

The Council Plan 2006-2007

Useful Information

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(Bengali):-

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

(Chinese):-

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

(Hindi):-

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

(Punjabi):-

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

(Urdu):-

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

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A message from the Leadership of the council

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

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

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

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

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

Councillor Mark Harris
Leader
Liberal Democrat Group

Councillor Andrew Carter
Leader
Conservative Group

Councillor David Blackburn
Leader
Green Group

A message from the Chief Executive

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

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

Paul Rogerson
Chief Executive

Our Values



Looking After Leeds

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



Putting Customers First

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



Treating People Fairly

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



Valuing Colleagues

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

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Section One – Our Improvement Agenda

An introduction to Leeds

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

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

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

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

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

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

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

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

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

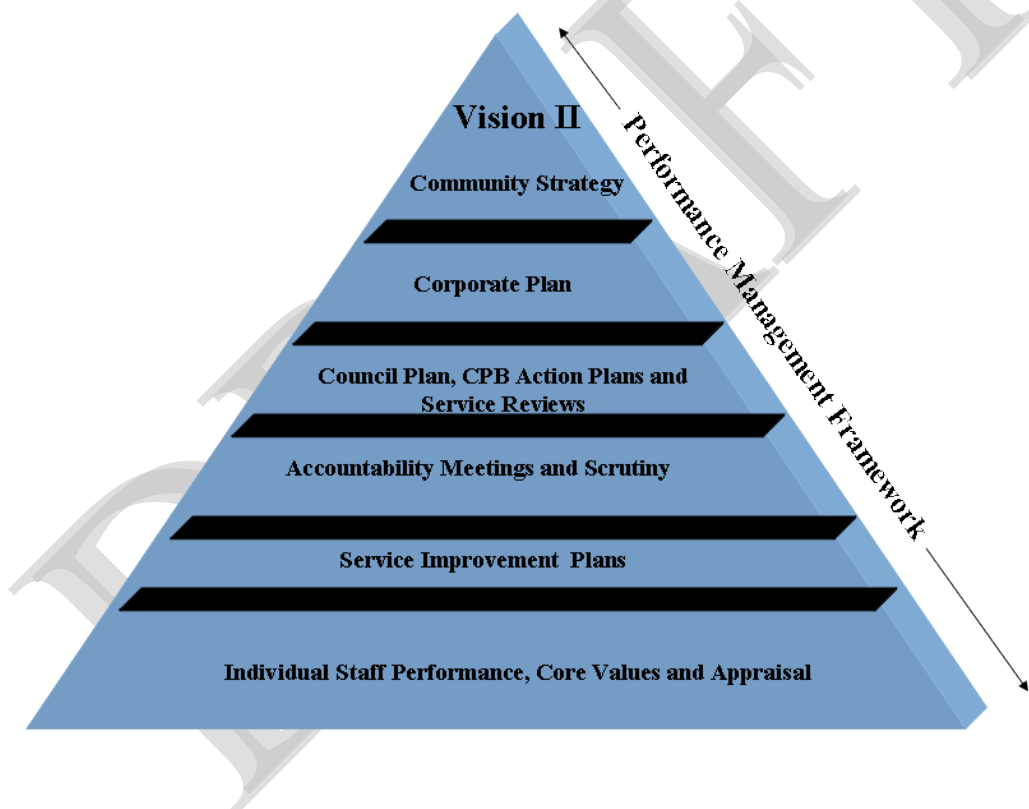
Each year we review and update the key priorities through our Council Plan. This plan is a statutory document, which works as a companion to the Corporate Plan and focuses primarily on how the council's services have performed over the past year, and sets the direction for the year ahead.

