

Leeds City Council

Corporate Plan 2005-2008



LEEDS
CITY COUNCIL

Our Values



Looking After Leeds

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



Putting Customers First

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



Treating People Fairly

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



Valuing Colleagues

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

Foreword

Pic
Cllr Andrew
Carter

Welcome to our latest Corporate Plan, covering the period 1 April 2005 to 31 March 2008. This Plan outlines our priorities for these three years and identifies how we will contribute to delivering the aspirations of the city that are set out in the '**Vision for Leeds 2004 to 2020**'.

Pic Cllr Mark
Harris

Leeds is made up of very different places and communities, including rural areas, market towns and inner-city neighbourhoods. In many ways, it is a success story. It is a major regional centre with impressive shopping facilities, a thriving business services sector, excellent leisure, cultural and educational facilities and strong financial, leisure and higher educational sectors. The Council, working closely with our partners, have played a large part in creating the right conditions for this success and in helping many local people to share in that success.

Pic Cllr David
Blackburn

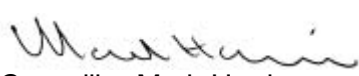
But, despite our efforts, a number of our communities across the city have still not benefited sufficiently from the city's success. Disadvantage is felt at many levels, as low income and unemployment are made even worse by poor health, inadequate housing, environmental problems and low educational achievement. Levels of crime and a poor community environment in some areas make many people feel even more isolated and disadvantaged.

Pic
Paul
Rogerson

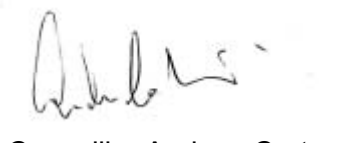
The Council has achieved many successes in tackling these issues. This is recognised by our very positive performance assessment by the Audit Commission. In particular, the performance of our key services compare very well against other councils. Whilst we are very proud of this achievement we know there is still a lot more that we need to do to improve further.

This Plan sets out an ambitious programme to build on our work to date and fulfil our mission to '**bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds**'. To achieve this ambition we need to closely examine how we work and consistently challenge ourselves to make sure we are providing good quality services that are value for money. None of this will be possible without the continued dedication and hard work of our staff. They are our most important asset and best investment for delivering better services.

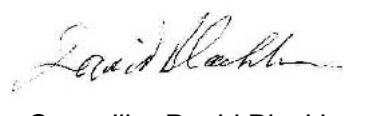
We look forward to working together to deliver this Plan. By working together and focusing our energies on our key priorities, we will make Leeds a better place for **everyone**.



Councillor Mark Harris
Leader of Liberal Democrat
Group



Councillor Andrew Carter
Leader of Conservative
Group



Councillor David Blackburn
Leader of the Green Group

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Glossary

Balanced scorecard	This is a way of managing our plans by linking our aims to initiatives, targets and measures. We aim to use this approach at a service, departmental or council-wide level.
Breeze	International Youth Festival held annually in Leeds.
Business process re-engineering	Changing the way we do things in order to provide better services.
Change programme	A series of projects and plans designed to bring about significant change within an organisation.
City region	This is the 'functional city' it is the area defined by the boundaries of the local labour and housing markets, retail catchments, leisure and cultural markets and strategic transport connections.
Comprehensive Performance Assessment	This is the annual performance assessment of all local authorities undertaken by the Audit Commission.
EnCams	The Environmental Campaigns group which used to be called The Tidy Britain Group.
Environmental crime	This refers to criminal offences of dropping litter including cigarette butts, drawing graffiti, putting up illegal flyposting, and making too much noise.
Equality Standard for Local Government	An independent measure of how well a local authority fulfils its responsibilities to treat people equally regardless of their race, religion, disability, age, sex or sexual orientation.
Extended Schools agenda	An initiative aimed at getting more use of school facilities by, for example allowing community use out of school hours.
Fuel poverty	People experience fuel poverty when they cannot afford to keep their homes warm.
GCSEs	General Certificates of Secondary Education.
Golden and silver numbers strategy	A plan for the council to have just a handful of telephone numbers that people need to know in order to access all of our services.
Holbeck Urban Village	A large regeneration programme to create a thriving residential and business community.
ICT	Information and communications technology
Learning organisation	An organisation which is willing to learn from its own actions and from others and which is willing to share its experiences with others.
Local Public Service Agreement (LPSA)	This is an agreement between ourselves and Government.

Organisational development	The process by which an organisation improves.
Our Values	The four values that underpin the way we go about delivering our services and express what type of organisation we aim to be.
One Stop Service	An approach to customer services which aims to deal with at the first point of customer contact.
Outcomes	The results of action taken by the council to improve services.
Private Finance Initiative	This is a form of partnership between the public and private sectors to enable private sector money to be invested in local authority facilities like schools.
Shared Priorities	These are the priorities the Government has agreed and shares with local authorities.
Sure Start	A government policy aimed at ensuring that every child gets a good start to life, for example, by having access to nursery education.
Streetscene	This is a term to describe everything that impacts on the quality of the street environment e.g. cleanliness, graffiti, lighting, pot holes, condition of pavements.
Vision for Leeds	The city's community strategy, that sets out a 15-year vision for the city.
West Leeds Gateway	A neighbourhood renewal area where the council aims to bring improvements in community safety, the environment, employment, health etc.

Introduction

A wide range of factors have influenced the development of this Corporate Plan. This introduction gives a brief summary of Leeds and the context in which we work including the pressures that have informed our choice of strategic outcomes and priorities.

The City of Leeds

A place of many parts

Leeds is the regional capital of the Yorkshire and Humberside region. It is extremely diverse, covering an area of 55,000 hectares and includes a main city area, surrounded by small towns, villages and countryside. It has a wide-ranging population, with over 8% of the overall population from ethnic-minority groups. This increases to 40% in some communities.

We need to appreciate this diversity by celebrating the value of different communities, cultures and religions and by tackling discrimination. We need to improve relationships between different people in the city, for example, between young and old. Helping people from different backgrounds and communities get along better with each other is an important priority for us and for the city.

Within the Yorkshire and Humber region, Leeds' economic performance stands out with high economic growth and low unemployment. Over the last 20 years Leeds has created more jobs than any other major city outside London. This success has been largely due to the strength and diversity of the local economy. Leeds is still a significant centre for manufacturing, printing and publishing, although most people in Leeds work in the service sector, many in finance, legal services and the creative industries.

