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## EXECUTIVE BOARD

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Meeting to be held in Civic Hall, Leeds on  
Wednesday, 16th April, 2008 at 1.00 pm

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### Councillors

A Carter (Chair)  
R Brett  
J L Carter  
S Golton  
R Harker  
P Harrand  
J Procter  
S Smith

### MEMBERSHIP

K Wakefield  
J Blake \*

R Finnigan

\*non voting advisory member

## **CONFIDENTIAL AND EXEMPT ITEMS**

The reason for confidentiality or exemption is stated on the agenda and on each of the reports in terms of Access to Information Procedure Rules 9.2 or 10.4(1) to (7). The number or numbers stated in the agenda and reports correspond to the reasons for exemption / confidentiality below:

### **9.0 Confidential information – requirement to exclude public access**

9.1 The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. Likewise, public access to reports, background papers, and minutes will also be excluded.

### **9.2 Confidential information means**

- (a) information given to the Council by a Government Department on terms which forbid its public disclosure or
- (b) information the disclosure of which to the public is prohibited by or under another Act or by Court Order. Generally personal information which identifies an individual, must not be disclosed under the data protection and human rights rules.

### **10.0 Exempt information – discretion to exclude public access**

10.1 The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed provided:

- (a) the meeting resolves so to exclude the public, and that resolution identifies the proceedings or part of the proceedings to which it applies, and
- (b) that resolution states by reference to the descriptions in Schedule 12A to the Local Government Act 1972 (paragraph 10.4 below) the description of the exempt information giving rise to the exclusion of the public.
- (c) that resolution states, by reference to reasons given in a relevant report or otherwise, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10.2 In these circumstances, public access to reports, background papers and minutes will also be excluded.

10.3 Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in Article 6.

10.4 Exempt information means information falling within the following categories (subject to any condition):

- 1 Information relating to any individual
- 2 Information which is likely to reveal the identity of an individual.
- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or officer-holders under the authority.
- 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- 6 Information which reveals that the authority proposes –
  - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - (b) to make an order or direction under any enactment
- 7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

# A G E N D A

Item No K=Key Decision	Ward	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded)</p>	
2			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration</p> <p>(The special circumstances shall be specified in the minutes)</p>	

Item No K=Key Decision	Ward	Item Not Open		Page No
3			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED</b> – That the press and public be excluded from the meeting during consideration of those parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information.</p>	
4			<p><b>DECLARATION OF INTERESTS</b></p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct</p>	
5			<p><b>MINUTES</b></p> <p>To confirm as a correct record the minutes of the meeting held on 12<sup>th</sup> March 2008.</p> <p><b><u>CENTRAL AND CORPORATE</u></b></p>	1 - 8

Item No K=Key Decision	Ward	Item Not Open		Page No
6 K		10.4(3) (Appendix 2 only)	<p><b>ICT "APPLICATIONS INFRASTRUCTURE"</b></p> <p>To consider the report of the Director of Resources on a proposed ICT Software Applications Infrastructure (AI) strategy and associated governance arrangements and a proposed strategic partnership with Microsoft for the future provision, development and deployment of the AI components.</p> <p>Appendix 2 to this report is designated as exempt under Access to Information Procedure Rule 10.4(3).</p>	9 - 20
7			<p><b>EQUALITY AND DIVERSITY SCHEME 2008-2011</b></p> <p>To consider the report of the Assistant Chief Executive (Planning, Policy and Improvement) on a proposed new single Equality and Diversity Scheme incorporating the Council's race, disability and gender equality schemes .</p>	21 - 110
8			<p><b>PPP/PFI 6 MONTHLY UPDATE REPORT</b></p> <p>To consider the report of the Deputy Chief Executive providing a 6 monthly update on progress of the authority's PPP and PFI projects and implementation of the governance framework.</p>	111 - 124
9			<p><b>ACCESS TO COUNSEL'S OPINION</b></p> <p>To consider the report of the Assistant Chief Executive (Corporate Governance) in response to recommendation 2 in relation to the availability of Counsel's advice to the public as contained in the report of the Scrutiny Board (Culture and Leisure) in regard to their enquiry into the decision of this Board to erect fencing at Wharfemeadows park, Otley.</p> <p><b><u>DEVELOPMENT AND REGENERATION</u></b></p>	125 - 126

Item No K=Key Decision	Ward	Item Not Open		Page No
10	Beeston and Holbeck	10.4(3) (Appendix only)	<p><b>PROPOSED ASSEMBLY OF LAND AT ELLAND ROAD, LEEDS</b></p> <p>To consider the report of the Chief Asset Management Officer outlining the range of development and regeneration opportunities at Elland Road, and on a proposal to enter into negotiations for the acquisition of land at Elland Road by agreement and, in principal, the use of Compulsory Purchase Powers if the acquisition by agreement is not successful. Appended to the report is exempt information designated as such under Access to Information Procedure Rule 10.4(3).</p> <p><b><u>NEIGHBOURHOODS AND HOUSING</u></b></p>	127 - 142
11			<p><b>SAFER LEEDS PARTNERSHIP PLAN</b></p> <p>To consider the report of the Director of Environment and Neighbourhoods seeking approval of the Safer Leeds Partnership Plan which sets out the strategic outcomes and annual improvement priorities and activities for the next three years.</p>	143 - 168
12			<p><b>COUNCIL HOUSE BUILDING</b></p> <p>To consider the report of the Director of Environment and Neighbourhoods providing an update on the progress made in developing options for building council houses in line with the recommendations made by the December 2007 Executive Board.</p> <p><b><u>CHILDREN'S SERVICES</u></b></p>	169 - 174

Item No K=Key Decision	Ward	Item Not Open		Page No
13			<p><b>STRATEGIES TO ADDRESS COMPARATIVE UNDERACHIEVEMENT IN LEEDS SCHOOLS</b></p> <p>To consider the report of the Chief Executive of Education Leeds summarising the strategies employed to target underachieving young people and schools in Leeds, so that the gap in achievement between the most and least successful groups is narrowed.</p>	175 - 184
14			<p><b>ACADEMY PROTOCOLS</b></p> <p>To consider the report of the Chief Executive of Education Leeds on the outcome of consultation on the Academy Protocols proposed to inform the City Council's response to requests to establish academies in Leeds and on the proposed development of a corresponding memorandum of understanding to be signed by prospective sponsors, the DCSF and the local authority.</p>	185 - 204
15	Bramley and Stanningley		<p><b>EXPRESSION OF INTEREST TO ESTABLISH AN ACADEMY TO SERVE THE BRAMLEY AREA</b></p> <p>To consider the report of the Chief Executive of Education Leeds on a proposal to progress an expression of interest into a detailed feasibility and consultation process that will allow a full examination of the issues surrounding the establishment of an academy to serve the Bramley area in inner West Leeds.</p>	205 - 210
16		10.4(5) (Appendix 1 only)	<p><b>SCHOOL ADMISSION APPEALS CODE</b></p> <p>To consider the report of the Assistant Chief Executive (Corporate Governance) on the potential to challenge the paragraphs within the School Admissions Appeals Code which currently limit the ability of elected Members to represent or act as witnesses for parents who appear before school admission appeals panels. Appendix 1 to this report is designated as exempt under Access to Information Procedure Rule 10.4(5).</p>	211 - 214

Item No K=Key Decision	Ward	Item Not Open		Page No
17			<p data-bbox="676 255 820 291"><b><u>LEISURE</u></b></p> <p data-bbox="676 398 1378 434"><b>ROUNDHAY MANSION - PROGRESS UPDATE</b></p> <p data-bbox="676 470 1406 685">To consider the report of the Director of City Development providing an update on progress with the letting of the Roundhay Mansion as a Restaurant/Function facility and on the proposed evaluation methodology to be used to evaluate bids.</p>	215 - 218



## EXECUTIVE BOARD

WEDNESDAY, 12TH MARCH, 2008

**PRESENT:** Councillor A Carter in the Chair

Councillors R Brett, R Finnigan, S Golton,  
R Harker, P Harrand, J Procter, S Smith,  
K Wakefield and J Blake

Councillor Blake – Non-voting Advisory Member

### 188 Exclusion of Public

**RESOLVED** – That the public be excluded from the meeting during consideration of the following parts of the agenda designated exempt on the grounds that it is likely, in the view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:

- (a) Appendix 1 to the report referred to in minute 197 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that this information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information will be obtained through inviting of best and final offers for the property/land then it is not in the public interest to disclose this information at this point in time and will affect the integrity of disposing of property/land by this process. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would be informed about the nature and level of offers which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (b) Appendices 1 and 3 to the report referred to in minute 198 under the terms of Access to Information Rule 10.4(3) and on the grounds that publication could prejudice the Council's commercial interests as they include financial information relating to land and property that if published could influence negotiations between the Council and private property owners. In these circumstances it is considered that the public interest in not disclosing this commercial information outweighs the interests of disclosure.

- (c) Appendix 5 to the report referred to in minute 202, which was circulated at the meeting under the terms of Council Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption in relation to the appendix outweighs the public interest in disclosing the information by reason of the commercially sensitive information concerning the individual site values contained therein.
- (d) Appendix 1 to the report referred to in minute 204 under the terms of Access to Information Procedure Rule 4 and on the grounds that publication could prejudice the City Council's commercial interests as it includes financial information relating to land and property.

**189 Late Items**

There were no late items but supplementary/revised information provided since the despatch of the agenda was noted as follows:

- Minute 194 - Supplementary information submitted by the Relate charity
- Minute 198 - A revised report circulated on 5<sup>th</sup> March 2008
- Minute 199 - A revised covering report circulated at the meeting

**190 Declaration of Interests**

Councillor Blake declared a personal interest in the item relating to 'Joint Service Centres' (Minute 200) due to her position as Non-Executive Director of Leeds North West Primary Care Trust.

Councillor Smith declared a personal and prejudicial interest in the item relating to a deputation to Council entitled 'Members of Relate regarding the Organisation's Funding' (Minute 194) as he had a client organisation operating a similar enterprise to Relate.

**191 Minutes**

**RESOLVED** – That the minutes of the meeting held on 8<sup>th</sup> February 2008 be approved.

**192 Matters Arising from the Minutes**

Inquiry into River Safety Management of Wharfemeadows Park, Otley – Officer Observations (Minute 166 refers)

**RESOLVED** – That a report be submitted by the Assistant Chief Executive (Corporate Governance) to the April meeting of Executive Board on recommendation 2 of the Scrutiny Board (Culture and Leisure) report entitled 'River Safety Management at Wharfemeadows Park, Otley', in relation to the availability of Counsel's advice.

Annual Standards Report – Secondary (Minute 182 refers)

**RESOLVED** – That a report be submitted by the Chief Executive of Education Leeds to the April meeting of Executive Board on the strategies being used to address identified areas of comparative under achievement in schools.

## **LEISURE**

**193 Deputation to Council - Tinshill Recreation De-fence Group regarding use of permitted development to fence off green space including Tinshill Recreation Ground**

The Director of City Development submitted a report responding to each of the issues raised by the deputation from Tinshill Recreation De-Fence Group to full Council on 16<sup>th</sup> January 2008.

**RESOLVED** – That the report be noted.

(Under the provision of Council Procedure Rule 16.5, Councillor Wakefield required it to be recorded that he voted against the decisions taken in this minute).

## **ADULT HEALTH AND SOCIAL CARE**

**194 Deputation to Council - Members of Relate Regarding the Organisation's Funding**

The Director of Adult Social Services submitted a report responding to the deputation from representatives of the charity Relate to full Council on 16<sup>th</sup> January 2008. Supplementary information submitted by the charity was circulated at the meeting.

**RESOLVED** – That the request for a recurring grant payment of £23,000 be not supported by Adult or Children's social care services and that it be noted that officers have provided advice to the Relate organisation in relation to other sources of funding that they might access to support their work.

(Having declared a personal and prejudicial interest, Councillor Smith left the meeting during the consideration of this matter).

(Under the provisions of Council Procedure Rule 16.5, Councillor Wakefield required it to be recorded that he voted against the decisions taken in this minute).

## **DEVELOPMENT AND REGENERATION**

**195 Deputation to Council- Local Residents Requesting the Council to Purchase Sports Facilities at Leeds Girls High School for use by Primary Schools and the Local Community**

The Director of City Development submitted a report in relation to the deputation from local residents to full Council on 16<sup>th</sup> January 2008.

**RESOLVED** – That the interim response as contained in the report be noted and that a further report be brought back to this Board on the feasibility of bringing some or all of the playing pitches and sports facilities into public ownership.

**196 Deputation to Council - Headingley Network Regarding the Future Use of the Elinor Lupton Centre**

The Director of City Development submitted a report in response to the deputation from Headingley Network to full Council on 16<sup>th</sup> January 2008.

**RESOLVED** – That the report be noted.

**LEISURE**

**197 Stage 1 Application for Parks for People Heritage Lottery Funding for Middleton Park**

The Director of City Development submitted a report on the proposed submission of a Stage 1 Parks for People Programme Heritage Lottery Fund application for a Middleton Park restoration scheme with the support of Wade's Charity; the match funding for the scheme to be provided by the Council's surrender of its leasehold interest in 218 and 220 Middleton Town Street and adjoining land and the subsequent sale of the freehold in the properties by Wade's Charity.

Members noted that the restoration scheme would deliver a maximum of £1.65 million of capital investment into Middleton Park, rather than the £1.4 million as detailed within the report.

Following consideration of appendix 1 to the report designated as exempt under Access to information Procedure Rule 10.4(3) which was considered in private at the conclusion of the meeting it was

**RESOLVED** –

- (a) That approval be given to the proposal to submit a Stage 1 application to the Heritage Lottery Fund, with support from Wade's charity, to restore Middleton Park and that the Acting Chief Recreation Officer be authorised to sign off the application on the Council's behalf.
- (b) That approval be given to the surrender of the leases of 218 and 220 Middleton Town Street to Wade's Charity to facilitate the sale and subsequent use of the proceeds as match funding for the restoration project which will deliver up to £1,650,000 of capital investment into Middleton Park.

**ADULT HEALTH AND SOCIAL CARE**

**198 Roundhay Road Relocation Project**

The Director of Adult Social Services submitted a report on the proposed allocation of funding equal to the full capital receipt and service budget from Roundhay Road, in order to support the relocation costs of all the teams and

services from the site, and on the proposed injection of funds into the capital programme to enable the identified schemes to progress.

Following consideration of appendices 1 and 3 to the report designated as exempt under Access to Information Procedure Rule 10.4(3) which were considered in private at the conclusion of the meeting it was

**RESOLVED –**

- (a) That the relocation proposals set out in appendix 1 to the report be approved, particularly in respect of the Mental Health Day Centre and Community Alternatives Team and office facility for Area Teams.
- (b) That funds equal to the capital receipt from Roundhay Road be used to support the capital requirements of the Social Care Services relocations, plus site disposal costs and resource costs.
- (c) That approval be given to the injection of £3,298,500 into the capital programme for acquisition of Digital/Dunbar, refurbishment of Lovall Park plus the other identified schemes in appendix 1 to the report plus associated site and project costs.
- (d) That authority to spend as indicated in appendix 1 to the report be given for the acquisition and fit out of Digital and Dunbar Houses subject to a satisfactory evaluation and mitigation of identified risk by the Director of City Development.
- (e) That in the event that the purchase of Digital and Dunbar Houses does not proceed, authority to spend an equivalent sum on alternative office accommodation be given subject to consultations between the Directors of City Development and Adult Social Care and the relevant Executive Members.
- (f) That the current revenue budget for Roundhay Road be retained within the service to meet relocation revenue requirements.
- (g) That a planning brief and marketing strategy be drawn up in preparation for the site disposal.
- (h) That the Director of Adult Social Services provides updates to Members of the Board on the risk assessments currently being undertaken through the Environment Agency with regard to the potential issue of flooding on the Sheepscar site.

**CENTRAL AND CORPORATE**

**199 Leeds Strategic Plan 2008-2011**

The Assistant Chief Executive (Policy, Planning and Improvement) submitted a report on the development, approach and broad content of the Leeds Strategic Plan 2008-2011 and presenting the text of the plan prior to negotiations with central government concerning priorities for improvement in Leeds. A revised version of the report was circulated at the meeting.

**RESOLVED –** That the text of the Leeds Strategic Plan, attached as appendix 1 to the report, be endorsed.

**200 Joint Service Centres - Approval to Proceed to LIFT Stage 2 for Joint Service Centres at Chapeltown and Harehills**

Draft minutes to be approved at the meeting  
to be held on Wednesday, 16th April, 2008

The Director of Environment and Neighbourhoods submitted a report on a package of proposals from Leeds' Local Improvement Finance Trust (LIFT) to develop two joint service centres to be constructed at Chapeltown and Harehills.

**RESOLVED –**

- (a) That the Offer as prepared by Leeds Lift Limited be accepted and that the Deputy Chief Executive be authorised to formally accept that offer on behalf of the Council.
- (b) That the Deputy Chief Executive be authorised to submit the Offer to the Leeds Lift Strategic Partnering Board for Stage 1 Approval under the LIFT process.
- (c) That the Joint Service Centre Project Board be authorised to take the procurement of the project forward.

**DEVELOPMENT AND REGENERATION**

**201 Town and District Centres Parking Strategy and Priorities**

The Director of City Development submitted a report summarising the findings from the town and district parking strategy overview studies previously approved by Executive Board and setting out proposals for taking the parking strategy development work to the next stage of targeting priorities for detailed strategy development and for consultation with Ward Members and local communities.

**RESOLVED –**

- (a) That approval be given to the continued development of the parking strategy programme focusing on the centres described in sections 3.7 and 3.8 of the submitted report (Appendix 3) and to further consultation with Ward Members on the outcomes of the study and future priorities including those not specifically referred in this decision.
- (b) That a further report be brought to this Board on proposals for the implementation of the programme.

**NEIGHBOURHOODS AND HOUSING**

**202 Regional Housing Board Funded Clearance Sites and Their Inclusion in the Strategic Affordable Housing Partnership**

The Director of Environment and Neighbourhoods submitted a report on a proposal to incorporate the Regional Housing Board funded clearance sites into the pool of Council owned land which has been set aside for the development of affordable housing via the Strategic Affordable Housing Partnership.

Following consideration of Appendix 5 to the report designated as exempt under Access to Information Procedure rule 10.4 (3) which was circulated and considered in private at the conclusion of the meeting it was

**RESOLVED** – That the Regional Housing Board funded clearance sites, as outlined in paragraph 2.2 and in appendix 5 of the submitted report, be transferred to the Affordable Housing Strategic Partnership for the purpose of developing affordable housing schemes in these locations, subject to land swap arrangements for the Stanley Road site from the affordable housing land bank to enable a contribution of equivalent value to the capital programme within 2009/10.

**203 Development and Hardware Costs for the Housing ICT Project**

The Director of Environment and Neighbourhoods submitted a report on a proposal to allocate £1,150,000 to complete Phase 2 of the Housing IT Project, as outlined within the report.

**RESOLVED** – That approval be given for the injection of £1,150,000 of unsupported borrowing into the Environment and Neighbourhoods HRA Capital Programme and that expenditure in the same amount be authorised for the scheme.

**CHILDREN'S SERVICES**

**204 Fountain Primary School - Rationalisation onto One Site**

The Chief Executive of Education Leeds submitted a report on a proposal to ringfence all of the capital receipt received from the sale of Fountain Primary School Annex, in order to invest in a scheme to rationalise the accommodation at Fountain Primary School onto one site.

Following consideration of the appendix to the report designated as exempt under Access to Information Procedure Rule 10.4(3) which was considered in private at the conclusion of the meeting it was

**RESOLVED** –

- (a) That approval be given for 100% of the capital receipt arising from the sale of Fountain Primary School Annex (formerly Cross Hall Infant School) to be invested in Fountain Primary;
- (b) That the design proposals in respect of Phase Two of the scheme to rationalise the school onto one site by providing an extension to the former Junior building be approved.
- (c) That expenditure of £1,844,300 from capital scheme 14095 EXT be authorised
- (d) That the incurred expenditure against this scheme be reimbursed from the realisation of a future capital receipt from the sale of the former Cross Hall Infant School site, to be injected into the Education Capital Programme for reinvestment in the Education estate.

**205 Prescribed Alteration and Change of Lower Age Range of Hollybush Primary School**

The Director of Children's Services submitted a report on a proposal to publish a statutory notice to formally alter the lower age limit for which education services are provided at Hollybush Primary School, in order to

facilitate the delivery of children's centre and extended school services on these sites.

**RESOLVED** – That approval be given for the publication of statutory notices to alter the lower age limit for Hollybush Primary School from 3 to 11 years of age to 4 to 11 years of age and that the provision on site by Early Years of a children's centre for children aged 0 to 4 be noted.

**206 Annual Consultation on Admission Arrangements for 2009/2010**

The Chief Executive of Education Leeds submitted a report outlining the proposed key changes to the Local Authority Admission Policy for the 2009/2010 academic year.

**RESOLVED** – That the following proposals be approved for implementation in the 2009 admission round:

- Primary and secondary school co-ordinated admission arrangements.
- Changing the sibling link criterion when the older child is in the sixth form in accordance with paragraph 3.5 of the report.
- Asking academies and foundation schools to adopt the 'nearest' criteria within their policies.
- Asking parents to confirm acceptance of the offer of a school place.
- Giving priority to pupils in the infant schools when transferring to their linked junior school.
- Changes to school admission numbers
  - Barwick in Elmet CE Primary      25 to 30
  - Swillington Primary              40 to 30
  - Haigh Road Infants                60 to 45
  - Guiseley Infant                    80 to 90
  - Mill Field Primary                 45 to 30
  - Farnley Park High                 150 to 210
  - Roundhay High                    240 to 250

**DATE OF PUBLICATION            - 14<sup>TH</sup> MARCH 2008**

**LAST DATE FOR CALL IN        - 27<sup>TH</sup> MARCH 2008**

(Scrutiny Support will notify Directors of any items Called In by 12.00 noon on Friday 28<sup>th</sup> March 2008).





Originator: Dylan Roberts  
Tel: 0113 272272

**Appendix 2 is Not For Publication - exempt under the terms of Access to Information Procedure Rule 10.4 (3).**

**Report of the Director of Resources**

**Executive Board**

**Date: 16<sup>th</sup> April 2008**

**Subject: Applications Infrastructure (software) for the Council**

**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

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

**EXECUTIVE SUMMARY**

This report recommends that following a period of approved negotiation, the Council extends its existing agreement with Microsoft to establish a strategic framework contract with them and where appropriate their partners for the supply and implementation of software – ‘Applications Infrastructure’ (AI).

New ICT investment will be necessary as part of the business programmes of work to deliver the priorities of the Council over the next five to ten years. The AI will provide the flexible framework through which this investment in technology can be made. We will achieve increased value for money from our future ICT investments through the better utilisation of common AI components and through ICT staff who will be skilled in fewer technologies.

This in turn will give the Council, from an ICT perspective, the capability to meet its ‘One Council’ transformation agenda in an efficient and effective way. In the past this Applications Infrastructure has been developed piecemeal and this has resulted in technologies that do not necessarily interoperate or integrate effectively. This Microsoft framework arrangement will enable technologies to be acquired on a business case by business case basis that do interoperate more efficiently and effectively, reducing our ICT integration and support costs and hence our total cost of ownership.

## **1.0 Purpose Of This Report**

- 1.1 For Executive Board to endorse the ICT Software Applications Infrastructure (AI) strategy and associated governance arrangements.
- 1.2 To gain approval to enter into a strategic partnership with Microsoft for the future provision of the AI components and the development and deployment of these.

## **2.0 Background Information**

- 2.1 As a Council we are continually being driven to enhance the value of services we offer. The Leeds Strategic Priorities and the Business Plan inform Leeds City Council's Corporate ICT Services of the need to enable the delivery of new strategic capabilities. These will use information and technology to enhance the way citizens are served, in particular by taking a more holistic view of information and business processes, not just across the services of Leeds City Council (LCC) but also in joining up across agencies and other partners at a local level.
- 2.2 As the 'One Council' programme is rolled out across the organisation with services, processes and information being aligned, so there is a need for the ICT elements to do the same. The Council currently has a large number of separate software application technologies from many suppliers, and there are a number of business cases e.g. Document and Records Management, Collaboration, Business Intelligence etc. currently under production that will require the procurement of more still. In order to deliver the better services agenda outlined above, it is clear that there will need to be a high level of integration and interoperability between these technologies. However, if we continue as we are, these multiple separate technologies will require exponential support and increased integration effort that will result in higher total costs and long term sustainability issues. Therefore, there is a very compelling requirement to consolidate (reduce) the range of technologies used down to fewer from fewer suppliers.
- 2.3 The technologies where there are strong inter dependencies and a strong need for interoperability have been grouped into seven domains that make up what Corporate ICT Services are calling the 'One Council' Applications Infrastructure (AI). This is described in more detail in Appendix 1. This AI approach has been developed through rigorous research and advice from leading industry analysts (including the Gartner and Butler Groups) and consultation with the main AI vendors themselves. It has also concluded that we should partner strategically in order to design and build this AI.
- 2.4 A comprehensive evaluation process was undertaken by ICT Services that considered the main vendor capabilities of delivering the AI. It is generally the view across the whole ICT community that there are only five main suppliers in the world capable of providing this AI – IBM, Oracle, Novell, SAP and Microsoft . The 112 page document 'LCC ICT Technical Architecture Planning' describes in detail the approach, scenarios and scoring for the evaluation. The process concluded in Microsoft being invited to enter into formal negotiations (in full compliance with our Contract Procedure Rules) for the strategic provisioning of the AI – this being based primarily, but not exclusively on their own technologies. This is outlined in Appendix 1 - which also describes what these technologies actually mean and how they add value in 'business language' terms. Microsoft not only demonstrated the required level of technical capability but they also demonstrated 'Best Value' in terms of their

initial pricing proposals.

- 2.5 The negotiations with Microsoft are in the final stages and it is recommended that subject to their satisfactory conclusion in early April 2008, that they are appointed as Leeds City Council's strategic partner for delivery of the Applications Infrastructure (AI). This means that in future, there will be no individual procurements for separate AI components.

### **3.0 What the Applications Infrastructure (AI) delivers**

- 3.1 The AI will deliver many benefits and innovative capabilities. Examples of some of these are detailed below:
- 3.2 The AI provides the re-usable technology components needed to deliver the different priorities of the Council. Therefore, consistent unified components will be reused to underpin the new business processes. For example, 'The Security Infrastructure Domain' components (see Appendix 1) will manage the authentication and registration of people to Council services as well as for employees to access Council systems. Many of these same security components will be used for a whole range of services from perhaps the complex process of checking identity and eligibility for Adult Social Care to the more routine signing up for a Leeds Card renewal. This is instead of having to procure or develop multiples of separate applications to meet these requirements.
- 3.3 Through this new AI model, the Council will derive increased value from their ICT investments.
- 3.4 Once the foundations for the AI are in place, this will increase the agility with which our organisation can change and importantly, the speed at which ICT will be able to deliver solutions.
- 3.5 The AI will also provide the tools to integrate and automate processes and information across services. These areas are where there are usually break points and where the greatest efficiencies can be made. This is also where the greatest potential improvements to customer services can also be realised. For example, as a possible future scenario, pensioners who are unaware that they are eligible for housing benefit could be automatically paid it. This being enabled through Integration and Business Intelligence technologies working across LCC and with appropriate different agencies such as the DWP.
- 3.6 Councillors and staff will be able to easily connect to people and knowledge across the organisation and with partners through new modern collaboration tools. Through the same method, also access the systems and the information they need to effectively carry out their jobs - any time and from any place. This will enable more flexible working arrangements and greater ability to deliver service in the localities. These will be the first components that we implement starting with the replacement of current e-mail, calendaring and other collaboration tools.
- 3.7 The supporting hardware infrastructure that the AI will be hosted on will, through its intrinsic reusability have a significantly smaller carbon footprint than the multiple technology supplier equivalents.
- 3.8 Failure to follow this strategic approach around the principles of the AI will result in LCC not having the capabilities to deliver its future priorities or meet the needs of

the people in the context of new government policy. The alternative approach of multiple separate “best of breed” technologies will result in significantly increased ICT costs, slower delivery times and ultimately fewer benefits for the Council. This is not a ‘Best Value’ approach.

#### **4.0 Why Microsoft**

- 4.1 There is very high intrinsic interoperability and integration between the Microsoft components in the AI. This has been independently verified by external experts – Gartner and Butler Group.
- 4.2 There is good maturity alignment between Microsoft and Leeds City Council. That is, the plans and ambitions Microsoft have for their AI components and their use in government are aligned to where the Council is today and where it wants to be in the future
- 4.3 Microsoft has a proven track record of delivering AI in many organisations across the world and also in the public sector.
- 4.4 The Microsoft proposal provided the best commercial proposition and balance of risk in that Microsoft prices for the next three years are guaranteed and beyond that term we expect them to continue to be competitive. Also, there is not a requirement to commit to purchasing software up front or by particular dates in time – effectively it’s “pay as you go”.
- 4.5 The investment Microsoft is willing to put in free of charge to the development of business cases and the knowledge transfer to LCC staff. Microsoft will benefit once projects are commissioned, post business case, when funding is allocated against particular returns on investment for software and services.
- 4.6 Leeds ICT are at the forefront of Government ICT. Therefore, Microsoft is very keen to establish Leeds as a major reference. This has provided leverage in the negotiations and subsequently investment into the MS Leeds account.

#### **5.0 Definition of partnership and risks**

- 5.1 The arrangements with Microsoft are viewed as a partnership because there will be levels of shared benefit and risk. For example, Microsoft will invest free resources to help LCC establish business cases, work on showcase solutions, trial new software, conduct technical briefings and validate designs. LCC in turn will be a local government showcase and reference for Microsoft and will impart intellectual property in terms of Local Government working and best practices that will help in the development of Microsoft’s product development and positioning.
- 5.2 The risks involved in the relationship are viewed as low and manageable. Microsoft are the largest software organisation in the world, their products are well established and are viewed by independent analysts as enterprise class i.e. capable of supporting very large organisations. Where Microsoft cannot directly supply products, they engage best in class partners to supply products compatible with their own products i.e. that integrate well. Building an AI on Microsoft technology is not unique and many major organisations have already achieved it. The AI will be built from the bottom up on a business case by business case basis. This approach in contrast with proposals from some of the other vendors means that we don’t have to make up front investment in technology or licenses. This also contributes to lowering the risks.

## **6.0 Main Issues**

- 6.1 Previously, ICT developments have been carried out on a service by service basis. This means that individual services would typically articulate their business requirements and ICT would then deliver corresponding “line of business” solutions.
- 6.2 The current priorities of the Council require solutions that will involve re-engineering business processes that span traditional service boundaries. To do this, there is a need to determine business requirements at a more holistic ‘One Council’ level. The Chief Officers - Resources and Strategy (CORS) are helping to facilitate this work.
- 6.3 In addition to this, programmes of work to deliver against these requirements will be managed at a corporate level through new officer governance arrangements headed by the Business Transformation Board.
- 6.4 ICT is only one component of successful business change and this has to be delivered in parallel to the necessary people and process changes.
- 6.5 The returns on the investment, from the ICT part of this transformation, will be realised through the automation and integration of these processes - through re-usable components instead of multiples of disparate systems. The successful utilisation of the AI is dependant on the business change work identified above.
- 6.6 Due to the scale of the AI and the high level of interoperability and dependencies between the components that constitute the AI, the commitment to the Microsoft partnership will be for the long term – seven to ten years.

## **7.0 Implications For Council Policy And Governance**

- 7.1 To ensure a strategic approach and overall best value from ICT for the Council, all business requirements for ICT and subsequent procurements of solutions must come through Corporate ICT Services.
- 7.2 ICT delivery programmes will be one part of the Council’s overall Business Transformation Programme. People and process changes must be aligned to the technology changes for these programmes to be a success.
- 7.3 In future, the components in the Microsoft based AI and associated implementation services, will be sourced directly from Microsoft or approved Microsoft strategic partners - as detailed in Appendix 2 (confidential) - on a business case by business case basis. Appendix 2 of this report is ‘Commercially Confidential’ and exempt under the terms of Access to Information Procedure Rule 10.4 (3). This is on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the fact that disclosure could prejudice negotiations to the effect that there would be potentially increased cost to the Council at public expense and therefore be prejudicial to the public interest.

## **8.0 Legal and Resource Implications**

- 8.1 The Council is entering into a strategic partnership with Microsoft and Microsoft approved partners for the development and deployment of an Applications Infrastructure (AI). The final selection of Microsoft and the procurement process followed, complies with our Contract Procedure Rules i.e. using the negotiated procedure without prior publication of a contract notice under regulation 14 (1) (iii) of the Public Contracts Regulations 2006 (the Reg's) which states - "when, for technical or artistic reasons,..., the public contract may be awarded only to a particular economic operator". A Delegated Decision for the 'Procurement of Collaboration Tools and the wider Applications Technical Architecture' was taken and approved in November 2007 in support of this.
- 8.2 The procurement of the individual AI components of the infrastructure and associated services will be done on a business case by business case basis. In order to successfully deliver the outcomes of the Council, we will re-profile existing ICT funding in this framework contract up to a value of approximately £15M over the next five years. If additional business cases are not approved then the level of investment with Microsoft will stay at current levels.

## **9.0 Recommendations**

- 9.1 Microsoft and Microsoft approved partners are selected as the strategic partners of Leeds City Council for the development and deployment of the 'One Council' Applications Infrastructure (AI) as defined in Appendix 1.
- 9.2 All business requirements that have a potential ICT element will be directed through Corporate ICT Services, who, in partnership with the particular business area concerned will decide on what is the best value technology solution to meet those requirements.

## Appendix 1

The internal LCC document 'ICT Technical Architecture Planning' sets out the rationale and technical principles that help define a complete and preferred Applications Infrastructure model for LCC in order to:

- Ensure a robust, maintainable and supportable ICT environment for LCC, through technology consolidation and skills consolidation, by helping to reduce the overhead of vendor overlap between similar/identical products and applications.
- Deliver maximum value per ICT employee, by developing highly skilled and proficient staff, focusing on a core set of technologies, rather than having to support a proliferation of - potentially near duplicate - technologies.
- Help to produce a more agile environment that can more quickly adapt and align with corporate priorities and strategies.
- Maximise the potential for using pre-built out-of-the-box vendor integration between applications and systems, therefore allowing the more rapid deployment of solutions that deliver real business benefit.
- Provide a governance and decision making framework in order to assist with ensuring all decisions and new initiatives are performed in a strategic way.
- Through a combination of the above avoid the significant costs of a heterogeneous (mixed) applications infrastructure and provide a more sustainable technical architecture.