The Policy, Planning and Performance Management Framework

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

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

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



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

Comprehensive Performance Assessment – measuring our success

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

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

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

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

The Audit Commission said:

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

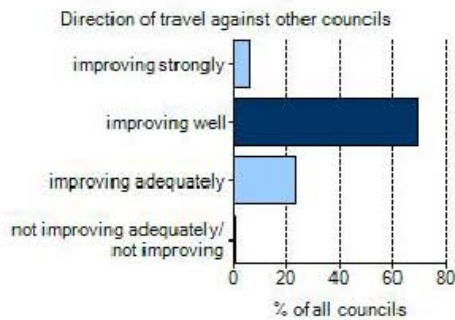
Overall, services are improving in line with the council's priorities and the council has established good strategies and coherent arrangements to sustain future improvement”.

Leeds City Council 2005 scorecard

Comprehensive Performance Assessment (CPA)

Overall performance for this council

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



We reached this overall rating by looking at:

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

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

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

Our Performance Management Framework

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

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

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

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

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

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

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

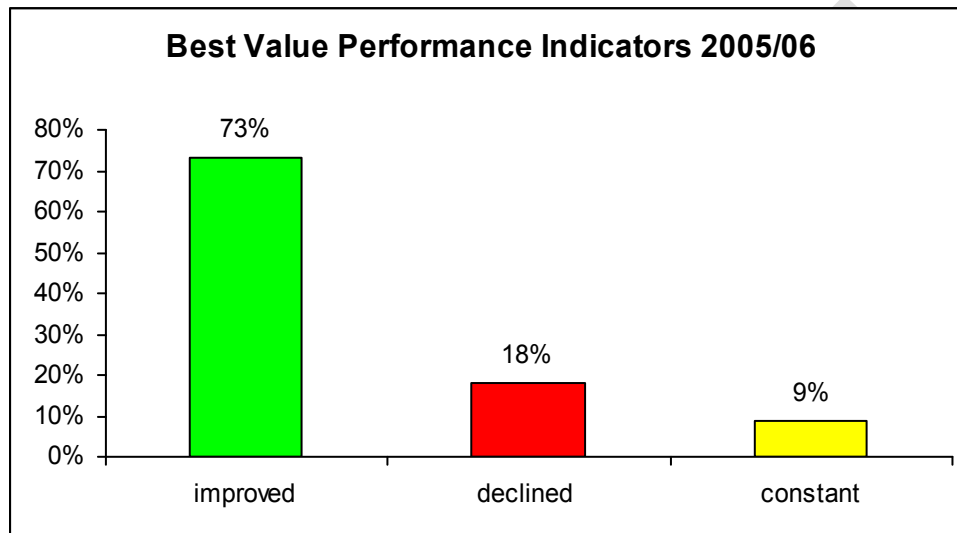
The council also recognises that it is not alone in improving the lives of its residents, and therefore, through the Local Area Agreement, will work towards aligning its performance management arrangements with those of our partners so that a city-wide view of performance can be measured.

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

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

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

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



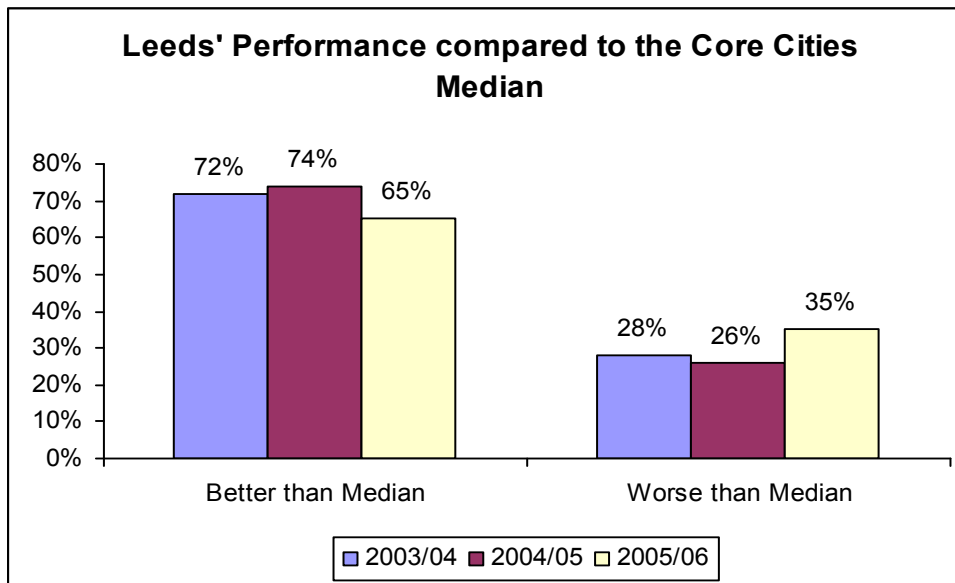
Although the graph indicates that for 18% of the indicators performance has declined, we must acknowledge that the actual decline is only marginal in some areas. However, we will continue to monitor all indicators over the next year to ensure that any significant changes in performance are highlighted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

