

**South Leeds District Partnership  
Action Plan  
2005 – 2008**

**DRAFT AS AT 23 August 2005**

## Contents

Section		Page Number
1	Foreword	3
2	District Profile	5
3	Key Challenges, Opportunities and Priorities	8
	3.1 Challenges	8
	3.2 Opportunities	18
	3.3 Priorities	10
4	Action Plan	12
5	Moving Forward:	30
	5.1 Partnership Working	30
	5.2 Community Engagement	33
	5.3 Resources	35
	5.4 Monitoring, Reviewing and Revising this Plan	36
Annex A	Maps	38
Annex B	List of Core Targets	40
Annex C	References to Key Documents	46
Annex D	Acronyms	52
Annex E	Glossary	53
Annex F	Guiding Principles for Community Engagement	58
Annex G	District Partnership Contact Details	60
Annex H	South Leeds District Partnership Structure	61

## **1. Foreword**

### **1.1 Introduction from Chair of Leeds Initiative Board and/or the Chair of the ‘Narrowing the Gap’ Executive**

- to be approved by the Chair of the Leeds Initiative Board

### **1.2 Introduction from the Chair of District Partnership**

That there is much to do in South Leeds to deliver the ‘narrowing the gap’ agenda is evident; the district has some of the greatest concentrations of deprivation and poverty in the city and has some areas on a par with the most deprived nationally. Equally South Leeds has areas which are prosperous and share few of the characteristics associated with the more challenging locations. The task that faces the District partnership is to ensure that over time all residents of the district have the opportunities to benefit from the undoubted success of Leeds as a whole. This applies equally to both life chance issues and to those matters relating to quality of life. Consequently this plan is wide ranging and touches upon many issues. But the Partnership itself is in its infancy, and we are conscious of not trying to run before we can walk. We have therefore tried to prioritise those actions which we feel will make a real difference to peoples lives, but also those issues which we feel we can deliver. This should not be taken as a lack of commitment or ambition. Rather, it should be seen as a real determination to ensure that the District partnership is not a talking shop, but a determined effort to pull together to make a long and lasting transformation to South Leeds. As confidence and experience grows we anticipate that the partnership will become a key mechanism for co-ordinating joint actions on the problems and opportunities experienced in the district.

**Richard Norton – Chair of South Leeds District Partnership.**

### **1.3 Background to this plan**

The purpose of this South Leeds District Plan is to set out the priorities, longer-term aspirations and shorter-term actions, which will be the focus for the work of the South Leeds District Partnership between 2005-2008. These are the priorities, aspirations and shorter-term actions needed to deliver the Leeds Vision II Strategy in the South Leeds District

In particular, the aim of this South Leeds District plan is to focus on the ‘partnership actions’ i.e. those issues, which will only be resolved by different agencies and service providers working together in partnership.

This South Leeds District Action Plan is intended to cover the period from 2005/06 to 2007/08, with an annual review and update. The focus on 'partnership actions' means that this 2005/06 version of the South Leeds district plans is not intended to be a comprehensive plan for the regeneration of South Leeds – i.e. this plan does not seek to include every action by an individual agency or service provider which contributes to the regeneration of the South Leeds district. However, the South Leeds District Partnership recognises that the successful regeneration of South Leeds requires a combination of partnership actions and the delivery of effective core services – therefore the South Leeds District Partnership recognises the importance of the existing plans and strategies for South Leeds as referenced in appendix B.

## **2. District Profile**

### **2.1 The South District**

The South Leeds District is made up of 2 principal areas – Inner and Outer South Leeds – the Inner area consists of the new electoral wards of Beeston and Holbeck, City and Hunslet, and Middleton Park. The Outer area consists of the new electoral wards of Ardsley and Robin Hood, Morley North and Morley South and Rothwell. The South Leeds area is partly defined by the Motorways (M62 and M621)

### **2.2 Key Features**

The population of the district is around 147,000 (2001 Census)

The area is made up of a mixture of residential and commercial neighbourhoods. The traditional industrial heartlands of Holbeck and Hunslet provide important local district centres. Beeston is largely residential with Beeston village also being the main focus of retail activity. The ring road, which separates Cottingley from the Beeston area, is now home to a number of commercial and retail premises including the White Rose Centre. The Town Centres of Morley and Rothwell have very distinctive characteristics and history; they also face a number of issues, most notably how to sustain their retail and business sectors in the light of the city wide and city centre competition. 11.9% of the population in Inner South Leeds is from Black and Minority Ethnic communities; in Outer South the figure is 3.6% which is low compared to the proportion for Leeds as a whole (8.1%). Beeston Hill has a relatively high transient population.

### **2.3 Key Statistics**

A higher proportion of wards in the Inner area suffer from multiple deprivation – however there are a number of areas in the outer area that also suffer significant deprivation. The outer area is made up of significant contrasts with some wealthy residential areas adjacent to those where deprivation levels are relatively high.

The Government's Index of Multiple Deprivation (IMD) data (2004) shows that of the 98 Super Output Areas in the South District, 25 are in the top 10% most deprived nationally for overall levels of deprivation – all of which are in the Inner Areas. The City Council NOMAD classification of neighbourhoods shows similar results; out of the 43 Areas in the South District, 2 are in decline (Manor Farm and Holbeck Moor). A further 4 areas are on the edge of decline – Beeston Hill, Hunslet Hall,

Cottingley, and Middleton Estate. In terms of trends, the position of Manor Farm estate (bordering Middleton) has worsened.

The IMD is made up of deprivation scores against seven individual 'domains' for each Super Output Area (SOA), which all have populations of between 1000 and 2000 people. The table below shows the number of SOAs in Leeds South (out of a total of 98 in the 'wedge') that are amongst the 10% most deprived nationally in the overall index for the individual domains. What this means is that, whilst from the outside Leeds is viewed as successful and affluent in reality the city has neighbourhoods such as the Beverleys/ Clovellys/ Rowland rd area which ranks out of a total of 32,000, as the 36th poorest place in the country.

Number of Super Output Areas in South Leeds amongst the 10% and 20% most deprived in England

	IMD Overall	Income Deprivation	Employment Deprivation	Health and Disability	Education, Skills and Training	Barriers to Housing	Crime	Living Environment
No of SOAs in 10% most Deprived in England	25	18	19	18	30	1	37	42
No of SOAs in 20% most Deprived in England	13	10	8	11	20	10	22	16

Source: Index of Multiple Deprivation (ODPM)

### 2.3 Floor Target Indicators

Overall, South Leeds has experienced declining rates of unemployment across all of its wards since 1999 in line with the city trend. However there are continuing wide differences between the Inner and Outer areas of the city on all the labour-market related data. Although unemployment has fallen over the last 2 years, for the wards in the 10% most deprived in the country, the rate of reduction has been slower than the rest of the city and there is still a higher than average number of workless households.

Overall in 2004 educational attainment was lower than the 2003 city average in South Leeds. (36.1% compared to 44%) In Outer South the rate was higher at 49%, however in Inner South the rate was much lower at 22.6%.

There are hotspots for criminal activities, however burglary, drugs and robbery are lower than the city average and total crime has reduced in the Neighbourhood Renewal area since 2001.

Beeston and Hunslet have a higher than average mortality rate. Overall, rates of coronary heart disease (CHD) mortality in the South District have fallen between 1997 and 2002, in line with the citywide trend. However the latest data for all Inner wards show significantly higher rates of CHD and lower rates of life expectancy than the city averages.

In terms of properties in Council Tax Bands A&B, Inner South has a higher rate of properties than the city (89% compared to 62% for Leeds and 77% for all the other Inner Areas). In terms of housing hotspot neighbourhoods for Outer South, the Leeds City Council profile for South Leeds identifies that more than half the properties in Outer South Leeds fall in to Council Tax bands A&B (55%) – this compares with 45% across all outer areas. The highest number in the Outer South area are in Morley South (65%)

## **2.4 Access to public services and community assets**

The South Leeds Area has a range of health and social care facilities including a Minor Injuries unit at St George's Centre in Middleton and a LIFT developments planned for Middleton, Beeston hill and Beeston (Dewsbury rd). Inner South Leeds alone has 12 Community Centres and a Healthy Living Centre. There are a range of community and voluntary organisations active in the area, which have a positive input to promoting health.

The only 2 forms of public transport currently available in South Leeds are the bus and train –both run regular services through the area however, neither provide a night service. Proposals for a light rail line originating at stourton are contained within the revised supertram proposals.

There are 21 parks and public spaces in South Leeds. Middleton park in particular offers vast potential for expanding recreational activity. There is also a wealth of sports facilities including the South Leeds Stadium, and planned city pool adjacent to Middleton Park.

Significant investment has been planned for a new High School and Cockburn and Rodillian are part of the Building Schools for the Future programme. Work is due to start in the autumn on a new primary school and children's centre in West Hunslet. There are 5 colleges of Further Education offering courses in both Inner and Outer South Leeds

Police services are organised from the Millgarth police station, however community policing is being expanded, and as a consequence 4 local policing teams are being established to cover the South Leeds area.

### 3 Key challenges, opportunities and priorities

The District Partnership will build on and enhance the economic opportunities in South Leeds and the major investments in the Centre and other parts of the City.

The overall objective is to improve the quality of life for everyone in South Leeds by connecting them to major economic benefits in Leeds.

Because levels of disadvantage in parts of Leeds are unacceptably high, the Partnership will focus on developing a 'change culture' which encourages and enables residents to participate in local democracy, and benefit from a healthier and safer environment.

#### 3.1 Challenges

A number of challenges have been identified which this plan will address. These are:

- **Raising the profile** of South Leeds, developing a sense of local pride that this is a good place to live and work and invest.
- **Narrowing the gap** between the best and worst neighbourhoods, both socially and economically
- **Increasing confidence** to invest in South Leeds, by encouraging economic investment and entrepreneurialism (as well as community-led social enterprise).
- **Engaging local people** in the regeneration process, and opening up the potential for development and delivery of the District Plan.

#### 3.2 Opportunities

There is now a real opportunity to see a major physical transformation to South Leeds. As Leeds as a whole develops and prospers the communities contained within South Leeds both contribute to that prosperity and have the potential to gain from it. That the success of the city centre grows closer to the South on an almost daily basis is undeniable. Developments in and around Holbeck Urban Village, the waterfront, and Crown Point bear testimony to this. Many other changes are taking place. How we involve the Community and Voluntary sector in developing and helping to sustain improved services will be a key challenge. Current and planned developments include:

### **Beeston Hill and Holbeck Regeneration Partnership,**

- This will revitalise the two neighbourhoods. Drawing in investment to transform housing and wider environments, employment, learning opportunities and health.
- 10 year regeneration plan which draws a framework for improvements in land use and service delivery for residents.
- The construction of a £3.6million primary school in Hunslet, the merger of Matthew Murray and Merlyn Rees Schools, which involves construction of a replacement school at the South Leeds Stadium site.
- £15 million International Pool development at South Leeds Stadium to replace the existing City Centre pools
- Planned acquisition and demolition of outdated back to back housing in Hird Street and the Beverleys in Beeston, and investment in existing privately owned housing in and around Tempest Rd

### **PFI – Beeston and Holbeck**

- this aims to deliver housing improvement scheme in the two areas through PFI, to include refurbishment of existing council homes and construction of new council homes, demolition of old flats and back to back properties. Private sector funds to be levered under a Development Agreement. Result of bid awaited.

### **Connection to the Aire Valley Employment Area**

- Maximising opportunities to connect communities with the highest levels of unemployment to AVEA, particularly Beeston Hill and Holbeck, Middleton, Belle Isle and Cottingley, and the potential that the area has for the development of new housing.

