

Leeds Strategic Plan Theme 2008/09 Quarter 4 Performance Update							Reference	TP-1a
Improvement Priority	Lead Officer	Organisation					Overall Progress Rating	Direction of Travel
Increase the number of decent homes	Paul Langford	Leeds CC					Amber	↑
Overall assessment of progress 2008/09								
A review of Council House decency needs and funding has been carried out and funding has been secured and investment plans with appropriate monitoring mechanism put in place to ensure the Council meets the Governments Decent Homes Target by 2010/11. Decency figures for Housing Associations at a Citywide level are collated on a yearly basis by the Housing Corporation - the current figure of achievement is 91.6% (we will not receive an updated position until Sept 09) . In relation to private sector stock - funding through the Single Regional Housing pot has targeted specific areas in relation to face lift schemes, private sector loans and demolition of obsolete properties from the private sector. Controls are in place in the form of enforcement, Licensing and Energy Efficiency ratings. The private sector target is 600 properties per year performance at Qtr 2 was 92 however, many of the group repair schemes and fuelsaver improvements are completed towards the end of the year, therefore the year end target is still achievable.								
PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality	
NI 158	Percentage of non-decent council homes	22.81% (March 2008)	15.0%	10.0%	5.0%	18.46	No Concerns with data	
Progress as at 31st March 2009		Next Steps / Future Milestones for Q1 & Q2 2009/10			Risk / Challenges	Timescale	Contributory Officer	
<p>Considerable progress has been made to achieve the year end figure of 18.46% non decent properties to put this in context this leaves a residual 10,736 properties non decent as at the end of March 09. Of these residual properties decency works have been completed with one or two elements remaining to bring the overall number down to the target of full decency by 31 March 2011. The Council set the strategic objective to make all it properties decent by this date and work has been steadily progressing through the ALMOs working towards this target. Non decency has been reduced city wide by 4.35% from 1 April 08, with BITMO reducing decency by 15% and Aire Valley by 10%.</p> <p>Early indications, based on Customer Satisfaction in West North West, indicates over 97% satisfaction with works carried out as part of the decency programme. Customers in particular have been involved in the priority setting of decency works since the ALMOs were created through their various focus groups and sounding boards.</p> <p>Also since the intorduction of the Area Panels in 2007 these have specific local priority setting influence through to ALMO boards in terms of decency programmes.</p>		<p>The ALMOs have identified that there are now the residual single failures that need to be targetted to bring properties upto full decency standard. This is the key priority for the next 12 months and ALMOs have been setting their programmes based on these single failures. We have also identified some further data gaps/cleansing work that will also be essential in Q1 and early Q2 that will be tackle by stock condition surveys as part of the Future of Council Homes in Leeds Project. This will give us clear picture of what the overall decency position is of our stock will be and allow us to prepare robust investments plans post decency deadline of 31 March 2011.</p>			<p>An accurate picture of investment needs are required to inform the long term investment planning for the Investment of Council Housing Review, being undertaken in 09/10. There is risk in the inability to maintain the Decent Homes Standard beyond 2010/11. There are also associated risks with other statutory required works such as making properties DDA compliant or major adaptation work and other essential routine maintenance work such as lift maintenance that will not be fully funded.</p>	<p>Performance is reported monthly to ALMOs/ BITMO. Actions are monitored by the Asset Management Steering Group, and DMT/ COG.</p>	<p>ALMO / BITMO Chief Officers</p>	
<p>Decency figures for Housing Associations at a Citywide level are collated on a annual basis by the Housing Corporation - Dec 08 performance stood at 91.6%. We will not receive an updated position until Sept 09.</p>		N/A			<p>Housing Associations will now be reviewing stock towards the end of their programmes which has yet to achieve decency and will have to make commercial decisions as to whether future investment will be made.</p>		<p>Tenants Services Authority/ all RSLs in Leeds</p>	

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
Private sector stock - funding through the Single Regional Housing pot has targeted specific areas in relation to face lift schemes, private sector loans and demolition of obsolete properties from the private sector. Controls are in place in the form of enforcement, Licensing and Energy Efficiency ratings. The private sector target is 600 properties per year. The outturn for private sector houses made decent by actions/investment and enforcement is 787. This does not include any non-decent houses demolished.		Work in Partnership with the Homes and Communities Agency and GOYH to develop a strategic approach in relation to the development of investment hubs. That will inform the single conversation investment priorities that are being developed nationally and regionally by the HCA.	Work is being progressed to review/refresh the Private rented sector strategy and Private sector investment policy which will align with the current work to update the Housing Strategy, to be finalised in June/July 2009. Preparation work underway for the establishment of a Private Sector Board to provide a strategic steer for future activity, including funding priorities and future bids, programme development and delivery. First Board meeting scheduled for 5th May.	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Andrew Mason	Environment and Neighbourhoods	Leeds ALMOs	Simon Costigan, Clare Warren, Steve Hunt, Chris Simpson
Steve Speak	City Development		
Phil Crabtree	City Development		

Thriving Places 2008/09 Quarter 4 Performance Update	Reference	TP-1d
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating	Direction of Travel
Reduce the number of people who are not able to adequately heat their homes	Andrew Mason	Leeds CC	Amber	↔

Overall assessment of progress 2008/09

A person is said to be in fuel poverty if they spend more than 10% of their income heating their home. Over the year, the council has had some significant successes in this area with key actions delivered to help many local residents. During the year, 506 properties with a SAP rating <35 were improved removing them from fuel poverty and over 4,500 properties with a SAP rating >65 were improved. The targets set for the year were set against old baselines and are no longer applicable (the government changed their criteria for the PI in November 2008). In 2008/09, the council received its highest ever response to its annual HECA monitoring survey (home energy conservation). 7,780 households received energy support or improvement through advice and over 500 people were referred to the Fuelsavers team from front line workers. The Fuelsavers team also answered 4,000 calls regarding energy advice through a partnership with the call centre. The ALMO's have installed 3,350 cost effective energy efficiency measures to reduce carbon emissions in their properties. Although a number of positive steps have been taken by the council and its partners on the Fuelsavers Board to improve the situation for local residents, the current financial crisis coupled with increasing fuel bills make it likely that more people may enter fuel poverty in the future (hence the amber rating). However, NI187 has been met and exceeded and this reflects the council's impact on dealing with the lowest quartile of fuel poor.

