

Harmonious Communities 2008/09 Quarter 2 Performance Update		Reference	HM-1a
Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents	Stephen Boyle	Leeds C C	Amber

Overall assessment of progress

The VCFS Partnership Group was established by the Leeds Initiative Narrowing the Gap Board. It is a recently established group that will develop and secure a consensus approach to policies, strategies and action enabling the VCFS to contribute to the delivery of the Leeds Strategic Plan. It is chaired by Sandie Keene, Director of Adult Social Services and its membership is drawn from Council services, NHS Leeds and the VCFS. It has a focus on NI 6, NI7 and NI4. A task group was established in October to take forward the work on Active Citizenship to contribute to the achievement of NI 6. This work programme will be further developed over the coming quarter. Area Committees are on track to complete their Community Engagement Plans by end of Q3. These will include a focus on community led initiatives supported by Well Being Funds.

PI Ref	Definition	Comments	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 110:	Young people's participation in positive activities	To be reported through Children's Services and Children Leeds when available.	N/A	Due to be reported in November 2008		No concerns with data
NI 6:	Participation in regular volunteering	Task Group established under the VCFS Partnership Group and the outline work programme is summarised below. This will contribute to the outcome of this indicator.	N/A	Due to be reported in January 2009		As per Place Survey Methodology

Improvement priority progress on NI6	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Progress is being driven through two complementary processes. At a City wide level the VCFS Partnership Group is providing a lead on VCFS contribution to the improvement priority and an Active Citizenship focus. Area Committees will provide support and a lead role at Area level in promoting community led action which will contribute to their Area Delivery Plan priorities	The challenge of identifying the baseline for this IP is great. Initial Mapping activity will be indicative rather than comprehensive to limit resource requirement and shape forward work programme. There will also be increasing pressure on VCFS delivery capacity as a result of widespread reductions in funding, including NRF.	Map / baseline existing activity and support and identify gaps in provision. Agree work programme focus to achieve maximum impact	AMs/SW	Q2 2009/10	
There will be a major focus on Community involvement in both planning and delivery of programmes in the main regeneration areas and other area based schemes	A further challenge in the current downturn may be impacts on business engagement in volunteering and potentially an increase in interest in volunteering as an alternative to work	Develop a directory of civic participation opportunities, training and support	SW	Q2 2009/10	
Young People are a key target group. Youth Services have an extensive programme of opportunities for young people. Targets and actions will be agreed with them to ensure that reporting includes young people specifically.		Support the recruitment and retention of volunteers	AMs/SW	Ongoing	
		Support sustainable asset transfer and the delivery of community benefits	AMs/SW	Ongoing	
		Review the Compact Codes of Practice on Volunteering	SW	Q4	
		Develop links to and support the work of partner's Corporate Social Responsibility programmes	SW	Q4	
		Initiate one new community project in each wedge, focussed on an ADP priority	AMs/SW	Q1 2009/10	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Martin Farrington	City Development	Museums Libraries Archives Yorkshire	Jason Doherty
Catherine Blanshard	City Development	VCFS	Ann Pemberton/Jeanette Morris Boam
Andrew Mason	Environment & Neighbourhoods	Arts Council	Pete Massey
Paul Langford	Environment & Neighbourhoods		
Simon Whitehead	Environment & Neighbourhoods		
John England	Adult Social Care	Sport England	Julie Hannan
Chris Edwards	Education Leeds		

Harmonious Communities 2008/09 Quarter 2 Performance Update			Reference	HM-1b
Improvement Priority	Lead Officer	Organisation	Overall Progress Rating	
An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery	Stephen Boyle	Leeds C C	Amber	

Overall assessment of progress
Work has been undertaken with Government Office to develop a NI 4 Assessment Framework to aide the review of progress towards achieving these targets and preparing for CAA assessments. The initial assessment shows that the Council has, or is developing the appropriate policy frameworks; there are examples of good practice in almost every area examined but the extent to which these are tracked and measured is variable. Developed further, this framework would provides the Council with an opportunity to self assess its progress on NI 4 and develop the portfolio of appropriate evidence to prepare for the LAA mid-term and annual review and Comprehensive Area Assessment.

PI Ref	Definition	Comments	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 4	Percentage of people who feel they can influence decision making in their locality		N/A	Due to be reported in January 2009		As per Place Survey Methodology