Although unemployment overall is relatively low in Leeds, there are still pockets of very high unemployment across the city. For example, the average ethnic-minority unemployment rate is twice that of the rest of the population but among the Bangladeshi community, it is four times the overall rate. Unemployment in some inner-city wards is seven times higher than in some outer wards – although this can hide pockets of high unemployment in some streets or estates throughout the wider Leeds district. We are committed to reducing the gap between the most disadvantaged people and communities and the rest of the city.

Between 1996 and 2002, over 51,000 extra jobs were created in Leeds. This trend looks set to continue with independent estimates of nearly 28,000 new jobs being created in Leeds over the next 10 years. This will account for nearly half of the extra jobs in the region. However, most of these jobs are expected to be filled by people from outside the Leeds district. As a result, we expect the number of people travelling into the area to increase from 80,000 to over 100,000 by 2014. This will place an even greater burden on our transport system.

Supporting the economic competitiveness of the city, and making sure local people can get local jobs, are central to two of the **Vision for Leeds** aims of 'narrowing the gap between the most disadvantaged people and communities and the rest of the city' and 'going up a league' as a city. To 'go up a league' as a city

we need to make Leeds an internationally competitive city which is one of the best cities in the country to live in, work in, or visit.

Nearly a third of the city's jobs are in **the city centre** and it is a significant visitor destination for both shopping and tourism. By 2008 about 15,000 people will live in the city centre. However, the city centre is still not recognised enough abroad and we need more facilities which are regionally and nationally important. It also needs to be safer and more welcoming to people of all ages and social and ethnic groups. The wealth of the city centre is not yet spreading to neighbouring groups and communities quickly enough.

Leeds has a good range of educational establishments from its universities and colleges through to its schools and community and family-learning centres. The University of Leeds is one of the country's top universities. Standards in our primary schools are among the highest in major cities and though our secondary schools have some way to go, they are improving. However, nearly a third of the working population living in Leeds have no qualifications at all and not enough young people are reaching their educational potential.

The wider region

The third aim in the Vision is to develop Leeds' role as the regional capital. There is a growing recognition, at both national and local level, that we need to work beyond traditional local authority boundaries if we are to achieve our full economic potential. We have therefore worked with our neighbours to develop the concept of the Leeds city region. The authority areas involved are Leeds, Bradford, Calderdale, Kirklees, Wakefield, Barnsley, Craven, Harrogate, Selby and York. We call this the Leeds city region.

The Leeds city region could develop relatively quickly into a highly competitive area, competing successfully with other European cities and contributing to improved economic performance. Those with an interest in the city-region are now starting to recognise the advantages of working closely together to promote improvements in key economic areas including, for example, transport, skills and innovation, and in financial and professional services. Leeds also needs to work with other city regions, particularly Manchester, to make sure the north of England is as economically successful as possible. Together, the Leeds and Manchester city regions offer a genuine alternative to London and the south east.

The context in which we work

How did we decide which of the many issues we are facing we should prioritise for improvement over the next three years? We chose our priorities for improvement in the light of:

- what local people told us was important;
- the Government's priorities; and
- knowledge of our own performance.

We outline these in more detail below.

The Vision for Leeds

The Government says that all local authority areas must have a 'community strategy'. This is a 'long-term vision (15 years) for improving the social, economic and environmental well being of the local area'. In Leeds, this means the whole of the Leeds metropolitan district, not just the inner city and city centre. The strategy co-ordinates our actions alongside those of other public, private, voluntary and community organisations.

The **Leeds Initiative** is the city's local strategic partnership that has developed the Leeds community strategy – the **Vision for Leeds 2004-2020**. The purpose of this Vision for Leeds is to guide the work of all the partners in the Leeds Initiative to make sure that collectively we achieve our long-term aims for the city. Over 6000 people took part in discussions, workshops, seminars and meetings to think about the types of issues and proposals that could form the 'Vision for Leeds'. This included events and projects with people of all ages and from different ethnic communities and voluntary and community groups.

The Vision has the following aims to:

- **go 'up a league' as a city;**
- **narrow the gap between the most disadvantaged people and communities and the rest of the city; and**
- **develop Leeds' role as the regional capital.**

All the partners in the Leeds Initiative are publishing their own corporate or strategic plans in which they will outline what they will do to help deliver these aims. This Corporate Plan is our strategic plan outlining what we will do to help to make the Vision for Leeds a reality.

Local people's priorities

In November 2003 an independent survey asked residents to identify the factors that were most important to them and those that they felt were most in need of improvement. Residents felt that the five factors **most in need of improvement** were:

- repairing roads and pavements;
- lowering the level of crime;
- creating more activities for teenagers;
- keeping streets clean; and
- reducing levels of traffic congestion.

This Plan aims to respond to these concerns.

Local people's satisfaction with our services is comparatively very good – over two-thirds of the population are satisfied overall with our services. This Plan explains how we will improve customer satisfaction further, particularly in key service areas. It also explains how we will continue to measure and track changing public opinion and satisfaction with our city.

The Government's agenda for change

The Government wants all councils to improve the quality of services, increase public involvement in the decisions that affect them and deliver value for money. The Government plans to build on the work it has already carried out in identifying **shared priorities**. The Government has a large number of detailed priorities but we can combine them into five themes. These themes have strongly influenced our own priorities and are to:

- meet local **transport** needs more effectively;
- develop **safer and stronger communities**;
- encourage **sustainable communities**, that is communities that have the right conditions for increasing employment and wealth and improving the quality, cleanliness and safety of local areas;
- create **healthier communities**, where people have healthier lifestyles and where the inequalities in health for all age groups are reduced; and
- raise standards for all **children and young people** and help every child to achieve their full potential.

Knowledge of our own performance

We have also used information on our performance to help us choose our priorities and the areas where we most need to improve. This information is based on our own detailed knowledge of performance and what outside agencies, such as the Audit Commission, have said about the services we deliver.

In the last year the Council has been inspected by a number of external government agencies and a number of areas have been identified where the Council should focus its improvement activity. The main areas identified included:

- services to children and young people;
- environmental services such as transport, waste and planning;
- the provision of decent homes; and
- ensuring the Council has the corporate capacity to help services improve.

We have used the factors described above to help us decide our priorities for the next three years. We describe these priorities in the following sections.

Our mission

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

Our seven strategic outcomes

Within Leeds we want to make sure that:

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

In order to achieve these outcomes we need to change the way we work. So within the Council we must make sure that:

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

These are the seven overall outcomes we are aiming to achieve. If we can achieve all these objectives simultaneously we will ensure that Leeds becomes a truly great place to live, work and have fun. While we recognise that it will take longer than three years to fully meet our aspirations, this Plan provides a basis for making significant progress and improving outcomes for local people. This Plan outlines what we will do over the next three years to help make this happen. It does not cover everything we will do – just those priority actions and activities that we feel we need to improve more than any others. There are many services that we provide, that are both highly valued and well thought of by the people of Leeds, which do not appear specifically in this Plan.