<b>Domains and Constituent Components</b>	<b>Domain described in business language terms</b>	<b>High level examples of how this domain will help enable some of the future outcomes of the Council</b>
<p><b>1 – Applications Integration (SOA) Domain</b></p> <ul style="list-style-type: none"> <li>▪ Enterprise Service Bus (ESB)</li> <li>▪ Business Process Management (BPM) I               <ul style="list-style-type: none"> <li>○ Design</li> <li>○ Modelling</li> <li>○ Simulation</li> </ul> </li> <li>▪ Business Process Management (BPM) II               <ul style="list-style-type: none"> <li>○ Implementation / Execution (Enterprise</li> </ul> </li> </ul>	<p>These tools are used to improve business processes and make it easy to change them when required. The processes can be simple or complex, manual or automated and can involve partners and suppliers. Monitoring of these processes in real time is used to identify bottlenecks and ensure service targets are constantly maintained. Common tasks and processes can be identified and combined in new ways to create new business processes much more</p>	<p>It will be possible to manage processes end to end. For service requests submitted by citizens this will allow the process to be monitored from the front office to the back office. Alerts will identify bottlenecks and the need to take corrective action to ensure customer service targets are met.</p>

<p>Workflow)</p> <ul style="list-style-type: none"> <li>▪ Business Rules Management</li> <li>▪ Business Activity Monitoring (BAM)</li> <li>▪ Enterprise Service Registry (ESR)</li> <li>▪ Pre-built vendor integration to 3<sup>rd</sup> party apps</li> </ul>	efficiently and quickly.	
<p><b>2 – Knowledge Management &amp; Utilisation</b></p> <ul style="list-style-type: none"> <li>▪ Enterprise Portal</li> <li>▪ Electronic Doc. Mgt (EDM) } EDRMS } ECM</li> <li>▪ Electronic Rec. Mgt (ERM) }</li> <li>▪ Web Content Management }</li> <li>▪ Collaboration Tools (incl. E-Mail, Calendaring)</li> <li>▪ Enterprise Search</li> <li>▪ Office Document Authoring Tools</li> </ul>	<p>This domain provides the means to share information with colleagues, citizens, partners and suppliers. Tools will ensure that information is easy to find and there will be a range of communication channels to support collaborative working. Other tools will ensure that information is managed correctly and that the Council complies with legislation (Data Protection and Freedom of Information) and regulatory governance.</p>	<p>Community portals jointly managed by the Council and the local community could assist in producing stronger communities. Local activities could be publicised, community cohesion improved through information sharing and communities empowered through consultation on decisions affecting them. Portals would also provide the means for communities to publicise and market themselves to a wider audience.</p>
<p><b>3 – System / Application Development Domain</b></p> <ul style="list-style-type: none"> <li>▪ Bespoke Application Development <ul style="list-style-type: none"> <li>○ Browser Deployment</li> <li>○ Thick Client Deployment</li> </ul> </li> <li>▪ Service Development</li> </ul>	<p>The Council will still need tools for writing its own computer programs. These programs could be large e.g. a new back office system or small scale e.g. automation of tasks within a business process. The tools will allow programs to be reused which will shorten the development time and reduce costs.</p>	<p>These software development tools will complement and enable the other domains and together they will provide the technology to assist in delivering the Council's change programme and the transforming government agenda.</p>
<p><b>4 – Enterprise Intelligence Domain</b></p> <ul style="list-style-type: none"> <li>▪ Business Intelligence (BI)</li> <li>▪ Performance Management <ul style="list-style-type: none"> <li>○ Scorecard</li> <li>○ Dashboard</li> <li>○ Budgeting</li> <li>○ Planning</li> </ul> </li> </ul>	<p>This domain allows business decisions to be made based upon fact. Data from several computer systems can be combined for analysis. Performance can also be tracked against targets and opportunities identified for improvement and how to achieve them.</p>	<p>All of the Council's strategic outcomes and improvement priorities will benefit from business intelligence (BI) and performance management (PM). BI will provide benchmarks e.g. the proportion of vulnerable groups engaged in education, training or employment. PM will allow performance to be monitored against the targets set for improvement. It will also indicate the effectiveness of strategies for improvement and the resources required</p>



		<p>for further improvement.</p> <p>PM should also be used for continual monitoring of progress against the CPA (Comprehensive Performance Assessment) and service specific inspections. This way corrective action can be taken well in advance of the official review or inspection.</p> <p>These tools will ensure the Council has the right intelligence to inform its strategic planning.</p>
<p><b>5 – Data Infrastructure Domain</b></p> <ul style="list-style-type: none"> <li>▪ Enterprise Data Integration</li> <li>▪ Integrated Metadata Management / Business Vocabulary</li> <li>▪ Master Data Management (MDM)</li> </ul>	<p>An organisation will typically have several different computer systems which store the personal details of customers. However, it is not always possible to identify the same customer in each system. This domain contains tools to consolidate customer details from these systems into a master customer database. The master customer database can then be used to create a 'single view of the customer' bringing together information about a customer from a number of different systems.</p>	<p>Having a master customer database will make it easier to share and share much more information with other agencies such as the NHS e.g. for health and wellbeing improvements. Sharing greater amounts of information will assist analysis into the causes of health inequalities and the development of strategies to address these inequalities.</p> <p>The master customer database is the key to the better understanding of our customers and increasing the provision of choice to them.</p>
<p><b>6 – Security Infrastructure Domain</b></p> <ul style="list-style-type: none"> <li>▪ Single sign-on</li> <li>▪ Directory services</li> <li>▪ Identity management <ul style="list-style-type: none"> <li>○ Identity Federation</li> </ul> </li> <li>▪ SOA Security Common Services</li> </ul>	<p>These tools ensure that users (staff, citizens, partners, suppliers) can only access the information they are entitled to either as individuals or according to their role within the organisation.</p>	<p>Sharing data electronically with other agencies e.g. the NHS for health and wellbeing improvements cannot take place without this.</p> <p>Providing citizens with online access to personal information and services also cannot be achieved without appropriate security measures to prove the identity of the citizen and protect the confidentiality of the data.</p>
<p><b>7 – Enterprise Business Applications Domain</b></p> <ul style="list-style-type: none"> <li>▪ Enterprise Resource Planning (ERP) <ul style="list-style-type: none"> <li>○ Human Resources (HR)</li> <li>○ Finance</li> <li>○ Procurement</li> </ul> </li> </ul>	<p>An organisation will typically have a number of computer systems which can be classified as either line of business or enterprise business applications. Line of business applications are used to deliver the services provided by the organisation e.g. planning, social care, housing management systems. Enterprise business</p>	<p>The Gershon report identified support services as a key area for efficiency savings. Initiatives currently under development include staff self service for support functions e.g. expense claims and receiving invoices in electronic format. Citizen self service via the Council's website is also more cost effective than other</p>

<ul style="list-style-type: none"> <li>▪ Customer Relationship Management (CRM)</li> <li>▪ Geographic Information System (GIS)</li> </ul>	<p>applications are used by the support services within an organisation e.g. human resources, finance, procurement.</p>	<p>channels such as the telephone and face to face. A range of electronic forms is being developed for the website to support citizen self service.</p>
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Based on industry information derived from our external consultancy, Gartner and Butler and our own rigorous evaluation together with consistent technical and commercial interviews/presentations with/from IBM, Novell, Microsoft and Oracle we concluded that one of these suppliers will be best placed to provide tools across the majority of these domains and where they do not, they have the partners and capabilities to integrate with them. SAP although considered initially, were subsequently discounted on advice from Gartner and Butler because their products do not integrate well in an environment like LCC's that has many legacy ICT applications from multiple suppliers.

It was on this basis that Corporate ICT Services negotiated a best value contract for the Council using the negotiated procedure without prior publication of a contract notice under regulation 14 (1) (iii) of the Public Contracts Regulations 2006 (the Regulations) with one of these four suppliers.

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Originator: Lelir Yeung

Tel:247 4152

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

**Executive Board**

**Date: 16<sup>th</sup> April 2008**

**Subject: Equality and Diversity Scheme 2008 - 2011**

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

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

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## **EXECUTIVE SUMMARY**

In response to legislative requirements the Council's first Equality and Diversity Strategy was developed and approved in June 2006. Since this strategy was introduced there have been further legislative changes and areas for development of the Strategy plan have been identified.

The strategy was initially developed as a two year plan to enable future documents to align with other key council documents, such as, the Leeds Strategic Plan and the Council Business Plan. This report, therefore, recommends the approval of the Council's new Equality Scheme for the period 2008 – 11.

The new Equality Scheme builds on the earlier Equality and Diversity Strategy 2006 – 08 and develops our approach further. In reviewing the 2006 Strategy there was learning which was taken forward, and has helped inform both the process used and the development of the document itself. The review of the 2006 strategy has included involvement by all key equality and diversity stakeholders and priorities identified by them have been used as the basis for the development of the action plan as a key part of the new Equality Scheme.

The new Equality and Diversity Scheme 2008 – 11 will ensure that we meet our current legal duties whilst also taking account of the direction of travel of future legislation.

## **1.0 Purpose Of This Report**

- 1.1 There is a complex legal framework for equality which places general and specific duties on the council within: employment; training; procurement; service delivery; leadership; involvement; communication and publishing activities. These include the production and publication of race, disability and gender equality schemes and there is a key legislative requirement to detail the authority's response to the duties to promote race, disability and gender equality.
- 1.2 In 2006, the Council produced its first Equality and Diversity Strategy 2006-08 to respond to these legal requirements and develop a strategic approach to delivering with equality and diversity issues. This Strategy has now been reviewed, in line with other key corporate documentation, and a new response developed.
- 1.3 A new single equality and diversity scheme reflects the statutory duties of the council under the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the Equality Act 2006. It also takes account of the Council's responsibilities under other equality and diversity legislation.
- 1.4 This single equality and diversity Scheme incorporates our race, disability and gender equality schemes, hence why the new document is referred as our Equality and Diversity scheme, as opposed to a strategy.
- 1.5 This report sets out:
- An overview of the process used to review the current Strategy and develop the new scheme.
  - Highlights learning;
  - Introduces the new Equality Scheme 2008 -11; and
  - Seeks approval for the new Scheme.

## **2.0 Background Information**

- 2.1 The Equality and Diversity Strategy 2006 – 2008 was published in June 2006 and built on the principles and activities established within the previously published Race Equality Scheme. It broadened them to include all six equality areas covered by legislation i.e. race, gender, disability, sexual orientation, religion or belief and age.
- 2.2 The strategy focused on the impact organisational barriers can have on a diverse population and identified practical ways of removing or reducing those barriers.
- 2.3 The strategy aimed to weave equality and diversity into the culture of the organisation in order to:
- Eliminate unlawful discrimination; and
  - Promote equality of opportunity and good relations.

2.2 In May 2007 a review was started with the intention of:

- Identifying areas for improving the strategic approach to equality and diversity;
- Identifying strategic equality and diversity priorities; and
- Involving representatives of all the relevant equality and diversity stakeholders in the development and implementation of the council's approach to equality and diversity for 2008 – 2011.

2.3 Before the review began, some areas for improvement had already been identified. These, along with some constructive criticism that had been received from individuals and groups on the approach that we had previously adopted, identified the need:

- To have clear evidence of specific priorities and targets for each equality area – race, disability, men, women, sexual orientation, religion and belief and age;
- To increase participation of interested groups both internal and external, in developing the strategy and supporting documents;
- To focus on outcomes – what difference is being made and to whom;
- To simplify the action plan and performance management of the strategy;
- To improve accountability and challenge of the council's progress; and
- Call the future strategy a “scheme” as this is how legislation describes what needs to be in place and is what people ask for when contacting the council.

### **3.0 Equality and Diversity Review**

3.1 The new Equality Scheme 2008 – 11 builds on the good practice which was established within the Equality and Diversity Strategy 2006 – 08, and seeks to further embed equality and diversity throughout employment and service delivery.

3.2 The Scheme provides contextual information, priorities and includes a robust action plan. The action plan is based on the priorities identified by both communities of interest and by the council. It highlights those areas which are generic to a number of communities and those which are specific to some.

3.3 It sets out arrangements to performance manage the progress of the action plan within a clear accountability framework.

3.4 As part of the review process work took place to ensure that stakeholders would be involved in the development of the Scheme. This is in line with our legal duties under a range of equality and diversity legislation.

3.5 Alongside the considerable involvement with a wide range of stakeholders, desktop research has also taken place. This has involved an analysis of:

- Existing local and national research that has already been carried out;
- Corporate Assessment – initial findings from the Audit Commissions inspection carried out in December 2007;
- Existing anti-discrimination legislation;
- Changes being implemented to introduce a National Indicators set;
- Equalities Review – fairness and freedom. An independent review commissioned by the Prime Minister;
- Findings from the Residents Survey, and;
- Findings from the Staff Survey.

3.6 This scheme also demonstrates how our approach to equality goes beyond our statutory obligations and provides an indication of how we embed equality and diversity within all areas of operation.

3.7 An integral part of the scheme is the need to continue the involvement of the six equality communities in challenging and monitoring progress against the action plan. Work will take place to ensure that this happens.

#### **4.0 Equality and Diversity Action Plan**

4.1 The analysis of the priorities identified by communities of interest and individuals involved in the review and the development of the scheme highlighted that there were many common areas. These have been used to develop the following overarching priorities which have been divided into the following themed areas:

- Employment, training and development
- Safer communities
- Service delivery
- Participation and involvement
- Promotion of equality and diversity

4.2 Generally, priorities within these themes are similar for all equality areas: race, disability, gender, sexual orientation, religion and belief and age. However there are some priorities that are specific to particular equality areas. These have been identified in the action plan.

4.3 All of these outcomes and priorities have been matched to ensure that they support the delivery of the Leeds Strategic Plan and Council Business Plan draft improvement priorities.

4.4 The priorities in the action plan have been developed in partnership with services. It is specifically designed to ensure that both the priorities highlighted by the communities of interest and council equality priorities are reflected. It does not record all the activity taking place around equality and diversity, but shows the corporate approach and focuses on some service specific priorities which reflect identified priorities

4.5 The action plan will be formally monitored through the normal performance management framework. There will also be regular reports to the Corporate Leadership Team and to the lead Executive Board member with responsibility for Equality and Diversity.

#### **6.0 Implications For Council Policy And Governance**

6.1 The new Equality and Diversity Scheme 2008 – 11 supports the delivery of the improvement priorities in the Leeds Strategic Plan and the Council Business Plan



## **7.0 Legal And Resource Implications**

7.1 There is a complex legal framework for equality which places general and specific duties on the council within: employment; training; procurement; service delivery; leadership; involvement; communication and publishing activity. The Equality Scheme 2008 – 11 meets these legal requirements.

## **8.0 Conclusions**

8.1 The production and publication of the Equality Scheme 2008 – 11 will ensure that we meet our legal requirements and sets out the equality and diversity priorities for the council. It also works in synergy with other strategic documents, such as, the Leeds Strategic Plan, and Council Business Plan.

9.1 It provides an overarching corporate approach to equality and diversity which will further embed this within service delivery and employment

## **9.0 Recommendations**

Executive Board is asked to:

- Note the content of this report
- Approve the Equality and Diversity Scheme 2008 – 2011 as attached at Appendix 1.

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## **Equality and Diversity Scheme 2008 – 2011**

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### **Appendices**

- 1 Equality Legislation
- 2 Key Priorities for Impact Assessments 2008 – 2011
- 3 Key Issues from Focus Groups
- 4 Equality Monitoring of Involvement in the Review

# Leeds City Council's Mission Statement

'To bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds'

Icons aligned to x-height of parhead

## 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 success 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.

**For enquiries about the Equality and Diversity Scheme please contact:**

E-mail: [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk)

or Telephone: **0113 247 4190**  
Text: **07891 270 162**

Write to:

Equality Team  
Leeds City Council  
Ground Floor  
Civic Hall  
Leeds LS1 1UR

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

**This information is available in Large Print, Braille, on Audio Tape and on Computer Disk.**

**If you need this information in another language, please phone 0113 247 4190**

**If you need to speak to us in a language other than English, please state the language and we will put you on hold while we contact an interpreter.**

**Other useful contacts:**

The Equality Team holds a contact list for a wide range of equality organisations. This list is regularly updated and is available on our website. For paper copies please contact the Equality Team as above.

## **Equality and Diversity Scheme 2008 – 2011**

### **Statement of Intent**

We are pleased to present the Equality and Diversity Scheme 2008 – 2011 for Leeds City Council.

We all aspire to live in a society that is fair and which supports each individual to fulfil their potential. The scheme takes into account the Council's Values: looking after Leeds, putting customers first, treating people fairly and valuing colleagues.

Leeds City Council recognises the need to embed equality and diversity at the heart of what we do and is committed to making this happen. The Scheme seeks to address the different aspects of identity individuals and communities have. These can be based on race, disability, gender, sexual orientation, religion or belief and age. It recognises too that disadvantage experienced by others, such as carers and single parents, is no less significant. Taking full account of these differences, the Leeds approach focuses on:

- the effects organisational barriers can have on a diverse population
- practical ways of removing or reducing those barriers.

The Scheme seeks to bring these various strands together in order to strengthen the equality and diversity work we have been undertaking, and to map out our approach for the next three years. In summary the Scheme sets out:

- how we will promote equality and diversity
- how we will eliminate harassment and discrimination in the work we do
- how we will meet our legal responsibilities
- actions we plan to take from 2008 – 2011 to improve our performance.

Strong leadership, together with commitment and support from our staff, our communities and our partners, are what will make the Scheme successful. The development of this Scheme has involved representatives from all of our stakeholders, customers, staff, elected members, community groups, trade unions and partners. We welcome your continued support and hope you will let us have your views and comments about how well we are doing as our work progresses.

Councillor Richard Brett

Paul Rogerson, Chief Executive

## Introduction

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

The Equality and Diversity Scheme 2008 - 2011 outlines our commitment as an employer, a service provider, a commissioner of services and as a lead partner in the city.

The Leeds Strategic Plan 2008 - 2011 will set out what the council will deliver itself and what it will deliver in partnership with others over the next three years.

Equality and diversity is at the heart of the plan and will be central to how we turn our vision into a reality working in partnership across the city. We are committed to increasing equality and valuing the diversity of all communities in the city. We recognise that priorities and actions can affect some communities or groups of people who participate in the city differently.

We know we need to work more intensively to make sure that the implementation of our improvement priorities supports and encourages a shared sense of belonging in all communities in the city and a widely shared sense of the contribution of different individuals and groups to a future local vision. We recognise that people with different backgrounds should experience similar life opportunities and access to services and work to develop a strong sense of an individual's local rights and responsibilities.

One of the strategic outcomes identified is to have more inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services, as well as improved community cohesion and integration through meaningful involvement and valuing equality and diversity.

Work will also take place to ensure that linkages are made to the key strategies and plans that link to and support the equality and diversity agenda. In addition to the Strategic Plan outlined above these include the Council Business Plan 2008 – 2011 where we have highlighted three equality, diversity and community cohesion business improvement priorities:

- ensure colleagues reflect the diversity of our communities
- ensure fair access to all our services
- embed equality and diversity throughout the organisation.

In addition, community cohesion is now a commonly used term and has been in place as a policy driver for the last couple of years. Community cohesion is a priority for the council and the city as a whole. How we respond to tensions within and between our communities and the changing demographics of our city, as well as providing harmonious communities is critical for the future success of the city.

We have recognised that equality and diversity and community cohesion are two interlinked policy areas and our responses reflect this. This scheme will also be linked to the Cohesion and Integration Plan 2008 – 2011.

This single equality and diversity scheme reflects the statutory duties of the council under the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the



Equality Act 2006. It also takes account of the Council's responsibilities under other equality and diversity legislation.

This single equality and diversity scheme incorporates our race, disability and gender equality schemes.

This scheme builds on the work that has already started following the publication of the Equality and Diversity Strategy 2006 – 2008. Our ongoing challenge is to ensure that we consistently convert our values into actions that deliver appropriate services and improve employment opportunities to all communities in the city.

We can only maintain our high levels of performance if we build an explicit commitment to equality and diversity into everything we do.

This single equality and diversity Scheme outlines the continued commitment of Leeds City Council to creating an environment of true equality and diversity across the city.

The Scheme highlights priority actions over the next three years. It is acknowledged that there are core similarities between the different strands of equalities legislation. The Scheme recognises that people do not exist in neat and clearly definable groups and most people identify with more than one equality area at a time and the Scheme assists us in responding to the issues of multiple discrimination.

## About Leeds

The Leeds Metropolitan District covers 552 square kilometres and is the second largest Metropolitan District in England. It is recognised as one of Britain's most successful cities having transformed itself from a mainly industrial city into a broadly based commercial centre regarded as the most important financial, legal and business service centre in the country outside London.

Geographically, the local authority area is one of contrast with a busy, thriving and densely populated city centre and suburban inner ring, surrounded by a huge, sparsely populated rural hinterland with market towns of distinct character.

At the time of the 2001 Census, Leeds had a population of 715,400 living in approximately 301,000 households. Following recent revisions by the Office for National Statistics to the way in which population estimates are calculated (largely aimed at redistributing international migration, which had previously gone to London, to the rest of the country) the population of Leeds is now estimated to be 750,250, an increase of 4.8% from the 2001 figure and representing the largest absolute increase in the country.

There will also be significant changes in the size and profile of black and ethnic minority communities and work by the University of Leeds (School of Geography) suggests that by 2030 the black and minority ethnic population in Leeds will increase by 55% and that the age structure of black and minority ethnic communities will also contain higher proportions of people in older age groups. It should also be noted that migration patterns may well be affected by any future developments in the European Union, international political unrest and climate change, as borders open and people flee war or natural disasters.

During 2006/7 8,480 non-UK nationals from 69 countries registered for National Insurance numbers from addresses in Leeds. Of these 2,960 were from Poland, with other nationals from the European Union Accession States accounting for a further 1,000 registrations. This does not include partners, children and other dependent relatives that are anecdotally known to be accompanying those registering in order to access work.

Leeds is clearly becoming a more diverse place and is now home to more than 130 different nationalities. This diversity is valuable and has helped fuel the prosperity of the area. While communities are comfortable with each other and, in comparison to other major cities, Leeds has little history of conflict this pace of change does create some issues. However, we are addressing the challenge and are in the process of commissioning research to establish the patterns of settlement and the impact of the emergence of new communities.

## Population – Some Key Facts and Figures

- Population has grown by 27,700 in the last 5 years
- 15% of the population is over 65 and 20% is under 16
- 51.7% of the population is female
- 10.8% of the population is from black and minority ethnic communities. If 'white other' and 'white Irish' are excluded this figure falls to 8.15%
- People not in work and claiming benefit has fallen from 45,868 in 2000 to 44,484 in 2006
- 7% of the working age population receives Incapacity Benefit

Like other local authorities we are building our understanding and approach to changing demographics in the city and some of the challenges this may present us with.

A Cross Sector New Migrants Research Task Group has been set up by the council with a view to better understanding the demographics, experiences and aspirations of new migrants and the impact on cohesion, services and the city. Council services such as schools, adult and children's services, housing and others are responding to emerging needs. Understanding service impact is a priority.

The council is working with partners to understand this dynamic situation, which is presenting opportunities and challenges for the economy and employment. Management and integration of new migrants to Leeds is not limited to new European migration.

We have a strong history of welcoming and supporting independence and integrating asylum seekers, refugees, family joiners, students and others. Our growing experience and understanding through partnership working will determine the need for and content of any future city-wide strategy on migration.

## **Overview of Some Equality and Diversity Achievements 2006 – 2008**

The Equality and Diversity Strategy 2006 – 2008 outlined four equality objectives and strategic outcomes and this section provides a summary of key achievements for each of these.

### **1. Leadership**

#### **Equality and Diversity Objective (2006 – 2008):**

To provide strong leadership which enables the principles of equality to be embedded in all areas of employment and service delivery.

#### **Equality and Diversity Strategic Outcome (2006 – 2008)**

There is effective leadership at all levels. Examples of some key achievements:

- The Policy, Performance and Improvement Team carried out its second quality assurance exercise on Service Plans during April and May 2006 and it was noted that equality and diversity were routinely included within them. Service Plan guidance has recently been revised and in order to ensure more Service Plans take account of equality and diversity issues the reference to inclusion of equality, diversity and community cohesion has been strengthened.
- Within Directors' appraisals there is a specific focus on equality and diversity.
- The Equality Board within Adult and Children and Young People's Social Care and the Equality Champions group in Children and Young People's Social Care continue to provide opportunities for sharing good practice and opportunities for monitoring and review.
- Children and Young People's Social Care have started a transformation project with neighbouring authorities to consider how we can involve children and young people with social care needs in operational and strategic planning. Another strand of the transition project also looks at involving young disabled children in reviews and other planning groups. These projects should inform creative and innovative approaches to involving hard-to-reach and vulnerable children and young people.
- An Equality Suggestion Scheme has been developed in City Development and advertised to staff via posters, Team Talk messages, the intranet etc.
- In the Resources Directorate all service areas now have a standard equality agenda item on Senior Management Teams (SMTs) and equality representatives attend to brief on equality issues and update on progress on the Equality Standard and employment staffing information. Benefits and Revenues have created an equality area under their service area on the intranet to communicate equality issues and progress to staff.
- Services across the council continue to review current equality and diversity indicators with the aim of identifying gaps and ensuring existing indicators are improved for all equality areas. For example, within Environments and Neighbourhoods a number of indicators have been identified and are part of its performance framework. Statistics are now being provided for several of the indicators. Within Adult and Children's Social Care a list of performance indicators is now being finalised and will be available after the Equality Board has considered them.

- Across the council we continue to improve the way we communicate equality and diversity information to staff at all levels. Directors and Heads of Services are responsible for ensuring that equality and diversity messages are included and embedded into Corporate and Departmental Team Talk messages and any other existing forms of communication such as the intranet and staff magazines.
- Within the Leadership Challenge equality is a key component. The pilot is being undertaken within Children's Services and learning being rolled out.

## **2. Service Delivery**

### **Equality and Diversity Objective (2006- 2008):**

To provide accessible and appropriate services to all the people of Leeds.

### **Equality and Diversity Strategic Outcome (2006- 2008):**

Our customers receive excellent services, which are efficient and effective at meeting their needs. Examples of some key achievements:

- The Communication Team continues to ensure that key employment and service delivery information is available in appropriate formats. There is also guidance/policy on equality and community cohesion in communications. Browse aloud, British Sign Language videos plus translations and other accessibility tools are available on the website.
- The Central Interpretation and Translation Unit (CITU) provides a range of interpretation and translation services for council departments and other public services. This ensures that services are made more accessible to individuals in communities where English is not their first language.
- There have been improvements on the number of Equality Impact Assessments that have been carried out. These include 17 Equality Impacts Assessments carried out by Aire Valley Homes. Early Years Service completed its first Equality Impact Assessment on the delivery of children's centre services in August 2007. Community Safety has undertaken 4 Equality Impact Assessments and a timetable has been agreed for further assessments.
- The Children's Social Care actions arising from the previous Equality Impact Assessment of Family Resource Centres have been completed. A guidance document on valuing diversity and the cultural needs of children during access, referrals, assessment and planning has been produced.
- Parks and Countryside has carried out Equality Impact Assessments on the following service planning elements: Golf, City Park: Temple Newsam, City Park: Middleton Park, City Park: Roundhay Park, City Park: Chevin Forest Park, City Park: Kirkstall Abbey, City Park: Golden Acre, Community Parks, Recreation Areas and POS, Streetscape: Floral Initiative, Streetscape: Partnerships, Biodiversity, Burial and Cremation and Public Rights of Way.
- For equality monitoring Adult Social Care has added sexual orientation monitoring to the Electronic Social Care Records. It is now possible for the directorate to monitor the sexual orientation of service users where appropriate, in addition to all other equality strands. Equality monitoring is used for statistical purposes only.

- Work has progressed on the pilot project within Environment and Neighbourhoods to link records in the Orchard system with Contact Leeds. This will include equality monitoring and will enable data to be shared across the systems.
- West North West Homes has implemented its customer profiling exercise and is currently analysing information received. This will be used to tailor services where West North West has identified gaps from monitoring in customer/tenant involvement.
- Early Years routinely collects data relating to service users in the centres in terms of gender, ethnicity, disability, age, and religion via Family Registration Forms, monthly monitoring returns and Annual Parents Survey. Early Years Service is currently undertaking an exercise to develop a Children's Centre profile for each centre. This will include demographic data by Super Output Areas for the area each centre covers. It is anticipated that Children's Centre Managers will then be able to use this data to identify gaps in service delivery and improve services to users.
- In the Parks and Countryside Service a comprehensive survey of allotment holders has been undertaken that included a full set of equality and diversity questions. Information will be used to target under-represented groups.
- Throughout the year Leeds City Council has supported a number of events to promote and celebrate the city's cultural diversity. These include: Leeds Mela, The Bollywood Awards, Breeze Youth Festival, Gay Pride, Leeds West Indian Carnival, Black History Month and International Day of Older People.

### **3. Consultation and Engagement**

#### **Equality and Diversity Objective (2006- 2008):**

To engage in appropriate, effective and timely consultation processes (including feedback) with the citizens of Leeds, to inform service delivery, employment practices and improvements.

#### **Equality and Diversity Strategic Outcome (2006- 2008):**

All communities are thriving and harmonious places where people are happy to live and our customers receive excellent services, which are efficient and effective at meeting their needs. Examples of some key achievements:

- Across each directorate there are a range of consultation and engagement mechanisms that are used with customers. For example, within Children's Social Care a consultation exercise with children and young people in public care was conducted to determine different cultural aspects of care provision. As a result, a cultural booklet has been produced to enhance the cultural identity of children from diverse backgrounds.
- Education Leeds has consulted on an all-encompassing inclusive learning strategy which they are hosting for Children's Services. This will be linked to an equality and diversity strategy to ensure that resources are targeted at priorities and will raise the profile of providing services for disabled children including those with learning difficulties.
- The Asset Management Service conducted a public consultation exercise on the draft Master Plan for Elland Road to enable and inform the planning statement to be developed for the site to address identified inequalities. The stakeholder analysis was undertaken prior to the implementation of the consultation exercise. Through this process, the following minority groups were identified: Young people in association

with St Luke Cares; Leeds Access Committee; Leeds United Disability Organisation; Hamara Healthy Living Centre including members of the Hamara Women's Thursday Group. The outcome of the consultation exercise helped to shape the content of the informed planning statement prior to its approval.

- Corporate Equality Staff Groups for black minority ethnic staff (BME), disabled staff, women and lesbian, gay and bisexual staff (LGB) continue to meet on a corporate level and link with key decision makers. A review of the Corporate Staff Groups will be undertaken during the summer of 2008.
- The Diversity Staff Forum, attended by a representative from each of the Corporate Equality Staff Groups, the Equality Team and Human Resource Services, meets regularly to discuss key issues impacting upon them; acts as an advisor or consultation forum for the council on equality and diversity issues on behalf of their respective staff groups; and influences and supports the development of the equality and diversity agenda.
- Across the council there are a number of established black, minority ethnic disabled and women's groups, although it should be noted that the movement of services within the council has had an impact on membership of some of the staff groups. It is expected that recommendations following the review of Corporate Staff Groups will influence staff groups within directorates.
- The Corporate Consultation Review has been completed and work is being undertaken to establish an Equality Assembly.

#### **4. Employment and Training**

##### **Equality and Diversity Objective (2006- 2008):**

To provide fair and equitable employment.

##### **Equality and Diversity Strategic Outcome (2006- 2008):**

Our staff reflect the diverse communities of our city, perform well, are constantly learning, and are able to develop their careers through all levels of the council without discrimination. Examples of some key achievements:

- The recent changes across Human Resource Services have had an impact on the production of employment-related performance information. The Business Support Centre is currently only able to produce Corporate Organisational Health data rather than data that facilitates the comparison of specific employment-related targets across services.
- However, the corporate data shows that at the end of September 2007 the council (excluding Education Leeds and the Arms Length Management Organisations) was exceeding the target for the top 5% of earners to be black and minority ethnic, was only 0.37% away from the target for the top 5% of earners to be women and would have met the target for the top 5% of earners to be disabled if there had been another 1.7 full time employees classified as disabled under the Disability Discrimination Act. It should be noted that while we continue to exceed the target for minority ethnic groups, the number of employees classed as disabled under the Disability Discrimination Act has fallen over recent years. A new strategy to invigorate employment of disabled people within the council has been developed and implemented in December 2007.

- Work is still in progress to include all equality strands on the Human Resources management system to ensure that equality and diversity monitoring data is compliant with existing, new and changing legislation. For example the inclusion of sexual orientation and religion or belief, in addition to the existing monitoring fields for gender, race, disability and age, is a priority for the council. This is a priority exercise with the intention being to introduce these changes by March/April 2008.
- Across the council we endeavour to meet the employment targets with the implementation of positive action measures and initiatives that aim to support our achievement. These include school placements, mentoring, shadowing, LEODIS and Workstep and supported trainee schemes such as PATH. For example, Human Resources currently has 3 Flagship trainees, 2 PATH trainees and 2 UK Academy placements; Adult Social Care has 4 PATH trainees; Children's Social Care has 2 PATH trainees; Aire Valley Homes currently has 1 PATH and 2 Flagship trainees; West North West Homes, in partnership with West Leeds Family Learning Centre, have taken on people who have no or very little qualifications, to help with their self esteem and confidence. A number of these trainees are of a young age and East North East Homes has created links with Voluntary Action Leeds, East Leeds Family Learning Centre, Sure Start, PATH Yorkshire and Nari Ekta to promote job vacancies.
- In HR Service, policies are regularly reviewed with the aim of identifying improvements to ensure that all our key policies are inclusive and do not create barriers which could cause discrimination. A programme and timetable to review and equality impact assess key policies has been developed, which includes a schedule to ensure all existing and new policies are assessed. The Recruitment and Selection Policy and Procedure are currently being reviewed.
- Phase one of the job evaluation process is now complete and involved all staff up to and including scale 6 (spinal point 28). This includes the former manual worker grades, as well as scales 1 to 6 on the officer pay structure. Phase two of the job evaluation process has already started. All jobs currently between scale 6 and PO6 (spinal points 29 to 49) will be included in this phase. Ongoing job evaluation exercises will ensure future proposed re-gradings consider equal pay issues.



## Meeting Our Legal Duties

As a public authority we have legal responsibilities to promote equal opportunities and address inequalities by eliminating discrimination through a complex legal framework. These responsibilities are set out in Appendix 1.

In order to meet our legal duties we have developed this Scheme which includes the requirements for disability, race and gender schemes. We are taking forward work on a number of areas which support this:

### 1. Promoting Equality and Diversity

It is recognised that there is much work being undertaken and progress being made to promote equality of opportunity and eliminate discrimination. However, disadvantage is still experienced in all equality areas.

Equality areas include:

- young people and older people
- disabled people, including people with physical or sensory impairments, people with learning difficulties, people with mental health issues and people with long-term health conditions
- lesbians, gay men and bisexual people
- black and minority ethnic people including Gypsies and Travellers, migrant workers, asylum seekers and refugees
- men, women and people who identify as transgender/transsexual
- people of religion or belief and those with none
- disadvantage can also be experienced by others such as carers and single parents.

