



SCRUTINY BOARD (CITY DEVELOPMENT)

Meeting to be held in Civic Hall on
Tuesday, 22nd January, 2008 at 10.00 am

A pre-meeting will take place for ALL Members of the Board
in a Committee Room at 9.30 am

MEMBERSHIP

Councillors

R Pryke (Chair)	-	Burmantofts and Richmond Hill
G Driver	-	Middleton Park
J Dunn	-	Ardsley and Robin Hood
P Ewens	-	Hyde Park and Woodhouse
J Harper	-	Armley
M Lobley	-	Roundhay
J Monaghan	-	Headingley
R Procter	-	Harewood
B Selby	-	Killingbeck and Seacroft
A Shelbrooke	-	Harewood
N Taggart	-	Bramley and Stanningley

Please note: Certain or all items on this agenda may be recorded on tape

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded).</p>	
2			<p>EXCLUSION OF THE PUBLIC</p> <p>To identify items where resolutions may be moved to exclude the public.</p>	
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstance shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE</p>	
6			<p>MINUTES OF LAST MEETING</p> <p>To receive and approve the minutes of the last meeting held on 18th December 2007.</p>	1 - 6
7			<p>EXECUTIVE BOARD MINUTES</p> <p>To receive the Executive Board minutes of the meeting held on 19th December 2007.</p>	7 - 14

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p>OVERVIEW AND SCRUTINY MINUTES</p> <p>To note the minutes of the Overview and Scrutiny Committee meeting held on 11th December 2007.</p>	15 - 18
9			<p>INQUIRY TO REVIEW CONSULTATION PROCESSES - SESSION 1</p> <p>To consider a report from the Head of Scrutiny and Member Development on the first Session of the Inquiry into Consultation Processes.</p>	19 - 50
10			<p>HIGHWAY SERVICES</p> <p>To consider a report from the Head of Scrutiny and Member Development introducing the newly appointed Chief Highways Officer.</p>	51 - 52
11			<p>PERFORMANCE ON PLANNING APPEALS (BV204)</p> <p>To consider a report from the Chief Planning Officer analysing performance on planning appeals against the BV204 performance indicator.</p>	53 - 72
12			<p>REVIEW OF THE CONSERVATION TEAM</p> <p>To consider a report of the Chief Strategy and Policy Officer outlining the work and priorities of the Conservation Team.</p>	73 - 76
13			<p>LEEDS STRATEGIC PLAN AND COUNCIL BUSINESS PLAN: OUTCOMES AND PRIORITIES</p> <p>To consider a report of the Assistant Chief Executive (Planning, Policy and Improvement) setting out the initial proposals for the Local Strategic Partnership, alongside the processes already undertaken for the development of these plans and clarifying the next stages for the full development of both the Leeds Strategic Plan and Council Business Plan in line with statutory and constitutional requirements.</p>	77 - 120

Item No	Ward/Equal Opportunities	Item Not Open		Page No
14			<p>WORK PROGRAMME</p> <p>To consider the attached report of the Head of Scrutiny and Member Development regarding the Board's work programme, together with a copy of the Forward Plan of Key Decisions pertaining to this Board's Terms of Reference for the period 1st January to 30th April 2008.</p>	121 - 134
15			<p>DATE AND TIME OF NEXT MEETING</p> <p>To note that the next meeting of the Board will be held on 19th February 2008 at 10.00am with a pre-meeting for Board Members at 9.30am.</p>	

Agenda Item 6

SCRUTINY BOARD (CITY DEVELOPMENT)

TUESDAY, 18TH DECEMBER, 2007

PRESENT: Councillor R Pryke in the Chair

Councillors P Ewens, M Loble,
J Monaghan and B Selby

APOLOGIES: Councillors G Driver, J Dunn, J Harper,
R Procter, A Shelbrooke and N Taggart

57 **Declarations of Interest**

No declarations of interest were made.

58 **Minutes - 20th November 2007**

RESOLVED – That the minutes of the meeting held on 20th November 2007 be confirmed as a correct record.

59 **Minutes - Executive Board - 14th November 2007**

RESOLVED – That the minutes of the Executive Board meeting held on 14th November 2007 be received and noted.

60 **Members' Questions**

The Leader of the Council, Councillor Andrew Carter, whose Executive portfolio covered Development and Regeneration, and Jean Dent, Director of City Development, attended the meeting to respond to Members' questions on matters within the remit of the Board, advance notice of some, but not all, questions having been supplied by Board Members and notified to the Leader and Jean Dent.