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
NI 4 Assessment Framework includes the following questions: Does the Council and its partners know and engage with all communities including the vulnerable, disadvantaged and marginalised groups? Have communities been engaged effectively in developing the outcomes for their area, and in assessing whether they have been delivered? Are local people provided with opportunities to have their say and get involved in activities over and above being informed and consulted? How effective are local authorities and their partners in co-ordinating their engagement activity and communicating its impact on their decisions? How far is the local authority making increased efforts to revitalise local democracy?	LAA review and Comprehensive Area Assessment now requires local authorities to demonstrate effective engagement with communities and that local opinion has helped to shape improvement priorities, policies, strategies and outcomes in the area.	Develop assessment framework with GOYH. Undertake initial assessment and collate evidence portfolio. Identify gaps and develop action plan. Planned council-wide audit of engagement and communication resources and structures in early 09/10. Talking Point (a consultation calendar, database and e-portal) is being rolled out to aid information sharing and coordination within the Council and across partners	All Cos	Q2 2009/10 ongoing	
Participatory Budgeting - 2 pilots have been successfully delivered, in South and West Leeds. Area Managers are leading on the roll out of the approach through Area Committee and Partnership routes, including the use of Well Being Funds. A joint initiative with the Police is being developed in Middleton	Reputation - The Council has been identified as a pilot authority in a national programme to support the roll out of the approach across England	Disseminate learning from pilots undertaken in South and West Leeds and identify opportunities to roll out of Participatory Budgeting opportunities in areas and across wider range of activity by Area Management.	Area Managers	Q4	
Community engagement plans of Area Committees. The Area Committees now have strengthened roles around engagement, including responsibilities to produce Engagement Plans and Annual Engagement Reports, which will provide an overview of all partners engagement activities in their area.	There have been some creative approaches to engage residents and the VCFS in the development of the Area Delivery Plans, but community engagement in the development of plans and setting of local targets and priorities could be strengthened to achieve consistency of opportunity for engagement across the areas and to ensure that the plans are appropriately challenged.	Work is ongoing to establish the Area Committee Community Engagement plans and calendar of events. This will provide an overview of activities led and delivered by the Committees and partners. It will enable further consideration of what opportunities exist for improving coordination at the area level and what role Area Management Teams should have in supporting and co-ordinating the delivery of this.	Area Managers	Q4	
Support for Elected Members to take on Place Shaping and Community Champion roles	To be identified – the role of members in Area Committees / Neighbourhood Management / participatory budgeting, member workshops and development programmes to support leadership roles in communities / thematic partnerships	Member engagement in area based partnership working to be agreed and nominations confirmed for all Area Committees. Regeneration Programme briefing to be included in corporate members' development programme. Report to Area Ctees on Communities in Control White Paper.	Stephen Boyle	Q4	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Community Asset Transfer - Leeds is a pilot Asset management Transfer Authority. Asset Management have produced initial guidance and criteria to assist the evaluation of asset transfer requests. One asset has been transferred and 3 others are in the pipeline. Further work is needed to develop a full Policy Framework with the involvement of VCFS.	Expectation created with local organisations by Government policy announcements will need to be addressed. Lack of a coherent policy framework has the potential to lead to inconsistent decision making and challenge.	Policy framework and assessment toolkit in development to support the transfer of Council assets to the community.	Head of Asset Management, Head of Policy and Resources	Q3 2009/10	
Regeneration activity presents both a challenge and an opportunity for significant involvement in plans and choices for major change in neighbourhoods. The proposed Neighbourhood Planning Programme for the EASEL Regeneration Scheme will give residents and stakeholders a major influence over how the regeneration process will work.	The Housing Market downturn will have a the effect of slowing down the Neighbourhood Planning process. There may also be a risk of increased pessimism about the ability to deliver real improvements through the regeneration process which might deter resident engagement	5 neighbourhood Masterplans will be produced in partnership with local residents and stakeholders over a 3-4 year period. Engagement support to ensure that involvement is as inclusive as possible will be provided by VCFS partners. The first plan for Seacroft will begin in 2009	Head of East Regeneration	Plan 1 - Q4	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Sally Threlfall	Children's Services	West Yorkshire Police	Mark Milson
Andrew Mason	Environment & Neighbourhoods	VCFS	Richard Norton/Richard Robson
Paul Langford	Environment & Neighbourhoods	Police Authority	Fraiser Samson
Simon Whitehead	Environment & Neighbourhoods	West Yorkshire Fire & Rescue	Mick Smith
Martin Farrington	City Development	Primary Care Trust	Christine Outram/Ian Cameron
Steve Speak	City Development	Leeds Partnership Foundation Trust	Chris Butler/Mike Doyle
Catherine Blanshard	City Development		
Paul Brook	City Development		
Phil Crabtree	City Development		
John England	Adult Social Services		
Chief Officer, Children and Young People's Social Care	Children's Services		

Harmonious Communities 2008/09 Quarter 2 Performance Update	Reference	HM-2a
--	------------------	--------------

Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services	Stephen Boyle	Leeds C C	Amber

Overall assessment of progress

The VCFS Partnership Group was established by the Leeds Initiative Narrowing the Gap Board. It is a recently established group that will develop and secure a consensus approach to policies, strategies and action enabling the VCFS to contribute to the delivery of the Leeds Strategic Plan. It is chaired by Sandie Keene, Director of Adult Social Services and its membership is drawn from Council services, NHS Leeds and the VCFS. It has a focus on NI 6, NI7 and NI4. The task group will meet in October to take forward the work on Resourcing to contribute to the achievement of NI 7. This work programme will be further developed over the coming quarter.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 7	Environment for a thriving third sector		To be set by Office of the Third Sector Survey -Autumn 2008	Increase of 4.1 percentage points on baseline by 2010/11 (measured by second OTS survey in Autumn 2010)		Amber	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
The VCFS Partnership Group will be a key focus of this IP. The key actions for this year will be to increase capacity both in terms of skills and resources; to improve communications at all levels; and to develop more effective collaboration between the statutory and VCF sectors	The main challenge is the scale and complexity of the sector in the city	Establish a shared understanding of commissioning frameworks and approaches employed by partners including the use of terminology relating to contracts, grants and service level agreements.	S Wynne	Q2 2009/10	
		Identify what / how support can be delivered to increase the capacity of the sector to respond to commissioning opportunities	Area Managers S Wynne	Q4	
		Identify new resourcing opportunities to support VCFS activity to deliver active citizenship / community empowerment and public services to communities	Area Managers S Wynne	ongoing	
		Identify opportunities for support other than financial e.g. joint working	Area Managers S Wynne	ongoing	
		Review the effectiveness of the Resources Code of Conduct in the Compact in light of changes in the environment / infrastructure	Area Managers S Wynne	Q4	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Sally Threlfall	Children's Services	West Yorkshire Police	Mark Milson
Andrew Mason	Environment & Neighbourhoods	VCFS	Richard Norton/Richard Robson
Paul Langford	Environment & Neighbourhoods	Leeds Partnership Foundation Trust	Chris Butler/Mike Doyle
Simon Whitehead	Environment & Neighbourhoods		
Steve Speak	City Development		
Paul Brook	City Development		
Catherine Blanshard	City Development		
Martin Farrington	City Development		
Wayne Baxter	Resources		
Dennis Holmes	Adult Social Care		

Harmonious Communities 2008/09 Quarter 2 Performance Update			Reference	HM-2b
Improvement Priority	Lead Officer	Organisation	Overall Progress Rating	
AN increased sense of belonging and pride in local neighbourhoods that help build cohesive communities	Stephen Boyle	Leeds C C	Amber	

Overall assessment of progress

The baseline will be established by the Place Survey in January 2009. Progress will be monitored through the Annual Survey from Autumn 2009. Executive Board approved the Cohesion and Integration Priorities and Delivery Plan 2008-11 on 8 October 2008. A programme of pilot activity is also being established in target neighbourhoods to strengthen communities and promote inclusion. The programme will test and assess the extent to which the prevailing culture and perceptions in neighbourhoods can be changed. The work to strengthen and support communities and neighbourhoods will be informed by an improved understanding and intelligence about their make up and concerns. Significant progress has been made on developing the Leeds response to the Prevent strategy to tackle extremism.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 1	Percentage of people who believe people from different backgrounds get on well together in their local area		Baseline and targets to be taken from the 2008 Place Survey. This information will be available from January 2009.	N/A	Due to be reported in January 2009		As per Place Survey Methodology