Throughout the review process of the original strategy contributions have helped to identify a number of barriers experienced by individuals and groups. These will be used to develop briefings to help address inequalities. Contributions have included:

- stereotyping – for example: young people lack the experience needed to manage services; women are always primary carers; over 50's do not want to work; disabled people, young people and older people are vulnerable and needy; people who are religious/have faith are extreme in their views and intolerant
- negative media images and a lack of positive role models
- fear of, and experience of, crime creating “no go areas” within the city and rural areas
- public transport – cost, availability, accessibility, safety
- lack of understanding of the needs of people – people are not asked what their needs are
- publicity about availability of policies that all staff can use – for example, flexible working; managing attendance; maternity and paternity leave
- lack of engagement and involvement – communities, whether internal or external, are expected to “come to” decision-makers rather than decision makers going to people
- transgender issues are often put together with lesbian, gay men and bisexual issues which has a negative impact on recognising gender issues, reporting of hate crime and accessing services.

## **2. Increasing Effective Communication and Information**

### **Ensuring Public Access to Information and Services**

Leeds City Council is committed to transparency and openness, and recognises that individual members of the public and sections of the community may experience barriers in accessing information and services. The council therefore makes an overarching commitment through this Scheme to use language appropriate to the intended audience and ensure that information is available in accessible formats.

We recognise that different sections of the community prefer to receive information in different ways and that different communication styles are more effective with some people than others. We will continue to seek to be informed by specialist groups about preferred or most effective communication methods and will try to be a learning organisation when it comes to understanding how barriers to accessing information and services are perceived by those we aim to communicate with.

The council also makes the following commitment to improving and ensuring public access to information and services:

- all information will be written in plain English
- all information will be available in accessible formats such as, Braille, large print, tape, CD
- standard information leaflets will make it clear how and who to contact to obtain information in alternative formats
- standard information leaflets will make it clear how to access face-to-face and telephone interpreting for community languages
- where illustrations are used there will be good colour contrast
- translation into community languages will be in line with recent government guidance.

### **Braille, Large Print and Audio Tape**

On 1 February 2008, ownership of the council's Braille, large print and audio service changed hands. Leeds Society for Deaf and Blind People now runs this service but it is still based at Shire View in Headingley, and should still be used by services for any customer requesting a council document in Braille, large print or on audio tape.

## **3. Employment and Training**

### **Developing Our Capacity**

In response to the Council Change Programme and the national direction of travel for local government, the provision of learning and development must be modernised, transformed, and be a proactive business at both strategic and local level.

The key to learning and development adding value to the council, city and region is to link all learning and development activity to the council's planning framework. Linking staff knowledge, skills and performance gaps to strategic priorities and plans will help to ensure that all learning and development resources are being targeted towards agreed key priorities enabling individuals to fulfil their roles, support their local service plans and meet personal responsibilities in delivering these service plans.

Managers must be able to performance manage and develop their staff with an improvement in both quality of the appraisals and number of appraisals taking place.

The current Workforce Development Strategy reflects this, and reflects the work taking place to consolidate equality and diversity training within, and the Equality and Diversity Learning and Development Plan for Leeds City Council.

A learning needs analysis against the Equality Standard identified various skills gaps, and further information was gained from focus groups held during the review of the 2006 - 2008 Equality Strategy.

Learning and Development is key to ensuring staff and partners are fully equipped to deliver the equality and diversity agenda, fully implementing our Core Values and the Customer Outcomes from the Business Plan and the aims of the Strategic Plan.

### **Gender Pay Gap**

The 1997 Single Status Agreement required local authorities to harmonise terms and conditions of service for former blue- and white-collar employees. The introduction of the National Joint Council (NJC) for Local Government Services terms and conditions of service handbook was introduced. In addition to harmonisation, authorities were also required to carry out pay and grading reviews including implementing a job evaluation scheme.

The report of the Local Government Pay Commission and subsequent National Pay and Workforce Strategy, coupled with changes to the case law surrounding Equal Pay at the end of 2003, changed the context for local pay reviews.

The National Joint Council pay circular of 2004 detailed implementation requirements for local authorities, namely:

- new local pay structures and systems to be agreed by April 2006
- local pay reviews must be completed and implemented by March 2007.

Carrying out such a review for an organisation of the size and complexity of Leeds is significant. The main purpose of the review is to deliver a modern and fair pay structure for the organisation that is modern and fit for purpose for the future. The revised pay and grading structure will eliminate historical pay inequalities and go some way to reducing the gender pay gap.

### **Employment Opportunities for Disabled People**

Our Council Plan identifies a priority to widen employment opportunities for disabled people. Key elements of the Disability Employment Strategy are:

- changing culture, perceptions and knowledge
- workforce planning and service commissioning
- improving delivery
- improving results and returns on investment.

While the focus is on disability, some actions would be transferable to support other priority groups within the context of 'Narrowing the Gap' between the most disadvantaged people and communities and the rest of the city.

## **Apprenticeship Programme**

The Leeds City Council Apprenticeship Programme will provide opportunities for young people and adults to access employment with the council. It will contribute towards the council's workforce development planning, the Skills Pledge and the Corporate Social Responsibilities Programme, while helping to increase the diversity of the workforce. It will support the Narrowing the Gap agenda by targeting young people and adults.

## **Stonewall Workplace Equality Index**

For the second year running the council has been named in the UK's top-100 employers for lesbian, gay and bisexual people in Stonewall's Workplace Equality Index 2008. Stonewall is a campaigning organisation for equality and justice for lesbians, gay men and bisexual people. Its Workplace Equality Index is the definitive national benchmarking exercise showcasing Britain's top employers for lesbian, gay and bisexual staff. This year Leeds City Council has been placed 67th.

This follows the ongoing top-level commitment by the council to provide a supportive environment for its gay, lesbian and bisexual employees.

Following the publication of the index results representatives from the Corporate Lesbian, Gay Men and Bisexual Staff Network, the Equality Team and Human Resource Services met with our Stonewall link person to help us identify areas for improvement. These areas for improvement will link to the action plan for the Scheme.

As the index develops to include service delivery so too will we be improving representation of existing and/or potential customers who identify as lesbian, gay or bisexual and can contribute to delivering the actions.

## **4. Staff Survey**

The staff survey helps the council to take the temperature of the organisation in relation to levels of satisfaction and motivation, opinions on management and supervision, quality of communications and learning and development, and to invite feedback on employment conditions and the working environment.

The survey gives staff an opportunity to voice their opinions in confidence and to help the council meet its aims of being an employer of choice.

The 2007 survey maintains the momentum of the previous staff surveys carried out by the council over the years and the response rate has continued to increase. In 2004 the response rate was 26% and in 2005 this increased to 37%. This year a total of 7,721 completed questionnaires were received, representing which accounted for 41.3% of all council staff.

Examples of responses relating directly to equality and diversity:

- The 70% target of staff who feel the council is genuinely committed to equality and fairness for all has been exceeded by 2%, at 72%.

- 16% of people working for the council have experienced unfair discrimination, harassment or bullying while at work. Of those people 37% said the behaviour that they experienced was in relation to personal circumstances.
- The majority of discrimination, harassment or bullying experienced by staff members came from their managers and/or a colleague.
- The majority of people who experienced discrimination, bullying or harassment did not report the incident (57%). This was for a number of different reasons ranging from fear to a lack of confidence that a resolution would be reached.

## **5. Leeds Inclusive Learning Strategy 2007 – 2010**

This strategy focuses on high achievement and attainment of all disabled children within the context of Every Child Matters and the five outcomes.

Children Leeds believes that through focusing on personalised approaches, all children, young people and families in Leeds will have access to high-quality learning that enables them to be fully included, to achieve, and to be happy, healthy, safe and successful.

The Leeds Inclusion Strategy 2004 – 2010 was developed with key partners in response to the government's strategy for special educational needs: Removing Barriers to Achievement. The strategy incorporated objectives from the government's strategy from a local perspective. It was developed in the spirit of the Children's Bill and responses outlined in Every Child Matters. It continues to make a significant contribution to the aims and aspirations identified in the Vision for Leeds 2004 – 2020, contributing directly to the three strategic areas of developing harmonious communities, health, wellbeing and learning. It represents a commitment to promoting equality and inclusion that is consistent with Leeds City Council's policy, providing a basis for partnership working and corporate action.

Children and families are at the heart of our refreshed strategy. The Leeds Inclusive Learning Strategy aims to escalate the progress we have already made through focusing on:

- high-quality inclusive learning outcomes across our universal offer
- increased opportunities through our specialist provision
- improved integrated service delivery at a local level that is responsive to the needs of the child and family.

We will achieve our refreshed strategy for inclusive learning and deliver the five outcomes of Every Child Matters by:

- ensuring that all our educational provision in schools and education support services is inclusive, providing a wide range of personalised pathways to meet the needs of all children and young people
- building partnerships to meet the wider needs of children and young people with other agencies and services with Children Leeds.

Central to these developments is the concept of partnership. We will engage all stakeholders in a range of discussions to develop shared understanding and ownership and a sustainable commitment to transforming outcomes for all children and young people.

## **6. Partnership Working**

### **Leeds Domestic Violence Delivery Plan 2008 – 2011**

Domestic violence accounts for at least 17% of all violent crime and has significant human and financial consequences for individuals, families, communities and services.

Domestic violence is a complex and cross-cutting issue and requires varied levels of responses across a wide range of sectors. The Leeds Domestic Violence Delivery Plan 2008 - 2011 is underpinned by a recognition of and commitment to partnership working and an acknowledgement that no single agency can address this issue in isolation.

The overall aim of the strategy is to reduce the level and impact of domestic violence in Leeds.

### **Hate Crime Strategy**

Safer Leeds is one of the first community safety partnerships in the country to publish a 'Hate Crime' strategy. It has been designed to provide a framework to deal with all aspects of hate crime and has drawn on the valuable lessons learned in the field of racist crime. The overall vision of this strategy is to create an environment where no form of hate-motivated crime is tolerated.

Hate incidents cannot be dealt with by any single agency in isolation because the issues involved are usually cross cutting and impact upon more than one agency or organisation. Such incidents require a multi-agency joined-up approach to effectively tackle them. It is extremely important that all reports of hate crime are dealt with consistently and investigated thoroughly and that, wherever possible, offenders are prosecuted.

The strategy aims to provide a comprehensive and consistent approach to tackling hate incidents across the city and offers advice and guidance to all organisations in their response to hate incidents. It sets out a clear vision for further work in Leeds to increase public awareness and increase reporting of incidents in order to establish a base line from which to work. Once a clearer picture is established, then appropriate responses can be made. It also provides an opportunity for agencies to create an environment where hate crime is not tolerated.

It aims to:

- increase awareness, reporting and recording of hate crime incidents
- improve service response to victims
- improve responses to deal with perpetrators of hate crime
- develop preventative and educational activity to address hate incidents.

## **7. Procurement**

Leeds City Council spends millions of pounds every year on contracts with private and voluntary organisations for goods, works and services. All groups in our communities have a right to expect that public money is spent on local services which suit their needs, that it is spent in a way that promotes equality of opportunity and delivers high-quality goods and services. Promoting equality and diversity through procurement is important.

We will develop our approach to ensure that all our services, whether delivered directly or through a contractor or commissioning arrangement, take equality considerations into account and improve the development of their skills through a bespoke programme of learning provided by an external work-based learning provider and funded/part-funded by the Learning and Skills Council.

## **8. Residents Survey**

An independent organisation was commissioned by Leeds City Council to undertake planning and delivery of the Leeds Annual Survey 2007 following on from the first Annual Survey in 2005. This major consultation exercise combined national benchmarking questions and localised questions covering a range of topics.

The aim of the project was to measure and benchmark satisfaction levels across several aspects of the service offered by the council including how people feel about the place they live in, the quality of local services, what facilities and services people wish to see improved and given priority, and the ease of communicating with local service providers.

In total, 2,171 face-to-face interviews were completed, set against a quota of age, gender and area.

Examples of responses:

- Of a list of services provided or supported by the council, respondents who used them were most likely to say they were satisfied with libraries (89%), and theatres and concert halls (89%). The most significant increases in user satisfaction are 13 percentage points for keeping public open spaces clean (up from 52% to 65%), 10 percentage points for theatres and concert halls (up from 79% in 2005) and parks and open spaces (up from 72% to 81%).
- Three-quarters of respondents said they feel they belong to their neighbourhood and nearly half (49%) said they feel that local people work together to improve their neighbourhood.
- Respondents were most likely (35%) to say that teenagers hanging around on the street was a problem for them. This was followed by rubbish and litter lying around (33%) and parents not taking responsibility for the behaviour of their children (31%).
- Half (51%) of respondents said they think that the council keeps residents well informed about the services and benefits it provides.
- The greatest proportion (69%) of respondents agreed that the service providers in the Leeds area are responsive to their needs.

Work is currently being undertaken to develop proposals to ensure that results from residents and staff surveys will inform action plans to improve work in these areas.



## **Key Equality and Diversity Improvement Tools and Techniques**

This Scheme sets out our approach to equality and diversity for the next three years and our corporate equality and diversity action plan. The action plan includes specific actions we will take for age, disability, gender, race, religion or belief and sexual orientation. The plan shows our strategic actions, responsibility for the actions, the timescales for delivery, and the expected outcomes.

Each directorate and its services are responsible for helping deliver the Corporate Equality and Diversity Action Plan. Monitoring and management of our equality and diversity work is embedded into our existing performance management systems.

There are a number of key tools and techniques which the council has adopted to help it deliver against overall objectives and these will enable the achievement of progress in equality and diversity.

### **Service Planning**

Service Planning is used to help continuously review and improve the way services are provided to best meet the needs of existing and potential customers. It links the service with the council's values and priorities and shows how the service will contribute to delivering these.

Service Planning provides a clear statement of areas which the service will concentrate on improving over a 12-month period. It outlines the actions and resources needed to achieve these improvements, details the way success will be measured, and how and when it will be reviewed to track progress throughout the year.

The Service Plan is a high level strategic document rather than a work programme or a list of actions for the year. It focuses on a small number of really key issues and links into budget planning, the Council Plan and other relevant strategy documents such as the Domestic Violence Strategy, the Children and Young People's Plan and the Equality and Diversity Scheme. All services across the council produce a Service Plan each year.

During 2007 the guidance and supporting documents for developing a Service Plan were reviewed and improved and as a result equality, diversity and community cohesion impact assessments were included within the new guidance. The intention is to help all services consider equality, diversity and community cohesion within their annual service review, to improve service delivery, to recruit, retain and develop their workforce, and to communicate and promote progress.

### **Equality Standard for Local Government**

In 2002 Leeds City Council adopted the Equality Standard for Local Government. The Standard recognises the importance of fair and equal treatment in local government services and employment.

It has been developed primarily as a tool to enable local authorities to mainstream age, disability, gender, race, religion or belief, and sexual orientation into council policy and practice at all levels.

There are five levels to the Equality Standard and directorates and services are required to provide evidence of how they meet the requirements set out within each level of the standard.

As the council has continued to progress through the standard we have improved the collection of information that evidences our work, enabling us to monitor performance, identify areas for improvement and take appropriate action. A challenge for the organisation is to not only provide evidence that the processes are established and being used but also that information is being used to make a difference to:

- promote equality of opportunity for all
- eliminate discrimination, harassment and victimisation
- promote good relations
- encourage participation and involvement.

Leeds City Council has achieved level 3 of the Equality Standard for local government and has set a target of achieving level 5 by 2010.

## **Equality Monitoring**

Equality monitoring is the process of gathering and analysing equality information in relation to customers and staff. This shows the extent to which services and employment opportunities are accessed by all communities, and enables the council to identify areas for improvement.

Having appropriate and sufficient equality monitoring information helps the council to:

- provide benchmarks with which to set targets for improvement
- compare results with targets
- identify the need for new or changed services or employment policies
- promote equality of opportunity, cohesion and integration
- highlight satisfaction levels by different communities
- highlight if any policies are not complying with equality legislation
- identify if any policies are adversely affecting people from different communities
- show the numbers of particular communities using services and what outcomes they experience
- measure the effectiveness of service changes.

The council's approach to equality monitoring has been developed during the life of the Equality and Diversity Strategy to include all equality areas.

The monitoring for disabled people has been increased to establish the type of impairments that disabled people have. This will be useful in relation to identifying barriers to service delivery or employment or for assessing their satisfaction with such services. We use the types as specified by current legislation:

- Physical impairment
- Sensory impairment
- Mental health condition
- Learning difficulty

- Long-standing illness or health condition, such as cancer, HIV, diabetes, chronic heart disease, or epilepsy.

Access needs are established separately and we aim to meet these needs wherever we are aware of them.

Sexual orientation and religion and belief are now also monitored in order to establish understanding of differences experienced by these communities. In addition residency is included as this will help in collecting information about our new and emerging communities.

Full guidance on the equality monitoring process is available on our website at [www.leeds.gov.uk/equality](http://www.leeds.gov.uk/equality) or from the Equality Team.

## **Impact Assessments**

Our impact assessment process helps us to put equality, diversity and community cohesion at the heart of everything we do, from strategic decision making to the delivery of front-line services. It is a process which considers all our current and proposed policies and activities to ensure they do not disadvantage black and minority ethnic people, disabled people, men, women and transgender people, and people of different ages, religion or belief, or sexual orientation.

By undertaking Equality, Diversity and Community Cohesion impact assessments we are able to:

- identify how services can be improved to meet the needs of existing and potential customers
- ensure that different groups are equally served by our policies or decisions;
- avoid adopting unfair policies and procedures
- identify where policies and activities can be more effective in promoting equality of opportunity and positive attitudes to, and good relations between, different groups.

Services across the council have developed priority lists for equality, diversity and community cohesion impact assessments to take place over the next 3 years, and a summary of key assessments is outlined in Appendix 2.

Full guidance on the impact assessment process is available on our website at [www.leeds.gov.uk/equality](http://www.leeds.gov.uk/equality) or from the Equality Team.

## **Involvement and Consultation**

### **1. The Corporate Approach to Consultation**

Community engagement helps us to develop an understanding of the needs of our citizens and communities, by listening and by offering them a greater say in and influence on what happens in their city.

Leeds City Council values all of the people of Leeds and recognises the contribution that individuals make to the development of the city. Community engagement is essential to improving services. It helps to unite local people and communities and builds citizenship and community pride.

Leeds is now home to growing communities of much greater diversity than even 5 years ago and this diversity is constantly changing. We ensure that everyone has an opportunity to contribute including people with disabilities, of different races, religion or belief, gender, age or sexuality. We have a statutory responsibility to consult with our citizens, users and groups and communities. The Vision for Leeds 2004 – 2020 also makes a commitment to develop a more strategic approach to community engagement. As a partner of the Leeds Initiative, the council shares this aspiration.

We have a “good practice” working group to improve and refine the appropriateness and quality of consultation and engagement, and more widely we contribute to and benefit from the West Yorkshire Consultation Network.

We produced a Corporate Engagement Strategy in partnership with other stakeholders to help our staff in understanding the different engagement methods available to them and we will shortly be rolling out an electronic portal called ‘Talking Point’. This is an online application for managing consultation and research projects and a gateway to find out what consultation is being conducted across the council and which reports on the results of previous consultation are available. The portal and database will ensure that we reduce any potential for duplicating consultation and that ultimately we can share the facility with our partners.

Within Leeds we have adopted six different types of community engagement:

- researching needs, priorities and attitudes
- providing information to communities
- consulting communities about actions/decisions
- involving communities in shaping plans
- acting together
- empowering communities to take responsibility for making decisions or delivering services with our support.

We recognise that successful community engagement can be achieved where a mix of approaches are used. Our community engagement activities ensure that the way the council consults and engages is consistent and co-ordinated and that all activities are monitored and evaluated.

## 2. Corporate Equality Consultation

For a number of years we have supported corporate equality consultation forums covering the traditional equality strands of race, women and disability. Although current arrangements have served us well in terms of engaging with these communities, the agenda is changing; different equality needs and equality-related groups are emerging.

We recognise the need to consult with and involve a wider range of communities in decision-making processes, and in the planning and delivery of services, including the lesbian, gay and bisexual community, young people, older people and people from religious and faith-based organisations. A different type of engagement is needed to reflect the complex make-up of these diverse equality-related communities across Leeds. Learning from our past experiences, we need to improve how we engage with diverse communities across the city and to make our arrangements even more effective and responsive.

During 2007 a review of our existing arrangements took place with the purpose of identifying gaps and providing an appraisal of the way in which the council engages with all of its diverse communities — leading to proposals that would bring about an improvement in the way that equality groups can effectively contribute to, and influence, the way in which services are delivered to them.

The review included facilitating a series of workshops with a range of equality forums and networks, a number of one-to-one meetings, and a series of workshops with other stakeholders.

The review concluded that:

- there are currently a range of positive documents, guidance and toolkits in place to guide our equality consultation and engagement activity
- there are generally good relationships in place between many equality groups and Leeds City Council staff
- there are some very well developed one-to-one relationships between community leaders, elected members and officers
- the council has a relatively long history and tradition of supporting equality forums for the traditional equality areas, women, black and minority ethnic community members and disabled people.

It was agreed to shift from a model of consultation to one of involvement, ensuring that a community development approach was adopted, moving away from one-off events to developing long-term and sustainable relationships. A community-led Equalities Assembly will now be established consisting of all equality strands and communities of interest. At the centre of the Equalities Assembly will be a Community Equalities Champion Network of individuals who are supported to provide a voice/representation on behalf of the diverse community they come from.

Equality Hubs will be established representing at the minimum the following communities: black and minority ethnic; gender; lesbian, gay and bisexual people; older people; disabled people; young people; and faith communities. They will consist of existing individuals and organisations but also new and emerging groups, ensuring that no-one is excluded and that opportunities for duplication are reduced. The Community Equality Champions will be drawn from the Equality Hubs.

### **3. Community Involvement with Services**

Services continue to develop initiatives to actively involve representatives from communities in helping to improve provision and access to their service. These include developing community consultation forums, visiting communities, using questionnaires and holding focus groups.

Consultation has traditionally tended to focus on women, black and minority ethnic people and disabled people. The wider breadth of equality areas is now being considered by services and a move to improve involvement based on the proposals from the corporate equality consultation review.

### **4. Staff Networks and Groups**

Staff networks and groups are useful forums not just for staff acquiring peer support but also for specific equality areas to have an active role in influencing decision-making processes across the organisation. Traditionally these have focused on disability, women and black and minority ethnic people.

We have four corporate staff groups; the black and minority ethnic staff network, disabled staff network, women's staff network and lesbian, gay and bisexual staff network. These are supported by Directorate support groups.

The chairs and deputies of these staff networks and groups meet on a regular basis as members of the Staff Diversity Forum to provide opportunities for generic equality issues to be raised.

The role, purpose and function of staff networks and groups will be evaluated during 2008 - 2009.

### **5. Challenge Forums**

Challenge Forums are also being developed within directorates. The objective of these forums will be to encourage employees to embed equality and diversity throughout the directorates and to help determine the extent to which equality and diversity actions are making a difference to the lives of our employees and customers.

### **6. Compliments and Complaints**

We recognise that not everyone wants or has the time to be involved with meetings and forums and a simple way of making a difference is when people give feedback directly to services.

As well as completing questionnaires and attending focus groups, individual services can encourage people to use the compliments and complaints procedure to let them know what they are doing well and what problems have been encountered. This information can be used to help improve service delivery and policy.

## Improving Our Approach to Equality and Diversity

### 1. Equality and Diversity Strategy Review

During 2007 the Equality Team led a review to:

- identify areas for improvement in our approach to equality and diversity
- identify strategic equality, diversity, cohesion and integration priorities
- involve representatives of all our stakeholders in the development and implementation of our future approaches to equality, diversity, cohesion and integration for 2008 – 2011.

Before the review began the Equality Team had already identified some areas to improve within the existing strategy. The needs identified by the Equality Team and also via the review and constructive criticism received from individuals and groups were to:

- have clear evidence of specific priorities and targets for each equality area – race, disability, men, women, sexual orientation, religion or belief and age
- increase participation of interested groups both internal and external, in developing the strategy and supporting documents
- focus on outcomes – what difference is being made and to whom
- simplify the action plan and performance management of the strategy
- improve accountability and challenge of the council's progress
- call the future strategy a “scheme” as this is how legislation describes what needs to be in place and is what people ask for when contacting the council.

In implementing the review the Equality Team aimed to involve representatives from all our stakeholders: customers, staff, councillors, community groups, residents, trade unions and partner agencies.

In the first instance a questionnaire was designed that could be completed by individuals or groups and/or used as prompts by individuals or groups and/or partner agencies to consider barriers experienced by people from different equality areas, actions to take to reduce or remove those barriers, and equality and diversity priorities for the next 3 years.

Equality monitoring information was matched against the responses within the questionnaire and helped to identify priorities for specific equality areas as well as providing reassurance that all equality areas were being represented. For example, the disability responses included those who identified as having: hearing impairments; long-term health conditions; physical impairments and learning difficulties.

These were then followed by a series of focus groups and meetings to ensure a wide range of individuals and groups were able to be involved in the review process.

During the development of the scheme consideration was given to ensure inclusive involvement for all groups. Specific targeted work took place to ensure involvement of disabled people in the development of the scheme.

- **Focus Groups** – these were held in December 2007. Two were held for disability; and one each for gender, black and minority ethnic, sexual orientation, religion or belief, and age.

- **Leeds Involvement Project Consortium** – A joint meeting of representatives from the Equality Team and the Leeds Involvement Project Consortium to discuss their priorities. The Consortium had developed this following contact and involvement from representatives of all impairment groups: physical impairments; sensory impairment; hearing impairment; learning difficulties; long-term health conditions and mental health issues.
- **Leeds Voice** – held an event in October 2007 to consider “What makes good community relations?” Using the questionnaire as a prompt the event was attended by a broad range of voluntary, community and faith sector organisations.
- **Corporate Staff Groups** – The staff support groups and networks have supported individuals to complete the online questionnaire and/or use it to prompt ideas for developing priorities. In addition, an equality and diversity workshop was held at a City Development’s Women’s Conference during 2007 and was used to gain the additional views of women during the process.

Work has also taken place with individual council officers and the Joint Trade Union Committee.

Feedback was given to all participants who took part in the review and the scheme development. Specific feedback was given to a group of disabled people who had been involved, outlining how their contributions would be included in the scheme.

Alongside considerable involvement with a wide range of stakeholders, desktop research has also taken place, and has involved an analysis of:

- existing local and national research
- Comprehensive Performance Assessment – initial findings from the Audit commission’s inspection carried out in December 2007
- existing anti-discrimination legislation
- changes being implemented to National Best Value Performance Indicators
- Equalities Review – fairness and freedom. An independent review commissioned by the Prime Minister
- findings from the Residents’ Survey
- findings from the Staff Survey.

A report was produced in February 2008 that:

- summarised our current approach to equality and diversity
- explained how improvements were identified through our review
- detailed the outcomes of the analysis which will inform our corporate work and clarify what we intend to do with contributions that were service specific.

A key element of this report was setting out the draft equality and diversity priorities developed from all those who contributed to the review, and which was distributed with a request for any further comments.

A meeting took place in late February 2008 to specifically engage the disabled community to ensure that further contributions were captured.



All feedback received has been used to further improve the priorities set out in this Scheme.

## **2. Guidance**

Throughout the review process individuals and groups suggested developing guidance that would help people to deliver the Equality and Diversity Agenda. This will be developed during the first year of the Scheme, and we will use information gathered from the review process as well as involvement from appropriate experts.

## **3. Continued Involvement**

Effective challenge of the council's equality and diversity progress is an important aspect of continued involvement:

- Community groups and representatives will have an opportunity to contribute to and challenge the progress of the Scheme and the corporate equality and diversity action plan through the Equalities Assembly
- Staff networks across the council will also have an opportunity through the Corporate Staff Diversity Forum to contribute to and challenge progress
- Members have a vital role in bringing robust challenge to our performance by analysing the corporate performance reports through the political leadership team, Overview and Scrutiny Committee and Scrutiny Boards.

Attached at Appendix 3 is an overview of the information gained from different equality communities via focus groups and questionnaires.

## **Leadership and Accountability**

### **1. Overview**

We are all responsible and accountable for our behaviour and actions towards our colleagues, customers, partners, peers, members, communities, friends and family, and the citizens of and visitors to, the city. As such we all have a role to play in treating people with dignity and respect.

However, there are specific responsibilities and accountability for ensuring equality diversity is delivered within the council.

Elected members are responsible for setting policies that are non-discriminatory and which promote equality and diversity for all employees and service users.

The Chief Executive is responsible for implementing these policies through Directors, Chief Officers and Heads of Services.

Directors, Chief Officers and Heads of Services are responsible for ensuring that all employees, customers, contractors and suppliers are aware of the policy and that the policy is implemented in all parts of the management and departmental structures. Practices within each directorate and service should be monitored and reviewed to ensure equality and diversity is promoted in all its forms and that there are no discriminatory practices which affect employees or the service they provide.

Managers and supervisors are responsible for recruiting, training, promoting and implementing conditions of service and council policies in a manner that is non-discriminatory. They should comply with the spirit and intention of this policy in carrying out their duties and in managing staff and services.

All employees make a positive contribution to equality and diversity by treating people with respect and promoting equality and diversity.

### **2. Supporting Structures**

Supporting structures have now been agreed to ensure that we are able to deliver on our equality and diversity improvement priorities while ensuring ownership at all levels.

The Corporate Leadership Team provides strategic leadership and organisational direction for the equality and diversity improvement priorities agenda.

The Resource and Performance Board, on behalf of the Corporate Leadership Team, will have responsibility for moving the agenda forward, driving organisational development and monitoring progress.

Delivery would be tasked to an Equality and Diversity Group which would be set up as a subgroup to the Resources and Performance Board. Work is currently underway to develop terms of reference and roles and responsibilities for this group.

This group will work in partnership with the Stronger Communities Outcomes Group which is responsible for the Cohesion and Integration Plan 2008 - 2011 to ensure linkages between the two interlinked policy agendas.

## **Reporting on the Progress of the Scheme**

This Scheme sets out our approach to equality and diversity for the next three years and our corporate Equality and Diversity Action Plan. The action plan includes specific actions we will take for age, disability, gender, race, religion or belief, and sexual orientation. The plan shows our strategic actions, responsibility for the actions, the timescale for delivery and the expected outcomes.

Directorates and Services are responsible for helping deliver the corporate Equality and Diversity Action Plan. Monitoring and management of our equality and diversity work is embedded into our existing performance management systems.

We will continue to report publicly each year on our progress towards meeting our outcomes and priorities set out within our Scheme. The Equality Team is responsible for using the information provided in the six-monthly reports by Directorates along with any challenges, to produce an annual overview of our progress.

These six-monthly reports will be made available to our external and internal stakeholder challenge forums. This will provide an opportunity for key decision makers and interested stakeholders to challenge progress, support delivery and identify and address any issues that affect the whole organisation.

The Scheme will be reviewed at least every 3 years and a revised Scheme developed following the review (subject to any major legislative changes). Annual reports on progress will be produced and published.

We will ensure continued involvement of all stakeholders will take place during this period.

## **Equality and Diversity Policy**

### **Mission statement**

“The mission of the Council is to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds”.

### **Commitment**

We are one of the largest employers in the city and provider of public services to a population of almost three-quarters of a million people.

We consult and engage with a wide range of groups and individuals in the community to shape our services and our overall goal is to close the gap between those enjoying the wealth of the city and disadvantaged communities who experience high levels of unemployment and crime, low income and skills levels, poor health and low educational achievement.

Equal opportunities in the council is about making sure that everyone can fully join in the social, cultural, political and economic life of the city. We are committed to treating our staff, and the people of Leeds, fairly. We will make sure that we do not discriminate against people because of their age, impairment, ethnic origin, nationality, religious belief, social class, gender, sexual orientation, gender reassignment, marital status, responsibility for dependents, trade union activity or for any other unfair reason.

We want to make sure that we take equality and diversity into account, in a positive way, at every stage of our work. We will make sure that we follow equal opportunities policies in the way that we recruit and treat our staff, deliver our services, consult the people of Leeds, and work with other organisations.

We will take all reasonable steps to prevent a provision, criterion or practice applied by or on behalf of us, as an employer or service provider from placing a disabled person at a substantial disadvantage compared with persons who are not disabled. This will apply to employment and occupation and the provision of goods, facilities, services and premises.

### **Making a Difference**

We have developed a policy with a clear vision to ensure fair and open access to services and employment. We recognise the need for continuous improvement and the following actions will enable us to do this:

### **Employment, Learning and Development**

We want to have a workforce that reflects the diverse communities of our city, performs well, is constantly learning, and is able to pursue career development through all levels of the council without discrimination. We will provide support through:

- employment policies that secure flexible and fair working practices
- school placements, mentoring, shadowing and supported trainee schemes
- employment initiatives to support disabled people
- a range of learning and development opportunities.

## **Stronger Communities**

To help us listen to the views of people in Leeds we have set up various community groups, where representatives from different communities can give their views and ask us to take action on various issues. These include:

- Area Management Committees
- The Citizen's Panel
- Youth Forum
- Equalities Assembly.

## **Service Delivery**

All Directorates provide annual plans for the services they provide. Equality and diversity issues are considered to ensure the needs of minority or disadvantaged groups are taken into account. We also monitor the take-up of services to find out if we are failing to meet the needs of some sections of the community.

We have set up various key equality services:

- Stop Hate UK — providing support for victims of hate crime
- Braille, tape and large print service
- Sign language interpreting service
- Corporate translation and interpretation service
- Leeds Inter-Agency Project — providing services for women experiencing domestic violence.

## **Safer Communities**

To help create an environment where all forms of hate crime and domestic violence are not tolerated, we are active partners in the development and delivery of:

- Leeds Hate Crime Strategy
- Leeds Domestic Violence Strategy.

## **Promotion of Equality and Diversity**

We want to create an environment where all people in Leeds are respected and valued. We will continue to raise the profile of equality and diversity through, for example:

- "About Leeds" magazine – distributed to all households and carries regular positive articles and promotes equality and diversity initiatives and campaigns
- Producing an annual overview of the council's achievements in relation to equality and diversity.

## **Measuring Progress**

How well we perform on the priorities and outcomes we have developed on equality and diversity will be monitored through the council's performance management framework.

We are all responsible and accountable for our behaviour and actions towards our colleagues, customers, partners, peers, members, communities, friends and family, and the

citizens of and visitors to the city. As such we all have a role to play in treating people with dignity and respect.

## Equality and Diversity Outcomes and Priorities 2008 - 2011

The equality and diversity outcomes and priorities were revised following the review of the Equality and Diversity Strategy 2006 – 2008, which included the involvement and consultation of a wide range of stakeholders and partners during 2007.

The identified priorities have been divided into five themed areas, as follows:

- employment, training and development
- safer and stronger communities
- service delivery
- stronger communities
- promotion of equality and diversity.

Generally, priorities within these themes are similar for all equality areas (race, disability, gender, sexual orientation, religion or belief and age). However there are some priorities that are specific to particular equality areas. These have been identified in the action plan.

All of these outcomes and priorities have been matched to ensure that they support the delivery of the Leeds Strategic Plan and Leeds Business Plan improvement priorities.