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
NI 187	Tackling fuel poverty - % of people receiving income based benefits living in homes with low energy efficiency rating	7.9% (2007/08) SAP < 35	6.64%	5.86%	4.89%	6.63%	No concerns with data
	Tackling fuel poverty - % of people receiving income based benefits living in homes with low energy efficiency rating	34.59% SAP > 65	35.05%	37.44%	38.22%	35.75%	No concerns with data

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
The council issued 80,000 HECA questionnaires (home energy conservation advice) to residents in Leeds and received a record response (in excess of 20,000). The survey identified people who may need assistance in heating their homes and also those who have moved out of fuel poverty in the last 12 months. From these returns and other work in the Fuelsavers Team, 7,780 households received energy advice and improvement measures.	The council will complete its annual HECA survey in July and August 2009 with results being available from September 2009. The survey will be issued to 80,000 households to help identify which households have moved out of fuel poverty over the past 12 months and indeed which households require assistance going forward.	The current global financial situation is affecting the UK economy and there is an increased risk of higher unemployment in the coming months. This will result in household incomes dropping and more people moving into fuel poverty.	Quarter 2	Alan Jones / Keith Gibson
12,836 people from private sector dwellings were contacted in year one of the Community Warmth initiative. This pilot was run in partnership with Npower and is a door to door contact programme which seeks to enable people to receive energy grants to improve their properties. To 'narrow the gap', the five most fuel poor wards were targeted as part of this work; namely Gipton and Harehills, Hyde Park and Woodhouse, Killingbeck and Seacroft, Middleton Park and Burmantofts and Richmond Hill.	A Community Warmth type initiative will be completed in a further 10 wards during 2009/10. This will target the next ten wards in terms of 'fuel poor' areas. Work will be focussed in Beeston and Holbeck, City and Hunslet, Armley, Pudsey, Ardsley and Robin Hood, Morley South, Bramley and Stanningley, Chapel Allerton, Kippax and Methley and Farnley and Wortley. Over 70,000 households will be targeted with the aim of supporting in excess of 10,000 households. The service will also tender to appoint a new area based initiative provider for 2009/10 onwards.	Over the past 12 months, the value of homes have dropped on average by around 10 to 15%. This means that some people are in increased danger of being in negative equity and it is therefore, more difficult to encourage people to spend what money they have to make their homes more energy efficient (thereby reducing the likelihood that they will not enter fuel poverty).	Ongoing	Alan Jones / Keith Gibson
Across the partnership (Fuelsavers Board), 21,571 homes received energy advice during the year. 11,466 people received support packages during the year and these included 7,714 pensioners, 2,669 families, 2,852 disabled and long term ill people and 910 BME households.	Over the next twelve months, the council will seek to improve 550 properties currently with a SAP rating <35 to above that standard and seek to improve 3,900 dwellings to increase their SAP rating to meet SAP>65.	Over the past 12 months fuel prices have increased in some cases at around 30%. Although process have started to drop again in recent months, there is still a risk that prices may increase in the future. If so, there is a risk that more people may enter fuel poverty.	Ongoing	Alan Jones / Keith Gibson
The council and its partners delivered key aspects of the Affordable Warmth Strategy with 26 local organisations now signed up to the Strategy and its 'Code of Practice' and 7 organisations actively referring clients for support. Door to door communication was undertaken in five of the most deprived wards in the city to offer advice and support and advice calendars were distributed. Over 2,600 households have received Warm Front assistance and 400 people have received benefits or energy advice in their home.	Over the year, the council and its partners will seek to reduce the number of people unable to adequately heat their homes through a range of measures. Fuelsavers will carry out 28 events across the city, mail out to 1,000 households across the city promoting Warm Front grants, produce 2,000 calendars to trigger grant take-up and bring 2,000 households with residents who have a health condition or on benefits to support via the Health through Warmth one stop service.		Ongoing	Alan Jones / Keith Gibson
The ALMO's have installed 3,350 cost effective energy efficiency measures to reduce carbon emissions in their properties. These have included loft improvements, cavity wall fills, heating upgrades, double glazing installations and air source improvements.	The ALMO's will continue to deliver energy upgrades to their residents throughout the year. The Fuelsavers Team will offer assistance to undertake energy performance certificate work to the Right to Buy team and to the ALMO's in the first half of the year. The service will also work with the ALMO's to support grant improvements.		Ongoing	Alan Jones / ALMO's