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Cohesion and Integration Delivery Plan approved by Executive Board in October 08	Need to improve policy objectives and interventions to support integration and inclusion.	Clarify policy objectives re integration and inclusion and identify the key policy areas and interventions that promote /mitigate against a sense of belonging and enable the development of inclusive and cohesive communities - implications and actions required.	LY	Q3	
Tension tracking Improvement Plan delivered in Halton Moor. Further pilot areas to be identified and delivered through Divisional Crime Reduction Partnerships	Increased levels of hate crime and anti-social behaviour targeted at individuals and groups within neighbourhoods. Increasing number of neighbourhoods where people choose not to live.	<ul style="list-style-type: none"> Implement improved tensions tracking systems Monitor and evaluate responses Develop preventative strategies in pilot areas to be identified 	SW	Q3	
Preventing violent extremism Pilot evaluation completed and disseminated. Draft Action Plan developed and decision making and reporting infrastructure developed	Increased levels of extremist views and behaviour targeted towards individuals or groups within communities undermining the safety of all.	<ul style="list-style-type: none"> Develop an action plan to target activity /resources informed by police intelligence Establish infrastructure to support implementation of plan at City and local level Commission new activity and monitor implementation 	SB	Q3	
Migrant Families Report to Scrutiny Board and draft action plan produced	Unsupported migrant families not being appropriately supported or able to access services. Individuals become targets of hate crime and anti-social behaviour. Unplanned pressures on public services. Tensions within communities often fuelled by myths and misinformation.	<ul style="list-style-type: none"> Quantifying and understanding the needs and service impacts of new and changing communities' e.g. A8 and A10 economic migrants, refugees and asylum seekers to input to strategic needs analysis, inform service planning and input to regional and national policy forums 	SB / PL	Q3	
Cohesion and Integration Pilot Programme Pilot areas identified and programme outputs and outcomes broadly defined. Activities and interventions to be detailed.	Increasing number of communities/ neighbourhoods which lack social mobility, become inward looking and become intolerant to change and difference	Identification of contrasting neighbourhoods and development of relevant initiatives to improve and sustain community cohesion	SB	ongoing	
Area profiling to improve understanding of communities and neighbourhoods Concept model supported by CLT. Task Group established to develop model further. Profiling included in Information and Knowledge Management Forward Programme to be submitted to Executive Board in November 08. Technical specification to be developed and agreed by January.	Lack of evidence base to inform resource allocations, shape and scale of interventions required. Reactive rather than planned work.	Tracking and understanding changes in the quality of life of local communities by developing and systematically updating community profiles and a neighbourhood index. Build infrastructure / capacity and a corporate data repository to support the Area profiling capability and Joint Strategic Needs Assessment data requirements.	SB / JE	Q4	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Andrew Mason	Environment & Neighbourhoods	West Yorkshire Police	Mark Milson
Paul Langford	Environment & Neighbourhoods	VCFS	Richard Norton/Richard Robson
Simon Whitehead	Environment & Neighbourhoods	Primary Care Trust	Christine Outram/Ian Cameron
Martin Farrington	City Development	Leeds Colleges	Carolyn Wright
Steve Speak	City Development	Natural England	David Rees
Catherine Blanshard	City Development		
Paul Brook	City Development		
John England	Adult Social Services		

Health and Wellbeing 2008/09 Quarter 2 Performance Update	Reference	HW-3b
--	------------------	--------------

Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Increase the number of vulnerable people helped to live at home	John Lennon (Paul Broughton)	Leeds City Council	Amber

Overall assessment of progress

Improvements in enablement services, day services modernisation and assistive technology, whilst not fully implemented, will combine to deliver opportunities and support for more people to live at home.

PI Ref	Definition	Comments	Baseline	Target	Year to Date Performance	RAG Rating	Data Quality
NI 136	People supported to live independently through social services (all adults)		New indicator	To be determined	Annual reporting		Not completed
NI 139	The extent to which older people receive the support they need to live independently at home		Baseline and targets to be taken from the 2008 Place Survey. This information will be available from January 2009.	N/A	Due to be reported in January 2009		As per Place survey
NI 141	Percentage of vulnerable people achieving independent living	Quarter 2 monitoring returns were due to be submitted by 20th October. At today's date (22nd October), a small number of returns are still to be received and are being pursued. The awaited submissions are from small services which will not significantly skew the final figure. Final figure will be provided shortly. Performance is slightly down on quarter 1 but significantly above both 07/08 figures and the 08/09 target.	58.61% (Q2 2007/08)	66%	70.91%	72.7%	No concerns with data

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Direct Payments and Individualised Budgets - project plan in place with milestones attached and Financial risks scoped for Q4 and 09/10. Started the Self-Directed support programme which has 13 projects in place. Work with the early implementers on Individualised Budgets has been successful across all 4 RAS areas and we expect to start the pilots in Feb 09	Improve level of understanding of the process by both service users, carers and by staff. There are financial risks associated with this which are picked up on in the Project Plans for Self Directed Support and Direct Payments	Increase the take up of Direct Payment on a year to year basis. Preparatory work starting now so that by 2011 start to deliver significant numbers of people in receipt of individual budgets. By Autumn 09 go live so new applicants are offered Individualised Budgets and existing services users will be offered them at review stage	John Lennon	01/11/2009 - go live for new applicants for individualised budgets	
Assistive Technology: telehealth and telecare - project plan approved, recruitment of the team started, resources identified	New and innovative working practices need to be in place for this technology to benefit people, Staff skills need to be appropriate, Resistance to change and use new technology by customers	Interactive services need to be explored such as telehealth, broadband/interactive access and telecare in order to see if these technologies meet our requirements. Once the team is in place they will need to work on and implement the project	John Lennon	Mar-11	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<p>Transformation of Day and Accommodation Services - pilot work being undertaken in the West, South and inner East which is developing the service model in more operational detail. The South Pilot has developed the enablement service which started in September. In West North West pilot there has been the development of an enablement service at Radcliffe Lane with over 70 service users benefiting from it. Nearly 2/3rds of service users have responded to the approach making significant progress in relation to the outcomes which have been agreed with them as the focus of their individual programme. Improvements have been made in mobility, management of personal care, confidence and social alertness and interaction. Work has started to foster closer links with key PCT staff around the management of long term conditions.</p> <p>An outreach service has been established in the West North West pilot alongside building based services. In the East pilot an enablement service has been established for this area. Dedicated days for a dementia service have been created and a specialist service for physical frailty and long term conditions has been developed.</p>	Social Landlords fail to come forward to meet demand, economic climate, Wider understanding and engagement in the process from key stakeholders, Consumer resistance to change, Speed of change with vulnerable clients	Phase 2 of the Transformation to commence in January 2009, Ensure a systematic home closure strategy is implemented which offers alternatives to service users offering them more choices. Continue to support Hemmingway Housing scheme. Consult over locality planning in January and February 2009. New service model will be rolled out city wide in 2009.	Lynda Bowen	Phase 2 to commence in January 2009	
St Anne's supported housing and supported living services have had their contracts extended and are developing a "floating" support service for Leeds. Canopy Housing provide support and training to integrate their tenants into local community.					This information was provided by VCF