### 1. Employment, Learning and Development

Plan	Improvement priority
Leeds Strategic Plan	Enhance the skill level of the workforce to fulfil individual and economic potential
Leeds Business Plan	Ensure colleagues reflect the diversity of our communities

### Equality and Diversity Outcome

Our staff reflect the diverse communities of our city, perform well, are constantly learning, and are able to develop their careers through all levels of the council without discrimination.

### Equality Improvement Priorities

- Equality monitoring employment, training and development through development of the change to the Human Resource Management System:
  - Recruitment and selection: application, short listing and appointment
  - Voluntary leavers
  - Grievance and disciplinary
  - Attendance at training and development
  - Appraisals
- Development of an action plan to deliver employment targets presently linked to best value performance indicators:
  - Increase the representation of women in senior management positions

- Increase the representation of black and minority ethnic staff in senior management positions
  - Increase the representation of disabled staff in senior management positions
  - Increase the number of staff declaring they meet the Disability Discrimination Act as a percentage of the total workforce
  - Increase the number of black and minority ethnic employees as a percentage of the total workforce
- Addressing the requirements of the Single Status Agreement with respect to equal pay legislation — specifically relating to men and women
  - Developing and delivering improved equality and diversity training and development to provide a range of learning and development opportunities that challenge stereotypes and assumptions, promote equality, diversity and human rights and explore responsibility
  - Continue to undertake equality, diversity and community cohesion impact assessments of employment policies, guidance and human resources initiatives
  - Raising the profile of what harassment, discrimination and victimisation are
  - Continued support for staff groups.

## 2. Safer Communities

Plan	Improvement priority
Leeds Strategic Plan	Reduce bullying and harassment
Leeds Business Plan	Build trust with local communities to encourage greater engagement

### Equality and Diversity Outcome

Leeds is a city where hate crime and domestic violence is not tolerated.

### Equality Improvement Priorities

- Increase promotion of reporting hate crime issues and incidents
- Increase recording of hate crime issues and incidents
- Increase service responses to victims of hate crime issues and incidents
- Improve access to services for women experiencing domestic violence
- Improve access to services for children and young people witnessing and/or experiencing domestic violence

Reporting hate crime issues, incidents and bullying and taking action focuses on: race, disability, sexual orientation and in particular gay men, transgender/transsexual people and older people.

It is recognised that domestic violence occurs in same sex relationships, by women against men and by other family members. However, the majority of domestic violence incidents and the most serious and repeated acts are committed by men against women and children, and young people are often witnesses to domestic violence.



### 3. Service Delivery

Plan	Improvement priority
Leeds Strategic Plan	Develop extended services, using sites across the city, to improve support to children, families and communities
Leeds Business Plan	Ensure fair access to all our services

#### Equality and Diversity Outcome

Leeds City Council provides fair access to services which meet the needs of our diverse communities and individuals.

#### Equality and Diversity Priorities

- Equality and diversity is considered within the procurement and management of contracts where services have been, or are planned to be outsourced
- Providing accessible information in the promotion of services
- Improve access to local authority buildings open to the public
- Increase the number of equality, diversity and community cohesion impact assessments to identify and reduce or remove barriers to accessing services experienced by any particular groups
- Increase promotion of the barriers experienced by different equality groups/areas

Providing accessible information in the promotion of services is a priority particularly for: disabled people, young and older people, black and minority ethnic people and women.

Although positively impacting on everyone, improving access to local authority buildings is a specific priority for disabled people and there are key performance indicators in place.

### 4. Stronger Communities

Plan	Improvement priority
Leeds Strategic Plan	An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents
Leeds Business Plan	Increase involvement, engagement and participation of all our diverse communities

#### Equality and Diversity Outcome

Leeds is a city that values the contributions of all the people of Leeds and actively engages with all our diverse communities.

#### Equality and Diversity Priorities

- Develop effective participation, involvement and challenge mechanisms

- Increase promotion of participation, involvement and challenge mechanisms and associated activities
- Increase representative participation, involvement and challenge
- Increased involvement of users in improving services
- Increase local initiatives and events for all equality and diversity areas

With the exception of religion or belief representatives, all equality areas identified the same priorities for inclusive participation and involvement. Although often visible, men expressed concern that their needs and barriers to services, employment, training and development were often not considered.

## 5. Promotion of Equality and Diversity

Plan	Improvement priority
<b>Leeds Strategic Plan</b>	An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities
<b>Leeds Business Plan</b>	Embed equality and diversity throughout the organisation

### Equality and Diversity Outcome

Create an environment where all the people of Leeds are respected and valued.

### Equality and Diversity Priorities

- Raise the profile of the positive impact of equality and diversity in service delivery, employment, training and development and partnership work
- Improve links on the council's website to organisations where people can obtain additional advice and/or support
- Increase the use of positive role models in service delivery, employment, training and development and partnership work
- Increase the promotion of local, national and international equality and diversity initiatives and events

As with the stronger communities priorities, all equality areas (race, disability, gender, sexual orientation, religion or belief and age) identified the same priorities.

## **Equality and Diversity Action Plan**

The Equality and Diversity Action Plan sets out the activities we will undertake over the next 3 years to meet our legal duties.

In putting together this plan it should be noted that:

- actions that cover all equality areas (race, disability, gender, age, sexual orientation and religion or belief) are listed once to avoid duplication. Those actions that are for specific equality areas are identified separately
- the dates for completing all actions have been referenced as:
  - Year 1
  - Year 2
  - Year 3
- the action plan is a working and developing document and will be reviewed and updated regularly in line with the 6-month performance reports.

## Equality Legislation

There is a raft of legislation which covers equality and diversity. This is encompassed within:

- Children's Act 2004
- Civil Partnership Act 2004
- Disability Discrimination Act 1995 and 2005
- Employment Equality (Sexual Orientation) Regulation 2003
- Employment Equality (Religion and Belief) Regulation 2003
- Employment Equality (Age) Regulation 2006
- Equal Pay Act 1970
- Equality Act 2006
- Gender Recognition Act 2004
- Race Relations Act 1976 and the Race Relations (Amendment) Act 2000
- Sex Discrimination Act 1975 and the Sex Discrimination (Amendment) Act 2006.

The following gives a brief overview of the requirements against each of the equality areas.

### Race

The Race Relations (Amendment) Act 2000 was introduced following the Stephen Lawrence Inquiry, and extended the scope of the Race Relations Act 1976. It introduced a new general positive duty upon specified public bodies including local authorities to promote race equality. The general duty is to have due regard to the need to:

- eliminate unlawful racial discrimination
- promote equality of opportunity and good race relations between persons of different racial groups.

Specific duties were also placed on certain public authorities to help them meet the general duty, and include:

- having a race equality scheme with an annual report each year
- assessing which functions and policies are relevant to the general duty
- monitoring the negative effect of policies and services
- assessing and consulting on policies and proposals for adoption
- publishing the results of any assessments, consultation and monitoring
- making sure that the public has access to information and services
- training and briefing staff.

### Disability

The Disability Discrimination Act 2005 introduced the Disability Equality Duty which came into force in December 2006. The general duty applies to all public authorities, plus additional specific duties to support the majority of public authorities in achieving the outcomes required by the general duty.

The general duty for disability includes:

- promote equality of opportunity for disabled people
- eliminate discrimination
- eliminate harassment.

The specific duties which have been established to support progress in delivering the general duty are, in brief, to:

- publish a disability equality scheme
- involve disabled people in its production
- report on progress
- review and revise the scheme every 3 years
- promote equality of opportunity between disabled people and other people
- eliminate discrimination that is unlawful under the Disability Discrimination Act
- eliminate harassment of disabled people that is related to their disability
- promote positive attitudes towards disabled people
- encourage participation by disabled people in public life
- take steps to meet disabled peoples' needs, even if this requires more favourable treatment.

## **Gender**

The Gender Equality Duty came into force on 6 April 2007.

A public body in carrying out its functions must have due regard to the need to:

- eliminate unlawful discrimination and harassment on the grounds of sex
- promote equality of opportunity between women and men.

The specific duties which have been established to support progress in delivering the general duty are, in brief to:

- prepare and publish a gender equality scheme, showing how it will meet its general and specific duties and setting out our gender equality objectives
- (in formulating its overall objectives) consider the need to include objectives to address the cause of any gender pay gap
- gather and use information on how the public authority's policies and practices affect gender equality in the workforce and in the delivery of services
- consult stakeholders (i.e. employees, service users and others, including trade unions) and to take account of relevant information in order to determine its gender equality objectives
- assess the impact of its current and proposed policies and practices on gender equality
- implement the actions set out in its scheme within three years, unless it is unreasonable or impracticable to do so
- report against the scheme every year and review the scheme at least every 3 years.

Public authorities will also need to look at how their employment policies affect transgender/transsexual men and women.

## **Sexual Orientation**

From 1 December 2003, when the Employment Equality (Sexual Orientation) Regulations came into force, it became unlawful to discriminate against workers on the grounds of sexual orientation. The regulations also cover providers of vocational training.

The Equality Act extends the regulations to cover the provision of goods, facilities and services. The sexual orientation provisions came into force on 30 April 2007.

The regulations prohibit discrimination on the basis of:

- a person's actual sexual orientation
- the sexual orientation he or she is thought to have
- the sexual orientation of someone with whom he or she is associated.

## **Religion or Belief**

From 2 December 2003, when the Employment Equality (Religion or Belief) Regulations came into force, it became unlawful to discriminate against workers on the grounds of religion or similar belief system. Again, the regulations also apply to providers of vocational training.

The Equality Act extends the regulations to cover the provision of goods, facilities and services. The religion and belief provisions came into effect on 30 April 2007.

The regulation prohibits discrimination on the basis of:

- a person's actual religion or belief
- a religion or belief they are thought to have
- the religion or belief of someone else with whom they are associated (for instance, a friend or member of his or her family).

They also prohibit discrimination against a person on the grounds that he or she does not follow a religion or belief system.

This protects people from being discriminated against because, for example, they:

- hold a particular religion
- are married to a person of a particular religion
- appear to be of a particular religion because of the way they dress
- are not a follower of a particular religion.

## **Age**

From 1 October 2006 the Employment Equality (Age) Regulations made it unlawful to discriminate against workers, employees, job seekers and trainees because of their age.

These regulations apply to all employers, private and public sector vocational training providers, trade unions, professional organisations, employers organisations and trustees and managers of occupational pension schemes.

The regulations make it unlawful in relation to employment to:

- discriminate directly against anyone – that is, to treat them less favourably than others because of their age – unless the treatment can be objectively justified
- discriminate indirectly against anyone – that is to apply a criterion, provision or practice which disadvantages people of a particular age, unless it can be objectively justified
- subject someone to harassment because of their age
- victimise someone because they have made or intend to give evidence in relation to a complaint of discrimination on the grounds of age
- discriminate against someone, in certain circumstances, after the working relationship has ended.

Upper age limits on unfair dismissal and redundancy have been removed. There is a national default retirement age of 65, making compulsory retirement below 65 unlawful unless objectively justified.

Employees have the right to request to work beyond 65 or any other retirement age set by the employer. The employer has a duty to consider such requests.

**Key Equality, Diversity and Community Cohesion Impact Assessments to be Undertaken 2008 – 11**

<b>Policy, plan, function</b>	<b>Responsibility</b>
Drugs and Alcohol Policy	Corporate HR Service
Dignity at Work	Corporate HR Service
JNC Disciplinary	Corporate HR Service
Home Working	Corporate HR Service
Fixed Term Contracts	Corporate HR Service
Early Leavers Initiative	Corporate HR Service
One Stop Centres (all 15)	Customer Services
The Contact Centre	Customer Services
Welfare Rights and surgery sites	Customer Services
CITU offices	Customer Services
Taxi and Private Hire*	Legal and Democratic
Entertainment Licensing*	Legal and Democratic
Electoral Services*	Legal and Democratic
Registrars*	Legal and Democratic
Local Land Charges*	Legal and Democratic
St George House Reception*	Legal and Democratic
Chief Executive's Office	Executive Support
Communications Team (consultation and media)	Executive Support
Director of Children's Services Unit Reception	Children's Services
14 – 19 Strategy and Implementation Plan	Education Leeds
Strategic Plans	Education Leeds
Extended Services Core Offer Plans	Education Leeds
Review of new policies	Education Leeds
New transformational strategies	Education Leeds
Human Resources	Education Leeds
Leadership development and governance	Education Leeds
People Development Strategy and the Quality Framework	Education Leeds
Learning Environments: Building Schools for the Future Developments	Education Leeds



Leeds Inclusive Learning Strategy	Education Leeds
School Improvement Strategy	Education Leeds
New Year's Eve	City Development
Breeze International Youth Festival	City Development
Use of the self-service facility that enables customers to take out and return books without queuing for counter service.	City Development
Capital schemes, including the refurbishment of libraries, which will allow opportunities to improve sites to deliver better service to communities.	City Development
Provision of parking bays for disabled people	City Development
Highways Asset Management Plan which looks at how the City's roads, pavements and footpaths are going to be treated.	City Development
LIAP — Communication	Environments and Neighbourhoods
Regeneration: Aire Valley — Risk	Environments and Neighbourhoods
Regeneration: EASAL Project — Resources	Environments and Neighbourhoods
Housing Needs: Care Ring Service	Environments and Neighbourhoods
Environmental Health: Out of Hours	Environments and Neighbourhoods
Environmental Health: Adaptations	Environments and Neighbourhoods
Housing Needs: Choice-based Lettings Service	Environments and Neighbourhoods
Piloting of the Budget Holding Lead Professional arrangements for looked after children	Children and Young People Social Care
Access to Services	Children and Young People Social Care
Improving the quality of assessment and care management (11)	Children and Young People Social Care
Reconfiguration of disability services	Children and Young People Social Care
Transitions	Children and Young People Social Care
Continuing Health Care	Children and Young People Social Care
Participation (3)	Children and Young People Social Care
Review of placements (and related decision making) (8, 10)	Children and Young People Social Care
Contact	Children and Young People Social Care
Direct Payments	Children and Young People Social Care
CART	Children and Young People Social Care
Redesign of day services function, development of specialist services and access to universal service	Adult Social Care
Redesign intermediate tier services function, development of	Adult Social Care

specialist services and access to universal service	
Ensure links to non ILP properties are maintained and impact on day services is considered	Adult Social Care
Prepare 'whole' service plan incorporating service priorities and responsibilities for delivery	Adult Social Care
Collaborative working and new service delivery models	Adult Social Care
Review opportunities for closer working with other organisations including health, voluntary and independent sector	Adult Social Care
Provision of hostel in line with independent living requirements	Adult Social Care
Review of current systems for supporting people from childhood into adults	Adult Social Care

**Key Issues from Focus Groups**

The following provides an overview of the information gained from the different equality communities via focus groups and questionnaires:

**Concerns for Age**

- There is a need to understand about welfare rights, benefits and funding streams available
- There is very little provision for older people in the city centre particularly at weekends
- Access can be an issue due to poor lighting and stairs
- Access to transport is a concern
- More outreach work would ensure more involvement in decision making
- People need to have feedback and see the results of involvement
- Would appreciate more ongoing engagement from councillors
- Insufficient facilities and work done with young people
- Lack of respect for young people from older people
- The complaints procedure should be widely promoted
- Leeds City Council staff need a better awareness of the issues of older and younger people
- Contracted out services, particularly in the case of Adult Social Care, has reduced decreased the quality of the service, and there is a general lack of respect for the elderly
- Barriers to employment as a result of age-related stereotypes or recruitment methods which target younger people

**Priorities for Age**

- Information and communication
- Challenge stereotyping
- Role models for younger people
- Safe public transport for children
- Integration for children
- Involvement in decision making
- Improving services delivered through contractors

**Concerns for Black and Minority Ethnic**

- Information and communication need to be more accessible
- Lack of awareness of different communities by staff and councillors
- Stereotyping
- Negative media and press
- There needs to be an infrastructure support for local community groups
- Employment opportunities are not open
- Equality monitoring would benefit from being more detailed
- There needs to be more real involvement
- There is a lack of trust in the complaints procedure

- Contracted out services, particularly in the case of Social Care, do not understand the needs of black and minority ethnic communities

### **Priorities for Black and Minority Ethnic**

- Increase staff awareness of different communities, using local trainers/people
- Prioritise service-specific issues where these are identified
- Involvement in decision making
- Challenge stereotyping, by both staff and councillors
- Reduce employment barriers, and increase employment for black and minority ethnic community
- Raise awareness of how to challenge the system

### **Concerns for Disability**

- There is a need for a genuinely disabled representative body
- There is a need to recognise the work of voluntary organisations
- Lifetime homes should remain so even when a disabled person has vacated the property
- Middle managers do not have sufficient understanding of disability issues
- Access to transport is a concern
- Access to shops
- Access to meetings – these need to start after 10.30am
- More real involvement
- Needs to be more flexibility in system – people taken into hospital should have library fines disregarded
- Wheelie bins and cars on pavements
- Overgrown hedges and unstable pavements
- Street lighting
- Services for deaf people are limited and not accessible
- There are problems with outsourcing home care
- Useful to have a councillor as a disability champion

### **Priorities for Disability**

- All decisions need to be impact assessed, and leaders be accountable
- Increase managers' awareness of different communities, using local trainers/people
- Change the culture of the council
- Respite facilities
- Reduce employment barriers, and increase employment for disabled community
- Eligibility criteria within Adult Social Care
- Maintenance of paths
- Access to buildings
- Be positive about disabled people

### **Concerns for Gender**

- Transgender should be linked to gender not lesbian, gay and bisexual
- Increase staff and managers' awareness of gender issues
- Contracted out services do not understand the needs of different communities

- Stereotyping
- Harassment and hate crime
- Information and communication
- Employment barriers

### **Priorities for Gender**

- Increase staff awareness of different communities
- Services to be gender specific where needed e.g. domestic violence
- Multi-agency approach to hate crime
- Challenge stereotyping, by both staff and councillors
- Include transgender on equality monitoring forms

### **Concerns for Lesbian, Gay and Bisexual**

- Stereotyping
- Increase staff and managers' awareness of gender issues
- Negative media portrayal
- Procurement needs to take account of needs of lesbian, gay and bisexual community
- Lesbian, gay and bisexual couples wanting to adopt are treated differently than heterosexual couples
- Homophobic bullying in schools
- Residential housing for older lesbian, gay and bisexual couples

### **Priorities for Lesbian, Gay and Bisexual**

- Increase staff awareness of different communities
- Hate crime and homophobic bullying
- Improving services delivered through contractors
- Impact assess service
- Reduce stereotyping
- Undertake sexuality monitoring
- Provide links on website to support organisations

### **Concerns for Religion and Belief**

- Need for more equal funding for different religious groups and associated events
- Hold multi- and cross-cultural events in the community
- Information and communication via religious buildings and community groups
- Need to provide feedback
- Stereotyping
- Need to be positive about different religious festivals

### **Priorities for Religion and Belief**

- Need to promote basic human rights
- Take information out to religious buildings and community groups
- Recognise that 25% of people in Leeds state they have no religion
- Provide feedback

## Equality Monitoring of Involvement in the Review

In implementing the review the Equality Team involved representatives from all its stakeholders. The initial involvement took the form of individual discussions, focus groups and questionnaires. Once the responses had been analysed these were fed back to the original participants.

In all, 7 focus groups were held (2 for disabled people) and a total of 103 people attended. The equality monitoring breakdown is:

Age	16
Black and minority ethnic	16
Disabled	32
Gender	10
Sexual orientation	10
Religion or belief	19

In addition 61 questionnaires were completed and equality monitoring information was provided for 32. This showed

Disabled	11
Black and minority ethnic	6
Lesbian, gay and bisexual	2
Over 50	8
Under 25	0

Further information about the involvement in the review is in the 'Equality and Diversity Strategy Review: Analysis of Outcomes and Involvement' which is available on our website at [www.leeds.gov.uk/equality](http://www.leeds.gov.uk/equality).



**Equality and Diversity Scheme  
April 2008 to March 2011  
Action Plan**

## Employment, training and development

**Equality and Diversity Outcome: Our staff reflect the diverse communities of our city, perform well, are constantly learning and are able to develop their careers through all levels of the council without discrimination.**

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
We have dignity at work and fair employment practices	Complete timetable for future annual equality impact assessments  Complete equality impact assessments as part of the review process for employment policies, guidance and Human Resource initiatives	<b>Year 1</b> Target number completed  <b>Year 2</b> Target number completed  <b>Year 3</b> Target number completed	March 2009  March 2010  March 2011	Human Resources Service	All
Opportunities and possible discrimination are effectively identified through employee data analysis	Improve the quantity and quality of all Human Resources statistical reports on employee equality monitoring	<b>Year 1</b> All employee equality data on the Human Resources Management System is up to date and includes all equality areas.  <b>Year 2</b> All analysis of data includes all equality areas  <b>Year 3</b> All analysis of data includes all equality areas	March 2009  March 2010  March 2011	Business Support Centre	All
We have effective measures in place to address	Complete review of grievance and disciplinary policies Develop publicity and briefings	<b>Year 1</b> Review completed and baseline data to be gathered	March 2009	Human Resources Service	All



Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
harassment, bullying, discrimination and victimisation	<p>about harassment, bullying, discrimination and victimisation</p> <p>Develop a campaign of zero tolerance of all forms of bullying</p>	<p><b>Year 2</b> Achieved set targets</p> <p>Reduction in staff experiencing unfair discrimination, harassment and bullying from baseline of 16% (Staff survey 2009/10 March 2009)</p> <p><b>Year 3</b> Achieved set targets</p> <p>Reduction in staff experiencing unfair discrimination, harassment and bullying from results in March 2009 Staff Survey (Staff survey 2010/11 September 2010)</p>	<p>March 2010</p> <p>March 2011</p>		
Increased rating on the Stonewall Workplace Equality Index	Continued work to identify areas for improvement via Diversity Champions Scheme and internal staff groups	<p><b>Year 1</b> Increased score and position maintained in top 100 UK organisations</p> <p><b>Year 2</b> Increased score and position maintained in top 100 UK organisations</p>	<p>March 2009</p> <p>March 2010</p>	Equality Team	Sexual Orientation

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<b>Year 3</b> Increased score and position maintained in top 100 UK organisations	March 2011		
All new staff are aware of equality, diversity, cohesion and integration policies and schemes	Develop a consistent equality, diversity, cohesion and integration element for inclusion in induction processes	<b>Year 1</b> Promotional material developed and rolled out across the council <b>Year 2</b> Promotional material included within 100% of all inductions <b>Year 3</b> Target achieved	March 2009 March 2010 March 2011	Equality Team and all Directorates	All
We have fair and equal access to learning and development opportunities	Develop and implement systems to effectively monitor attendees of learning and development courses across all six equality areas	<b>Year 1</b> Effective monitoring and analysis systems developed <b>Year 2</b> Baseline data and targets for improvement set <b>Year 3</b> Targets achieved	March 2009 March 2010 March 2011	Human Resources Service	All
We have increased learning and development opportunities to ensure improved staff awareness of	Consult on and finalise the Equality and Diversity Learning and Development Plan Source expertise for specific equality issues	<b>Year 1</b> Equality and Diversity Learning and Development Plan is launched <b>Year 2</b> Experts have been sourced and a list is available	March 2009 March 2010	Human Resources Service and Equality Team	All

<b>Outcomes</b>	<b>Action</b>	<b>Success measures</b>	<b>Target date</b>	<b>Who is responsible</b>	<b>Equality areas</b>
roles and responsibilities	Continue to deliver training programmes to improve the ability of managers to deal with equality issues and deliver this training to managers	<b>Year 3</b> Managers throughout the Directorates have attended the training	March 2011		
Assessed value of jobs within the scope of the National Joint Council for Local Government Services	Job evaluation to be completed for phase 2	<b>Year 1</b> Each job has been assigned a score	March 2009	Human Resources Service	All
New pay and grading structure in place	Implement revised pay and grading structure for phase 1 Implement revised pay and grading structure for phase 2	<b>Year 1</b> All employees to have had their pay and grading amended under the revised pay and grading structure	March 2009	Human Resources Service	All
Successful introduction of the Enabling Success Programme	Introduce a training and work placement programme for identified target groups	<b>Year 1</b> Enabling Success Programme introduced <b>Year 2</b> Number of trainees on the programme <b>Year 3</b> Number of trainees on the programme	March 2009 March 2010 March 2011	Human Resources Service and Jobs and Skills	All

<b>Outcomes</b>	<b>Action</b>	<b>Success measures</b>	<b>Target date</b>	<b>Who is responsible</b>	<b>Equality areas</b>
Our workforce reflects the diversity of our communities at all levels	<p>Develop Performance Management Framework to monitor performance indicators on a quarterly basis.</p> <p>Implement the 3 year plan to improve the council's position as an employer of Disabled People</p> <p>Provide greater consistency of all positive action measures and initiatives across the council</p> <p>Roll out job evaluation and equal pay scheme</p> <p>Embed workforce planning into service planning</p>	<p><b>Year 1</b>            BV11a 39%            BV11b 6.25%            BV11c 4.2%            BV16a 3.6%            BV17a 8.0%</p> <p><b>Year 2</b>            BV11a 40%            BV11b 6.5%            BV11c 4.4%            BV16a 3.7%            BV17a 8.5%</p> <p><b>Year 3</b>            BV11a 41%            BV11b 6.75%            BV11c 4.6%            BV16a 3.8%            BV17a 9.0%</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Human Resources Service	Gender Disability BME
<b>BVPI</b>	<b>Description</b>				
BV11a	Increase the representation of women in senior management positions				
BV11b	Increase the representation of black and minority ethnic staff in senior management positions				
BV11c	Increase the representation of disabled staff in senior management positions				
BV16a	Increase the number of staff declaring they meet the Disability Discrimination Act as a percentage of the total workforce				
BV17a	Increase the number of black and minority ethnic employees as a percentage of the total workforce				

## Safer Communities

**Equality and Diversity Outcome: Leeds is a city where hate crime and domestic violence is not tolerated**

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
Increased number of hate crime issues and incidents reported	Raise the profile of how hate crime issues and incidents can be reported to increase confidence in reporting	Year on year increase in promotional activities around hate crime issues, incidents and reporting  <b>Year 1</b> Set baseline and targets for years 2 and 3  <b>Year 2</b> Target achieved  <b>Year 3</b> Target achieved	March 2009  March 2010  March 2011	Community Safety	All
Improved service responses to victims of hate incidents	Create a new reporting system to increase the quality and quantity of community intelligence reports, including hate crime and co-ordinated and tracked interventions  Map current service provision across the city to identify gaps Undertake training needs analysis to identify needs regarding hate crime for all relevant staff	<b>Year 1</b> Develop a robust measure and set targets  <b>Year 2</b> Achieve target  <b>Year 3</b> Achieve target	March 2009  March 2010  March 2011	Community Safety	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
Improved city-wide, consistent response to women, children and young people experiencing domestic violence	200 key services to engage with Leeds Inter-agency Project and the Leeds Domestic Violence Strategy to achieve level 1 of the Leeds Domestic Violence Responses Minimum Standard Quality Mark	<b>Year 3</b> Achieve target  Year on year increase in number of services achieving level 1  <b>Year 1</b> 15% <b>Year 2</b> 20% <b>Year 3</b> 25%	March 2011   March 2009 March 2010 March 2011	Leeds Inter-agency Project	Gender

## Service Delivery

**Equality and Diversity Outcome: Leeds City Council provides fair access to services which meet the needs of our diverse communities and individuals**

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
All organisations commissioned to deliver services meet the duties within relevant equality legislation	Develop and roll out equality assurance and impact assessments within procurement	<b>Year 1</b> Successful completion of pilot and implementation of pilot recommendations <b>Year 2</b> Set baseline and target for year 3 <b>Year 3</b> Achieved target	March 2009  March 2010 March 2011	Corporate Procurement Unit	All
Our staff have the skills, understanding and confidence they need to ensure that through procurement arrangements organisations we commission to deliver our services meet duties within relevant equality legislation	Develop and deliver training programme for all procurement staff to ensure they know, understand and implement our equalities duties in awarding contracts for functions, goods and services  20% sample of equality assurance/impact assessments	<b>Year 1</b> Training package and delivery programme developed <b>Year 2</b> Number of staff attending <b>Year 3</b> Number of staff attending <b>Year 1</b> Number meeting minimum standards <b>Year 2</b> Number meeting	March 2009  March 2010 March 2011 March 2009 March 2010	Corporate Procurement Unit	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<p>minimum standards</p> <p><b>Year 3</b> Number meeting minimum standards</p>	March 2011		
<p>All information to promote services is provided in accessible formats</p>	<p>Translate guidance issued by Government and implement across the council</p> <p>Communicate the best practice guide to all staff</p> <p>Develop/revise policy relating to Braille/large print/tape in light of the service moving to the voluntary sector</p> <p>Identify improvements needed to make information, communication and technology systems more accessible and have procedures in place to meet accessibility standards</p>	<p><b>Year 1</b> Analysis of historic data by equality areas to identify further actions</p> <p><b>Year 2</b> Improved communication tools to meet identified needs</p> <p><b>Year 3</b> Improved communication tools to meet identified needs</p> <p><b>Year 1</b> Complete testing of new software</p> <p><b>Year 2</b> Directorates /Services to review/evaluate the accessibility of key information, communication and technology systems</p> <p><b>Year 3</b> Roll out</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p> <p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	<p>Planning, Policy and Improvement Services and all Directorates</p> <p>Corporate information, communication and technology</p>	<p>Disability</p> <p>Black Minority Ethnic</p>



Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
Our buildings open to the public are accessible	Identify and reduce or remove barriers that prevent access to local authority buildings	new/updated information, communication and technology systems/software <b>Year 1</b> Develop a robust measure <b>Year 2</b> Achieve target <b>Year 3</b> Achieve target	March 2009 March 2010 March 2011	City Development and Resources	Disability
All services are accessible for all our citizens	Carry out impact assessments to identify and reduce or remove barriers to services and publish the results	Year on year increase of published impact assessment summaries on the council website <b>Year 1</b> Set baseline data. <b>Year 2</b> To be set once baseline determined <b>Year 3</b> To be set once baseline determined	March 2009 March 2010 March 2011	All Directorates	All
We have a clearer understanding of barriers faced by	Develop mechanisms within the council to identify barriers and share good practice of removing or reducing	<b>Year 1</b> Established effective communication and information sharing	March 2009	Equality Team	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
specific groups of our citizens	barriers identified	programme <b>Year 2</b> Programme rolled out across Directorates <b>Year 3</b> Evaluation and review completed	March 2010  March 2011		
Our customers receive excellent services, which are efficient and effective at meeting their needs	Carry out equality monitoring to include all equality groups/areas to identify gaps and trends and develop appropriate actions	<b>Year 1</b> Evidence of outcomes <b>Year 2</b> Evidence of outcomes <b>Year 3</b> Evidence of outcomes	March 2009  March 2010  March 2011	All Directorates	All

**Service-specific equality and diversity outcomes and actions**

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
<p>We have stakeholder and community engagement partnership e.g. the Leeds Local Involvement Network (LINK) and organisational effectiveness</p>	<p>Award contract to a host organisation for LINK</p> <p>With partners, review existing arrangements for consultation and engagement in health and social care</p> <p>Strategy development on Integrated Health and Social Care engagement activity with one council strategy.</p>	<p>National Indicator 136 (People supported to live independently)</p> <p>National Indicator 119 (Self-reported measures of people's overall health and well being)</p> <p>National Indicator 139 (The extent to which older people receive the support they need to live independently at home)</p> <p>National Indicator 140 (Fair treatment by local services)</p> <p><b>Year 1</b> Achieve targets of National Indicators</p> <p><b>Year 2</b> Achieve targets of National Indicators</p> <p><b>Year 3</b> Achieve targets of National Indicators</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	<p>Adult Social Care</p>	<p>Disability</p>

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
Develop service planning for the learning disability service	<p>Prepare "whole service plan" incorporating service priorities and responsibilities for delivery</p> <p>Identify links to and roles of external organisations</p> <p>Agree monitoring and reporting arrangements including financial and performance indicators</p> <p>Stakeholder engaged in preparing service plan</p>	<p>National Indicator 136 (People supported to live independently)</p> <p>National Indicator 140 (Fair treatment by local Services)</p> <p><b>Year 1</b> Achieve targets of National Indicators</p> <p><b>Year 2</b> Achieve targets of National Indicators</p> <p><b>Year 3</b> Achieve targets of National Indicators</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Adult Social Care	Disability
We have a stimulated market to enable the creation and sustainability of socially enterprising organisations	Continue the programme of strategic engagement with providers in the city and elsewhere to explore and develop the potential of socially enterprising organisations to respond to the care and support needs of adults	<p>National Indicator 136 (People supported to live independently)</p> <p>National Indicator 130 (Direct Payments and Individual Budgets)</p> <p><b>Year 1</b> Achieve targets of National Indicators</p> <p><b>Year 2</b> Achieve targets of National Indicators</p>	<p>March 2009</p> <p>March 2010</p>	Adult Social Care	Disability

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<b>Year 3</b> Achieve targets of National Indicators	March 2011		
Delivery of personalisation agenda (self-directed services)	Develop detailed project plan	National Indicator 130 (Social Care clients receiving self-directed support)		Adult Social Care	Disability
		<b>Year 1</b> Achieve targets of National Indicators	March 2009		
		<b>Year 2</b> Achieve targets of National Indicators	March 2010		
		<b>Year 3</b> Achieve targets of National Indicators	March 2011		
Self-directed support is successfully promoted	Align the self-directed support with other project work	National Indicator 130 (Social care clients receiving self-directed support)		Adult Social Care	Disability
		<b>Year 1</b> Achieve targets of National Indicators	March 2009		
		<b>Year 2</b> Achieve targets of National Indicators	March 2010		
		<b>Year 3</b> Achieve targets of National Indicators	March 2011		

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
We have successfully delivered "Valuing People Now"	<p>Prepare the council wide plan to deliver "Valuing People Now"</p> <p>Agree links to partner organisations</p> <p>Establish steering group including monitoring and reporting arrangements</p>	<p>of National Indicators</p> <p>National Indicator 130 (Social Care clients receiving self-directed support)</p> <p>National Indicator 145 (Adult with learning disabilities in settled accommodation)</p> <p>National Indicator 146 (Adult with learning disabilities in employment)</p> <p><b>Year 1</b> Achieve targets of National Indicators</p> <p><b>Year 2</b> Achieve targets of National Indicators</p> <p><b>Year 3</b> Achieve targets of National Indicators</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Adult Social Care	Disability
We have an effective Joint Loans and Equipment Service	<p>Consideration of retail model for the delivery of this service</p> <p>Consideration of options in line with</p>	National Indicator 130 (Social Care clients receiving self-directed support)		Adult Social Care	Disability

