) and other stakeholders in the city, assess, consult on and finalise the formal Business Case for 'Making Leeds Better' - redesigning health services for adults and children to improve quality and access while achieving a better balance between acute and primary care.

**We will make sure people have the support they need at each stage of life and as they move between life stages**

- Ensure that the new structures for Children's Services and Adult Services develop in a complementary way and maintain appropriate linkages.
- Develop a clear and robust structure for commissioning, developing a customer first strategy, redesigning assessment, developing recovery and enablement services, and focusing longer term services on agreed outcomes.
- Evaluate the success of the new social services adult service initial response teams to maintain and increase the speed of assessment and response to need.
- Double the current rate of people with longer term needs accessing services through direct payments, giving them more choice and control in the type of care they receive.
- Continue with the development of intergenerational work

## Leeds is a highly competitive, international city

### Introduction

Cities across the UK and wider world are increasingly in competition with each other for jobs, investment, employees, tourists, shoppers and other visitors. Leeds needs to continue to respond to this, to make sure that we can compete successfully with other UK cities, the rest of Europe and further afield. Leeds has had a strong, growing economy for the last 20 years, whilst the Yorkshire and Humber region has been a relatively poor performer in the UK overall. Economists forecast that Leeds' economy will continue to grow over the next 10 years, but they think that the regions of northern England could, as a whole, fall further behind London and the south. Consequently, the council must work with its partners, through the Leeds Initiative, to continue to build on Leeds' strong, diverse economy while promoting the city more effectively to national and international markets and investors as a place with an excellent quality of life in which it is a good place to do business.

Congestion presents a real threat to the economic potential of Leeds and the wider City Region. There is a need for improved connectivity and a better defined programme of investment in the transport networks over the longer term to support the stated aims of Leeds and the City Region. This is being developed as part of the twenty-five year City Region Transport Vision.

We must continue to protect and enhance Leeds' environment and invest in education and skills which lay the foundation for the economic prosperity of the city. We must ensure that all people and communities in Leeds benefit from economic growth. We will also need to work closely with other authorities and regional organisations to promote economic growth in the wider City Region.

### KEY PRIORITIES - SUMMARY OF ACHIEVEMENTS 2005/06

#### We will develop high-quality transport

We have:

- Commenced work on the Leeds Inner Ring Road Stage 7 in May 2006 and completion is expected by August 2008.
- Secured additional funding for the East Leeds Link Road; work is expected to start in November 2006 and be completed in November 2008.
- Completed the detailed study of the A6120 Outer Ring Road and started to progress the approved actions including preparation of a brief for further development work on the proposed link road with Leeds Bradford International Airport.
- Submitted the new Local Transport Plan (LTP2) to the Department for Transport (DfT) on time in March 2006 and achieved 100% funding initially with an additional 5% for Integrated Transport for 2006/07 as a result of good progress.
- Representation on the newly formed Leeds City Region Congestion Partnership, which has both public and private sector participation to consider how to address congestion problems for the Leeds City Region; and also continued to develop a 'congestion target' with the DfT as part of a national Public Service Agreement.
- Made 301 bus stops more accessible through the Yorkshire Bus project in partnership with the West Yorkshire Passenger Transport Executive.
- Continued to develop a draft travel plan framework to allow Departmental travel plans to be produced.
- Lobbied for greater connectivity and representation on regional transport forums through the Core Cities Connectivity Themed Group and by inputting to the Eddington Transport Study and the Northern Way City Region work and consequently obtained funding from Northern Way Growth Fund for transport visioning work.

## **We will create a leading city in Europe which has an international reputation**

### **We will further develop the role of Leeds as the regional capital**

We have:

- Improved the way we market the city to developers, investors and visitors through the formation of Marketing Leeds. Since the official launch of Marketing Leeds in the autumn of 2005 particular achievements include:
  - The creation of a city brand 'Leeds, Live it, Love it' – to be used to communicate the essence of Leeds – this was launched at the Victoria Quarter in September 2005. It was attended by over 500 people from the business sector, public sector, travel trade, media and entertainment;
  - A public relations campaign which has produced 140 articles or features and 40 familiarisation visits organised for UK regional, national and international journalists and key influencers; and
  - Development of the consumer website [www.leedsliveitloveit.com](http://www.leedsliveitloveit.com) which is the city's first 'promotional' website for business, students, visitors and residents target markets. The site is recognised as being an example of good practise over a quarter of a million people have already visited the site which aims to provide a 'one-stop' online resource for the city.
- Continued to develop the Leeds City Region partnership which has both strengthened relationships with our partners and neighbours in the region and allowed us to influence how regional and national economic policies develop. In particular we now have:
  - The Leaders of the 11 local authorities meeting on a bi-monthly basis, with Chief Executives meeting monthly;
  - Established Themed task groups involving a wider range of partners to identify city region priorities in transport, skills, innovation, housing and other areas; and
  - Contributed to the review of the Regional Economic Strategy (RES) and the Regional Spatial Strategy (RSS), as well as a review of Regional Assembly Structures and Regional Funding Allocations.
- Continued to work with other core cities and the Government to promote cities as drivers of regional economies. Notable achievements include:
  - Hosting the successful Core Cities Summit on 14th/15th July 2005, attended by over 400 delegates. Rt Hon David Miliband spoke at the Summit and announced a series of individual city summits to follow in the Autumn, badged "Your City: Your Future";
  - The Leeds Summit was held 13<sup>th</sup> Sept 2005. Rt Hon David Miliband met with a panel of sixth formers, partners, LSP representatives, local business representatives and City Region representatives through a number of sessions to hear about the priorities for Leeds and the City Region; and
  - Submitted a full Business Case for Leeds and the City Region to Government Office and ODPM and contributed to the State of the Cities research.
- Campaigned internationally on behalf of Leeds especially in relation to the World Leisure Expo which opened in Leeds' partner city of Hangzhou on 22<sup>nd</sup> April 2006. Key aspects of this event include:
  - As Hangzhou's long-standing partner city, Leeds was invited to take a stand free of charge; and
  - The Leeds - Yorkshire exhibit offered international visitors an opportunity to see the best of what the region has to offer in education, culture, tourism sport and retail.
- Provided practical assistance to support new businesses especially through improving the provision of workspace for small businesses. Achievements include:
  - 2,083 enquiries received from companies looking to invest in Leeds, exceeding our target of 1,400 and a record number of these enquires made online;
  - Objective 2 funding for new businesses was used to upgrade small industrial units at Barkston House; and
  - Commenced work with the Chamber of Commerce and the University to develop new incubation workspace in the city.
- Encouraged more key organisations to locate in Leeds, through targeted advertising and by ensuring appropriate planning frameworks are in place to facilitate land and property availability. Particular achievements include:
  - Attending and launching the new investment prospectus at 'MIPIM 2006', the major international showcase for property and development in Cannes. The prospectus produced by the Renaissance Leeds Partnership, sets out the exceptional levels of investment and development activity taking place in Leeds;
  - An active marketing programme promoting Leeds as a location for business and investment.

Through this programme, companies in specific sectors are targeted, including Financial and Legal Services; Manufacturing; Media and Digital; and Retail, Medical Technology and Healthcare;

- In response to the Lyons Review, we are also working to attract government departments and agencies that are considering relocation from London and the south east; a series of advertising promotions in relevant public sector media included a series of advertising features and supplement in publications such as Whitehall & Westminster World and Public Service Director; and
- Completing the formal consultation on the draft Regional Spatial Strategy.
- Commissioned research into increasing innovation in healthcare through our involvement in the West Yorkshire Enterprise Partnership. In particular we:
  - Commissioned Medilink Yorkshire and Humber to undertake some research and their final report has now been produced; and
  - Identified around 150 medical companies in the west Yorkshire region; and although the work had a West Yorkshire brief, there is a strong Leeds orientation which focuses on the work being done at the University of Leeds and St. James's Hospital.
- Continued to implement key actions in the Evening Economy Action Plan including:
  - Lobbying for night bus services and other dispersal measures;
  - Promoting night-time shopping; and
  - Seeking to diversify the night-time economy through popular events such as the Earth from the Air and Spirit of the Wild open air exhibitions.
- Developed and put into place a number of city centre and public realm improvements including:
  - Reviewing, revising and updating the City Centre fingerposts and appointed consultants to advise on developing a pilot project for virtual signage;
  - On target to complete the refurbishments of Merrion Gardens, Park Square, Chancellor Court and Assembly Street on time and to budget; Design work for Albion Street has commenced and Briggate phase 2 is completed;
  - Supplementary Planning Documents have been approved for the Harewood\_Quarter (the John Lewis development);and
  - Produced a City Centre Action Plan to drive the future development of the City.
- Continued to lead the Leeds Economy Partnership (LEP) which has focused on economic issues such as financial exclusion, business improvement districts, business growth strategies, employment and innovation. Key achievements include:
  - A broad based partnership has been established to oversee the development and implementation of the Council's Financial Inclusion strategy with all council departments identifying areas of service provision which could be developed to assist financial inclusion. Specific projects include increasing the number of Credit Union branches in the council's one stop centres, and increasing the number of face to face debt advisers by 106% over a two year period; and
  - Development and launch of the Leeds 'city growth' strategy which aims to improve business performance and connect new employment opportunities with residents in the more deprived areas of the city.
- Introduced a framework for the renaissance of Leeds with a particular emphasis on communicating the new Urban Renaissance principles. Particular achievements include:-
  - Approval of the 2005/06 Renaissance Leeds Partnership business plan;
  - Delivery of six major presentations to communicate the new Renaissance Framework;
  - Completion of a Renaissance Framework DVD and initial development of a website and brochure;
  - Commissioning of a number of new studies including Highway Design Guide, Waterfront Strategy Review, Public Realm Contributions, and West Leeds: A regeneration Framework; and
  - Launching the Investment Prospectus at Harrogate Renaissance Collection Event & at 'MIPIM 2006', the major international showcase for property and development in Cannes.

**We will make sure the skills of the workforce match the skills needed to stay competitive**

We have:

- Continued to work towards attracting and keeping graduates and other key workers through events like the Annual International Student Welcome Event held in November 2005. This event attracted more than 600 overseas students to the City and provided the opportunity for the Lord Mayor to formally welcome International students from both universities and the FE Colleges.

- Set up an Employment Task Group under the Leeds Initiative to oversee the progress of further developing a comprehensive employment plan designed to improve the effective functioning of the labour market.
- Published the Skills Strategy in March 2006.
- Continued to work with the Learning Partnership to deliver the skills strategy and in particular:
  - Worked with Leeds chamber of commerce and Industry to develop the Leeds Skills Board as the strategic lead body for business involvement in skills strategies;
  - Secured funding through ERDF Object 2 to bridge the gap between high levels of local employment and the opportunities for work in construction available through regeneration activity. This has enabled the delivery of an enhanced construction training offer through the Construction Leeds Partnership to address construction skills needs in the city. The partnership also secured a Skills Theme Chest of £1.25 million to deliver skills training projects in construction skills; and
  - Worked with health sector to help people gain the skills needed for jobs in the NHS.
- Used our planning and housing policies to facilitate the provision of a range of housing in all areas of Leeds to attract skilled workers especially by progressing Area Action Plans consistent with the updated and revised Local Development Scheme.

### **We will develop the city's cultural infrastructure to increase the cultural opportunities available to people in Leeds and the wider region**

We have:

- Received and considered the consultant's report into the feasibility of developing a Concert Hall/Exhibition Centre/Arena for the City. In particular:
  - The project underwent a full public consultation through the Autumn;
  - Agreement was reached to pursue an arena and conference centre as well as a full costing to transform Leeds Town Hall into an International Concert Hall;
  - Progressed work on the Leeds Town Hall cost plan and the city is currently taking advice on securing a partner to assist in finding a developer to achieve the Arena; and
  - Yorkshire Forward has provided funding to support this next stage of the work.
- Continued to work with arts organisations to develop arts events and increase the participation of adults and children in cultural activities. 2005/06 has seen a significant increase in the range and depth of activities across Leeds and particularly successful initiatives and events include:
  - The arts@Leeds programme was extended with some excellent work carried out by the flagship arts organisations;
  - Breeze on tour was developed further to include mini Breeze events in neighbourhood parks during the summer;
  - Talking Heads project run during Breeze events where young people were encouraged to talk about their feelings after the London Bombings; and
  - Millennium Square provided a non-stop programme from late summer through to March, preceded by the return of concerts headlined by the Kaiser Chiefs and Embrace.
- Facilitated the provision of a media screen in Millennium Square. Installed in November 2005, this has been a key element in the development of the square. It was particularly successful during the Ice Cube where it worked well with the skating and of course will be the focus of coverage of the world cup plus other unique broadcasting later in 2006/07.
- Continued to make good progress towards creating a new museum in the Leeds Institute building by 2008.
- Continued on schedule with developing the Discovery Centre at Clarence Dock. This will be a high quality resource centre aimed at broadening access to the city's cultural collections and will be ready in 2007.
- Successfully opened the new 'Carriageworks' theatre in November 2005. It has already received great reviews and proved popular with both artists and audiences. It provides a lively new venue, which can also be used for conferencing, and is a great addition to Millennium Square.
- Started work on the refurbishment of the Grand Theatre and an excellent learning environment has been created with assistance from the Heritage Lottery Fund.
- Undertaken the restoration of Kirkstall Abbey and successfully opened the visitor centre in November 2005. It has already exceeded the increased number of visitors anticipated.
- Successfully retained the Green Flag status for Pudsey Park, Temple Newsam Estate, and Lotherton Hall Estate. In addition Golden Acre Park achieved the award as a new entrant in 2005.

## **The year ahead/what are we going to do next?**

Responsibility for managing the delivery of programmes and activities under this theme resides with the City Development Corporate Priority Board. This Board will continue to undertake regular monitoring of progress made and produce a further annual progress report for the council's Corporate Management Team. This annual progress report forms the basis for the achievements identified in this plan and will again form the basis for reporting progress in next year's Council Plan.

The coming year will see transport developments in a number of areas. On the broader front, further development work on the City Region Transport Vision will take place in conjunction with other City Region authorities. Leeds specific integrated transport measures will be progressed through the West Yorkshire Local Transport Plan 2006-2011. In addition, major schemes will be progressed, including construction of the Leeds Inner Ring Road Stage 7 and the East Leeds Link as listed below, together with further development work on the A6120 route strategy, airport access options and progressing the short term measures identified as part of the transport strategy post Supertram.

In terms of the economy and support to business, we will continue to work with partners to ensure a successful and diverse economy. A strong and supportive framework for enterprise is crucial and we hope our bid for Local Enterprise Growth Initiative funding to be submitted in September 2006 will be successful. This will allow a more pro-active approach to encouraging enterprise, particularly in more deprived areas of the city. We will look to exploit the city's competitive advantage in the medical/health sector and continue to support the City Centre and improve the environment – recognising the critical role of the centre for the city's economic success.

There will also be further significant developments in respect of our planning service. The ability for our customers to view, and comment on, planning applications electronically will be extended and implementation of a strategic change programme for planning services in the coming year will see a number of themed actions aimed at delivering further significant and sustainable service improvements.

Key activities to be undertaken in the year ahead to help the council ensure that Leeds is a highly competitive, international city are as follows:

### **Key activities 2006 – 2007**

#### **We will develop high-quality transport**

We will:

- Continue with the construction of Stage 7 of the Leeds Inner Ring Road which was started in May 2006 and is scheduled for completion by August 2008.
- Continue with the development of the East Leeds Link Road, in particular by starting construction in November 2006 and completing the work by November 2008.
- Identify and report on a priority programme for action on the A6120 Outer Ring Road route by March 2007 and also to have an agreed public consultation programme.
- Continue to develop and submit to the government in June 2006, a West Yorkshire congestion target based on thirteen routes across West Yorkshire, including three routes into Leeds.
- Continue to promote sustainable patterns of transport by:
  - Submitting the Final Delivery Report to the Department for Transport on achievements for the 2001-2006 Local Transport Plan (LTP1) in July 2006 and subsequently to continue to monitor progress on LTP2;
  - Further developing the Yorkshire Bus project in partnership with West Yorkshire Passenger Transport Executive to make bus stops more accessible, create more bus lanes and give priority to buses at traffic lights;
  - Progressing alternatives to Supertram; and

- Increasing the ease of movement of people and goods within the Leeds catchment area.
- Develop proposals for improved airport access in partnership with Metro and Leeds and Bradford International Airport.
- Facilitate the development of Departmental Travel Plans to be ready to implement in 2007.

**We will create a leading city in Europe which has an international reputation  
We will further develop the role of Leeds as the regional capital**

We will:

- Progress the next phase of city centre public realm improvements i.e. Albion Street.
- Continue to implement a destination management system to enable real time bookings for accommodation and tourist attractions.
- Explore a partnership with the private sector to enhance and sustain our small industrial units portfolio.
- Prepare and develop a successful Local Enterprise Growth Initiative (LEGI) bid to buy new resources to encourage business growth and new enterprise particularly in our deprived communities and neighbourhoods.
- Implement the City Growth Strategy which aims to provide greater assistance to established businesses in Leeds.
- Continue to identify opportunities or lobbying and working with central government to promote greater intra-regional, inter-regional and international connectivity.
- Continue to work with the medical/health sector.
- Continue to work with Government to promote cities as drivers of regional economies and specifically input to the proposed 'New Deal for Cities' White Paper.
- Work closely with the new Core Cities Director and other Core Cities to promote Leeds within the Core Cities agenda.
- Complete and submit the Leeds City Region Development Plan in Autumn 2006 to feed into the Comprehensive Spending Review 2007.
- City Region Leaders and Chief Executives to agree submission for a TIF (transport funding) bid by July 2006.
- Produce a lobbying and advocacy strategy for Leaders to take forward and promote communication of Leeds City Region.
- Gain support through other funding streams for key projects central to the City Region;
- Develop an application for Beacon Council status under the theme "Promoting Financial Inclusion and Tackling Over-indebtedness".
- Development of a small scale financial literacy package for young children and consideration given to multi-agency co-operation in delivery of financial literacy awareness and training.
- Continue implementation of the Financial Inclusion Strategy, including opening more Credit Union branches in one stop shops.

**We will make sure the skills of the workforce match the skills needed to stay competitive**

We will:

- Under the Leeds Initiative, produce an employment plan to tackle worklessness through the employment task group and identify current & future skill needs of the workforce through the Learning Partnership.
- Continue to engage and be represented on the Skills Theme Group of the Investment Plan. The Skills Action Plan provides the basis for commissioning projects under this group and we will review these in 2006/07, including identifying the key actions needed to ensure a competitive workforce is present.
- Continue to work with our partners in Construction Leeds to develop a strategic approach linking construction activity in the city with local employment activities. This is particularly targeted to neighbourhood renewal areas, ensuring that construction companies have access to skilled workers to deliver schemes.
- Develop our proposals for an employment and skills trust to take a strategic view of labour market issues in Leeds.



**We will develop the city's cultural infrastructure to increase the cultural opportunities available to people in Leeds and the wider region.**

We will:

- Continue to implement the Integrated Local Cultural Strategy for Leeds (2002-2007) through the Leeds Cultural Partnership.
- Seek to maximise the benefits for Leeds and the city-region from national preparations for the Olympic/Paralympic Games in 2012 through the work of the Leeds Task Group.
- Work towards attracting a partner to deliver an Arena for the city.
- Assess the costs of transforming the Town Hall into an International Concert Hall and decide the best way forward.
- Continue to expand the range of high profile activity and events available to the people of Leeds across a wide range of sites and for all ages.
- Continue the development of the new museum and Discovery Centre to ensure a strong visitor attraction telling the story of Leeds.
- Continue exploring the options for a new home for Northern Ballet Theatre and Phoenix Dance.
- Complete Phase 1 Grand Theatre development and explore budgets to move to Phase 2.
- Carryout Phase 1 of the Art Gallery project aiming to complete summer 2007 and continue to explore funding opportunities for the much needed maintenance and refurbishment of the site. Simultaneously continue the high quality exhibition programme which saw a significant increase in visitors in 2005/06.
- Ensure an inclusive programme of events and activities to celebrate the 800<sup>th</sup> anniversary of Leeds as an economic centre including preparations for a Leeds festival in 2007.
- Pursue funding opportunities for City Varieties refurbishment.
- Create a city centre learning environment for extended schools around the cultural properties – Central Library, Carriageworks, Town Hall, Art Gallery, Grand Theatre, City Varieties and hopefully Yorkshire Playhouse.
- Submit Roundhay Park as a new entrant for the Green Flag award in 2006 and Kirkstall in 2007 in addition to retaining the standard at the four parks that achieved it in 2005.
- Continue to improve parks and greenspace in town and district centres through the Parks Regeneration Programme to contribute to the regeneration of these areas.
- Complete the new sports facility at John Smeaton Community High School to open early in 2007 for use by local schools and the wider community.
- Complete the development of the new swimming pool and diving centre at the South Leeds Stadium by the end of 2007.

## Section Two – National and Local Performance Indicators

DRAFT

## Section Three – Corporate Statements

The council has a statutory responsibility to provide information within the Council Plan on a number of important issues. These are include below and are as follows:

### **A statement of compliance on the awarding of contracts involving the transfer of staff.**

When contracting-out services, Leeds City Council will apply the principles set out in the Code of Practice on Workforce Matters in Local Authority Service Contracts. In this regard, Leeds City Council will ensure, by inserting relevant terms and conditions into such contracts, that procurement exercises are conducted on the basis that the Transfer of Undertakings (Protection of Employment) Regulations 1981 (better known as TUPE) will apply, unless there are exceptional circumstances why they should not, and that transferees will be offered either retention of the Local Government Pension Scheme (LGPS) or a broadly comparable scheme. Further, all new recruits on any Leeds City Council contract will be offered employment on terms and conditions which are, overall, no less favourable to those of transferred employees, as well as offering them reasonable pension arrangements. In this regard all new starters will be offered either:

- Membership of the Local Government Pension Scheme; or
- A broadly comparable scheme supported by a current Government Actuaries Department Certificate (in essence a final year salary scheme); or
- A good quality stakeholder pension scheme that has matched employer contributions (a minimum of 6%).

The above shall apply to sub-contractors also.

## Section Four – Useful Information

### Making your views known

Your views are vital to the council. If you have any comments on what you read in this Plan, or on any service you receive from Leeds City Council, please let us know.

Equally, we are interested in any suggestions that you have on how to make this a more user-friendly reference document. The Plan has a lot of detail that we are required by law to include, but we would like it to be as useful as possible for the public, staff, Councillors and partners alike.

To let us know what you think or to obtain further copies, you can write to:

**The Policy, Performance and Improvement Team  
Leeds City Council  
2<sup>nd</sup> floor East  
Civic Hall  
Leeds LS1 1UR**

or email:

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

or telephone:

**0113 224 3462**

We also publish the Council Plan on the internet – [www.leeds.gov.uk](http://www.leeds.gov.uk) (search for Council Plan)

Copies are also available for inspection at your **local library**.