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Dennis Holmes	Adult Social Care	Primary Care Trust	Christine Outram/Ian Cameron
Paul Langford	Environments & Neighbourhoods	Leeds Partnership Foundation Trust	Chris Butler/Mike Doyle
Andrew Mason	Environments & Neighbourhoods	Leeds Colleges	Carolyn Wright
John Lennon	Adult Social Care	Re'new	Steve Williamson
Catherine Blanshard	City Development	VCFS	Eddie Mack/Jenaette Morris Boam
Paul Broughton	Adult Social Care	West Yorkshire Fire & Rescue Service	Mick Smith
Chief Officer Support & Enablement	Adult Social Care	Job Centre Plus	Ian Hunter
Julie Meakin	Resources	Leeds Teaching Hospital Trust	Maggie Boyle
John England	Adult Social Services		
Stephen Boyle	Environments & Neighbourhoods		

Thriving Places 2008/09 Quarter 2 Performance Update	Reference	TP-1b
--	-----------	-------

Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Increase the number of affordable homes	Paul Langford	Leeds C	Red

Overall assessment of progress

The current delivery through the Leeds Affordable Housing Strategic Partnership is progressing in terms of developing the Phase 1 schemes and the Northern Affordable Housing Challenge following the award of Housing Corporation funding. Work is also being undertaken on the second phase of sites to maximise grant from the Homes and Community Agency. This involves ALMO'S and a range of partners. Work is also being undertaken with developers to look at developing models to purchase / lease city centre and surrounding developments utilising a combination of private and public sector funding. However, the current national and global situation is affecting overall delivery especially within the private sector, which will have an impact on LAA and RSS targets which will need to be re-negotiated with partners and government. A formal renegotiation of the LAA targets is currently underway in conjunction with the GOYH with formal submissions to be made by the 12th December 2008.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 154	Net additional homes provided	Good performance is typified by an increase in numbers of net additional homes (DCLG view) . Good performance is measured by strong output in relation to RSS requirements and past trends (service view). Current indications are that around half of the target figure will be achieved due to the economic downturn.	3,327 (2006/07)	At least 3,400 after year 1	Annually Reported	Amber	No concerns with data
NI 155	Number of affordable homes delivered (gross)	These are units of affordable housing that are delivered through either the planning process, Housing Corporation National Affordable Housing Programme or any other initiatives including the English Partnerships , First Time Buyers Initiatives. The current housing market conditions will place pressures on the ability to deliver affordable housing. To date the grant funded element is on track to deliver (160 units). Units delivered through Planning policy are a little more difficult to predict. However at this stage there are approximately 30 units in the pipeline (a lot of units we were expecting are now part of larger schemes which have been mothballed). We are actively pursuing additional grant to purchase existing units from developers who are experiencing difficulties in selling properties in the hope of achieving the overall target of 300 units.	258 (2006/07) 440 (2007/08)	300	Annually Reported	Amber	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
The Leeds Affordable Housing Strategic Partnership is tasked with the delivery of affordable housing. The land available has been split into two phases. The First phase has attracted over £47,000,000 public and private sector investment. The implementation of the Phase 2 is currently in development and progress reports are considered on a regular basis by the Board.	Ensuring all sites are cleared and funding is available for demolition and clearance by the ALMOs. Securing grant from the Homes and Communities agency.	Work closely with ALMOs in terms of decanting and demolition. Enhance relationship with Homes and Communities Agency in order to secure grant funding. Submit Design and Cost report for injection of capital funding. Submit bids for funding in accordance with timescales prescribed.	Paul Langford ALMOs	Mar-09	
The Housing Delivery and Governance Team have direct links to the Regeneration Service to provide advice, guidance and support in relation to EASEL and PFI Schemes to ensure delivery of Affordable Housing and to assist with any additional funding opportunities through the Homes and Community Agency.	Use of Homes and Communities Agency funding to assist with development of schemes. Create additional affordable housing options for those people who have lost their homes. Risks of delays in PFI and other initiatives will cause delay in production of affordable housing units.	Attend relevant meetings and provide advice and guidance in respect of developing additionally to the schemes. Working in conjunction with City Office, ALMO'S, Development Department, EASEL Regeneration Team and the PPPU to deliver outputs and outcomes..	Paul Langford	Mar-09	
Implementation of the SPD - Affordable Housing - Consultation Stage with the- Final Adoption February 2009 has been developed by the Director of Development with the support of the Chief Housing Services Officer as part of the suite of documents that will support the Local Development Framework	Delays in the introduction of the SPD affordable housing will have effect of reducing the numbers of affordable housing units delivered. Slow down in general housing market and reduction in capacity of house builders will reduce the numbers of affordable units delivered	Work closely with Planning to ensure that the SPD is introduced on time. Tracking housing market conditions and responding to the improvement in the market.	Steve Speak	Jan-09	
Outcome of the Strategic Housing Land Availability Assessment and the future release of land for development to be completed March 2009. This is a task that has been placed upon Local Government as part of the Housing and Regeneration Act 2008. This process will inform land release for development use over the coming years and will lead to structured investment planning.	Insufficient land identified to meet regional spatial strategy targets and those set out in the local area agreement.	Influencing the assumptions on land release as part of the local development framework process.	Steve Speak	Mar-09	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Maximising Grant from the emerging Homes and Community Agency to increase provision of affordable housing on Council and non - Council land is the responsibility of the Leeds Affordable Housing Strategic Partnership to deliver on Council owned site sand to monitor in relation to the delivery of affordable housing through the planning process.	Alignment of the Strategic priorities of the Homes and Communities Agency with that of the Authority.	High level meetings between Environment and Neighbourhoods and the Homes and Community Agency to agree strategic priorities and method of approach to future investment.	Paul Langford	Mar-09	
The current economic conditions have led top developers mothballing a number of schemes within the City Centre in particular and surrounding areas. This will have a longer term effect on the delivery of housing numbers and the levels of affordable housing.	Discussions are underway with developers and consultants to look at ways of minimising the impact of blocks of empty properties by entering into sale/ lease arrangements with Housing Associations drawing upon their resources and that of the Homes and Communities Agency	High Level meetings between the Housing Delivery and Development Team, Housing Finance and organisations such as Savills, Morgans City Living and Developers such as Kiers.	Paul Langford	Ongoing	
The Golden Triangle Partnership have been working since February 2008 to develop a Mortgage Rescue Scheme that moves on from the success of the local Home Buy Plus Scheme.	The scheme is now in the final stage of development and has received the necessary approvals from the Partnership Board and the respective local authorities (Harrogate, Leeds and York). The Procurement of the scheme is to commence in early December 2008.	A national Mortgage Rescue Scheme is being developed by CLG which will be informed by the work currently being undertaken by the Golden Triangle Partnership which will hopefully receive national recognition as an inspirational pilot.	Paul Langford	Mar-09	
Working is underway to develop schemes relating to the second phase of land within the Affordable Housing Strategic Partnership that includes areas within the Middleton and Beckhills together a range of smaller sites across the City. Further land is being identified that will contribute to overall delivery of affordable housing that forms part of the Corporate Asset Management portfolio.	Master planning in relation to the Middleton and Beckhills sites are underway working in conjunction with ALMO'S, Area Management , Development Department , Urban Design, Highways and local tenants and residents to develop schemes that contribute to the wider regeneration of the area,	Ongoing meetings and master planning sessions are reported on a regular basis to the Affordable Housing Strategic Partnership	Paul Langford	Mar-09	
In view of the economic situation steps are being taken to review the targets with government office.	Failure to agree realistic targets	Negotiations with government office.	Paul Langford	Dec-08	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Stephen Boyle	Environment and Neighbourhoods	Leeds Housing Partnership	Steve Williamson
Steve Speak	City Development		
Phil Crabtree	City Development		
Paul Brook	City Development		