This Plan is just one document in a ‘family’ of plans that together explain what we do, why we are doing it, how we are doing it and how much it costs.

Document	Purpose
The Vision for Leeds 2004-2020	This is the community strategy for the Leeds district. It is a long-term plan to develop the area in terms of its economy, culture, the environment and technology. The Vision was drawn up by the Leeds Initiative – the city’s strategic partnership.
Corporate Plan	Our contribution to the Vision. This is our most strategic document.

2005-2008	
Financial Plan 2005-2008	This explains how we plan to spend our money over the next three years.
Other strategies	We have a range of more specific policies and strategies that help to explain how we will deliver aspects of the Corporate Plan. These include the People Strategy, ICT Strategy, Customer First Strategy, Corporate Communications Strategy, Local Transport Plan, Environmental Policy, Asset Management Plan, Risk Management Strategy, Equalities and Diversity Plan, Corporate Procurement Strategy, Community Safety Strategy, Children's Plan, Housing Strategy and Regeneration Plan.
Annual Council Plan	By law we have to publish a plan each year to explain what we are trying to achieve over the next year and what we have and have not achieved over the last year.
Area committee delivery plans	These explain what each area committee's priorities will be over the following year.
Service improvement plans	Each service must outline what they are going to do to deliver our priorities and improve services and how much it will cost them over the following year.

Managing and measuring our success

To make sure we deliver this Corporate Plan, we are introducing a 'balanced scorecard' to make sure that everything we do is geared towards delivering the seven strategic outcomes outlined earlier. This builds on the work the Council has done to ensure we managed and monitored the delivery of our priorities in the old corporate plan. The Council has a well established performance management framework which ensures good performance is recognised and performance weaknesses addressed. The balanced scorecard approach used in this plan builds on those strong foundations.

The balanced scorecard is a way of managing plans that we can use at all levels of the organisation. We use it to manage our strategy by linking our priorities to initiatives, targets and measures across a range of corporate perspectives. These have been chosen to make sure we have a balanced view of our progress in delivering our strategic outcomes. For Leeds the perspectives we are using are:

- customer/stakeholder;
- continuous improvement;
- learning organisation; and
- resources.

Our corporate balanced scorecard

As explained earlier, we have agreed a set of seven strategic outcomes which are focused on improving the quality of life for the people of Leeds. Five of these strategic outcomes are aimed at improving our services for the people of Leeds and the other two focus specifically on our internal performance. Together, these strategic outcomes form the Council's 'Strategy Map' – that is, a map of those things that need to happen in the next three years to deliver a better quality of life

for the people of Leeds and help make our contribution to the delivery of the Vision for Leeds.

Within the scorecard we have broken down the two inward looking strategic outcomes which are aimed at our performance into 13 major organisational priorities. Together they will make sure that we are in the best possible shape to deliver services which meet the needs of local people and deliver a better quality of life. We will review these regularly to make sure they are still central to delivering efficient and effective services across the whole Council.

Each aim in the corporate scorecard shown below will have a range of information attached to it to show the progress we have made each year and, ultimately, over the lifetime of the plan. We will break this information down into three areas as follows:

- a range of targets which highlight our plans to improve and how we deliver the strategic aims;
- a detailed programme of actions showing what we are going to do to deliver the strategic outcomes; and
- a range of performance measures that will show what progress we have made.

We include further information on each of these under each of the strategic outcome sections in this Plan.

Our corporate scorecard

	Baseline	2005/2006	2006/2007	2007/2008		Baseline	2005/2006	2006/2007	2007/2008
Customer/stakeholder					Continuous improvement				
<ul style="list-style-type: none"> • All neighbourhoods are safe, clean, green and well maintained. 					<ul style="list-style-type: none"> • Develop and maintain good performance through new ideas, learning and management. 				
<ul style="list-style-type: none"> • All communities are thriving and harmonious places where people are happy to live. 					<ul style="list-style-type: none"> • Improve the whole customer-service experience from beginning to end. 				
<ul style="list-style-type: none"> • Our children and young people have healthy, safe and successful lives. 					<ul style="list-style-type: none"> • promote and support new ways of working and make best use of technology to improve the quality and efficiency of services. 				
<ul style="list-style-type: none"> • At each stage of life, people are able to live healthy, fulfilling lives. 					<ul style="list-style-type: none"> • Work with the voluntary, public and private sectors, including the trades unions, to learn from others' best practice, reduce any duplication and provide leadership. 				
<ul style="list-style-type: none"> • Leeds is a highly competitive, international city. 					<ul style="list-style-type: none"> • Make sure all our corporate policies and strategies are fully embedded into the service planning processes. 				
Learning organisation					Resources				
<ul style="list-style-type: none"> • Make sure we have leaders at all levels who involve, trust and support people to make the most of their potential. 					<ul style="list-style-type: none"> • Develop partnership working between ourselves and other organisations in the public, private and voluntary sectors. 				

<ul style="list-style-type: none"> Make sure that all people understand and use our values in their day-to-day work. 					<ul style="list-style-type: none"> Make sure the diversity of our workforce reflects the diversity of the many different cultures of the local population. 				
<ul style="list-style-type: none"> Improve consultation and engagement in all aspects of delivering services. 					<ul style="list-style-type: none"> Prioritise services to those who need them most, for example, those most at risk of social exclusion and disadvantage. 				
					<ul style="list-style-type: none"> Improve the efficiency and effectiveness of services. 				
					<ul style="list-style-type: none"> Make sure that our staff and their working practices are flexible enough to meet the needs of the city. 				

Strategic outcome scorecards

To support the corporate scorecard, we will develop a further set of related strategic outcome scorecards. These seven scorecards will provide more detail on delivering each outcome.

Overall we will make sure that we include all priority measures including Comprehensive Performance Assessment (CPA) and Local Public Service Agreements (LPSA) measures within the scorecards.

This transparent performance management framework will ensure translation of our strategic outcomes throughout the organisation, ensuring our corporate and service planning framework demonstrates the ‘Golden Thread’ between what people do and the strategic outcomes such actions impact on. Such an approach is essential if we are to ensure everyone within the organisation is clear on their role and how they play a part in delivering our priorities.