### **Holbeck Urban Village**

- The aim is to develop a new urban village which engages with disadvantaged communities in Holbeck, encouraging business growth and employment. A key issue will be to ensure a seamless transformation of both the urban village and the neighbourhood renewal area of Beeston Hill and Holbeck, in ways which are mutually supportive.

### **Improved district and local town centres**

- by developing these as part of local neighbourhood regeneration, enhancing local identity and working with the private sector. Of Particular importance are the centres of Morley, Rothwell, Hunslet and Holbeck

#### **Improved learning opportunities**

- to improve learning for school students, and adults through the 'Extended' Schools programme (and Building Schools for the Future).
- Significant investment in new facilities at Cockburn and Rodillian high schools, and a planned children's centre at Windmill primary.

#### **Improved Health Facilities**

- Promoting healthy living, with new facilities being built in Hunslet, Beeston Village and Dewsbury rd.

#### **Supertram**

- the decision on Supertram is currently awaited from Central Government.

#### **Other developments**

- South Leeds' green areas provide an opportunity for an improved physical environment with safe, clean and quality spaces to develop community and cultural activities.
- Major, privately funded housing development in outer South Leeds and in Sharp lane in Middleton

### **3.3 Priorities**

The Partnership has developed a small number of strategic priorities and actions for the South Leeds District. These are based on a consultation event held in July 2004 and a strategic planning event in February 2005. The strategic priorities are:

- Reduce crime, fear of crime and anti-social behaviour through targeted, multi-agency initiatives which seek to include and support the community, referred to below as Operation CAVA. Further research and analysis into the best ways to tackle differing experiences and levels of anti-social behaviour.
- To engage local people and enable them to participate in the local democratic process, through use of a range of communication tools.

- Improve education outcomes through the Building Schools for the Future and Extended Schools programme, and ensure that residents of South Leeds have the opportunity to engage in the economic success of the city.
- Improving health, including LIFT-funded development.
- Maximising the benefit for the District by improved connectivity to City Centre and other economic developments.
- Improving the environmental and physical space through improving the streetscene, green areas, and in building design.
- Putting a cultural 'dynamic' as a core criteria for future decisions on regeneration activities.

The next section details the action plan.

## 4. Action Plan

- 4.1 This action plan shows how the Partnership intends to take forward its work over the three years from 2005. The actions are structured to follow the eight themes of the Leeds Vision II plan; for each theme there is:
- an overall vision statement for Leeds (taken from Vision II)
  - the specific local priorities identified and agreed by the District Partnership
  - the actions identified and agreed by the District Partnership
- 4.3 The actions contained in this plan are 'partnership actions' i.e. those actions requiring a multi-agency response. It is recognised that successful renewal of the Districts requires the combination of partnership actions (as contained in this section) together with the effective delivery of core services and activities by individual partners.
- 4.4 These core services and individual actions are already detailed in other existing key strategies and documents, and so these are not detailed in this plan. They are however referenced in annex B as recognition of their contribution to the improvement of life for all in the Districts.
- 4.5 The South Leeds District Partnership is taking action, through this district plan, to contribute towards the achievement of core city-wide targets (as listed in annex A). These core city-wide targets have been selected on the basis that they relate to the:
- national floor target themes for April 2005 onwards (i.e. health, housing, education, employment, crime and liveability)
  - Leeds Vision II (which contains a number of measures of success for Leeds)

Achieving these targets is not the sole responsibility of the District Partnership, as these targets also apply to many other partnerships and service providers operating across Leeds. However, these core targets do relate to the quality of life for residents in Leeds and in the South Leeds District - **the District Partnership is therefore committed to taking action, through this plan, to contribute towards the achievement of these core targets.**

\* Quarters in the Action Plan below reflect the Calendar Year

## A HARMONIOUS AND SAFER COMMUNITIES

Leeds will be a city of equal opportunity, where everyone has a fair chance and people from all backgrounds take part in community life, creating a society that is varied, vibrant and proud.

### District Priorities:

- 1 To make a significant difference to those neighbourhoods experiencing the worst problems regarding crime, the fear of crime, and anti-social behaviour by Improving co-ordination and partnership working between agencies.
- 2 To ensure that decision making processes are seen to be transparent and fair, the district partnership will encourage and support community leadership and involvement
- 3 The district partnership will ensure that services are inclusive, and promote harmony and respect.

### Actions in South Leeds to deliver local priorities for Harmonious and Safer Communities:

Ref No.	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
A1	We will carry out an in-depth research project to enable partners to understand what constitutes anti-social behaviour and fear of crime in the different parts of South Leeds	Reduce anti-social behaviour	Analysis informs research for partners to jointly target the different types of anti-social behaviour, increasing the effectiveness of individual partner actions  Partners explore and develop an 'early warning system' to alert Police to potential 'hot spots' or particular anti-social behaviour amongst individuals or groups	DEC 05	<u>WYPF</u> Lcc-amt Leeds University
A2	We will ensure a multi-agency approach to targeting support to priority areas with highest incidence of anti-social behaviour	Improve partnership working/reduce anti-social behaviour	Operation CAVA – 2 year programme overall (3 CAVAs per year). Programme designed with local community, focus on inclusion of young people	SEP 05  3 more planned in 3 <sup>rd</sup> Quarter 2006	<u>LCC /amt</u> South Leeds Homes, West Yorks. Police

<b>Ref No.</b>	<b>Actions to deliver local priorities For Vision II theme</b>	<b>Which priority does this action help to deliver?</b>	<b>Planned outputs/outcomes</b>	<b>Timescales 2005/6-2008/9</b>	<b>Lead organisation and key partners</b>
<b>A3</b>	We will enhance the potential for local people to influence local decision making and to be informed of what decisions have been made and why, using D.P. website and communication tools.  We will work towards alignment of surveys/consultation by partners	Encourage and support community leadership	a) promote area committee, patient involvement, police authority and S.L.H community engagement processes  b) district partnership processes – ensuring the representational nature of the partnership and the transparency of decision making  Alignment of engagement/consultation work by partners	DEC 05	<b><u>D.P. support officer</u></b>
<b>A4</b>	We will seek to ensure that each agency promotes equality of service access and outcomes for all residents.	Inclusivity/harmony and respect	Review of each services access issues and the variability of service outcomes for differing communities.	JUNE 06	<b><u>All D.P.</u></b>
<b>Other longer-term developmental issues</b>					
<b>A5</b>	We will implement a joint partner project to support young people who fear intimidation and do not report crime (particularly BME – racially motivated crime)	Reduce anti-social behaviour, promote harmony and respect	Mechanism which supports young people to report crime	SEP 06	<b><u>LCC</u></b> WYPF Youth Parliament connexions
<b>A6</b>	We will develop an involvement project to draw young people into participating in decision making areas such as Area Committee	Encourage and support community leadership	Young people involved in decision-making process through young people's fora	DEC 06	<b><u>Area Committee</u></b> D.P. members Youth Service Comm/Vol sect. connexions
<b>A7</b>	We will ensure a co-ordinated approach to audit of services for young people and subsequent gap analysis	Inclusivity, involvement	Programme of activities for young people – to encourage citizenship and enhance health and career opportunities	DEC 06	<b><u>All D.P.</u></b> Youth Service/ Youth Work Network. CYPSP

Ref No.	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
					Comm/Vol Sect connexions

## B. THRIVING PLACES

### Leeds Vision:

Leeds will be a unique city with a strong identity and varied, stable neighbourhoods where people live out of choice not necessity, enjoying the high quality of life and range of opportunities that Leeds can offer.

### District Priorities:

- 1 Safer, cleaner and sustainable neighbourhoods
- 2 Joint delivery of services to neighbourhoods, which respond to identified need
- 3 Work to promote confidence and pride with emphasis on communities which are struggling

### Actions in South Leeds to deliver local priorities for thriving places:

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
B1	We will explore/develop neighbourhood/community participation models to encourage civic pride – local ‘common purpose’ – incentive for people to stay in South Leeds	Promote confidence and pride	Programme to develop civic pride/encourage residents to ‘stay in South Leeds’  Increase in celebration of diversity and community identity, such as cultural street markets, festivals, mela	From SEP 05  Continuous	<u>D.P. vol/comm. reps</u> AMT Leeds voice cen
<b>Other longer-term developmental issues</b>					
B2	We will develop a neighbourhood standard for all partner services – which can be measured locally, possibly as part of a disaggregated local area agreement	Safer/cleaner neighbourhood	Improved quality of targeted services, responding to local need	JUNE 06	<u>LCC-AMT</u> All D.P.
B3	We will explore ways to develop ‘Neighbourhood Champions’ – each partner to focus and lead package of identified support in neighbourhoods most in need, developing mini-local area agreements	Safe/clean sustainable neighbourhoods, services respond to need	Mini-local area agreements in neighbourhoods most in need	SEP 06	<u>LCC-amt</u> D.P.statutory agencies, vol/comm. sector

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
B4	<p>a) We will promote economic opportunities for local people by developing a major South Leeds regeneration scheme</p> <p>b) We will Invest in housing to deliver decent homes, improving standards</p> <p>c) We will seek to promote and influence the extension of the city centre into Holbeck and Hunslet</p> <p>d) We will improve district centres in Rothwell and Morley</p>	Safe/clean sustainable neighbourhoods, confidence and pride	<p>a) Mechanisms for D.P. to work with emerging development partnerships to plan training/jobs programme</p> <p>b) Improvement , enhancement and repair to attain decency, complemented by selective demolition and new build</p> <p>c) Development of Gateway to South Leeds, through extension of City Centre</p> <p>d) District centres have new focus, serving local markets</p>	<p>JUNE 06</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p>	<p><b><u>LCC</u></b> ED.Leeds,JC+ Fed. Colleges</p> <p><b><u>LSh, Leeds fed</u></b></p> <p><b><u>LCC-NRT</u></b> Bhhb regen.partnership</p> <p><b><u>LCC amt</u></b> Morley Town Council, town centre partnerships</p>
B5	We will develop mechanisms for enhancing the co-ordination of capital developments, to ensure complementarity between services and consider co-locating services where this is feasible and adds to service improvement		<p>a) map and timeframe local capital developments</p> <p>b) develop a range of services at Hunslet district centre through lift and joint service centre development</p> <p>c) ensure D.P. has the mechanisms to jointly influence each others capital programmes.</p>	<p>Ongoing</p> <p>SEP 06</p> <p>ongoing</p>	<p><b><u>D.P. support officer</u></b></p> <p><b><u>PCT/LCC</u></b></p> <p><b><u>D.P. support officer</u></b></p>

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
B6	We will develop South Leeds regeneration area scheme to market by spring 2006	Joint delivery of services to neighbourhoods	Long-term wide-ranging regeneration initiative promoting economic environmental and health benefits for local people	JUNE 06	<u>LCC/</u> <u>South Leeds</u> <u>Homes</u> D.P.

## C. ENVIRONMENT

### Leeds Vision:

Leeds will have a reputation for environmental excellence through the quality of our built environment, the use of our green space, the effective use of natural resources, clean air quality and waste management.

It will be a place that joins economic, social and environmental objectives so that the action we take today does not limit the choices of future generations or others elsewhere in the world.