## Glossary

<b>ABC</b>	Acceptable Behavioural Contracts
<b>ALMOs</b>	Arms Length Management Organisations
<b>ASBO</b>	Anti-social Behavioural Order
<b>ASIST</b>	Actively Seeking Independence Support Team
<b>BPR</b>	Business Process Re-Engineering
<b>BVPI</b>	Best Value Performance Indicator
<b>BVPP</b>	Best Value Performance Plan
<b>CAMHS</b>	Children and Adolescent Mental Health Service
<b>CCTV</b>	Closed-circuit television
<b>CDTS</b>	Community Drug Treatment Services
<b>CMT</b>	Corporate Management Team
<b>CPA</b>	Comprehensive Performance Assessment
<b>CPB</b>	Corporate Priority Board
<b>CRM</b>	Customer Relationship Management
<b>CTB</b>	Council Tax Benefit
<b>CYPP</b>	Children and Young People's Plan
<b>DANOS</b>	Drugs and Alcohol National Occupational Standards
<b>DCLG</b>	Department for Communities and Local Government
<b>DCMS</b>	Department for Culture, Media and Sport
<b>DDA</b>	Disability Discrimination Act
<b>DEFRA</b>	Department for Environment, Food and Rural Affairs
<b>DfES</b>	Department for Education and Skills
<b>DfT</b>	Department for Transport
<b>DLEQs</b>	District Local Environmental Quality Assessments
<b>DNO</b>	Distribution Network Operator
<b>DWP</b>	Department for Work and Pensions
<b>EAS</b>	Employee Administration Service
<b>EASEL</b>	East and South East Leeds
<b>ENCAMS</b>	Environmental Campaigns (incorporating Tidy Britain Group)

<b>ERDF</b>	European Regional Development Fund
<b>FAB</b>	Financial Accounting and Budgeting
<b>FE</b>	Further Education
<b>FFT</b>	Fischer Family Trust
<b>FPN</b>	Fixed Penalty Notices
<b>GCSE</b>	General Certificate of Secondary Education
<b>GNVQ</b>	General National Vocational Qualification
<b>GOYH</b>	Government Office for Yorkshire and the Humber
<b>GP</b>	General Practitioner
<b>HB</b>	Housing Benefit
<b>HE</b>	Higher Education
<b>HELP</b>	Healthy Environment for Leeds People
<b>HIP</b>	Housing Investment Programme
<b>HR</b>	Human Resources
<b>HRA</b>	Housing Revenue Accounts
<b>ICT</b>	Information and Communications Technology
<b>IEG</b>	Implementing Electronic Government
<b>IIP</b>	Investors in People
<b>IPF</b>	Institute of Public Finance
<b>IT</b>	Information Technology
<b>JSA</b>	Job Seekers Allowance
<b>KSI</b>	Killed or Seriously Injured
<b>LA</b>	Local Authority
<b>LAA</b>	Local Area Agreement
<b>LATS</b>	Landfill Allowance Trading Scheme
<b>LBIA</b>	Leeds-Bradford International Airport
<b>LBS</b>	Leeds Benefit Service
<b>LCC</b>	Leeds City Council

<b>LDF</b>	Local Development Framework
<b>LDS</b>	Local Development Scheme
<b>LEA</b>	Local Education Authority
<b>LEGI</b>	Local Enterprise Growth Initiative
<b>LEMMAC</b>	Leeds Maintenance Management Accounting
<b>LEP</b>	Local Economy Partnership
<b>LHCP</b>	Leeds Homes Construction Partnership
<b>LIAP</b>	Leeds Inter-agency Project
<b>LIFT</b>	Local Improvement Finance Trust
<b>LKI</b>	Local Key Indicator
<b>LLP</b>	Leeds Leadership Programme
<b>LPSA</b>	Local Public Service Agreement
<b>LSC</b>	Learning and Skills Council
<b>LSP</b>	Local Strategic Partnership
<b>LTP</b>	Local Transport Plan
<b>MARACS</b>	Multi-agency Risk Assessment Conferences
<b>MIPIM</b>	International Market for Professionals of Property (English translation)
<b>MIS</b>	Management Information System
<b>MP</b>	Member of Parliament
<b>NEET</b>	Not in Employment, Education or Training
<b>NHS</b>	National Health Service
<b>NIP</b>	Network Infrastructure Programme
<b>NRF</b>	Neighbourhood Renewal Fund
<b>NVQ</b>	National Vocational Qualification
<b>OCR</b>	Oxford, Cambridge and Royal Society of Awards
<b>ODPM</b>	Office of the Deputy Prime Minister
<b>ONS</b>	Office of National Statistics
<b>OSC</b>	One Stop Centre
<b>PAF</b>	Performance Assessment Framework
<b>PAYP</b>	Positive Activities for Young People

<b>PCSO</b>	Police Community Support Officer
<b>PCT</b>	Primary Care Trust
<b>PDA</b>	Personal Digital Assistant
<b>PE</b>	Physical Education
<b>PEP</b>	Personal Education Plans
<b>PERB</b>	Procurement Efficiencies Review Board
<b>PFI</b>	Private Finance Initiative
<b>PI</b>	Performance Indicator
<b>PLSS</b>	Public Library Service Standards
<b>POPPS</b>	Partnerships for Older People's Projects
<b>PSA</b>	Public Service Agreement
<b>PSHE</b>	Personal Sexual Health Education
<b>PWC</b>	Price Waterhouse Coopers
<b>RES</b>	Regional Economic Strategy
<b>RSS</b>	Regional Spatial Strategy
<b>SEN</b>	Special Educational Needs
<b>SID</b>	Speed Indicating Devices
<b>SOA</b>	Super Output Area (ONS based geography for residence based statistics)
<b>SOR</b>	Schedule of Rates
<b>SORT</b>	A recycling scheme
<b>SRE</b>	Sex and Relationship Education
<b>UKPMS</b>	United Kingdom Pavement Management System
<b>VCFS</b>	Voluntary Community Faith Sector
<b>VFM</b>	Value for Money
<b>YEDL</b>	Yorkshire Electricity Distribution Limited



## Your council services

If the department you require is not listed, please call the switchboard on 234 8080, Minicom Service 395 0300.

Abandoned Vehicles	0845 124 0113	Housing Repairs	0113 398 4704
Anti Social Behaviour Team	0845 129 4113	Housing Advice Centre	0113 247 6919
Benefits Advice	0845 127 0113	Homelessness Enquiries	0113 247 6919
Business Rates Information	0113 247 6983	Libraries and Information Services	0113 247 6016
Childcare Information	0113 247 4386	Members Services	0113 247 4045
Community Involvement Team	0113 234 8080	Needles/Syringe Reports	0800 138 6227
Complaints and Compliments	0845 129 0113	Noise Nuisance 24 Hour Service	0113 240 7361
Council Tax Information	0845 126 0113	Parks and Countryside	0113 395 7400
Council Tax Benefit	0845 127 0113	Pest Control	0845 124 0113
Council Tax 24 Hour Payment Line	0113 395 7100	Planning Applications	0113 247 8000
Councillors, MPs and MEPs	0113 247 4045	Potholes	0845 124 0113
Disabled Parking Badges and Bus Passes	0845 125 4113	Recycling	0845 124 0113
Dog Wardens	0845 124 0113	Refuse Collection	0845 124 0113
Drug Action Team	0113 395 0839	Registrar –Births and Deaths	0113 224 3622
Education Grants and Loans	0845 127 0113	Registrar – Marriages and General Enquiries	0113 224 3603
Education Enquiries	0113 247 5590	Social Services – General Enquiries	0845 125 4113
Elections and Voting	0113 247 6726	Social Services – Emergency Out of Hours	0113 240 9536
Jobs and Skills Enquiries	0113 247 5465	Sports Centre – General Enquiries	0113 214 5005
Environmental Health – Domestic	0845 124 0113	Street Cleansing	0845 124 0113
Environmental Health – Industrial	0162 636 1101	Street Lighting	0845 124 0113
Equality Team	0113 247 4190	Tourism Information – Gateway Yorkshire	0113 242 5242
Fly Tipping	0845 124 0113	Waste Collection	0845 124 0113
Highways – General Enquiries	0845 124 0113	Welfare Rights	0113 240 5480
Highways – Out of Hours Emergencies	0845 124 0113	Youth Services	0113 214 5854
Housing Enquiries	0113 247 6919		

DRAFT

# THE COUNCIL PLAN 2006/07

## NATIONAL AND LOCAL

# PERFORMANCE INDICATORS

Page 135

The Government has established a performance management framework which provides a common set of performance indicators (BVPIs) compiled by local authorities through the country. These indicators are designed to let local people know the performance of their council on a range of services and allows comparison against other councils in England.

This section of the plan details the indicators we use in our corporate performance management framework. The indicators are divided into:

- 1) National Indicators: i.e. indicators which are compiled by local authorities throughout the country, and
- 2) Other local key indicators we use in Leeds which are not required nationally.



## National & Local Performance Indicators - Modernising our Council

Access to Services		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target	
<b>Council Priority Indicators</b>														
CP-AS50	Provide access to all principal Council services outside normal 9-5 working hours	new indicator					84.6%	no comparative data			100%	100%	100%	
CP-AS51	Answer more than 90% of public telephone calls to the Council	new indicator			66%	80%	82% (1)				90%	92%	92%	
CP-AS52	Ensure 80% of enquiries to the Council (in person or by telephone) are resolved at first point of contact	new indicator					not available (2)				75%	80%	80%	
CP-AS53	Increase to 90% the proportion of public telephone calls to the Council that are handled by a corporate contact centre	new indicator			40%	60%	74% (3)				75%	90%	90%	
CP-AS54	Increase the volume of total transactions delivered through customer self-service	new indicator					175,332				218,000	272,500	340,625	
<b>Local Key Indicators</b>														
LKI-CUS9	Value of Welfare Rights benefits gains	new indicator			£6.1m	£5.9m	£7,406,535.95 (4)	no comparative data			£7.5m (5)	£7.75m (5)	£8m	
LKI-CUS10	Number of translations and interpretations arranged by the Central Interpretation and Translations Unit	new indicator			8342	9000	10,908 (6)				11,000 (7)	11,200 (7)	11,400	
LKI-CUS15	Percentage of complaints responded to within 15 days	new indicator				90%	38% (8)				80% (9)	85% (9)	90%	
LKI-CUS16	Percentage of customers seen in person within 15 minutes					81%	84%				82%	83%	84%	
LKI-CUS17	Percentage of letters from the public responded to within 10 working days										90.2% (10)	80%	85%	90%
LKI-CUS18	Percentage of emails acknowledged within 1 working day	new indicator									80%	85%	90%	
LKI-CUS19	Percentage of translation requests met within agreed timescales										85%	90%	93%	
LKI-CUS20	Percentage of interpretation requests met										80%	85%	90%	
<b>Indicators to be deleted</b>														
BV - 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	31%	46%	66%	80%	100%	99.49% (11)	88.31%	80.41%	92.95%	future targets not required			

### Footnotes:

- This improvement is due to service improvements introduced as part of the creation of the new corporate contact centre.
- No data is currently available to calculate the result for this new indicator. Siebel CRM is being used to monitor and record the % of enquiries resolved at first point of contact by Customer Services staff. Work is ongoing to train staff to ensure that a consistent approach is being adopted across all service areas. Sampling is also taking place to validate current recording. It is anticipated that robust data will be available next year for telephony and face to face services.
- The result does not include performance for quarters 1 and 2 as investigations are being carried out into data quality for that time period. The volume of calls of a basket of high volume telephone numbers is used as a proxy measure to chart services migrated into the new corporate contact centre. As these volumes fluctuate it is difficult to provide a target to track the migration of services over time.
- The target was set taking into account the experience and number of staff on the team. Consideration was also given to the number of other service providers including Leeds Benefits Service/Pension Service and the Financial Accounting and Budgeting (FAB) team. It was estimated that the number of cases dealt with by the Welfare Rights Unit would be stable or even drop slightly due to the proactive work of the teams mentioned above, however, this has not been the case. The number of welfare rights workers has increased in recent years and as the new workers become more experienced they are able to take on more work. An additional phone line has been installed increasing the number of calls received and welfare benefit legislation continues to change, often making awards more generous. A higher percentage of attendance allowance claims have been successful, possibly due to the simplified form, and we have received more referrals in general but particularly from workers whose clients have mental illness.
- These targets have been revised from those published in last year's Council Plan following the actual figure of benefit gains for 2005/06 being much greater than expected. We are hoping that the team may achieve similar gains for the next two years but as always benefit gains are dependant upon benefit legislation which can be changed at any time.
- The increase in demand for interpreting and translation services can be attributed to greater awareness among non-English speakers of the Council's ability to provide interpreting services on request. The greatest increase in demand has been for telephone and face-to-face interpreting services. The services of the unit are also provided to external organisations. Some of the increase can also be attributed to an increase in demand from external organisations. Leeds City Council also hosts the Yorkshire and Humberside Consortium for Refugees and Asylum Seekers responsible for the dispersal of Asylum seekers and Refugees to the whole region. The Consortium runs two induction centres based in Leeds and Barnsley for which interpreting and translation services from the Unit are used.

7. These targets have been revised from those published in last year's Council Plan as there was greater demand than anticipated during 2005/06. The new figures are based on an assumption that demand for these services has almost reached its peak.

8. The use of Contact Leads to manage complaints is still a relatively new process implemented in October 2004. Because of teething problems and people getting to grips with the system there is an element of under-reporting. The roll-out of Contact Leads to investigating officers within Departments and the monitoring of open cases corporately and at Customer First Board will improve the accuracy of these figures.

9. These targets have been revised from those published in last year's Council Plan to acknowledge some technical issues around monitoring and reporting of complaints. Future work is planned this year to ensure training is provided to help embed consistency in this area across the council.

10. It should be noted that this figure does not cover all Council Services, those included are Corporate Services, City Services, Customer Services, Education, part Social Services and part Development.

11. The improvement was achieved through electronically enabling remaining services before the December 2005 deadline, primarily through the www.leeds.gov.uk website and telephone contact centre.

Executive Support		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target	
<b>Council Priority Indicators</b>														
CP-ES50	Increase to 80% the percentage of staff who feel they know and understand the Council's values	new indicator			75%	77%	82%	no comparative data			79%	80%	80%	
CP-ES52	Achieve a Comprehensive Performance Assessment (CPA) Corporate Assessment score of 4 out of 4				3	3	3				3	4	4	
CP-ES53	Increase the percentage of performance targets achieved in priority areas				n/a	n/a								
CP-ES54	Increase to 60% the percentage of staff who feel the council and their department communicates well with them				52%	55%	45%					58%	60%	61%
CP-ES55	Achieve a score of 3 out of 4 on the CPA use of Resources assessment				n/a	n/a	3					3	4	4
<b>Best Value Indicators</b>														
BV-226a	Total amount spent by the local authority on advice and guidance services provided by external organisations	new indicator						no comparative data						
BV-226b	Percentage of money spent on advice and guidance services provision which was given to organisations holding a CLS quality mark at general help level and above													
BV-226c	Total amount spent by the local authority on advice and guidance in the areas of housing, welfare benefits and consumer matters, which is provided directly by the authority to the public													

Procurement		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-P50	Ensure 100% of milestone activities for the implementation of the national procurement strategy for local government are completed					90%	94%	no comparative data			100%	N/A	N/A
CP-P51	Assess and increase the percentage of our total budget spent through corporate framework agreements and corporate contracts	new indicator				n/a (1)	n/a (1)				n/a (2)	n/a (2)	n/a (2)
CP-P52	Assess and increase the percentage of our total budget spent through partnership with other public sector organisations	new indicator				n/a (1)	n/a (1)				n/a (2)	n/a (2)	n/a (2)

**Footnotes:**

- There are no figures for 2005/06 as the systems for collecting this information are under development.
- One of the projects managed by Procurement Efficiencies Review Board (PERB) will ensure the development of information provided by the FAB system. These developments will enable collection of information on council expenditure and facilitate reporting on CP-P51. The new Supplier and Contract Management System will enable the collection of information regarding collaborative and approved spend. By the end of 2006 the system will be providing sufficient information to enable a report on CP-P52. The combined information from these developments will enable us to track the baseline information and set targets for these indicators.

Benefits		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Best Value Indicators</b>													
BV-76a	The number of claimants visited per 1,000 caseload			216	355.3	350	302.47 (1)	260.76	217.04	256.89	195 (2)	200 (2)	205
BV-76b	The number of fraud investigators employed per 1,000 caseload			0.2	0.24	0.24	0.24	0.19	no comparative data		0.23 (3)	0.23 (3)	0.23
BV-76c	The number of fraud investigations per 1,000 caseload			24.3	19.42	21	24.37 (4)	24.97	26.98	36.69	28 (5)	29 (5)	30
BV-76d	The number of prosecutions and sanctions per 1,000 caseload			2.8	3.29	3.6	3.83	1.98	2.48	3.3	4.25 (6)	4.30 (6)	4.35
BV-78a	Speed of processing: Average time for processing new claims	31 days	41 days	33 days	79 days	43 days	43 days	57.3	43.5	30.9	29 days (7)	28 days (7)	26 days
BV-78b	The average processing time taken for all written notifications to the local authority of changes to a claimant's circumstances that require a new decision on behalf of the authority.	12 days	21 days	12 days	41 days	30 days	31 days	22.5	15.2	9.7	18 days (7)	16 days (7)	14 days
BV-79a	Accuracy of processing: Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-decision	91%	95%	97%	98%	98.1%	98%	95.9%	96.74%	98.9%	98.2%	98.6% (7)	99%
BV-79bi	The amount of housing benefit overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period					75%	74.6%				79% (8)	80% (8)	81%
BV-79bii	Housing benefit overpayments recovered during the period as a percentage of the total amount of housing benefit overpayment debt outstanding at the start of the period plus the amount of HB overpayments identified during the period	new indicator				32%	32.7%	no comparative data			33% (8)	34% (8)	35%
BV-79biii	Housing benefit overpayments written off during the period as a percentage of the total amount of housing benefit debt outstanding at the start of the period plus the amount of housing benefit overpayments identified during the period					5%	7.7% (9)				7.5%(9)	6.5% (9)	6%

**Footnotes:**

- The target set for this indicator has not been reached as it was initially intended to undertake all interventions through visits in this financial year. During the year the strategy was revised and a number of interventions were undertaken using other methods than visiting. This resulted in a reduction in the number of visits that are included in the calculation of this BVPI being reduced, although this BVPI does not measure all visiting activity.
- These targets have been amended from those published in last year's Council Plan as these targets are based upon the expectations of the Department for Work and Pensions (DWP) of the number of interventions that the authority has to undertake as part of its security activity in the delivery of a benefits service. As it is calculated as per 1,000 caseload, a caseload figure of 71,500 has been used as caseloads have been increasing consistently over the past 12 months. This BVPI does not reflect the whole of the visiting regime undertaken by Leeds Benefit Service.
- These targets have been amended from those published in last year's Council Plan as these targets are based upon the number of investigation staff who fulfil the BVPI criteria based on an expected increased caseload figure of 71,500.
- This indicator has exceeded its target as additional time has been spent working with officers looking at the speed with which they close down their investigations. This has involved away days looking at workload management. The improvements identified in their working practices have led to large improvements on the number of investigations they are able to undertake.
- These targets have been amended from those published in last year's Council Plan as this indicator is a CPA performance measure and this target will be set to achieve a Level 4 performance. Based upon the number of successful investigations needed to achieve a proportionate amount of sanctions for a Level 4 CPA performance, then the targets have been set for the number of investigations that require completing in the year.
- These targets have been amended from those published in last year's Council Plan to reflect the need to achieve a level 4 CPA performance and represents a 9.8% increase on previous years' performance.
- These targets have been amended from those published in last year's Council Plan which is due to effective work planning brought about by the implementation of a new and modern computer system in 2004. Targets set for 2006/07 onwards are in line with the DWP performance standards for housing and council tax benefit administration.
- Future years' targets have changed from those published in last year's Council Plan now that a baseline has been established for 2005/06
- The target set for this indicator has not been reached as it was set expecting facilities to be in place to widen the scope on collection by on-going recovery. However, system issues prevented this implementation during most of 2005/06. The targets for 2006/07 and 2007/08 have, therefore, been amended from those published in last year's Council Plan in order to address this.



Collection of Council Tax & Business Rates		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Best Value Indicators</b>													
BV - 9	The percentage of Council taxes due for the financial year which were received in year by the authority (2003/04)	96%	96.3%	96.2%	96.1%	96.4%	96.3%	94.01%	95.87%	96.90%	96.6% (1)	96.9% (1)	97.10%
BV - 10	The percentage of non-domestic rates due for the financial year which were received in year by the Authority (2003/04).	98.5%	98.8%	98%	98.5%	98.5%	98.6%	97.69%	98.02%	98.64%	98.6% (2)	98.6% (2)	98.60%
<b>Local Key Indicators</b>													
LKI - F2	The net cost of collecting council tax per chargeable dwelling	£14.88	£15.22	£16.54	£16.39	£16.31	£16.40	no comparative data			16.66 (3)	17.2 (3)	£17.76

**Footnotes:**

1. These targets have been amended from those published in last year's Council Plan to reflect the actual figure achieved in 2005/06.
2. These targets have been amended from those published in last year's Council Plan following the achievement of 98.6% in 2005/06. The aim is to maintain the level which is already a high performance and look to achieve efficiency savings whilst maintaining this level of performance.
3. The 2006/07 and 2007/08 estimates are based on the approved budget adjusted for a reduction in the number of court summons issued.