The next section focuses on what we need to do internally to improve performance generally and transform our services. Section two focuses on the outcomes we will deliver to make the whole of Leeds a better place in which to live, work and visit.

Section One - Modernising our Council

Our customers deserve to receive a choice of high quality services that meet their needs. So, we must deliver effective and efficient services that provide the flexibility, quality and the choice our customers demand. We also need to do this at an acceptable cost to local people.

This section of the Plan sets out how we will continue to modernise and identifies specific priorities, measures and activities. It will influence the way that we allocate our people, our assets and technology; the way we work with partners and, of course, it will help develop our organisational culture.

Changing the way we deliver services

To drive forward these improvements, we need build on what we have achieved so far. We need to make sure that all our corporate initiatives are fully embedded into our services; we need to continue to review our processes and ways of working across the whole Council and develop a culture that will improve how we deliver services. We need to maximise our use of technology and exploit its potential. Each of our priorities will be supported by more detailed action plans. We want people to notice the difference.

Our organisational priorities

We will target our activity on two organisational priorities that will improve how we deliver services. These two areas are closely linked and complement each other.

- People and culture – We must make sure that our staff perform well and are constantly learning, and there is effective leadership at all levels of the Council.
- Transforming our services – our customers will receive excellent services which are efficient and effective and meet their needs.

People and culture

We must make sure our staff perform well and are constantly learning and there is effective leadership at all levels of the council

People are our greatest resource and we have to be sure that we are making the most of them. They shape what we do and, just as importantly, how we do it. So that we can deliver the service improvements we need, we must be less bureaucratic, less hierarchical, more flexible and more joined up. Alongside this, our staff must be empowered to deliver good services and be responsible for their actions. We want to see a 'can-do, will-do' attitude.

Achieving these changes is about looking at our 'culture' - the beliefs, attitudes and behaviour of the individuals in the Council, and **our values** as a Council. To make sure we develop the culture we need, we started to make a number of changes summarised in our last Corporate Plan. These actions now build on our previous work.

We will focus on making sure that everyone in Leeds City Council can respond to the changing environment and meet the needs of customers and the wider community. Our aim is to have a workforce that is efficient, flexible and friendly.

Priorities

We will:

- a build on the success of our Leeds Leadership Programme to develop leaders at all levels who involve, trust and support colleagues to make the most of their potential;
- b make sure that all people understand and use **our values** in their day-to-day work;
- c make sure the diversity of our workforce reflects the diversity of the many different cultures of the local population;
- d further develop our staff and their working practices to be flexible enough to meet the needs of the city;
- e develop and maintain good performance through new ideas, learning, coaching and effective performance management;
- f work with the voluntary, public and private sectors, including the trade unions, to reduce unnecessary duplication and provide community leadership; and
- g make sure that all our corporate priorities, policies and strategies are embedded into the service planning processes.

How we measure success

We will by 2008:

- Increase the percentage of performance targets achieved in priority areas***
- Achieve a Comprehensive Performance Assessment (CPA) Corporate Assessment score of 4 out of 4
- Increase the level of staff satisfaction to 70%
- Increase the level of response to the staff survey to above 30%
- Achieve and maintain the Investors in People Leadership and Management Standard
- Increase the percentage of managers who achieve an average score of 2 or above (out of 4) in their 360 degree feedback.***
- Increase to 74% the percentage of staff who feel they are involved in contributing to the direction of the organisation
- Increase to 80% the percentage of staff who feel they know and understand the Council's values
- Increase to 58% the percentage of staff who feel valued as an employee
- Increase to 60% the percentage of staff who feel the council and their department communicates well with them
- Increase to 75% the percentage of staff that are satisfied with the conditions of their employment (including physical, financial and psychological factors)
- Achieve Level 4 (the highest level) of the Equality Standard for Local Government
- Increase to 70% the percentage of staff who feel the Council is genuinely committed to equality and fairness for all.
- Provide access to all principal Council services outside normal 9-5 working hours.
- Increase the percentage of employment diversity targets achieved (based on a basket of diversity indicators)***
- Increase the percentage of attendance targets achieved (based on a basket of attendance indicators)***
- Increase the percentage of managers who consider policies to aid flexible service delivery***
- Increase to 60% the percentage of staff who are satisfied with the overall provision made for their induction, appraisal and development within the organisation***
- Ensure 100% of staff continue to be covered by the Investors in People standard
- Ensure 70% of staff have had an appraisal within the previous 12 months
- Achieve a significant reduction in work related ill-health and injury***

Note:-

*** = This is a new indicator with no baseline data. The baseline will be established in 2005/06 and targets set in the Council Plan in June 2006

Activities

- 1 We will put the People Strategy (2005-2008) into practice and modernise our human resource policies and procedures. This will include:
 - planning for the workforce and modernising recruitment processes to make sure our workforce meets the current and future needs of services and reflects the many different communities in Leeds;
 - continue to put in place an overall approach to managing attendance that balances the needs of the organisation with those of individuals;
 - developing a culture of high performance and systematic learning in which employees have the right knowledge and skills to deliver our aims;
 - introduce a flexible and competitive pay-and-reward structure that is fair and encourages employees to perform well and contribute to the organisation;
 - improve relationships with trade unions to provide a modern working environment with excellent communication and involvement for all employees; and
 - introduce and embed across the Council a competency based appraisal scheme.
2. We will continue to evolve and deliver our corporate communications strategy that:
 - makes sure that employees understand how to integrate the Council's values and corporate priorities into their working lives. For example, all employees will have an awareness of how their activities impact on the Leeds' environment and equality;
 - improves internal communications for example by introducing Team Talk, a co-ordinated system of briefing all staff.

Transforming our services

Our customers receive excellent services which are efficient and effective and meet their needs.

Putting customers first is at the heart of our values. 'Customer First' is a programme that was introduced in our last Corporate Plan. It is starting to change the way we deliver services by placing the customer at the heart of the way we work. We want to make it easier for people to get the services they need by making it quicker and simpler for customers to have access to us and our services. This means making sure that we remove confusion for the customer and that the service is delivered effectively, and to the customer's satisfaction. We will need to change the way we work by improving structures, processes and roles to deliver better services.

We also need to make sure that we work in the most efficient and effective way possible to put more resources into frontline services that meet the public's highest priorities and are appropriate to community needs. To do this, we must look at how we currently deliver services and identify any areas where we can make savings. This is closely linked to using technology more effectively and delivering services more consistently.