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
Staff who visit people in their homes (e.g. ALMO's, Social Services etc) have referred over 500 people to the Fuelsavers Team during the year so that they can provide advice and support.	The council will undertake a thermal over flight of the city of Leeds to identify properties which are emitting excess energy and which are not energy efficient. The Fuelsavers team will use the data to facilitate the take up of insulation measure citywide. This work is intended to reduce the number of people in and /or entering fuel poverty. Funding for the project will be secured in the first few months of the year with the flight scheduled to take place in October 2009. In addition, the council will offer thermal promotions through a 'Thermo vehicle' which will be trialled in Otley, Roundhay and Adel and Wharfedale in October 2009.		Oct-09	Alan Jones / Keith Gibson
	The council will seek to sign up 12 voluntary organisations to support the Affordable Warmth Strategy and train 100 voluntary agency workers to channel referrals of grants to the council for action. The council will also establish a worker support network to bring in referrals for grants. The Fuelsavers Team will continue to work at a local, regional and national level and seek to identify new sources of funding throughout the year.		Ongoing	Alan Jones / Keith Gibson

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 4 Performance Update	Reference	TP-2a
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating	Direction of Travel
Creating safer environments by tackling crime	Neil Evans	Leeds CC	Amber	

Overall assessment of progress 2008/09

Overall, assessment of progress against the outcome is fair. A strong performance in reducing assault with injury (down 6.9% when compared with previous year) is offset with a rise in acquisitive crime (up 4.3%) and most notably domestic burglary (up 9.5%). The serious acquisitive crime targets are ambitious and managing sustained and incremental improvements over the life of the current Local Area Agreement will be a significant challenge to Leeds. It is clear that reducing burglary in a dwelling will be critical to realising the overall target and this is acknowledged by key partners. There is a strong commitment and willingness from strategic leaders to extent joint activity and co-operation between partners and build on the existing city-wide burglary reduction plan to tackle these difficult issues. Embedding local processes as part of the Integrated Offender Management scheme (targeting our most prolific offenders) will be critical in 2009/10 especially within the context of the current economic climate. The continued development of Neighbourhood Policing Teams and joint tasking with partners at a local level is having a positive impact, which is supported by improved public satisfaction levels in visible patrols across the city (Police Authority Public Survey quarterly results for Leeds). The results from the Place Survey are also very positive; suggesting that there have been an improvement in residents' perceptions of ASB and crime, as well as increased confidence in how the police and the council are dealing with the issues. There are also less residents who feel that drug use and/or dealing and drunk or rowdy behaviour is a very or fairly big problem. Performance is monitored closely and activity plans continue to be reviewed so that we can be more effective and delivering change at a local level.

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
NI 16	Serious acquisitive crime rate	27.0 per 1,000 population (2007/08)	(26.4 rate per 1,000 population)	(25.4 rate per 1,000 population)	(24.8 rate per 1,000 population)	27.8%	No concerns with data
NI 20	Assault with injury crime rate	8.0 per 1,000 population (2007/08)	(7.7 rate per 1,000 population)	(7.6 rate per 1,000 population)	8% reduction on baseline (7.4 rate per 1,000 population)	7.5%	No concerns with data
NI 24	Satisfaction with the way police and local council dealt with anti-social behaviour	This NI has been deleted from the national suite - locally measures to monitor ASB victims satisfaction will be developed and reported on in 2009/10					

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
All police divisions have implemented the additional activity outlined in the Leeds Strategic Burglary Plan during Q4. Progress against the 7 tasks below has been positive.1) High visibility uniformed police presence at strategic locations throughout Leeds for a 24 hour period, 7 days a week. 2) Normal investigations of burglary dwelling offenders to continue at the 3 Leeds Divisions coordinated via their existing tasking processes. 3) Hot tasking from each Division in relation to footwear lifts etc and those circulated as wanted for burglary offences. 4) Coordinated Automatic Number Plate Recognition (ANPR) and Road Traffic capability aimed at denying burglary offenders the use of the roads supported by the Regional Roads Policing Team.	In March 09, a strategic burglary review report was produced by Safer Leeds, a series of short, medium and long term task were agreed, these will be developed and assigned during Q1 of 2009/10. The Safer Leeds Acquisitive Crime Task Group and Divisional Community Safety Partnerships are currently reviewing and refreshing delivery plans for 09/10. Focus will be on devising and implementing a neighbourhood burglary reduction plan, for each strategic localities of concern. Visits to other partnerships (Newcastle, Sheffield and Birmingham) have been scheduled in for Q1 to explore good practice in terms of delivery and whether these can be applied to Leeds. Focus will be on devising and implementing a neighbourhood burglary reduction plan, for each strategic localities of concern.	Ensuring strategic ownership and operational commitment from key agencies. Close monitoring of the potential impact the economic climate may have on acquisitive crime will be continued throughout the year.	Agreed action plan in place by 1 July 09. Monitored on a weekly basis.	Simon Whitehead
5) Secure support from the Drugs and Offender Management Unit (DOMU) and use of appropriate offender management tactics. 6) Use of 24 hrs Mobile prisoner handling capability (those arrested will be processed through usual Divisional prisoner handling capabilities) to ensure high visibility strategically deployed resources are not deviated. 7) Monitor and review processes and progress linked to burglary victim advisory panels. All the activities are directly linked to and driven by the local Neighbourhood Policing Teams (NPTs) and directed through the daily tasking with information and data being intelligence lead. This process is improving as the NPT's become established within their areas. Resources are being directed for fast tracking of evidence i.e. DNA, footprint analysis to facilitate quick arrests. DOMU have dealt with 60+ burglary offenders. Police website has been redesigned to be more public facing with crime reduction messages being posted on a regular basis.	Maximising the use of available technology, e.g. CCTV, ANPR, Smartwater and Asset Tracking to deter and detect crime and prioritise deployment of partnership resources. Focus will be on using ANPR intelligence in identified sites, capture houses and capture cars plus trackable assets, plus proactive deployment of target hardening of hotspot streets.	Ensuring strategic and operational engagement from key agencies.	As above	Simon Whitehead