Corporate Financial Services		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-FS50	Achieve greater than 2.5% efficiency savings year on year	new indicator					at least 2.5%	no comparative data			at least 2.5%	at least 2.5%	
<b>Best Value Indicators</b>													
BV - 8	The percentage of invoices for commercial goods and services there were paid by the Authority within 30 days of such invoices being received by the Authority	90%	93%	91%	88.8%	92%	90.6%	87.48%	88.3%	94.26%	92%	92%	92%
<b>Local Key Indicators</b>													
LKI - F1	Average External Borrowing Rate	6.8%	6.7%	6.3%	5.7%	5.3%	5.2%	no comparative data			5.2%	5.1%	5%

Legal Services		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Indicators to be deleted</b>													
BV - 179	The percentage of standard searches carried out in 10 working days	95%	83%	100%	100%	96%	99.96%	96.26%	95.86%	100%	no future targets required		

Equal Opportunities		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-EO50 BV-2a	The level (if any) of the Equality Standard for Local Government to which the authority conforms	new indicator	Level 1	Level 2	Level 2	Level 3	Level 3	Level 2	no comparative data		Level 3	Level 4	Level 4
CP-EO51	Increase the percentage of employment diversity targets achieved (based on a basket of diversity indicators)	new indicator						no comparative data					
CP-EO52	The percentage of staff who feel the Council is genuinely committed to equality and fairness for all	new indicator			65%	66%		no comparative data			68%	70%	
<b>Best Value Indicators</b>													
BV-2b	The duty to promote Race Equality	new indicator		74%	74%	79%	74%	71.86%	63%	69%	79% (1)	79% (1)	84% (1)
BV-11a	The percentage of top 5% of earners that are women	34%	33%	32.3%	33.98%	36.3%	35.3%	41.64%	41.15%	44.42%	38.3%	39.3%	40%
BV-11b	The percentage of the top 5% of local authority staff who are from an ethnic minority	amended indicator				4.9%	5.04% (2)	6.5%	3.53%	4.39%	5.4%	5.9%	6.2%
BV-11c	The % of top 5% that have a disability	new indicator					3.97%	no comparative data			4.2%	4.4%	4.6%
BV-16a	The number of staff declaring that they meet the DDA disability definition as a percentage of the total workforce	2.8%	2.6%	3.5%	3.42%	3.66%	3.3%	3.28%	2.11%	2.65%	3.9%	4.15%	4.25%
BV-16b	Percentage of economically active disabled people in the Authority area	10.8%	14%	14%	14%	14%	14%	17.29%	12.23%	15.07%	14%	14%	14%
BV-17a	The percentage of local authority staff who are from ethnic minority communities	amended indicator				6.1%	6.47%	9.3%	5	7	6.3%	6.4%	6.6%
BV-17b	The percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the local authority area	amended indicator				7.8%	7.8%	12.10%	69.6	75.2	7.8%	7.8%	7.8%
BV-156	The percentage of the Authority's buildings open to the public in which all public areas are suitable for and accessible to disabled people	28.5%	37%	42.9%	44.6%	44%	45.1%	46.81%	no comparative data		47%	49%	50%
<b>Local Indicators</b>													
LKI-EO1	Disabled staff as a percentage of the total workforce (excluding school-based staff)	3.9%	4.2%	4.8%	5.25%	5.3%	5.14%	no comparative data			5.4%	5.5%	5.6%
LKI-EO2	Minority ethnic staff as a percentage of the total workforce (excluding school-based staff)	8.3%	7.5%	7.2%	7.73%	8.1%	8.37%	no comparative data			8.3%	8.4%	8.5%

**Footnotes:**

- The targets for 2006/07 and 2007/08 have been reduced from those published in last year's Council Plan to allow time to set baselines and collect trend data. The target for 2008/09 has been set at 84% as we are confident that measurable improvement will have been achieved and we will be in a position to evidence it.
- This result has exceeded the target which is probably due to the inherent diversity of Leeds' population, departmental initiatives and the perception that Leeds City Council has always had a significant percentage of staff from ethnic minorities which in itself acts as a draw for further recruits.

Human Resources		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-ES51	Increase to 58% the percentage of staff who feel valued as an employee				55%	56%	55%				57%	58%	59%
CP-ES56	Increase the percentage of colleagues that are satisfied with the conditions of their employment (including physical, financial and psychological factors)				71%	72%	62% (1)				64% (1)	66% (1)	68% (1)
CP-PE50	Increase the level of staff satisfaction to 70%				67%	68%	67%				69%	70%	71%
CP-PE51	Increase the level of response to the staff survey to above 30%				26%	27%	37% (2)				40% (2)	41% (2)	42%
CP-PE52	Achieve and maintain the Investors in People Leadership and Management Standard						100%				100%	100%	100%
CP-PE53	Increase the percentage of managers who achieve an average score of 2 or above (out of 4) in their 360 degree feedback						6% increase				6% increase	6% increase	6% increase
CP-PE54	Increase to 74% the percentage of staff who feel they are involved in contributing to the direction of the organisation				71%	72%	62.9% (3)				70% (3)	71% (3)	72% (3)
CP-PE55	Percentage of colleagues who feel they know and understand the Council's values				75%	77%	65.8% (3)				70% (3)	71% (3)	72% (3)
CP-PE56	Increase the percentage of attendance targets achieved (based on a basket of attendance targets)						n/a (4)				n/a (4)	n/a (4)	n/a (4)
CP-PE57	Increase the percentage of managers who consider policies to aid flexible service delivery						n/a (5)				n/a	n/a	n/a
CP-PE58	Increase to 60% the percentage of staff who are satisfied with the overall provision made for their induction, appraisal and development within the organisation:				57%	58%	54.90%				targets not required, indicator amended		
	Increase to 60% the percentage of staff who are satisfied with the overall provision made for:				amended indicator								
	a) induction										68%	70%	72%
	b) appraisal										46%	48%	50%
	c) development										57%	59%	61%
CP-PE59	Ensure 70% of staff have had an appraisal within the previous 12 months				54%	60%	65.3% (6)				64%	70%	70%
CP-PE60	Achieve a significant reduction in work related ill-health and injury						3,865				3% improvement	3% improvement	3% improvement
CP-PE61	Ensure 100% of staff continue to be covered by the Investors in People standard	100%	100%	100%	100%	100%	100%				100%	100%	100%

**Footnotes:**

- The 2005/06 result cannot be compared to the 2005/06 target or the 2004/05 actual as the decision was taken to update the questions in the 2005 staff survey to make them more relevant, even though this meant comparison with previous years would not be possible. Future years' targets have, therefore been amended to reflect this change in the survey questions.
- This indicator has exceeded its target due to new techniques used to encourage staff to complete the staff survey and increased communication was used to raise awareness through Team Talk, the intranet and Team Talker.
- This indicator has not reached the target set for 2005/06, however, the questions in the 2005 staff survey relating to this indicator have changed since 2004, therefore direct comparison is not possible. The targets set for 2006/07 and 2007/08 have therefore been revised to take this change of question into account.
- It will not be possible to collect the data for this indicator until the definition of the basket of measures is agreed by HR community - this will provide meaningful analysis of attendance figures.
- It will not be possible to collect the data for this indicator until feedback is received from the next staff survey and/or as part of the launch of the revised major policies.

6. There has been a large increase in the performance of this indicator as the profile of appraisals is being continually raised through management training and development.

Human Resources (continued)		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Best Value Indicators</b>													
BV-12	The number of working days/shifts lost due to sickness absence	13.6 days	12.7 days	12.2 days	12.9 days	11.5 days	12.6%	11.17 days	11.51 days	10.59 days	11.5 days (1)	11 days	10.5 days
BV-14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	0.4%	0.7%	0.8%	1.40%	1.05%	1.17% (2)	0.56%	0.61%	0.28%	0.7%	0.33%	0.25%
BV - 15	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce	1.0%	1.1%	0.9%	0.75%	0.62%	0.31% (3)	0.44%	0.43%	0.33%	0.49%	0.36%	0.23%
<b>Local Key Indicators</b>													
LKI-PE1	To achieve IIP across the organisation (percentage of staff covered by IIP)	100%	100%	100%	100%	100%	100%	no comparative data			100%	100%	100%
LKI-PE2	Voluntary leavers as a percentage of staff in post	8.6%	6.8%	10%	11.35%	9%	10.13% (4)				9%	9%	9%

**Footnotes:**

1. The 2005/06 target was set at 11.5 days and this was based on a non-cumulative 2004/05 result of 12.3 days absence per person. After the 2005/06 target had been published it was decided to use more accurate cumulative data for reporting. The cumulative figure for 2004/05 was 12.9 so the target of 11.5 for 2005/06 was not reasonable. The target of 11.5 days per person is being kept for 2006/07 because the cumulative result for 2005/06 was 12.6 which makes 11.5 challenging.
2. Although this indicator did not reach the target set, there has been almost a 15% improvement since 2004/05.
3. This indicator has exceeded the target set and showed an improvement of over 40% from 2004/05 which is a reflection of the decreasing use of ill-health retirement.
4. There has been an improvement of more than 10% since 2004/05 although the target was for a 20% improvement. The increase does show that retention of staff has improved and ongoing recruitment and benefits projects should see further gains.

## National & Local Performance Indicators - All Neighbourhoods are Safe, Clean, Green and Well Maintained

Community Safety		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target	
<b>Council Priority Indicators</b>														
CP-CS50 LPSA2	Reduce overall crime levels in Leeds by 35%	new indicator					25.5%	23.9%	no comparative data			30% reduction	35% reduction	n/a (1)
<b>Best Value Indicators</b>														
BV-126 (LPSA 11)	Domestic burglaries per 1,000 households	50.2	52.1	43.5	29.57	27	23.85 (2)	29.55	18.48	13.86	23.3 (3)	22.5 (3)	21.8 (3)	
BV-127a	Violent offences per 1,000 population	amended indicator				21.0	25.06 (4)	no comparative data			23.6 (5)	23.1 (5)	22.7 (5)	
BV-127b	Robberies per 1,000 population					1.6	1.82 (6)				1.8 (3)	1.7 (3)	1.7 (3)	
BV-128	Vehicle crimes per 1,000 population	37.0	35.5	29.9	21.32	18.5	17.23 (7)	25.78	16.83	14.68	16.9 (3)	16.5 (3)	16.5 (3)	
BV-198	The number of drug users in treatment per 1,000 head of population aged 15-44	new indicator					12.7	no comparative data	34.8	45.1	10	11.5	n/a	
BV-225 (previously BV-176)	Actions against domestic violence	new indicator					90.9%	no comparative data	0.89	0.95	100%	100%	100%	
<b>Local Key Indicators</b>														
LKI-CS1	Total number of drug users in treatment	new indicator						no comparative data			3,241	3,727	Baseline year to be reset	
LKI-CS2	Percentage of drug users retained in treatment for 12 weeks or more										80%	85%	Baseline year to be reset	
LKI-CS3	Addressing domestic violence by:										12,020	12,500	13,035	
	a) Increase the number of reported incidents of domestic violence										46.5%	44.8%	43%	
	b) Reduce repeat victimisation as a proportion of reported domestic violence incidents										14%	16%	18%	
<b>Indicators to be deleted</b>														
CP-CS52 LKI-NR1 (8)	Number of Wards with a domestic burglaries rate of more than 60 per 1,000 households	10 Wards	12 Wards	9 wards	2 wards	2	n/a	no comparative data			future targets not required			

### Footnotes:

- As part of the improved approach to performance management of Home Office delivery in the regions, targets set in Leeds will support the delivery of the Home Office aims and Public Service Agreement (PSA) targets. Locally, targets have been agreed with Government Office for Yorkshire and the Humber (GOYH) and aligned with West Yorkshire Police Authority. They are based on and will contribute to PSA 1. The targets for 06/07 and 07/08 remain the same as per previous agreements.
- Analysis shows a burglary reduction of 18.8% when compared to the previous year i.e. equivalent to 1771 fewer victims. This reduction is due to a number of factors including: (i) reducing the opportunities for offending by a target hardening of properties which has resulted in fewer repeat victims (ii) a proactive crime prevention campaign targeting students new to Leeds which contributed to a 12.5% reduction in sneak ins (iii) targeting known persistent and prolific offenders leading to increased arrests (iv) offenders moving on to other crime types.
- The target for 2006/07 has been agreed with GOYH and aligned with West Yorkshire Police Authority. The domestic burglary target for 2007/08 is based on a projected 3.2% continued reduction from the 2006/07 target. The 2008/09 target has been agreed as part of the (Local Public Service Agreement) LPSA target setting. The robbery and vehicle crime targets for 2007/08 are based on a projected 2% continued reduction from the 2006/07 target.

4. The target for 2005/06 has not been achieved due to the following reasons: (i) total violent crime has increased by 7.3% (1225 more recorded offences) (ii) to prevent serious assaults the police have been proactively policing Public Order Offences making early arrests for those offences which count towards the violent crime total in line with national priorities (iii) as part of West Yorkshire's Policing Plan priorities, the police have been taking a proactive approach to domestic violence incidents, seeking an increase in arrests for perpetrators of violent offences.

5. As part of the improved approach to performance management of Home Office delivery in the regions, targets set in Leeds will support the delivery of the Home Office aims and PSA targets. The target for 2006/07 has been aligned to the Police Operational Target; targets for 2007/08 and 2008/09 are based on a continued improvement of a 2% reduction but will be reviewed annually.

6. The target for 2005/06 has not been achieved due to the following: (i) robbery has increased from 1202 in 2004/05 to 1313 in 2005/06 equivalent to a 9.2% increase (111 more recorded offences) (ii) partnership funding from the "street crime initiative" ended in 2004/05 resulting in resources being redirected to other priorities such as acquisitive crime.

7. Analysis shows a vehicle crime reduction of 18.69% compared to last year, equivalent to 2850 less offences. This is due to a number of factors including: (i) an increase in "high visibility" street patrols across the district which act as a deterrent to opportunistic offenders (ii) targeted partnership interventions focusing on persistent and prolific offenders e.g. drug intervention programme.

8. This Performance Indicator is to be deleted from 2006/07 as the floor target has been replaced by CP-CS50.

Housing Management		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-HM52 BV - 63	Energy efficiency - the average SAP rating of local authority owned dwellings	49	51	53.2	57.2	61.2	61.2	60	60	64	64	66	69

Road Maintenance		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-RM50 BV-223	Percentage of the local authority principal road network where structural maintenance should be considered					25%	6% (1)				6% (1)	6% (1)	6% (1)
CP-RM51 BV-224a	The percentage of the non-principal classified road network where maintenance should be considered	new indicator				14%	13% (2)	no comparative data			12%	10%	9%
CP-RM52 BV-224b	Percentage of the un-classified road network where structural maintenance should be considered					24%	23.51% (3)				19.5% (4)	15.5% (4)	12%
CP-RM54 BV-187	Percentage of the footway network where structural maintenance should be considered	new indicator	30.4%	32.9%	35.65%	33%	30% (5)	27.0%	23%	14%	30% (6)	30% (6)	29%
<b>Best Value Indicators</b>													
BV - 100	Number of days of temporary traffic controls or road closures on traffic sensitive roads caused by Local Authority roadwork's per km of traffic sensitive road	0.3 days	0.1 days	0.04 days	0.122 days	0.4 days	0 days (7)	0.7 days	0.8 days	0 days	0.4 days	0.4 days	0.4 days
<b>Local Key Indicators</b>													
LKI-HM2	The percentage of repairs to dangerous damaged roads and pavements which were carried out within 24 hours from the time the Authority first becoming aware of the damage	97%	93%	96.5%	93.50%	96%	99.5%	no comparative data			96.5%	97%	97.5%

**Footnotes:**

1. In 2005/06 the UKPMS rules and parameters have been amended and this has had an impact on the 2005/06 result. The target set for the year was based on the previous version of the rules and parameters. If the 2005/06 result had been run using the old rules and parameters, performance for the year would have been 23.8% representing a 4.8% improvement on the previous year. Targets for future years have been reworked using the new rules and parameters.

2. In 2005/06 the survey method used to generate this PI (Scanner) was different to that used in previous years. The 2004/05 result was based on the old survey method and therefore the two results are not directly comparable.

3. The year on year improvement reflects the ongoing delivery of the £45 million Improvement Plan within the Capital Programme. Schemes to the value of £8 million were completed in relation to unclassified roads and footpaths in 2005/06.
4. Increased resources have been committed to improving unclassified roads in future years. However, due to the marked increase in costs for improvement schemes during the past 12 months, targets for future years have been amended slightly from previous estimates. The revised targets for 2006/07 to 2008/09 still show a significant year on year targeted improvement.
5. In 2005/06 an extensive programme of improvement works was completed in areas of key footway network. In addition, new software enabled the council to more accurately capture the contributing length of footway network contributing to this PI and bring this in line with other similar authorities. These two factors led to the improvement in performance.
6. These targets have been amended from those published in last year's Council Plan as in 2005/06 the council's performance improved at a greater rate than forecast. This was due in part to a re-assessment of the footway network contributing to this PI (through improved software) and the completion of a number of footway improvement schemes. The targets set for future years do not forecast a significant improvement in performance as the street lighting Private Finance Initiative (PFI) will be operational and will cause disruption to a number of footways as street lights are replaced.
7. Performance has improved in 2005/06 through a concerted effort to program maintenance works at the weekends and evenings. Future years targets will be maintained at 0.4 days as the council may need to close a road or put signals on at traffic sensitive times to deliver its largest ever highways maintenance programme.



Refuse Collection & Waste Management		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-RC50 BV - 82a i (LPSA 8)	Total Tonnage of household waste arising - % recycled	10.3%	10.3%	12.2%	15.79%	19.94%	17.26% (1)	11.55%	10.76%	12.12%	18.53% (2)	20.57% (2)	22.59%(2)
CP-RC51 BV - 82b i (LPSA 8)	Total Tonnage of household waste arising - % composted	1.6%	2.4%	2.40%	3.77%	3.46%	4.07% (3)	2.49%	4.73%	6.54%	4.44%(2)	4.93%(2)	5.41%(2)
CP-RC52 BV - 82di	Total tonnage of household waste arising - % land filled	88.5%	86.7%	85.4%	80.28%	76.6%	78.61%	57.35%	63.39%	30.11%	77%(2)	74.47%(2)	71.97%(2)
<b>Best Value Indicators</b>													
BV-82aai	Total tonnage of household waste arising which have been sent by the authority for recycling	new indicator				67,741	57,389	no comparative data			61,676 (2)	69,161 (2)	76,712(2)
BV-82bi	The tonnage of household waste sent by the authority for composting or treatment by anaerobic digestion	new indicator				11,742	13,540(3)	no comparative data			14,777(2)	16,576(2)	18,372(2)
BV - 82ci	Total Tonnage of household waste arising - % used to recover heat, power and other energy sources	0%	0.4%	0%	0.03%	0%	0.03%	28.27%	20.34%	52.74%	0.03%(2)	0.03%(2)	0.03%(2)
BV-82cii	Tonnage of household waste arising which have been used to recover heat, power and other energy sources	new indicator				0	87	no comparative data			102(2)	103(2)	104(2)
BV-82dii	Total tonnage of household waste arising which has been land filled	new indicator				259,803	261,439	no comparative data			256,340(2)	250,384(2)	244,398(2)
BV - 84a	Number of Kilograms of household waste collected per head of population	459kg	459kg	464kg	473.16kg	474.4kg	462.2kg	472.7	467.8	425.3	462.6kg(2)	467.2kg(2)	471.9kg(2)
BV - 84b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of population	new indicator				0.30%	-2.32% (4)	no comparative data			0.09%(2)	0.99%(2)	1%(2)
BV - 86	Cost of waste collection per household	£34.14	£39.55	£54.40	£58.84	£58.45	£64.48 (5)	£44.23	£37.74	£31.68	£62.15(2)	£63.15(2)	£64.54(2)
BV - 87	Cost of waste disposal per tonne for municipal waste	£30.96	£34.47	£34.99	£28.03	£28.30	£29.79	£43.61	£38.91	£34.14	£34.03(2)	£36.50(2)	£39.02(2)
BV - 91a	Percentage of population resident in the Authority's area served by a kerbside collection of recyclables	42%	43.5%	76.20%	88.13%	89%	90.14%	88.50%	89.20%	98%	95%	95%	95%
BV-91b	Percentage of population resident in the Authority's area served by a kerbside collection of at least two recyclables	new indicator				90.14%		no comparative data			95%	95%	95%
BV-218a	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification	new indicator				89.24%		no comparative data			90%	92.50%	95%
BV-218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	new indicator				83.33%		no comparative data			85%	90%	95%
<b>Local Key Indicators</b>													
LKI - RC1	Number of household waste collections missed per 100,000 collections	60	87	127	679.14	200	150.5 (6)	no comparative data			100 (7)	95 (7)	90
LKI-RC1b	Percentage of household waste collections made on schedule	new indicator			99.32%	99.90%	99.85%	no comparative data			99.9% (7)	99.9% (7)	99.9%

**Footnotes:**

1. Although performance improved in 2005/06 compared to the previous year, the target for the year was not met. In 2005/06 there was a reduction of 4,600 tonnes of timber recycled (due to changes in acceptance criteria). The amount of SORT tonnes (kerbside recycling) and street arisings recycled in 2005/06 increased but not at the expected levels and as a result fell short of the target set. Overall, there was a 5,800 tonne reduction in the amount of waste collected compared to the previous year.

2. The targets set for 2007/08 and 2008/09 on the waste and recycling BVPIs may need to be changed in future years as the council will choose the preferred option for refuse collection in the future, including garden waste collection and changes in frequency of collections, in order to maximise the proportion of household waste recycled or composted.
3. The rise in performance in 2005/06 was assisted by the warm and wet weather experienced in the first half of the year, especially in the Spring, combined with increased public awareness. An additional 1,400 tonnes of composted material was collected in the first half of 2005/06 compared to the same period in the previous year.
4. The amount of waste collected in 2005/06 reduced in comparison to the previous year by 5,800 tonnes despite an increase in the city's population. It is too early at this stage to identify the reasons for the reduction and thereby acknowledge a sustainable change in how waste is generated.
5. The cost of household waste collection rose in 2005/06 due to increased costs associated with the introduction of an additional recycling route and the cost of staff and vehicles for this operation. Overall, costs also rose due to increased fuel costs during the year, additional support costs and increased running costs at waste sorting sites.
6. In 2004/05 performance was distorted due to the unofficial strike action which took place during week 1 of the year; this meant that nearly 90,000 bins were missed in a single week alone. Therefore, the results between the two years are not directly comparable.
7. The targets for future years have been changed from those published in last year's Council Plan as previous targets were set using the 2004/05 figure as a baseline (this included unofficial strike action which affected performance). Therefore, this coupled with the improved performance in 2005/06, has led to the targets for 2006/07 to 2008/09 being revised.

Street Cleansing		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-SC50 BV-199a	The proportion of relevant land and highways assessed as having combined deposits of litter and detritus across four categories of cleanliness (Clean, Light, Significant, Heavy)	new indicator	37%	31.2%	27.05%	26.5%	20% (1)	20%	21.25%	17.80%	19%	17%	15%
<b>Best Value Indicators</b>													
BV-199b	The proportion of relevant land and highways (as a percentage) from which unacceptable levels of graffiti are visible	new indicator					11%	no comparative data			10%	9%	8%
BV-199c	The proportion of relevant land and highways (as a percentage) from which unacceptable levels of fly posting are visible						1%				1%	1%	
BV-199d	The year on year reduction in the total number of incidents and increase in total number of enforcement actions taken to deal with fly tipping						n/a(2)				n/a(2)	n/a(2)	
<b>Local Key Indicators</b>													
LKI-SC6	The average time taken to remove fly tips	9 days	2.5 days	1.7 days	0.84 days	1 day	1.38 days (3)	no comparative data			1.3 days	1.15 days	1 day

**Footnotes:**

1. Performance during the year has improved for a number of reasons. Grading staff have received 'refresher' training from Environmental Campaigns (ENCAMS) and operational staff have received training on various cleaning techniques to improve performance. Initiatives such as the HELP campaign and Community and City Pride Awards have also improved the cleanliness of local communities. An increase in enforcement activity, litter and cigarette campaigns, education and awareness initiatives and more partnership working have also contributed to the improvement.
2. The council is awaiting final guidance from the Department for Environment, Food and Rural Affairs (DEFRA) and the Environment Agency as to how BVPI-199d is to be calculated, therefore, targets cannot be set for future years.
3. In 2005/06 there was a reduction in the number of fly tips recovered across the city. The number of "spots" made and recovered by crews was also lower than in the previous year. This meant that there were fewer jobs to divide response days in to and explains the apparent reduction in performance. In most areas the time taken to recover fly tips was similar to the previous year apart from the East wedge and this is being investigated.