In brief summary, the questions asked related to the following broad areas:-

- **The general direction of the enlarged Department, which now also incorporated matters previously the provenance of the former City Services Department?**

It was stated that from a strategic planning and co-ordination of plans and services point of view, the merger made sense. City Development was not just about the planning service and the bricks and mortar which made up buildings, but also about recreation, leisure and culture, parks, transport and highway infrastructure issues – developing a holistic approach to City Development. It was equally important to get the right Chief Officers in position to implement the overall vision of Leeds as a world-class City and City-Region. A new Chief Highway

Services Officer had just been appointed, and a replacement for Denise Preston as Chief Recreation Officer was also being sought;

- **The degree of co-operation between the Council and its partner agencies, such as METRO, Yorkshire Forward and the Health Authority?** Reference was made to the healthy levels of consultation and co-operation between the Council and its partners, including also the Leeds Initiative and the Chamber of Commerce and Industry. The discussion encompassed areas such as recent developments in the health field, including issues with the development of facilities at St James' Hospital site, the future of the LGI, dialysis services in Leeds, ward closures at Wharfedale Hospital and health services in the West of the City;
- The Council's relationship with **First Bus** post the demise of the Supertram scheme, capacity and other problems with current rail companies, parking and access difficulties associated with Leeds Central Rail Station and strategic planning for a replacement integrated public transport system;
- The success of the current **Town and District Centre Regeneration Scheme**, and the prospect of it continuing in terms of smaller shopping centres in need of redevelopment;
- Progress on **Leeds as a City-Region** initiative, and the current emphasis on developing an integrated public transport system fit for the 21st century;
- The importance of a thriving **Leeds Market and Corn Exchange** to the overall appeal and success of the City, and as a means of encouraging relatively low-cost starter businesses for individual entrepreneurs, and the eventual possible re-development of the Market;
- **Gershon** savings required year on year by each Department, and how these targets were met by the City Development Department – a mixture of cost savings and increased income. The Chair requested a more detailed report back to the Board early next year;
- The **Strategic Planning Review** currently under way, and what this meant in terms of improved access to information for Members and the public, the training of both Plans Panel and non-Plans Panel Members, increased staff resources to improve the service and the practice of certain Area Committees of funding Local Planning Officer posts.

RESOLVED - That the Leader of the Council and the Director of City Development be thanked for attending the meeting and the manner in which they had responded to Members' queries and comments.

61 City Centre Area Action Plan - Preferred Options Consultation Responses

The Director of City Development submitted a report summarising the scale and nature of responses received during the formal public consultation stage on the City Centre Area Action Plan Preferred Options.

Robin Coghlan, City Development Department, attended the meeting, and responded to Members' queries and comments. In brief summary the main issues discussed were:-

- The need to take into account the development of a '**City Centre Vision**', which initiative emerged midway through the above formal consultation process. This might necessitate a repeat of the consultation process on the CCAAP Preferred Options if the 'Vision' exercise identified any major or significant departures from the CCAAP proposals;
- The **boundaries** of what was regarded as the 'City Centre', and whether or not it was possible to try to 'stretch' these boundaries.

RESOLVED – That the report be noted.

62 City Centre - Housing Mix, Vacancy Rates and Infrastructure

The Director of City Development submitted a report outlining some of the trends affecting the demand for and supply of flats and houses in the City Centre, vacancy levels and the availability of infrastructure to support a mixed population in the City Centre.

Robin Coghlan, City Development Department, attended the meeting and responded to Members' queries and comments. In brief summary, the main issues discussed were:-

- The case for the **infrastructure needs** of the City Centre to be evidence-based, and the mixed views being aired regarding whether the existing infrastructure catered for the needs of residents, both now and in the future? The two prevailing schools of thought seemed to be, let market forces dictate the type of City Centre population and facilities that you need, or try to plan now for more sustainable, mixed communities in the future, which required the provision of school places, doctors, dentists etc;
- **Vacancy rates** in City Centre flats, based on the sources available to the officers, in Autumn 2006, were approximately 14% when second homes and company lets were taken into account. Vacancy rates were higher for recently completed schemes. There was some anecdotal evidence of need for 3 bed-flats, or of people buying two flats and converting them into one larger one. There was also some demand for so-called 'crash pads' – small flats best compared to bedsits. There

was also anecdotal evidence of reluctance on the part of older people, seeking to down-size, to move into the City Centre.