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
<p>The COPS (crime opportunities profiling of streets) project in the Ash Road area and Harold's area (Headingley) has shown promise in having an impact on crime rates. This initiative includes involvement with other agencies, ward members, local residents in addressing the crime and environmental problems in the areas. The use of capture houses and asset tracking is also starting to prove successful in identifying criminals involved in burglary and leading to arrests and convictions. Alleygating as a scheme has continued to be popular in suitable areas in Leeds. Properties of burglary victims in receipt of benefits and those at high risk of burglary have continued to be target hardened and through extra funding from government office the three main hotspot ALMO areas have been covered. During 2008/09 3,684 properties have been target hardened at an average cost of £70 per property, 8 Alleygating schemes were completed with 30 gates installed.</p>	<p>Co-ordinated partnership activity in the top 10 most burgled ALMO streets will be deployed using a the COPs process as well as target hardening to improve security of properties. Alleygating will continue to be considered with any new schemes promoted by area management , ALMO's , RSL and private being coordinated by Community safety to ensure all legal requirements are fulfilled, and all existing schemes will continue to be monitored and maintained.</p>	<p>Ensuring operational engagement from key agencies. Targeted work especially in the ALMO areas has to ensure all qualifying properties are fully secured which in some cases new doors and/or windows will have to be fitted.</p>	<p>Project to run during 09/10. ALMO target hardening to be completed by May/June 09.</p>	<p>John Birkenshaw</p>
<p>Joint tasking of partners continues to develop in a positive manner, with a strong focus on creating safer environments through a combination of enforcement and prevention activities.</p>	<p>As part of the policing pledge launched in March 09 tasking will take into account the local priorities as identified through a range of community engagement and consultation processes.</p>	<p>Ability to respond in a timely manner to local priorities.</p>	<p>During 09/10</p>	<p>Simon Whitehead</p>
<p>Progress continues to be made in delivering the objectives outlined in the Alcohol Strategy. 1) Funding has been secured from Europe to implement an Alcohol Arrest Referral Scheme to co-ordinate a programme of treatment for people with alcohol problems. 2) Strategies for prisoners in Leeds district with alcohol related problems are being progressed. 3) Partnership work with Taxi and Private Hire Licensing to raise awareness of and compliance to legislation and regulations continues. 4) A Street Chaplains outreach service is fully operational ensuring vulnerable individuals do not become victims by offering support and refuge. 5) Work to ensure victims of domestic violence receive an appropriate civil and criminal justice response is ongoing. 6) Strategic and operational links to ensure the needs of children and young people affected by domestic violence are addressed in service provision continues to improve.</p>	<p>The OPTIONS Alcohol Arrest Referral Programme, the Weapons Awareness Programme and a focus on Domestic Violence will all be prioritised for the first half of 09/10 to address volume incidents of assault with injury. A new domestic violence perpetrator programme will be commissioned as well as support for the Probation led Alcohol Treatment Referral Programme scheduled to commence 1.4.09</p>	<p>The most significant challenge for 09/10 to continue the decrease will be the reduction of funding from NRF for the forthcoming year to support local initiatives either with uniform presence or locally targeted actions based on hotspot intelligence. Taxi marshalling / seasonal campaigns are at a risk due to funding shortfall.</p>	<p>During Q1-Q2</p>	<p>Keith Lawrance</p>
<p>Between Jan-March 09, 22 Operation Champions have been carried out across Leeds. 2 in City and Holbeck Division, 3 in North West Division and following a shift in emphasis for the deployment of resources, 16 days of action in North East Division. Results for these 22 however are proving slow to obtain and therefore analysis is difficult. Anecdotal evidence suggests a renewed vigour from some partners such as ASBU who are now much more actively engaged in the whole process. Also the shift to single days of action in North East is proving popular with partners no longer having to stretch their resources to cover three days and instead deploying them for a shorter, more intensive period with no obvious reduction in results being experienced. The school gate consultation method adopted at the start of the year is proving very successful and popular with residents by giving them a clear say as to what goes into each Operation Champion in their area.</p>	<p>Continue with Operation Champion, revitalise the delivery at a local level by maximising partnership intelligence to inform choice of location, timing and activity. Review and improve the communication process to local people within the target communities and integrate more effectively with current processes.</p>	<p>Ensuring strategic and operational engagement from key agencies.</p>	<p>During 09/10</p>	<p>Simon Whitehead</p>
<p>The ASB unit (ASBU) has developed a robust set of service standards to ensure that victims of ASB who have approached council services for support receive appropriate timely support and regular feedback as to progress with their case. The service standards prescribe timescales for acknowledging enquiries and set out expectations for maintaining contact with all case participants. Since 2004/05, the ASB service has monitored overall levels of service satisfaction through closed case surveys. More recently the service has instigated a programme of early case stage surveys (after 4 weeks) to monitor early case stage satisfaction levels. Closed case data for 2008/9 currently shows an overall satisfaction rating of 78.3% satisfaction (Satisfied) whilst early case stage satisfaction levels are currently shown at 88.1% (Very satisfied).</p>	<p>Continue to develop the customer feedback model to ensure that victims of ASB who have approached council services for support receive appropriate feedback as to progress with their case. Improve service outcomes to victims of ASB by ensuring assessments include levels of service satisfaction, as measured by a local performance indicator.</p>	<p>Embedding process across the ASB Team. Closely monitor the existing funding arrangements for ASBU following the reduced level of NRF funds and the proportional income received through HRA.</p>	<p>During 09/10</p>	<p>Harvinder Saimbhi</p>
<p>The ASB service has made progress in delivering against the prevention strategy, working with, supporting and where possible diverting perpetrators to reduce ASB. In 2008/9, to date 95 (71 Young People) individuals have been referred to 120 (89) interventions or support agencies including 20 referrals to Family Interventions.</p>	<p>Actively engage young people involved in ASB and criminal activity, ensuring involvement of families, especially younger siblings. Support and deliver on key actions within the Youth Crime Action Plan.</p>	<p>Ensuring strategic and operational engagement from key agencies.</p>	<p>During 09/10</p>	<p>Harvinder Saimbhi</p>