### District Priorities:

- 1 Improved design of environment to reduce crime
- 2 Improved pride in the environment, with active community ownership of and influence over the environment, increased community involvement in the environment – Numbers of people engaged in environmental volunteering - Improved environmental awareness and education

### Actions in South Leeds to deliver local priorities for Environment:

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
C1	We will commission a community study to establish ways to promote greater use of parks and green spaces	Improve pride in the environment	Green spaces become safe places, for sport, leisure and local cultural events See B1	DEC 06	<b>LCC</b> Groundwork, Leeds Voice, D.P.
C2	We will make environmental improvements	Improved awareness of environmental issues	Programme of environmental clean-ups. Horticultural training programmes for 14 – 19 year olds to assist organisations and community groups  Introduce a mechanism for assessing and targeting environmental 'hot-spots'	DEC 06	<b>Groundwork</b> LCC, Education Leeds, Community Groups, D.P.
	<b>Other longer-term developmental issues</b>				
C3	We will ensure the development of Middleton Park is at the core of	Improved environmental	Middleton Park to be written into partnership agreements so as to become	Year 3	<b>LCC</b>

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
	South Leeds regeneration proposal	design	a key venue in South Leeds for recreation and leisure, by reinvesting capital to open access and improve facilities.		

## D. TRANSPORT

### Leeds Vision:

Leeds will be a city which has a forward looking approach to transport, providing safe and sustainable transport links so that people can achieve their full potential in society. This means making sure that people can get to work and access social, cultural, leisure and learning activities, and that businesses can transport their goods efficiently.

### District Priorities:

- 1 Improve accessibility to job growth areas
- 2 Encourage safe, sustainable transport

### Actions in South Leeds to deliver local priorities for transport:

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
D1	We will undertake a feasibility study to ascertain the range of options available to promote transport linkage through Holbeck Moor underpass	Accessibility	Improved access to city centre and an enhanced role of district centre in Holbeck	SEP 05	<u>BHHP</u>
D2	We will initiate discussions with Highways Agency regarding the closure of junction 2A	Accessibility	Reduced rat running through Holbeck and improved access for local people and local commuters to district centre	SEP 05	<u>BHHP</u>
D3	We will make improvements aimed at improving accessibility.	Accessibility	<ul style="list-style-type: none"> <li>• feasibility study concerning options for Improved access for young people and leisure users to south leeds school/ recreation site</li> <li>• Open up access from Belle Isle</li> <li>• Construct Stage 7 of the INNER RING ROAD</li> <li>• Plan a Supertram line from Stourton</li> </ul>	SEP 05   SEP 06   Year 2-3 ongoing	<u>BHHP</u>   <u>LCC</u>   <u>LCC</u> <u>Metro</u> lcc

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
	<b>Other longer-term developmental issues</b>				
<b>D4</b>	We will undertake a feasibility study to consider developing a bridge over the River Aire	Improve links to job growth areas	1. Improved access to Aire Valley for employees from South Leeds	DEC 05	<b><u>Aire Valley Team</u></b>
<b>D5</b>	We will explore options for promoting walking, cycling and other routes to school		1. Improved sense of well being, safety and health outcomes for local people	SEP 06	<b><u>LCC,</u></b> Education Leeds, South Leeds PCT

## E. LEARNING

### Leeds Vision:

Leeds will become a learning city. Businesses and individuals will benefit from accessible world-class learning, creating a wealthier city and personal and social satisfaction. We will inspire young people to see learning as their route to success.

### District Priorities:

- 1 Ensure that strong and effective schools are at the heart of communities
- 2 Improve numeracy literacy and levels of achievement by young people throughout South Leeds
- 3 Make sure that there is equal educational achievement between different ethnic and social groups, narrowing the gap in between worst performing schools

### Actions in South Leeds to deliver local priorities for learning:

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
E1	We will support the extended school programme based on existing good practice and explore what specific activities would enhance and grow local communities/learning hub in two school clusters	Strong, effective schools at the heart of the community	D.P. supported pilots and learning rolled out to other schools. 2 pilots established by September 2005.  Evaluation and planned expansion	SEP 05  DEC 05	<u>Education Leeds</u> D.P. PCT, WYPF Fed. Colleges Vol/Comm sect.  <u>D.P.</u>
E2	We will create new vocational pathways for students aged 14-19 to help tackle underachievement in South Leeds High Schools	Improve levels of achievement	Programme focused on learning-based vocational training in job growth/skills shortage sectors, e.g. horticulture, construction, care, business admin	First school JUNE 06	<u>Education Leeds/ Groundwork</u> Lcc, vol/comm. Fed Colleges connexions

## F. ENTERPRISE AND ECONOMY

### Leeds Vision:

Leeds will be a competitive international city. It will contribute to the national economy and will support and be supported by an increasingly competitive region.

### District Priorities:

- 1 Promote economic competitiveness and tackle local deprivation by promoting the access of local people into jobs including removing barriers to work
- 2 Work with the community, voluntary and faith sectors to enhance their capacity to become major service providers
- 3 Engaging local employers through developing strategic relationships which focus on supporting demand, predicting trends and identifying joint opportunities

### Actions in South Leeds to deliver local priorities for enterprise and economy:

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
F1	We will develop pilot process for 14-19 year olds to access jobs through vocational routeways	Promote economic competitiveness	Range of interventions to encourage, support, and promote achievement of young people into work e.g. multi-agency school based jobs fair; work experience opportunities; potential extension of junior job guarantee programme	DEC 05	<b>Education Leeds</b> Jobcentre Plus/LSH Lead Employers, PCT, LCC, FEd Colleges, Leeds business broker,connexions
F2	We will develop Town Centre Management through engagement of local private sector	Engage local employers	Town centres of Morley and Rothwell more economically viable	SEP 05	<b>LCC-amt</b> Town centre partnerships, Morley Town Council,

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
F3	<p>We will map all existing provision for workless residents and check plausibility against analysis of need</p> <p>We will analyse data on workless residents (shared between partners), focus on worst areas (SOAs/Nomad)</p> <p>We will agree a small number of key additional/alternative joint partner actions which will support worst deprived groups into jobs (likely focus on Incapacity Benefit, but also lone parents, BMEs and young people)</p>	Access of local people into jobs	<p>Clear strategy which brings together demand and supply</p> <p>Focused programme which engages most deprived local people</p>	SEP 05	<u>D.P.</u> <b>Jobcentre Plus</b> connexions
F4	<p>We will co-ordinate efforts to promote effective career paths for local people to access locally available jobs/careers/social enterprise/self-employment</p> <p>We will focus on skills shortages</p>	Local jobs/local people	<p>Neighbourhood Gateways – using local hubs e.g. Family Learning Centres, extended schools, UFT.</p> <p>People in priority areas enabled to become economically active.</p> <p>Employment level raised in South Leeds – gap narrowed</p>	DEC 05	<b>Jobcentre Plus</b> Family Learning Centres, Employers Fed Colleges connexions
F5	We will Investigate potential for social enterprise – capacity building local organisations to deliver local service, and utilise the strength of the partnership to promote the creation or maintenance of a number of social enterprises linked to areas of potential economic growth within South Leeds. A key function of these enterprises will be to assist young people into employment.	Enhance capacity to become local service providers	At least 2 per year local organisations developed to provide local services	JUNE 06	<u>LCC,</u> Education Leeds LSH SLHFA LEEDS VOICE CEN connexions

<b>Ref No</b>	<b>Actions to deliver local priorities For Vision II theme</b>	<b>Which priority does this action help to deliver?</b>	<b>Planned outputs/outcomes</b>	<b>Timescales 2005/6-2008/9</b>	<b>Lead organisation and key partners</b>
	<b>Other longer-term developmental issues</b>				
<b>F6</b>	We will seek to maximise the opportunities for realising community benefit clauses in contracts.	Local people into jobs	Community/residents benefit from impact of contracts through local labour and/or local funding for training opportunities.	DEC 05	<u><b>D.P.</b></u>

## G. CULTURE

### Leeds Vision:

Leeds will be a place with a vibrant and distinctive cultural life - a welcoming city which is internationally recognised as a centre of cultural excellence and provides cultural opportunities for everyone.

### District Priorities:

- 1 Develop cultural vision for South Leeds
- 2 Develop culture as the 'core' of regeneration in South Leeds
- 3 Improve access to culture and sport across South Leeds

### Actions in South Leeds to deliver local priorities for culture:

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
G1	We will organise a visioning event – what should South Leeds look like by 2007?	Cultural Vision for South Leeds	Cultural strategy with clear priorities – to include sport in South Leeds	JUNE 06	<u>D.P.</u> Leeds Voice
G2	We will develop a range of cultural opportunities as part of 2007 Leeds Celebration	Cultural Vision for South Leeds	A comprehensive South Leeds programme as part of 2007 event	JUNE 06	<u>D.P.</u> Leeds Voice
G3	We will map the range of cultural and sporting opportunities available for young people and adults	Improve Access to Culture/Sport	Range of opportunities marketed and publicised to local people	DEC 05	<u>LCC</u> Schools sports partnership
G4	We will promote the range of activities taking place in Morley and Rothwell town centres	Improve Access to Culture/Sport	Development and promotional strategy linked to town centre management	JUNE 06	<u>LCC-amt</u> _D.P.
G5	We will examine how there can be a cultural 'buy in' to all local regeneration work	Culture at core of regeneration	Appraisal of regeneration programme/project to include criteria on cultural impact	On-going	<u>D.P.</u>

<b>Ref No</b>	<b>Actions to deliver local priorities For Vision II theme</b>	<b>Which priority does this action help to deliver?</b>	<b>Planned outputs/outcomes</b>	<b>Timescales 2005/6-2008/9</b>	<b>Lead organisation and key partners</b>
	<b>Other longer-term developmental issues</b>				
<b>G6</b>	We will promote the opportunities offered to local people, through the presence of South Leeds Stadium and International Pool complex to form major leisure sports hub	Promote Access	Increase the usage of the facilities by South Leeds residents	ongoing	<b>D.P. LCC</b>

## H. HEALTH AND WELLBEING

### Leeds Vision:

Leeds will be a healthy city for everyone who lives, visits or works here, promoting fulfilling and productive lives for all. We will reduce inequalities in health between different parts of the city, between different groups of people and between Leeds and the rest of the country.

### District Priorities:

- 1 Improve life expectancy of population in the most deprived areas
- 2 Champion/promote public health agenda

### Actions in South Leeds to deliver local priorities for Health and Wellbeing:

Ref No	Actions to deliver local priorities For Vision II theme	Which priority does this action help to deliver?	Planned outputs/outcomes	Timescales 2005/6-2008/9	Lead organisation and key partners
H1	We will consider how the partnership can add value to improving health and addressing inequalities and develop a co-ordinated programme to tackle these areas.	Life expectancy	We will report on requirements for a co-ordinated programme designed to tackle: <ul style="list-style-type: none"> <li>• obesity</li> <li>• sexual health</li> <li>• fuel poverty</li> <li>• promoting independence</li> </ul>	SEP 05	<b>PCT</b> Education Leeds LSH Social Services CYPSP
H2	We will consider the potential for joining up the lift agenda with other planned projects	Promote health	Lift centres become local hubs for health and well-being	SEP 05	<b>PCT/LCC</b> D.P.
H3	Improve health outcomes to feature as key aspect of BHH PFI and South Leeds regeneration proposals	Promote health	Criteria applied to all planned regeneration programmes to ensure impact on health improvement	SEP 05	<b>LCC</b> D.P. PCT

## **5. Moving Forward**

### **5.1 Partnership Working**

There are several key components to the working arrangements and structure that will enable the District Partnership's action plan to be delivered. These components are put together on the attached schematic representation in Appendix and described as follows:

#### **Action or Task Groups**

These terms have been used to reflect a wide range of existing (or potential) partnerships, which are essentially action orientated. An example of an action group would be the District Community Safety Burglary Priority Group. Equally, the terms are meant to reflect the work of such diverse partnerships as the SureStart Board or the Tenant Federation. The key distinction between Action and Task Groups are that Action Groups are already in existence whereas Task Groups will be established on a time limited basis where particular issues are identified which need resolving.