- Provision of green spaces for residents and children, and the need to avoid over-development.

RESOLVED – That the report be noted.

63 The Local Economic Impact of Students in Leeds

The Director of City Development submitted an interim report, outlining the work currently being undertaken in conjunction with the local universities to try to identify the economic impact of students, and the universities themselves, on the local economy. It was proposed to submit a more detailed report in the New Year, which hopefully would also cover other issues, such as the **ultimate destination of the graduates**, and approximately how many stayed in Leeds post-graduation.

Chris Tebbutt, City Development Department, attended the meeting and responded to Members' queries and comments.

The Chair requested that representatives from University Student Unions be invited to attend a future Board meeting to comment on the work being undertaken.

RESOLVED – That the report be noted, and a further report back be added to the Board's work programme.

64 Section 106 Planning Agreements and Section 278 Highways Agreements

The Chief Planning Officer submitted a report explaining the use of S.106 Planning Agreements and S.278 Highways Agreements, the current levels of funds available for S.106 works and some of the proposed commitments to be met from those funds.

Phil Crabtree, Chief Planning Officer, and Steve Butler and Mike Darwin, City Development Department, attended the meeting and responded to Members' queries and comments.

RESOLVED – That the report be noted.

(NB Councillor Monaghan left the meeting at 11.55 am at the conclusion of this item).

65 Traffic Congestion - Key Locations

The Director of City Development submitted a report highlighting the key locations on the local major commuter routes which suffered congestion

problems at peak times, and identifying in brief what, if anything, was planned to try to alleviate the situation.

Andrew Hall, Transport Strategy Manager, City Development Department, attended the meeting and responded to Members' queries on such issues as High Occupancy Vehicle Lanes, traffic signal sequencing, bus lanes, so – called 'Red Routes', split pedestrian crossings and possible improvements to the Inner Ring Road. Mr Hall undertook to supply a composite response to Members' comments and forward this to the Board's Principal Scrutiny Adviser, for distribution to all Board Members.

RESOLVED – That the report be noted, and an update report be submitted in the next municipal year.

(NB Councillor Ewens left the meeting at 12.22 pm at the conclusion of this item, thereby rendering the meeting inquorate).

66 Town and District Centre Regeneration Scheme

The Director of Environment and Neighbourhoods submitted a report updating the Board on the operation of and achievements of the Town and District Centre Regeneration Scheme since its inception in 2005.

Franklin Riley and Stephen Boyle, Environment and Neighbourhoods Department, attended the meeting and responded to Members' queries and comments. In brief summary, the main issues discussed were:-

- Reference was made to the earlier discussions with the Leader of the Council regarding the possibility of **extending the scheme in future** to smaller local shopping areas, for instance Street Lane and Moortown Corner. Officers indicated that the original list of possible areas for improvement, which had been pared down when priorities had been identified, included many of these smaller shopping centres, so some information was already held on such areas. If it was decided to extend the current scheme, then a review would be undertaken and Local Members would be consulted again;
- The consultation with and co-operation of local businesses, which often made financial contributions to improvement schemes, for example by updating shop frontages.

RESOLVED – That the report be noted

(NB Councillor Selby left the meeting at 12.30 pm, during the consideration of this item).

67 Performance Monitoring - BV165 - Percentage of Pedestrian Crossings with Facilities for Disabled People

The Director of City Development submitted a report updating Members on progress across the City in complying with the Government's local performance indicator BV165, the percentage of pedestrian crossings incorporating facilities for disabled people (eg dropped kerbs, tactile paving and audible and tactile signals). This followed an external audit carried out in July 2007.

RESOLVED – That the report be noted.

68 Work Programme

The Head of Scrutiny and Member Development submitted the Board's work programme, updated to take account of decisions taken at previous meetings, together with a relevant extract from the Forward Plan of key Decisions for the period 1st December 2007 to 31st March 2008.

RESOLVED – That subject to any changes necessary as a result of today's meeting, the Board's work programme be received and noted.

69 Date and Time of Next Meeting

Tuesday 22nd January 2008, at 10.00 am (Pre-meeting at 9.30 am).