Street Lighting		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target	
<b>Best Value Indicators</b>														
BV-215a	The average number of days taken to repair a street lighting fault which is under the control of the local authority	new indicator					7.5 days	8.52 days (1)	no comparative data			6.5 days	5 days	5 days
BV-215b	The average time taken to repair a street lighting fault, where response time is under the control of a DNO	new indicator					8.8 days	7.17 days (2)	no comparative data			8.3 days (3)	7.8 days (3)	7.2 days
<b>Local Key Indicators</b>														
LKI-SL2	Percentage of street lamps not working as planned	1.3%	1.9%	1.75%	1.90%	2.2%	2%	no comparative data			2%	1.5%	1.25%	

**Footnotes:**

- The prime cause of the target not being realised was the curtailing of the cyclical block, clean and change programme in the lead up to the PFI. This backlog affected 9 wards and coupled with the other standard repairs required in the year, affected the average response and repair time and the target was not achieved.
- Despite the suspension of the block change and clean programme in the South and West wedges, strong performance in other areas of the city by YEDL enabled the target to be met and exceeded. The target for 2005/06 was based on performance from the previous three years and future targets will be revised in light of the improved performance levels.
- The targets set for 2006/07 to 2008/09 have been revised slightly to reflect the improved performance levels achieved in 2005/06. This PI should continue to improve as a result of the commencement of the street lighting PFI.

Road Safety		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-TM52 BV-99	a (i) Number of people Killed or Seriously Injured (KSI) in road traffic collisions	new indicator	439	518	443	387	435 (1)	303	153	86	387	376	365
	a (ii) % change in the number of people KSI in road traffic collisions since the previous year	new indicator		18%	-14.50%	-11%	-1.81%	-7.30%	4.59%	-9.09%	-11%	-2.8%	-2.9%
	a (iii) % change in number of people KSI in road traffic collisions since the 1994-98 average	new indicator		-6.30%	-20.00%	-30.10%	-21.48%	-12.10%	-18.21%	-28.07%	-30.1%	-32.1%	-34.1%
	c (i) Number of people slightly injured in road traffic collisions	new indicator			4009	3809	3691 (2)	2667	1470	953	3809	3708	3608
	c (ii) % change in number of people slightly injured in road traffic collisions since the previous year	new indicator			-0.40%	-3.2%	-7.93%	-2.80%	-3.52%	-10.00%	-3.2%	-2.7%	-2.7%
	c (iii) % change in number of people slightly injured in road traffic collisions since the 1994-1998 average	new indicator			-3.80%	-8.6%	-11.47%	0.50%	-6.89%	-16.61%	-8.6%	-11.1%	-13.5%

**Footnotes:**

- Leeds are on track to meet their 2010 Government target.
- Total is on target, good reduction in annual totals since 2002.

Environment		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target	
<b>Council Priority Indicators</b>														
CP-EN50 BV-216a	Number of "sites of potential concern" with respect to land contamination	new indicator					n/a	682	no comparative data			2466	4191	4341
CP-EN51 BV-217	The percentage of pollution control improvements to our existing installations completed on time							97.13%				90%	90%	90%
CP-EN52	Reduce energy consumption in Council buildings by at least 10%						3% reduction (total of 463,660 mwh)	464,682 mwh				6% reduction (total of 449,320 mwh)	10% reduction (total 430,200 mwh)	No target set (1)
<b>Best Value Indicators</b>														
BV-216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all "sites of potential concern"	new indicator						13.30%	no comparative data			6.10%	3.60%	3.50%

**Footnotes:**

1. Current target is for 10% reduction by 2007/08, therefore no targets have been set beyond 2007/08

Sustainable Development		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Best Value Indicators</b>													
BV-219a	Total number of conservation areas in the local authority area	new indicator					63	no comparative data			65%	65	65
BV-219b	% of conservation areas in the local authority area with an up to date character appraisal						4.80%				9%	13%	20%
BV-219c	% of conservation areas with published management proposals						0%				0%	0%	0%

Parks & Countryside		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-PC50 LKI-GF1	The % of P&C sites assessed that meet the Green Flag standard	new indicator			10.80%	12%	13% (1)	no comparative data			14%	17%	19%
<b>Best Value Indicators</b>													
BV - 178	The percentage of total length of footpaths and other rights of way which were easy to use by members of the public.	55%	58.4%	68.0%	70.20%	75%	74.7%	71.1%	64.4%	80.5%	78%	81%	81%

**Footnotes:**

1. Parks in Leeds have seen a significant investment in infrastructure which has been targeted at those areas highlighted in the 2004/05 performance indicator results.

## National & Local Performance Indicators - All communities are thriving & harmonious places where people are happy to live

Housing Management		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2008/09 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-HM50	Improve the quality of life of people living in the most disadvantaged areas of the city by narrowing the gap between them and the rest of Leeds	new indicator						no comparative data						
CP-HM51 BV - 184a	The proportion of Local Authority homes which were non decent at 1st April 2003	new indicator	48%	qualified	52.35%	45%	51.29% (1) provisional	58%	53%	43%	35%	25%		
<b>Best Value Indicators</b>														
BV - 66a	Local authority rent collection and arrears: proportion of rent collected	98.1%	96.3%	96%	95.77%	96.9%		95.09%	96.60%	97.7%	97.4%	97.8%		
BV-66b	Number of local authority tenants with more than 7 weeks rent arrears as a percentage of the total number of council tenants	new indicator						7.42%	no comparative data			7%	6.7%	6.4%
BV-66c	Percentage of local authority tenants in arrears who have had notices seeking possession served							30.12%				27%	26%	25%
BV-66d	Percentage of local authority tenants evicted as a result of rent arrears							0.27%				0.26%	0.25%	0.24%
BV - 164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment?	amended indicator	No	No	Yes	Yes	Yes	no comparative data	93%	no comparative data	Yes	Yes	Yes	
BV - 184b	The percentage change in the proportion of non decent LA homes between 1st April 2004 and 1st April 2005	new indicator	1%	4%	2.61%	14%	9.62% provisional	3.80%	no comparative data			22%	29%	
BV-212	Average time taken to re-let local authority housing	new indicator				38	63 (2)	no comparative data			40 (3)	38 (3)	36	

**Footnotes:**

1. The target set for this indicator related to performance up to the end of 2005/06, however, the measurement of this performance is at 1st April 2005.
2. The definition for this indicator has been changed and difficult to let properties cannot now be excluded; the target was set against the old definition with difficult to let properties excluded. Performance has also been negatively impacted by (Arms Length Management Organisation) ALMOs letting a number of previously unlettable properties. Issues have been raised in respect of the definition of BV-212 and for this current year it will report against the former BV-68 definition.
3. These targets have been amended from those published in last year's Council Plan to reflect the 2005/06 actual performance.

Housing Management (continued)		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2008/09 Target	2007/08 Target
<b>Local Key Indicators</b>													
LKI-HMA3	Percentage of rent lost through Local Authority dwellings becoming vacant	3.0%	2.6%	2.7%	2.30%	2.1%	1.85% (1)	no comparative data			1.7% (2)	1.6% (2)	1.5%
LKI-HMA4	The average time taken to complete non-urgent responsive repairs	9.5 days	8.1 days	9.1 days	17.54 days estimate	n/a	16.78 days (3)				12 (2)	11 (2)	10
LKI-HMA7	The percentage of urgent repairs completed within Government time limits	90.4%	92.4%	93.4%	78.90%	95%	88.46% (4)				97.4% (5)	97.6% (5)	97.8% (5)
LKI-NR4	Percentage of Local Authority Homes which meet the Government's Decency Standard	new indicator		53%	46.59%	55%	48.71% provisional				65%	75%	
<b>Indicators to be deleted</b>													
BV-211a	The proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings	new indicator						no comparative data			future targets not required		
BV-211b	Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwellings												
LKI-HMA1	Rent arrears of current tenants as a proportion of the Authority's rent roll	3.8%	3.6%	3.60%	3.62%	3.3%	3.51% (6)						
LKI-HMA6	Proportion of properties currently untenanted (council)	new indicator		2.6%	2.4%	2.20%	1.9%						

**Footnotes:**

1. Performance has improved due to planned disposals of long term voids, particularly as part of Regeneration Schemes e.g. East and South East Leeds (EASEL).
2. These targets have been amended from those published in last year's Council Plan to reflect 2005/06 actual performance.
3. The target for 2005/06 was set in accordance with previous performance when performance was reported from LEMMAC rather than actual performance in 2004/05.
4. Performance has improved following a review of SOR codes included as qualifying repairs and data cleansing of contractor systems.
5. Targets have been reviewed in accordance with CPA threshold data.
6. Information on this indicator reports into the Housing Investment Programme (HIP) document, but there is now a suite of indicators for rent collection that reports into the Council Plan.
7. Emphasis has now changed in relation to this indicator and the need to report it; it will, however, be monitored at service level.

Homeless & Advisory Services		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2008/09 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-HAS50	Reduce the number of homeless people in Leeds as defined by the council to 6.3 per 1,000 households	new indicator					max. 7.7	5.85 (1)	no comparative data			5.64 (2)	5.33 (2)	5
<b>Best Value Indicators</b>														
BV-183a	The average length of stay in bed & breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need	new indicator	2 week	3.09 weeks	2 weeks	2 weeks	0.33 weeks (3)	2 weeks	2 weeks	1 week	0.5 weeks (4)	0.33 weeks (4)	0 weeks	
BV-183b	The average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need		3 weeks	2.03 weeks	1 week	1 week	0 weeks (5)	9 weeks	6 weeks	0 weeks	0 weeks	0 weeks	0 weeks	
BV-202	The number of people sleeping rough on a single night within the area of the authority	new indicator			4	max 10	1 (6)	9	no comparative data		max 10	max 10	max 10	
BV-203	The percentage change in the average number of families which include dependent children or a pregnant woman, placed in temporary accommodation under the homelessness legislation compared with the average from the previous year				10.49%	10%	3.88%(7)	25.84	35.38	0.41	5% reduction (8)	10%	10%	
BV-213	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s) and for whom housing advice casework intervention resolved their situation	new indicator				1.2	1.44	no comparative data			2 (9)	2 (9)	2	
BV-214	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years					8.50%	7.12% (10)				6% (11)	5.5% (11)	5%	
<b>Local Key Indicators</b>														
LKI-HAS11 LPSA2	Number of Sanctuary installations made	new indicator						no comparative data			180	220	250	
<b>Indicators to be deleted</b>														
LKI-HAS4	The number of homeless acceptances made during the year	new indicator				Max 2400	1868 (12)	no comparative data			future targets not required			
LKI-HAS5	The number of homeless acceptances made where the homeless reason was parental eviction					Max 280	209 (14)							
LKI-HAS6	The number of households with dependant children who are placed in bed and breakfast accommodation for longer than 3 weeks					6	0 (16)							

**Footnotes:**

- Performance achieved reflects capacity of the homeless service to prevent homelessness on a more regular basis than in previous years.
- This indicator is linked to LKI-HAS4 but also enables the council to compare performance against other differing size authorities. Number of homeless acceptances made is a high level indicator of how effectively a housing authority prevents homelessness. The targets have been changed from those published in last year's Council Plan to reflect the better than forecast performance in 2005/06.
- Performance has continued to improve as the number of households who were placed in bed and breakfast whilst a housing duty was owed has been reduced. The indicator guidelines also enable authorities to disregard bed and breakfast placements made prior to April 2004.
- Targets have been amended from those published in last year's Council Plan as they reflect the current reality of bed and breakfast usage and the forecasts for the subsequent two years.
- The target set for 2005/06 of 1 week was a cautious target in case new shared hostel residence took place. However as there were none 100% positive variance was achieved.
- The number of rough sleepers in the city continues to be reduced through focus on prevention and establishing partnership arrangements with other key stakeholders. Focus has shifted from primarily tackling housing related support issues to addressing support needs on a more holistic basis.
- Target of 10% reduction is based upon performance achieved in 2004/05 and also reflects the Office of the Deputy Prime Minister (ODPM) target to reduce temporary accommodation placements by 50% by March 2010. The authority has not met the 2005/06 targets primarily because of the continued contraction of the ALMO managed housing stock which has meant that households have to stay in temporary accommodation for longer because of the lack of available permanent homes.
- The target for 2006/07 has been amended to reflect performance in 2005/06 which was affected by the more limited availability of permanent housing options to move customers on from temporary accommodation.
- Targets set in 2005/06 have been amended to reflect the indicator definition which requires the authority to report performance to zero decimal places.
- This reduction has been achieved through more effective prevention work to ensure that customers were able to retain the accommodation they secured to end their first period of homelessness.
- Targets have been amended from those published in last year's Council Plan due to the better level of performance that was achieved in 2005/06.
- 2,782 acceptances in 2004/05, therefore, the maximum of 2,400 acceptances was a realistic target for 2005/06. The performance achieved reflects the capacity of the Homeless Service to prevent homelessness on a more regular basis than in previous years.
- The number of homeless acceptances made is a high level indicator of how effectively a housing authority prevents homelessness. The targets have been amended from those published in last year's Council Plan to reflect the better than forecast performance in 2005/06.
- There were 413 homeless acceptances relating to parental eviction in 2004/05. The Mediation Service (which is the main way the department has identified to prevent homelessness caused by parental disputes) was established in October 2004. Therefore, a target of a maximum of 280 was considered to be realistic. The 2005/06 result reflects the success of the Mediation Service in preventing homelessness, especially for young people.

15. Wherever possible young people should be given the opportunity to reconcile their relationships with their parents. Therefore, before a homeless application is made, mediation sessions between parent and young person takes place. The success of this mediation work will determine how many homeless acceptances are made relating to parental eviction. The LPSA 2 includes a stretch target to reduce parental eviction acceptances to 150 by the end of 2008/09.

16. One provider was contracted in 2005/06 to provide self-contained temporary accommodation. This meant that bed and breakfast placements were limited and for short periods until alternative self-contained accommodation was secured.

Private Sector Housing Strategy		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-PSH2 BV - 64	The number of private sector vacant dwellings that are returned into occupation or demolished during 2004/05 as a direct result of action by the Local Authority	979	807	1585	800	800	1,724 (1)	433.88	163.42	140.75	1,000 (2)	1,050	1,100
<b>Indicators to be deleted</b>													
CP-PSH1 BV-62 (3)	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the Local Authority	1.2%	1.2%	2.37%	3.8%	3.80%	2.62% (3)	4.51%	4.82%	6.54%	future targets not required (4)		

**Footnotes:**

1. Increased performance is due to the development of BV-64 database which has enabled a better performance in capturing the best value hits. The introduction of the Empty Property Champion Role within each Employment Administration Services (EAS) area team and the continued activity through the Empty Property Executive Officers Forum has had a beneficial effect upon the outcomes.
2. This target has been amended from that published in last year's Council Plan in accordance with improving performance
3. The target has been exceeded by more than 10% due to clarification from the auditors as to what can be taken into account. This has allowed properties made fit historically but never counted by the authority in previous years to be included.
4. The Housing Act 2006 removes the current definition of unfitness in domestic properties. As of the 6th April 2006 there will be no such definition on the statute books. A new assessment of properties has been introduced as part of the Housing Act known as the Housing Health and Safety Hazard Rating System. This looks at the hazards within premises and defines them as Category 1 or 2 hazards. There is a duty on authorities to deal with Category 1 hazards. BV-62 has now been dropped as an indicator for this reason. However, as yet no replacement has been determined.

Local Elections		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-LE50 LKI-LE1	The percentage turnout for local elections	30.6%	30.8%	29.9%	42.62%	No Local Elections	No Local Elections	no comparative data			32%	32%	
<b>Local Key Indicators</b>													
LKI-LE2	The percentage of electoral registration form "A"s returned	84.1%	83.8%	91.9%	93.23%	92%	92.36%	no comparative data			94%	95%	



Libraries		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-L150 BV-220	Compliance against the Public Library Service Standards (PLSS)	new indicator					not yet available (1)	no comparative data			9	10	10

**Footnotes:**  
1. Some of the returns are currently calculated by IPF following submission of data and so will not be available until later in the summer. This result will therefore be published in the Addendum to the Council Plan published in September 2006.  
2. Eight standards currently met, other two are currently within 5% of being met. For PLSS8 on children's satisfaction the survey is being re-designed. Our current result is based on different questions so we have no base data for prediction.

Jobs and Skills		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Best Value Indicators</b>													
CP-JS50	Reduce unemployment amongst the following target groups: a) lone parents b) people claiming incapacity benefit c) people living in the 11 most deprived wards in the city	new indicator					Not Available Not Available 7,735	no comparative data					

Page 57

Community Safety		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-CS1 BV-174 (LPSA 3)	The number of racial incidents recorded by the authority per 100,000 population	180	179	196	182.6	216.4	249.4 (estimate) (1)	166.38	no comparative data		259.6	262.1	264.7
<b>Best Value Indicators</b>													
BV-175 (LPSA 3)	The percentage of racial incidents that resulted in further action	96%	100%	100%	99.80%	99%	96% (estimate) (1)	89.22%	no comparative data		98%(1)	98%(1)	98%(1)

**Footnotes:**  
1. The submission for Education Leeds is an estimate based on trends for the autumn and spring academic terms of 2005/06. The actual results from Education Leeds for the autumn and spring term will be available in July 2006. Targets have been amended from those published in last year's Council Plan to reflect the change in performance.











## National & Local Performance Indicators - Our Children and Young People are healthy, safe and successful

Childcare and Early Years Development Service		Our Performance					Comparison			Future Years				
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target	
<b>Council Priority Indicators</b>														
CP-EY51a LKI-EY2a	Number of places in children's centres	new indicator					1,353	1,554 (1)	no comparative data			n/a (2)	2,337 (2)	n/a (2)
CP-EY51b LKI-EY2b	Number of integrated places in schools						1,987	2,031 (3)				2,577 (4)	3,123 (4)	3,669
<b>Best Value Indicators</b>														
BV-222a (Formerly BV-192a)	Percentage of leaders of integrated early education and childcare settings funded or part funded by the local authority with the qualification at level 4 or above	new indicator					7.3%	no comparative data			10%	12%	15%	
BV-222b (Formerly BV-192b)	Percentage of leaders of integrated early education and childcare settings funded or part funded by the local authority which have input from staff with graduate or post graduate training in teaching or child development						60%				no comparative data	7.9%	5.1%	70%

### Footnotes:

- The Early Years Service has been successful in opening children's centres in the 2004-6 Programme phase. The service successfully bid for Department for Education and Skills (DfES) underspend and was able to develop additional places in Morley and Hunslet. The amalgamation of services for children in Hollybush Primary School and Copper Beech Neighbourhood Nursery also increased places in Bramley.
- We are currently in Phase 2 (2006-08) of Children's Centre development. As children's centre developments are done in phases it is not possible to predict how many places will be open by 2006/07. All developments are at the early stages, therefore, there is no indication of when children's centre designation will happen. Similarly, we cannot target on 2008/09 as this will be the third phase of children's centre development.
- The integrated provision offered on school sites in Leeds is provided by a variety of sectors. Through the roll-out of the Children's Centre Programme and development of extended school clusters, we have seen an increase in schools extending the traditional nursery day providing parents with a more flexible service. For many other schools, building partnerships with private and voluntary organisations has enabled them to offer integrated provision for their communities within school grounds.
- These targets differ from those published in last year's Council Plan as they were reviewed using the 2005/06 figure as a baseline. Previous targets were for an increase of 500 places per year; this has been increased to 546 places.

Social Services for Children & Families		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	National PAF Optimum Performance Levels			2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-CF51	Ensure 15% of children looked after by the council achieve the equivalent of 5 or more GCSEs at grade A* - C	7%	5%	5%	5%	13%	14% (1)	no comparative data			15%	15%	15%
CP-CF52 BV-49 PAF-A1	Stability of Placements of children in care	amended indicator			8.9	13.0%	8.6 (2)	PAF 5* banding			13%	13%	13%
CP-CF53 BV - 50 PAF A2	The percentage of young people leaving care aged 16 or over with at least 1 GCSE at grades A*- G or GNVQ	33%	47.0%	51.0%	45.90%	50%	57.3% (1)	PAF 4* banding			60%(3)	60%(3)	60%
CP-CF55 BV - 162 PAF-C20	The percentage of children on the register whose cases should have been reviewed that were reviewed	amended indicator		95.6%	97%	98%	97.7%	PAF 4* banding			99%	99%	99%
CP-CF56 BV - 163 PAF C23	The number of children looked after for 6 months or more who were adopted during the year as a percentage of children looked after	amended indicator		6.3%	6.80%	7.0%	4.9% (4)	PAF 3* banding			5.9% (5)	7.5% (5)	8.1% (5)
CP-CF57	Number of children coming into care for the first time in the year	new indicator					281	no comparative data			267	254	241
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Best Value Indicators</b>													
BV-197 P-BeH12	Change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998	new indicator		-6%	-18.50%	94%	-7.74%	-7.4%	-9.1%	-15.3%	92%		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	National PAF Optimum Performance Levels			2006/07 Target	2007/08 Target	2008/09 Target
<b>Local Key Indicators</b>													
LKI - SS1	The proportion of children registered during the year on the Child Protection Register who had previously been registered	13.5%	8.6%	7.3%	4.70%	7.0%	9.1%(6)	no comparative data			10%(3)	10%(3)	10%
LKI-SS29	Core assessments for children carried out within 35 days	35.0%	52.0%	55.8%	58%	65%	45.4% (7)	PAF 3* banding			70%	75%	80%
LKI-SS30	Number of children looked after (excluding those placed with parents or those on regular respite) per 10,000 child population	new indicator		8090.0%	75.3 (1174)	73.3 (1142)	69.2	no comparative data			69.6 (1085)	66.1 (1030)	62.8
LKI-SS31	Educational achievement of 16 year old looked after children compared with peers	new indicator	52%	65.0%	65.0%	69.0%		PAF 1* banding			73.0%	77%	
LKI-SS32 PAF C63	Percentage of looked after children involved in their own review	new indicator			70.64%	80.0%	49.4 (8)	no comparative data			80%(9)	85%(9)	90%
LKI-SS33 PAF D35	Long term stability of children looked after	52.30%	53.90%	55.7%	58.0%	62.5%	58.3%	no comparative data			65%	67.5%	
LKI-SS34	Percentage of initial assessments within 7 working days of referral	39.3%	75%	62.20%	54%	65%	59.9%	no comparative data			70%	75%	80%

**Footnotes:**

1. There has been a huge increase in this year's performance as this cohort includes a greater proportion of high performance students than expected. Extra resources have been put into education to maximise potential. A large number of statemented children will be coming through the system in 2 years time which may see the figures fall.
2. The performance of this indicator is within the highest rated 5\* performance banding.
3. These targets differ from those published in last year's Council Plan to reflect the improvement in performance.
4. Reductions in the number of children placed for adoption during 2004/05 have led to a reduction in the number of children who could be adopted during 2005/06. Significant activity has taken place during the last 12 months to ensure that performance improves in the coming year. A number of adoptive placements broke down during the year and some prospective adopters took longer than anticipated to complete the legal process.
5. These targets differ from those published in last year's Council Plan to reflect the change in definition to include Special Guardianship and to bring them in to line with anticipated changes in service delivery.
6. We have exceeded our target beyond expectation and moved into the PAF 4\* banding.
7. Service improvement has been slower than anticipated in improving outcomes.
8. This result differs from the 2004/05 result and anticipated target as the definition has been changed so direct comparison is not possible.