Essentially, these groups are the engine room of the partnership. They enable the development of detailed actions usually focusing on a specific theme or area.

#### **Thematic Representational Partnerships**

These organisations enable co-ordination of the plethora of Action or Task Groups. They will have input from one of the senior officers who comprise the District Partnership's Core Group and will sometimes be chaired by them. Perhaps the best example of these is the Divisional Community Safety Partnership, which will be responsible for directing the work of the priority groups and championing key issues, which require partnership commitments.

Not all key themes have an actual representational partnership (for example learning and regeneration). In these cases it will be incumbent on the key officers to ensure coherence and the transmission of information to and from groups.

As the District Partnership becomes more established it is possible that senior officers, who sit on the Core Group, will only attend one of the thematic partnerships. It will thus be incumbent upon them to ensure appropriate representation from their agency at other partnerships and also to appraise the other core group members of key issues arising from their thematic responsibility.

This is not intended in anyway to dilute the importance of partnership working but to increase the effectiveness of these officers by reducing the duplication of effort and time spent in meetings. As a consequence the Core Group will become extremely significant in promoting partnership working.

### **Core Group**

The Core Group will provide the linkage between the detailed activity developed within Action Groups and the overall direction provided by the board. Comprising of senior officers of key organisations, the Core Group will be able to deliver a high degree of collaboration between the representative agencies and arrange for the deployment of appropriate resources to deliver the agreed strategy. The Core Group will also play the important role of filtering for the Board, information arising from the wide range of contributory partnerships and disseminating to these partnerships information arising from the board. The Core Group comprises of: Chief Executives of Leeds South Homes and South Leeds PCT; area managers for Social Services, Education Leeds and Neighbourhoods & Housing/LCC; Chief Superintendent – West Yorkshire Police, representatives from Community/Voluntary service provider, business community and co-opted members as necessary.

The Core Group will need to meet with such frequency as to enable it to progress detailed activity and plan for Board meetings. It is intended therefore to meet on a 6 weekly basis. The Core Group will not have a designated Chair but will be co-ordinated by the Area Manager - Neighbourhoods & Housing with assistance from the District Partnership Support Officer.

### **The District Partnership Board**

The Board is tasked with delivering the aims and objectives of the partnership as described above. To do this the Board has been constructed in such a manner as to be of sufficient size as to be reasonably representative of the different sectors of the South Leeds community, whilst being small enough to enable effective decision making. Consequently, Board Members

are expected to represent a key interest or sector, be able to broker the commitment of their organisation or sector, to develop strategy and to actively disseminate information regarding the work of the Board. The Board comprises of:

Public Sector (10 members):

West Yorkshire Police	1 Representative
Education Leeds	1 Representative
Education Leeds – Primary School	1 Representative
Education Leeds – Secondary School	1 Representative
South Leeds PCT	1 Representative
Housing Forum	1 Representative
Job Centre +	1 Representative
Federated Colleges	1 Representative
Area Committee Chairs	2 Representatives

Community, Voluntary & Faith Groups (9 Members):

Ethnic Minority Forum	1 Representative
Tenants Federation	1 Representative
Community Sector	1 Representative
City Wide Faith Liaison Forum	3 Representatives
Voluntary sector co-ordinated by Leeds Voice	3 Representatives

Private Sector (3 Members):

Co-ordinated by Leeds Ahead	3 Representatives
-----------------------------	-------------------

Other Members co-opted as necessary

## 5.2 Community Engagement

The South Leeds District Partnership has a key role, on behalf of the Leeds Initiative, to:

- i) make sure that there is wider and more effective community engagement as an essential part of all partners' plans and activities;
- ii) ensure that there is better co-ordination between partners on community engagement in the District.

A key task for the partnership over the course of 2005/06 is to build a strategic, district-wide approach to community engagement – and to ensure that any actions required to continue that approach are included in future versions of this plan. The district-wide approach will ensure that community engagement meets standards of best practice and delivers real outcomes for communities by strengthening the practice, co-ordination and impact of community engagement in the (insert name of district). There is much good work and commitment in the districts already and the district approach will build on this

In particular, during 2005/06 the South Leeds District Partnership will develop a District Partnership Community Engagement Plan for 2006/07 onwards to increase participation in, and co-ordination of engagement. In terms of specific actions in 2005/06 to develop, and/or to include in that Community Engagement Plan, the South Leeds District Partnership will:

- use the census/other data, the findings of research and previous consultation to develop a 'partnership view' on the issues and priorities of the communities in the South Leeds District
- develop a 'partnership view' on the communities that are currently engaged (and the issues they are engaged about) to identify any gaps i.e. communities which should be, but which aren't currently engaged – this gap analysis will then be used to develop appropriate 'partnership' actions for 2006/07 onwards to increase participation. There are already some actions in section 4 of this plan to start to address gaps
- clarify how communities will be engaged with the District Partnership and develop a core of on-going mechanisms for the District Partnership to use from 2006/07 onwards to engage the general public and targeted groups as appropriate.

- take action to ensure effective community engagement with this District Partnership Action Plan i.e. clarify how the community will be engaged with the implementation of this action plan for 2005/06; identify how the community will be involved in influencing and shaping the action plan for 2006/07 onwards.

The influence of South Leeds communities is integral to the activities of the District Partnership. Wherever possible, and appropriate, community representation should exist on all aspects of the District Partnership structure. Organisations like Leeds VOICE and the Tenants Federation have a valuable role to play in arranging such representations.

In addition, the District Partnership will put in place mechanisms for direct public consultation. This will be to either promote the work of the partnership and to introduce additional elements of accountability or to seek public steerage on key issues. To achieve this the partnership will:

- hold a conference at least on a yearly basis
- seek to develop a sounding board system which would include developing an enhanced customer/citizen panel.
- develop a Consultation Forward Plan to achieve economics of scale, avoid duplication and overload.
- Utilise databases held by area management and partners to keep local organisations in touch and mail relevant information directly to.
- Communicate and consult on the web for example Leeds Communities Online, the District Partnership Website via Leeds Initiative and those websites specific to each partner.
- Set out the city-wide and local monitoring and review processes.

### **5.3 Resources**

This South Leeds District Action Plan covers the period from 2005/06 to 2007/08. It will be reviewed and updated annually, and so many of the actions in section 4 of this plan relate initially to activity to be undertaken in 2005/06.

From 2006/07 onwards each Local Authority area of the country will need to have in place a Local Area Agreement (LAA). LAAs are a national requirement, intended to test out new arrangements to develop and deliver a range of locally agreed outcomes, by bringing together and simplifying many of the different funding streams which exist in a Local Authority area. The Leeds approach to LAAs will be developed over the course of 2005/06 and will be taken into account in subsequent reviews of District Plans.

In the meantime, it is recognised that 2005/06, as the first year of this plan, is a transitional year for South Leeds District Partnerships – partners' individual funds for 2005/06 had already been allocated prior to the development of this plan. Where partners had already committed themselves to multi-agency working, details of these specific multi-agency actions have been included here.

In addition, there are still some resources available for the South Leeds District Partnerships to draw on to implement this plan in 2005/06. For example, the range of actions identified by the South Leeds District Partnerships includes commitments from partners to work together to explore additional sources of funding and to make contributions in kind – such as the use of officers' time to be part of a working group on a particular issues affecting a district. Many of the actions contained within this plan rely primarily on the resources available to partners, and should be deliverable without significant additional resource. However, clearly some actions, if they are to be delivered in a meaningful way, will require new and additional expenditure. Where this is the case, members will work together to obtain additional resources and to consider the potential for maintaining, where appropriate, once such funding has expired. Additional funding streams targeted in the actions contained within section 4 include, European Regional Development Funds, Housing Corporation Finance, PFI, LIFT, Extended Schools Finance, and the Sub-Regional Investment Pot.

The annual review process will give the District Partnership the opportunity to seek to influence the allocation of partners' resources from 2006/07 onwards and also to look to secure any sources of new funding needed for partnership activity in South Leeds from 2006/07

### **5.4 Monitoring and Reviewing Plan**

The District Partnership will take the following approach to monitoring and reporting on progress against this action plan:

It will identify 'theme champions' for each of the 8 Vision II themes in the district – i.e. for each theme, a member of the District Partnership will be assigned responsibility for:

- Providing a formal link between the South Leeds District Partnership and the corresponding city-wide theme partnership;
- Leading for the District Partnership on the establishment of District baseline data for their designated theme
- Advising the District Partnership on suitable thematic targets for the District for 2006/07 onwards (see appendix A)
- Leading on and advising the District Partnership on the review of progress against their designated theme section of the action plan (as part of a process of quarterly and annual reviews of this plan – see below);
- As part of the quarterly and annual review, identifying any up-coming issues, which need to be picked up in the action plan as part of the designated theme, and also alerting the South Leeds District Partnership to any theme blockages.

It will undertake a quarterly review of the action plan to look at progress against each of the actions in section 4, and to consider any evidence of resulting impact against the needs of the district.

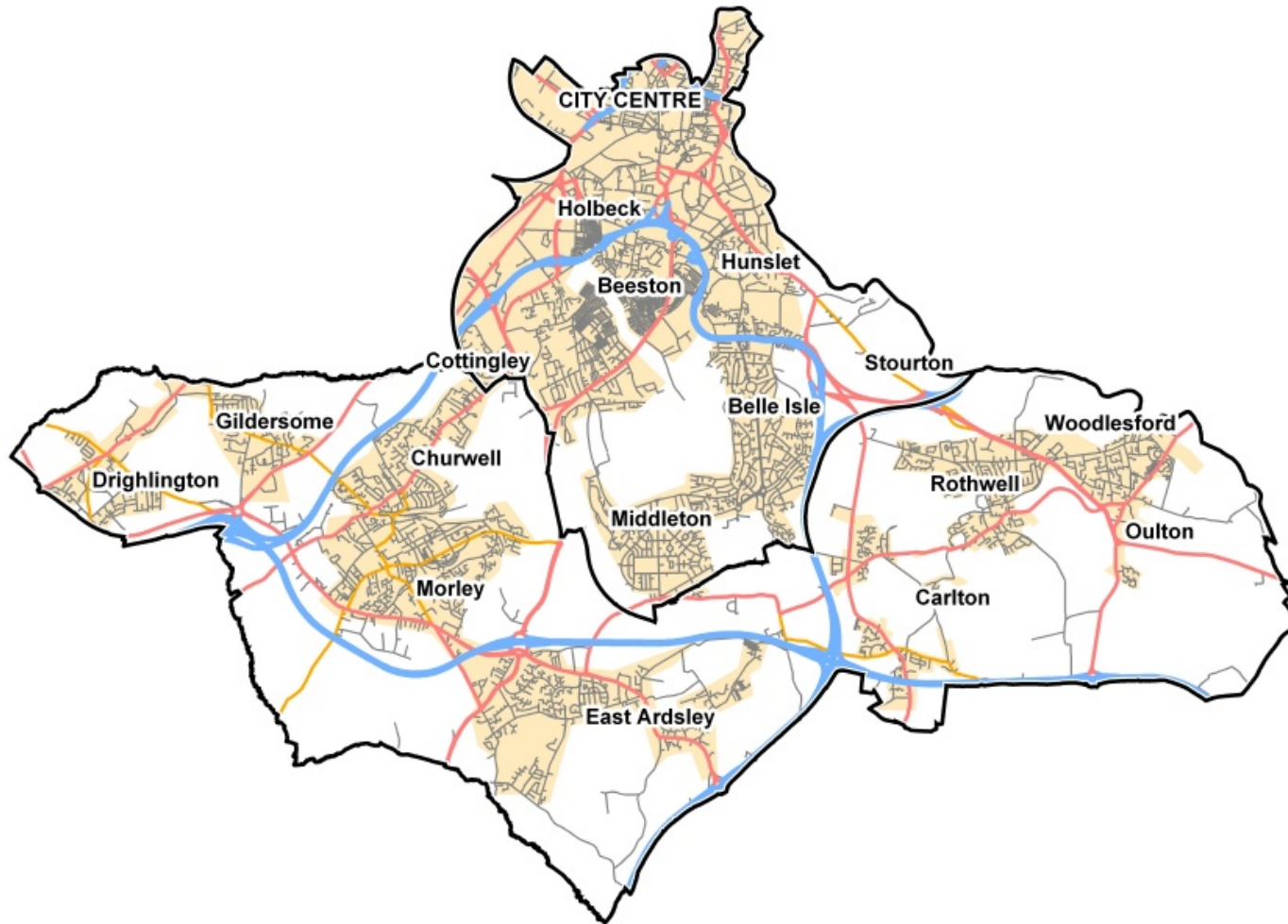
It will undertake an annual review of the action plan to look at: progress against the actions and impact of the actions against the needs of the District; progress from the baseline against the thematic targets for the District for that year.