TP 2a - Creating safer environment by tackling crime

Internal Contributors	Organisation	Rationale for inclusion / exclusion	How will contributor be engaged
Simon Whitehead	Environments & Neighbourhoods	Chief Officer CS	Management responsibility
Paul Langford	Environments & Neighbourhoods	Strategic responsibility for contribution to outcome	Through E&N SLT
Stephen Boyle	Environments & Neighbourhoods	Strategic responsibility for contribution to outcome	Through E&N SLT
Andrew Mason	Environments & Neighbourhoods	Strategic responsibility for contribution to outcome	Through E&N SLT
Nicole Jackson	Legal & Democratic Services	Strategic responsibility for contribution to outcome	Through CSOG
Cath Follin	City Centre Management	Strategic responsibility for contribution to outcome	Through CSOG
Jim Willson	Environments & Neighbourhoods	Chief Officer CS	Management responsibility
Jim Hopkinson	Childrens Services	Strategic responsibility for contribution to outcome	Through CSOG
External Contributors			
Mark Milson	West Yorkshire Police	Safer Leeds Executive	Membership of Board
Maggie Smallridge	Probation	Link to VCFS provision	Membership of Board
Janet Spencer	Police Authority	Safer Leeds Executive	Membership of Board
Mick Smith	West Yorkshire Fire Service	Safer Leeds Executive	Membership of Board
Ian Cameron	Leeds NHS	Safer Leeds Executive	Membership of Board
Janet Spencer	West Yorkshire Police Authority	Safer Leeds Executive	Membership of Board
Steve Williamson	Local Strategic Partnership	Safer Leeds Executive	Membership of Board
		Safer Leeds Executive	Membership of Board

Thriving Places 2008/09 Quarter 4 Performance Update	Reference	TP-3a
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating	Direction of Travel
Reduce worklessness across the city with a focus on deprived areas	Stephen Boyle	Leeds CC	Red	↓

Overall assessment of progress 2008/09

The LSP service improvement priority to reduce worklessness has enabled a refocusing of activity to priority groups and neighbourhoods and the agreement of shared targets for key stakeholders and a move away from the current fragmented largely funding-led approach. The Worklessness Strategic Outcome Group has been established to oversee and direct partnership activity to deliver the required outcomes. The Group, led by Jobcentre Plus, has been successful in improving collaboration across key stakeholders leading or contributing to reducing worklessness. 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. Providers have performed well to achieve contract targets in a worsening economic climate. The recession requires a review of strategies and targets is undertaken in 2009/10. There is a 6 month time lag on DWP published data therefore the WACG rates reported do not fully reflect the impact of the recession and in particular the significant increase in JSA claimants (the position is being monitored closely and current indications are that the Leeds position so far is in keeping with the regional and national picture).

The Council with partners will continue to focus on the challenge of long term unemployment and an innovative pilot, supported by the RDA, is underway in two areas of high long term unemployment to develop a more effective multi-agency team with a family support focus. Work on this improvement priority links with and supports work to improve the position on other linked priorities addressing financial inclusion and skills development and the strong working partnership will deliver positive benefits in all these key areas.

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
NI 152	Working age people on out of work benefits	11.4% (2007)	11.1%	10.8%	10.4%	10.9% (Qtr 3)	6 month time lag on DWP data
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	30.4% (2007)	29.8%	29.2%	28.4%	27.3% (Qtr 3)	6 month time lag on DWP data

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
Joint planning processes developed and agreed to deliver against priority workless client groups and neighbourhoods including :- (a) area based worklessness groups established (b) area action plans and targets agreed for NI 153 areas (c) joint panels on LCC managed commissions. All have proved successful in bringing together commissioners and providers and building partnerships to encourage signposting and referrals to support a more people centred service.	Map current activity and interventions by funding streams to identify at risk client groups / neighbourhood to inform future commissioning strategies. Q2 Produce performance reports on commissioned activity to better assess effectiveness / vfm. Q2 Review NI 152 target and Area Action Plan targets NI153 in light of available resources / changing economic conditions Q2	Fall out of funding including NRF / SSCF / Single Pot over the next two years is significant and will mean the loss of NRF/Access to Employment targeted provision in the areas with the highest levels of worklessness. JCP funding will continue to target the areas. Increases in the number and type of claimant resulting from economic recession will require different interventions and will stretch resources. 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.	See next steps column	Stephen Boyle LCC / Ian Hunter, Jobcentre Plus / Phillip Hunter, Learning and Skills Council
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.	Clarify the Council's policy and legal framework to secure training, employment and supply chain benefits from publicly procured contracts e.g. EASEL, Holbeck Urban Village, Aire Valley, major PFI schemes. Q3 Develop guidance and support for staff to successfully negotiate these. Q3	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.	See next steps column	Stephen Boyle LCC