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
	emerging government guidance	National Indicator 133 (Timeliness of Social Care package) <b>Year 1</b> Achieve targets of National Indicators <b>Year 2</b> Achieve targets of National Indicators <b>Year 3</b> Achieve targets of National Indicators	March 2009 March 2010 March 2011		
We have an efficient and effective Aids and Adaptations Service	Business Process Re-engineering Team to undertake a review of Aids and Adaptations Policy	<b>Year 1</b> Review completed and improvements identified <b>Year 2</b> Service improvement targets achieved <b>Year 3</b> Service improvement targets achieved	March 2009 March 2010 March 2011	Adult Social Care	Disability
Our pathways and roads are stable and maintained	Highways Services to undertake consultation with the public regarding the development of the Highways Asset Management Plan	<b>Year 1</b> Consultation completed and improvements identified	March 2009	City Development	Disability

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
	Highways Services to undertake an equality impact assessment of the Highways Asset Management Plan	<p>Equality Impact Assessment Completed</p> <p><b>Year 2</b> Identified improvements implemented</p> <p><b>Year 3</b> To be set</p>	<p>March 2010</p> <p>March 2011</p>		
We have a reduced number of overgrown hedges blocking pavements	<p>To continue with rolling programme of maintenance for all hedges in the council's direct control</p> <p>Investigate and take necessary action when overgrown hedges are reported</p>	<p><b>Year 1</b> Baseline data on number of complaints and set targets for improvements</p> <p><b>Year 2</b> Target achieved</p> <p><b>Year 3</b> Target achieved</p> <p><b>Year 1</b> Percentage increase in requests for services relating to overgrown hedges investigated and resolved</p> <p><b>Year 2</b> Percentage increase in requests for services relating to</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p> <p>March 2009</p> <p>March 2010</p>	Environment and Neighbourhoods	Disability



Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<p>overgrown hedges investigated and resolved</p> <p><b>Year 3</b> Percentage increase in requests for services relating to overgrown hedges investigated and resolved</p>	March 2011		
We have a Street Design Guide	Produce an up-to-date Street Design Guide incorporating Manual for Streets and government guidance on shared surfaces	<b>Year 1</b> Design Guide produced	March 2009	City Development	Disability
Improved Adult Literacy	<p>Complete implementation of revised Jobs and Skills Delivery Model</p> <p>Develop a new programme of support under English for Speakers of Other Languages for engagement with migrant workers</p> <p>Relocate Jobs and Skills and Adult Community Learning to Technorth to include improved links and communication in the delivery of</p>	<p><b>Year 1</b> Implementation of revised Jobs and Skills delivery model completed</p> <p>New programme of support developed</p> <p>Relocation completed</p>	March 2009	Environment and Neighbourhoods	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
	Family Language, Literacy and Numeracy programmes Develop Family Language, Literacy and Numeracy programmes within the community	Literacy and Numeracy programmes implemented within the community			
We have lifetime homes for disabled people	Develop the Disabled People's Housing Strategy Develop action plan which includes a target that all new housing developed in the city will conform to the Lifetime Homes standard.	<b>Year 2</b> All new housing developed in the city conforms to the Lifetime Homes standard	March 2010	Environment and Neighbourhoods	Disability
Choice-Based Letting priority system is accessible for disabled people	Develop the Disabled People's Housing Strategy Action plan developed which includes a target that the council will develop a Disabled People's Housing Register that will be subset of the overall Housing Register	<b>Year 2</b> Disabled Person's Housing Strategy developed	March 2010	Environment and Neighbourhoods	Disability
People under 18 who are allocated an independent tenancy have a support package in	Continue to fulfil our legal obligation to ensure that each young person under 18 has an appointed trustee	<b>Year 1</b> Young parent tenancies are managed successfully <b>Year 2</b> Young parent	March 2009 March 2010	Environment and Neighbourhoods	Age

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
place		tenancies are managed successfully <b>Year 3</b> Young parent tenancies are managed successfully	March 2011		
Sport and physical activity accessible to all	Leeds Active to work towards Sport England's Equality Standard for Sport	<b>Year 1</b> Preliminary and foundation stage achieved <b>Year 2</b> Achieved target level <b>Year 3</b> Achieved target level	March 2009  March 2010 March 2011	Board of Trustees for Leeds Active	All
All sports facilities have achieved appropriate standard of quality and customer care	Continue to retain the Quest accreditation 1 for sites which have already been awarded it Attain the Quest accreditation for new sites	Local Key Indicator - SC19 (Number of sports facility types with a specified quality assured standard) <b>Year 1</b> Achieved target <b>Year 2</b> Achieved target <b>Year 3</b> Achieved target	March 2009 March 2010 March 2011	City Development	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
We have more attractive community parks	Continue to implement the Parks Renaissance Programme	<p>Local Key Indicator - G1/CP-PC50/EM38 – The percentage of parks and countryside sites assessed internally that meet the Green Flag criteria</p> <p><b>Year 1</b> 19% of sites assessed</p> <p><b>Year 2</b> Percentage increase in number of sites assessed</p> <p><b>Year 3</b> Percentage increase in number of sites assessed</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	City Development	All

## Stronger Communities

**Equality and Diversity Outcome: Leeds is a city that values the contributions of all the people of Leeds and actively engages with all our diverse communities**

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
<p>People from the different equality groups are more effectively involved in policy development, challenge mechanisms and developing future priorities</p>	<p>Establish the Equalities Assembly</p>	<p><b>Year 1</b> Governance arrangements established</p> <p><b>Year 2</b> Planned programme of involvement activities regarding equality issues</p> <p><b>Year 3</b> Completed review and evaluation</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	<p>Equality Team</p>	<p>All</p>
	<p>Directorates and services to review how they work with external stakeholders and other specific groups</p>	<p><b>Year 1</b> Completion of review and evaluation of existing external consultation/participation and involvement.</p> <p><b>Year 2</b> Effective and representative consultation/participation and involvement</p>	<p>March 2009</p> <p>March 2010</p>	<p>All Directorates</p>	

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<p><b>Year 3</b> Successful involvement in policy development, challenge mechanisms and developing priorities.</p> <p>National Indicator 3 (Civic participation in the local area)</p> <p>National Indicator 4 (Percentage of people who feel they can influence decisions in their locality)</p> <p><b>Year 1</b> Baseline data from Place Survey</p> <p><b>Year 2</b> Evaluation of baseline data used to inform planned programme of action</p> <p><b>Year 3</b> Improved results from Place Survey</p>	<p>March 2011</p> <p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	<p>Equality Team and all Directorates</p>	
Carers are more effectively involved	Develop a Carer's hub as part of the Equalities Assembly with effective	<b>Year 1</b> Established governance	March 2009	Equality Team	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
in policy development, challenge mechanisms and developing future priorities	involvement and participation	arrangements <b>Year 2</b> Planned programme of involvement activities regarding equality issues <b>Year 3</b> Complete review and evaluation	March 2010  March 2011		
An increased level of citizens participating and being involved in policy development, challenge mechanisms and developing future priorities.	Promote all external consultation/participation and involvement groups	Year-on-year increase in attendance at Equalities Assembly and outcomes from planned programme of activities <b>Year 1</b> Set baseline and targets for years 2 and 3 <b>Year 2</b> Target achieved <b>Year 3</b> Target achieved National Indicator 4 (Percentage of people who feel they can influence decisions in their locality) <b>Year 1</b> Baseline data	March 2009 March 2010 March 2011	Equality Team and all Directorates	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<p>from Place Survey</p> <p><b>Year 2</b> Evaluation of baseline data used to inform planned programme of action</p> <p><b>Year 3</b> Improved results from Place Survey</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>		
Cohesive, integrated and stronger communities	A range of local initiatives and events for all equality areas	<p><b>Year 1</b> Number of event attendees and outcomes achieved</p> <p><b>Year 2</b> Number of event attendees and outcomes achieved</p> <p><b>Year 3</b> Number of event attendees and outcomes achieved</p> <p>National Indicator 2 (Percentage of people who feel that they belong to their neighbourhood)</p> <p><b>Year 1</b> Baseline data from Place Survey</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p> <p>March 2009</p>	All Directorates	All



Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<p><b>Year 2</b> Evaluation of baseline data used to inform programme of local initiatives and events for all equality areas</p> <p><b>Year 3</b> Improved results from Place Survey</p>	<p>March 2010</p> <p>March 2011</p>		
<p>Consistent, effective approach for all staff groups</p>	<p>An evaluation of all corporate equality and diversity staff groups is undertaken to establish their effectiveness and to identify any improvements.</p> <p>Directorates to undertake an evaluation of equality and diversity staff groups to establish their effectiveness and to identify any improvements.</p>	<p><b>Year 1</b> Baseline information and identified improvements.</p> <p><b>Year 2</b> Planned programme of involvement activities regarding equality issues</p> <p><b>Year 3</b> Evaluation of effectiveness is completed</p> <p><b>Year 1</b> Evaluation completed and improvements identified</p> <p><b>Year 2</b> Planned</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p> <p>March 2009</p> <p>March 2010</p>	<p>Equality Team</p> <p>All Directorates</p>	<p>All</p>

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<p>programme of involvement activities regarding equality issues</p> <p><b>Year 3</b> Evaluation of effectiveness is completed</p> <p>(Increase in percentage of staff who feel they are involved in contributing to the direction of the organisation)</p> <p><b>Year 1</b> Baseline data from 2007 staff survey evaluated</p> <p><b>Year 2</b> 74% target achieved</p> <p><b>Year 3</b> 76% target achieved</p>	<p>March 2011</p> <p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	<p>Equality Team and all Directorates</p>	

## Promotion of equality and diversity

**Equality and Diversity Outcome: Create an environment where all citizens of Leeds are respected and valued.**

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
We have a commitment to equality, diversity, cohesion agendas at all levels within the council	Continue to develop our leadership structures for equality, diversity, cohesion and integration	<p><b>Year 1</b> Established structures to support delivery of the agendas and appropriate governance arrangements</p> <p><b>Year 2</b> Planned programme activities regarding equality issues</p> <p>Achieved 2% increase of staff who feel the council is genuinely committed to equality and fairness for all, from baseline of 72%</p> <p>(Staff survey 2009/10 March 2009)</p> <p><b>Year 3</b> Evaluation of achievements and completion of future programme</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Equality Team and all Directorates	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<p>Achieved 2% increase of staff who feel the council is genuinely committed to equality and fairness for all from results in March 2009 Staff Survey</p> <p>(Staff survey 2010/11 September 2010)</p>			
Equality and diversity is successfully promoted	Develop a database of promotional material to celebrate equality and diversity which includes the use of positive images.	<p><b>Year 1</b> Database developed and promoted</p> <p><b>Year 2</b> Increased use of positive images</p> <p><b>Year 3</b> Increased use of positive images</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Equality Team and Corporate Communications Team	All
Improved signposting for equality specific enquiries	Evaluate current links available on our website and implement and promote improvements	<p><b>Year 1</b> Evaluation of links completed</p> <p><b>Year 2</b> Identified improvements implemented</p> <p><b>Year 3</b> To be set</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Equality Team	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
Effective and consistent approach to the promotion of local, national and international equality initiative and events.	Develop a co-ordinated approach to promoting international, national and local celebrations	<b>Year 1</b> Mapped events and identified gaps <b>Year 2</b> Co-ordinated approach to celebrations where appropriate <b>Year 3</b> Evaluation and review completed	March 2009  March 2010  March 2011	Equality Team and all Directorates	All

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Agenda Item:  
Originator: David Outram  
Tel: 2143939

**Report of the Deputy Chief Executive**

**Executive Board**

**Date: 16<sup>th</sup> April 2008**

**Subject: Progress Report on the PPP/PFI Programme in Leeds**

**Electoral wards affected:**  
  
All

**Specific implications for:**

Equality and Diversity

Community Cohesion

Narrowing the gap

Eligible for call In

Not eligible for call in  
(details contained in the report)

**Executive Summary**

This is the fifth update report on Leeds City Councils PPP/PFI projects and programmes and provides:

- a progress report on the current Council portfolio of 16 projects with a capital value in excess of £1 billion
- highlights of the 4 schemes programmed to achieve financial close within the next 6 months and the challenges this will pose for the council

There are currently 16 major PFI projects either in development, procurement or delivery, with 1 of these closed in March 2008 and 3 now due to close in the current financial year 2008/09. The risks attached to this programme have been identified and will be appropriately managed by the unit, monitored by corporate governance, reported to the relevant Board and escalated where necessary to Executive Board.

## 1.0 **Background**

1.1 Executive Board requested at its meeting on the 9<sup>th</sup> March 2005, six monthly updates on:

- the progress of PPP/PFI projects and programmes
- the implementation of the governance framework.

This is the fifth update report.

## 2.0 **Leeds City Council PPP/PFI Projects and Programmes**

2.1 October 2007 – March 2008 has continued to provide a challenging environment for the delivery of Leeds City Council PPP/PFI schemes. In part this is due to the number of projects in development together with retention and recruitment challenges across the unit and affecting the Council.

2.2 The progress, scope and status, of these schemes are outlined in Appendix 1.

## 3.0 **Schemes Programmed to Close in 2008/09**

3.1 The highlights of the 4 schemes which are programmed to achieve Financial Close by September 2008 are listed below:

### 3.1.1 *Building Schools for the Future Programme Phases 2 and 3*

The Final Business Case was approved by PFS in March. The new school for Inner West Leeds and Wortley reached financial close slightly later than scheduled on the 13<sup>th</sup> March 2008 (plans of the new school will be displayed at Executive Board).

Phase 2, which now involves Priesthorpe, Crawshaw and Farnley Park in progress, has been reviewed. Phase 3, which involves Mount St. Mary, Corpus Christi and Parklands, has been deferred pending a stakeholder review of the requirements of the 3 schools remaining, though with an anticipated contract close date of May 2009. Phase 4, Intake High, remains subject to the outcome of negotiations on the Academy Programme.

This project supports the Corporate Plan strategic outcome of making sure that our children and young people are healthy, safe and successful.

### 3.1.2 *New Leaf Leisure Centres Project*

The Department of Culture, Media and Sport approved the Council's Expression of interest in June 2007. Morley and Armley leisure centres are progressing through the New Project Procedure (NPP) Stage 1 as PFI projects under the Strategic Partnership Agreement (SPA) between the Council and Leeds LEP Ltd with the project now programmed to close in August 2008.

This project supports the Corporate Plan strategic outcome of ensuring that at each stage of life, people are able to live healthy, fulfilling lives.

### 3.1.3 *Independent Living PFI Project*

This project has been in procurement since 2006. The final business case was



approved by Executive Board in January 2008 with financial close programmed for April 2008. The overall programme is progressing well with planning permission secured for all 39 sites.

The final scope of the project remains to be concluded due to outstanding negotiations on the cost of the facilities sought by Children's Services and the completion of due diligence by the Consortium for the benefit of their funders.

This project supports the Corporate Plan strategic outcome of making sure that all communities are thriving and harmonious places where people are happy to live.

#### 3.1.4 *Joint Service Centres Phase 1*

A revised stage 1 offer was received from Leeds LIFT Co on the 03<sup>rd</sup> March 2008 and approved by Executive Board on the 12<sup>th</sup> March 2008. The project is scheduled to reach financial close December 2008 with service commencement at Harehills in March and at Chapeltown in May 2010.

Work on the identification of a suitable site in Kirkstall continues.

This project supports the Corporate Plan strategic outcome of making sure that at each stage of life, people are able to live healthy, fulfilling lives.

### 4.0 **Councils' Successes Since October 2007**

4.1 Evidence of the Councils' successes since October 2007 can be shown through:

#### 4.1.1 *Conferences*

During the last 6 months, Officers of the Unit have been invited to attend and speak at 3 national conferences on benchmarking, the lessons learnt in the PFI process and in support of the review of BSF commissioned by PFS and DCSF.

#### 4.1.2 *Gateway Reviews*

Subject to resources, the Council undertakes independent 4Ps Gateway reviews on all of its PFI projects. The 4Ps review reports provide the Council with a position statement on the status of each project at each stage using the RAG (red, amber, green) 'traffic light' approach. The Independent Living Project received a green status and the Leeds Residual Waste Treatment received an amber status in December 2007.

The 4Ps continue to press the Council for resources to assist them in progressing their National Gateway Review schedule.

#### 4.1.3 *Combined Secondary Schools Project*

All six schools are fully operational and the project has been shortlisted under the category 'Best Operational Schools Project' at the 2008 PPF Awards, to be announced in April 2008.

#### 4.1.4 *Little London Social Housing Project*

The Council has now entered the intensive period of evaluation of the Outline Solutions submissions.

#### 4.1.5 *Beeston Hill and Holbeck Project*

The Outline Business Case was approved by Executive Board in November 2007, along with a proposal to join this project with the current procurement of Little London. Officers have recently received PRG approval to the project and endorsement from CLG to the continued joint procurement with Little London. The Council, and bidders, can now continue to develop proposals for the benefit of both communities with confidence.

This is, apparently, the first time such an approval has been either promoted, or supported, and approval should result in both a quicker, and more efficient outcome for all involved.

#### 4.1.6 *Joint Procurement*

Subject to the approval of the proposed OBC for the Beeston Hill and Holbeck project, the Council can link Little London and Beeston Hill and Holbeck into a Joint Procurement and move forward into the future stages with some confidence.

#### 4.1.7 *New Leaf Project*

An application for PFI credits for a wellbeing centre has been submitted to the Department of Health. The Council, along with the PCT, have been invited to develop an Expression of Interest for this scheme, for a maximum of £30 Million credits, before the 31<sup>st</sup> May 2008.

#### 4.1.8 *Street Lighting*

The project is on programme, and a contract for advertising on the new lighting columns has been entered into with Streetbroadcast Ltd.

### 5.0 **Governance Implementation**

5.1 In response to an independent 4Ps Gateway Review of the Council's Building Schools for the Future Programme, a Governance and Management Framework for City Council PPP/PFI projects and programmes was approved by Executive Board in March 2005.

5.2 This framework is currently under review as the Council seeks to ensure that any changes arising from the implementation of the Delivering Successful Change Programme is implemented.

5.3 The Programme of work for 2008-2009 presents a number of significant challenges not least with regard to the continuing difficulties in recruiting and retaining specialist staff particularly in legal, technical and finance disciplines.

5.4 A further recruitment exercise is continuing to secure staff for the remaining unfilled specialist posts within the unit and all new vacancies created by the

departure of colleagues to new opportunities. The impact of these vacancies on the current programme of work has been noted and is being closely monitored, with resources redirected to address priorities wherever possible.

- 5.5 This is considered to be particularly relevant should the Council be invited to support the West Yorkshire Police in the delivery of their proposed programme of investment in new accommodation through a bid for PFI credits to the Home Office.

## 6.0 **Financial Implications**

- 6.1 There are no direct financial implications arising from this report, though this substantial investment through this funding initiative does result in some significant financial implications for the City Council, in particular the affect on the Councils Capital Programme, as it supports improvements to the public infrastructure and assets required to facilitate these programmes of change.

## 7.0 **Recommendations**

- 7.1 Executive Board is recommended to note the current status of PPP/PFI projects and programmes.

## 8.0 **Documents used in the Preparation of this report**

- 8.1 Leeds City Council – Building Schools for the Future, 4ps Gateway Review September 2004.

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## Leeds City Councils PPP/PFI Projects/Programmes

CURRENT CITY COUNCIL PROJECTS	INFORMATION	CURRENT STAGE	CAPITAL INVESTMENT £M
<b>CLOSED PROJECTS</b>			
<b>Cardinal Heenan High School PFI Project</b>	<ul style="list-style-type: none"> <li>Contract signed in 1999 it was a 'pathfinder' project in the Education sector.</li> <li>The new school was opened in August 2000 and the project was refinanced in 2003.</li> <li>The project provides a new build school for 900 children and young people.</li> <li>The provisions within the Project Agreement allow Cardinal Heenan School Services Limited (CHSS) (the SPV), on the fifth anniversary of service commencement, to undertake a benchmarking of certain soft services provided by the sub-contractor – Jarvis Accommodation Services Ltd.</li> <li>The benchmarking process is progressing with the intention to market test the services provided by Jarvis Accommodation Services Ltd</li> </ul>	Operational	£9m
<b>Leeds 7 Schools PFI Project</b>	<ul style="list-style-type: none"> <li>Contract signed in October 2001.</li> <li>Service commencement was achieved for the five primaries in September 2002 and for the two secondary schools in August 2003.</li> <li>This project provides seven new build schools for 4,700 children and young people.</li> <li>A joint review of the commissioning of the facilities has been completed and is being implemented in accordance with a programme agreed by all parties.</li> <li>Dialogue continues in relation to the Benchmarking report submitted in December 2007.</li> </ul>	Operational	£38m
<b>Leeds Primary Schools PFI Project</b>	<ul style="list-style-type: none"> <li>Contract signed in April 2004.</li> <li>Service commencement was achieved in March and September 2005.</li> <li>This project provides ten new build schools for over 3,800 young children in Leeds.</li> </ul>	Operational	£36m
<b>Leeds Combined Secondary Schools PFI Project</b> Our children and young people are healthy, safe and successful.	<ul style="list-style-type: none"> <li>Contract signed in April 2005.</li> <li>Phase One, the first four schools, achieved handover in September 2006, and Phase Two, the final two schools achieved handover in September 2007.</li> <li>This project has provided five secondary schools and one primary school, including a children's centre, for over 5,700 children and young people in Leeds and the achievement of this programme of investment has required significant</li> </ul>	Operational	£97m

CURRENT CITY COUNCIL PROJECTS	INFORMATION	CURRENT STAGE	CAPITAL INVESTMENT £M
	<p>support from both Education Leeds and the Council.</p> <ul style="list-style-type: none"> <li>The project has been shortlisted under the category 'Best Operational Schools Project' at the international 2008 PPF Awards, to be announced in April 2008.</li> </ul>		

CURRENT CITY COUNCIL PROJECTS	INFORMATION		CURRENT STAGE	CAPITAL INVESTMENT £M
<b>CONSTRUCTION</b>				
<p><b>Swarcliffe Social Housing PFI Project</b> All communities are thriving and harmonious places where people are happy to live.</p>	<ul style="list-style-type: none"> <li>• Contract signed in March 2005.</li> <li>• Operation and construction commenced June 2005 with a 5 year work programme for implementation.</li> <li>• The project will provide good quality housing in the Swarcliffe area of Leeds for the tenants of approximately 1,600 Council dwellings and estate regeneration including remodelling the road network, new play areas and over 400 new homes for sale and rent.</li> <li>• To date some 678 homes out of a contracted total of 1555 have been refurbished.</li> </ul>		Construction and Operation	£113m
<p><b>Street Lighting PFI Project</b> All Neighbourhoods are safe, clean green and well maintained.</p>	<ul style="list-style-type: none"> <li>• Contract signed on 31st March 2006 with service commencement as programmed in July 2006 with a 5 year programme.</li> <li>• This project is to replace and maintain the street lighting across the whole of the Leeds Metropolitan District. Within the first five years of the contract, 80% of the existing street lighting will be replaced. To date approximately 17,000 columns have been replaced with a further 63,000 scheduled to be completed by July 2011.</li> <li>• A SLA contract has been entered into by LCC with Streetbroadcast Ltd which should generate additional third party income for the Council, subject to statutory approval.</li> </ul>		Construction and Operation	£106m
<p><b>Building Schools for the Future PFI Programme (Phase 1)</b> Our children and young people are healthy, safe and successful.</p>	<ul style="list-style-type: none"> <li>• Contract signed 03<sup>rd</sup> April 2007 with an expected partnership of 10 to 15 years.</li> <li>• Wave 1 of the Leeds BSF Programme involved the creation of a Local Education Partnership Company (LEP) which will then take responsibility for the re-building or remodelling of 14 Secondary Schools, to be procured in three phases.</li> <li>• All 5 of the schools in Wave 1 are planned to be operational from September 2008, and all are progressing on site.</li> <li>• The implications of this programme of construction will require significant support from both Education Leeds and the Council, along with the Local Education Partnership and the supply chain, as this represents the largest phase of investment in education the Council are likely to undertake.</li> <li>• All parties are working towards the successful roll out of this programme and recently have relocated to form one operational group to improve communication, efficiency and effectiveness.</li> </ul>		Construction	£133m

CURRENT CITY COUNCIL PROJECTS	INFORMATION		CURRENT STAGE	CAPITAL INVESTMENT £M
<b>IN PROCUREMENT</b>				
<p><b>Independent Living PFI Project</b> At each stage of life, people are able to live healthy, fulfilling lives.</p>	<ul style="list-style-type: none"> <li>The DCLG and the Department for Health approved the Outline Business Case in November 2005, and procurement commenced in January 2006.</li> <li>Executive Board approved in August 2007 the expansion of the scope of the Independent Living Project to take in the Children's Services Project and in January &amp; February 2008, approved the FBC for both elements.</li> <li>The preferred Bidder, LiLAC was selected during October 2007, with financial close now reprogrammed for April due to resourcing issues with the consortium.</li> <li>Construction will take place over 3 years starting in June 2008.</li> </ul>	Procurement	£47m	
<p><b>Joint Service Centres PFI Project</b> At each stage of life, people are able to live healthy, fulfilling lives.</p>	<ul style="list-style-type: none"> <li>Two Joint Service Centres (at Chapeltown and Harehills) will provide facilities, primarily for face-to face services, including services provided by the City Council and Primary Care Trust. A further Joint Service Centre is planned at Kirkstall as a later project phase subject to the successful resolution of site issues.</li> <li>The Joint Service Centres are to be procured via the Leeds Local Improvement Finance Trust (LIFT) in which Leeds City Council are a strategic partner with the Leeds Primary Care Trust (PCT). A Stage 1 offer (under the LIFT new projects procedure) representing a guaranteed maximum price for the Chapeltown and Harehills centres has been received from Leeds LIFT Limited.</li> <li>Executive Board approval to accept the stage 1 offer from Liftco was agreed in March 2008. If Stage 2 is approved in December 2008, the centres are scheduled to open in 2010.</li> </ul>	Procurement	£15m	
<p><b>New Leaf Leisure Centres PFI Project</b> At each stage of life, people are able to live healthy, fulfilling lives</p>	<ul style="list-style-type: none"> <li>The Department of Culture, Media and Sport approved the Council's Expression of interest.</li> <li>The OBC for this project was endorsed by DCMS and PRG on 19<sup>th</sup> June 2007</li> <li>The Council has entered into the New Project Procedure the first stage of the procurement process for the project through the Local Education Partnership (LEP) procured and established as part of BSF Phase 1.</li> <li>The project will provide two leisure centres at Morley and Armley to replace existing centres.</li> </ul>	Procurement	£22m	
<p><b>Little London Social Housing PFI Project</b></p>	<ul style="list-style-type: none"> <li>The OBC was approved by PRG on 21st November 2006 with Commercial Close programmed for November 2009.</li> </ul>	OBC Approved	£69m	

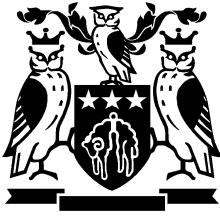


<p>All communities are thriving and harmonious places where people are happy to live.</p>	<ul style="list-style-type: none"> <li>• The Council's structural surveys of the retained tower blocks in the scheme were completed at the end of February 2008. The results of these surveys should be forthcoming in April 2008.</li> <li>• The OJEU notice was published in late July 2007 and ISOS submissions were received from bidders in February 2008 and are being evaluated.</li> <li>• The project will provide good quality social housing for approximately 1,047 Council tenants and be complemented by a range of separate development opportunities to promote mixed tenure and the redevelopment of the central shopping and community facilities together with environmental improvements to support the regeneration of the area.</li> </ul>		OBC Stage	£129m
<p><b>Building Schools for the Future PFI Programme (Phase 2 &amp; 3)</b> Our children and young people are healthy, safe and successful.</p>	<ul style="list-style-type: none"> <li>• The OBC's for Phases 2 &amp; 3 of Wave One were approved at Executive Board in August 2007, whilst the council, Education Leeds, and the schools, continue to work with E4L under the New Projects Procedure provided by the Local Education Partnership. Approval of the OBC by Partnerships for Schools was received in February 2008. The FBC for Inner West Leeds was approved by Executive Board on 23 January 2008 and the contract close on 13<sup>th</sup> March 2008. The Phase 2 schools are programmed to be operational from September 2009.</li> <li>• Negotiations on the Phase 3 schools have commenced, with contract close programmed for 22/05/2009. The Phase 3 schools are programmed to be operational from September 2010.</li> <li>• A report to Executive Board on proposals to establish an academy at Intake, was approved in January 2008. The development of proposals for Intake are awaiting clarification on the sponsor and funding.</li> </ul>			

POTENTIAL CITY COUNCIL PROJECTS	CURRENT SITUATION	CURRENT STAGE	CAPITAL INVESTMENT £M
<b>PRE-PROCUREMENT</b>			
<b>Beeston Hill and Holbeck</b> All communities are thriving harmonious places where people are happy to live.	<ul style="list-style-type: none"> <li>• The OBC was approved by Executive Board in November 2007 and received ministerial approval from CLG in February 2008. PRG approval has been received following a review meeting in March 2008.</li> <li>• It is proposed to join this project to that of Little London resulting in a quicker and more efficient outcome for both projects with Commercial Close for both programmed for November 2009.</li> </ul>	OBC stage	£65m
<b>Integrated Waste Management</b> All neighbourhoods are safe, clean green and well maintained.	<ul style="list-style-type: none"> <li>• The Residual Waste Project was reviewed by PRG at a meeting in March 2008.</li> <li>• The release of the OJEU commencing procurement is scheduled for July 2008.</li> <li>• The project will return to the Executive Board in July 2008 requesting the approval of the project evaluation methodology.</li> </ul>	OBC stage	£130m



POTENTIAL CITY COUNCIL PROJECTS	CURRENT SITUATION	CURRENT STAGE	CAPITAL INVESTMENT £M
<b>OUTSTANDING SUBMISSIONS</b>			
<b>BSF Wave 2</b>	<ul style="list-style-type: none"> <li>The Council's bid to the DFES for funding to tackle the remaining 14 high schools in the city has been accepted, however investment is currently programmed for 2017. Officers of Education Leeds and Leeds City Council continue to lobby for this to be advanced.</li> </ul>	Bid approved	£300m
			<b>£532m</b>
			<b>£499m</b>
			<b>£300m</b>
			<b>£1331m</b>
<b>Projects Operational</b>			
<b>Projects in procurement or under development</b>			
<b>Projects outstanding</b>			
<b>Potential total investment</b>			



Originator: Nicole Jackson

Tel: x74537

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## Report of the Assistant Chief Executive (Corporate Governance)

### Executive Board

Date: 16 April 2008

Subject: Access to Counsel's Opinions

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Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

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

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## 1. Purpose of Report

- 1.1 To respond to the recommendation of Scrutiny Board (Culture & Leisure) in regard to their inquiry into the decision by Executive Board to erect fencing at Wharfemeadows Park, Otley, specifically with regard to recommendation 2 of the Scrutiny Board's report in relation to the availability of Counsel's advice to the public.

## 2. Background Information

- 2.1 On 8 February 2008 Executive Board received a report from the Assistant Chief Executive (Corporate Governance) to assist Members in their consideration of the recommendations of Scrutiny Board (Culture & Leisure) in regard to their inquiry into the decision by Executive Board to erect fencing at Wharfemeadows Park, Otley.
- 2.2 Executive Board resolved that recommendations 1, 3 & 4 of the report by the Scrutiny Board (Culture & Leisure) be accepted and that the Assistant Chief Executive (Corporate Governance) report back on recommendation 2 of the Scrutiny Board's report in relation to the availability of Counsel's advice to the public.
- 2.3 Members were of the view that any requests for the disclosure of Counsel's advice to the public should be considered within a presumption of disclosure being made available, although they acknowledged that in certain circumstances, including the timing of disclosure, a decision to disclose to the public may prejudice the Council and therefore the Council Tax payers' interests.

2.4 In the light of the above, it is proposed that the Executive Board's response to recommendation 2 be as follows:

” Recommendation 2

In considering requests for external legal advice obtained by the Council to be made publicly available, the Council's Monitoring Officer:

- i) will apply a presumption in favour of disclosure;
- ii) will only reject a request where she is satisfied that, in all of the circumstances of the case, the public interest in disclosure is outweighed by the public interest in maintaining the confidentiality of the advice; and
- iii) will give full reasons for the rejection of any request.

**3.0 Recommendations**

3.1 Members are asked to consider the wording in paragraph 2.4 as the response to Recommendation 2



Originator: C J Gomersall

Tel: 2477868

**The Appendix of this report is Exempt/Confidential under Access to Information Procedure Rules 10.4 ( 3 )**

**Report of : Chief Asset Management Officer**

**To : Executive Board:**

**Date: 16 APRIL 2008**

**Subject: PROPOSED ASSEMBLY OF LAND AT ELLAND ROAD LEEDS**

**Electoral Wards Affected:**

**BEESTON & HOLBECK**



Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In



Not Eligible for Call In

(Details contained in the report)

**Executive Summary**

The purpose of this report is for the Executive Board to approve the principle of the acquisition of land to facilitate the regeneration of the greater site at Elland Road.

The Executive Board on 11 September 2007 approved an Informal Planning Statement that was presented as a guide to the future development proposals for the Elland Road site. In order to deliver a comprehensive redevelopment of the land around Elland Road it is considered appropriate that the Executive Board gives approval to the principle of the acquisition of land so that the site can be assembled.

The open part of the report sets out the background to the ownership of land at Elland Road and a separate confidential report included on this agenda details discussions that have taken place with some of the landowners and sets out the various options to the Council for the acquisition of land.

## **1.0 Purpose of the Report**

1.1 The purpose of the report is to:-

- Advise the Executive Board in respect of the development/regeneration opportunities at Elland Road.
- Seek the Executive Board's approval to entering into negotiations for the acquisition of land at Elland Road by agreement and, in principal, support the use of Compulsory Purchase Powers if the acquisition by agreement is not successful.

## **2.0 Background Information**

2.1 Executive Board will recall that at the meeting held on 14 March 2007, Members considered a draft Masterplan proposal for land in the vicinity of Elland Road and resolved that:

- The Director of City Development be authorised to procure consultants to undertake a preliminary public consultation on the draft masterplan proposals that were attached to the March 2007 report.
- The Director of City Development be authorised to develop an Informal Planning Statement for the site, taking account of the outcome of the public consultation exercise.
- A report be brought back to this Board with a revised masterplan/planning statement, prior to inviting bids from the developers for their arena proposals.

2.2 A further report was taken to 11 September 2007 Executive Board meeting on the outcome of the public consultation on the development proposals for the Elland Road site, presenting a proposed Informal Planning Statement as a guide to the future development proposals and an initial proposal for progress. The Executive Board on 11 September 2007 resolved:

- That the outcome of the public consultation process on the development proposals for the Elland Road site be noted.
- That the Informal Planning Statement presented as a guide to future development proposals for the Elland Road site be approved and note that it may be necessary to review the content of the Informal Planning Statement dependent upon the outcome of the major leisure interest shown in the site.
- That the exploration of the potential and implications for the provision of a park and ride facility on the site be approved.
- That in principle the sale of the former Greyhound Stadium site at open market value to the West Yorkshire Police Authority as a site for their new Divisional HQ, subject to the final terms being agreed by the Director of Development be approved.
- That a proportion of the receipt from the Greyhound Stadium site and others arising from the Council disposals in the area covered by the Informal Planning



Statement may be required to facilitate the reconfiguration of car parking and the implementation of any infrastructure proposals required to facilitate the comprehensive redevelopment of the Elland Road site be noted.