In response to the annual review, the Partnership will carry out an annual refresh of this plan to ensure that: the actions undertaken in 2006/07 onwards continue to be the right set of actions to meet the needs of the District; and to ensure that the targets set for the District Partnership in annex A are the right set of targets to reflect the needs of the District.

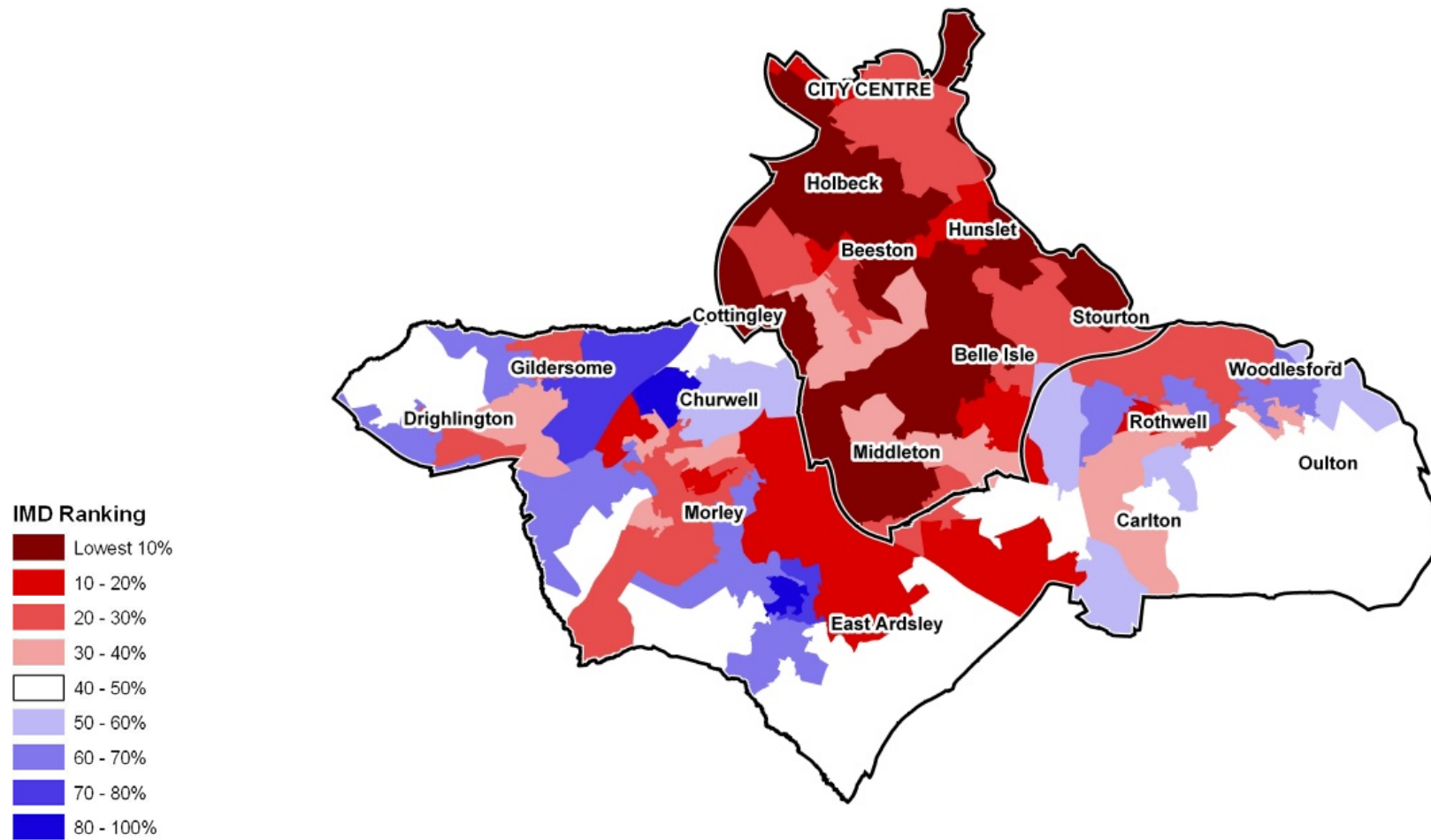
The quarterly and annual review of actions under each Vision II theme will be lead by the designated theme champion (as set out in 5.13). The role of the South Leeds District Partnership will be to oversee the review process and to take a partnership view on the overall progress against the plan and any amendments needed to this plan (i.e. changes to actions and targets) for the subsequent quarter and year.

The annual review by the District Partnership will also be used to inform the city-wide annual review of progress by the Leeds Initiative.

**Appendix A - Maps**  
**Map of South Leeds**



## Index of Multiple Deprivation 2004



## **Annex B Core Leeds Targets**

<b>Theme and Reference No</b>	<b>Measure / indicator</b>	<b>Current position / baseline</b>	<b>Target 2007/08</b>	<b>Partnership</b>
<b>Community Safety T1</b>	To reduce levels of key recorded comparator crimes in Leeds as measured in the British Crime Survey, including: theft or unauthorised taking of vehicle (incl. attempts); theft from a vehicle (incl. attempts); vehicle interference; domestic burglary (incl. attempts); theft or unauthorised taking of a cycle; theft from person; criminal damage; common assault (including on a PC); woundings (serious and other); and robbery of personal property.	78,573 comparator crimes were committed in 2003/04 in Leeds, which equates to a rate of 109.9 per 1000 population	Reduce levels of key recorded comparator crimes (as measured in the British Crime Survey) by 35% by 2008	Safer Leeds Partnership
<b>Housing T2</b>	To bring all social housing into a decent condition with most of this improvement taking place in deprived areas  To increase the percentage of vulnerable households in the private sector (including families with children) who live in decent homes.	46.6% of council housing meets decent homes standard (2005)  85.9% of RSL stock meets the Decent Homes Standard (2004)  43% of vulnerable households in the private sector live in non-decent accommodation (2005)	75% of Council Housing to meet Decent Homes Standard by 2007/08  100% of RSL housing to meet Decent Homes Standard by 2010  70% of vulnerable households in private sector to be living in decent homes by 2010	Leeds Housing Partnership
<b>Education</b>	To improve achievement at Key Stage 4 (GCSE) in schools	In 2004 the percentage of students finishing Key Stage	58% of students finishing Key Stage 4 in 2008 will achieve the equivalent of 5+	Learning Leeds

Theme and Reference No	Measure / indicator	Current position / baseline	Target 2007/08	Partnership
T3		<p>4 achieving the equivalent of 5 or more grades A*-C at GCSE was 45.4%. This is approximately 5% points below what should be expected, given achievement estimates based on previous pupil attainment determined using a value added methodology that considers the context of local schools and pupils</p> <p>6 out of 40 schools were below 25% for the percentage of their pupils achieving 5 GCSE grades A*-C or equivalent in 2004</p>	<p>GCSEs at grades A*-C. (This is an estimate for the pupil cohort that will be taking GCSEs in 2008 and is subject to change).</p> <p>By 2008, 30% of pupils to achieve 5 GCSE grades A*-C or equivalent in all in Leeds schools (Milestone: 25% by 2006)</p>	

Theme and Reference No	Measure / indicator	Current position / baseline	Target 2007/08	Partnership
<b>Employment &amp; Worklessness</b>  <b>T4</b>	<p>1. To increase the overall employment rate</p> <p>2. To improve the Employment Deprivation rankings of SOAs in Leeds, as measured by the Government's Indices of Deprivation</p> <p>3. To narrow the gap, at a ward level, between those SOAs in the ward with the highest and lowest rates of a) Income Support, b) Incapacity Benefit and c) Job Seekers Allowance</p>	<p>2003/2004 employment rate of 74% (Local Area Labour Force Survey)</p> <p>The Index of Deprivation identifies 112 SOAs in Leeds that fall into the 20% most deprived in the country for Employment Deprivation, of which 32 are ranked in the most deprived 5% in the country</p> <p>This indicator relies on baselines at the individual ward level. Evidence of the current baseline positions for wards will be included in the individual District Plans</p>	<p>Increase the employment rate by 1% by 2007/08</p> <p>To reduce by 5 the number of SOAs in the 20% most deprived in the country for Employment Deprivation (ie. 112 SOAs in this category in 2004 to reduce to 107 by 2008).</p> <p>To improve the rankings of those SOAs currently in the most deprived 5% in the country in terms of Employment Deprivation</p> <p>No ward to have more than a:</p> <p>a) 20% percentage point difference between the SOAs (in the ward) with the lowest and highest rates of Income Support claimants</p> <p>b) 12% percentage point difference between the SOAs (in the ward) with the lowest and highest rates of Incapacity Benefit claimants</p> <p>c) 5% percentage point difference between the SOAs (in the ward) with the lowest and highest rates of Job Seeker Allowance claimants</p>	<p>Narrowing the Gap</p> <p>(Employment Task Group)</p>

<b>Theme and Reference No</b>	<b>Measure / indicator</b>	<b>Current position / baseline</b>	<b>Target 2007/08</b>	<b>Partnership</b>
<b>Health T5</b>	<p>To reduce mortality rates from heart disease and stroke and related diseases</p> <p>To reduce the gap in mortality rates from heart disease and stroke and related diseases between the ward with the highest rate and the population of Leeds as a whole</p> <p>To reduce the under-18 conception rate as part of a broader strategy to improve sexual health.</p>	<p>The average mortality rate from heart disease and stroke and related diseases in Leeds in the 2001-2003 period was 107.0 per 100,000 population</p> <p>The gap between the ward with the highest average mortality rate (262.0 per 100,000 population) and the Leeds average (107.00 per 100,000) in the 2001-2003 period was 155.0 per 100,000 population</p> <p>41.1 conceptions per 1000 population under-18 in 2003</p> <p>NB - figures for 2004 for all health indicators will not be available until March 2006</p>	<p>By 2010 reduce mortality rates from heart disease and stroke and related diseases by at least 40% in people under 75</p> <p>To reduce the gap in mortality rates from heart disease and stroke and related diseases between the ward with the highest rate and the population of Leeds as a whole by 40% by 2008</p> <p>By 2010 reduce the under-18 conception rate by 55% (milestones and targets for 2008 have not been set by Education Leeds)</p>	Healthy Leeds Partnership
<b>Resident satisfaction with neighbourhood T6</b>	Increase the percentage of local people who feel that they belong to their local area	New indicator – baseline to be established through satisfaction survey	Target to be confirmed	Narrowing the Gap Executive