Thriving Places 2008/09 Quarter 2 Performance Update		Reference	TP-1c
Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reduce the number of homeless people	Paul Langford	Leeds C C	Amber

Overall assessment of progress

The government has placed an obligation on all housing authorities to develop a Homelessness Strategy setting out the Council's plans to tackle the incidence of homelessness in the city. The overarching aim of the Leeds Homelessness Strategy 2006-2010 is to reduce the incidence of homelessness in the city, by maximising homeless prevention opportunities. Homeless services in the city are delivered by a wide variety of organisations and the Council is both a provider and commissioner of homeless services. A key target relating to reducing homelessness is LKIHAS4: Number of homeless acceptances made. This indicator is linked to the provision of a range of homeless prevention options: Sanctuary scheme, Mediation scheme and Private Sector Lettings Scheme, which are managed in conjunction with external partners. The continued reduction in the number of available homes to let through social landlords, the evolving economic climate and other pressures, such as the Case Resolution programme, do make it more challenging for the Council to continue to reduce the number of homeless acceptances. However, it is forecast that LPSA2 target to reduce homeless acceptances to no more than 1800 in 2008/09 will be comfortably met.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
LKI HAS4	The number of homeless acceptances made in the year	The emerging economic climate, and the accompanying impact on housing markets, the under supply of sufficient units of social housing and increases in demand, caused by programmes such as Case Resolution, has rendered it unlikely that the Council could continue the downward trend in homeless acceptances. A revised target of no more than 1320 acceptances has been set. There have been 724 homeless acceptances in the first two quarters of 2008-09. The UK Borders Agency programme (CRP) to resolve old cases resulted a significant increase in number of Refugees seeking a housing outcome - average presentations increased from 9 per month to 27. Additionally change in Asylum process (NAM) has resulted in increase in volume of presentations. It is anticipated that this will increase volume of acceptances in 08/09 by 120. Current Year End Projection is based on a straight line forecast. However the October figure was considerably lower than the average monthly performance to date, therefore it may be that performance will be better than the current prediction.	1,142 2007/08	1320	724	1448	No concerns with data