- 2.3 Members will recall that as a result of the consultation process it was identified that there is a desire both locally and city wide for a development of Elland Road which improves the quality of the local environment and brings economic regenerative benefits to the local area. However, any development proposals brought forward must address a number of issues currently faced by local residents in the area. Critically, the impact of car travel on football match days needs to be reduced, which may require measures to achieve a modal shift which improves the attractiveness of public transport. In addition, the need for environmental management would also have to be key components of any development proposals that resulted in the site being integrated into every day use by local people as well as visitors.
- 2.4 The outcome of this process produced the Informal Planning Statement that was approved by the Executive Board on 11 September 2007.
- 2.5 The planning statement that was approved included the key aim of providing a coherent approach to facilitating the development of this site in accordance with the aspirations set out in the adopted Unitary Development Plan under Policy LT5A. From a planning perspective, it is vital that the development does not take place in an incremental and piecemeal manner and that the opportunity to integrate future development into the local community, contributing to wider regeneration objectives is not overlooked.
- 2.6 Government policy is now clearly aimed at putting Urban Renaissance at the heart of tackling urban decline. A more holistic approach to regeneration is called for, reflecting the importance of social and economic interventions as much as physical. This is reflected in the Council's Corporate Plan and Regeneration Plan.
- 2.7 Beeston Hill and Holbeck is one of the most deprived areas in the country. Consequently, it is one of the Council's priorities in terms of Renaissance Leeds. A Land Use Framework (LUF) for Beeston Hill and Holbeck was adopted as SPG in 2005. This established a series of regeneration principles, aspirations and community priorities. Regeneration plans are currently being prepared to support the LUF. These action plans provide achievable targets for the regeneration of their areas. Elland Road is located at the edge of the defined area, but offers major benefits to the wider community in terms of jobs, social inclusion and connectivity to the City Centre, as well as physical and environmental improvements. It is also a destination location with the prominence of the football stadium and the need to ensure that opportunities to enable the stadium to expand are reflected in the Informal Planning Statement
- 2.8 The planning statement was guided by the adopted UDP policy for the Elland Road site (LT5A) which describes the types of 'leisure and tourism' uses which were anticipated when the policy was prepared. However, it avoids being overly prescriptive, and deliberately incorporates the necessary flexibility to allow the site to come forward for a range of development proposals. This is because any scheme must be deliverable and there are a number of development options, depending upon whether the site is eventually selected as a preferred site for an arena and/or a casino.

- 2.9 As stated, the existing UDP planning policy for the site allows for large scale leisure or tourism proposals which would enhance the regional and national role of the city, together with a range of uses which are ancillary to such primary uses and which could, in addition, enhance the facilities available to the local community. This limits the opportunities for development of the site to a select number of development options and uses. As an example, the proposed police headquarters on the former greyhound stadium would require advertising as a departure from adopted policy should the Council be minded to approve a planning application. The same would apply to any residential use within the LT5A boundary. However, the planning statement clearly indicates the Council's willingness to consider uses and proposals beyond the scope of existing planning policy to encourage redevelopment of this site for the wider well being of the locality and city.
- 2.10 The approved Informal Planning Statement has regard to Planning Policy Guidance and the need for a sustainable transport solution for the site. The site provides a potentially valuable opportunity to create a park and ride facility combined with potential improved bus links to the city centre. This in turn could provide improved access both to the football stadium and other potential uses on the site.
- 2.11 One of the proposals outlined in the Informal Planning Statement is to minimise the impact of generated traffic for existing residents and businesses in the vicinity of the redevelopment area in particular those fronting onto Elland Road, together with parking for up to 2750 car spaces. In order to achieve this, an enhancement would be required to the existing public transport interchange together with a new road being created around the north side of the football stadium reducing the impact of car usage on the existing Elland Road. Discussions have previously taken place with WYPTE who were involved as a contributor to the development of the Informal Planning Statement. Ongoing discussions would take place with WYPTE in respect of facilitating a new public transport interchange as part of a comprehensive development on the site. In addition further consideration would need to be given to the potential use of any new car park as a potential park and ride facility.
- 2.12 The Informal Planning Statement that was approved by Executive Board on 11 September 2007 stated:-

"Given the complexities of land ownership and the Council's determination to bring about a comprehensive scheme for this important site in a reasonable timescale, the planning statement states that the use of compulsory purchase to assemble land will be considered".

### **3.0 Main Issues**

- 3.1 As mentioned above, land assembly is an integral part of ensuring that a comprehensive development is achieved. It might be possible for the Council to assemble parts of the site currently not in its ownership through one to one negotiations as such opportunities arise, however as the Informal Planning Statement has identified, it may be necessary to consider the use of compulsory purchase powers to assemble the land. Detailed information is contained in the confidential report regarding the current position in respect of discussions with adjoining landowners.
- 3.2 In respect of the land ownership at Elland Road, from the plan shown at appendix 1, it can be seen that the City Council is the major landowner at Elland Road. With the exception of the Elland Road Football Stadium there are only 3 other freehold

owners, two leasehold interests that are held on leases from the Council and a number of sub tenants which are subject to a head lease.

3.3 The freehold interests other than those owned by the Council are:

1. Site F – A small portion of this site is owned freehold by a third party commercial interest although the majority of the site totalling 0.50 hectares (1.57 acres) is owned by the Council.
2. Site I – 2.83 hectares (7.0 acres) owned by the Castle Family. Currently vacant.
3. Site J – 0.92 hectares (2.29 acres) owned by West Yorkshire Passenger Transport Executive (WYPTE) and currently used as a bus terminus for match days.

The leasehold interests on Council land comprise:

1. Site F – The site is subject to an 85 year lease from 1962 and is currently occupied by LUAFC and used as a conference facility.
2. Site G – 0.35 hectares (0.86 acres) subject to a 125 year ground lease to Eskmuir Properties Limited from 1982 and further subject to 4 sub tenancies. The site is used as a terrace of 4 industrial units with ancillary car parking.

3.4 Although discussions have taken place with some of the landowners, at this stage it does not look as though the Council will be able to acquire all the land by agreement in order to be able to deliver a comprehensive regeneration package for the area.

3.5 As the process for bringing the site forward for redevelopment can be extensive and in light of the various ownerships (albeit the Council owns the majority of the land) the Executive Board is now requested to approve the basis on which the Council should enter into negotiations for the acquisition of land at Elland Road. The various options for the acquisition of land are outlined in the confidential report that is to be considered as part of the agenda.

#### **4.0 Implications for Council Policy and Governance**

4.1 The area around Elland Road has remained undeveloped for many years and the land owned by the Council has mainly been used as match day car parking with the occasional fair. The comprehensive redevelopment of the site would provide the opportunity to add to the regeneration proposals in this area of Leeds and create a substantial investment into this part of Leeds. The regeneration of this area of Leeds would assist with the Council's objectives to go up a league, create new job opportunities, together with closing the gap.

#### **5.0 Legal and Resource Implications**

5.1 In respect of the strategies available to the Council for assembling land at Elland Road, these are outlined in the confidential part of the report.

5.2 For the purposes of rule 10.4.3 of the Council's Access to Information procedural rules, the information contained in the confidential part of this report relates to the

financial or business affairs of particular person, and of the Council. This information is not publicly available from Statutory registers of information kept in respect of certain companies and charities.

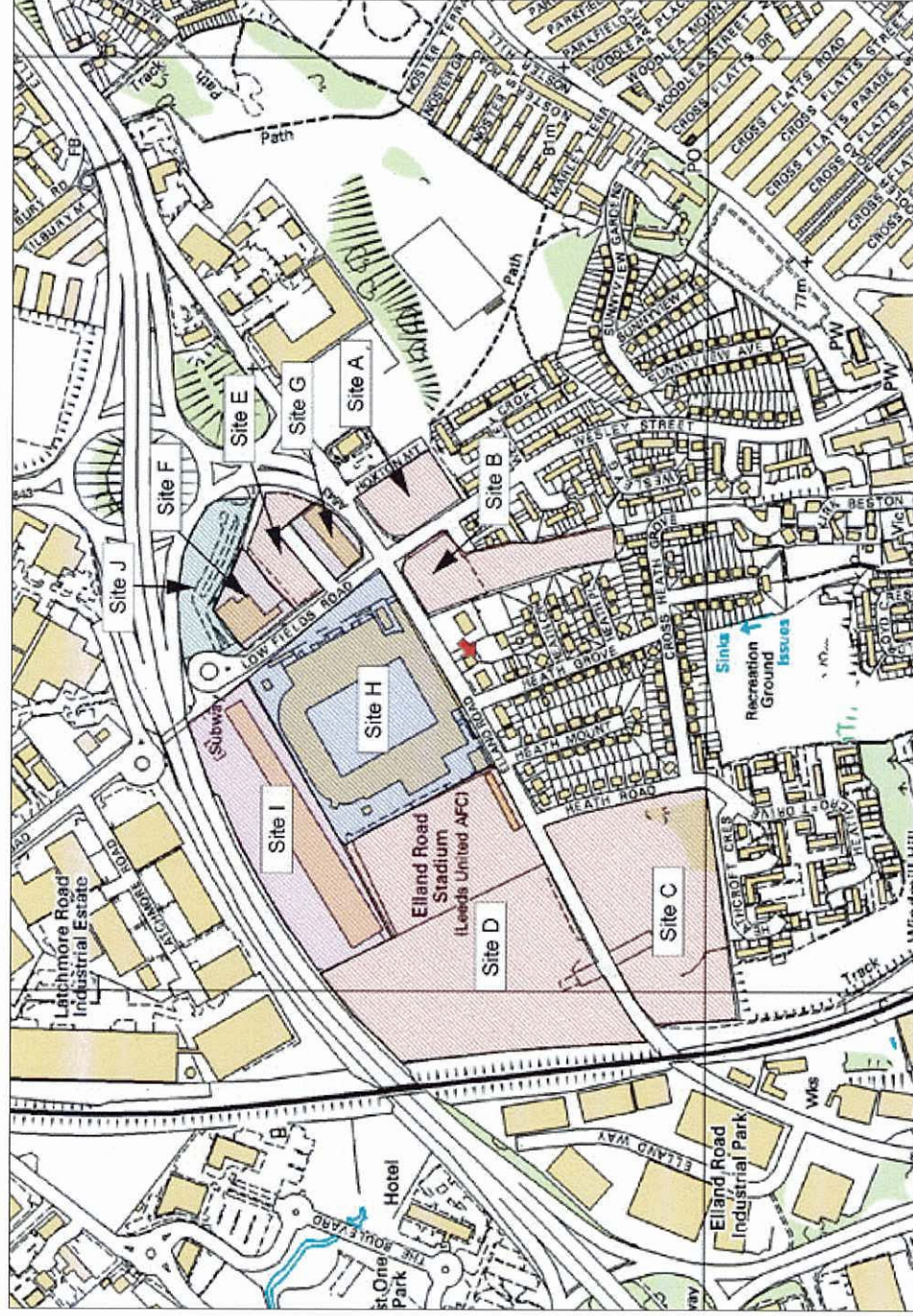
To release full details of all of these matters into the public domain would almost certainly prejudice landowners and the Council's commercial interests as there may be interventions by rival parties at this stage of the land assembly process. In addition, these kind of interventions would lead to serious prejudice to the Council's commercial interests and could damage the process of negotiations with the owners.

5.3 In relation to the public interest test the Elland Road project is a major project with very significant regeneration benefits for Leeds and naturally there is a strong public interest in the public knowing what the regeneration proposals are and how they will be carried out. For these reasons it recommended that as much information about Elland Road proposals is put into the public domain. To date, there have been a number of open reports to the Executive Board on the Elland Road area and in particular the Executive Board's approval to the Informal Planning Statement as an open document on 11 September 2007.

5.4 There is a need for the comprehensive regeneration of this area, and it is considered, that needs must, at this point in time outweigh the need for complete disclosure about the whole of these arrangements in respect of the various options for the acquisition of land at Elland Road. Consequently, it is considered that in all the circumstances of the case, the public interest in maintaining the exemption mentioned above outweigh the public interest in disclosing the information in the confidential part of the report.

## **6.0 Recommendation**

6.1 In the light of the content of this report together with the information contained in the confidential report in this agenda it is recommended that the Executive Board approve the principle of the Council acquiring land either by one to one negotiations or entering into partnership agreements for the land around the Elland Road Area and, in principle, and subject to a more detailed report back, support the use of Compulsory Purchase Powers if the acquisition of land by such agreements is not successful.



# Appendix 1

Site A	0.71 Hectares / 1.76 Acres Leeds City Council Freehold Interest	Site E	0.64 Hectares / 1.57 Acres Leeds City Council Freehold Interest	Site H	4.32 Hectares / 10.67 Acres Stadium Private Investor Freehold Interest
Site B	1.17 Hectares / 2.90 Acres Leeds City Council Freehold Interest	Site F	0.50 Hectares / 1.57 Acres Leeds City Council Freehold Interest. Leasehold to LUFC	Site I	2.83 Hectares / 7.00 Acres Castle Family Freehold Interest
Site C	3.24 Hectares / 8.01 Acres Leeds City Council Freehold Interest	Site G	0.35 Hectares / 0.86 Acres Leeds City Council Freehold Interest. Leasehold to Eskimur Properties	Site J	0.92 Hectares / 2.29 Acres West Yorkshire Passenger Transport Executive (WYPTÉ)
Site D	6.24 Hectares / 15.42 Acres Leeds City Council Freehold Interest				

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Originator: Harvinder  
Saimbhi

Tel: 3950810

**Report of the Director of Environment and Neighbourhoods**

**Executive Board**

**Date: 16<sup>th</sup> April 2008**

**Subject: Safer Leeds Partnership Plan**

**Electoral Wards Affected:**

Ward Members consulted  
Referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call in

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

**EXECUTIVE SUMMARY**

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

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

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

## **1.0 Purpose Of This Report**

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

## **2.0 Background Information**

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

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

## **3.0 Main Issues**

### **3.1 Safer Leeds Partnership Plan**

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

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

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

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

## **4.0 Implications For Council Policy And Governance**

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

## **5.0 Legal And Resource Implications**

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

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

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

## **6.0 Conclusion**

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

## **7.0 Recommendations**

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

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# **Safer Leeds**

**tackling drugs and crime**

**Safer Leeds  
Partnership Plan  
2008-2011**



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

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

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

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

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

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

1 Foreword

2 Introduction  
(Mission and Purpose)

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

5 Key Successes 2005-2008  
(What we delivered)

9 Facts and Figures  
(Findings from the 2007  
assessment)

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

17 Our Structures and Delivery  
Processes

18 Measuring Our Performance



Councillor Les Carter,  
Chair of Safer Leeds  
Board



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



# Safer Leeds

## tackling drugs and crime

## Our Mission

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

### Who are Safer Leeds

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

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

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

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

### Our Purpose - what are we here to do

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

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

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

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

# Introduction

## Our Strategic Outcomes (2008-2011)

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

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

### Vision - where we want to be

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

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

The Vision includes eight themes:

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

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

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

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

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

### PSA1 Performance

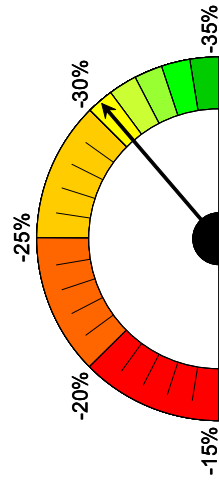
PSA1 is a Public Service Agreement containing the crime reduction targets that partnerships must achieve by March 2008.

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

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

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

Public Service Agreement PSA1 Performance

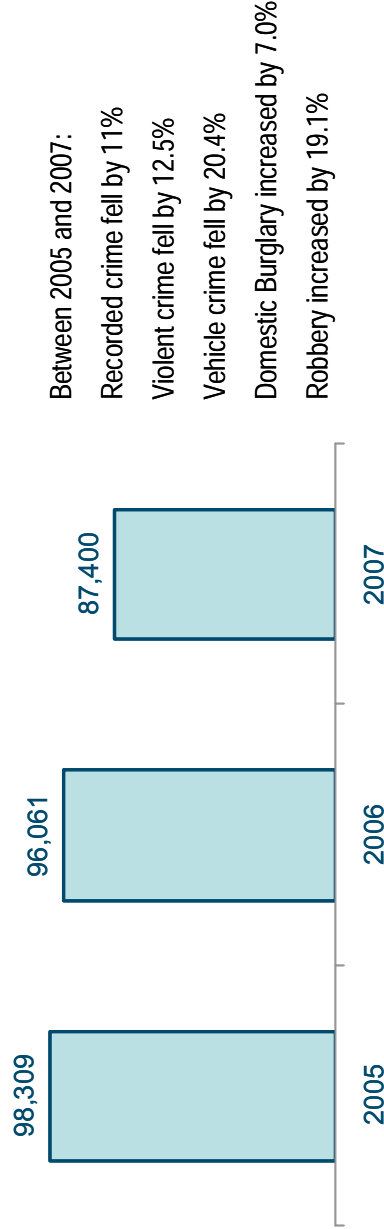


December 2007  
Performance = -30.5%

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

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

Trends in Recorded Crime in Leeds 2005 to 2007



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

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

### Tackling Burglary - Alleygating

#### What was the issue?

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

#### What did we do?

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

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

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

### Tackling Anti-Social Behaviour

#### What was the issue?

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

#### What did we do?

Implemented the ASB strategy, dealing with:

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

#### What difference did we make?

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

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

### Tackling Violent Crime - in the city centre

#### What was the issue?

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

#### What did we do?

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

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

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

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

#### What difference did we make?

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

### Reducing Neighbourhood Crime - Operation Champion

#### What was the issue?

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

#### What did we do?

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

#### What difference did we make?

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

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

### Neighbourhood Policing - Police Community Support Officers

#### What was the issue?

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

#### What did we do?

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

#### What difference did we make?

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

### Tackling Drug Misuse - Improving Lives

#### What was the issue?

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

#### What did we do?

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

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

#### What difference did we make?

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

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

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

### Weapons Awareness Programme - WAP

#### What was the issue?

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

#### What did we do?

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

Themes of the WAP include:

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

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

#### What difference did we make?

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

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

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

## Facts and Figures - findings from the 2007 Joint Strategic Assessment

### What is the Joint Strategic Assessment?

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

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

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

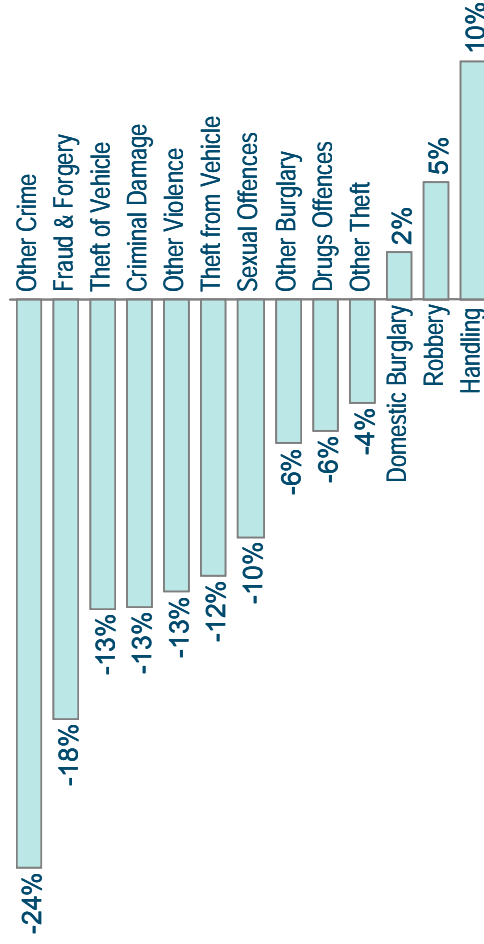
This section considers the main findings from the Joint Strategic Assessment undertaken by Safer Leeds in December 2007 to ensure that the priorities in the 2008-2011 Partnership Plan reflect the most up-to-date crime trends.

The Joint Strategic Assessment showed that:

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

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

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



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



### **Acquisitive Crime**

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

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

### **Drugs and Alcohol**

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

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

### **Domestic Violence**

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

### **Hate Crime**

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

### **Children and Young People**

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

### **Anti-Social Behaviour**

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

### **Consultation**

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

## Our Strategic Outcomes (2008-2011)



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

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

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

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

# I Creating safer environments by tackling crime

## What does this mean?

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

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

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

## II Improving lives by reducing the harm caused by substance misuse

### What does this mean?

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

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

- Children and Young People**
  - Addressing substance misuse through a combination of prevention, control and treatment
  - Develop and implement a Young Peoples' drugs and alcohol prevention and treatment plan.
  - Developing a new treatment service level agreement in and increase the level of referrals for young people in need of treatment.
  - Establishing referral protocols and pathways with services with low rates of referral for example education, youth service and housing
  - Implement the planned reconfiguration of services.
  - Audit cases where a person leaves treatment exits to ensure services are meeting young people's needs.
  - Establishing workers with a geographically based remit with a strong link with generic services in order to minimise the loss of prevention services.
- Adults**
  - Addressing substance misuse through a combination of prevention, control and treatment
  - Develop an adult prevention and early intervention plan
  - Implement the Adult Drugs Treatment Plan - key delivery activities to include:
    - Development of core Community Drug Treatment Services following a re-commissioning process.
    - Implementation and delivery of community treatment service for those who have concerns regarding Blood Borne Viruses.
    - Implementation of a Care Coordination system across all treatment services.
    - Development of outcome focused treatment that centres on the holistic needs of clients.
    - Development and commissioning of a city-wide After-Care Service for all users in treatment.
    - Implementation of joint working process with housing services, benefits agencies and employment/training providers.
  - Implement the Leeds Alcohol Strategy - key delivery activities to include:
    - Develop with partners, effective communication and public information mechanisms to carry key prevention messages to promote a culture of Responsible Drinking.
    - Work with licensed premises to ensure that the sale of alcohol and its consumption are managed in a responsible manner.
    - Develop a co-ordinated treatment service for people with alcohol problems that is effective, appropriate and accessible, with adequate capacity to meet demand.
    - Promote a model that fully addresses alcohol issues throughout the education system.
  - Develop efficient early intervention and prevention programmes for those at greatest risk.

## III Supporting victims and reducing the risk of victimisation

### What does this mean?

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

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

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

## IV Reducing and managing offending behaviour

### What does this mean?

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

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

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

## V Improving community confidence and public satisfaction

### What does this mean?

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

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

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

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

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

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

# Our Structures and Delivery Processes

## Delivery structure supporting Safer Leeds:

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

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

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

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

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

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

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

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

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



## Measuring Our Performance

As part of this plan we have outlined:

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

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

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

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

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

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

## Measuring Our Performance

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

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

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

### What we will be judged on?

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

Targets to be agreed as part of the LAA

# **Safer Leeds**

**tackling drugs and crime**

## **How to Contact Us**

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Originator: John Statham

Tel: x43233

**Report of the Director of Environment and Neighbourhoods**

**Executive Board**

**Date: 16<sup>th</sup> April 2008**

**Subject: Council House Building**

**Electoral Wards Affected:**

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

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

**EXECUTIVE SUMMARY**

This report outlines the progress made to date to develop sites for council housing. It sets out a proposed option for the development of three sites, comprising of the former Waterloo Primary School, Evelyn Place and Silver Royd Hill.

## **1.0 Purpose Of This Report**

1.1 The purpose of this report is to report on the progress made in developing an approach for building council houses in line with the recommendations made by the December 2007 Executive Board.

## **2.0 Background Information**

2.1 There has been a substantial decline in the numbers of council homes over the past two decades, with the numbers falling from over 90,000 to the present figure of 58,000. Although the pace of decline has slowed in the last two years, the pressure on council lettings has continued to increase, expressed in the high number of bids for properties and the waiting times for those in need.

2.2 As a result of this the Council has expressed a commitment to build new council homes alongside the development of other affordable housing solutions. The December 2007 Executive Board received a paper outlining options that should be explored to meet this commitment.

2.3 The paper outlined some of the considerations that needed to be explored in order to achieve a coherent strategy for the development of new council homes in the long term. These considerations were:

- Explore Housing Corporation grant to two star ALMOs from 2008/9
- Review the availability of land for housing development
- Review Council contributions via the capital programme and capital receipts from Council owned land
- Explore other public sector land in government ownership made available to the Council to support development initiatives
- Lobby government to retain income streams to fund borrowing from rents on existing and new build

2.4 Over this last three months, officers have been working to identify sites, delivery options and financing options to enable an exemplar development to take place.

## **3.0 Sites for Development**

3.1 Officers within the Directorates of Environment and Neighbourhoods and City Development have been assessing sites that could be made available for the development of housing which would include provision for some new council housing.

3.2 A number of sites are being assessed for their development potential and discussions have taken place between officers from Planning, Housing, Highways and the Council's Asset Management Team. The sites identified are:

- Evelyn Place, Leeds 12, which offers a development of about 12 units, of which 6 would be council houses. The site is cleared from an earlier demolition and clearance programme.

- Silver Royd Hill garage site, Leeds 12, which offers a development of about 15 units, of which 6 would be council homes. There would be some need for demolition on this site and negotiations to terminate existing garage leases.
- The former Waterloo Primary School site in Pudsey, The site is already cleared and would offer a development of around 50 units of which 15 would be council houses.

3.3 In all three areas it is considered desirable to ensure that there is a mix of tenure on site.

#### 4.0 Financing the Potential Developments

4.1 The proposal will deliver 27 council houses. Discussions have taken place to establish an appropriate mix of funding to finance the developments. The following sources of finance are proposed.

- **s.106 monies** - At present there is £614,963 available to spend that is not subject to geographic area restriction. In addition there is £581k that is geographically tied to the Pudsey area. Therefore, if s.106 monies were to be used to finance the development, £1,195,963 would be utilised if the development were to include the Waterloo site. Legal services are seeking a deed of variation to remove a geographical restriction on a further £482k of s.106 money. This will be earmarked for this scheme.
- **Capital Receipts** – Capital receipts can be generated from all three sites which subject to agreement would be used to supplement s.106 monies. The former Waterloo Primary School site has been valued at around £1.98m. However, it is proposed to forego this receipt in order to maximize the amount of affordable housing, as set out in the proposals below. Evelyn Place is valued in the range of £220k and £240k and Silver Royd Hill is valued between £200k and £215k. These valuations have been conducted on a desk top basis and need to be reappraised when the detailed scheme proposals are in place. It is proposed to take these capital receipts as set out in the proposals below.
- **Prudential Borrowing** – It is possible to borrow money for the scheme and finance it through the Housing Revenue Account (HRA). Whilst the current and projected position of the HRA does not allow enough headroom to facilitate significant repayments to make this a replicable option, in the event that the s.106 money and the capital receipts prove to be insufficient, this method will be pursued. It is proposed that up to £1m borrowing is agreed in principle, at a current cost of £56k per annum over forty years.

4.2 In conclusion, it is proposed that in order to finance the provision of council housing on all three sites, a combination of section 106 monies and capital receipts are employed, utilising prudential borrowing, if necessary, as a source of additional funding. The option outlined below can maximize the amount of affordable housing and deliver around 27 new council houses.

#### 5.0 Scheme Delivery

##### 6.0

5.1 The 27 new council houses would be delivered by two different mechanisms

## **1. Former Waterloo Primary School site**

- The suggested option would entail a joint Registered Social Landlord (RSL) and Council development on the Waterloo site.
- In order to fund this development, an RSL partner will put a bid forward to the Housing Corporation for funding to build a scheme on the site for 50 new affordable houses. The 50 properties would be a mix of properties for shared ownership and properties for rent. The RSL will then build the scheme, and the Council will purchase a proportion of the units, using the £1.19m commuted sums available. This would mean that the final scheme would comprise of 15 new council homes and 35 RSL properties, split 50/50 for shared ownership and for rent.
- The disposal of the site to a RSL will generate a payment of £5k per plot, in line with Housing Corporation rules. This equates to approximately £250,000 which can go towards the provision new council houses on the sites. Additional advantages of this method of disposal are that in line with the broader affordable homes strategy, the site will deliver fifty homes rather than smaller figure which could be achieved through planning gain. The RSL will attract grant from the Housing Corporation and draw in private sector investment. Typically the investment generated will be in excess of twice that available through an open market land disposal. Additionally, we can ensure that elderly person's accommodation is delivered on the site, and built to Housing Corporation standards.
- It must be noted that the Housing Corporation Grant will only be eligible for the RSL units. The grant cannot subsidise the Council units. The Council will therefore have to pay the full build costs for the units.

## **2. Evelyn Place and Silver Royd Hill**

- The suggested option is that the Evelyn Place and Silver Royd Hill sites would be disposed of on the open market, as one package, to a developer. The capital receipt from the sale of these two sites will then be used, alongside the £250,000 receipt from the Waterloo site and the additional £482k commuted sum to purchase council house units.
- In this option it is proposed that the Council's affordable housing requirements are met through the purchase of the council houses. With the combined development likely to realise around 27 houses, this approach will provide a larger amount of affordable housing, in this instance 12 council homes.

### **7.0 Design Quality**

- 7.1 A high quality design brief for the Waterloo site will be based upon the Housing Corporation's latest design and quality standards. This will ensure that the properties will be designed and constructed in a sustainable manner using products and processes that reduce environmental impact and provide the highest thermal efficiency and lower running costs. In addition this will enable the homes to be built in such a manner that they are homes for life. This design may be more expensive



in the build phase but should offer less expensive maintenance options in the long term.

- 7.2 A similar type of high quality design brief will be sought from the private developer on the Evelyn Place and Silver Royd Hill sites.

## **7.0 Implications for Council Policy and Governance**

- 7.1 At this stage in the development of the scheme the main implication will be on the use of Council funds. In order to finance the developments the primary source will be s.106 money and capital receipts generated from the sale of the land. If this proves to be insufficient then the option of some small scale prudential borrowing will be pursued.

## **8.0 Legal and Resource Implications**

- 8.1 The development will require the release of £1.195m from s.106 money. Legal services are seeking a deed of variation to remove the geographical restrictions on a further £482k of s.106 money.
- 8.2 The proposal means that the Council would forego the potential open market capital receipt of £1.98m for the former Waterloo Primary School site, in return for £250k from the RSL developer. In so doing Housing Corporation grant would be maximized which would lever in significant private investment, to maximize affordable housing, as has been achieved with other successful schemes subject to bids to the Housing Corporation.

## **9.0 Conclusions**

- 9.1 Having assessed the available sites and the financing options for this development, it is concluded that the best way forward is to develop the three sites as described at 5.0 in this report. Further work is needed to develop the option in more detail.
- 9.2 A development of this nature could provide a mix of council housing targeted at the over 55s. Targetting over 55s development could have the added benefit of enabling the Council to free up family sized council housing. Consideration could be given to offering current tenants who are under occupying their home the opportunity to move into this new development.

## **10.0 Recommendations**

- 10.1 The Executive Board is recommended to instruct officers to proceed with the scheme as set out in this report.
- 10.2 In order to deliver this scheme the Executive Board is recommended to agree:
- To dispose of the former Waterloo Primary School site at less than best as set out in this report
  - To dispose of the Evelyn Place and Silver Royd Hill sites on the open market and that first call on the capital receipts, and the payment from the RSL, should be to meet the needs of this scheme
  - To give permission to borrow up to £1m through the HRA to meet any shortfall in financing this scheme.

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**Agenda Item:**

**Originator:** Brian Tuffin

**Telephone:** 0113 214 4068

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## REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS

**EXECUTIVE BOARD:** 16 April 2008

**SUBJECT:** Strategies to address comparative underachievement in Leeds Schools

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### EXECUTIVE SUMMARY

#### PURPOSE OF THE REPORT

1. This report summarises the strategies employed to target underachieving young people and schools in Leeds, so that the gap in achievement between the most the and least successful groups is narrowed

#### BACKGROUND INFORMATION

2. At the Executive Board meeting on 8 February 2008 Members considered the Annual Standards Report for Secondary and requested that a further report be brought back on the strategies being used to address identified areas of comparative under achievement. The report identifies the range of strategies being employed and highlights those features which have been found to be most effective. The report identifies three interrelated strands to the strategy for narrowing the gap in achievement:
  - (a) Securing greater inclusion  
*So that young people and their parents feel positively engaged with education through a more personalised experience which maximises attendance and reducing the risk of exclusion*
  - (b) School Improvement  
*So that we sustain and accelerate the progress our schools are making in raising attainment and narrowing the gap. This strategy includes the exploration of new models of leadership and governance*
  - (c) 14-19  
*So that we provide an appropriate range of pathways and learning environments to inspire young people and meet their learning needs*

### 3 **Recommendations**

The Board is asked to:

- Note the strategies being employed to address comparative underachievement in Leeds
- Continue to give support to the programmes and projects in Leeds which focus on underachievement.

**Agenda Item:**

**Originator: Dirk Gilleard/Brian Tuffin**

**Telephone: 3950235**

## REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS

**EXECUTIVE BOARD: 16 April 2008**

**SUBJECT: Strategies to Address Comparative Underachievement in Leeds Schools**

<p><b>Electoral Wards Affected:</b></p> <p><b>ALL</b></p> <div style="display: flex; align-items: center;"> <div style="border: 1px solid black; width: 40px; height: 20px; margin-right: 10px;"></div> <p>Ward Members consulted (referred to in report)</p> </div>	<p><b>Specific Implications For:</b></p> <p>Equality &amp; Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input checked="" type="checkbox"/></p>
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Eligible for Call-in

Not Eligible for Call-in  
(Details contained in the Report)

### 1. PURPOSE OF THIS REPORT

- 1.1 This report summarises the strategies employed to target underachieving young people and schools in Leeds, so that the gap in achievement between the most the and least successful groups is narrowed
- 1.2 At the Executive Board meeting on 8 February 2008 Members considered the Annual Standards Report for Secondary and requested that a further report be brought back on the strategies being used to address identified areas of comparative under achievement.

### 2. BACKGROUND INFORMATION

- 2.1 One of the greatest challenges facing the education system nationally is narrowing the gap in progress being made by the highest and the lowest attaining children and young people. As children grow older, the gap increases.
- 2.2 In Leeds, the challenge is striking. At the end of primary education the gap in achievement at level 4 between those children eligible for free school meals and those who are not is similar to national figures. By the end of Key Stage 4 the gap in Leeds is larger than that seen nationally. In 2007 only 27% of young

people eligible for free school meals achieved 5A\*-C at Key Stage 4, whereas 62% of those not eligible achieved the same benchmark. This disparity of achievement is also shown by the lower than average achievement of certain ethnic minorities and looked-after children. Indicators impact cumulatively so that, for example, summer-born boys from particular geographical and ethnic groups have extremely low levels of achievement

2.3 The big challenge for Leeds is to raise overall levels of achievement while at the same time reducing the gap between the more and the less successful. Responding to this challenge requires a collaborative response from schools and agencies that support children and families and which builds on the practice we know is effective.