<b>Theme and Reference No</b>	<b>Measure / indicator</b>	<b>Current position / baseline</b>	<b>Target 2007/08</b>	<b>Partnership</b>
<b>Use of public transport</b> T7	In line with the West Yorkshire Local Transport Plan, increase bus patronage in Leeds	Baseline for 2004/05 to be calculated by Metro (not currently available)	Increase in bus patronage by 2% by 2007/08 (rising to 5% by 2010/11)	Integrated Transport Partnership
<b>Hate &amp; racially motivated crime</b> T8	Increase the reporting of racial incidents recorded by the local authority per 100,000 population	167.9 per 100,000 of population in 2004/05	236.2 per 100,000 per population by 2007/08	Leeds Partnership
<b>Active population</b> T9	Percentage of children and young people aged 5-16 engaged in two or more hours per week of physical education or school-based sport  Increase in the number of adults participating in at least 30 minutes moderate intensity sport and active recreation (including walking) on 3 or more days a week	Baselines will be established in 2005/06  38% of adults participating in at least 30 minutes moderate intensity sport and active recreation (including walking) on 3 or more days a week in March 2005 (Sport England Participation Survey)	85% of children and young people aged 5-16 engaged in two or more hours per week of physical education or school-based sport by 2008  1% increase per year in the number of adults participating in at least 30 minutes moderate intensity sport and active recreation (including walking) on 3 or more days a week	Cultural Partnership
<b>Local people influencing decision making &amp; service delivery</b> T10	Increase the number of local people who feel they can influence decisions affecting their local areas	New indicator - baselines and target to be established in 2005/06	Increase by x% the number of local people who feel they can influence decisions affecting their local areas	Narrowing the Gap Executive

<b>Theme and Reference No</b>	<b>Measure / indicator</b>	<b>Current position / baseline</b>	<b>Target 2007/08</b>	<b>Partnership</b>
<b>Liveability (Cleaner) T11</b>	To reduce the proportion of relevant land and streets with unacceptable levels of litter and detritus (cleaner)	27% of land and streets currently have unacceptable levels of litter and detritus	Reduce the proportion of relevant land and streets with unacceptable levels of litter and detritus to 24.5% by 2008	Environment Partnership
<b>Liveability (Safer) T12</b>	Reduce the number of people killed or seriously injured in road accidents  Reduce the number of children killed or seriously injured in road accidents	443 people killed or seriously injured in road accidents in 2004/05  57 children killed or seriously injured in road accidents in 2004/05	Reduce the number of people killed or seriously injured in road accidents to no more than 387 in 2005/06 and no more than 368 in 2006/07  Reduce the number of children killed or seriously injured in road accidents to no more than 59 in 2005/06 and no more than 56 in 2006/07	Integrated Transport Partnership
<b>Liveability (Greener) T13</b>	Increase the number of parks and countryside sites meeting the Green Flag standard  Improve resident satisfaction with parks and open spaces	10.9% of parks and countryside sites met the standard in 2004/05  To be established	Increase the number of parks and countryside sites meeting the Green Flag standard by 70% by 2008  To be established	Cultural Partnership
<b>Disadvantaged Neighbourhoods T14</b>	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	Under discussion	Under discussion	Narrowing the Gap Executive

---

## **Reviewing and Monitoring**

In 2005/06 the District Partnerships will each review the data with regard to how their District is performing against those City-wide targets looking at:

- i) progress on a District-wide basis, and:
- ii) identifying where there is a need to improve the progress for particular communities in need (such as geographic hotspots, black & minority ethnic communities etc).

It is proposed that the District Partnerships will review the data to develop and agree additional locally defined 'narrowing the gap' District targets as part of the annual review process in March 2006. These targets may identify specific communities (such as BME communities) and/or neighbourhoods within the District, where there is a need to 'narrow the gap' between their experience and the average District-wide experience of health, education, housing, employment, crime and liveability.

Document Name	Brief description of purpose	Lead Agency	Contacts
City Council Corporate Plan	The latest Corporate Plan covers the period 1 April 2005 to 31 March 2008. It outlines the City Council's priorities for these three years and identifies how the Council will contribute to delivering the aspirations for the city as set out in the 'Vision for Leeds 2004 to 2020'.	Leeds City Council	Performance & Improvement Team Chief Executive's Department Leeds City Council Civic Hall Leeds LS1 1UR  Tel: 0113 22 43462
City Growth Strategy for Leeds	Aims to improve business performance through establishing additional and better links between business in and across business clusters. The aim will be to develop and enhance these links within the Leeds City Growth area and the Northern City Growth Areas of Manchester, Liverpool and Leeds.	City Growth Leeds	City Growth Leeds The Leonardo Building 2 Rossington Street Leeds LS2 8HD  Tel: 0113 247 4655
Community Safety Strategy for Leeds 2005-2008 (To be launched in June 2005)	Sets out what the Community Safety Partnership is doing to tackle crime and the fear of crime. It includes information on community safety targets for Leeds.	Community Safety Partnership	Leeds Community Safety PO Box 612 Leeds LS2 7WH  Tel: 0113 395 0821

<b>Document Name</b>	<b>Brief description of purpose</b>	<b>Lead Agency</b>	<b>Contacts</b>
Compact for Leeds	An agreement between Leeds City Council and the voluntary and community sector in Leeds. The agreement sets out and clarifies the respective responsibilities and expectations of the voluntary and community sector, Leeds City Council and the Leeds Initiative.	Leeds VOICE	Leeds VOICE Suite 56 Concourse House 432 Dewsbury Road Leeds LS11 7DF  Tel: 0113 277 2227
Connexions Action Plan	A plan, which sets out how Connexions West Yorkshire will work with young people (aged 13-19) to support them to access appropriate employment, education or training.	Connexions Leeds	Connexions West Yorkshire Park View House Woodvale Office Park Woodvale Road Brighouse West Yorkshire HD6 4AB  Tel: 01484 727 500
Cultural Strategy for Leeds	The Cultural Strategy embraces a wide range of issues, from widening peoples' access to cultural resources, to making Leeds a great cultural city. It has six supporting strategies going into fuller detail: arts & heritage sectors; sport; libraries; tourism; play; and for parks & countryside.	Cultural Partnership for Leeds	Cultural Partnership for Leeds  Tel: 0113 224 3837

<b>Document Name</b>	<b>Brief description of purpose</b>	<b>Lead Agency</b>	<b>Contacts</b>
Drug Reduction Publications	The Leeds Drug Action Team (DAT) has produced a range of strategies and plans to set out how it will work to protect communities from drug-related crime and disorder.	Leeds Drug Action Team	Leeds Drug Action Team Leeds Community Safety 2nd Floor Leeming House Vicar Lane Leeds LS2 7JF  Tel: 0113 395 0839
Economic Development Strategy	Economic strategy for the city of Leeds, which sets out commitments to sustainable development and economic progress that meets the needs of all Leeds citizens and businesses.	The Leeds Economy Partnership	Leeds Development Agency The Leonardo Building 2 Rossington Street Leeds LS2 8HD  Tel: 0113 247 4462
Education Development Plan (EDP)	The EDP is the strategic plan which brings together all the priorities, objectives and activity areas funded and managed by Education Leeds to support school improvement and raise pupil attainment. The current EDP is for 2003-2007 with an activity programme being produced annually.	Education Leeds	Education Leeds 10th Floor West 110 Merrion Centre Leeds LS2 8DT  Tel : 0113 247 5590
Health & Well-being Framework for Leeds	A framework for action to deliver the health and well-being theme of the Vision for Leeds 2004 to 2020.	Healthy Leeds Partnership	Healthy Leeds c/o Leeds Initiative 40 Great George Street Leeds LS1 3DL  Tel: 0113 2243057

<b>Document Name</b>	<b>Brief description of purpose</b>	<b>Lead Agency</b>	<b>Contacts</b>
Housing Strategy for Leeds	Sets out how the Leeds Housing Partnership will work with others in Leeds to ensure the provision of Decent Homes and Decent Neighbourhoods.	Leeds Housing Partnership	Leeds Housing Partnership Unit R Westminster Buildings 31 New York Street Leeds LS2 7DT Tel: 0113 2450254
Job Centre Plus Annual Business Plan	Jobcentre Plus is an executive agency of the Department for Work and Pensions (DWP). Created in June 2001, DWP's aim is to "promote opportunity and independence for all." Job Centre Plus publishes an annual Business Plan, which sets out its plans to provide work for those who can and support for those who can't.	Job Centre Plus Leeds	Job Centre Plus Leeds District Office Dyson's Chambers 12-14 Briggate Leeds LS1 6EP Tel: 0113 215 5000
Learning Strategy for Leeds	Sets out the key issues, which need to be tackled to ensure that learning provision meets the needs of learners and the economy.	Leeds Learning Partnership	Leeds Learning Partnership 1 Eastgate Leeds LS2 7LY  Tel: 0113 2475587
Local Development Framework	Local Development Frameworks will form 'spatial expressions' of community strategies, such as the Vision for Leeds II. The Core Strategy will provide overarching planning principles and spatial direction for the city over the next 10-20 years	Leeds City Council	Planning & Economic Policy Development Department The Leonardo Building 2 Rossington Street Leeds LS2 8HD  Tel: 24 74539

<b>Document Name</b>	<b>Brief description of purpose</b>	<b>Lead Agency</b>	<b>Contacts</b>
Leeds Neighbourhood Renewal Strategy	Sets out how local people, public agencies and private businesses will work together to narrow the gap between the most disadvantaged neighbourhoods of Leeds and the rest of the city	Leeds Initiative	Leeds Initiative 40 Great George Street Leeds LS1 3DL  Tel: 0113 247 8989
Primary Care Trusts Business Plans	There are 5 Primary Care Trusts (PCTs) in Leeds, each of which publishes an annual Business Plan, which sets out what each PCT is doing to improve the health of the population in Leeds, including commissioning and providing health services.	Primary Care Trusts (PCTs) in Leeds	Directorate of Public Health East Leeds Primary Care Trust (information for all 5 trusts) Oaktree House 408 Oakwood Lane Leeds LS8 3LB  Tel: 0113 305 9623
Renaissance Leeds	The Renaissance Leeds Partnership was established in 2005 to promote the implementation of an Urban Renaissance Programme for Leeds. The Partnership is a collaboration between Leeds City Council, Yorkshire Forward, and English Partnerships under the umbrella of the Leeds Initiative. A Business Plan for the Renaissance Leeds Partnership was approved in 2005 which sets out a range of principles and proposals to guide the physical development of the city of Leeds.	Renaissance Leeds Partnership	Major Developments Development Department Leonardo Building 2 Rossington Street Leeds LS2 8HD  Tel: 0113 24 77861