School Improvement		Our Performance						Comparison			Future Years						
Indicator	Title of Indicator	Summer 2001 Result	Summer 2002 Result	Summer 2003 Result	Summer 2004 Result	Summer 2005 Target	Summer 2005 Result	Summer 2005 Core Cities Median	Summer 2005 Metropolitan Authority Average	Summer 2005 Metropolitan Authority Top Quartile	Summer 2006 Target	Summer 2007 Target	Summer 2008 Target				
<b>Children and Young People's Plan Priority Indicators</b>																	
CYP-BeH6	The proportion of schools that have achieved the National Healthy Schools Standard	new indicator						no comparative data			30%	50%	80%				
CYP-BeH7 LPSA 2	Increase the percentage of pupils who participate in at least 2 hours of PE/sport each week	74%									n/a(1)	88%	90%				
CYP-EcW1 (LPSA 2)	The percentage of pupils leaving year 11 that are Not in Education, Employment or Training (NEET)	8.2%									7.6%	7.1%	6.6%				
CYP-EcW2	The percentage of 16-18 year olds that are Not in Education, Employment or Training (NEET)	new indicator									10.2%	8.8%	8.4%	8%			
CYP-EcW5	The proportion of 19 year olds with Level 2 qualifications	61.6%									63%	64%	67%				
CYP-EcW6	The proportion of 19 year olds with Level 3 qualifications	41.2%									43%	45%	47%				
CYP-EnA6	The proportion of schools that scored 2 or better by OISTED for overall effectiveness	new indicator									n/a(2)	n/a(2)	n/a(2)				
CYP-EnA11b	Proportion of pupils in schools maintained by the authority achieving 5 or more GCSEs at grades A* to C or equivalent including Maths and English	38.5%									43.9%	45.0%	46.3%				
CYP-EnA11c	Percentage of pupils in schools maintained by the authority achieving 5 or more GCSEs at Grade A* to G or equivalent	new indicator									89%	91%	93%				
CYP-EnA11d	Percentage of pupils in schools maintained by the authority achieving any qualification at the end of Key Stage 4	95.3%									96%	97%	97%				
<b>Best Value Indicators</b>																	
BV-38	Proportion of pupils in schools maintained by the authority in the previous summer achieving 5 or more GCSEs at grades A* to C or equivalent	40%	42%	44.4%	45.30%	53.0%	49.7% (3)	43.1%	47.7%	51.5%	57.7% (4)	56.5% (4)	59%				
BV-39 (LPSA 1)	Proportion of pupils in schools maintained by the authority achieving 5 or more GCSEs at Grade A* to G or equivalent including English & Maths	84%	83.4%	83%	83.20%	93.0%	84.9%	80.4%	85.6%	88.0%	89% (10)	89% (10)	89%				
BV-40	Proportion of pupils in schools maintained by the Local Education Authority achieving Level 4 or above in the key stage 2 Mathematics test	71%	74%	74.7%	75%	86.0%	76% (5)	69.2%	73.3%	77%	81% (4)	80% (4)	72%				
BV-41	Proportion of pupils in schools maintained by the Local Education Authority achieving Level 4 or above in the key stage 2 English test	75%	74%	76%	78%	86.0%	79%	72.5%	76.1%	78.3%	83% (4)	79% (4)	77%				
BV - 181 (LPSA 2)	The percentage of 14-year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 tests in:																
	a) English	62%	65%	67.0%	66%	77%	70%	59.77%	66.20%	69.25%	72%(4)	74%(4)	not yet available				
	b) Mathematics	63%	64%	67.0%	70%	79%	70% (6)	63.36%	69.26%	73.25%	74%(4)	74%(4)					
	c) Science	62%	63%	64.0%	62%	76%	65% (7)	54.55%	61.42%	66.25%	71%(4)	72%(4)					
d) ICT	64.0%			61%	77%	65% (8)	57.31%	65.74%	70.78%	71%(4)	72%(4)						
BV-194a	Percentage of pupils in schools maintained by the Local Education Authority achieving level 5 or above in Key stage 2 : English	new indicator						27.30%	27%	38%	26% (9)	22.00%	25.00%	27.00%	30%(10)	30%(10)	30%
BV-194b	Percentage of pupils in schools maintained by the Local Education Authority achieving level 5 or above in Key stage 2 : Maths	29.6%						30%	38%	31% (9)	26.00%	30.00%	32.00%	30%(10)	30%(10)	30%	
NRF Floor Targets	Number of schools in disadvantaged communities with less than 20% of pupils achieving 5 or more GCSEs at grade A* to C	10 Schools	8 Schools	5 schools	3 schools	0 schools	1 school(11)				0 schools	0 schools	0 schools				

School Improvement (continued)		Our Performance						Comparison			Future Years					
Indicator	Title of Indicator	Summer 2001 Result	Summer 2002 Result	Summer 2003 Result	Summer 2004 Result	Summer 2005 Target	Summer 2005 Result	Summer 2004 Core Cities Median	Summer 2004 Metropolitan Authority Average	Summer 2004 Metropolitan Authority Top Quartile	Summer 2006 Target	Summer 2007 Target	Summer 2008 Target			
<b>Indicators to be deleted</b>																
LKI-ES7	Percentage of schools maintained by the Authority with serious weakness on 14 December 2000	3.0%	2.4%	2.70%	1.40%	0.0%	1.4%	no comparative data			future targets not required					
LKI - ES13 (LPSA 3)	Percentage point difference between the percentage of pupils from ethnic minority communities obtaining 5 or more GCSEs at Grade A* to C (or equivalent) and the average for Leeds															
	a) Difference for Pakistani & Bangladeshi	9.0%	14.9%	10.0%	11.10%	7.50%	10.2%									
	b) Difference for African-Caribbean	19.0%	18.9%	20%	15.30%	15%	15.6%									
LKI - ES14	Average GCSE points score of pupils in schools maintained by the Authority completing Year 11	34.3	35.5	36.3	37.2	41	38.5									
LKI-ES15 (formerly BV - 48)	Percentage of schools maintained by the Local Education Authority subject to special measures	1.3%	0.7%	1.00%	1.10%	0%	0.36% (12)	1.13%	no comparative data							
CP-SI52	Ensure the percentage of pupils achieving Level 4 or above at Key Stage 2 (up to 11 yrs old) is in line with value added estimates of expected progress (Summer 2007)															
	a) English	new indicator					1.5%									
	b) Maths	new indicator					1.90%									
P-SI53	Ensure the percentage of 14 yrs olds achieving Level 5 or above in core subjects is in line with value added estimates of expected progress (Summer 2007)	new indicator														
	a) English						-2.4%									
	b) Maths						-2.7%									
	c) Science						-3.1%									
CP-SI54	Ensure the percentage of 16 year olds achieving the equivalent of 5 or more GCSEs at grades A* - C is in line with value added estimates of expected progress (Summer 2007)	new indicator						49.7%	no comparative data							
CP-SI55	Increase the percentage of school leavers progressing to full time or part time education and training							8.15%								
CP-SI56	Ensure 100% schools in Leeds are judged by OFSTED to be satisfactory or better (Summer 2007)							86.7%								
CP-SI57	All targeted under-performing pupil groups make expected progress against Key Stage 4 (16 yrs old) value added estimates for the percentage of 16 yr olds achieving the equivalent of 5 or more grades A*-C at GCSE (Summer 2007)	new indicator														
	a) Pakistani/Bangladeshi						-9.6									
	b) African/Caribbean						-6.4									
	c) Free school meal eligible						-4.1									
	d) SEN statement						-1.5									
	e) In care						-8.3									

**Footnotes:**

1. No target has been set for 2006/07 as targets have been set in line with National targets.
2. No targets have been set as this is a new indicator and a baseline is being established.
3. In 2005 Leeds had the largest increase for several years in the proportion of pupils achieving 5 GCSEs of grades A\*-C. This is the result of improved support for individual students raising achievement in GCSE subjects and a more appropriate curriculum for some providing more opportunity for success in a wider range of subjects. Students in Leeds made better progress than before but there is still more potential for improvement.
4. These targets have been changed from those published in last year's Council Plan in order to reflect statutory target setting process for these indicators whereby targets are set through negotiations with schools and the DfES.
5. Maths Level 4+ attainment at Key Stage 2 is above the national average. These targets have been missed largely because they were set too high.
6. The target set proved unrealistic at a national level. The national results were well below this target. The actual result for Maths in Leeds showed only a 1% improvement, the same as the national increase. As the first step, targets should aim to close the 3% gap with the national average.
7. The targets set proved unrealistic at a national level. The national results were well below this target. The actual result for Science in Leeds showed a 3% improvement, slightly lower than the national increase. As a first step, targets should aim to close the 5% gap with the national average.

8. The targets set two years ago for achievement in ICT is out of line with achievements in other subjects as shown by national testing, and with the competence in ICT demonstrated by pupils at this age. As a first step targets should aim to close the 4% gap with the national average.
9. The target set was unrealistically high in the light of estimates of future attainment which were not in use at the time when this target was set. If the target had been informed by the estimates derived from multi-level statistical models it would have been set at around 33%. New evidence based processes for target setting have been introduced and these will result in more realistic but challenging targets for future years.
10. These targets have been changed from those published in last year's Council Plan in order to reflect the more robust target setting process developed by Education Leeds whereby targets are based on estimates for future attainment. These estimates are calculated using Fischer Family Trust value added models which use national pupil and school data to produce estimates of likely attainment. The estimates used in Leeds take into account both pupil and school factors.
11. In the previous year, one of the schools that contributed to the figure closed and another two merged to form one school. It should be noted that in 2005 there was no National Floor Target but in 2006 the floor target has been set at 25%. If this figure for 2006 was used in 2005, the number of schools would then be 2.
12. Since the previous year one school in Special Measures has been closed and another one has merged.

Access to Education & Strategic Management		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Children and Young People's Plan Priority Indicators</b>													
CYP-SIS11	The proportion of children and young people that report they have been affected by bullying, harassment or discrimination at school or in the community due to their ethnicity	new indicator						no comparative data			n/a (1)	n/a(1)	n/a(1)
CYP-PoC3	The proportion of children and young people that report they have been bullied in the last 12 months										n/a(1)	n/a(1)	n/a(1)
<b>Indicators to be deleted</b>													
LKI - ES4	Percentage admission to school of first choice	91%	92%	91.4%	93.10%	92%	92.5%	no comparative data			future targets not required		
LKI - ES12a	Number of unfilled places in all primary schools identified as having surplus capacity expressed as a percentage of total primary capacity	14.5%	13.1%	13.4%	12.80%	14%	11.1% (2)						
LKI - ES12b	Number of unfilled places in all secondary schools identified as having surplus capacity expressed as a percentage of total secondary capacity	7.6%	7.1%	7.6%	5.20%	5%	5.4%						

**Footnotes:**

1. No targets have been set as this is a new indicator and a baseline is being established.

2. A combination of 3 factors led to this improvement in performance. Implementation of a programme of school closures and amalgamations, together with a programme of interventions with schools to assist them in securing alternative use for surplus accommodation meant surplus places were being removed at a rate that exceeded the decline in population. In addition, a programme of suitability surveys across all schools facilitated the re-designation of some school places so that overall capacity was further reduced.

SEN & School Attendance		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Children and Young People's Plan Priority Indicators</b>													
CYP-PoC5	The number of fixed term exclusions from schools maintained by the Local Education Authority per 1,000 pupils	new indicator					68	no comparative data			57	39	25
CYP-PoC6	The number of permanent term exclusions from schools maintained by the Local Education Authority	new indicator					120	no comparative data			100	70	40
<b>Best Value Indicators</b>													
BV - 43a	Percentage of statements of Special Educational Need prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice	89%	65%	79.2%	96.15%	96.0%	96.25%	98.1%	84.8%	99.0%	97%(1)	97%(1)	97%
BV - 43b	Percentage of statements of Special Educational Need prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice	44%	36%	48.0%	78.64%	68%	78.23% (2)	80.3%	65.8%	81.5%	83.9%	83.9%	83.9%
BV - 45	Percentage of half days missed due to total absence in secondary schools maintained by the Local Education Authority	new indicator	9.9%	9.4%	9%	8.9%	8.7%	9.77%	8.53%	7.79%	8.1% (3)	7.8% (3)	7.7%
BV - 46	Percentage of half days missed due to total absence in primary schools maintained by the Authority	new indicator	6.0%	5.9%	5.50%	5.4%	5.4%	6.18%	5.68%	5.32%	4.9% (3)	4.7% (3)	4.6%
<b>Indicators to be deleted</b>													
BV - 159 Page 109	The percentage of permanently excluded pupils provided with alternative tuition										future targets not required		
	a) 5 hours or less;							5.76%	no comparative data				
	b) 6-12 hours;							13%	no comparative data				
	c) 13-19 hours; or							25%	no comparative data				
	d) 20 hours or more							47%	79.31%	97.60%			
CP-SEN50 (L1A 2 - ref to agreed)	Increase attendance in Leeds schools	new indicator						no comparative data			future targets not required		
CP-SEN51 formerly BV - 44	Number of pupils permanently excluded during the year from all schools maintained by the Local Education Authority per 1,000 pupils at all maintained schools	0.8	1.0	1.3	1.50	1.35	1.08	1.52	1.21	0.84			
LKI - ES1	Number of ethnic minority pupils permanently excluded from primary schools per 1,000 pupils	0	0	0	0	0.1	0	no comparative data					
LKI - ES2	Number of ethnic minority pupils permanently excluded from secondary schools per 1,000 pupils	2.7	6.1	4.10	4.6	1.5	3.66 (4)	no comparative data					
<b>Footnotes:</b>													
1. These targets have been changed from those published in last year's Council Plan in order to aim for a more realistic target in line with Top Quartile performance across all LEAs.													
2. Considerable work has been done with the Agencies contributing to statutory assessment, both within Education and those from outside agencies, to raise their awareness of the importance of responding to requests for information within the required timescales. The responsible officers and Educational Psychologists are prioritising their work to ensure that the production of statutory advice and the drafting of proposed statements are given the highest priority. The targets were actually set three years ago and the Authority has, as explained, improved its performance over this period.													
3. These targets have been changed from those published in last year's Council Plan in line with new guidance issued from the DfES.													
4. This indicator has shown a consistent downward trend over the years although it has failed to reach the extremely challenging target set for 2005/06. New Children and Young People's Plan Priority Indicators have been devised to monitor exclusions in the future.													

Community Safety		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-CS57	Reduce the number of young people who have a fear of crime	new indicator						no comparative data					
CP-CS58 CYP-PoC7	Reduce the number of first time offenders who are under 18 years of age by 5%											5%	

Sport		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target	
<b>Council Priority Indicators</b>														
CP-CSP52	Increase the take up of cultural and sporting opportunities amongst 5-16 year olds	new indicator						no comparative data						
	a. Libraries, museums and galleries, arts and events										143,723	148,600	176,393	222,743
	b. Sport and active recreation										854,400	800,000 (1)	850,000 (1)	810,000 (1)
	c. Parks and countryside										7,376,002	n/a (2)	n/a (2)	n/a (2)

**Footnotes:**

- Targets have been set taking into account a decline in junior usage due to the cessation of grant funding that was used to subsidise low cost activities. Furthermore, due to development/refurbishment work, some leisure centres will be closed over the next three years which will result in less capacity for the service to deliver on this PI. During 2007/08 take up is likely to increase as the new facilities open. The target drops again in 2008/09 as PFI work will commence and cause disruption to the service.
- The Parks and Countryside service is unable to set targets at present. This is due to a different research company conducting the consultation in 2006/07 which is likely to result in a change in methodology. Even though the service is presently unable to set targets, it will continue to seek the same high level of service provision.

Road Safety		Our Performance						Comparison			Future Years															
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target													
<b>Council Priority Indicators</b>																										
CP-TM53 BV - 99 (LPSA 5)	Road accident casualties:	new indicator						48      27      14			56      52      48															
	b (i) Number of children (under 16) killed or seriously injured (KSI)													62	55	57	56	51 (1)	-6.4%	5.18%	-15.28%	9.8%	-7.1%	-7.7%		
	b (ii) % change in number of children (under 16) KSI since previous year													-11.3%				3.6%	-9.8%	-10.53%	-32.20%	-32.21%	-48.93%	-38.5%	-42.9%	-47.3%
	b (iii) % change in the number of children (under 16) KSI since the 1994-98 average													-39.6%				-37.4%	-38.50%	-43.96%						

**Footnotes:**

- This total shows a remarkable reduction in the number of children injured on the roads of Leeds. This is by far the lowest total recorded and it will be difficult to maintain this level, let alone improve on it.

Youth Service		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-YS50 LKI-YS1	The level of reach into the resident 13-19 population (against a benchmark of 25%)	new indicator			19%	22%	22.7% (1)	no comparative data			23%	25%	25%
<b>Best Value Indicators</b>													
BV-221a	The percentage of young people aged 13 to 19 gaining a recorded outcome compared to the percentage of young people in the local authority area (benchmark 60% of participants)	new indicator			51%	30.2% (2)	no comparative data			51% (3)	54% (3)	60% (3)	
BV-221b	Percentage of young people aged 13 - 19 gaining an accredited outcome compared to the percentage of young people in the local authority area (benchmark 30% of participants)				18%	25.2% (4)				25%	30%	30%	
<b>Local Key Indicators</b>													
LKI-YS2	The level of participation of the resident 13-19 population in youth work (against a benchmark of 15%)	new indicator			15%	15.7%	no comparative data			15% (5)	review (5)	review (5)	

**Footnotes:**

1. The significant improvement in overall data gathering is a consequence of additional inputting resources allocated to ensure any backlog of registrations were effectively input into the management information system. In addition, staff have acknowledged that recording youth work is an integral aspect of youth work professional practice, this development along with improved management of the process accounts for the improvement in data gathering.
2. An actual deficit figure was the anticipated result for this PI. To provide a figure for 2005/06, data was extrapolated from the accreditation participants that were engaged in specific accredited programmes. This was the only reliable source of information available at this time. As Youthbase is unable to record distance travelled or soft outcomes, no reliable audit trail is available to evidence learning at this stage. To this point significant areas of youth work learning are not captured within a data recording system notwithstanding a lack of clarity nationally as to a definition of recorded outcomes. The Youth Service is currently seeking to introduce a new MIS to replace Youthbase which is capable of accurately recording and evidencing performance across all current PIs.
3. These targets differ from those published in last year's Council Plan as recorded outcomes similarly to participation data require a robust and effective data recording system. The Youth Service is seeking to acquire a new MIS capable of capturing the complex data required to report accurately on recorded outcomes. In addition to the need for effective data gathering systems, this PI is also subject to the ongoing national benchmarking debate to clarify a definition of a recorded outcome which in turn may have some impact on target setting in the future. Consequently, maintaining 2005/06 projections would seem appropriate.
4. There is a significant variation between last year's result and this year's result due in part to an under-estimation of ongoing work across the service. The nature of this relatively new PI has presented complex challenges to youth work teams who have needed to navigate through a multitude of accreditation providers to secure skills, knowledge and resources to enable this area of service provision to be delivered.
5. This indicator will remain as 2005/06 national participation definitions are still to be confirmed as the Youth Work quality benchmark. In addition, the service is currently seeking to replace its data recording system with a system that can effectively record the key PIs.

## National & Local Performance Indicators - At each stage of life people are able to live healthy, fulfilling lives

Sport		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-SP50	Increase the percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including walking) on 3 or more days a week	new indicator					38%	no comparative data			39% (1) provisional	survey not undertaken	40% (1) provisional
<b>Local Key Indicators</b>													
LKI-SP9c	The total number of visits to swimming pools	new indicator			4124430	4.1M	4,105,506	no comparative data			3,950,000 (2)	3,950,000 (2)	3,900,000

### Footnotes:

1. This target is critical to both advancing the sport and active recreation agenda in the city and in delivering health improvement. The Yorkshire and Humber Sport and Physical Activity Survey produced during 2005 was a pilot to assess the feasibility of assessing the activity levels of local populations. It proved successful and the Active People Survey was commissioned by Sport England. Some alterations were made to the methodology of the Active People Survey that are likely to impact on the results. Consequently, until the results of the Active People Survey are released in October 2006 it is not possible to set targets on this indicator.
2. Targets have been revised from those published in last year's Council Plan to take into account that over 2006/07 a number of centres will be closing for refurbishment and development work. Further to this, two sites are currently having their strategic futures examined. Consequently, this will result in less provision for the service to deliver on this indicator. The target for 2008/09 has been set at 3,900,000 to reflect the PFI which is likely to cause disruption to the service.

Social Services for Older People		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	National PAF Optimum Performance Levels			2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
OP50 PAF C26	Reduce the number of older people who are admitted to residential and/or nursing care per 10,000 population aged 65 or over	119	115	97.4	93.3 estimate	89	100 (provisional)	no comparative data			85	85	
<b>Best Value Indicators</b>													
BV - 53 PAF - C28	The number of household receiving intensive home care per 1,000 population aged 65 and over	8.1	13.7	15.02	16.9	17	10.4 (1)	no comparative data			17	17	
BV - 54 PAF C32	The number of adults aged 65 or over helped to live at home per 1,000 adults aged 65 and over	124	133	133.7	130.8	128	118 (provisional)				119	110	
BV-195 PAF - D55	Acceptable waiting times for assessments	new indicator		51.60%	42.9%	75%	66.2% (provisional)				86%	86%	
BV-196 PAF - D56	Acceptable waiting times for care packages	new indicator		83.1%	86.4%	86%	88% (provisional)				86.0%	86%	

### Footnotes:

1. Prior to 2005/06 Home Care was calculated based on the number of hours in a person's home care plan. For 2005/06 it was decided to conduct a manual survey of the actual number of hours provided rather than the planned number of hours. This established that the actual number of hours provided in any week is often less than the number of hours appearing in a person's care plan. As a result the 2005/06 actual figure is significantly lower than the 2004/05 actual and the 2005/06 target (which were calculated based on previous years figures which were derived from planned rather than actual hours). There are various reasons for the actual hours being lower than the planned ones, including holidays, hospital visits and staff sickness/leave.