EXECUTIVE BOARD

WEDNESDAY, 19TH DECEMBER, 2007

PRESENT: Councillor A Carter in the Chair

Councillors R Brett, J L Carter, R Finnigan,
S Golton, R Harker, P Harrand, J Procter,
S Smith, K Wakefield and J Blake

125 Chair's Opening Remarks

The Chair welcomed Councillor Golton to his first meeting of the Executive Board.

126 Exclusion of Public

RESOLVED – That the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the ground that it is likely, in the view of the nature of the business to be transacted or the nature of proceedings, that if members of the public were present there would be a disclosure to them of exempt information so designated as follows:

- (a) The appendix to the report referred to in minute 139 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the fact that it contains commercially sensitive information which, if disclosed, could be prejudicial to contract negotiations.

127 Declarations of Interest

Councillor Wakefield declared a personal interest in the item relating to the Children's Services Annual Performance Assessment and half year update on progress and performance (Minute 135) as a member of the Learning and Skills Council and as a Governor of Ashtree School and Brigshaw School.

Councillor Harker declared personal interests in the items relating to North and South Gipton Children's Centres (Minute 133), Leeds Building Schools for the Future (Minute 134) and the Children's Services Annual Performance Assessment and half year update on progress and performance (Minute 135) as a governor of Moortown Primary School and a member of the Children Leeds Partnership. He also declared personal interests in the items relating to the Leeds Local Development Framework Annual Monitoring Report 2007 (Minute 141) and the proposed changes to the Regional Spatial Strategy (Minute 142) as a Trustee of the Thackray Medical Museum which is sited on the edge of the proposed EASEL Area Action Plan.

Councillor Brett declared a personal interest in the item relating to the Annual Performance Report for Adult Social Care (Minute 136) as a member of Burmantofts Senior Action Management Committee.

Draft minutes to be approved at the meeting
to be held on Wednesday, 23rd January, 2008

Councillor Smith declared personal interests in the items relating to the Home Energy Conservation Act (Minute 130) and the Leeds Climate Change Strategy (Minute 145) as a member of Greenpeace.

Councillor Golton declared a personal interest in the item relating to Options for Building Council Houses (Minute 131) as a member of Aire Valley Homes.

Councillor Andrew Carter declared a personal interest in the item relating to Options for Building Council Houses (Minute 131) as a member of the ALMO Outer West Area Panel.

Councillor Harrand declared a personal interest in the item relating to the Annual Performance Report for Adult Social Care (Minute 136) as a governor of the Leeds Mental Health Trust and a member of Moor Allerton Elderly Care.

Councillor Blake declared personal interests in the items relating to Options for Building Council Houses (Minute 131) as a member of the Belle Isle North Estate Management Group; Children's Services Annual Performance Assessment and half year update on progress and performance (Minute 135) as a non executive director of Leeds North West Primary Care Trust. Councillor Blake also declared a personal interest in the item relating to the Annual Performance Report for Adult Social Care (Minute 136) as a member of Middleton Elderly Aid.

128 Minutes

RESOLVED – That the minutes of the meeting held on 14th November 2007 be approved as a correct record.

NEIGHBOURHOODS AND HOUSING

129 Queenswood Heights Tenant and Residents Association

The Director of Environment and Neighbourhoods submitted a report responding to the deputation from Queenswood Heights Residents Association to full council on 31st October 2007.

RESOLVED – That the report be noted.

130 Home Energy Conservation Act 11th Report

The Director of Environment and Neighbourhoods submitted a report presenting the 11th Progress Report as required under Section 2 of the Act.

RESOLVED – That the report be noted.

131 Options for Building Council Houses

The Director of Environment and Neighbourhoods submitted a report on options available to the Council for the building of homes.

RESOLVED –

- (a) That the Director of Environment and Neighbourhoods work with other officers as appropriate to bring forward the results of work on the following points to the March 2008 meeting of this Board:
- Explore Housing Corporation grant to two star ALMOs from 2008/9
 - Review the availability of land for housing development
 - Review Council contributions via the capital programme and capital receipts from Council owned land
 - Explore other public sector land in government ownership made available to the Council to support development initiatives
 - Lobby government to retain income streams to fund borrowing from rents on existing and new build
- (b) That an early report be submitted upon the identification of a suitable site for a small scale scheme

DEVELOPMENT AND REGENERATION

132 Deputation to Council - Local Residents concerned about Britannia Quarry

The Director of City Development submitted a report in response to the deputation made to Council on 29th October 2007 by local residents concerned about Britannia Quarry, Morley.