Information and communication technologies can improve people's quality of life by making sure that local people have greater access to services and information. New technology is helping us to achieve this aim. However technology alone will not provide all the answers. We need to create and put in place better processes and systems, as well as making sure our staff have the right skills to get the most from technology. Only then will we see improved and more efficient services.

There is an increasing need for our services to work more closely with others, especially where they are better at providing services than we are. Building greater trust and sharing information are essential for this to happen. We must be able to promote better links, not only between council services to make sure we operate as 'one council', but also with our partners.

Priorities

We will:

- a improve the whole customer service experience from beginning to end;
- b improve the efficiency and effectiveness of services;
- c improve consultation about all aspects of delivering services;
- d prioritise services to those who need them most, for example, those most at risk of social exclusion and disadvantage;
- e promote and support new ways of working and make best use of technology to improve the quality and efficiency of services; and
- f develop partnerships between ourselves and other organisations in the public, private and/or voluntary sectors, to improve the delivery of services.

How we measure success

We will by 2008

- Maintain public satisfaction with the Council at 77% or above
- Answer more than 90% of public telephone calls to the Council
- Ensure 80% of enquiries to the Council (in person or by telephone) are resolved at first point of contact
- Increase to 90% the proportion of public telephone calls to the Council that are handled by a corporate contact centre
- Increase the volume of total transactions delivered through customer self-service***
- Achieve greater than 2.5% efficiency savings year on year
- Achieve a score of 3 out of 4 on the Comprehensive Performance Assessment (CPA) Use of Resources assessment
- Assess and increase the percentage of our total budget spent through corporate framework agreements and corporate contracts***
- Ensure 100% of milestone activities for the implementation of the national procurement strategy for local government are completed
- Assess and increase the percentage of our total budget spent through partnership with other public sector organisations***
- Increased the percentage of residents satisfied that they 'have a say in what the Council does'***
- Achieve Level 4 (i.e. the highest level) of the Equality Standard for Local Government
- Increase to 70% the percentage of staff who feel the Council is genuinely committed to equality and fairness for all.

Note:-

*** = This is a new indicator with no baseline data. The baseline will be established in 2005/06 and targets set in the Council Plan in June 2006

Activities

- 1 We will put the Customer First: Service Transformation Programme and ICT Strategy, into place. This will include:
 - carrying out a programme of changing our business processes (for example simplifying forms and encouraging more work to be done closer to the customer) that will deliver effective, high-quality services to the community; and
 - improving accessibility for our customers for example by developing further the 'one-stop' approach through a single contact centre in line with the 'golden and silver numbers strategy'; by developing three joint service centres; and by developing our website so people have more access to services on-line.
- 2 We will put the corporate consultation and engagement strategy into practice. This will include:
 - putting in place systems to see what the profile of our customers is (for example their age, ethnic origin, sex, disability and where they live);
 - working with our partners in the Leeds Initiative to improve consultation and engagement across the city;

- developing a co-ordinated programme of regular consultation;
- identifying the specific needs and increasing the involvement of those groups we have not yet reached;
- developing a consultation database for sharing information with partners; and
- communicating the results of our consultation.

3 We will use new ways of working and new technology as much as possible in line with our aim to develop a 'one council' culture.

4 We will further develop the accountability and performance management framework to make sure that we manage and make better use of customer information so we can make effective decisions about delivering services.

5 We will continue to work within the Chartermark quality standard framework, encourage services to adopt this framework and work towards accreditation.

6 We will use our procurement strategy to help us to commission services in new ways to improve services, particularly in underperforming or high-cost services.

Section two - Better outcomes for local people

This section explains what we are going to do differently to achieve better outcomes for local people. It outlines our priorities for improving services, the action we will take to achieve our priorities and how we will measure our success. All the five strategic service outcomes are of equal priority and will affect one another. Achieving our two internal strategic outcomes outlined above will help to make sure that we are able to achieve the following five outcomes. We recognise that we cannot achieve these outcomes on our own; we need to closely work with our partners in looking after Leeds.

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

It is an important Council aim that, no matter where people live in Leeds, they should not only be safe, but also feel safe. We will not accept antisocial behaviour and we want attractive streets that are well maintained and well lit. We also want to reduce the amount of waste and pollution and make sure that the environment is enhanced and protected for future generations. Neighbourhoods that are safe, clean, well maintained and sustainable for the future are not only more pleasant to live and work in but they also attract visitors and investment.

Priorities

- a We will reduce crime and the fear of crime.
- b We will improve road safety.
- c We will improve the quality of our street environment.
- d We will protect and improve green and open spaces and make them more accessible.
- e We will reduce pollution and waste.

How we measure success

We will by 2008

- Reduce overall crime levels in Leeds by 35%
- Reduce the number of people who have a fear of crime***
- Reduce the number of wards in the city with a domestic burglary rate of more than 60 per 1,000 households**
- Reduce the number of people killed or seriously injured in road accidents each year to 365
- Reduce the proportion of relevant land and streets with unacceptable levels of litter and detritus to 25%
- Reduce the percentage of principal roads that need major repairs
- Reduce the percentage of the 'B and C' roads that need major repairs to 8%
- Reduce the percentage of minor roads that need major repairs to 14%
- Reduce the percentage of the footway network where structural maintenance should be considered to 22%
- Increase the number of parks and countryside sites meeting the Green Flag standard by 70%

- Ensure over 75% of local residents are satisfied with parks and open spaces
- Reduce the percentage of waste going to landfill to 70%
- Increase the percentage of waste recycled and composted to 28%
- Improve energy efficiency in Council owned dwellings by improving the Standard Assessment Procedure energy rating to 66 out of a possible score of 100.
- Increase the percentage of the Local Authority area that is inspected for contaminated land***
- Increase the percentage of pollution control improvements to our existing installations ***
- Reduce energy consumption in Council buildings by a minimum of 10%.

Note:-

** = We are currently in negotiation with our partners on the targets for this indicator. We hope to be able to publish targets by June 2005.