Social Services for Adults		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	National PAF Optimum Performance Levels			2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-SSA50 BV - 56 PAF - D54	Percentage of items of equipment and adaptations delivered within 7 working days	Amended Indicator		86.8%	88.6% estimate	89%	82 (provisional)	no comparative data			89%	89%	
CP-SSA51 BV-201 PAF - C51	The number of adults and older people receiving direct payments at 31 March per 100,000 population aged 18 years or over (age standardised by age groups)	new indicator		13.3	21.3	56.1	30.61 (1)	no comparative data			81.1	91	

### Footnotes:

1. Although the target set for 2005/06 has not been reached, substantial progress has been made with this indicator as a result of initiatives to promote direct payments to service users in Leeds. New information and publicity material has been produced by the support service ASIST. All adult care management staff have received training about direct payments. Whilst the full benefit of doubling the support service (ASIST) in November 2005 has not been realised as yet, there has been some initial benefit leading to increased take up.



Housing Management		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-HM53	Reduce the percentage of Leeds households that are vulnerable and suffer from fuel poverty	new indicator				13.5%	14.3%	no comparative data			13.6% (10.2% stretch target) (1)	26% (1)	25% (1)

**Footnotes:**

1. Fuel cost increases in 2005/06 and beyond will, without government intervention, lead to substantially increased fuel poverty. The Authority's targets for 2006/07 and 2007/08 have been revised from those published in last year's Council Plan to reflect the first stages of this increased fuel cost "pass through" occurring. Targets beyond 2006/07 have been calculated on the assumption that fuel cost increases in 2005/06 will take hold in this period leading to a near doubling of fuel poverty in the period beyond 2007. A 1% per annum decrease has been attributed to Leeds City Council's intervention based upon current grant support mechanisms. The 2007 to 2009 targets will be reviewed annually and be re-calculated relative to government fuel cost or grant intervention occurring.

Environmental Health		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Best Value Indicators</b>													
BV-166a	Score out of 10 against a checklist of enforcement best practice for environmental health	55%	82%	85.0%	96.70%	97%	96.7%	97.8%	93%	100%	96.7%	96.7%	96.7%
BV-217	Percentage of pollution control improvements to existing installations completed on time	new indicator					97.13%	no comparative data			90%	90%	90%
<b>Local Key Indicators</b>													
EH3	The percentage of food premises inspections that should have been carried out that were carried out for high-risk premises	98.4%	86.6%	75.0%	42%	50.0%	50.64% (1)	no comparative data			50%	50%	50%

**Footnotes:**

1. Gradual improvement in the computer system combined with initiatives for staff overtime and secondment staff to the food team has resulted in a significant increase in inspection results to meet and exceed the target.

Human Resources		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-PE50	The implementation of smoking control measures	new indicator					n/a (1)	no comparative data			n/a (1)	n/a (1)	n/a (1)

**Footnotes:**

1. Work is currently underway to establish a baseline for this indicator. Future targets will, therefore, be set once this is completed.

Childcare and Early Years Development Service		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-EY50a	Number of families supported with childcare including before and after school clubs where parents are in work					1,550	1,565				1,162	1,747	1,831
CP-EY50b	Number of families supported with childcare including before and after school clubs where parents are in work based learning, training or further education	new indicator				450	398 (1)	no comparative data			400 (2)	n/a (2)	n/a (2)

**Footnotes:**

1. This PI has not reached the expected target figure due to a decline in the number of parents coming forward to use this service. The reasons for this can be found in the grant fall-out for Jobs and Skills and changes in the criteria for grants to support lone parents. We will be opening a centre in Hawksworth Wood Children's Centre in May in partnership with Park Lane College which we hope will provide more training and job readiness opportunities in the Kirkstall corridor.

2. Targets have not been set for 2007/08 and 2008/09 due to a grant fall out in the Jobs and Skills service and changes in the criteria for grants to support lone parents. Despite not setting targets Early Years will continue to work closely with Jobs and Skills to monitor this indicator and maintain a programme that supports lone parents as well as enables parents in non-working households back into training and employment.

Social Services for Children & Families		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	National PAF Optimum Performance Levels			2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-CF54 BV - 161 PAF A4	Ratio of former care leavers in employment, education or training at age 19.	amended Indicator			73.90%	0.7%	0.7%	no comparative data			0.7%	0.7%	0.7%

## National & Local Performance Indicators - Leeds is a highly competitive, international city

Economic Development		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-ED50	Increase the proportion of local businesses who say they are satisfied that the Council and its partners are helping to create a good business environment in Leeds	new indicator				increase	54.2%	no comparative data			increase	increase	increase
CP-ED51	Increase the number of trips (inward and outward) made on scheduled services between Leeds Bradford International Airport and six key European cities				782,877	increase	818,417				increase	increase	increase
CP-ED52	Increase the number of international students enrolled at the city's universities				8,850	increase	8,960				increase	increase	increase
CP-ED53	Achieve recognition in the European Cities Monitor as an important business location				13th	n/a	3rd (1)				increase	increase	increase
CP-ED54	Achieve the national ranking (5th) of Leeds' prime shopping quarter				n/a	n/a	6th (2)				5th (3)	5th (3)	5th (3)
CP-JS55	Increase the percentage of the population of working age qualified to NVQ level 4 & 5				27.5% (4)	>25%	n/a (4)				increase	increase	increase
<b>Local Key Indicators</b>													
LKI - ED3	Assisting local and new companies to invest in Leeds: total number of enquiries dealt with	1,299	1,410	1,462	1,500	1,400	2,083 (5)	no comparative data			2,000	N/A	N/A
LKI - ED10	Regeneration Support Projects - Investment secured from private sector/public grants by current projects	new indicator			£395.5m	£446.4m	£367.4m (6)				£197m	n/a (7)	n/a (7)
LKI-ED11	Total number of companies assisted through business grants (all funding streams)					200	194				80 (8)	n/a (8)	n/a (8)
LKI-ED12	Total number of new jobs created through Leeds City Council's Business Grant Programme					100	157 (9)				125	n/a (8)	n/a (8)
LKI-ED13	Increased business sales through Leeds City Council's Business Grant Programme					£250,000	£17,035,870 (10)				£2.5million	n/a (8)	n/a (8)
<b>Indicators to be Deleted</b>													
CP-JS56 (10)	Increase the percentage of the population of working age qualified to degree level	new indicator				increase	31%	no comparative data			future targets not required		

### Footnotes:

- There is no quantifiable way of measuring how our service has directly affected this result and future years targets have therefore been set to reflect this.
- The methodology for ranking retail destinations is not comparable with previous years, due to the change in CACI retail footprint for the data source. Future targets have been set to reflect the slight change in definition.
- The data for this indicator has previously been collected through the Experian Retail Rankings, however, in 2005 Experian decided that they would no longer produce this data. An alternative data source has been found which is the CACI Retail Footprint which like the Experian Retail Ranking is reported on yearly. The CACI study uses a different methodology which ranks centres based on expenditure; the indicator and target have therefore been amended to take this into account.
- The data for this indicator is produced from the four quarter averages provided by the Labour Force Survey. The data reported for 2004/05 has been recalculated by the Office for National Statistics (ONS) and has therefore been amended from that published in last year's Council Plan. The data for the 2005/06 period has not yet been released by the ONS therefore a result is not yet available.
- The result for 2005/06 varies significantly from the result for 2004/05 due to a number of factors. The main increase has come from enquiries received on line. Extensive advertising and awareness raising of the on-line property location service will account for some of this increased activity. The number of enquiries received is 39% higher than the number received in 2004/05. The number of on-line enquiries received has increased by 144% whereas the number of direct enquiries received has fallen by 21%. The trend, therefore, is towards an overall increase but also towards increased use of the on-line service. The final outcome exceeds the target by 48.8% and the 2004/05 outcome by 39%.
- The final year result is lower than the target, which is a reflection of the unusually high number of difficult sites within the Capital Receipts Programme. Despite trying to accurately predict when a sale will occur, any problems can result in slippage. Any slippage on disposals subsequently impacts upon the private sector's ability to carry out investment in the sites. The Capital Receipts Programme is constantly monitored, and if necessary sites are moved to future years. The main reason for the substantial reduction is that last years investment value was substantially enhanced due to the inclusion of one major site which would have added something in the region of £240m to the overall figure.
- Targets have not been set due to uncertainties in the capital receipts programme. Targets will continue to be set on a year by year basis whilst this uncertainty remains.
- Targets have been revised from those published in last year's Council Plan to reflect the current level of performance. Current funding arrangements only exist to the end of 2006/07 therefore it is not possible to set 2007/08 targets.
- The result is higher than anticipated owing to the rapid growth of two companies who between them created 25 new jobs.
- The sales turnover of a company is measured before intervention through the Business Grants Programme. This turnover is measured after intervention to demonstrate an increase in sales turnover. Of the increase in turnover to the £17m reported, three companies alone accounted for £10.3m.
- In 2005 the data for this indicator was gathered from the Leeds Household Survey undertaken by the West Yorkshire Learning and Skills Council. However, the LSC has advised that due to funding there is unlikely to be another survey until 2007 at the earliest, if at all. Therefore this indicator will be deleted from 2006/07.



Planning		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-PL50 BV - 109	Percentage of planning applications determined in line with development control targets as follows:												
	(a) % of major applications determined within 13 weeks		48%	65%	60.60%	60%	53.3% (1)	58.80%	57.96%	67%	60%	60%	60%
	(b) minor commercial and industrial applications determined within 8 weeks		58%	75.1%	65.30%	65%	70.7%	69.46%	67.77%	75.12%	65%	65%	65%
CP-PL51 BV-205	Quality of the Planning Service against as measured by a service checklist.	new indicator			67%	94%	72.2% (2)	85.47%	81.20%	88.90%	82.6% (3)	100%	100%
<b>Best Value Indicators</b>													
BV - 106 (LPSA 9)	Percentage of new homes built on previously developed land	75%	86%	89%	93%	90%	96.1%	91.14%	83%	93.13%	90%	90%	90%
BV-109	Percentage of planning applications determined in line with development control targets as follows: (c) other applications determined within 8 weeks	new indicator	60%	84%	80.50%	80%	81%	81.27%	83.33%	87.2%	80%	80%	80%
BV-200	(a) Did the local planning authority submit the Local Development Scheme (LDS) by 28 March 2005 and therefore maintain a 3 year rolling programme?	amended indicator				Yes	Yes	no comparative data			Yes	Yes	Yes
	(b) Has the Local Planning Authority met the milestones which the current Local Development Scheme (LDS) sets out?					Yes	No (4)				No (5)	No (5)	No (5)
	(c) Did the local planning authority publish an annual monitoring report by December of the last year?					Yes	Yes				Yes	Yes	Yes
BV-204	The percentage of appeals allowed against the authority's decision to refuse on planning applications	new indicator			39%	34%	23.5% (6)	31.80%	33.90%	26.00%	30% (7)	30% (7)	30%

**Footnotes:**

- Actuals for the year remain below target and this is an area for concern. This is due to a number of factors: i) a high number of very large/complex major developments on brownfield/inner city/city centre sites; ii) a balance has to be reached between fast decisions and delivering high quality development for the city; iii) customer aspirations for quality decisions to an agreed timescale rather than "in time" refusal; iv) high workloads, high number of major applications and resourcing issues; v) migration to a new computer system.
- Implementation of the new CAPS planning application system and document imaging is underway. This will have a positive impact on this PI. The Pendleton survey (a survey of planning services available via the Internet on which part of the PI is based) took place on the 31st December 2005. The "go live" date for CAPS was February 2006.
- This target has been amended from that published in last year's Council Plan as the new computer system on which much of this depends is now live; the next phase - scanning for on-line application forms - is programmed over the next year. Implementation dates will be planned to minimise impact on service delivery and performance figures. This indicator is also dependant on the planning portal delivering inter-active Unitary Development and planning functions.
- Following the submission of the Local Development Framework annual monitoring report to GOYH in December 2005, the council was advised to submit a revised and updated Local Development Scheme in March 2006. The purpose of this was to reflect changes to milestones and targets. This was a consequence of the bedding in of the new system, the slippage of the Regional Spatial Strategy and the demands for earlier and greater levels of consultation. Whilst the preparation of the statement of community involvement is being prepared consistent with the original milestones, the production of other Development Planning Documents and Supplementary Planning Documents has slipped.
- The Local Development Scheme (LDS) for the preparation of the Local Development Framework is in place and is subject to annual review. The LDS will be subject to GOYH review and approval, and may need some amendments prior to approval. The "no" response reflects the fact that, in agreement with GOYH, the first Development Plan will not be adopted until 2008. The council's first LDS has been updated and revised and re-submitted to GOYH in March 2006. Following further minor revisions it is anticipated that the revised scheme will be agreed by the Secretary of State in June 2006.
- Clarification notes issued by ODPM during 2004/05 indicated which kind of applications should be included and excluded when calculating this indicator. The original targets were set with no exclusions in mind; new targets have been amended following the clarification notes to reflect certain exclusions e.g. advertising.
- These targets have been amended from those published in last year's Council Plan to reflect CPA thresholds for 2006/07.

Museums & Galleries		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Best Value Indicators</b>													
BV - 170a	The number of visits / enquiries / website hits to museums per 1,000 population	amended indicator		736	876	920	933 (1)	1,984	1003	1406	900 (2)	935 (2)	1,200 (2)
BV - 170b	The number of those visits that were in person per 1,000 population	558	520	501	526	551	582 (3)	1,465	643	774	440 (2)	590 (2)	780
BV - 170c	Number of pupils visiting museums and galleries in organised school groups	18,203	24,082	27,768	29,641	30,200	29,200	32,093	12,928	19,597	27,200 (4)	33,800 (4)	37,950 (5)

**Footnotes:**

1. Visits in person have increased due to an exceptionally popular programme at Leeds City Art Gallery which has attracted national publicity. Renaissance Yorkshire (HUB) investment in educational out-reach has increased usage of our collections which are taken out to community, adults' and children's groups.
2. These targets differ from those published in last year's Council Plan. For 2006/07 this is due to the closure of Leeds City Art Gallery for at least four months resulting in a loss of one quarter of expected visitors. For 2007/08 this target has Leeds City Art Gallery's full year performance added back plus small increases reflecting local circumstances at each of the smaller sites based on their actual performance in 2005/06 and 2006/07. For 2008/09 this target reflects the opening of the new Leeds City Museum early in the year which predicts 200,000 visitors in the first year. Visits in person roughly account for 65% of the total for visits and usages. This is therefore based on the target of 1,200 for visits and usages for 2008/09. We expect this proportional relationship to continue.
3. Visits in person have increased due to an exceptionally popular exhibition programme at Leeds City Art Gallery which has attracted national publicity. The re-opening of Kirkstall Abbey produced a large number of new visits this year too.
4. These targets differ from those published in last year's Council Plan. Revisions to the 2006/07 target have been made to take into account staff departures in the Education Team impacting on four of the major sites, however, appointments will be made in the next few months; the Art Gallery closure for at least four months and protracted construction work on the new Learning Gallery at Armley Mills. The new education space will open in June this year and with Kirkstall Abbey still in its first year of opening, further time is needed to raise awareness of the site with local schools, develop programmes and to encourage visits. Targets have been set to take into account the opening of the Discovery Resource Centre in 2007/08 and the new City Museum in 2008/09.

Culture		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Council Priority Indicators</b>													
CP-CU50	Visits to the City Council's cultural facilities							no comparative data					
	a. Libraries, museums and galleries and arts and events								4,806,718	4,663,372 (1)	5,030,972 (1)	5,297,972 (1)	
	b. Sport and active recreation								4,105,506	3,950,000 (2)	3,950,000 (2)	3,900,000 (2)	
	c. Parks and countryside							59,228,470	n/a (3)	n/a (3)	n/a (3)		
CP-CU51	New builds - major cultural facilities							3	4	6	7		

**Footnotes:**

1. The 2006/07 target is lower than the 2005/06 result as it takes into account the possible closure of the Central Library during its refurbishment. Its closure would obviously have a significant impact on the number of visits to cultural facilities. Targets for 2007/08 and 2008/09 reflect the anticipated number of visits.
2. These targets have been set taking into account that over 2006/07 a number of centres will be closing for refurbishment and development work. Further to this, two sites are currently having their strategic futures examined. Consequently, this will result in less provision for the service to deliver on this indicator.
3. The Parks and Countryside Service is unable to set targets at present. This is due to a different research company conducting the consultation in 2006/07 which is likely to result in a change in methodology. Even though the service is presently unable to set targets, it will continue to seek the same high level of service provision.

Traffic Management		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target	
<b>Council Priority Indicators</b>														
CP-TM50	Ensure the annual assessment of our Local Transport Plan scores 4 out of 4 (a "well above average" assessment) (1)	new indicator				2.5 (average)	n/a	n/a	no comparative data			good (2)	n/a (3)	excellent (4)
CP-TM51 LKI-TM2	Increase the percentage of in-bound non-car journeys in the morning peak period	new indicator				42.7%	43.3%	43.1%	no comparative data			43.5% (5)	43.9% (5)	44.3%
<b>Best Value Indicators</b>														
BV-102	Number of local bus passenger journeys originating in the authority area undertaken each year	new indicator				n/a	194.6 (6)	no comparative data			n/a (7)	n/a (7)	n/a (7)	
BV - 165	The percentage of pedestrian crossings with facilities for disabled people	79%	69%	84%	92%	95%	94.8%	77.1%	79.9%	95.5%	96.5% (8)	98% (8)	99.5%	

**Footnotes:**

- The assessment definitions have changed and the assessment of "excellent" is now equivalent to "well above average". The LTP1 score will be for the whole period of 2001-06 (i.e. not for one year 2005-06). The LTP2 progress report will be prepared based on guidance which is not likely to be issued for some time.
- The LTP1 final delivery report will be submitted in July 2006 and scored in December 2006. The target score is "good".
- The LTP2 year 1 will not have an annual progress report submission in July 2007. There will therefore be no score issued in December 2007, hence the 2007/08 target is not available.
- The LTP2 first progress report will be submitted in July 2008 to cover 2006-08 and scored in December 2008. The target score is 'excellent'.
- These targets have been revised from those published in last year's Council Plan to reflect the revised Local Transport Plan 2006/11 targets.
- These figures are provided by Metro on a West Yorkshire basis.
- Future targets will be set to reach the LTP requirement of a 5% increase in bus patronage by 2010/11. Baseline is 199.1m 2003/04.
- These targets have been revised from those published in last year's Council Plan as the target of 100% of pedestrian crossings with facilities for disabled people is to be achieved by 2010. 2006/07 and 2007/08 targets have been revised to reflect this.

Jobs and Skills		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Result	2005/06 Target	2005/06 Result	2004/05 Core Cities Median	2004/05 Metropolitan Authority Average	2004/05 Metropolitan Authority Top Quartile	2006/07 Target	2007/08 Target	2008/09 Target
<b>Local Key Indicators</b>													
LKI - JS6	The percentage point (pp) difference between the annual average rate of unemployment in the 6 worst wards and the 6 best wards of the city	7.3 pp	7.2 pp	4.6pp	5.1pp	Consistent downwards trend in percentage point difference	5.3pp	no comparative data			Consistent downwards trend in percentage point difference		
LKI - JS7	Annual average Leeds unemployment rates compared to the annual average GB rate	3% / 3.3%	2.9% / 2.6%	4.9% / 5%	5.0% / 4.8%	Maintain at or below the GB rate for 2002 to 2005	2.8/2.4 (1)	no comparative data			Maintain at or below the GB rate		
LKI- JS8 NRF Floor Target	Number of Wards in the city with an unemployment rate 2.5 percentage points higher than the city average	7 Wards	7 wards	7 wards	7 wards	6 wards	4 wards (2)	no comparative data			future targets not required		
	Number of wards in the city with a claimant proportion 2.5 percentage points higher than the city average	amended indicator						no comparative data			4 wards (3)	4 wards (3)	4 wards (3)

**Footnotes:**

- The result has been calculated using the claimant proportion as opposed to the unemployment figure which was used to calculate the 2004/05 result. This is due to the unemployment figure being available at this time.
- The government took a decision to change the way in which claimant proportion is calculated. Rather than basing it upon number of claimants divided by those economically active they have moved to calculation of the number of claimants divided by population of working age. The actual achievement for 2005/06 showed that the target of 6 wards at 2.5% over the city average was exceeded since only 4 wards fell into this category. Unfortunately, the target was based upon the old calculation of claimant proportion whereas the figures published implying 4 wards in the category were based upon the new calculation. This is why the proposed target has been reduced to this level.
- Since the aforementioned method of calculation will be adopted for the foreseeable future, the subsequent targets for the next 3 years have been adjusted to take this into account. Analysing the detail of the 4 wards which remain in this category, the gap between the wards with the 4th and 5th highest levels of claimant proportions is relatively high. This means that in the 3 year timescale it will prove difficult to remove the 4th ward from the category. Therefore, the targets for the next 3 years should remain at 4 wards under 2 provisos: a) the calculation of claimant proportions should remain constant; b) the gap between the 4th ward and the "safe" percentage point which would drop it out of this category should show a reduction over the 3 years.







---

**Report of the Director of Legal and Democratic Services**

**Council**

**Date: 21<sup>st</sup> June 2006**

**Subject: Area Function Schedules 2006/07**

---

**Electoral Wards Affected:**

**Specific Implications For:**

Ethnic minorities

Women

Disabled people

Narrowing the Gap

---

**1.0 Purpose Of This Report**

1.1 To present to Council Area Function Schedules as the final part of the list presented by the Leader to the Annual meeting setting out the arrangements for the discharge of Executive functions.

**2.0 Background Information**

2.1 Under item 9(a) at the Annual meeting the Council received a list presented by the Leader setting out the arrangements for the discharge of executive functions. The document presented to the Annual meeting was effectively Part 3 of the Council Constitution excepting that Section 3D: Area Committee Function Schedules was not included.

2.2 The Area Function Schedules 2006/07 have subsequently been finalised, reported to the Executive Board and endorsed by the Board on 14<sup>th</sup> June 2006. The report presenting the schedules to the Board is attached to this report.