2.4 In recent years some of the largest gains in achievement have been made by schools serving the most disadvantaged areas of Leeds. The improvement seen at schools such as Wortley, John Smeaton, Cockburn, West Leeds, Carr Manor and others is making an impact on young people entitled to a free school meal, on those with learning difficulties and on minority ethnic groups. The commitment and effort of these schools, individually and in partnership with Children's Services, Education Leeds and other council services provides us with a powerful insight into what works for young people at risk of underachieving. Our strategy is built on this insight.

2.5 There are three interrelated strands to the strategy for narrowing the gap in achievement:

(a) Securing greater inclusion

*So that young people and their parents feel positively engaged with education through a more personalised experience which maximises attendance and reduces the risk of exclusion*

(b) School Improvement

*So that we sustain and accelerate the progress our schools are making in raising attainment and narrowing the gap. This strand includes targeted interventions across groups of schools*

(c) 14-19

*So that we provide an appropriate range of pathways and learning environments to inspire young people and meet their learning needs*

2.6 Each strategic strand is explored in more detail in the next section

## 3 MAIN ISSUES

### 3.1 Securing Greater Inclusion

3.2 This is undoubtedly the most complex challenge in narrowing the gap. It necessitates Children's Services, Education Leeds, other council services and wider agencies working in a more integrated way to support underachieving children and their families at the level of schools and in localities. Development of multi disciplinary support at school and area level is helping to raise aspirations and ensure that support is given to children and families at greatest risk of underachieving.

The following list summarises the key components of this strand.

- (a) Powerful models of multi-agency working are developing across the city driven by the principles of Every Child Matters and the need to secure more effective support and personalisation of services for young people and their families. For example, at South Leeds High School an internal school panel can alert a multi-agency group when issues emerge which may require a more coordinated multidisciplinary response to the needs of particular families. This is resulting in much closer collaboration between agencies including, for example, social care, youth services, primary care, community policing and inclusion services. Such arrangements operate on a two way basis so that agencies can alert the school to wider issues that need to be considered when working with individual young people to personalise their learning experience.
- (b) Across the city, the Extended Services agenda is assisting schools to work more closely and effectively with a range of services relevant to the needs and aspirations of families in localities. Thirty eight clusters of schools are working collectively to address issues around the most vulnerable and under achieving groups of young people. The building of self esteem and personal development, including safe and healthy lifestyles, is supported by a variety of programmes, including those using art, music and drama organised through Artforms. The development of extended services clusters and larger area-wide collaborations are providing a mechanism for localising the support of Children's Services, other local authority services and wider agencies.
- (c) Enterprise Programmes are connecting employers, schools and young people through the provision of experiences which explicitly nurture the skills and qualities young people need to be effective employers and employees. There is good evidence of the particularly positive impact of these programmes on young people for whom the prospect of future employment, education and training was challenging. Similarly, Aim Higher programmes are helping raise the aspiration of young people for higher education and employment.
- (d) The No Child Left Behind initiative and the development of Area Management Boards has successfully assisted schools in avoiding exclusions by developing a much stronger collective commitment to keeping young people in learning. This has a small impact on overall outcomes but, a dramatic impact on the lives of a significant number of young people.
- (e) The development of the virtual school for children in public care has meant the appointment of a headteacher for looked after children. This has raised the profile of their achievement with headteachers, governors and School Improvement partners (SIPs, see 3.6a below). The headteacher is also improving the flow of information needed to coordinate support across Education Leeds, schools and social services
- (f) On behalf of Children's Services, Education Leeds has developed much more targeted work for Children Missing Education. This strategy involves much stronger identification of children missing education through effective information management across services and local authorities and is supporting more targeted interventions

(g) Attendance is a major factor in underachievement. Schools need support for making learning more relevant and attractive to young people, as well as for monitoring and ensuring that parents and young people fulfil their responsibilities. The attendance team and strategies consultants are working with eighteen schools with high levels of persistent absence. Schools have greatly improved their knowledge of individual pupil attendance through the week and through the day, and developed systems for responding to absence quickly by contacting parents and carers.

### 3.4 **School Improvement**

3.5 Potential underachievers are now more easily identified, creating the opportunity for effective targeted intervention. Schools and Education Leeds have the data to identify challenging but realistic expectations for the achievement of individual young people. Schools have the systems to track and record progress through a key stage. The challenge for schools is to make effective use of this information to design a curriculum that allows young people to achieve and to intervene and support learners when they do not make the progress expected.

3.6 The following list summarises key components of this strand

(a) School Improvement Partners (SIPs) and advisers have challenged all schools in the last year about the achievement of groups within the school and helped to broker support to address underachievement. A particular focus has been given to improve achievement at A\*-G at Key Stage 4, to enable all young people to achieve qualifications and to increase the number progressing to further education and training. Schools are developing curriculum strategies to ensure that all young people have the opportunity to gain at least eight qualifications and to maximise the point scores they achieve. There were small increases in A\*-G and average points measures in 2007, and further increases should be seen in 2008. Secondary SIPs are also challenging schools this year to improve attendance and arrangements for the welfare and development of young people

(b) Schools are provided with support through the National Strategies teams employed by Education Leeds. In 2007-8 the national strategies consultants focused their time on underachieving departments in lower achieving schools. A new programme of support was trialled with selected schools. This placed a number of consultants in the school at the same time, leading a programme on a common theme such as literacy. Evaluation showed that this raised the profile of the support and made it more effective. Customised programmes are being negotiated with each schools so that SIPs/advisers and lead consultants for 2008-9 are focused on agreed priorities, including underachieving groups, and are connecting their work more effectively through each school's senior team

(c) Middle leaders in schools need the skills to monitor the progress of young people and plan interventions when young people do not make the progress expected from their prior attainment. Advisers and consultants have worked with middle leaders to develop models for identifying and supporting pupils making inadequate progress. Schools and staff are now more confident about how to use individual pupil data. The introduction of targets for the progress of individual pupils during a key stage is helping to focus the attention of teachers on the potential of all pupils. This includes pupils with



special needs and those aiming for a D-G grade at GCSE, as well as those aiming for higher grades. Advisers are developing the links between middle and senior leaders and modelling systems of review and accountability to make sure that progress is closely monitored and evaluated by the senior

(d) Education Leeds has set enhanced targets for the achievement of Black and minority ethnic young people. These targets aim to ensure that these groups will make greater progress than predicted by national trends. This has led to the implementation of specific programmes and projects supporting minority ethnic achievement and disadvantaged groups:

- 2006 and 2007 the MEAP project (Multi Ethnic Achievement Programme) has worked with Pakistani, Turkish and other students focusing on leadership, monitoring, learning and involving parents. Eighty percent of targeted pupils met or exceed their targets.
- BPAP (Black Pupils Achievement Programme) has worked directly with pupils of African Caribbean heritage with a similar methodology. Again, this programme is clearly impacting on the achievement of young people. Black Caribbean achievement at Key Stage 4 was 8 points below national expectations in 2005; in 2007 this gap had been halved.
- For 2008-9 Education Leeds will build on this practice by developing a bespoke programme with the headteachers of the eleven high schools with nearly two-thirds of the BME population. This programme will build the 'booster' programmes needed to ensure that the specified number of each ethnic group meet the targets the local authority has agreed with the DCSF.

### 3.5 **14-19**

3.6 Leeds is currently embarking on a major transformation of 14-19 learning in the city. Although a full account of the strategy is beyond the scope of this paper, there are key components of this strategy which are highly pertinent here.

3.8 The following list summarises these components

(a) Providers in Leeds have committed to developing an entitlement for all learners which embraces 'what we know works' in raising young people's aspirations and securing their progress. Central to this entitlement will be the provision of coaching and guidance to all young people and extending the opportunities for young people to take advantage of new courses and styles of learning. The entitlement will be specific about how schools and colleges will work with learners and their families when they do not make the progress expected given their prior attainment.

(b) Improved systems for guiding and recording individual progress are being introduced using new technologies that engage young people. This will be in the form of an electronic individual learning plan (e-ILP) that they can take with them from one key stage to the next. The e-ILP will include:

- a portfolio of a learner's success and achievements,
- tools to help them reflect on and self-assess their development as a learner,
- space to express their personal goals and learning targets; and
- their plan of how their learning experiences will help them achieve their

## goals

- (c) Education Leeds is developing a 'model trajectory' for each high school which projects their performance through to 2015. This trajectory builds on current progress and will act as a guide for target setting meetings with each school. In turn this will support discussion of the provision and pathways needed to achieve these ambitious targets. This will also inform the process by which Education Leeds works with wider providers to broaden the range of quality assured and accredited learning pathways available to learners and inform them of this provision through the on line prospectus.
- (d) City Learning Centres will continue to make a significant contribution to achievement in a number of targeted schools by providing access to the vocational qualifications these schools are not yet equipped to deliver.
- (e) The opportunity for young people to take part in intensive achievement camps is boosting achievement for the lowest achievers and raising point scores in the lowest-achieving schools.

## 4 **IMPLICATIONS FOR EDUCATION LEEDS POLICY AND GOVERNANCE**

- 4.1 Raising the achievement of all young people and of particular priority groups is a main feature of strategic plans for Children Leeds and Education Leeds. Team plans for 2008 and beyond will need to show how multi-agency support can be coordinated to target support for identified schools, communities, children and families.

## 5 **LEGAL AND RESOURCE IMPLICATIONS**

- 5.1 The bulk of the standards fund grant at secondary level is aimed at support for targeted schools. In the short term resources will need to be devoted to specific projects with identified groups to offset their previously weak progress; in the longer term resources should develop new learning places, guidance and courses that lead to improved attendance and achievement.

## 6 **CONCLUSIONS**

- 6.1 As the standards achieved by schools have risen in the past few years, more attention is now being focused on young people and groups who have not shared sufficiently in this overall improvement. Experience to date shows that narrowing the gap in achievement between the more and less successful requires:

- co-ordinated support from all services in Education and Children Leeds working in partnership with schools
- prioritisation of action by middle and senior leaders in schools
- tracking of the progress of young people and effective interventions at school, area and city level
- continued development of relevant and inspiring curriculum
- effective personalisation of learning for young people; and
- parental engagement

## 7 **RECOMMENDATIONS**

7.1 The Board is asked to:

1. Note the strategies being employed to address comparative underachievement in Leeds
2. Continue to give support to the programmes and projects in Leeds which focus on underachievement.

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Agenda Item:

Originator: Pat Toner

Telephone: 0113-247 5613

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### REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS

EXECUTIVE BOARD: 16 April 2008

SUBJECT: Academy Protocols

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#### EXECUTIVE SUMMARY

##### 1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to inform Members on the outcome of consultation on the Academy Protocols and to secure agreement on protocols that will inform the City Council's response to requests to establish academies in Leeds and to developing a corresponding memorandum of understanding to be signed by prospective sponsors, the DCSF and the local authority.

##### 2.0 BACKGROUND

2.1 At its meeting on 23<sup>rd</sup> January, the Executive Board asked Education Leeds to consult upon and develop a protocol that would inform its response to establish academies in Leeds. The consultation document is attached at annex two and responses are recorded in annex three.

2.2 The Executive Board also asked Education Leeds to develop the protocol, informed by responses to the consultation, into a legally binding agreement that would ensure that future academies would be required to work in partnership with the local authority and other local schools to improve children's outcomes. This will be developed by Legal Services in the light of feedback from the Executive Board on this report.

##### 3.0 RECOMMENDATIONS

3.1 Members are asked to:

- i. note the outcomes of the consultation
- ii. invite Education Leeds and Legal Services to develop a memorandum of understanding that reflect the contents of annex 4 and ensure that these are accepted and signed by representatives of the DCSF, any prospective academy sponsor in Leeds and the local authority.

**Agenda Item:**

**Originator: Pat Toner**

**Telephone: 0113-247-5613**

## REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS

**EXECUTIVE BOARD: 16 April 2008**

**SUBJECT: Academy Protocols**

<p><b>Electoral Wards Affected:</b></p> <p><b>ALL</b></p> <p><input checked="" type="checkbox"/> Ward Members consulted (referred to in report)</p>	<p><b>Specific Implications For:</b></p> <p>Equality &amp; Diversity <input checked="" type="checkbox"/></p> <p>Community Cohesion <input checked="" type="checkbox"/></p> <p>Narrowing the Gap <input checked="" type="checkbox"/></p>
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Eligible for Call-in

Not Eligible for Call-in (Details contained in the Report)

### 1.0 PURPOSE OF THIS REPORT

1.1 The purpose of this report is to inform Members on the outcome of consultation on the Academy Protocols and to secure agreement on protocols that will inform the City Council's response to requests to establish academies in Leeds and to develop a corresponding memorandum of understanding to be signed by prospective sponsors, the DCSF and the local authority.

### 2.0 BACKGROUND INFORMATION

2.1 At its meeting on 23<sup>rd</sup> January, the Executive Board asked Education Leeds to consult upon and develop a protocol that would inform its response to establish academies in Leeds. The list of consultees is attached at annex one, the consultation document at annex two, and responses to the consultation are recorded in annex three.

2.2 Increasingly the role of the Local Authority is changing from 'provider' of services and schools to the 'commissioner' of provision to serve local communities. Academies are schools accountable directly to the DCSF and therefore independent of the local authority. The success of an academy critically depends on the absolute responsibility given to their sponsors, their governing bodies and their principals. However, most

Academies are jointly commissioned by the DCFS and the Local Authority on a partnership basis. They are established through an agreement between the DCFS, the Local Authority and the sponsor.

- 2.3 Our vision for learning in Leeds places schools at the heart of universal provision. Schools that develop, nurture and maintain strong, innovative and creative relationships with each other and with their stakeholders and partners to drive good attendance, positive behaviour, high standards and significantly improved Every Child Matters outcomes for all our learners.
- 2.4 We are exploring a cluster model for the development of further Academies here in Leeds. We aim to develop, with partners and stakeholders and our children and young people, the potential for establishing Academies in South Leeds, West Leeds and the Centre of Leeds to complement the existing David Young Community Academy in East Leeds. These Academies would work within area clusters and establish strong, dynamic partnerships with other local schools.
- 2.5 We have been working with colleagues at the DCSF to develop and agree a framework within which any Academies could be developed. This includes collaborative approaches to:
- social responsibility and partnership;
  - delivery of a Leeds learner entitlement
  - admissions and exclusions;
  - curriculum planning and provision;
  - accountability arrangements.
- 2.6 We have agreed with the DCSF that any further Academy in Leeds will sign up to an agreed set of policies and protocols for these aspects of provision whilst ensuring their 'independent state school status' is not compromised. These protocols will be included within a Memorandum of Understanding for any Academies which are to be established in Leeds. The David Young Academy was consulted in the development of the protocol and will be invited to join these agreements.

### 3.0 **MAIN ISSUES**

3.1 The consultation ran for 6 weeks and ended on 20<sup>th</sup> March 2008. The list of consultees is attached at annex one and the consultation document at annex two. In the following sub-sections the key issues that emerged during the consultation on each of the areas outlines in 2.5 above are analysed. The sub-section goes on to propose amendments to the draft protocol. These are captured separately in section annex 4.

#### 3.2. **Social responsibility and partnership**

3.2.1 As a result of comments made during the consultation, the protocol will now make explicit an expectation that a sponsor commits to ensuring that parents of young people attending the academy will be represented upon the academy governing body. It will also require proposals to establish an academy in Leeds to identify how the views of young people will regularly be captured to inform the development of the academy. The protocol will now also require sponsors to ensure that they recognise for collective bargaining purposes those trades unions recognised by Leeds City Council.

3.2.2 Education Leeds and Legal Services will, subject to the agreement of Executive Board, now develop memorandum of understanding to be agreed by the prospective sponsor of a new academy in Leeds that will ensure that:

- parents of young people attending the academy will be represented upon the academy governing body;
- every proposal to establish an academy in Leeds will identify how the views of young people attending the academy will inform the development of the academy;

- sponsors agree to recognise for collective bargaining purposes those trades unions recognised by Leeds City Council;
- the new academy will become an active contributor to school improvement, curriculum delivery partnerships and the network of providers and agencies coordinating with Children's Services in Leeds.

### 3.3 **Delivery of the Leeds Learner Entitlement**

3.3.1 As a result of comments made during the consultation it is recognised as difficult to require prospective sponsors to agree to adopt and implement a Leeds learning entitlement that is yet to be finalised and agreed by other schools in Leeds. Indeed there will be no requirement of other schools in Leeds to adopt and implement any new learning entitlement. Rather, schools will be asked to commit to the Leeds Learner Entitlement.

3.3.2 Education Leeds and Legal Services, will subject to the agreement of Executive Board, now develop memorandum of understanding to be agreed by the prospective sponsor of a new academy in Leeds that will ensure that:

- consideration is given to reflecting within proposals to establish an academy in Leeds any agreed Leeds Learning Entitlement. And, in common with community schools, will be invited to commit to the entitlement.

### 3.4 **Admissions and exclusions**

3.4.1 This element of the draft protocol received the greatest number of comments reflecting the significance consultees placed on ensuring that academies operated inclusively to ensure that none of its young people were left behind. Consultees were also keen to ensure that academies actively collaborated with other schools in Leeds so that the needs of every child attending the academy mattered and were successfully being met by the academy. It was suggested that an explicit statement that safeguarded the circumstances of young people with SEN should be included.

3.4.2 Education Leeds and Legal Services will, subject to the agreement of Executive Board, now develop memorandum of understanding to be agreed by the prospective sponsor of a new academy in Leeds that will ensure that:

- admissions arrangements will be developed in consultation with both the local authority and with other schools;
- the Leeds admissions policy of "Local Schools for Local Children" informs the development of the admissions policy and that therefore "nearest school" will be the key factor in determining admission to the academy;
- young people with identified SEN will be admitted as a clearly identified priority group;
- from its opening the academy will work actively with other local providers in the city to avoid any exclusions and to make suitable and appropriate provision for all children reflecting their individual needs;
- from its opening the academy will take its share of excluded pupils from other Leeds schools and accept in year transfers according to the Leeds fair access policy.

### 3.5 **Curriculum planning and provision**

3.5.1 There was broad agreement from consultees on this element of the protocol. The only significant suggestion was that there should be an explicit statement about developing post 14 curriculum pathways in partnership with other schools and other providers. However, there is an increasing understanding that the 17 specialised diplomas will require all providers, including academies, to collaborate in order to ensure comprehensive access to high quality personalised curriculum pathways.



- 3.5.2 Education Leeds and Legal Services will, subject to the agreement of Executive Board, now develop memorandum of understanding to be agreed by the prospective sponsor of a new academy in Leeds that will ensure that:
- the academy will contribute to the implementation and development of a Leeds post 14 curriculum framework working in partnership with other providers in the locality including the FE presence
  - the academy develops its post 14 curriculum offer using
    - the Leeds on-line Area Prospectus that is now available;
    - a Common Application System for Post 16;
    - appropriately quality assured 14-16 vocational learning providers;
    - the cross sector city-wide e-learning strategy;
  - it must be an active contributor to the planning and quality assurance of post 14 provision.

### 3.6 **Accountability**

3.6.1 It was suggested during the consultation that there should be a requirement to provide governance opportunities (not Parent Council additional tiers) for local community representatives depending on the local community's needs and wants. However, given the reference to appointing parents to the governing body in 3.2.2 above, and the role of governors nominated by the local authority addressed here, there is no need to make further reference to the make-up of the governing body.

- 3.6.2 Education Leeds and Legal Services will, subject to the agreement of Executive Board, now develop memorandum of understanding to be agreed by the prospective sponsor of a new academy in Leeds that will ensure that:
- City Council will nominate two governors to the governing body, one representing the locality and one representing the administration.

### 3.7 **Other issues emerging from the consultation**

3.7.1 There were a number of responses that suggested that memoranda of understanding were not enforceable agreements. It is the view of Education Leeds that a sponsor's decision to sign such an understanding, taken alongside the accountability role of the DCSF and the legal status of such an agreement, provides sufficient reassurance to the City Council on the enforceability of this agreement. There were a number of responses that suggested that given the importance of the issues addressed by this consultation more time should have been given to enable a wider range of consultees to respond. However, Education Leeds received 22 written responses to this consultation and it is not clear that extending the consultation would have significantly increased the number of responses. It was suggested that the protocol should address attendance issues alongside admissions and exclusions issues. Another suggestion was that academies should be encouraged to synchronise their holiday arrangements with other Leeds schools.

- 3.7.2 Education Leeds and Legal Services will, subject to the agreement of Executive Board, now develop memorandum of understanding to be agreed by the prospective sponsor of a new academy in Leeds that will ensure that:
- Both attendance support from the LA and information/data sharing protocols will need to be included in any future Academy agreements to enable early intervention and support for Persistent Absence pupils and vulnerable pupils, including Safeguarding.
  - very careful consideration is given to the impact of the academy establishing school holiday arrangements that were significantly out of step with neighbouring schools and specifically with the academy's partner primary schools.

3.8 The proposed contents of the memorandum of understanding to be agreed by the prospective sponsor of a new academy in Leeds are brought together for the Executive Board to consider in annex four.

#### 4.0 **IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE**

- 4.1 Key stakeholders including young people, ward councillors, school governors and headteachers, recognised trades unions, the LSC, diocesan authorities serving Leeds, and neighbouring local authorities, were consulted on these protocols.
- 4.2 The issues addressed in this report will impact on the 'Narrowing the Gap' and 'Going up a League' agendas. Academies in Leeds have the potential to contribute to the ambitious targets to meet key priorities within the Children and Young People's Plan and the work on the Local Area Agreement.
- 4.3 The development of new models of provision, such as Academies, will have significant implications for Council policy and governance which will be addressed in any proposals that are developed for further consideration by Executive Board.

#### 5.0 **LEGAL AND RESOURCE IMPLICATIONS**

- 5.1 The funding of secondary and post-16 provision in Leeds is a significant part of the Children's Services overall budget and part of the Learning and Skills Council budget. The establishment of Academies in Leeds has the potential to have major financial implications for Leeds City Council as it increasingly takes total responsibility for all 14 – 19 provision here in Leeds. A detailed financial plan will be developed alongside any specific proposal that is developed for further consideration by Executive Board.

#### 6.0 **RECOMMENDATIONS**

- 6.1 Members are asked to:
- i. note the outcomes of the consultation
  - ii. invite Education Leeds and Legal Services to develop a memorandum of understanding that reflect the contents of annex 4 and ensure that these are accepted and signed by representatives of both the DCSF, any prospective academy sponsor in Leeds and the local authority.

## Annex one

### Academy Protocol - List of consultees

<b>Governors' Forum</b>	Via Katy Hockridge, EL Governors Support Team for inclusion on governor's forum agenda
<b>All Chairs of Governors</b>	Hard copies sent by post to all C of Govs on 26/2/08
<b>Catholic Diocese</b>	FAO Deirdre Rowe, Principal Education Officer for Education and Schools
<b>C of E Diocese</b>	FAO Clive Sedgewick, Diocesan Director of Education, Ripon and Leeds Diocese
<b>DYCA</b>	Ros McMullen – Headteacher Chair of Governors via Jane Viney, Clerk to Governors
<b>LSC</b>	Via Gary Milner, EL
<b>FE Colleges</b>	Via Gary Milner, EL
<b>Head Teachers, Parents and Pupils at potential academies</b>	Annette Hall, Headteacher of Intake Colin Bell, Headteacher of South Leeds High
<b>Unions, including Association of School and College Leaders (formerly Secondary Heads Association)</b>	Michael Pyle –ASCL formerly SHA John Beckett – NAHT Keith Rogers – NAHT Malcolm Learoyd – ASPECT John Duggan – T & G W U Derek Mclennan – AEP Richard Martin – ATL Jack Jackson and Steve White – NASUWT Patrick Murphy and Tim Hales – NUT Lynn Brook, Sue Osbaldeston & Mandy Roach - GMB) Dick Banks – AMICUS Brian Mulvie, Brenda Russell & Sheila Hemingway – UNISON
<b>All Councillors</b>	Via e-mail
<b>Neighbouring Authorities</b>	Nina Mewse – Education Bradford Cynthia Welbourn – North Yorkshire County Council Claire Allman – Kirklees Metropolitan Council Cheryl Hobson – Wakefield Metropolitan District Council
<b>All Education Leeds Officers</b>	Via Infobase
<b>Chamber of Commerce</b>	Alan Gill (Non Executive Director) via email 5/3/08 with apologies for late consultation

## Annex two

### Academy Protocol - Consultation Document

We have been working with the government to agree a framework within which an Academy could be developed in Leeds. This includes agreements on:

- social responsibility and partnership;
- delivery of a Leeds learner entitlement
- admissions and exclusions;
- curriculum planning and provision;
- accountability.

The government has agreed that any new Academy in Leeds will legally abide by agreements in each of these areas in return for receiving the support of Leeds City Council.

**You are asked to comment on the outline of each part of the agreement that is provided below. In particular it is useful to know if you believe that an element is unnecessary and should be omitted or alternatively that an important element has been overlooked and should be included in any final agreement.**

#### **1 Social responsibility and partnership**

- 1.1 Academies in Leeds will serve particular local communities and support the implementation of the Leeds Inclusive Learning Strategy. Any new academy in Leeds must have clear policies and procedures in place to ensure that it effectively engages with its local community and parents and that it provides effectively for all the young people it serves.
- 1.2 Any new academy in Leeds must have clear arrangements for communicating, and where appropriate consulting and negotiating, with its staff.
- 1.3 Partnerships and collaborations across schools that add value are essential if Leeds is to create a viable and sustainable learning infrastructure with learning pathways for all our young people. Any new academy in Leeds is expected to build on existing successful local partnerships across schools and between schools, colleges and universities utilising the good practice that has developed over recent years. The Education Leeds School Improvement Policy works to ensure that all Leeds schools have a strong partnership with Education Leeds and actively builds partnerships between schools where there will be a mutual benefit. Any new academy in Leeds must become an active contributor to such partnerships and ensure these partnership arrangements continue to develop.

#### **2 Delivery of the Leeds Learner Entitlement**

- 2.1 Headteacher Forum in Leeds has agreed to develop a new vision for learners in Leeds that would take the form of a learner entitlement. There is an existing 14-19 entitlement to which schools, colleges and other partners have agreed. The new entitlement will be developed over the spring and summer terms 2008. It is suggested that an agreed entitlement would be an appropriate element of any academy proposal.

#### **3 Admissions and exclusions**

- 3.1 In addition to the statutory requirements of the government's Admissions Code of Practice, any new academy in Leeds must work with other local schools to develop common approaches that ensure the establishment of high quality viable local provision for local young people. Any new academy in Leeds must apply the recently adopted "In year fair access protocol" for all Leeds Schools. Finally, any new academy in Leeds must work

## **Annex two**

### **Academy Protocol - Consultation Document**

actively with other local providers in the city to avoid any exclusions and to make suitable and appropriate provision for all children responding to their individual needs.

#### **4 Curriculum planning and provision**

- 4.1 Work is currently underway on the development of a Leeds Curriculum Framework that will ensure that Leeds can meet the statutory requirement for all young people to access all 14 specialised Diploma lines by 2013. This framework will ensure an agreed 14-19 curriculum offer for the city where all programmes have clear progression routes. Any new academy in Leeds must contribute to the implementation and development of this framework. This will include ensuring that the academy develops its post 14 curriculum offer using;
- the Leeds on-line Area Prospectus that is now available
  - a Common Application System for Post 16
  - appropriately quality assured 14-16 vocational learning providers
  - the cross sector city-wide e-learning strategy
- 4.2 Any new academy in Leeds must be an active contributor to the planning and quality assurance of post 14 provision in its locality.

#### **5 Accountability**

- 5.1 Academies will form an increasingly important part of the learning landscape here in Leeds and we need to develop models of governance and accountability that connect any new academy with its stakeholders, partners and its community as well as being part of the provision in the City of Leeds. In order to actively demonstrate their commitment to working in partnership as part of the wider community of Leeds any new academy in Leeds would be expected to allow the City Council to nominate two governors to its governing body, one representing the locality and one representing the administration.

## Annex three

### Academy Protocol - Responses to the consultation

#### Academies Protocol Consultation Summary of responses @ 27<sup>th</sup> March 2008

#### **23 Respondents with 81 comments, summarised by section:**

##### **Section 1 (7 comments)**

- Requires explicit statement about placing SEN pupils if the academy objects (1)
- Wording too vague – Locality needs to be defined and also linked to the admissions policy (1)
- Section 1.3 Requested further information on the success criteria for partnerships. Are all existing partnerships good, how would they continue, and how would academies join them? (1)
- Partnerships felt to be key – good communication is very important for success (1)
- Section 1.1/1.2 It is self evident that any new academy would have to have clear policies and procedures in place as well as an effective communication system (1)
- Section 1.3 Partnerships cannot be fully realised without compromising the ability of academies to pursue new models of working, which is one of their key strengths (1)
- Section 1.3 Strengthen the wording to state “partnerships across schools, with colleges and other providers are essential!” (1)

##### **Section 2 (3 comments)**

- Which entitlement? – requires clarification (1)
- 2.1 The present academy offers the new 14-19 curriculum and is doing that successfully by establishing partnerships not bound by Education Leeds (1)
- Section 2. Why would an academy not adopt the Leeds Leaner Entitlement, since it will be good practice and ensure the needs of all learners are met. (1)

##### **Section 3 (13 comments)**

- Must accept excluded pupils (1)
- Additional statement regarding admission of SEN students needed to avoid unnecessary appeals and escalation to SOS DCSF to direct a placement. (1)
- Admissions policy statement should include need to consult with other schools not just EL (1)
- Need to honour the ‘nearest’ criteria within whichever admissions policy they adopt (1)
- Requires definition of ‘locality’ and more explicit about working with LEA policies (1)
- Don’t know what in year fair access protocol is (1)
- Who adopted the In year Fair Access Protocol? Governors Forum / individual GB’s have not adopted this (1)
- What is the LEA’s statutory duty in the context of working with others over exclusions, and does it override the actions of an Academy Governing Body? (1)

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### Academy Protocol - Responses to the consultation

- 3.1 seeks to address the issue of higher exclusion rates at academies and the financial impact of placing excluded pupils, however it is not enforceable (1)
- Section 3 Who are the other partners apart from schools and colleges? (1)
- Section 3 Why should exclusions be avoided if there are pupils whose behaviour puts other pupils and staff at risk? (1)
- 3.1 Formal agreements over exclusions risk the ethos academies are trying to build up in their local communities. Perhaps the needs of excluded pupils need to be considered more creatively rather than passing them from school to school (1)
- Inclusion / exclusions are key, as everyone's learning is important (1)
- Section 4 (3 comments)**
- This section should refer to compliance with any future agreed policy on post 16 provision (1)
- Definition of locality needed (1)
- 4.1 Curriculum planning must be left to the discretion of each academy but it would be useful to ensure a fair distribution across the city of the 14-19 vocational diplomas (1)
- Section 5 (5 comments)**
- Clarification of phrases "learning landscape" and "connect any new academy with its stakeholders, partners and its community" required (1)
- Needs to be sentence which states a requirement relating to providing governance opportunities (not Parent Council additional tiers) for local community reps - again depending on what the local community is and wants (1)
- Challenge the need for City Council appointing 2 governors as there are already LEA governors on a governing body (1)
- 5.1 How would City Council governors be selected to ensure a strong governing body with a balanced skill set? (1)
- 5.1 The two City Council governors should not be a right, but encouraged as a matter of discretion for the new governing body (1)
- Legal & governance issues (21 comments)**
- Enforceable status / clauses is not compatible with Academy status (5)
- Requested confirmation of legal status of protocol (1)
- Specific terms / general tone too vague (4) (specific mentions of 'legally abide', 'clear arrangement', 'it is expected', 'it is suggested that')
- It is my understanding that it is not compulsory for new academies to sign up to the protocol as stated, that this would be dependent on the sponsoring bodies. (1)
- The wording suggested could be comfortably accepted by the DYCA and thus would not address many of the relevant issues (1)
- Terms included are the minimum required for all schools, whatever their status (1)
- Introduction - Trusts and memorandums would be a better model to quote than 'agreements in return for receiving the support of LCC' (1)
- No mention of funding scrutiny (1)
- Community schools are already bound by the terms of this protocol, and these are preferable to academies (2)
- Make up the governing body is not sufficient to ensure LA can enforce such policies (3)
- Should a certain number of LA reps be insisted upon? (1)
- Rights and representation issues (6 comments)**
- There is no mention of terms and conditions of service, or recognition of Trade Unions (4)

## Annex three

### Academy Protocol - Responses to the consultation

- No mention of community's input into shaping a new academy (1)
- Rights of young people and staff affected are not mentioned (1)
- Other issues (17 comments)**
- Holidays should be synchronised with other Leeds schools (1)
- Separate section on attendance needed (1)
- Is DYCA expected to sign up? (1)
- Opposed to academies in principle (4)
- Concerned that protocol doesn't provide a mechanism to prevent teaching of subjects such as creationism (1)
- No mention of vetting procedures for potential sponsors (1)
- Request copies of Leeds Inclusive Learning Strategy, Leeds School Improvement Policy, In Year Fair Access Protocol to make further comments (1)
- Include a reference to how the LA supports Academies in relating to managing attendance and persistent absence (including legal roles / responsibilities, quality Assurance role and data collection/monitoring) (1)
- Include something on how the LA oversees support for vulnerable children and young People(e.g LAC, Safeguarding etc), including data sharing protocols (1)
- It should be made clear that consideration of Academy status does not imply failure of any school, and this may be a positive step forward as part of the school's development and progression (1)
- The role of the sponsor should be clearly defined to make sure they have an understanding of educational issues and context. (1)
- Sponsors can only sign up to a vision for learning for the city if they have seen it. Partners and stakeholders need to agree the vision for learning in the city, and communicate it widely. This should include colleges as well as schools. (1)
- Acknowledgement of the potential for major financial implications for Leeds City Council, and also for other post 16 providers is needed. This is due to the 'top slice' funding for post 16 learning at academies. Care will be needed when agreeing post 16 numbers for academies. This will require further consideration as we move forward to the new structures set out in the White Paper "Raising Expectations". (1)
- The issue of locality and local partnerships needs definition, and terms of reference for partnerships agreed. (1)
- Factual Corrections (1 comment)**
- There will now be 17 diplomas not 14 (1)
- Consultation Process (5 comments)**
- Timescale too short (1)
- Whilst the need to establish a protocol is supported, it should have been preceded by document outlining the city wide vision for education in Leeds, and we are unable to respond without this (1)
- Consultation conducted in utterly shambolic way, and timing nothing short of bizarre (1)
- Discussions regarding specific academies are being held in secretive manner, and discussion of a city wide vision for secondary education, including the role of academies, should have been conducted first. This undermines the protocol being consulted upon. (1)
- Cannot understand delay in sending out the paper (1)