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
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 package of employer facing interventions centred on job brokerage and in-work support. Alongside plans for the retail skills academy and support for construction training / employment, this work will assist in maximising the number of local residents accessing the estimated 10,000 construction and retail jobs in the Trinity and Harewood developments in the city centre.	Establish Task Group LSC,JCP LCC (E&N and CD) Q1 Develop YF full business proposal and submit at the end of May. Q1 Clarify the Leeds offer for tailored developer / employer packages Q1	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.	See next steps column	Stephen Boyle / Ian Hunter, Jobcentre Plus / Phillip Hunter, Learning and Skills Council
Partnership work has focused to date on building good working relationships between Jobcentre Plus, the Council 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.	Further work required to realign resources and bring initiatives together to deliver added value. Citywide framework to be agreed through Worklessness Outcome Group. Q2 Explore the Mindful Employer initiative - to act as exemplars in the employment of individuals from this client group JCP are currently procuring through ESF a programme to support JSA customers with mental health problems/learning difficulties. Progress Report Q2 Leeds are bidding for a Fit for Work pilot - its being led by Leeds NHS PCT. Progress Report Q2	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	See next steps column	Jwilliams (NS) / Ihunter (JCP) / SBoyle (LCC)
Pilot programme developed and funding secured for 4 target neighbourhoods 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-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. Draft business case submitted to DWP for a data sharing pilot to more effectively target interventions to key client groups within the above pilot programme.	Appoint project staff and identify participants Q1 Construct evaluation framework to capture benefits both financial and non-financial Q2 Monitor and support implementation through the EASEL and East/North East Worklessness Group. Q2	Difficulties in identifying freedoms and flexibilities to be championed by John Healey, CLG Minister. DWP data sharing pilot may not identify further data due to data protection constraints and safeguards. Employer engagement that leads to jobs may be difficult in current climate	See next steps column	SBoyle LCC / IHunter JCP

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

Harmonious Communities 2008/09 Quarter 4 Performance Update	Reference	HM-1a
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating	Direction of Travel
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 CC	Amber	↑

Overall assessment of progress 2008/09

Progress is largely being driven through two complementary processes. At a city wide level, the VCFS Partnership Group established by the Narrowing the Gap Board of the Leeds Initiative has established a sub-group on Active Citizenship. This Sub-group has a focus on the NI6 and its work programme is focused on increasing volunteering opportunities and improving access to these. At a local level, Area Committees have started to enable a wider range of opportunities for engagement and supported a number of community led activities through their use of well-being funds. Work to engage young people is being led by Children's Services particularly through the Integrated Youth Support Service. Key developments are the introduction of an integrated youth activities offer called the Breeze Youth Offer and a new Management Information Project designed to capture engagement across the newly integrated service which has brought the former Connexions and Youth Services together. The provisional place survey outcome for NI6 gives us a baseline position of 19.9%. It is not yet clear how this compares with other areas but the final figure will be used to set improvement targets.

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
NI 110	Young people's participation in positive activities	65.9% (2008)			70%	65.90%	No concerns with data
NI 6	Participation in regular volunteering	N/A	Baseline and target to be set through Place Survey			19.9% (provisional)	As per Place Survey Methodology

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
Young people are a key target group and the Integrated Youth Support Service has an extensive programme of opportunities for young people. A Management Information Project is underway to collate data on engagement of young people across the newly combined Connexions and Youth Services. As well as the centre based activity the service also offers a volunteering programme and has created a youth opportunities fund which young people can access to develop their own initiatives. Specific Arts and Sports opportunities are offered through the leisure and culture services in the council. The Fire Service has developed a Young Firefighter Programme which offers a 2 year course designed to equip them to promote fire prevention in the community. A number of VCFS organisations are engaging young people in positive activities. For example Learning Partnerships 'v-involved' scheme has engaged over 1000 young people to date. BME groups are also active in this field for example the Muslim Cultural Society's community facility project run and managed by young people from the Pakistani Community in Harehills.	Agree scope and frequency of reporting youth participation across all sectors by Q1. Progress the IYSS Management Integration Project and report to the Stronger Communities Outcome Group in Q2.	The range and diversity of young people's participation across the city will present a major challenge in the collection and collation of data. The likely reduction in funding provided from all sectors as a result of the recession will put activity and opportunities at risk.	See Next Steps column	Barbara Newton
The Leeds VCFS Partnership Group has established a sub-group to take forward partnership actions on Active Citizenship with a strong focus on increasing regular participation in volunteering. An outline work programme has been drafted. Most VCFS groups depend on volunteers for their day to day running. In addition a number of organisations run volunteering opportunity schemes. BCTV organise 20 regular walks a week using volunteer leaders. Homestar has around 200 volunteers supporting struggling families. Canopy Housing is a volunteer self build schemes working with the homeless. Leeds Jewish Care has over 300 volunteers supporting its work. Leeds Ahead is a key Social Business which organises several hundred volunteers form Leeds businesses to work with a range of community and schools projects.	Develop a directory of civic opportunities, training and support. Q2 Undertake feasibility work to support the establishment of a new city centre volunteer bureau in 2009/10 to support the recruitment and retention of volunteers Q2 Review the Compact for Leeds Code of Practice on volunteering to ensure it is fit for purpose Q2	There will be increasing pressure on VCFS delivery capacity as a result of funding reductions from external programmes. However, there will be an increasing need to identify meaningful volunteering opportunities as a result of significant and growing job losses.	See Next Steps column	Sue Wynne, Environment and Neighbourhoods