**3.0 Recommendations**

3.1 That the Area Function Schedules 2006/07 be received as the concluding part of Schedule 9(a) presented to the Annual meeting

This page is intentionally left blank



## Report of the Directors of Neighbourhoods and Housing and Corporate Services

### Executive Board

Date: 14<sup>th</sup> June 2006

Subject: Area Function Schedules 2006/07

**Electoral wards affected:**

All

**Specific implications for:**

Ethnic minorities

Women

Disabled people

Narrowing the gap

Eligible for call In

Not eligible for call in  
(details contained in the report)

### EXECUTIVE SUMMARY

This report covers updated Area Function Schedules, detailing the budgets available for delegated services for 2006/07. It also includes an initial Area Function Schedule for Community Centres and suggests the ones currently vested with Neighbourhoods and Housing formally become the responsibility of the Area Committees from 1<sup>st</sup> July 2006.

## **1.0 Purpose of this report**

- 1.1 The report outlines the Area Function Schedules for 2006/07 and seeks Executive Board endorsement for them.

## **2.0 Background information**

- 2.1 In June 2004 the Council established Area Committees and set out arrangements under which their functions could be exercised. Annually, each Area Committee is required to prepare an Area Delivery Plan for endorsement by the Executive Board after the Council's budgets have been set. Also, each year the Executive Board agrees the budgets available for the delegated functions.
- 2.2 The first Executive Functions were delegated to the Area Committees in September 2004 and cover services relating to community safety, streetscene and children and young people.
- 2.3 The Council also gave Area Committees a responsibility to promote the social, economic and environmental well being of their areas. A well being budget was delegated to the Committees to support this function. It covered a three year capital allocation and an annual revenue allocation. Both allocations are based on the population of the area and deprivation indicators.
- 2.4 At Executive Board in March 2006 Members gave support for the staged transfer of responsibilities for community centres in 2006/07. This report includes an initial Area Function Schedule for the centres currently vested with Neighbourhoods and Housing. It is anticipated that a further Area Function Schedule incorporating centres currently vested with Learning and Leisure will be reported to the Board later in the year.

## **3.0 Area Function Schedules for 2006/07**

- 3.1 Schedules, detailing the budgets available for delegated services for 2006/07, are attached as Appendix One of this report. They cover the following functions:
- Youth Service
  - Community Centres
  - CCTV
  - Neighbourhood Wardens
  - Waste Management – Recycling Banks
  - Public Conveniences
  - Well Being – Revenue and Capital
- 3.2 In addition, responsibility for the management of Police Community Support Officers (PCSO's) will also be part of the delegation of Area Functions for 2006/07.
- 3.3 Subject to Executive Board approval of the delegated budgets, information will be provided to Area Management Team to allow them to report budget information to each of the Area Committees alongside any other resources available.
- 3.4 The Authority to exercise these functions will continue to be held concurrently by the Executive Board, Area Committees and relevant Directors (within their scheme of delegated authority). Any proposed changes to area committee budgets relating to these services would need to be made in consultation with the relevant service

Director(s) and with the agreement of the Area Committee and Executive Board where appropriate.

#### **4.0 Implications for council policy and governance**

4.1 The functions described in this report and the recommendations fit with existing Council policy and governance arrangements.

#### **5.0 Legal and resource implications**

5.1 There are no new legal or resource implications arising from the contents of this report.

#### **6.0 Recommendation**

6.1 Executive Board is asked to:

- Endorse the updated Area Function Schedules for delegated budgets for 2006/07, and
- Endorse the initial Area Function Schedule for Community Centres currently vested with Neighbourhoods and Housing and agree that they formally become the responsibility of the Area Committees from 1<sup>st</sup> July 2006

This page is intentionally left blank

# Area Function Schedules 2006/07

***Appendix 1***



## **Area Function Schedules Index**

<b><i>Children &amp; Young People</i></b>	Youth Service	Pages 3 - 4
<b><i>Community Facilities</i></b>	Community Centres	Pages 5 - 6
<b><i>Community Safety</i></b>	CCTV	Pages 7 - 8
	Neighbourhood Wardens	Pages 9 - 10
<b><i>Streetscene</i></b>	Waste Management – Recycling Banks	Pages 11 - 12
	Public Conveniences	Pages 13 - 14
<b><i>Well Being</i></b>	Revenue & Capital	Pages 15



# **AREA FUNCTION SCHEDULE**

<b>DESCRIPTION OF FUNCTION:</b>		<b>Youth Service</b>	
<p><i>The delivery of Youth Service area based programmes in respect of: -</i></p> <ul style="list-style-type: none"> <li>- <i>centre based youth work</i></li> <li>- <i>detached youth work</i></li> <li>- <i>Connexions project work with individuals and small groups</i></li> </ul>			
<b>EXECUTIVE MEMBER(S) PORTFOLIO:</b>			
<b>Support Executive Members for Children's Services</b>			
<b>RESPONSIBLE DIRECTOR(S):</b>			
<b>Director of Learning and Leisure and Director of Childrens Services</b>			
<b>MINIMUM SERVICE EXPECTATIONS</b>			
<p>To contribute to the achievement of an improvement in the Council's overall 'reach' target for Youth Services in respect of young people aged 13-19.</p> <ul style="list-style-type: none"> <li>• Ensure appropriate targeting of resources to achieve maximum coverage of <ul style="list-style-type: none"> <li>- The key local communities to be prioritised for youth work</li> <li>- The particular social issues of the area to be tackled</li> <li>- Curriculum priorities within the area</li> </ul> </li> <li>• Ensure services provided are in accordance with the Council's Youth Service policy, together with any national expectations or targets upon which the associated Youth Service funding is based.</li> </ul> <p>The above minimum standards also relate to services provided through 'contracting' arrangements with voluntary organisations in operation in some parts of the city.</p>			
<b>CURRENT AND TARGET PERFORMANCE</b>			
<b>Issue/Performance Indicator(s)</b>	<b>2005/06</b>	<b>2006/7</b>	
<b>Youth Service – Number of Clients</b>			
The level of "reach" into the resident 13 – 19 population	<b>Result</b> 15,321	<b>Target</b>	15,515
<b>TOTAL RESOURCES AVAILABLE ON AN AREA BASIS</b>			
Revenue: 2006/07 £3,435k net expenditure (2005/06 £3,308k net expenditure). This is subject to a review of how best the Youth Service can more fully and appropriately report, at area level, on achievements and outcomes.			
<b>AGREED BY THE EXECUTIVE BOARD:</b>			
Date: June 2006			

# AREA FUNCTION SCHEDULE

<b>FUNCTION:</b>	<b>Youth Service</b>
<b>Description of what the delegated budget represents</b>	
Area full and part time youth workers, Connexions Youth (fully funded by grants) and Youth contracts with the Voluntary sector.	
<b>Details of the service elements that have not been delegated and the reason why they were not delegated</b>	
<ol style="list-style-type: none"> <li>1. Central functions such as training, quality assurance, service planning and performance.</li> <li>2. City Wide projects, particularly those externally funded.</li> <li>3. Central senior management and administration.</li> </ol> <p>None of these functions can be monitored on an area basis.</p>	
<b>Description of the formula used for apportioning budgets to each area</b>	
50% population, 50% targeted	
<b>Reasons why this particular formula was selected</b>	
<ol style="list-style-type: none"> <li>1. In line with previous CIT approach and Closing the Gap policy.</li> <li>2. National expectations for Youth Service to offer a targeted service nested within a universal service.</li> <li>3. Key aim of Youth Service is to support socially excluded young people.</li> </ol>	
<b>Breakdown of the total budget delegated</b>	
<b>Expenditure Type</b>	<b>£000s</b>
Employee Costs	3,692,600
Premises Costs	
Supplies & Services Costs	
Transportation Costs	
Capital Costs	
<b>Gross Expenditure</b>	<b>3,692,600</b>
Income	257,370
<b>Net Budget</b>	<b>3,435,230</b>

## AREA FUNCTION SCHEDULE

**Note:** This is an initial Area Function Schedule for the centres currently vested with Neighbourhoods and Housing. A further Function Schedule will be reported to Executive Board later in 2006/07 incorporating the centres to be transferred from Learning and Leisure.

<b>DESCRIPTION OF FUNCTION: Community Centres</b>		
Responsibility for a portfolio of community centres vested with the Neighbourhoods and Housing Department. This covers overseeing revenue budgets, operational arrangements and the use of the centres, agreeing and implementing a schedule of charges and discounts for directly managed centres and making asset management and investment proposals to ensure the portfolio is sustainable and meets local needs.		
<b>EXECUTIVE MEMBER(S) PORTFOLIO:</b>		
Executive Member – Neighbourhoods and Housing		
<b>RESPONSIBLE DIRECTOR(S):</b>		
Director of Neighbourhoods and Housing		
<b>MINIMUM SERVICE EXPECTATIONS</b> <i>(to be applicable to all Area Committee areas)</i>		
Operation of a portfolio of community centres.		
<b>CURRENT AND TARGET PERFORMANCE</b>		
<b>Issue/Performance Indicator(s)</b>	<b>2005/6</b>	<b>2006/7</b>
	<b>Result</b> n/a	<b>Target</b> n/a
<b>TOTAL RESOURCES AVAILABLE ON AN AREA BASIS</b>		
Revenue 2006/07: £532,000		
<b>AGREED BY THE EXECUTIVE BOARD:</b>		
Date: June 2006		

# AREA FUNCTION SCHEDULE

<b>FUNCTION:</b>	<b>Community Centres</b>
<b>Description of what the delegated budget represents</b>	
Revenue costs associated with the operation of the community centres.	
<b>Details of the service elements that have not been delegated and the reason why they were not delegated</b>	
Non-controllable capital asset charges. Building insurance costs. These elements cannot be effectively monitored or controlled at an area level.	
<b>Description of the formula used for apportioning budgets to each area</b>	
Budgets apportioned based on revenue figures for centres in each area.	
<b>Reasons why this particular formula was selected</b>	
Suits this function and allows Area Committees to control costs for their portfolio of centres.	
<b>Breakdown of the total budget delegated</b>	
	<b>£000s</b>
<b>Expenditure Type</b>	
Rates	64
Rental Support	164
Supplies and Services	5
Caretaking	375
Premises	211
Management and Supervision charges	53
<b>Gross Expenditure</b>	<b>872</b>
Income from Centre Rentals	-164
Income	-176
<b>Net Budget</b>	<b>532</b>

## AREA FUNCTION SCHEDULE

<b>DESCRIPTION OF FUNCTION:</b>		<b>Leeds Community Safety – CCTV</b>
<p>The reduction of crime and disorder via LeedsWatch by preventing and detecting crime in the areas where CCTV cameras operate. CCTV provides reassurance to communities within the target areas thereby improving the quality of life for people in those areas. LeedsWatch works with West Yorkshire Police and other Council Services to target crime reduction activity in high victimisation areas thus taking a co-ordinated approach to reducing anti social behaviour and crime across the target areas.</p>		
<b>EXECUTIVE MEMBER(S) PORTFOLIO:</b>		
Executive Member – Neighbourhoods and Housing		
<b>RESPONSIBLE DIRECTOR(S):</b>		
Director of Neighbourhoods and Housing		
<b>MINIMUM SERVICE EXPECTATIONS</b> <i>(to be applicable to all Area Committee areas)</i>		
<ul style="list-style-type: none"> <li>• Provide 24 hour 365 days a year monitoring of CCTV in areas of operation.</li> <li>• Contribute to reducing the fear of crime by facilitating the apprehension and prosecution of offenders and assisting in preventing and aiding detection of crime committed in public areas where CCTV in areas of operation.</li> </ul>		
<b>CURRENT AND TARGET PERFORMANCE</b>		
<b>Issue/Performance Indicator(s)</b>	<b>2005/6</b>	<b>2006/7</b>
LeedsWatch provides a 24 hours, 365 days monitoring service across the city where cameras are in operation. The service has to meet a number of specific targets as defined by different funding streams and agreements, e.g. NRF targets are specific to NRF areas.	<b>Result</b>	<b>Target</b>
<b>TOTAL RESOURCES AVAILABLE ON AN AREA BASIS</b>		
Revenue 2006/07: Net Expenditure £605,500, (2005/06 Net Expenditure £551,890).		
<b>AGREED BY THE EXECUTIVE BOARD:</b>		
Date: June 2006		

## AREA FUNCTION SCHEDULE

<b>FUNCTION:</b>	<b>Leeds Community Safety – CCTV</b>
<b>Description of what the delegated budget represents</b>	
All costs associated with fixed camera locations, e.g. staffing, monitoring and transmission costs.	
<b>Details of the service elements that have not been delegated and the reason why they were not delegated</b>	
Central management/project development and maintenance contracts (which are city wide). Mobile CCTV retained and is city wide.	
<b>Description of the formula used for apportioning budgets to each area</b>	
Budgets apportioned according to where cameras are actually located - fixed costs.	
<b>Reasons why this particular formula was selected</b>	
Delegated budgets account for most fixed costs apart from city wide and centralised functions.	
<b>Breakdown of the total budget delegated (currently unavailable)</b>	
	<b>£000s</b>
<b>Expenditure Type</b>	
Employee Costs	684
Premises Costs	74
Supplies & Services Costs	97
Transportation Costs	3
Internal Reallocation of Departmental costs	149
Capital Costs	14
<b>Gross Expenditure</b>	<b>1,021</b>
Income	416
<b>Net Budget</b>	<b>605</b>

## AREA FUNCTION SCHEDULE

<b>DESCRIPTION OF FUNCTION: Neighbourhood Wardens</b>		
The provision of a range of services, via uniformed patrols of Neighbourhood Wardens to reassure, reduce anti-social behaviour and the fear of crime. Neighbourhood Wardens provide a local patrolling function, assistance in dealing with anti-social behaviour, co-ordination to maintain the physical appearance of areas and offer support to local residents with community safety issues in line with the achievement of Council Policy.		
<b>EXECUTIVE MEMBER(S) PORTFOLIO:</b>		
Executive Member – Neighbourhoods and Housing		
<b>RESPONSIBLE DIRECTOR(S):</b>		
Director of Neighbourhoods and Housing		
<b>MINIMUM SERVICE EXPECTATIONS</b> <i>(to be applicable to all Area Committee areas)</i>		
To maximise the impact in terms of public reassurance of Neighbourhood Wardens through the management of their performance matrix of a wide range of duties.		
To manage resources to ensure that grant funding to the Council is maximised for neighbourhood warden deployment. This includes the achievement of specified outputs, outcomes and milestones in accordance with appropriate grant conditions.		
<b>CURRENT AND TARGET PERFORMANCE</b>		
<b>Issue/Performance Indicator(s)</b>	<b>2005/06 Result</b>	<b>2006/07 Target</b>
To increase the level of Public Reassurance		
<b>TOTAL RESOURCES AVAILABLE ON AN AREA BASIS</b>		
<b>Financial Resources Available (2006/07)</b>		
Revenue: £ 908,500 2006/07 Gross Budget, £336,189 Net Budget (£1,004,390 2005/06 Gross Budget, £382,580 Net Budget)		
<b>Other Resources Available (2006/07)</b>		
A range of resources are also available through other partner agencies. Close working with partners should seek to ensure that both Council & partner resources are used to complement the above activity and outcomes.		
<b>AGREED BY THE EXECUTIVE BOARD:</b>		
Date: June 2006		

## AREA FUNCTION SCHEDULE

<b>FUNCTION: Leeds Community Safety – Neighbourhood Wardens</b>	
<b>Description of what the delegated budget represents</b>	
Staffing and equipment costs for neighbourhood wardens.	
<b>Details of the service elements that have not been delegated and the reason why they were not delegated</b>	
Central co-ordination, administration and programme management of external resources. Supplies and services budgets (e.g. training) which are difficult to effectively monitor, control and maximise external funding for at an area level. Temporary Funded Neighbourhood Warden posts which are funded from other sources.	
<b>Description of the formula used for apportioning budgets to each area</b>	
Location of Neighbourhood Wardens by area.	
<b>Reasons why this particular formula was selected</b>	
Suits this type of function.	
<b>Breakdown of the total budget delegated</b>	
	<b>£000s</b>
<b>Expenditure Type</b>	
Employee Costs	903
Premises Costs	
Supplies & Services Costs	5
Transportation Costs	
Capital Costs	
<b>Gross Expenditure</b>	<u>908</u>
Income	-572
<b>Net Budget</b>	<u>336</u>



## **AREA FUNCTION SCHEDULE**

<b>DESCRIPTION OF FUNCTION:</b> <b>Waste Management –Recycling Banks</b>		
The provision of bring banks and the management of contracts to ensure products are collected and recycled.		
<b>EXECUTIVE MEMBER(S) PORTFOLIO:</b>		
Executive Member - City Services		
<b>RESPONSIBLE DIRECTOR(S):</b>		
Director of City Services		
<b>MINIMUM SERVICE EXPECTATIONS</b>		
To provide recycling banks at suitable locations throughout the city to enable the public to dispose of items such as glass, plastic, etc. All in accordance with the Integrated Waste Management Strategy and Action Plan.		
<b>CURRENT AND TARGET PERFORMANCE*</b>		
<b>Issue/Performance Indicator(s)</b>	<b>2005/6 Result</b>	<b>2006/7 Target</b>
None set		
<b>TOTAL RESOURCES AVAILABLE ON AN AREA BASIS</b>		
Revenue 2006/07: Gross Expenditure £24,000 Net Expenditure £24,000		
<b>AGREED BY THE EXECUTIVE BOARD:</b>		
Date: June 2006		

# AREA FUNCTION SCHEDULE

<b>FUNCTION:</b>	<b>Waste Management –Recycling Banks</b>
<b>Description of what the delegated budget represents</b>	
Apportionment relates to repairs & maintenance and transport costs associated with non Household Waste recycling banks.	
<b>Details of the service elements that have not been delegated and the reason why they were not delegated</b>	
Waste Management is a city wide, demand led operation, with a significant level of expenditure that relates to disposal costs that cannot readily be allocated or apportioned .	
In addition the incidence of Household Waste Sites are not distributed geographically equally across the City. Therefore allocation to areas be on a geographical basis and would not be a reflection of where users of these sites reside.	
<b>Description of the formula used for apportioning budgets to each area</b>	
In the absence of any other data this was determined to be the most equitable method.	
<b>Reasons why this particular formula was selected</b>	
Expenditure apportioned equally on a pro rata basis based on the number of Recycling Banks in each area.	
<b>Breakdown of the total budget delegated</b>	
<b>Expenditure Type</b>	<b>£000s</b>
Employee Costs	0
Premises Costs	0
Supplies & Services Costs	24,000
Transportation Costs	0
Capital Costs	0
<b>Gross Expenditure</b>	<b>24,000</b>
Income	0
<b>Net Budget</b>	<b>24,000</b>

## AREA FUNCTION SCHEDULE

<b>DESCRIPTION OF FUNCTION:</b>		<b>Public Conveniences</b>
<b>Public Conveniences</b> - The scheduled cleansing and maintenance of public conveniences.		
<b>EXECUTIVE MEMBER(S) PORTFOLIO:</b>		
Executive Member - City Services		
<b>RESPONSIBLE DIRECTOR(S):</b>		
Director of City Services		
<b>MINIMUM SERVICE EXPECTATIONS</b> (to be applicable to all Area Committee areas)		
<ol style="list-style-type: none"> <li>1. Daily opening and closing of facilities.</li> <li>2. Daily cleaning of facilities.</li> <li>3. Maintenance of facilities as required.</li> </ol> <p>All in accordance with the Public conveniences Policy and Strategy</p>		
<b>CURRENT AND TARGET PERFORMANCE</b>		
<b>Issue/Performance Indicator(s)</b>	<b>2005/6 Result</b>	<b>2006/7 Target</b>
None set		
<b>TOTAL RESOURCES AVAILABLE ON AN AREA BASIS</b>		
2006/07 Gross Expenditure - £186,630, Net Expenditure £186,630		
<b>AGREED BY THE EXECUTIVE BOARD:</b>		
Date: June 2006		

# AREA FUNCTION SCHEDULE

<b>FUNCTION:</b>		<b>Public Conveniences</b>
<b>Description of what the delegated budget represents</b>		
All expenditure (except capital) associated with providing this service.		
<b>Details of the service elements that have not been delegated and the reason why they were not delegated</b>		
Not applicable		
<b>Description of the formula used for apportioning budgets to each area</b>		
Expenditure apportioned equally on a pro rata basis based on the number of public conveniences in each area.		
<b>Reasons why this particular formula was selected</b>		
In the absence of any other data this was determined to be the most equitable method.		
<b>Breakdown of the total budget delegated</b>		
		<b>£000s</b>
<b>Expenditure Type</b>		
Employee Costs		100,300
Premises Costs		92,820
Supplies & Services Costs		1,910
Transportation Costs		8,620
Capital Costs		0
<b>Gross Expenditure</b>		<b>186,630</b>
Income		0
<b>Net Budget</b>		<b>186,630</b>

# **AREA FUNCTION SCHEDULE**

<b>DESCRIPTION OF FUNCTION:</b>		
Area Committee Revenue & Capital Well-Being Budgets		
<b>EXECUTIVE MEMBER(S) PORTFOLIO:</b>		
Executive Member – Neighbourhoods & Housing		
<b>RESPONSIBLE DIRECTOR(S):</b>		
Director of Neighbourhoods & Housing		
<b>MINIMUM SERVICE EXPECTATIONS</b> <i>(to be applicable to all Area Committee areas)</i>		
<p>Decisions taken in relation to the utilisation of Well-Being budgets within the framework of the Council's Constitution and in accordance with Section 2 of the Local Government Act 2000. Specifically Area Committees will seek to:</p> <ol style="list-style-type: none"> <li>1. enhance service delivery outcomes within their area</li> <li>2. support the social, economic and environmental well being of their area (in accordance with approved Area Delivery Plans)</li> </ol>		
<b>CURRENT AND TARGET PERFORMANCE*</b>		
<b>Issue/Performance Indicator(s)</b>	<b>2005/6 Result</b>	<b>2006/7 Target</b>
No specific indicators apply – although Area Committees may wish to reflect these within their Area Delivery Plans following decisions in relation to the allocation of these funds		
<b>TOTAL RESOURCES AVAILABLE ON AN AREA BASIS</b>		
Revenue 2006/07 : Net Budget £1,928,520 (2005/06 Net Budget £1,890,711)		
Capital: £3,500,000 (3 year programme commencing 2004/05 to 2006/07)		
<b>AGREED BY THE EXECUTIVE BOARD:</b>		
Date: June 2006		

This page is intentionally left blank



---

**Report of the Director of Legal and Democratic Services**

**Council**

**Date: 21<sup>st</sup> June 2006**

**Subject: Standards Committee Annual Report 2005/6**

---

**Electoral Wards Affected:**

**Specific Implications For:**

Ethnic minorities

Women

Disabled people

Narrowing the Gap

---

**Executive Summary**

1. The purpose of this report is to make the Council aware of the Standards Committee Annual Report 2005/6. The appearance of this report reflects the Standards Committee's concern to enhance awareness of its role and activities. This report provides an outline of the content of the report, which is attached at Appendix 1.
2. Members of the Council are asked to note the Standards Committee Annual Report 2005/6 at Appendix 1.