RESOLVED – That it be noted that the site will continue to be monitored on a similar frequency to other minerals and waste sites within Leeds and that where breaches of the planning permission are identified, enforcement action will be taken where it is considered by officers expedient to do so.

CHILDREN'S SERVICES

133 North and South Gipton Children's Centres

The Acting Chief Officer for Early Years and the Youth Service submitted reports on proposed new modular builds to create:

- (a) a new North Gipton Children's Centre on a site adjacent to Oakwood Primary School and,
- (b) a new South Gipton Children's Centre on a site adjacent to Wykebeck Primary School both schemes to be 100% funded by Children's Centre Capital Grant.

RESOLVED –

- (a) That approval be given for the transfer of £853,400 from the Phase 2 Children's Centre Parent Scheme and that authority be given to incur total expenditure in the same amount on construction of the North Gipton Children's Centre.
- (b) That approval be given for the transfer of £885,000 from the Phase 2 Children's Centre Parent Scheme and that authority be given to incur

total expenditure in the same amount on construction of the South Gipton Children's Centre.

134 Leeds Building Schools for the Future - Modification to scope of the Outline Business Case for Phases 2 and 3

The Director of Children's Services and the Chief Executive of Education Leeds submitted a joint report on the proposed removal of Intake High School from Phase 3 of the Leeds BSF project to enable further consideration of the options available for the school, including the possibility of it becoming an academy, and on a proposal that the school form a new Phase 4 to be subject to a separate business case when its status is confirmed

RESOLVED – That approval be given for the removal of Intake High school from the Outline Business Case for BSF Phases 2 and 3 and that this school will form part of a new Phase 4 once the status of the school, whether as an academy or a High School in Leeds, has been confirmed.

135 Children's Services Annual Performance Assessment and Half Year Update on Progress and Performance

The Director of Children's Services submitted a report providing an overview of half yearly performance against the Every Child Matters outcomes across key themes and areas within children's services, on a number of internal and external audit inspections conducted recently, including the latest Annual Performance Assessment providing a basis to consider progress against the Children and Young People's Plan priorities.

RESOLVED – That the report and the Annual Performance Assessment letter attached as appendix A be noted.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this decision)

ADULT HEALTH AND SOCIAL CARE

136 The Annual Performance Report for Adult Social Care

The Director of Adult Social Services submitted a report on the annual performance review report of the Commission for Social Care Inspection, providing a brief summary of the key points raised by the Commission, and areas identified by Inspectors where further improvements can be made which will form the basis of the adult social care services improvement plans for the coming year.

RESOLVED – That the report and the Performance Review Report from the Commission for Social Care Inspection attached as Appendix 1 be noted.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this decision)

CENTRAL AND CORPORATE

137 Developing the Financial Plan 2008 - 2013

The Director of Resources submitted a report on the financial position in the current year, the likely impact of the Comprehensive Spending Review 2007 and their impact on the methodology for the new Financial Plan. The report was intended to form the basis of the initial budget proposals for 2008/09.

RESOLVED – That the allocation of resources to services as outlined in the report be approved as the basis for the new Financial Plan and that the report be approved for consideration by the Overview and Scrutiny Committee.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this decision)

138 Provisional Local Government Finance Settlement 2008/09 to 2010/11

The Director of Resources submitted a report giving details of the provisional Local Government Revenue Support Grant Settlement for 2008/09, 2009/10 and 2010/11 which was announced by the Department of Communities and Local Government on 6th December 2007.

RESOLVED – That the report be noted and that representations be made to the Department on a cross party basis, expressing the Council's disappointment and concern.

DEVELOPMENT AND REGENERATION

139 Advertising on Lamp Posts

The Director of City Development submitted a report providing an update on the lamp post advertising city centre trial and its findings, providing an update on the existing lamp post advertising sites and seeking approval to award a contract for lamp post advertising across the city (excluding the defined City Centre area) for the period 2008-2023.

Following consideration of the appendix to the report designated as exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was:

RESOLVED –

- (a) That the intention to bring a further report to this Board in relation to City Centre advertising sites be noted.
- (b) That the basis of the contract procurement for the rest of the City be noted and approval given for the award of the contract for advertising on street lighting columns 2008-2023.

140 Development of Delivery Proposals for Leeds/Bradford Corridor

The Director of Environment and Neighbourhoods submitted a report on the developing collaboration between officers from Leeds and Bradford Councils, overseen by Senior Elected Members from both authorities and on the case for setting this collaboration on a more structured and long term basis.