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Embed the provision of prevention options to tackle the main causes of homelessness in the city: the main causes of homelessness in the city are domestic violence/hate crime and parental eviction. The Council has developed a Sanctuary scheme, in conjunction with West Yorkshire Police and CASAC, to help victims of domestic violence and hate crime to remain 'safely' in their home through the provision of security measures. This scheme has helped 674 households remain their existing homes, including 154 in the first two quarters of 2008/09. There were 166 homeless acceptances relating to dv/hate crime in Q1/2 08/09 - the target is to have no more than 550 in the year. The Council has commissioned a youth mediation service with Archway to help young people reconcile their differences with parents. In Q1/2 08/09 96 people had their homelessness prevented through mediation.	There is scope to develop the Sanctuary scheme to work with households who have experienced hate crime, especially racial hate crime. However, funding has been maintained at 200k for the last two years and this level of funding is available for the next two years. The current contractual arrangements with CASAC are due to expire at the end of 2008/09 and the service will be re-tendered. The mediation service is also being re-tendered in conjunction with Children's Service.	Continue to promote the availability of the Sanctuary scheme - with an emphasis of using it as a tool to tackle hate crime. Re-commission the Sanctuary scheme and the mediation service through a tendering process.	Paul Langford	End of March 2009	
Maximise other housing options: the Council is increasingly using accredited private landlords as a key housing option to prevent or end homelessness. The Council has an existing Private Sector Lettings Scheme, which offers accredited landlords the opportunity to find tenants who approach for assistance through the Homelessness Advice and Prevention Service. This scheme assisted 254 households to secure an Assured Shorthold Tenancy in the first two quarters of the year. It is believed that around 60 lettings per months could be secured if landlords were aware that an accompanying housing support service was in place to support the tenant and ensure they adhered to their tenancy agreement. A service has been commissioned through the Supporting People programme.	Supporting People funding has only been secured until the end of the financial year 2008/09. Longer-term funding will need to be considered. If this is through the Supporting People programme, then the service will need to be subject to tender. It is envisaged that longer-term funding could be secured as a consequence of an increase in lettings reducing the number of households in temporary accommodation.	Test the effectiveness of the housing related support service at increasing private sector lettings. Identify options for longer term funding of the service, including through the Supporting People programme.	Paul Langford	End of March 2009	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<p>Promote tenancy sustainment services: The Supporting People programme commissions a range of services, predominantly externally managed, that are designed to help people achieve or maintain an independent living outcome. Performance relating to NI141: number of people achieving independent living has improved from 54% in Q1 07/08 to 74% in Q1 08/09. Performance relating to NI142: number of people helped to maintain independent living is running at 99% - this indicator includes services that are designed to help formerly homeless households maintain their independent housing. The Leeds ALMOs are also focusing on intensive housing management practices that are designed to support more vulnerable tenants. For example, Aire Valley Homes are carrying out assessments on new tenants in relation to risk of tenancy failure and support required to sustain housing.</p> <p>The ALMO has a secondee from Jobcentre Plus who works to help tenants to maximise benefit entitlement and gives debt advice. Information designed to reduce homelessness is available in a variety of formats and the ALMO carries out annual visits to tenants.</p>	Key homeless support services, TEAS and Resettlement Service, have been subject to tender through the Supporting People programme. External organisation, Foundation Housing, has been selected as preferred bidder. Transfer of service will deliver improved outcomes in relation to achieving and maintaining independent living arrangements. Practice adopted by Aire Valley Homes needs to be rolled out to other social landlords. This can be achieved through the Leeds Homes Partnership.	Complete TEAS and Resettlement tender process. Continue to deliver improved service outcomes through the Supporting People contract management process. Embed intensive housing management practices across all social landlords.	Paul Langford	TEAS - December 2008 Other action - end of year	
The focus on personalised homeless prevention services is framed around the service transformation currently being implemented at the Homelessness Advice and Prevention Service: Housing Solutions programme. The improved service is focusing on offering a wider range of housing options, maximising homeless prevention opportunities, giving more realistic advice on housing options, improving customer access to information and housing options through web based improvements, improving stakeholder access to information on housing options.	Housing Solutions model primarily being embedded at HAP service. Need to consider role and remit of other homeless service providers in the city.	Further develop homeless prevention options and housing options services. Roll out key principles of Housing Solutions model to other service providers including housing advice agencies and Supporting People commissioned services.	Paul Langford	End of March 2009	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Stephen Boyle	Environments & Neighbourhoods	Leeds Housing Partnership (including the Leeds ALMOs)	Steve Williamson (Chair)
Jim Wilson	Environments & Neighbourhoods	Leeds Supporting People Commissioning Body	
Andrew Mason	Environments & Neighbourhoods		
Sally Threlfall	Children's Services		
John Lennon	Adult Social Services		

Thriving Places 2008/09 Quarter 2 Performance Update	Reference	TP-1d
--	-----------	-------

Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reduce the number of people who are not able to adequately heat their homes	Andrew Mason	Leeds C C	Red

Overall assessment of progress

In the first half of the year, over 7,500 households have received energy support or improvement through advice. An increase in the number of referrals through the Health Through Warmth scheme has also been achieved.

Although a number of positive steps have been taken to improve the situation for a number of local residents the current financial crisis and credit crunch coupled with increasing fuel bills will in all likelihood lead to more people entering fuel poverty. For this reason the priority has been rated as Red.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 187	Tackling fuel poverty - % of people receiving income based benefits living in homes with low energy efficiency rating	This is a new national indicator and national methodology on this measure was not confirmed until mid August. The figures for this PI is generated via a local postal survey, undertaken annually and the deadline for the return of information has been extended to March 2009. There are still ongoing discussions around what figure for properties should be used as the baseline and this will have an impact on the final figures. At present, for those properties with a SAP rating of <35, 606 have been improved (a result of 3.35%). The section is also developing a new local indicator to highlight the council's impact in tackling fuel poverty, in terms of private sector improvements achieved via grant work and improvements made through capital on public sector dwellings (as improvements can be hidden by changes in the fuel market - e.g. increased gas prices/fuel bills etc).	4.00% (2007/08)	3%	3.35%	Amber	No concerns with data

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
80,000 questionnaires were sent to households in respect of home energy efficiency measures and ascertaining whether people are finding it difficult to heat their homes. This HECAMON survey has resulted in the identification of people who need assistance with heating their homes and also those who have improved the energy efficiency of their homes over the past 12 months and now moved out of fuel poverty.	The current global financial situation is affecting the UK economy and there is an increased risk of higher unemployment in the coming months Increased fuel prices over the past 12 months may lead to more people entering fuel poverty in the future	Deliver the Affordable Warmth Strategy in conjunction with partners Continue to work with internal and external partners to improve the energy efficiency of properties and access to grants to help with this work (this includes monitoring the capital works undertaken by ALMO's to improve properties and energy efficiency and grants offered by energy providers to people to improve the energy efficiency of their homes).	Keith Gibson / Alan Jones	Mar-09	
Staff who visit people in their homes (includes ALMO's, Social Services etc) have been trained in a three stage process: (i) send a referral to the Fuelsavers team (ii) provide advice to residents on access to benefits etc which they may be entitled to but not claiming and (iii) request agency support for remedial work	Recent issues in the housing market mean that people are in increased danger of being in negative equity and it is difficult to encourage people to spend money on their homes to make them more energy efficient (thereby reducing the likelihood that they will enter fuel poverty).	Council is piloting a "Heatseekers scheme" with a private sector company which is a revolutionary private homes scheme that identifies properties which could benefit from cavity wall insulation through thermal imaging.	Keith Gibson	Mar-09	
Any property with a SAP rating of <35 is classed as a category 1 hazard in the housing health and safety rating scheme. The council is to start to investigate landlords within the private rented sector and if homes are found to have a SAP rating of 35<, landlords have a duty to improve them.	This will cover landlords with single lets as under current legislation, houses in multiple occupation (HMO's) are excluded from the scheme.	The council will serve notice on landlords within the private rented sector if their properties are SAP 35<. The council will ensure that required improvements are undertaken.	Alan Jones	Mar-09	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Steve Carey	Resources	Primary Care Trust	Christine Outram/Ian Cameron
Paul Langford	Environments & Neighbourhoods	VCFS	John Preston/Jon Holland
Steve Speak	City Development		
Paul Brook	City Development		
John Lennon	Adult Social Care		
Paul Broughton	Adult Social Care		