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

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

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

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



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

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

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

The national floor targets

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

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

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

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

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

DRAFT

WORKING IN PARTNERSHIP

The Local Strategic Partnership

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

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

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

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

District Partnerships

The five district partnerships set up in 2004 cover the whole Leeds Metropolitan District, except the city centre, and they each share boundaries with the five Primary Care Trusts. The district partnerships bring together public service agencies and representatives of voluntary and community organisations with a remit of determining local priorities; improving the effectiveness and efficiency of services within communities; and encouraging inter-agency working at a local level.

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

Our Local Area Agreement

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

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

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

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

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

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

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

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

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

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

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

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

Linking Resources to Priorities

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

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

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

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

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

Transforming our services: £1,025k

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

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

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

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

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

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

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

OUR PRIORITIES

Changing Leeds – Modernising Our Council:

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

People and Culture

SUMMARY OF ACHIEVEMENTS 2005/06

Improving service planning

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

Leadership

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

Our Values

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

Workforce diversity

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

Learning organisation

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

Improving partnership working

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

Transforming our Services

SUMMARY OF ACHIEVEMENTS 2005/06

Customer Contact experience

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

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

Efficiency/Value for Money (VFM)

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

Prioritisation of services according to need

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

Performance Management

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

Partnership working

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

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

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

People and Culture: Key Activities 2006-2007

Improving Service Planning

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

Leadership

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

Our Values

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

Workforce diversity

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

Workforce effectiveness

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

Learning organisation

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

Improving partnership working

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

Transforming our Services: Key activities 2006-2007

Customer Contact experience

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

Efficiency/Value for Money (VFM)

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

Performance Management

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

Partnership working

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

DRAFT

All neighbourhoods are safe, clean, green and well maintained

Introduction

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

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

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

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

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

SUMMARY OF ACHIEVEMENTS 2005/06

We will reduce crime and the fear of crime

We have reduced acquisitive crime

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

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

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

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

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

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

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

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

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

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

We will improve road safety

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

We will improve the quality of our street environment

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

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

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

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

We will reduce pollution and waste

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

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

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

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

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

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

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

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

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

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

Key activities 2006-2007

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

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

We will reduce anti-social behaviour and improve local environments

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

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

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

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

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

We will improve road safety

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

We will improve the quality of our street environment

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

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

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

We will reduce pollution and waste

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

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

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

Introduction

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

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

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

SUMMARY OF ACHIEVEMENTS 2005/06

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

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

- fuel poverty, home safety, security and maintenance; and
- Launched the Home Improvement Assistance Loan Scheme to support this programme.
- Research has been commissioned to gain a better understanding of the local housing markets and residents housing needs and aspirations. 300 affordable homes were completed between 2001-5, and over 1000 affordable homes were agreed with housing developers through negotiations on planning applications over the same period. A pilot shared ownership housing scheme has been agreed with a developer for implementation in Gipton, East Leeds.
- We have taken steps to connect the city centre to surrounding neighbourhoods. Holbeck Urban Village Supplementary Planning Guidance was adopted and all stakeholders are being informed. White Young Green (Planning) were appointed as consultants on the Waterfront Review and are currently producing their final report. Stakeholder consultation took place during summer 2005 on the draft Kirkstall Road Planning Framework, which will guide future development in the area.