*** = This is a new indicator with no baseline data. The baseline will be established in 2005/06 and targets set in the Council Plan in June 2006

Activities

- 1 We will improve community safety and reduce the fear of crime through the activities of all our departments.
- 2 We will help prevent burglaries by educating people to prevent crime and by making properties less vulnerable. We will particularly focus on vulnerable people who have already been victims of crime.
- 3 We will tackle drug misuse and drug-related crime by making sure offenders have access to drug-treatment services, housing, education and employment.
- 4 We will improve services to victims of crime (for example, victims of hate crime and domestic violence) to increase the number who report incidents and provide effective action to prevent further victimisation.
- 5 We will tackle antisocial behaviour by focusing on prevention and early action.
- 6 We will put the £94.7million Leeds Street Lighting Private Finance Initiative project into practice and put in place a major, long-term investment programme to improve the condition of highways (including footpaths) in Leeds.
- 7 We will work towards applying for the 'Britain's Cleanest City Award' in 2008 by further developing our approach to improving streets. We will do this by providing city-wide integrated Streetscene services, supported by effective education, and we will not tolerate any environmental crime.
- 8 We will start more projects to reduce speed. For example, we will create more 20-mph speed zones in residential zones, deliver local safety schemes across the city and continue to take part in the West Yorkshire Partnership for road-safety cameras.
- 9 We will create and improve public spaces that are safe, attractive, high quality, and relevant to today's users.
- 10 We will recycle or compost 28% of all household waste in Leeds by developing and putting in place a new recycling contract. We will support this with a range of education initiatives and improved facilities for increasing recycling and reducing, as far as possible, waste.
- 11 We will further improve the environment by:

- developing a city-wide climate change strategy to reduce pollution;
- putting in place our five-year energy and water management plan;
- putting our contaminated land inspection strategy into practice; and
- supporting more schools so they can take up the Department of Transport sustainable travel grant.

12 We will make sure major regeneration projects such as EASEL (East and South East Leeds), the West Leeds Gateway and Private Finance Initiative projects are put in place to refurbish housing and the environment in disadvantaged areas.

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

Leeds is a place of many parts. We aim to recognise the many different areas of Leeds and make sure that all neighbourhoods are places where people want to live rather than have to live. These places should be places where people of different ages, cultures and religions feel valued. We aim to narrow the gap between the poorest and richest in a way that means everyone benefits from the city's wealth.

Priorities

- a We will narrow the gap between the most disadvantaged people and the rest of the city.
- b We will reduce unemployment among major target groups.
- c We will enhance Leeds' town and district centres and the city centre.
- d We will develop strong and positive relationships between people from different backgrounds.
- e We will create a sense of belonging for all communities and encourage active involvement in community life.
- f We will make sure our community facilities meet the needs of local communities now and in the future.

How we measure success

We will by 2008

- Improve the quality of life of people living in the most disadvantaged areas of the city by narrowing the gap between them and the rest of Leeds*
- Reduce the number of homeless people in Leeds as defined by the council to 6.3 per 1,000 households
- Reduce unemployment amongst the following target groups:*

 - lone parents
 - people claiming incapacity benefit
 - people living in the 11 most deprived wards in the city

- Increase the percentage of Council owned dwellings that meet government decency standards**
- Increase to 4.2% the percentage of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority.
- Ensure 800 private sector dwellings are made fit or demolished each year.
- Increase the number of racial incidents recorded by the authority per 100,000 population**
- Increase the percentage of local people who feel local ethnic differences are respected.***
- Increase the percentage of local people who feel that they belong to their local area. ***
- Increase the percentage of local people who feel they can influence decisions affecting their local area. ***
- Maintain or increase turnout at local elections at 32%
- Achieve a score of 3 out of 4 for compliance with the Public Library Service Standards.
- Increase the percentage of local residents satisfied with community facilities in their local area***

Note:-

* = We are currently negotiating the targets for these indicators with the Government as part of the our second local public service agreement. We hope to be able to publish targets by June 2005.

** = We are currently in negotiation with our partners on the targets for this indicator. We hope to be able to publish targets by June 2005.

*** = This is a new indicator with no baseline data. The baseline will be established in 2005/06 and targets set in the Council Plan in June 2006

Activities

- 1 We will lead the 'Harmonious Communities strategy group' under the Leeds Initiative to improve communication and harmony across the many different communities in Leeds.
- 2 We will develop areas of greatest need starting with the Aire Valley, Beeston Hill, Gipton, Harehills, Holbeck and the West Leeds Gateway. We will use cultural activities such as Breeze to encourage communities to develop and improve.
- 3 We will provide opportunities to develop skills linked to job opportunities and improve recruitment from targeted areas of the city into the city centre and into Council jobs.
- 4 We will encourage people to claim benefits they are entitled to.
- 5 We will link the city centre more closely to surrounding neighbourhoods, for

example by putting in place the Waterfront Strategy proposals to improve access to and along the waterfront. This will link the city centre and communities nearby.

- 6 We will celebrate the distinctiveness and promote the vitality of our district centres and towns by developing and putting in place local area plans.
- 7 We will tackle antisocial behaviour and hate crime and reduce tension in communities.
- 8 We will reduce the amount of unpopular housing by investing in new housing stock and, where appropriate, replacing it with housing that is better suited to people's needs.
- 9 We will help groups at risk to prevent them from becoming homeless.
- 10 We will improve the quality and sustainability of buildings and our historic environment.
- 11 We will put the city's Joint Service Centre project into practice with the Primary Care Trust and other stakeholders and make best use of our existing one stop centres.
- 12 We will implement our area committee delivery plans to bring about further improvements in neighbourhoods across Leeds.
- 13 We will review the use of all community centres to create a more sustainable mixture of facilities that better meet the needs of local communities. This review will take into account the creation of joint service centre developments (i.e. where there are a range of facilities, such as doctors, nurseries and one stop centres) and the extended schools agenda.

Our children and young people are healthy, safe and successful.

Our experiences as a child and young person help shape the rest of our lives. All children deserve the best possible start in life – stable and safe home lives, excellent schools, a healthy lifestyle and positive leisure opportunities. We can have a significant effect on the lives of children and young people in Leeds and need to continue to listen to their views and concerns.

Priorities

- a We will make sure children and young people are safe.
- b We will make sure children and young people are healthy and choose healthy lifestyles.
- c We will make sure children and young people are achieving and getting the most out of life.
- d We will make sure children and young people are free from the effects of poverty and benefit from the economic success of Leeds.
- e We will make sure that children and young people are active citizens and make a positive contribution to their communities.