<b>Document Name</b>	<b>Brief description of purpose</b>	<b>Lead Agency</b>	<b>Contacts</b>
State of the Environment Report for Leeds	A report on the current state of the environment in Leeds. Its purpose is to inform and be of practical help to all those who have responsibility for environment-related activity in Leeds, for businesses and communities.	Leeds Environment City Partnership	Environment City Team Sustainable Development Unit Leonardo Building 2 Rossington Street Leeds LS2 8HD  Tel: 0113 2474836
Transport Strategies	There are 3 strategies for Leeds concerned with providing safe, sustainable and effective transport - meeting people's need to get about while affecting the environment as little as possible: - Leeds Transport Strategy - Leeds Transport Plan - Integrated Local Transport for Leeds	Leeds Integrated Transport Partnership	Leeds Integrated Transport Partnership c/o Leeds Initiative 40 Great George Street Leeds LS1 3DL  Tel: 0113 247 8931
'Vision for Leeds 2004 to 2020' – often referred to locally as 'Vision II for Leeds'	This is the Leeds' 'Community Strategy'- it sets out a 15-year vision for the city. The document builds on the first Vision for Leeds published in 1999. There are a number of Leeds-wide thematic Action Plans and Frameworks, which have been developed to support the achievement of Vision II.	Leeds Initiative	Leeds Initiative 40 Great George Street Leeds LS1 3DL  Tel: 0113 247 8989

<b>Acronym</b>	<b>Meaning</b>	<b>Acronym</b>	<b>Meaning</b>
ALMO	Arms Length Management Organisation	LPSA	Local Public Service Agreement
AVL	Aire Valley Leeds	LSP	Local Strategic Partnership
BME	Black and Minority Ethnic	LTP	Leeds Transport Plan
BSF	Building Schools for the Future	NEET	Not In Education, Employment or Training
CAB	Citizens Advice Bureau	NHS	National Health Service
CHD	Coronary Heart Disease	NR	Neighbourhood Renewal
CL	Celebrate Leeds	NRF	Neighbourhood Renewal Fund
CSCI	Commission for Social Care Inspection	NRU	Neighbourhood Renewal Unit
DAT	Drug Action Team	NSF	National Service Framework
DfES	Department for Education and Skills	NTG	Narrowing the Gap
DWP	Department of Work and Pensions	Ofsted	Office for Standards in Education
EASEL	East and South East Leeds	ONS	Office for National Statistics
EDP	Education Development Plan	PCT	Primary Care Trust
GCSE	General Certificate of Secondary Education	PFI	Private Finance Initiative
IB	Incapacity Benefit	PMF	Performance Management Framework
ICT	Information and Communication Technology	PPFI	Public Private Finance Initiative
IoD	Indices of Deprivation	PSA	Public Service Agreements
IT	Information Technology	RES	Regional Economic Strategy
JC+	Job Centre Plus	RSL	Registered Social Landlord
LAA	Local Area Agreement	SOA	Super Output Area
LCC	Leeds City Council	SPB	Strategic Partnering Board
LEGI	Local Enterprise Grant Initiative	SRB	Single Regeneration Budget
LIFT	Local Improvement Finance Trust	SSDP	Strategic Service Development Plan
LNRS	Leeds Neighbourhood Renewal Strategy		

<b>Arms-Length Management Organisations (ALMOs)</b>	Arms Length Management Organisations (ALMOs) are a new kind of housing management structure set up to manage council-owned properties separately from Local Authority control. In an ALMO, the council still owns the stock but day-to-day management switches to an 'arms length' company run by a board.
<b>'Building Schools for the Future' (BSF) programme</b>	BSF is a strategic approach to capital investment in school buildings, which aims to rebuild or renew every secondary school in England over a 10-15 year period. Under the BSF programme, every secondary school will be rebuilt, remodeled or upgraded to provide flexible, inclusive, attractive learning environments.
<b>Children's Centres</b>	Children's Centres provide early education integrated with health and family support services and childcare. They are centres where Primary Care Trusts, local authorities, Jobcentre Plus, education and childcare providers, social services, community and voluntary agencies all work together to deliver services to children and their families.
<b>'Choosing Health'</b>	The White Paper 'Choosing Health' sets out the key principles for supporting the public to make healthier and more informed choices with regard to their health. It sets out how the health service is being reformed to educate people about their health, helps them make the right choices and focus on the promotion of good health.
<b>Community Participation</b>	Community Participation can be divided broadly into two aspects, community involvement and community engagement. These are sometimes used interchangeably: <u>community involvement</u> means 'people's involvement in community activity and organisations, and in co-operating with public services'; <u>community engagement</u> means the 'fostering of a cooperative relationship between public agencies and the whole of a local population and its independent organisations'. Involvement and engagement are therefore complementary.
<b>Community Strategy</b>	The plan, which all local authorities are required to prepare for improving the economic, environmental and social well-being of local areas and by which the councils are expected to co-ordinate the actions of the public, private voluntary and community organisations that operate locally.

<b>Compact for Leeds</b>	An agreement between Leeds City Council and the voluntary and community sector in Leeds. The agreement sets out and clarifies the responsibilities and expectations between the voluntary and community sector, Leeds City Council and the Leeds Initiative (see below).
<b>Comprehensive Performance Assessment</b>	This is the annual performance assessment of all local authorities undertaken by the Audit Commission.
<b>District Partnership</b>	Five District Partnerships have been established in Leeds to translate the aims of the Vision II Community Strategy into action in the Districts. Their aim is to narrow the gap between disadvantaged communities and the rest of the neighbourhoods within their District. They will improve and co-ordinate the delivery of public services and community involvement. Their membership will consist of representatives from among the following: Leeds City Council; Primary Care Trusts; Police; Arms-Length Management Organisations (ALMOs); Tenants' groups; Schools/Education Leeds; Voluntary and community sector; Business; Town and Parish Councils; Area Committees.
<b>Environmental crime</b>	This refers to criminal offences of dropping litter including cigarette butts, drawing graffiti, putting up illegal fly-posting, and making too much noise.
<b>Every Child Matters</b>	' <u>Every Child Matters: Change for Children</u> ' is a national document, published in December 2004, which sets out a national framework of 150 local authority-led programmes to improve services for children, young people and families. The <u>Children Act 2004</u> provides the legal framework for this programme of reform.
<b>Extended Schools agenda</b>	An initiative aimed at getting more use of school facilities by, for example allowing community use out of school hours.
<b>Floor Targets</b>	To focus more specifically on the most deprived areas, Government Departments have minimum targets to meet, which set out minimum levels of service and means that Departments will be judged on the improvements made in the most deprived areas, not just on average improvements achieved across the country. To meet these targets, Departments must ensure that their funding and programmes focus on deprived areas in order to narrow the gap between the quality of life in those areas and the rest of the country.

<b>Fuel poverty</b>	Under the commonly applied definition, a fuel poor household is one which needs to spend more than 10% of its income on fuel for all uses (heating, hot water, cooking, lighting and electrical appliances). Many of those suffering the worst fuel poverty are older adults. For households in severe fuel poverty, at least £1 of every £5 of income would need to be spent to ensure adequate warmth. As this is difficult on a low income, the consequence is the hardship of cold damp living conditions.
<b>GCSEs</b>	General Certificate of Secondary Education – the qualification most commonly taken by pupils during their final year at secondary school at age 16. GCSEs are also sometimes referred to as Key Stage 4 (see below for further information).
<b>Golden Triangle</b>	The Golden Triangle Partnership is a partnership between the regions of North and West Yorkshire. It brings together housing and planning professionals. The Golden Triangle covers North Leeds, Harrogate and York. All three areas exhibit similar market conditions, with escalating house prices and escalating housing need for those on low and intermediate incomes. The aim of the Partnership is to adopt a common approach to providing affordable housing on key sites in the Golden Triangle area. The Partnership wants to develop partnering arrangements with lenders, review under-occupancy and pilot incentives for first time buyers, BME households and workers key to the local economy.
<b>Healthy Schools</b>	The Healthy Schools Initiative was launched by the Department of Health and Department for Education and Skills (DfES) in 1998. The aim of the Healthy Schools Initiative is to ensure that schools use all the resources at their disposal to improve the health and well-being of children and staff and to tackle the inequalities in health which are marked in early childhood, such as accidents and asthma, which affect children's ability to learn.
<b>Indices of Deprivation (IoD)</b>	The Indices of Deprivation (IoD) 2004 is a national tool for measuring deprivation by establishing the average quality of life in each area of the country. Information from the IoD is presented at 'Super Output Level' (SOA) - see Super Output Areas. The IoD ranks each SOA against ten measures: multiple deprivation; employment; health deprivation and disability; education, skills and training; barriers to housing and servicing; living environments; crime; income; income deprivation affecting children; income deprivation affecting older people. A rank of 1 indicates the most deprived SOA in the country for that measure and rank 32, 482 indicates the least deprived. For further information see <a href="http://www.neighbourhood.gov.uk">www.neighbourhood.gov.uk</a> .
<b>Key Stage (KS)</b>	The National Curriculum (ages 5- 16) was introduced in 1988 under the Education Reform Act. The National Curriculum consists of 4 programmes of study; Key stage 1 (5-7 year old children); Key Stage 2 (7-11 year old children); Key Stage 3 (11-14 year old pupils); and Key Stage 4 (15-16 year old pupils).

<b>Leeds Ahead</b>	The Leeds Ahead initiative brokers business involvement in a range of regeneration activity across four key themes: education, employment, the environment and the community. The scheme is strategically aligned to the 'narrowing the gap' agenda of the Vision for Leeds. It is currently targeted at deprived communities in Harehills, Gipton, Chapeltown, Beeston Hill and Holbeck. Leeds Ahead has been devised by the Leeds Business Broker (currently co-hosted by Business in the Community and Leeds Initiative) in partnership with Leeds City Council, Education Leeds, JobCentre Plus, Groundwork Trust and with the active support of the West Yorkshire Employers' Coalition and Leeds Chamber of Commerce.
<b>Leeds Initiative</b>	The Leeds Initiative is the city's Local Strategic Partnership. Founded in 1990 and led by Leeds City Council, it brings together the public, private, community and voluntary sectors in Leeds and sets out a long-term plan for the ongoing economic, cultural, technological and environmental development of the city. For more information see <a href="http://www.leedsinitiative.org">www.leedsinitiative.org</a>
<b>LIFT</b>	LIFT stands for 'Local Improvement Finance Trust', a national NHS investment programme to deliver investment in the primary care infrastructure - new GP surgeries, clinics and local health centres.
<b>Local Area Agreements (LAA)</b>	LAAs are a national requirement and refer to agreements struck between Government, the local authority and its major delivery partners in an area (working through the Local Strategic Partnerships). LAAs are intended to simplify the number of additional funding streams from central government going into an area, help to join up public services more effectively and allow greater flexibility for local solutions to meet local circumstances.
<b>Local Public Service Agreement (LPSA)</b>	This is an agreement between a Local Authority, such as (Leeds City Council) and the Government.
<b>Local Strategic Partnerships (LSPs)</b>	Local Strategic Partnerships (LSPs) are umbrella partnerships, which exist at a Local Authority level and which draw together all the key agencies – from the public, voluntary, community and private sectors – to work together to assess local needs and influence local services to meet those needs.
<b>Mainstream Services</b>	Core services – such as health care and policing - delivered by public services and agencies.