Thriving Places 2008/09 Quarter 2 Performance Update	Reference	TP-2b
--	-----------	-------

Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reducing and managing offending behaviour	Neil Evans		Amber

Overall assessment of progress

Overall progress is in line with expectations. The improvement priorities have been agreed by the Integrated Offender Management Board - progress against the three priorities listed below will be available by the end of quarter 3. Phase 1 of the Integrated Offender Management (IOM) Model is being monitored closely by Safer Leeds and the Strategic Integrated Offender Management Group. Funding has been allocated from Supporting People to provide the assessment and case management functions. Arrangements for measuring the offending rates of prolific and priority offenders need to be resolved with the Home Office. Without this it will be difficult to assess performance against this priority.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 30	Re-offending rate of prolific and priority offenders	The Home Office are currently reviewing the methodology applied for this measure. The Integrated Offender Management Board are aware of the problems with the current methodology and are awaiting clarity from the Home Office.					Data Quality Arrangements being developed
LSP-TP2b(i)	A complete count of the number of first time entrants into the youth justice system receiving a substantive outcome between 1 April and 31 March in the reporting year specified	The Youth Offending Team (YOT) is continuing to work with Youth Justice Board and national Police Improvement Agency to improve timeliness of results being made available. Performance has improved this quarter, one of the contributing factors is that there are now protocols in place to ensure schools use criminal sanctions as a last resort, and not to resolve minor incidents. This result is subject to change as firstly, offences can be brought to justice after the end of the reporting quarter and secondly due to delays in data transferred by Police to YOTs.	2,076 (2004/05)	1,877- LPSA2 Stretch Target	355	1800	No concerns with data
LSP-TP2b(ii)	A complete count of offences committed by young people resulting in a substantive outcome during a bail or remand episode during the year specified	The improved performance may have been influenced by the targeted work carried out by the Youth Service's four Area Teams. This number is subject to change offences can be brought to justice after the end of the reporting quarter. Quarterly results are subject to revision once the outcome is known.	622 (2005)	573 - LPSA2 Stretch Target	21.71	15.00	No concerns with data

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Implement the agreed Leeds Integrated Offender Management (IOM) model. £615k per annum has been allocated from Supporting People for the assessment and case management functions; this has been operationally aligned to Drug Intervention Programme (DIP) service providers, £90K of this is specifically for DIP housing support. A further £130K of NRF has been allocated non-recurrently for IOM court team staffing, case management system development and pathways activities.	Ensuring strategic and operational engagement from key agencies. Some IOM processes are being developed as a West Yorkshire product, this could have an impact on Leeds time scales.	1. Agree selection/ deselection criteria for IOM scheme. 2. Agree clear operational guidance for IOM process. 3. Establish effective divisional IOM / PPO case conferencing arrangements. 4. Enhance DIP court team to work with IOM cohort.	Louise Hackett	During 08/09	
Establish effective assessment and case management arrangements for non statutory PPO/IOM cohort. Contracts for case management and assessment have been put in place by Supporting People, these are overseen jointly by Safer Leeds. Initial focus has been on the PPO cohort (217) however a further 150 individuals have been identified for targeting through IOM.	The operational processes to ensure performance targets are being reviewed jointly between Drug and Offender Management Unit and Safer Leeds, this will ensure effective targeting of resources.	1. Contracts and performance reporting frameworks to be put in place with providers.	Louise Hackett	During 08/09	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Develop intervention pathways for IOM cohort. Opportunities for joint working with housing providers, Jobs & Skills and Job Centre + are currently being progressed. A multi-agency event to develop mental health pathways in IOM is being jointly hosted by NHS Leeds and Safer Leeds in December 08.	Ensuring support and involvement of specialist agencies in developing working protocols	1. Establish clear routes with LCC/ Social Landlords, SP and other housing providers. 2. Establish clear working arrangements with Jobs and Skills, Progress to Work, Job Centre Plus. 3. Establish clear routes with physical and mental health services.	Louise Hackett	During 08/09	A multi-agency event to develop mental health pathways in IOM is being jointly hosted by NHS Leeds and Safer Leeds in December 08.

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Simon Whitehead	Environments & Neighbourhoods	West Yorkshire Police	Mark Milson/Alison Rose
Chief Officer, Children and Young People's Social Care	Children's Services	VCFS	Richard Norton/Richard Robson
Sally Threlfall	Children's Services	Probation	Maggie Smallridge
Sarah Sinclair	Leeds PCT	Youth Offending Service	Jim Hopkinson
Chris Edwards	Education Leeds	Job Centre Plus	Ian Hunter
Val Snowdon	Jobs&Skills	Leeds Colleges	Carolyn Wright
Bridget Emery	Supporting People	Re'new	Steve Williamson
Jim Willson	Leeds Community Safety	Learning Skills Council	Anne Craven

Thriving Places 2008/09 Quarter 2 Performance Update			Reference	TP-3a
Improvement Priority	Lead Officer	Organisation	Overall Progress Rating	
Reduce worklessness across the city with a focus on deprived areas	Stephen Boyle	Leeds C C	Amber	

Overall assessment of progress

The LSP service improvement priority to reduce worklessness provides an opportunity to refocus activity to priority groups and neighbourhoods with shared targets for key stakeholders and a move away from the current fragmented largely funding-led approach. The Council established the Worklessness Strategic Outcome Group to oversee and direct partnership activity to deliver the required outcomes. The Working Group will establish a city wide framework and joint working protocol to improve collaboration across all agencies and organisations leading or contributing to worklessness reduction. Jobcentre Plus as the key agency with responsibility for tackling worklessness is identified as the lead agency in the Leeds Strategic Plan. Jobcentre Plus will take over the chair and servicing of the group from November 2008. The current economic situation and the increase in unemployment is likely to worsen and last for some time. It is therefore essential that the initial targets for this improvement priority are urgently reviewed. It would quite counter-productive to be concentrating resources and effort based on a strategy which did not recognise and respond to massive contextual change.

It may well be that targets to reduce worklessness will have to be suspended in favour of outcomes which concentrate on maximising intervention and achieving progress towards full employability for the current workless cohort. Research undertaken last year on worklessness interventions in Leeds concluded that there is insufficient provision at either end of the Journey to Work – support for engagement / first steps with the hardest to reach groups and support to employees/ employers to keep people in work. Further work has identified that there is a wealth of organisations delivering engagement/first steps provision in Leeds but there is a need for better co-ordination. Work is ongoing through the three Area Worklessness Groups to better co-ordinate this activity. LSC expansion of Train to gain along with YF future provision to be focused on employer engagement suggests that the local authority led activity is best focused on first steps engagement. We are now better placed as a local partnership to realign our activities to ensure that they are complementary and add value and shape our strategies and action plans moving forward.