We will reduce unemployment amongst major target groups

- The target of 7,350 Jobseekers Allowance claimants moving from training programmes into employment was met for the third consecutive year .
- The childcare guarantee for all children up to the age of 11 within Beeston, Holbeck, Killingbeck and Seacroft has resulted in 316 families requesting and accessing childcare places to support their participation in training programmes.
- We have worked with five GP practices in the East of the city to support people who are receiving Incapacity Benefit. 75 Incapacity Benefit claimants have registered on the programme, 31 have moved into training, and, of those, 11 have progressed into employment.
- The first cohort of 38 young people started the Junior Job Guarantee Programme. All participants are undertaking OCR National Awards and 75% have secured placements. A second cohort of 45 learners has been agreed for 2006/07.
- A programme of 3 occupationally specific jobs fairs has been planned and a strategic review of rollout in 2006/07 is being undertaken.
- To March 2006 there were 3,564 recorded interactions with JSA claimants using the city centre job shop, of which 5.4% accessed employment and 6.5% were recruited to training programmes.
- By December 2005 1,604 IT jobs sessions had been held in city libraries, helping learners with CV writing researching employers and finding job vacancies online.

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

- Detailed plans to improve 16 town and district centres across the city have been developed in consultation with local communities.

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

- An Annual Report providing an update on progress on Community Cohesion was produced and a Community Cohesion Action Plan has been developed which sets out planned actions and commitments to promote cohesion.
- A Harmonious Communities Task Group was established which undertook extensive consultation with stakeholder groups, held an initial workshop session, and fed issues into voluntary and community sector infrastructure discussions and plans. Following the consultations, the Task Group is revising the scope and function of the Harmonious Communities Strategy Group, which will drive forward the cohesion agenda and monitor progress.
- Multi-sector tension monitoring and response systems have been established to allow frequent monitoring of tensions between communities in Leeds.

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

- Through the Mediation Service the number of homeless acceptances relating to parental eviction have reduced by 60% between 2003/04 and 2005/06 as a result of mediators assisting young people to reconcile differences with their parents so they can leave home in a planned way with the support of their parents.
- A new programme, the Sanctuary Scheme, and related targets were agreed with ODPM to support victims of domestic violence to remain in their homes and reduce the incidence of homelessness

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

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

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

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

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

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

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

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

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

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

Key activities 2006-2007

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

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

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

We will reduce unemployment amongst major target groups

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

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

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

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

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

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

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

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

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

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

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

Our children and young people are healthy, safe and successful

Introduction

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

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

Summary of achievements 2005/06

We will make sure children and young people are safe

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

We will make sure children and young people are safe by

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

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

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

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

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

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

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

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

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

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

Introduction

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

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

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

SUMMARY OF ACHIEVEMENTS 2005/06

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

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

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

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

A number of take-up campaigns have been undertaken:

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

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

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

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

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

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

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

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

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

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

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

Key activities 2006-2007

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

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

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

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

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

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

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

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

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

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

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

Leeds is a highly competitive, international city

Introduction

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

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

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

KEY PRIORITIES - SUMMARY OF ACHIEVEMENTS 2005/06

We will develop high-quality transport

We have:

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

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

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

We have:

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

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

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

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

We have:

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

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

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

We have:

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

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

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

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

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

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

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

Key activities 2006 – 2007

We will develop high-quality transport

We will:

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

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

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

We will:

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

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

We will:

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

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

We will:

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

Section Two – National and Local Performance Indicators

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Section Three – Corporate Statements

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

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

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

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

The above shall apply to sub-contractors also.

Section Four – Useful Information

Making your views known

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

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

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

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

or email:

councilplan@leeds.gov.uk

or telephone:

0113 224 3462

We also publish the Council Plan on the internet – www.leeds.gov.uk (search for Council Plan)

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

Glossary

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

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

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

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

Your council services

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

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

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