<b>Neighbourhood Management</b>	Neighbourhood Management has been developed as a process that can help deliver improvements in deprived areas, by joining up local services and making them more responsive to local needs. To test out the potential of neighbourhood management, the Government (through its national Neighbourhood Renewal Unit) has established Neighbourhood Management Pathfinders in 35 deprived areas. In addition, many Local Strategic Partnerships (LSPs) and local authorities are also trying out different neighbourhood management approaches and there are now over 200 initiatives operating in England, funded from different sources. For more information see <a href="http://www.neighbourhood.gov.uk">www.neighbourhood.gov.uk</a>
<b>Neighbourhood Renewal</b>	Neighbourhood Renewal is about public services and agencies increasing their effectiveness and improving the quality and impact of the services they provide to deprived communities. It also involves public services and agencies working more closely with their users. The Government has produced a strategy (see below) and put in place a range of Neighbourhood Renewal programmes and initiatives to help service providers and communities to work together to improve deprived neighbourhoods. For more information see <a href="http://www.neighbourhood.gov.uk">www.neighbourhood.gov.uk</a>
<b>Neighbourhood Renewal Strategy</b>	A national strategy, which focuses on improving the quality of life for people living in deprived areas. This means delivering lower unemployment, less crime, improved health, increased skills and better housing and physical environment. The aim is to narrow the gap in these areas between the most deprived neighbourhoods and the rest of the country, so that within 10 to 20 years no-one should be seriously disadvantaged by where they live. For more information see <a href="http://www.neighbourhood.gov.uk">www.neighbourhood.gov.uk</a>
<b>Neighbourhood Renewal Funding</b>	Extra funding from the Government for the 88 poorest local authority districts in order to provide public services and communities with extra resources to tackle deprivation.
<b>Neighbourhood Renewal Unit (NRU)</b>	The NRU is part of the <a href="#">Office of the Deputy Prime Minister (ODPM)</a> and works with regional government offices to oversee and support local strategic partnerships in the 88 most deprived districts in England. For more information see <a href="http://www.neighbourhood.gov.uk">www.neighbourhood.gov.uk</a>
<b>NOMAD</b>	NOMAD stands for 'Neighbourhood Orientated Model of Area Demand'. NOMAD combines the analysis of a range of housing and social indicators to draw conclusions about the overall 'health' of neighbourhoods.
<b>One Stop Service</b>	An approach to customer services, which aims to deal with the different needs of a customer at the first point of contact by bringing together a range of different services.
<b>Outputs and Outcomes</b>	Outputs measure what was directly produced by an action, such as additional training places or more houses. Outcomes measure the longer-term changes in an area that were brought about by the action.

<b>'Partnership' Actions</b>	Actions, which are additional to the work of individual public service providers/agencies and which need providers/agencies to work together to improve the quality of life for residents. Such 'partnership actions' are important as by collaborating partners will be able to tackle the complex problems faced by deprived areas and secure lasting improvements for all residents.
<b>Primary Care Trusts</b>	Primary Care is the care people normally receive when they first have a health problem. It might be a visit to a doctor or dentist, an optician for an eye test, or just a trip to a pharmacist to buy cough mixture. NHS Walk-in Centres and the phone line service NHS Direct, are also part of primary care. All of these services are managed by local Primary Care Trusts (PCTs).
<b>Private Finance Initiative</b>	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.
<b>PSA 1 – National Crime Target</b>	PSA1 crime is a group of measures of crime comprising: Domestic burglary (including attempts) / Theft from a motor vehicle (including attempts)/ Theft or unauthorised taking of a motor vehicle (including attempts) / Vehicle interference / Theft or unauthorised taking of a cycle / Theft from person / Criminal damage / Common assault including assault on a Constable / Woundings (serious and other) and Robbery of personal property.
<b>Renaissance Leeds</b>	The Renaissance Leeds Partnership was established in 2005 to promote the implementation of an Urban Renaissance Programme for Leeds. The Partnership is a collaboration between Leeds City Council, Yorkshire Forward and English Partnerships, under the umbrella of the Leeds Initiative. A Business Plan for the Renaissance Leeds Partnership was approved in 2005 which sets out a range of principles and proposals to guide the physical development of the city of Leeds.
<b>Social Enterprise</b>	Businesses, which operate in the social, not-for profit sector. They aim to seek new and innovative solutions to social problems.
<b>Super Output Areas</b>	This is a new way of dividing up the country, which has been designed by the Office for National Statistics (ONS) as a basis for analysing small area data. SOAs each have a population of between 1000 and 2000 people (approximately 400 households). There are 32, 482 SOAs in the country as a whole and 476 in Leeds.
<b>Sure Start</b>	A government policy aimed at ensuring that every child gets a good start to life, for example, by having access to nursery education.

---

<b>Single Regeneration Budget (SRB)</b>	The Single Regeneration Budget was a main source of support for local area regeneration in England over the period 1995-2001. The first round began in 1995/6 and the sixth and final round was announced in 2000/2001. Central to SRB was the emphasis on a partnership-led approach to regeneration, whereby interested parties come together at the local level to devise a regeneration scheme and to bid to the Government for funds.
<b>Street scene</b>	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.
<b>Vision II</b>	This is the Leeds' 'Community Strategy'- it sets out a 15-year vision for the city. The document builds on the first Vision for Leeds published in 1999. There are a number of Leeds-wide thematic Action Plans and Frameworks, which have been developed to support the achievement of Vision II. For more information see <a href="http://www.leedsinitiative.org">www.leedsinitiative.org</a>
<b>Leeds VOICE</b>	Leeds Voice is the key umbrella representative organisation for the voluntary, community and faith sector in Leeds, and is a Leeds Initiative partner. Leeds Voice facilitates the Community Empowerment Network for Leeds.

There is already much good work and commitment to community engagement in the Districts and a key task for the North East District Partnership is to build on this by developing a strategic District-wide approach to community engagement that will complement the City-wide framework being developed and to ensure that any actions required to continue that approach are included in future versions of this plan.

The guiding principles for the city-wide framework as follows:

**Valuing Communities**

- Everyone has the right to feel they have an investment in and can influence and take an active role in their community;
- The circumstances for individuals and communities varies greatly, people need the chance to participate in ways that suit them (and this may change over time as their circumstances alter);
- People's roles as volunteers, as committee members, as participants at forums are valued.

**Good Communication**

- People have the right to information about opportunities to get involved, or to find out about decisions that have been made that affect them, or to know what decisions people are making on their behalf.

**Capacity Building - effective community engagement is dependent upon:**

- Building capacity within communities;
- Infrastructure to facilitate engagement;
- Capacity, skills and systems in the Partnership.

**Mainstreaming Engagement**

- Engagement should be embedded into strategic and service planning;
- It is recognised that community engagement will lead to some changes in the decisions that are made, the way that things are done and the services that are delivered.

**Commitment and Honesty**

- 
- Achieving the outcomes set out in this framework are dependent upon commitment at all levels within the Partnership to Community Engagement;
  - There needs to be honesty and clarity within the Partnership and with communities about exactly what are the opportunities to influence or get involved.

### **Inclusion and Valuing Diversity**

- The diversity of the communities of Leeds contributes to a thriving economy and rich culture. Some communities however face barriers to participation and a range of community engagement approaches and mechanisms are needed to make sure that everyone has the opportunity to get involved in ways that are appropriate to them.

### **Appropriateness**

- One size does not fit all – the approach, the methods used to engage communities need to be appropriate to the area, the community, the issue and the timescales;
- Adequate resourcing - community engagement requires resources. The resource implications, in kind and in cash should be recognised and built in to any engagement process;
- Capacity building and infrastructure in communities needs to be resourced, in cash or in kind;
- Community costs need to be reimbursed, while ensuring that limited resources do not then restrict involvement activity.

### **Monitoring, Evaluation and Quality**

- Community engagement should be monitored and evaluated to ensure that it is delivering on the outcomes described in the city-wide framework, that it is best practice and that it is fit for purpose.

The South Leeds District Partnership can be contacted via the Area Manager as follows:

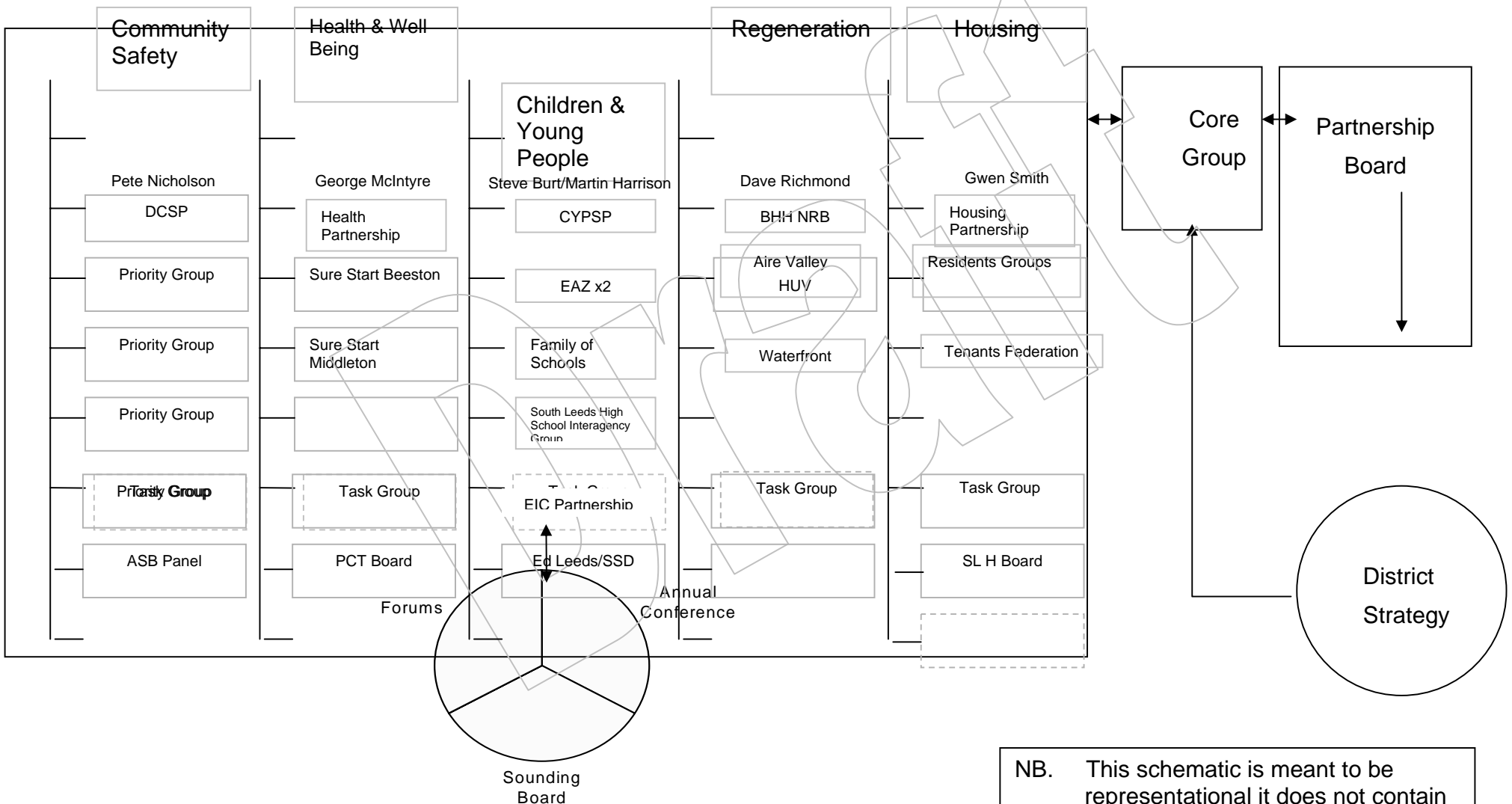
**Dave Richmond**

South Leeds Area Manager  
Dewsbury Road One Stop Centre  
190 Dewsbury Road  
Leeds  
LS11 6PF  
(0113) 24 75536

email: [dave.richmond@leeds.gov.uk](mailto:dave.richmond@leeds.gov.uk)

Further information on the South Leeds Area Management Team and the South Leeds District Partnership can be found on the Leeds Initiative website at:

**Annex H - District Partnership Structure – South Leeds**



**NB.** This schematic is meant to be representational it does not contain all the groups or partnership which can influence or be a part of the District Partnership