How we measure success

We will by 2008;

- Increase the percentage of pupils who participate in at least 2 hours of PE / sport each week.*
- Increase the take-up of cultural and sporting opportunities amongst 5 - 19 year olds***
- Reduce the number of young people who have a fear of crime***
- Reduce the number of children killed or seriously injured in road accidents to 48
- Ensure 25% of the city's 13 - 19 year olds are reached by the Youth Service
- Provide stability for children looked after by the Council by ensuring only 13% have 3 or more placements each year
- Increase the number of children who are adopted to over 8% of all children looked after by the Council
- Ensure 99% of child protection cases are reviewed on time.
- Ensure the level of overall assessment reached at the end of foundation stage (i.e. up to 5 years old) is in line with the national average (Summer 2007)
- Ensure the percentage of pupils achieving Level 4 or above in English and Maths at Key Stage 2 (i.e. up to 11 years old) is in line with value added estimates of expected progress (Summer 2007)****
- Ensure the percentage of 14 year olds achieving level 5 or above in core subjects (English, Maths and Science) is in line with value added estimates of expected progress - see below (Summer 2007) ****
- Ensure the percentage of 16 year olds achieving the equivalent of 5 or more GCSEs at grades A*-C is in line with value added estimates of expected progress - see below (Summer 2007) ****
- Reduce the number of permanent exclusions in Leeds schools*
- Increase attendance in Leeds schools*
- Increase the percentage of school leavers progressing to full-time or part-time education and training*
- Ensure 100% schools in Leeds are judged by OfSTED to be satisfactory or better (Summer 2007)
- All targeted under-performing pupil groups make expected progress against Key Stage 4 (i.e. 16 yrs old) value added estimates for the percentage of 16 year olds achieving the equivalent of 5 or more grades A*-C at GCSE (Summer 2007) ****
- Ensure 15% of children looked after by the council achieve the equivalent of 5 or more GCSEs at grade A* to C
- Ensure 50% of children looked after by the Council leave care having obtained the equivalent of at least 1 GCSE at grade A* to G
- Ensure 70% of care leavers are engaged in education, employment and training at the age of 19
- Reduce the number of children under 16 years of age living in households where all adults are unemployed***
- Increase the number of places in children's centres*****
- Reduce the number of first time offenders who are under 18 years of age by 5%

Note:-

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*** = This is a new indicator with no baseline data. The baseline will be established in 2005/06 and targets set in the Council Plan in June 2006

**** = The term 'value added estimates of expected progress' used above refers to the Fischer Family Trust (FFT) models of value added. The FFT models use national pupil and school data to produce estimates of likely attainment. The estimates used in Leeds take into account both pupil and school factors, for example the pupil's month of birth and the percentage of pupils eligible for Free School Meals in the school.

***** = targets to be confirmed by DfES and will be reported in the Council Plan in 2006.

Activities

- 1 By 2008, we will develop local accountability arrangements for putting a Children's Trust in place. We will also appoint a Director of Children's Services at the appropriate time but before 2008.
- 2 We will further develop the 'Leeds Change for Children programme' as part of an overall strategy of developing integrated children's services. This will focus on improving leadership, delivering cultural change, putting in place changes to the workforce, having a common assessment framework between agencies and developing ways of sharing inter-agency information.
- 3 We will work with the Children and Young People's Strategic Partnership to deliver a new approach to preventative services based on 'Raising resilience: reducing risk'. The partnership will focus on developing a comprehensive prevention framework centred around the child but will have specific services for vulnerable children and young people. The partnership realises that early intervention is the best preventative strategy.
- 4 We will further develop programmes around increasing the involvement of children, young people and their families in developing services to meet their needs. We will do this by launching and promoting the Charter of Participation led by the Children and Young People's Strategic Partnership.
- 5 We will have a programme in place to work with schools, health and other voluntary and community sectors to expand the healthy schools standard. This will improve nutrition and exercise opportunities for children.
- 6 We will develop a network of 'Sure Start' children's centres across the city to:
 - expand Sure Start services to all children; and
 - deliver high-quality affordable childcare, particular in areas of disadvantage and for lone parents.
- 7 We will invest in education and develop the 'extended schools' approach throughout the city. We will:
 - build 18 new primary schools and Early Years Centres through the Leeds Primary PFI project and Council funding;
 - rebuild or refurbish up to 15 secondary schools through the government funded 'Building Schools for the Future' programme;
 - build five new high schools, one new primary and one new Early Years Centre through the Leeds Combined Secondary School PFI Project, with one campus development providing 0-19+ years learning provision; and
 - build the David Young Community Academy in East Leeds as part of a proposed learning campus.

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

We want Leeds to be a healthy place for everyone who lives, works or visits here. We must work with our partners to reduce the differences in health between different parts of the city, different groups of people, and between Leeds and the rest of the country. People's health is often affected as they move from one stage of their lives to another and many need help as they move through different life stages, for example as they leave home or care, become parents, become disabled or become elderly.

Priority
<ul style="list-style-type: none">a We will improve the physical and mental health of all the people of Leeds.b We will reduce health inequalities and the impact of poverty on health.c We will help all adults, particularly older people to live independently with appropriate support if they need it.d We will make sure people have the support they need at each stage of life and as they move between life stages.

How we measure success

We will by 2008

- Increase the percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including walking) on 3 or more days a week.***
- Ensure 70% of local residents are satisfied with sport and leisure facilities in the city
- Reduce to 8.7% the percentage of Leeds households that are vulnerable and suffer from fuel poverty
- Achieve the implementation of smoking control measures***
- Increase the number of adults receiving direct payments for care services to 91 per 100,000 of the population aged 18 years and over.
- Ensure 89% of equipment and adaptations for disabled and elderly people are delivered within 7 working days
- Reduce the number of older people who are admitted to residential and/or nursing care to 85 per 10,000 population aged 65 or over.
- Increase the number of families supported with childcare, including before and after school clubs where;***
 - parents work
 - parents are in work based learning, training or further education.
- Reduce unemployment amongst the following target groups:*
 - lone parents
 - people claiming incapacity benefit
 - people living in the 11 most deprived wards in the city
- Ensure 70% of care leavers are engaged in education, employment and training at the age of 19

Note:-

* = We are currently negotiating the targets for these indicators with the Government as part of our second local public service agreement. We hope to be able to publish targets by June 2005.

*** = This is a new indicator with no baseline data. The baseline will be established in 2005/06 and targets set in the Council Plan in June 2006

Activities

1. We will develop a wider range of options to help adults choose to live independently with appropriate support if they need it.
2. We will expand neighbourhood network schemes for older people, by using local social enterprise organisations, to provide affordable, essential support at home. We will also provide other opportunities for older people to improve their quality of life.
3. We will improve access to, and the quality of, cultural, sports and other leisure activities and facilities.
4. We will promote city-wide networks of schemes and projects to promote physical exercise for all ages.
5. We will encourage smoke-free environments, particularly for people at work.
6. We will reduce fuel poverty by maximising heating and energy efficiency and making full use of appropriate benefit entitlements.
7. We will help to reduce people's mental stress and increase people's ability to deal

with stress more effectively.