PI Ref	Definition	Comments	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 152	Working age people on out of work benefits	Figures are reported through DWP 6 months in arrears. The Q1 figure was 11.1% however it is anticipated that the number of JSA claimants will start to increase as the effects of the credit crunch and the recession are felt in local businesses and jobs are lost, therefore the indicator has been rated 'Amber'.	11.1%	Awaiting DWP data update	Amber	6 month time lag on data
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	Figures are reported through DWP 6 months in arrears. The Q1 figure was 28.3% however it is anticipated that the number of JSA claimants will start to increase as the effects of the credit crunch and the recession are felt in local businesses and jobs are lost, therefore the indicator has been rated 'Amber'.	29.8%	Awaiting DWP data update	Amber	6 month time lag on data
Improvement priority progress		Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Joint planning processes to deliver against priority workless client groups and neighbourhoods through area based worklessness groups and joint panels on LCC managed commissions have been successful in bringing together providers and encouraging signposting and referrals to support a more people centred service.		Fall out of funding including NRF / SSCF / Single Pot over the next two years is significant and will mean the loss of targeted provision in the areas with the highest levels of worklessness. Increases in the number and type of claimant resulting from economic recession will require different interventions and will stretch resources.	Mapping current activity and interventions by funding streams and at risk client groups by neighbourhood to inform future commissioning strategies. Area action plans are being developed by the Area Worklessness Groups detailing activity and provision in the neighbourhoods. These plans will be overseen and monitored by the groups and progress reported to the Worklessness Strategic Outcome Group.	IH / SB	09-Dec-08	
Indicative resources available in 2007/08 – 2010/11 include £9.2m from Job Centre Plus; £2.8m from LSC; £11m from the City Council; and £3.3m from discretionary grant funding sources. Much of the existing resource is locked into mainstream programme provision which needs to be more utilised more flexibly to be responsive to local needs and opportunities. Funding priorities of key agencies has shifted to engage employers and the fall out of NRF leaves a gap in supporting first steps engagement with those furthest from the labour market, however potential investment opportunities are being explored further. Development work is taking place with Early Years through Family Outreach workers to support first step engagement and JCP ESF provision.		Intervention activities need to be coupled to areas with potential for economic growth and private sector investment over the longer term. The existing and planned major regeneration schemes where the developers and site users have a relationship with the City Council with the potential to provide numerous opportunities during construction and on completion of schemes to offer training and employment opportunities for local people.	Such approaches would build on previous experience with Leeds Teaching Hospital Trust and the Local Employment Partnership led by Jobcentre Plus. Clear plans and the resource requirements to link with the following initiatives / schemes need to be made :- Eastgate Quarters, Trinity Leeds, EASEL Mixed Communities Pathfinder, Holbeck Urban Village, Aire Valley, major PFI schemes.	IH / SB / PS	End of Jan 09	
Initiatives are being developed to tailor the pre-employment training of workless individuals to meet the needs of key employers as part of Local Employment Partnerships with a wider package of enabling measures offered by the local authority. A business plan is in development to draw down £2m plus following positive discussions with Yorkshire Forward to develop a retail skills academy and support construction Leeds to maximise the number of local residents accessing the estimated 10,000 construction and retail jobs in the Trinity and Harewood developments in the city centre.		Close working relationships required with the developers / end users working to a tight timescale to meet their needs. Finance to support interventions dependent on the speed of the YF appraisal, approval and issue of contract.	YF business case and developer / employer packages to be developed by task group including Regeneration, Park Lane College, Jobcentre Plus	SB/ PS/ IH	End of December 2008	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Partnership work has focused to date on building good working relationships with Jobcentre Plus and the Learning and Skills Council. Recent work has examined the approaches adopted by health providers and the Mental Health Employers Consortium to support those with mental health issues - the largest incapacity benefit claimant group- back into work.	New approaches to engage health professionals in assisting claimants better manage their muscular skeletal and mental health conditions and re-engage with providers to move back into work have been trialled with some success. However the scale of this intervention is small in comparison to the numbers of claimants. Further partnership work is required to learn and build on this good start	Further work required to realign resources and bring initiatives together to deliver added value. Citywide framework to be agreed through Worklessness Outcome Group. Explore the Mindful Employer initiative - to act as exemplars in the employment of individuals from this client group	JW/ IH/ SB	Jan - March 2008/09	
with employers to develop customised programmes. Based on a casework approach to better integrate a wide range of personal support services with employment and training opportunities. It will require the co co-ordination of partner inputs – GP surgeries, addiction treatment services, children's centres, transport providers, debt advisors and require a flexible response from employers supported by job brokerage, work trials, interview guarantee. Target area to be Halton Moor / Osmondthorpe.	Difficulties in identifying freedoms and flexibilities to be championed by John Healey, CLG Minister. Employer engagement that leads to jobs may be difficult in current climate Capacity exists within an existing YF programme due to underspend in other LA areas. Business plan to be submitted and agreed by end of December 2008	Need to build in evaluation and learning from outset to capture benefits both financial and non-financial Task group established to develop and implement under EASEL and East/North East Worklessness Group.	SB / IH / AC	End of December 2008	
		Pilot intensive casework model in neighbourhoods with highest rates of worklessness	VS/MG	End March 2009	
		Review initial NI 152 and 153 targets in the light of increasing unemployment which is likely to be sustained in the medium term. Consider alternative outcomes in response to changing circumstances which retain a focus on improving employability and resilience of current workless so that they are able to benefit from opportunities when the economy recovers.	SB	End of December 2008	
		Assess the potential for introducing transitional employment opportunities, including involvement in regeneration activity, which will provide an alternative to reducing mainstream employment.	SB	End March 2009	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Paul Stephens	City Development	Job Centre Plus (Lead Organisation)	Ian Hunter
Amanda Jackson	Children's Services	Yorkshire Forward	Helen Thomson
Paul Broughton	Adult Social Care	VCFS	Steve Williamson
		Learning Skills Council	Anne Craven
		NHS Leeds	Jane Williams