**1.0 Purpose Of This Report**

- 1.1 To make the Council aware of the Standards Committee Annual Report 2005/6. The report is attached at Appendix 1.

**2.0 Background Information**

- 2.1 It has been proposed that an annual report be submitted to the Council to outline the achievements of the previous year and plans for the year 2006/7. The appearance of this report reflects the Standards Committee's concern to enhance awareness of its role and activities. The final draft of the report was approved by the Standards Committee at its meeting on 25<sup>th</sup> April 2006.
- 2.2 At this meeting, it was also agreed that the annual report would be presented to the Council at the earliest opportunity.

### **3.0 Main Issues**

#### The Work of the Committee 2005 - 2006

- 3.1 The section about the work of the Committee in this municipal year is split up into four issue areas which reflect the Committee's terms of reference. The content of these sections is summarised below.
- 3.2 Promoting, monitoring and reviewing the codes of conduct
- Review of the register of Members' interests
  - Hyperlink to the Standards Board for England
  - Consideration of local complaints
  - Constitutional amendments
  - Review of Member/officer protocol
  - Officer code of conduct
  - Raising the profile of the Committee
- 3.3 Providing guidance and training
- Training for City Councillors
  - Parish Council training
  - Training the Committee
- 3.4 Corporate Governance issues
- Whistleblowing policy
  - Comprehensive Performance Assessment
  - Corporate Governance Statement
- 3.5 Working with other agencies
- Consultation
  - Independent members regional forum

#### Issues for 2006 - 2007

- 3.6 The potential work of the Committee for the next municipal year is summarised at the end of the report.

These issues are outlined below:

- new codes of conduct;
- implementation of Parish Council training;
- changes in Committee membership;
- changes in the role of the Standards Committee;
- launch of the ethical audit; and
- raising the profile of the Committee.

### **4.0 Implications For Council Policy And Governance**

- 4.1 There are no implications for Council policy.



4.2 Producing a report which details the Committee's work throughout the year and the key decisions it has taken promotes transparency in the Committee's actions.

4.3 The annual report is also a method by which Members and officers can be informed of the Committee's role and its inputs and outputs. This is an objective of the corporate governance communication plan which seeks to cascade regular information to Members and officers. The annual report will therefore make a fundamental contribution to the corporate governance arrangements of the Council.

## **5.0 Legal And Resource Implications**

5.1 There are no legal or resource implications.

## **6.0 Conclusions**

6.1 The publication of this annual report will support the Council's governance arrangements by promoting transparency in the Committee's actions and help fulfill the corporate governance communication plan.

## **7.0 Recommendations**

7.1 Members of the Council are asked to note the Standards Committee Annual Report 2005/6 as set out in Appendix 1.

This page is intentionally left blank

---

# Standards Committee

## Annual Report 2005 – 2006



---

## Introduction

The Local Government Act 2000 requires councils to set up a standards committee. Standards committees have a proactive role in creating an ethical framework which governs the relationship between high standards of conduct and transparency and openness in decision making.

The Annual Report presents a summary of the Leeds City Council Standards Committee's work during 2005/2006 and supports the Corporate Governance arrangements of the Council by promoting good conduct and cascading information.

## Foreword from the Chair

I have pleasure in introducing this first Annual Report of the Leeds City Council Standards Committee. Its appearance reflects our concern to enhance awareness – by Councillors, Council staff and the people of Leeds – of the Committee's role and activities.

The Committee has an important job in seeking to ensure high standards of behaviour among Councillors and Co-opted members. I hope that the contents of this Annual Report will give you a good feel for our current work and also for further developments and changes that are likely over the next year. In particular, the section on issues for 2006/2007 flags up likely changes in the national framework which would lead to a more substantial role for the Standards Committee.

*M. Wilkerson*

---

## Members of the Committee

The Standards Committee is composed of two independent members, three City Councillors, and one Parish Councillor. There are also two reserve members; an independent reserve member and a parish reserve member. In March 2006 the membership of the Committee changed when Councillor Brian Jennings temporarily replaced Councillor Kirkland.

### Mike Wilkinson

has been an independent member and Chair of the Committee since 2002. Until 2001 he was a University Secretary and Clerk to the Board at Leeds Metropolitan University. He is a magistrate on the Leeds Bench and also acts as an Independent Assessor to the Student Loans Company. He is a Director of UNIPOL Student Homes.



### Cheryl Grant

joined the Standards Committee in 2003 as a reserve independent member, and was appointed as a full independent member in 2004. Cheryl currently works at the Leeds Metropolitan University as Associate Senior Lecturer in the School of Film, Television and Performing Arts. She also works as a freelance producer.



### Rosemary Greaves

joined the Standards Committee in 2004 as a reserve independent member. Rosemary currently works for BT as a Business Manager specialising in business development and strategy which includes developing significant new business propositions or identifying potential acquisition requirements.



---

### **Councillor Les Carter**

is a member of the Conservative Group and has been a Leeds City Councillor since 1974. He represents the Adel and Wharfedale ward on Leeds City Council and is also an Executive Board Member with responsibility for Neighbourhoods and Housing. Councillor Carter's areas of responsibility include housing policy and strategy, community safety, regeneration, homelessness and environmental health.



### **Councillor Elizabeth Nash**

is a member of the Labour Group and has been a Leeds City Councillor since 1973. She represents the City and Hunslet ward on Leeds City Council, has been a member of the Committee since 2003, and is also a member of the City Centre Plans Panel.



### **Councillor Graham Kirkland**

is a member of the Liberal Democrat Group and represents the Otley and Yeadon ward on Leeds City Council. He has been a Councillor for a total of 39 years, and was Lord Mayor from 1998-1999. Councillor Kirkland is also a member of the Environment and Community Safety Scrutiny Board. Councillor Kirkland was replaced by Councillor Brian Jennings from March 2006 until the end of the municipal year due to a short period of ill health.



### **Councillor Brian Jennings**

is also a Member of the Liberal Democrat Group and joined the Committee on a temporary basis in March 2006. Councillor Jennings represents the Weetwood ward on the Council and is the Executive Board member with responsibility for Children's Services.



---

### **Councillor Mrs Pat Walker**

is a member of Pool-in-Wharfedale Parish Council which she was elected to for the first time 6 years ago. She is lead member on conservation matters. Previously a Harrogate District Councillor, she has been involved in politics at local, national and European levels. A business manager in Leeds and Harrogate for 25 years, she is now an active member of the Ruskin Society and is presently a Foundation Governor of Prince Henry's Grammar School, Otley.



### **Councillor John C Priestley**

joined the Committee in 2005 as a reserve parish member. He is a retired (litigation) solicitor and was a senior partner of Booth & Co. Leeds. He retired in 2002 and is now an elected Parish Councillor with East Keswick Parish Council and a member of the Wetherby and District Crime Prevention Committee. He is also a Trustee of the W.W. Spooner Charitable Trust.



---

## Introduction to the Standards Committee

The general functions of the Standards Committee are:

- ▶ Promoting and maintaining high standards of conduct by Members and co-opted members; and
- ▶ Assisting Members and co-opted members to observe the Code of Conduct.

The terms of reference for the Committee are:

- ▶ Promoting, monitoring and reviewing the rules controlling the behaviour of Councillors and Officers (Code of Conduct);
- ▶ To consider any complaints made about the behaviour of Councillors and decide whether their behaviour has broken the rules described above. If the Councillor is found to have broken the rules, the Committee decide what punishment to impose;
- ▶ To make suggestions to and work with other agencies about standards issues and the different codes of conduct. This involves taking part in research projects and consultation exercises, as well as letting the Standards Board for England know about things the Committee are doing well;
- ▶ To provide advice and guidance to Members and officers and to make arrangements for training them on standards issues;
- ▶ To advise the Council about changes which need to be made to the code of conduct for Officers and to promote, monitor and review this code.

More details about the rules of procedure governing the Committee can be found on the Leeds City Council website and within the constitution.



---

## Parish Councils

The Standards Committee has a special responsibility to the Parish and Town Councils in Leeds. The Standards Committee is responsible for ensuring high standards of conduct are met within the parishes and that every Member is aware of their responsibilities under the code of conduct.

The Parish and Town Councils in the Authority's area are:

Aberford & District	Drighlington	Otley
Allerton Bywater	East Keswick	Pool-in-Wharfedale
Arthington	Gildersome	Pudsey
Austhorpe	Great and Little Preston	Scarcroft
Bardsey Cum Rigton	Harewood	Shadwell
Barwick in Elmet & Scholes	Horsforth	Swillington
Boston Spa	Kippax	Thorner
Bramham cum Oglethorpe	Ledsham	Thorp Arch
Bramhope and Carlton	Ledston	Walton
Clifford	Micklefield	Wetherby
Collingham with Linton	Morley	Wothersome

---

## The Monitoring Officer

In Leeds City Council, the role of the Monitoring Officer rests with the Director of Legal and Democratic Services. The Monitoring officer has a key role in promoting and maintaining standards of conduct.

As well as acting as legal advisor to the Standards Committee, the Monitoring Officer carries out the following functions:

- ▶ reporting on contraventions or likely contraventions of any enactment or rule of law;
- ▶ reporting on any maladministration or injustice where the Ombudsman has carried out an investigation;
- ▶ establishing and maintaining registers of Members' interests and gifts and hospitality;
- ▶ maintaining, reviewing and monitoring the Constitution;
- ▶ supporting the Standards Committee;
- ▶ receiving reports from Ethical Standards Officers and decisions of case tribunals;
- ▶ conducting investigations into misconduct;
- ▶ performing ethical framework functions in relation to Parish Councils;
- ▶ acting as the proper officer for access to information;
- ▶ advising whether executive decisions are within the budget and policy framework; and
- ▶ advising on vires issues, maladministration, financial impropriety, probity, and budget and policy issues to all Members.

---

## The Work of the Committee 2005 – 2006

### Promoting, monitoring and reviewing the Codes of Conduct

The Standards Committee exists to promote and maintain high standards of conduct within the Council, and has considered several important standards issues over the past year, including the following:

- ▶ **Review of the Register of Members' Interests** – the Committee has considered how the systems in place for recording and reviewing Members' interests could be improved. The Committee also took the decision that the register should be published on the internet in order to improve transparency and accessibility.
- ▶ **Hyperlink to the Standards Board for England** – the Committee has simplified the way that members of the public can report suspected breaches of the code of conduct. There is now a link to the Standards Board website in the form of a logo as well as access to the Council's internal complaints procedure.
- ▶ **Consideration of Local Complaints** – the Committee has considered one complaint in the last year, which was referred to the Council for local investigation by the Standards Board for England. The Committee decided that there was no breach of the code of conduct. The Committee also regularly review complaints and cases from other authorities in order to get a national picture of developments and identify any problem areas which can be addressed.
- ▶ **Constitutional Amendments** – In preparation for the possibility of holding a local hearing, the Committee has made amendments to its media protocol and procedure rules. The Committee also considered whether to establish a hearings sub-committee and one has now been established to hear cases involving Parish or Town Councillors. This sub-committee has its own terms of reference. All these documents can be found within the constitution.

- 
- ▶ **Review of the Member/Officer Protocol** – The Member/Officer Protocol guides Members and officers in their relations with one another in such a way as to ensure the smooth running of the Council and to foster good working relationships. The protocol ensures that Members receive objective and impartial advice and that officers are protected from accusations of bias and any undue influence from Members. The Standards Committee decided to make a series of amendments to the protocol in line with a new model protocol which was published earlier in the year. The amended protocol now addresses specific issues such as the roles of Members and officers and the use of Council resources.
  - ▶ **Officer Code of Conduct** - In February 2005 the Council enhanced the Terms of Reference of the Standards Committee. As a result the Committee has advised on the adoption, by the Council, of the officer Code of Conduct and monitored its application. In March 2006 the Committee considered the maintenance of the register of officer interests and the disclosure of offers or receipts of gifts and hospitality. The Committee also considered a report by the Chief Officer of Human Resources detailing the steps the Council has taken to embed existing arrangements for officers to make declarations of interests and declarations of offers of gifts and hospitality.
  - ▶ **Raising the Profile of the Committee** – The Chair of the Standards Committee meets regularly with the Leader of Leeds City Council. This demonstrates the continuing importance placed on standards issues and the work of the Standards Committee.

---

## Providing Guidance and Training

The Standards Committee has a special responsibility for ensuring that Members are trained in matters relating to the code of conduct and arranging for appropriate training to be provided. During the previous year, the Standards Committee has both reviewed and recommended training for others and taken part in training themselves.

- ▶ **Training for City Councillors** – the Standards Committee has a special responsibility for training Councillors on the code of conduct. The Member Development Strategy ensures that all Members are trained in this area through the induction programme. The Member Development Strategy was reviewed at the start of 2006 and now incorporates a rolling induction programme to ensure that Members who are elected at other times during the municipal year are also trained in the code. An understanding of the code of conduct has now been incorporated into the Personal Development Programme as a core skill for all Councillors.
- ▶ **Parish Council Training** – as well as having a responsibility for training City Councillors, the Standards Committee must also make sure that training is available for Parish Councillors. The Committee has done this by conducting a survey of what training is available and the take up of this training amongst the parishes in Leeds. The Committee has also consulted the parishes on what their current training needs are and has adapted the training provision accordingly.
- ▶ **Training the Committee** – the Committee has taken steps in the past year to improve its own skills and expertise. Several members of the Committee attended the Fourth Annual Assembly of Standards Committees this year. The Committee has taken part in a training day on how to conduct a local hearing with external specialists and has developed a training plan for its Members to ensure that all the necessary areas are covered.

---

## Corporate Governance Issues

The Standards Committee shares responsibility for Corporate Governance issues with the Corporate Governance and Audit Committee. The Chair of the Standards Committee is a co-opted member of that Committee. The Committee has considered the following corporate governance issues during the year:

- ▶ **Whistleblowing Policy** – the Committee has considered the whistleblowing policy of Leeds City Council, including what protection is available for whistleblowers and how the policy is advertised.
- ▶ **Comprehensive Performance Assessment** – The Committee has considered how the Council has performed against the criteria in relation to ethical standards, and any improvements which could be made to the ethical framework.
- ▶ **Corporate Governance Statement** – The work of the Committee has contributed to the Corporate Governance Statement for 2006. An essential element of good governance is the good behaviour and conduct of Councillors and officers which the Committee promotes and maintains. It is of note that during the year 2004 – 2005 only one out of 99 Councillors was found to have breached the code of conduct. By improving training for Members the Committee has also contributed to the aim of developing skills and capacity.

---

## Working with Other Agencies

During the year, the Standards Committee has taken part in policy development on a national scale through various consultation exercises. The Independent Members of the Standards Committee are involved in the Standards Committee Independent Members' Regional Forum of Yorkshire and Humberside.

- ▶ **Consultation** – the Committee took part in the national consultation exercise carried out by the Standards Board for England earlier this year about the Code of Conduct for Members. This consultation resulted in a series of recommendations being made to the Office of the Deputy Prime Minister (ODPM) to reform the code. These reforms will make the code simpler and more enabling, and will support the Councillors' role as an advocate of their local community. Further details of the consultation process, results and recommendations can be found at the Standards Board website: [www.standardsboard.co.uk](http://www.standardsboard.co.uk)
- ▶ **Independent Members' Regional Forum** – Leeds City Council has a special role on the Forum, as the Chair of the Forum is Mike Wilkinson, who is also the Chair of the Standards Committee. This Forum seeks to enable members to share their experiences, views and concerns about their role as independent members and to provide a means of communication and liaison between members. The Forum acts as a focal point for communication between independent members of Yorkshire and Humber and the Standards Board for England, and assists in fostering best practice amongst its membership and supports members in the delivery of their roles as independent members. Through their involvement in the Forum, the Independent Members of the Standards Committee has been able to provide feedback and suggestions to the Standards Board for England as well as representatives from other authorities.

---

## Issues for 2006 – 2007

The Standards Committee will have many important issues to address in the coming the year, including the following:

- ▶ **New codes of conduct** – The Committee may have to consider the implementation of revised codes of conduct for Members and Officers. The government is expected to introduce the revised code in line with the discussion paper by the ODPM entitled 'Standards of Conduct in English Local Government: The Future' which can be found on the ODPM website [www.odpm.gov.uk](http://www.odpm.gov.uk).
- ▶ **Implementation of Parish Council Training** – The comprehensive training requirements and plan for Parish Councillors that the Committee considered last year will be fully implemented this year. Parish Councillors will now be able to take more part in the training offered by Democratic Services, and the specialised code of conduct training provided to clerks and councillors will become more focused.
- ▶ **Changes in Committee membership** – the Committee may have changes to its membership during the year. Both one of the independent members and the reserve independent member come to the end of their term of office during 2007. To keep up to date with the membership of the Committee and any upcoming vacancies for independent members, see the Leeds City Council website [www.leeds.gov.uk](http://www.leeds.gov.uk)
- ▶ **Changes in the role of the Standards Board** – the indications are that as a result of the recent review of the Standards Board's performance, the Standards Board may alter its role to become more of a strategic regulator. This may lead to more complaints against Members being referred to the Standards Committee for local investigation and determination.



- 
- ▶ **Launch of the Ethical Audit** – In order to assess how well the ethical framework is understood and how high the profile of standards is within the authority, the Standards Committee will launch and champion an ethical audit this year. This will help the Council prepare for the Comprehensive Performance Assessment and allow the Committee to identify where training is most needed.
  - ▶ **Raising the profile of the Committee** – At the start of this municipal year, the Chair of the Standards Committee together with the Monitoring Officer, will be meeting the Councillors to outline the role of the Standards Committee. It is vital that the Members are aware of the work of the Committee, in particular their responsibility for providing training and guidance for Members on standards issues.

## Useful Links

If you would like to find out more about standards issues and the work of the Committee, as well as keep up to date with national issues, you may find the following links useful:

- ▶ **The Standards Board for England** (for guidance on standards issues, standards committees and outcomes of recent cases)  
[www.standardsboard.co.uk](http://www.standardsboard.co.uk)
- ▶ **The Adjudication Panel for England** – [www.adjudicationpanel.co.uk](http://www.adjudicationpanel.co.uk)
- ▶ **The Audit Commission** – [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)
- ▶ **Office of the Deputy Prime Minister** – [www.odpm.gov.uk](http://www.odpm.gov.uk)
- ▶ **National Association of Local Councils** – [www.nalc.co.uk](http://www.nalc.co.uk)
- ▶ **Leeds City Council** – [www.leeds.gov.uk](http://www.leeds.gov.uk)
- ▶ **Chartered Institute of Public Finance and Accountancy** – [www.ipf.co.uk](http://www.ipf.co.uk)
- ▶ **The Countryside Agency** – [www.countryside.gov.uk](http://www.countryside.gov.uk)



This page is intentionally left blank

## CONTENTS

### Item No

<b>1</b>	<b>Minutes of Council – 12th and 22<sup>nd</sup> May 2006</b> .....	<b>1</b>
<b>5</b>	<b>(a) Scrutiny Boards Annual Report</b> .....	<b>8</b>
	<b>(b) Appointments by Council</b> .....	<b>59</b>
	<b>(c) Councillor R Procter – Attendance at Meetings</b> .....	<b>61</b>
<b>7</b>	<b>Recommendations of the Executive Board (to follow)</b> .....	
<b>8</b>	<b>Recommendations of the Standards Committee</b> .....	<b>62</b>
<b>9</b>	<b>Minutes:</b>	
	(a) Executive Board – 19 <sup>th</sup> April and 17 <sup>th</sup> May 2006 (14 <sup>th</sup> June to follow) .....	80
	(b) Scrutiny Board (Children and Young People) – 6 <sup>th</sup> and 26 <sup>th</sup> April 2006 .....	95
	(c) Scrutiny Board (Health and Wellbeing) - 30 <sup>th</sup> March, 10 <sup>th</sup> and 25 <sup>th</sup> April 2006 .....	106
	(d) Scrutiny Board (Transforming Services) – 23 <sup>rd</sup> March 2006 .....	123
	(e) Scrutiny Board (Environment and Community Safety) – 20 <sup>th</sup> March 2006 .....	128
	(f) Scrutiny Board (Thriving Communities) - 22 <sup>nd</sup> March 2006 .....	134
	(g) Scrutiny Board (City Development) - 21 <sup>st</sup> March and 25 <sup>th</sup> April 2006 .....	139
	(h) Scrutiny Commission (Flooding within Leeds) - 15 <sup>th</sup> February 2006 .....	148
	(i) Overview and Scrutiny Committee - 29 <sup>th</sup> March, 3 <sup>rd</sup> and 26 <sup>th</sup> April 2006 .....	153
	(j) Standards Committee - 25 <sup>th</sup> April and 25 <sup>th</sup> May 2006 .....	163
	(k) Plans Panel East - 6 <sup>th</sup> April and 11 <sup>th</sup> May 2006 .....	170
	(l) Plans Panel West –	

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

	23 <sup>rd</sup> March, 20 <sup>th</sup> April and 18 <sup>th</sup> May 2006 .....	193
(m)	Plans Panel (City Centre) - 2 <sup>nd</sup> and 25 <sup>th</sup> May 2006 .....	218
(n)	Licensing and Regulatory Panel – 4 <sup>th</sup> April, 2 <sup>nd</sup> May and 9 <sup>th</sup> May 2006 .....	227
(o)	Corporate Governance and Audit Committee – 19 <sup>th</sup> April, 9 <sup>th</sup> May and 17 <sup>th</sup> May 2006 .....	231
(p)	Development Plan Panel – 4 <sup>th</sup> April and 31 <sup>st</sup> May 2006 .....	239
(q)	North West (Inner) Area Committee – 30 <sup>th</sup> March 2006.....	245
(r)	North West (Outer) Area Committee – 10 <sup>th</sup> April 2006.....	259
(s)	North East (Inner) Area Committee – 27 <sup>th</sup> March 2006.....	267
(t)	North East (Outer) Area Committee – 10 <sup>th</sup> April 2006.....	272
(u)	East (Inner) Area Committee – 29 <sup>th</sup> March 2006.....	276
(v)	East (Outer) Area Committee – 11 <sup>th</sup> April 2006.....	282
(w)	South (Inner) Area Committee – 13 <sup>th</sup> April 2006.....	288
(x)	South (Outer) Area Committee – 3 <sup>rd</sup> April 2006 .....	295
(y)	West (Inner) Area Committee – 30 <sup>th</sup> March 2006.....	301
(z)	West (Outer) Area Committee – 7 <sup>th</sup> April 2006 .....	308