8. We will change the focus of our Environmental Health service in line with the Government's new public health mission to improve health and the environment.
9. We will protect health by promoting safety at home, at leisure and at work.
10. We will redesign day-care services to better meet the needs of people who need support.
11. We will develop a food strategy to promote the availability of healthy, safe and affordable food to all people in Leeds.
12. We will ensure seamless passages between services particularly as people move from one stage of life to another.

Leeds is a highly competitive, international city

Cities are increasingly in competition with each other for jobs, investment, employees, tourists, shoppers and other visitors. Leeds needs to respond to this, to make sure that we can compete successfully with other cities, the rest of Europe and further afield. We need to continue to build on Leeds' successful, diverse economy, promote it more effectively to national and international markets and investors. We will continue to work closely with other authorities and regional organisations to promote economic growth in the wider region.

Priorities

- a We will develop high-quality transport.
- b We will create a leading city in Europe which has an international reputation.
- c We will further develop the role of Leeds as the regional capital.
- d We will make sure the skills of the workforce match the skills needed to stay competitive.
- e We will develop the city's cultural infrastructure to increase the cultural opportunities available to people in Leeds and the wider region.

How we measure success

We will by 2008

- Ensure the annual assessment of our Local Transport Plan scores 4 out of 4 (a “well above average” assessment).
- Increase the percentage of non-car journeys at rush hour periods into the city centre to 45%
- Increase the proportion of local businesses who say they are satisfied that the Council and its partners are helping to create a good business environment in Leeds***
- Increase the number of trips (inward and outward) made on scheduled services between Leeds Bradford International Airport and six key European cities***
- Increase the number of foreign students enrolled at the city’s universities***
- Achieve recognition in the European Cities Monitor as an important business location
- Maintain the national ranking (4th) of Leeds’ prime shopping quarter
- Increase the percentage of the population of working age qualified to NVQ level 4&5***
- Increase the percentage of the population of working age qualified to degree level***
- Continue to meet statutory targets (currently 60%) for major commercial and industrial planning applications determined within 13 weeks
- Continue to meet statutory targets (currently 65%) for minor commercial and industrial applications determined within 8 weeks
- Ensure the quality of the Planning Service is 100% when measured against a best practice checklist.
- Ensure 64% of local residents are satisfied with museums and galleries in the city
- Ensure 70% of local residents are satisfied with theatres and concert halls in the city
- Increase visitors to the city council’s cultural facilities***
- Increase the percentage of school leavers progressing to full-time or part-time education and training*
- Build three new high-quality cultural facilities in the city

Note:-

* = We are currently negotiating the targets for these indicators with the Government as part of our second local public service agreement. We hope to be able to publish targets by June 2005.

*** = This is a new indicator with no baseline data. The baseline will be established in 2005/06 and targets set in the Council Plan in June 2006

Activities

- 1 We will promote sustainable patterns of transport for example by developing Supertram and the Yorkshire Bus project. We will also build the East Leeds Link road and improve the Outer Ring road.
- 2 We will introduce a framework for the physical renewal and renaissance of Leeds. We will develop and put into place a programme of city-centre improvements and make sure the proposals for Holbeck Urban Village are carried out.
- 3 We will market Leeds to developers, investors and visitors in line with the marketing strategy for Leeds.
- 4 We will develop a better understanding of why organisations in the city region need to work more closely together. We will strengthen relationships with our partners and neighbours in the region and influence how regional and national economic policies develop.
- 5 We will increase what is on offer culturally by:
 - working with arts organisations to develop arts events and increase the participation of adults and children in cultural activities;
 - building a new 50-metre swimming pool;
 - opening a new Museum of Leeds in the restored Leeds Institute and creating a resource centre to broaden access to the city's cultural collections;
 - completing the new Carriageworks theatre;
 - making a new home for the Northern Ballet Theatre and Phoenix Dance;
 - refurbishing the Leeds Town Hall;
 - developing the Grand and City Variety theatres
 - developing the Art Gallery and Central Library;
 - restoring Kirkstall Abbey and providing a visitor centre; and
 - co-ordinating a Leeds festival for 2007, the 800th anniversary of the 1207 Leeds Charter.
- 6 We will work with partners (especially Yorkshire Forward, the universities and Chamber of Commerce) to encourage a diverse economy and expand on knowledge-based and innovative businesses.
- 7 We will develop a high quality of life in Leeds and the city region to help attract and keep graduates and other skilled workers.

How to contact the Council

For enquiries about the Corporate Plan or Comprehensive Performance Assessment please:

Email: councilplan@leeds.gov.uk

or Telephone: 0113 2243462

or visit our website www.leeds.gov.uk for information on individual Council departments and plans and reports which have contributed towards the production of the Corporate Plan.

Useful Websites:

- Audit Commission: www.audit-commission.gov.uk
- Comprehensive Performance Assessment: www.audit-commission.gov.uk/cpa/
- Office of the Deputy Prime Minister: www.odpm.gov.uk
- Improvement and Development Agency: www.idea.gov.uk
- Local Government Association: www.lga.gov.uk

Making Your Views Known

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

Equally, we are interested in any suggestions that you have on how to make this a more user-friendly reference document.

Write to: Performance and Improvement Team, Chief Executive's Department, Leeds City Council, Civic Hall, Leeds LS1 1UR, or

E-mail: councilplan@leeds.gov.uk

Obtaining Further Copies

Write to: Performance and Improvement Team, Chief Executive's Department, Leeds City Council, Civic Hall, Leeds LS1 1UR, or

E-mail: councilplan@leeds.gov.uk or, **Telephone:** 0113 22 43462

Internet: www.leeds.gov.uk (search for Corporate Plan)

This publication is also available in large print, on computer disk and audio cassette. If you do not speak English and need help in understanding this document, please phone 0113 22 43462 and state the name of your language. We will then put you on hold while we contact an interpreter.

যদি আপনি ইংরেজীতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে 0113 2243462 এই নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

If you do not speak English and need help in understanding this document, please phone 0113 22 43462 and state the name of your language. We will then put you on hold while we contact an interpreter.

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

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद की ज़रूरत है, तो कृपया 0113 224 3462 पर फ़ोन करें और अपनी भाषा का नाम बताएँ। तब हम आपको होल्ड पर रखेंगे (आपको फ़ोन पर कुछ देर के लिए इंतज़ार करना होगा) और उस दौरान हम किसी इंटरप्रिटर (दुभाषिए) से संपर्क करेंगे।

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

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