## Annex three

### Academy Protocol - Responses to the consultation

#### Detailed responses

Date	Method	Respondent	Comments
17/03/08	Meeting	Labour Group (Cllr Mulherin)	<ul style="list-style-type: none"> <li>Whilst the need to establish a protocol is supported, it should have been preceded by document outlining the city wide vision for education in Leeds, and we are unable to respond without this.</li> <li>Consultation conducted in an utterly shamolic way, and timing nothing short of bizarre</li> <li>Discussions regarding specific academies are being held in secretive manner, and discussion of city wide vision for secondary education, including the role of academies, should have been conducted first. This undermines the protocol being consulted upon.</li> <li>Cannot understand delay in sending out the paper</li> <li>Sections 1,2,4,5 accepted.</li> <li>Section 3. All schools must accept pupils excluded from other schools</li> <li>Other - Term and half term dates must be in keeping with other Leeds schools to reduce pressure on working parents and on other schools.</li> </ul>
29/02/08	Letter	Allerton High School Chair of Governors	<ul style="list-style-type: none"> <li>Section 1, partnerships, felt to be key – good communication is very important for success</li> <li>Section 3 is important – inclusion / exclusions are key, as everyone’s learning is important</li> <li>Things which are important to the running of a successful school, discussed in relation to the possibility of an Academy at Intake: Getting more people into school Children learning in order to achieve Thinking about the education of every learner Lessons are more active and involve a variety of lessons Not working at a weekend for everyone Academy should be in with all the other schools No testing by aptitude in Performing Arts There is already an audition for 10% of the entry Other local schools are available Therefore selection by aptitude is important, linked to the specialism of the school</li> </ul>
?	Meeting	Intake School Council	<ul style="list-style-type: none"> <li>The unions generally remain philosophically opposed to any Academies. Any comments made do not imply any change in this position.</li> <li>There is no mention of terms and conditions of service, or recognition of Trade Unions</li> <li>Make up the governing body is not sufficient to ensure LA can enforce such policies</li> <li>Many of the terms are too vague e.g. ‘clear arrangement’, ‘it is expected’, ‘it is suggested that’</li> <li>The inclusion of enforceable clauses is not compatible with Academy status</li> </ul>
18/03/08	Meeting	Trade Unions Liaison Group	<ul style="list-style-type: none"> <li>Timescale too short for such an important matter, should have allowed for full consultation cycle</li> </ul>
25/02/08	e-mail	Stephen	

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#### Academy Protocol - Responses to the consultation

		Rennie, Governors Forum	
11/03/08	e-mail	Andrea Cowans, EL 14-19 Project manager	<ul style="list-style-type: none"> <li>Factual error/update there are now 17 diplomas making up the entitlement by 2013, not 14</li> </ul>
12/03/08	e-mail	Gary Nixon, EL Integrated Children's Services	<ul style="list-style-type: none"> <li>Section 1 - SEN provision overlooked. The LA currently has no powers to direct the admission of SEN children into an academy if it says no. Although implicit in section 1.1, but should be clearer.</li> <li>Section 3, admissions – Additional statement regarding admission of SEN students needed to avoid unnecessary appeals and escalation to SOS DCSF to direct a placement."</li> <li>Attachment not readable, but summary paraphrased from memory by HT:</li> <li>The protocols are good, but could go further.</li> <li>It should be made clear that consideration of Academy status does not imply failure of any school, and this may be a positive step forward as part of the school's development and progression.</li> <li>The role of the sponsor should be clearly defined to make sure they have an understanding of educational issues and context.</li> </ul>
03/03/08	e-mail	Dave Masterman, Chair of Governors, SLHS	
06/03/08	e-mail	Sarah Steel, Chair of Governors, Robin Hood Primary	<ul style="list-style-type: none"> <li>Section 3.1 – it is vital that "the consultation on admission policy for new Academies must involve local schools rather than just Education Leeds"</li> </ul>
06/03/08	e-mail	Viv Buckland, EL Admissions Team	<ul style="list-style-type: none"> <li>Section 3 – The requirement around admissions should include the need to honour the 'nearest' criteria within whichever admissions policy they adopt</li> </ul>
03/03/08	e-mail	Jane Hall, EL Attendance Strategy Manager	<ul style="list-style-type: none"> <li>Separate section on attendance needed. Refer to Academy Principal's Handbook on the DCSF website (January 2007) <a href="http://www.standards.dfes.gov.uk/academies">www.standards.dfes.gov.uk/academies</a>. Details of two specific issues are:</li> <li>Include a reference to how the LA supports Academies in relating to managing attendance and persistent absence (including legal roles / responsibilities, quality Assurance role and data collection/monitoring)</li> <li>Include a reference to how the LA oversees support for vulnerable children and young People(e.g LAC, Safeguarding etc), including data sharing protocols.</li> </ul>

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#### Academy Protocol - Responses to the consultation

28/02/08	e-mail	Cllr Matthew Loble	<ul style="list-style-type: none"> <li>In support.</li> <li>Not clear about in year fair access protocol so unable to comment.</li> <li>Have the existing Academy been asked to sign up, or are there plans to ask them to do so?</li> </ul>
28/02/08	e-mail	Malcolm Learoyd, EL School Improvement	<ul style="list-style-type: none"> <li>Should a certain number of LA reps on the governing body be insisted on?</li> </ul>
26/02/08	e-mail	Cllr Richard Brett	<ul style="list-style-type: none"> <li>The phrase legally abide is too vague and requires clarification</li> <li>Trusts and memorandums would be a better model to quote than 'agreements in return for receiving the support of LCC'</li> <li>Section 1.1 – wording too vague – Locality needs to be defined and also linked to the admissions policy</li> <li>Section 2 – which entitlement – the new one?</li> <li>Section 3.1 – for local people – locality needs to be defined. Academies must be required to set admissions policies that are compatible with the LA .</li> <li>Section 3.1 – Who adopted the In year Fair Access Protocol? Governors Forum / individual GB's have not adopted this</li> <li>Section 3.1 – working with others over exclusions – What is the LA's statutory duty in this context, and does it override the actions of an Academy Governing Body?</li> <li>Section 4.1 – This section should refer to compliance with any future agreed policy on post 16 provision</li> <li>Section 4.2 – definition of locality needed</li> <li>Section 5.1 – Clarification of phrase "learning landscape" required</li> <li>Section 5.1 - Clarification of phrase "connect any new academy with its stakeholders, partners and its community"</li> <li>Section 5.1 - Needs to be a sentence which states a requirement relating to providing governance opportunities (not Parent Council additional tiers) for local community reps - again depending on what the local community is and wants</li> </ul>
11/03/08	e-mail	Ian Garforth, Governor and member of Governors Forum	<ul style="list-style-type: none"> <li>NASUWT is opposed to Academies in principle</li> <li>The protocol would not be enforceable, and the basic nature of academies is enshrined in statute and would therefore be upheld over the protocol</li> <li>There is no mention of the need to recognise Trade Unions, or of upholding national or local pay and conditions of service</li> </ul>
28/02/08	e-mail	Cllr Matthew Loble	<ul style="list-style-type: none"> <li>In support.</li> <li>Not clear about in year fair access protocol so unable to comment.</li> <li>Have the existing Academy been asked to sign up, or are there plans to ask them to do so?</li> </ul>
28/02/08	e-mail	Malcolm Learoyd, EL School Improvement	<ul style="list-style-type: none"> <li>Should a certain number of LA reps on the governing body be insisted on?</li> </ul>
26/02/08	e-mail	Cllr Richard Brett	<ul style="list-style-type: none"> <li>The phrase legally abide is too vague and requires clarification</li> <li>Trusts and memorandums would be a better model to quote than 'agreements in return for receiving the support of LCC'</li> <li>Section 1.1 – wording too vague – Locality needs to be defined and also linked to the admissions policy</li> <li>Section 2 – which entitlement – the new one?</li> <li>Section 3.1 – for local people – locality needs to be defined. Academies must be required to set admissions policies that are compatible with the LA .</li> <li>Section 3.1 – Who adopted the In year Fair Access Protocol? Governors Forum / individual GB's have not adopted this</li> <li>Section 3.1 – working with others over exclusions – What is the LA's statutory duty in this context, and does it override the actions of an Academy Governing Body?</li> <li>Section 4.1 – This section should refer to compliance with any future agreed policy on post 16 provision</li> <li>Section 4.2 – definition of locality needed</li> <li>Section 5.1 – Clarification of phrase "learning landscape" required</li> <li>Section 5.1 - Clarification of phrase "connect any new academy with its stakeholders, partners and its community"</li> <li>Section 5.1 - Needs to be a sentence which states a requirement relating to providing governance opportunities (not Parent Council additional tiers) for local community reps - again depending on what the local community is and wants</li> </ul>
11/03/08	e-mail	Ian Garforth, Governor and member of Governors Forum	<ul style="list-style-type: none"> <li>NASUWT is opposed to Academies in principle</li> <li>The protocol would not be enforceable, and the basic nature of academies is enshrined in statute and would therefore be upheld over the protocol</li> <li>There is no mention of the need to recognise Trade Unions, or of upholding national or local pay and conditions of service</li> </ul>

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#### Academy Protocol - Responses to the consultation

18/03/08	Letter	NUS	<ul style="list-style-type: none"> <li>NUS is opposed to academies in principle</li> <li>Not legally enforceable</li> <li>Wording is too vague to be meaningful</li> <li>Rights of young people and staff affected are not mentioned</li> <li>The presence of 2 LA governors is not sufficient to provide effective protection for the local community of schools</li> <li>The wording suggested could be comfortably accepted by the DYCA and thus would not address many of the relevant issues</li> <li>Community schools are already bound by the terms of this protocol, and we would urge the council to preserve their status</li> </ul>
13/03/08	Letter	Eileen Hallas, Governor at Windmill and Clapgate Primaries, & governors forum member	<ul style="list-style-type: none"> <li>Challenge the need for City Council appointing 2 governors as there are already LA governors on a governing body</li> </ul>
19/03/08	Letter	GMB	<ul style="list-style-type: none"> <li>Opposed in principle to academies</li> <li>Challenge how the agreement can be enforceable given current legislative powers of academies</li> <li>Concerned that protocol doesn't provide a mechanism to prevent teaching of subjects such as creationism</li> <li>Note the absence of pay and conditions, right of representation and collective agreements</li> <li>No mention of vetting procedures for potential sponsors</li> <li>No mention of community's input into shaping a new academy</li> <li>No mention of funding scrutiny</li> <li>Too vague</li> <li>Local Authority schools are already bound by these protocols and these are preferred to academies.</li> <li>Urge LCC to support community schools which are more accountable to the local community</li> </ul>
20/03/08	email	ATL	<ul style="list-style-type: none"> <li>Terms contained are the minimum needed for all schools, whatever their status</li> <li>The inclusion of two governors nominated by the LA would not provide any control</li> <li>There is no binding requirement regarding pay and conditions.</li> <li>Once an academy is established the protocol would have no legal standing</li> </ul>

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### Academy Protocol - Responses to the consultation

			<ul style="list-style-type: none"> <li>• Protocol 3.1 seeks to address the issue of higher exclusion rates at academies and the financial impact of placing excluded pupils, however it is not enforceable</li> <li>• Requested a confirmation of the legal status of the protocol</li> <li>• Section 1.3 Requested further information on the success criteria for partnerships. Are all existing partnerships good, how would they continue, and how would academies join them?</li> <li>• Section 3 Who are the other partners apart from schools and colleges?</li> <li>• Section 3 Why should exclusions be avoided if there are pupils whose behaviour puts other pupils and staff at risk?</li> <li>• Section 5.1 How would City Council governors be selected to ensure a strong governing body with a balanced skill set?</li> <li>• Request copies of Leeds Inclusive Learning Strategy, Leeds School Improvement Policy, In Year Fair Access Protocol to make further comments.</li> </ul>
11/03/08	letter	Leeds Chamber of Commerce	<ul style="list-style-type: none"> <li>• Section 1.1 / 1.2 It is self evident that any new academy would have to have clear policies and procedures in place as well as an effective communication system</li> <li>• Section 1.3 Partnerships cannot be fully realised without compromising the ability of academies to pursue new models of working, which is one of their key strengths</li> <li>• Section 2.1 The present academy offers the new 14-19 curriculum and is doing that successfully by establishing partnerships not bound by Education Leeds</li> <li>• Section 3.1 Formal agreements over exclusions risk the ethos academies are trying to build up in their local communities. Perhaps the needs of excluded pupils need to be considered more creatively rather than passing them from school to school</li> <li>• Section 4.1 Curriculum planning must be left to the discretion of each academy but it would be useful to ensure a fair distribution across the city of the 14-19 vocational diplomas</li> <li>• Section 5.1 The two City Council governors should not be a right, but encouraged as a matter of discretion for the new governing body</li> <li>• It is my understanding that it is not compulsory for new academies to sign up to the protocol as stated, that this would be dependent on the sponsoring bodies.</li> <li>• Sponsors can only sign up to a vision for learning for the city if they have seen it. Partners and stakeholders need to agree the vision for learning in the city, and communicate it widely. This should include colleges as well as schools.</li> <li>• The issue of locality and local partnerships needs definition, and terms of reference for partnerships agreed.</li> <li>• Acknowledgement of the potential for major financial implications for Leeds City Council, and also for other post 16 providers is needed. This is due to the 'top slice' funding for post 16 learning at academies. Care will be needed when agreeing post 16 numbers for academies. This will require</li> </ul>
25/03/08	email	Ann Nicholl	
4/4/08	email	Christina George, LSC	

**Annex three**

**Academy Protocol - Responses to the consultation**

			<p>further consideration as we move forward to the new structures set out in the White Paper “Raising Expectations” .</p> <ul style="list-style-type: none"><li>• Section 1.3 Strengthen the wording to state “partnerships across schools, with colleges and other providers are essential!”</li><li>• Section 2. Why would an academy not adopt the Leeds Learner Entitlement, since it will be good practice and ensure the needs of all learners are met.</li></ul>
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## Annex four

### Academy Protocol - Content of a Memorandum of Understanding

As a result of the analysis outlined in section 3 of this report Education Leeds and Legal Services will, subject to the agreement of Executive Board, now develop memorandum of understanding to be agreed by the prospective sponsor of a new academy in Leeds that will ensure that:

- parents of young people attending the academy will be represented upon the academy governing body;
- every proposal to establish an academy in Leeds will identify how the views of young people attending the academy will inform the development of the academy;
- sponsors agree to recognise for collective bargaining purposes those trades unions recognised by Leeds City Council;
- the new academy will become an active contributor to school improvement and curriculum delivery partnerships within Leeds;
- consideration is given to reflecting within proposals to establish an academy in Leeds any agreed Leeds Learning Entitlement;
- admissions arrangements will be developed in consultation with both the local authority and with other schools;
- the Leeds admissions policy of “Local Schools for Local Children” informs the development of the admissions policy and that therefore “nearest school” will be the key factor in determining admission to the academy;
- young people with identified SEN will be admitted as a clearly identified priority group;
- from its opening the academy will work actively with other local providers in the city to avoid any exclusions and to make suitable and appropriate provision for all children irrespective of their individual needs;
- from its opening the academy will take its share of excluded pupils from other Leeds schools and accept in year transfers according to the Leeds fair access policy;
- the academy will contribute to the implementation and development of a Leeds post 14 curriculum framework;
- the academy develops its post 14 curriculum offer using
  - the Leeds on-line Area Prospectus that is now available;
  - a Common Application System for Post 16;
  - appropriately quality assured 14-16 vocational learning providers;
  - the cross sector city-wide e-learning strategy;
- it must be an active contributor to the planning and quality assurance of post 14 provision;
- City Council will nominate two governors to the governing body, one representing the locality and one representing the administration;
- Both attendance support from the LA and information/data sharing protocols will need to be included in any future Academy agreements to enable early intervention and support for Persistent Absence pupils and vulnerable pupils, including Safeguarding.
- very careful consideration is given to the impact of the academy establishing school holiday arrangements that were significantly out of step with neighbouring schools and specifically with the academy’s partner primary schools.

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Agenda Item:

Originator: Pat Toner

Telephone: 0113-247 5613

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### REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS

EXECUTIVE BOARD: 16 April 2008

SUBJECT: Consideration of an expression of interest to establish an academy to serve the Bramley Area

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#### EXECUTIVE SUMMARY

##### 1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to seek approval to progress an expression of interest into a detailed feasibility and consultation process that will allow a full examination of the issues surrounding the establishment of an academy to serve the Bramley area in inner West Leeds.

##### 2.0 BACKGROUND

2.1 At its meeting on 17 October 2007, the Executive Board authorised Education Leeds to begin discussions with the Department of Children's Schools and Families (DCSF) and the charitable foundation Edutrust to explore the potential of Edutrust sponsoring an academy to replace Intake High School and serve the Bramley area of inner West Leeds

2.2 The expression of interest has now formally been received from the DCSF with Edutrust as a prime sponsor, and including potential support from both of the universities in Leeds.

2.3 Education Leeds has formally assessed the expression of interest and judges that there is sufficient merit in the proposal to undertake further detailed consideration through a comprehensive feasibility and consultation process. This report outlines the basis for this judgement.

##### 3.0 RECOMMENDATIONS

3.1 Members are asked to:

- i) approve moving to a detailed feasibility and consultation process that will allow a full examination of the issues surrounding the establishment of an academy to serve the Bramley area in inner West Leeds.
- ii) note that a further report will be presented in Autumn 2008 that will explain the outcome of this feasibility and consultation process and enable Members to come to a final decision on the value of establishing an academy to replace Intake High School and serve the Bramley area in inner West Leeds.



Agenda Item:

Originator: Pat Toner

Telephone: 0113-247-5613

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## REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS

EXECUTIVE BOARD: 16 April 2008

**SUBJECT: Consideration of an expression of interest to establish an Academy to Serve the Bramley Area**

### Electoral Wards Affected:

**Bramley and Stanningley Ward**



Ward Members consulted  
(referred to in report)

### Specific Implications For:

Equality & Diversity



Community Cohesion



Narrowing the Gap



Eligible for Call-in



Not Eligible for Call-in

(Details contained in the Report)



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### 1.0 PURPOSE OF THIS REPORT

1.1 The purpose of this report is to seek approval to progress an expression of interest into a detailed feasibility and consultation process that will allow a full examination of the issues surrounding the establishment of an academy to serve the Bramley area in inner West Leeds.

### 2.0 BACKGROUND INFORMATION

2.1 At its meeting on 17 October 2007, the Executive Board authorised Education Leeds to begin discussions with the Department of Children's Schools and Families (DCSF) and the charitable foundation Edutrust to explore the potential of Edutrust sponsoring an academy to replace Intake High School and serve the Bramley area of inner West Leeds.

2.2 Increasingly the role of the Local Authority is changing from 'provider' of services and schools to the 'commissioner' of provision to serve local communities: Academies are independent schools whose success critically depends on the absolute responsibility given to their sponsors, their governing bodies and their

principals. However, most Academies are jointly commissioned by the DCSF and the Local Authority on a partnership basis. They are established through an agreement between the DCSF, the Local Authority and the sponsor. The basis of this agreement, or protocol, is detailed in a separate report to the Executive Board and was shared with, and accepted by, the DCSF and sponsors as they considered the contribution they might make to improving the outcomes for young people in the Bramley area.

2.3 An expression of interest has now formally been received from the DCSF with Edutrust as the prime sponsor and identifying support from both of Leeds universities as active potential partners within the academy. Intake school's governing body has been actively included alongside the DCSF and Edutrust in developing this Expression of Interest.

2.4 Education Leeds has formally assessed the expression of interest and judges that there is sufficient merit in the proposal to undertake further detailed consideration through a comprehensive feasibility and consultation process. This report outlines the basis for this judgement.

### 3.0 **MAIN ISSUES**

3.1 When considering this expression of interest Education Leeds considered three things. Firstly, the potential of academy status to provide additional support or benefit to enhance young people's outcomes that isn't available through the established school improvement partnership arrangements that operate through the Leeds School Improvement Policy. That is, "does the proposal bring potential benefits to young people?" The second consideration was the extent to which potential sponsors recognise and value the contribution an academy will make as part of the educational community in Leeds. That is, "does the proposal meet the requirements of the Leeds protocols?" Finally, Education Leeds considered the extent to which the expression of interest committed the Council irreversibly to a particular decision or course of action. That is, "if an alternative proposal emerges as the best solution for the Bramley area can it still be developed?" These three questions are each addressed in turn below.

#### 3.2 ***Does the proposal bring potential benefits to young people?***

3.2.1 Intake High school is located between Rodley and Bramley in West Leeds. It was one of the first specialist colleges and grew rapidly in the 1990s. It has had a high reputation for performance arts and is still excellent in this area at post 16 but has suffered from continual poor performance in core subjects. Intake was visited by HMI under the school facing challenging circumstances floor targets initiative and placed in special measures in April 2004. Achievement at 5 and 1A\*-G was then the lowest in Leeds, and today is still under 80%. A strong partnership with Otley Prince Henry grammar School brought the school out of special measures in January 2006, a term ahead of schedule. A new headteacher began in September 2006 and, while improvements are evident in a few areas, overall progress has been limited. Intake has a relatively low number of preferences from parents and pupils choosing a high school. However, it serves a large residential area and is an appropriate size for the potential demand. The school is facing very significant financial pressures resulting from the combined impact of a falling role and changes to post 16 funding that is limiting the schools capacity and options for accelerating improvements. The school is due for a further inspection soon. Whether or not the school is endorsed as satisfactory by Ofsted, the pace of improvement is insufficient. In such circumstances Education Leeds, on behalf of the Local Authority, is bound by regulations to consider the benefits of academy status. Academy status provides an opportunity to build a new vision with a strong partner and to secure the governance

and increase leadership activity to deliver more rapid improvement.

3.2.2 In addition to the above, this particular expression of interest indicates that the DCSF will release sufficient capital to enable a new school to be built to replace the existing Intake School. This is likely to lead to a capital investment in excess of £20m, considerably more than was potentially available to refurbish the site as part of the BSF programme.

3.2.3 In summary Education Leeds recognises that, given the school's present circumstances, existing arrangements are not impacting quickly enough. The school has benefited from effective school improvement partnership arrangements in the past but needs to identify a suitable partner that will be able to provide close long term support to secure and embed improvements for the longer term. Action needs to be taken to change the perception of the school in its community and to provide financial assistance. Developing an academy has the potential to address all these issues positively and provide fresh impetus to leadership and governance.

### 3.3 ***Does the proposal meet the requirements of the Leeds protocols?***

3.3.1 Edutrust is committed to social responsibility and partnership. Representatives of Edutrust have held an informal meeting with parents and a series of meetings with young people and staff. They have indicated a willingness to recognise relevant trades unions as they have done in all the academies they sponsor. They have also indicated their commitment to operate as an active partner with the community of schools in Leeds. Edutrust has been made aware of the need to agree to a Memorandum of Understanding and have indicated that they will have no difficulty with this in principle. If we move into a process of feasibility and consultation Edutrust will have to formalise their position on this.

3.3.2 Edutrust have made a clear commitment to apply the admission arrangements that already operate across Leeds in addition to abiding by the Admissions Code of Practice. Within the expression of interest Edutrust have made a very strong commitment to inclusive practice and to avoiding exclusions.

3.3.3 Edutrust understand that an academy is unlikely to be successful unless it operates as an active member of the wider education and children's services community. This is a strong indication of the academy's willingness to plan the development of curriculum provision in partnership with other schools and other providers.

3.3.4 A move into feasibility stage will allow Education Leeds to address the make up of the academy's governing body with Edutrust particularly in regard to their willingness to have two City Council nominees on the governing body.

### 3.4 ***If an alternative proposal emerges as the best solution for the Rodley and Bramley area, could it still be developed?***

3.4.1 It is only at the end of the feasibility and consultation process that the City Council will be required to make binding decisions on the future of Intake School and the establishment of an academy to serve the Bramley area. At this stage the only question to be addressed is whether there be value in further detailed work, including formal consultation, being undertaken to enable the Council to determine if an academy will better serve young people than the present provision made through Intake School. If, as a result of detailed feasibility considerations and the outcome of consultations, alternative viable strategies emerge then the Council will be free to withdraw from considering an academy and progress the alternative instead. A further report will be available in the Autumn of 2008 that will enable the Council to make its final decision on this matter.

3.4.2 Given the above, it is the judgement of Education Leeds at this stage that there are potential benefits for young people in the Bramley area and for the City Council to continue to explore the potential of establishing an academy to replace the existing Intake School.

#### 4.0 **IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE**

4.1 Key stakeholders including young people, ward councillors, Intake school governors and staff have already been engaged in developing the attached expression of interest. The relevant neighbouring authority, Bradford, and the LSC have both indicated that they are willing to support this proposal in principle at this stage. In a further report to be presented in Autumn 2008 formal community consultation and formal consultation with all stakeholders including recognised trades unions will have to take place and the outcomes analysed and addressed.

4.2 The issues addressed in this report will impact on the 'Narrowing the Gap' and 'Going up a League' agendas. Academies in Leeds have the potential to contribute to the ambitious targets to meet key priorities within the Children and Young People's Plan and the work on the Local Area Agreement.

4.3 The development of new models of provision, such as Academies, will have significant implications for Council policy and governance which will be addressed in any proposals that are developed for further consideration by Executive Board.

#### 5.0 **LEGAL AND RESOURCE IMPLICATIONS**

5.1 The funding of secondary and post-16 provision in Leeds is a significant part of the Children's Services overall budget and part of the Learning and Skills Council budget. The establishment of an Academy in Leeds has the potential to have major financial implications for Leeds City Council as it increasingly takes total responsibility for all 14 – 19 provision here in Leeds. A detailed financial plan will be developed alongside any specific proposal that is developed for further consideration by Executive Board.

#### 6.0 **RECOMMENDATIONS**

6.1 Members are asked to:

- approve moving to a detailed feasibility and consultation process that will allow a full examination of the issues surrounding the establishment of an academy to serve the Bramley area in inner West Leeds.
- note that a further report will be presented in Autumn 2008 that will explain the outcome of this feasibility and consultation process and enable Members to come to a final decision on the value of establishing an academy to replace Intake High School and serve the Bramley area in inner West Leeds.

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Originator: Nicole Jackson

Tel: x74537

**Report of the Assistant Chief Executive (Corporate Governance)**

**Executive Board**

**Date: 16 April 2008**

**Subject: School Admission Appeals Code**

**Appendix 1 is Not for Publication under Access to information procedure Rule 10.4 (5)**

**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

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

**1. Purpose of Report**

1.1 To ask Members whether they wish to consider a challenge to paragraphs within the School Admissions Appeals Code which currently limit the ability of elected Members to represent or act as witnesses for parents who appear before school admission appeals panels.

**2. Background Information**

2.1 Following a consultation exercise, on 17 January 2008, under section 84 of the School Standards and Framework Act 1998, the DCSF published the School Admissions Appeals Code. The Code is statutory guidance and imposes mandatory requirements with which the authority has to comply, and guidance with which the authority should comply unless it can demonstrate it that it is justified in not doing so.

2.2 The two paragraphs set out below which relate to the role of elected Members are mandatory paragraphs with which the authority must comply.:

**Paragraph 2.13 states:**

"Parents **must** be advised that their 'friend' or adviser at a hearing cannot be a member of the local authority, a member of the admission authority concerned, or a local elected politician, as this may lead to a conflict of interests and place undue pressure on the panel. Choice Advisers may wish to support parents in preparing for

their appeal as part of their role in supporting parents with their secondary school choices. Where this is part of their locally agreed role, Choice Advisers may accompany parents to the appeal as an adviser but cannot present an appeal on their behalf. Where parents intend to be represented or accompanied they should inform the clerk in advance of the hearing. Panels **must not** treat appeals from unrepresented parents any differently from appeals from those that have representation.”

**Paragraph 2.17 states:**

“Members of the local authority **must not** be invited to attend appeal hearings as witnesses. Occasionally parents ask if their child can attend the hearing. As the appeal is about refusal of a parent’s statutory right to express a preference for a particular school, attendance can be distressing for some children and unless there are exceptional reasons children **should not** be invited to attend.”

- 2.3 Several elected members have expressed concern at the restrictions contained in paragraphs 2.13 and 2.17 which prevent Members from representing parents at school admission appeals and from acting as witnesses for parents. Counsel’s advice has been sought as to whether it is possible to mount a legal challenge in relation to the above paragraphs as the Members concerned consider that the Code prevents them from fulfilling their role set out in the Constitution as ward member dealing with individual casework and acting as an advocate for constituents in resolving particular concerns or grievances.
- 2.4 Counsel’s advice is set out in the exempt Appendix 1. The Appendix is exempt as in officers view the Appendix contains legal advice the disclosure of which prior to the commencement of any legal proceedings may prejudice the Council in progressing the matter and therefore the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 2.5 Experience shows that at this authority approximately 4 elected members in the past have regularly sought to represent parents.

**3.0 Recommendations**

- 3.1 Members are asked to consider whether they wish officers to contact the Secretary of State to express Members’ concerns at the relevant paragraphs and to seek an amendment to the Code to allow Members to represent parents and to give evidence at appeal hearings.
- 3.2 Subject to 3.1 above, if such approaches are unsuccessful officers are requested to bring a report to a further meeting of the Executive Board regarding considering mounting a legal challenge.



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Originator: Martin Farrington

Tel: 2243816

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**Report of the Director of City Development**

**Executive Board**

**Date: 16<sup>th</sup> April 2008**

**Subject: Roundhay Mansion – Progress Update**

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**Electoral Wards Affected:**

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

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

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**EXECUTIVE SUMMARY**

This report updates Executive Board on the progress made in the marketing of the Roundhay Mansion. This includes the appointment of Christie & Co, as agents, the formal marketing of the property and the generation of initial interest. Officers will seek to turn this interest into the submission of formal offers in Spring 2008.

The report also seeks agreement to the evaluation methodology to be used to assess prospective bids and proposes a 60%/40% quality/price split to ensure that Council secures an operator of the appropriate quality.

**1.0 PURPOSE OF THE REPORT**

1.1 To update Executive Board on the current progress with the letting of the Roundhay Mansion as a Restaurant/Function facility and to secure agreement to the evaluation methodology to be used to evaluate bids.

**2.0 BACKGROUND**

2.1 The Roundhay Mansion is a Grade II Listed building located on the edge of Roundhay Park. For many years the building was used by Craven and Gilpin as a café/bar/function venue, however, they surrendered their lease in 2003.

- 2.2 Since that time, significant investment has been made in the external fabric of the Mansion and a new the Visitor Centre and Education Centre has also opened. In December 2005, the Council's Executive Board approved an injection of funds into the Capital Programme including £407,250 of Heritage Lottery Funding for the refurbishment of the Roundhay Mansion and the development of the Visitor and Education Centres, at a total cost of £1.9m.
- 2.3 Following an unsuccessful marketing exercise undertaken in 2006, Executive Board on 17 October 2007 agreed to the remarketing of the opportunity on the basis that the Council will make a contribution towards the cost of the initial capital fit out works. Further to Executive Board's resolution, officers have considered the most appropriate way to remarket the Roundhay Mansion and have concluded that the services of a specialist agent is required who is experienced in leasehold disposals in the restaurant/function market. In particular, it was considered important to appoint an external Agent who specialises in leisure/café/restaurant premises and would be able to target the opportunity at suitable likely operators.

### **3.0 MAIN POINTS**

- 3.1 Further to Executive Board's resolution in October 2007, Officers have commenced a procurement exercise to appoint specialist agents. Through this exercise, Christie and Co have been appointed on the basis that they demonstrated a clear understanding of the issues facing the Council in marketing and securing an acceptable tenant for the Mansion and experience and knowledge of the restaurant/function market.
- 3.2 In terms of the more formal marketing of the property, since their appointment, several meetings and discussions with Christie and Co have taken place with officers from the Council in order to agree an appropriate procedure and timescales for the remarketing of the Mansion.
- 3.3 Christie and Co immediately commenced informal marketing of the property by verbally approaching known contacts in this field and appear to have been having some success already. Christie and Co have also sent out an e-mail or 'eclipse' to all relevant companies and individuals either on their mailing list or who have left their details on their website.
- 3.4 This 'eclipse' comprises of a short description of the property, proposed uses and a summary of the main terms upon which it is being offered. It is designed to generate initial expressions of interest.
- 3.5 This activity has been followed up by a full and detailed brochure supplied to those parties that have shown a serious intention in take their interest further. The marketing brochure has been completed and the property released on Christie and Co's website. The details have been e-mailed to approximately 500 corporate clients and other agents.
- 3.6 The Mansion has featured in a half page advertisement in the Estates Gazette on 23<sup>rd</sup> February and was listed on caterersearch.com on 18 February. An article, approved by the Council's Press Office, has also appeared in the Yorkshire Post as well as one in the Yorkshire Evening Post.
- 3.7 As a result of the above, further serious interest has been expressed including interest from some high profile names and businesses. Christies are continuing to

monitor the interest and report accordingly. In total more than 200 requests for marketing details have been received by Christie and Co.

- 3.8 Based on the level of interest received, the Council has invited initial offers from interested parties. Once received, the offers will be closely scrutinised and a short-list compiled from which a select number will be invited to submit more detailed proposals for approval. At this point the interested parties will be expected to carry out more detailed enquiries and undertake a due diligence exercise.
- 3.9 In view of the fact that the Council has indicated a willingness to consider making a capital investment itself, it is important that any final bids made are based on an appropriate degree of due diligence to ensure that they are capable of being delivered as submitted and that a preferred bidder does not try to amend their bids once the competition has closed.
- 3.10 In addition, to determine the successful bidder, the Council will need to evaluate bids against a pre-agreed methodology. In this regard it is considered important that the evaluation criteria that is used places an appropriate emphasis on the quality of the operation and should not be solely based on price (level of rent proposed).
- 3.11 Accordingly, it is proposed that 60% of the evaluation will be based on quality criteria with price accounting for the remaining 40%. The 60% of the marks that will be weighted to quality will take account of the following elements:

Quality element	Sub-criteria	Weighting
Nature of the offer	<p>Overall quality of the proposal and concept put forward</p> <p>Extent of the operation and proposed hours of business</p> <p>Suitability of the proposal to the heritage context of the Roundhay Mansion and its Park setting</p> <p>Suitability in Planning Terms</p> <p>Unique qualities or added value of the proposal</p>	30%
Deliverability of the proposal	<p>Financial strength of the bidder.</p> <p>Proof of funds in place to deliver the bid</p> <p>Robustness of the capital expenditure plan</p> <p>Experience of the bidder in delivering similar schemes</p> <p>Robustness of the business proposal put forward</p>	25%

Quality Assurance	Robustness of the quality assurance processes in place and/or proposed by the bidder.	5%
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In addition to the above, it is proposed that bidders are asked to provide a mark-up of the Council’s draft lease as part of their best and final offer. On this basis the Council will be able to develop a degree of understanding around the extent to which it will be able to agree lease terms that will be acceptable to both parties, prior to any final decision on a preferred bidder being made.

**4.0 LEGAL AND RESOURCE IMPLICATIONS**

4.1 The Council has made funds available to contribute to any fit-out costs of the Roundhay Mansion should they be required following the conclusion of the bidding process.

**5.0 RECOMMENDATION**

5.1 Members of Executive Board are requested to note the current progress with the marketing of the Roundhay Mansion and to approve the evaluation methodology proposed for assessing bids as outlined in Section 3 of the report.