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
The Council has established a Corporate Social Responsibility programme supported by Leeds Ahead which is establishing a programme of volunteering opportunities for council employees. This will be rolled out in 2009-10	Volunteering Programme established. First report to SCOG Q2.	The current recession will impact on business engagement in volunteering. The promotion and co-ordination of a council wide staff volunteering scheme will present challenges given the size and complexity of the workforce.	See Next Steps column	Maura Brooks, Corporate Services
Area Committee Well Being Funding supports a wide range of local VCFS groups and their volunteers. Participatory Budgeting exercises (see HM 1b) have directed resources to voluntary activity in local communities. Participation in volunteer activities which contribute to Area Delivery Plans have been supported by all Area Committees.	Continue to promote volunteer projects in each Area Committee area focused on the delivery of an Area Delivery Plan priority. Report on the use of Area Committee Well Being Funds to support volunteer activity in Q1	Not all requests for funding from local groups can be supported by Area Committees. Prioritising the use of Area Well Being funding is a key challenge. This applies particularly to new proposals competing with existing more longer standing support arrangements.	See Next Steps column	Area Managers, Environment and Neighbourhoods

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Mark Allman	City Development		
Catherine Blanshard	City Development	VCFS	Ann Pemberton/Jeanette Morris Boam
Simon Whitehead	Environment & Neighbourhoods	Arts Council	Pete Massey
John England	Adult Social Care	Leeds Colleges	Carolyn Wright
Chris Edwards	Education Leeds	West Yorkshire Fire & Rescue	Mick Smith
Barbara Newton (BN)	Children's Services	Sport England	Julie Hannan

Harmonious Communities 2008/09 Quarter 4 Performance Update	Reference	HM-2a
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating	Direction of Travel
Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services	Stephen Boyle	Leeds CC	Amber	↑

Overall assessment of progress 2008/09

The VCFS Partnership Group was established by the Leeds Initiative Narrowing the Gap Board. It 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 Group has established 2 task groups on Resources and Active Citizenship.


PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
NI 7	Environment for a thriving third sector	17.2% (Taken from the Office of the Third Sector Survey - Autumn 2008)	N/A	N/A	21.7%	17.2%	No concerns - Taken from the Office of the Third Sector Survey

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
The VCFS Partnership Group is established with a forward work programme focused on creating an environment for a thriving third sector. The forward work programme reflects the recommendations of the City and Regional Partnerships Scrutiny Board into VCFS and engagement activity. Key social business groups have been supported by the Local Enterprise Growth Initiative including Leeds Ahead, Tiger 11, Shine and the Credit Union.	<p>Identify actions to support the establishment of Third Sector Together aimed at strengthening leadership and coherence of the sector and greater collaboration and co-operation across and within the sector. Q2</p> <p>To undertake a Compact for Leeds awareness and compliance self assessment of the Council and encourage partner organisations to do the same. Q2</p> <p>Support the work of the Compact Implementation Group led by Leeds Voice to review the Compact Codes of Practice to ensure that they remain fit for purpose. Q2</p> <p>To work with the Area Managers to identify existing links and the potential to enhance these to support the delivery of the Area Committee's Area Delivery Plans through VCFS brokering community engagement; influencing service delivery at the local level; undertaking commissioned community engagement activity; and contributing to Area Delivery Plan priorities and outcomes. Q2</p> <p>Review the work programme of the Leeds Infrastructure Consortium to identify opportunities to extend support to a wider range of VCFS organisations. Communicating the work of the partnership to influence perceptions about the how the Council and its partners value and support the sector to achieve NI7. Q2</p>	The main challenges are the scale and complexity of the sector and the need to support work to strengthen strategic leadership within the sector		Sue Wynne, Environment and Neighbourhoods

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
The VCFS Partnership Group Resources Task Group established. Supporting Links to Commissioning project launched in March. Commissioning Good Practice and Commissioning Tool kit workshops held - well attended by VCFS. Training Needs Analysis undertaken by consultants.	Review the period of funding attached to grant awards to VCFS organisations from April 2010 for appropriate schemes. Produce and publish guidance and advice on developing forward strategies and early notification of the closure of funding schemes. Provide guidance and advice to services and partners on ensuring that processes and procedures are proportionate to the level of funding and risk in line with the Council's VCFS Grant Funding Framework. Oversee and guide the delivery of the Supporting Commissioning Links project to facilitate and support the sector to access commissioning opportunities including the provision of guidance, advice and training to VFSC organisations. Collate and analyse information on commissioning strategies of key services and the current and previous providers to assess the impact of commissioning approaches on smaller organisations and their ability to access resources. Q2	New approaches to commissioning outcomes could have an adverse effect on the sector by inadvertently excluding smaller and medium size organisations		Julie Staton, Environment and Neighbourhoods
The VCFS Partnership Group Active Citizenship Task Group established	Develop a directory of civic opportunities, training and support. Q2 Undertake feasibility work to support the establishment of a new city centre volunteer bureau in 2009/10 to support the recruitment and retention of volunteers Q2 Review the Compact for Leeds Code of Practice on volunteering to ensure it is fit for purpose Q2	There will be increasing pressure on VCFS delivery capacity as a result of funding reductions from external programmes. However, there will be an increasing need to identify meaningful volunteering opportunities as a result of significant and growing job losses.		Sue Wynne, Environment and Neighbourhoods
Community Engagement	Establish a Community Engagement Sub-group in April. Q1 Collate information on the current levels of information and support offered to community organisations, identify gaps in provision and recommend actions to address these within available resources. Q2 Map the available resource and expertise within the sector to improve the targeting and engagement of "hard to reach" groups. Q2	The sector offers a means for improving the targeting of engagement and extending its reach		Sue Wynne, Environment and Neighbourhoods
Leeds is a pilot Asset Transfer Authority. Asset Management has produced initial guidance and criteria to inform the evaluation of asset transfer requests. A number of assets have now been transferred including former school building and community centres for use by the local community managed by voluntary agencies or social enterprises. These include the Pakistani Centre in Harehills, the former Harehills Middle and Headeingley Primary Schools and a number of smaller centres in the south of the city co-ordinated by the South East Area Management Team. Further work is needed to develop a full policy framework with the involvement of VCFS.	Agree policy framework and toolkit to guide decision making on asset transfer and support sustainable operations in the community Q2	Expectation created with local organisations by Government policy announcements will need to be addressed. The fuller engagement of the VCFS in developing a joint approach to policy and prioritisation will be a key challenge.		PB

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Sally Threlfall	Children's Services	West Yorkshire Police	Mark Milson
Simon Brereton	City Development	VCFS	Richard Norton/Richard Robson
Simon Whitehead	Environment & Neighbourhoods	Leeds Partnership Foundation Trust	Chris Butler/Mike Doyle
Paul Brook (PB)	City Development	Leeds Initiative	Kathy Kudelnitzky
Catherine Blanshard	City Development	Camberwell	Todd Hannula
Mark Allman	City Development		
Wayne Baxter	Resources		
Dennis Holmes	Adult Social Care		

Harmonious Communities 2008/09 Quarter 4 Performance Update	Reference	HM-2b
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating	Direction of Travel
An increased sense of belonging and pride in local neighbourhoods that help build cohesive communities	Stephen Boyle	Leeds CC	Amber	

Overall assessment of progress 2008/09

Executive Board approved the Cohesion and Integration Priorities in October 2008 providing the high level policy framework. A programme of pilot activity is being developed in target neighbourhoods to strengthen communities and promote inclusion. The programme will test interventions and assess the extent to which the prevailing culture and perceptions in neighbourhoods can be changed. Concept models have been agreed that will enhance our area profiling capability and capacity as part of the strategic intelligence work programme to better understand the make up and concerns of residents at the neighbourhood level. Significant progress has been made in developing the Prevent Action Plan for Leeds and the capacity to deliver this through partnership. The provisional figure of 73.7% for NI1 is significantly lower than the 81% score from the 2006 Best Value Survey. This figure has yet to be confirmed but on the face of it seems to conflict with other perception survey data e.g. NI5 satisfaction with local area which has held steady at 77.8 (provisional) against a 2006 score of 77. Perceptions of the risk of extremism and increasing tension around immigration may have influenced the outcome and work will continue to understand what issues are showing themselves to be of concern to people.

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	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.	Increase of 4.1 percentage points on baseline by 2010/11 (measured by second OTS survey in Autumn 2010)			73.7% (provisional)	As per Place Survey Methodology

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
Cohesion and Integration policy framework 2008-2011 and supporting delivery plan 2008-2010 approved by Executive Board in October 2008	Annual report published highlighting progress against actions and capturing good practice. Review of activities and priorities that impact on cohesion and integration to identify priority actions for 2011 and beyond. Q2	Understanding of cohesion and integration priorities and outcomes and how activities can have a positive or negative impact on these.	See Next Steps column	L Yeung, Corporate Services
Improved tension tracking systems implemented with responses monitored and preventative strategies being developed in hot spot areas.	Evaluation of the partnership preventative strategies deployed in Halton Moor and the work to tackle gangs in inner East Leeds to inform future action Q2	Increased levels of hate crime and anti-social behaviour targeted at individuals and groups resulting in neighbourhoods where people choose not to live. This trend could be exacerbated by the recession	See Next Steps column	S Whitehead Safer Leeds
Preventing Violent Extremism pilot evaluated and contributions made to a number of high level Government studies to inform guidance and support best practice. Prevent infrastructure and team now in place and the action plan has been developed and agreed	Develop a communication strategy to ensure consistent information is provided to elected members, officers and the community Q2 Develop work programme to ensure the engagement of schools and colleges and the universities Q2 Commission new activity to contribute to the delivery of the Prevent action plan Q2	Increased levels of extremist views and behaviour targeted towards individuals or groups within communities undermining the safety of all	See Next Steps column	S Whitehead Safer Leeds L Jarmin, Environment and Neighbourhoods
Area Profiling. Work to enhance the area profiling capacity and develop a neighbourhood index is nearing completion with key indicators, data sets and index weightings agreed. Executive Board approval secured for funding for this element of the Strategic Intelligence work programme.	ICT architecture including data repository to enable implementation to be specified and delivered through partnership with Microsoft Q2	Delays in delivering the ICT architecture will delay implementation and may damage partner buy in to the strategic intelligence work programme including JSNA	See Next Steps column	Sue Wynne, Environment and Neighbourhoods
Cohesion and Integration Pilot programme. Areas identified and programme aims and methodology agreed.	Identification of neighbourhood typology and cohesion issues within each target area Q2 Develop and implement action plans within target areas Q2 Agree and monitor indicators of change Q2	Increasing number of communities / neighbourhoods which lack social mobility become inward looking and become intolerant to change and difference	See Next Steps column	S Wynne / Area Managers, Environment and Neighbourhoods

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
Draft Action Plan on Migrant families developed. The plan will inform work to quantify and better understand the needs and service impacts of new and changing communities.	Consultation with key partners to confirm and agree next steps Q2	Unsupported migrant families may experience difficulties in accessing services and can become targets of hate crime and anti-social behaviour. Unplanned for pressures on public services. Tensions within communities often fuelled by myths and misinformation.	See Next Steps column	P Langford Environment and Neighbourhoods

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Andrew Mason	Environment & Neighbourhoods	West Yorkshire Police	Mark Milson
Paul Langford (PL)	Environment & Neighbourhoods	VCFS	Richard Norton/Richard Robson
Simon Whitehead (SW)	Environment & Neighbourhoods	Primary Care Trust	Christine Outram/Ian Cameron
Mark Allman	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		