Draft minutes to be approved at the meeting
to be held on Wednesday, 23rd January, 2008

RESOLVED –

- (a) That the progress made on the Leeds Bradford joint working to date be noted.
- (b) That the principle of joint working between Leeds and Bradford councils and the work programme project plan in Appendix A to the report be approved.
- (c) That a budget of £100,000 over two years from Leeds City Council to take forward the work programme be approved.

141 Leeds Local Development Framework- Annual Monitoring Report 2007

The Director of City Development submitted a report presenting the Annual Monitoring Report for the Leeds Local Development Framework prior to its submission to the Secretary of State.

RESOLVED – That approval be given to the Annual Monitoring Report for submission to the Secretary of State pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

142 Proposed Changes to the Regional Spatial Strategy - Leeds City Council representations

The Director of City Development submitted a report on the proposed City Council's detailed representations and formal response to the Regional Spatial Strategy "Proposed Changes".

RESOLVED – That the schedule of representations contained in Appendix 1 to the report be approved as the City Council's formal response to the Proposed Changes, in the preparation of the Yorkshire and Humber Plan (Regional Spatial Strategy).

143 Re-opening of Sweet Street Bridge.

The Director of City Development submitted a report on progress to date on re-opening Sweet Street Bridge and describing how this project is a key scheme for Holbeck Urban Village.

RESOLVED – That approval be given to the scheme design proposal and brief and to the scheme estimates and cash flows as presented and that scheme expenditure of £636,000 be authorised.

144 Proposed Chinese Gate of Friendship

The Head of International Relations submitted a report on a proposal that the Council accept the Gate of Friendship from Hangzhou, on the intention that it be erected on Quarry Hill as detailed in the report and at the associated costs.

RESOLVED –

- (a) That the Council accepts the Gate of Friendship from Hangzhou and that it be erected on Quarry Hill as detailed in the report.
- (b) That expenditure of £200,000 on the erection of the Gate, funded from Section 106 Public Realm Works within the City Centre, be authorised.

ENVIRONMENTAL SERVICES

145 Leeds Climate Change Strategy

The Director of City Development submitted a report outlining the key issues contained within the consultation draft of the Leeds Climate Change Strategy, how it had been developed, the implications and plans for consultation.

RESOLVED – That the approach taken be endorsed and that the consultation draft of the Leeds Climate Strategy be published for consultation in January 2008.

DATE OF PUBLICATION: 21ST December 2007
LAST DATE FOR CALL IN: 2ND January 2008 (5.00 pm)

(Scrutiny Support will notify Directors of any items called in by 12 noon on Thursday 3RD January 2008).

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OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY, 11TH DECEMBER, 2007

PRESENT: Councillor P Grahame in the Chair

Councillors S Bentley, B Gettings,
T Hanley, A McKenna, E Minkin and
R Pryke

58 Chair's Welcome

The Chair welcomed everybody to the December meeting of the Overview and Scrutiny Committee and thanked Tonia Bowden and Simon Turner of Primrose High School for allowing the meeting to be held at the school and helping with the arrangements. Primrose High School, as part of the Central Leeds Learning Federation, had been selected as the venue due to its good work with migrant children and their families, which was the focus of today's meeting.

Members of the Committee and Officers introduced themselves. Councillor Chapman was welcomed to the meeting. It was explained that Councillor Chapman would be taking the place of Councillor Golton on the Committee at future meetings and was attending today's meeting as an observer only until her appointment as Chair of Scrutiny Board (Health and Social Care) had been approved by Council.

59 Late Items

The Chair indicated that in accordance with her powers under Section 100B(4)(b) of the Local Government Act 1972, she had agreed to accept as a late item of urgent business the report on 'Responding to the Needs of Migrants and their Families', which had not been ready at the time of agenda despatch in order to supply Members with the most up to date information available.

60 Declaration of Interests

No declarations of Members' interests were made.

61 Apologies for Absence

Apologies for absence were submitted on behalf of Councillors Anderson and W Hyde.

62 Minutes - 6th November 2007

- (i) Minutes – 9th October 2007 (Minute No 51 refers) - (i) Leeds Strategic Plan 2008-2011 (Minute No 42 refers)

Minutes approved at the meeting
held on Tuesday, 8th January, 2008

The Committee agreed to amend this minute again, so that the penultimate bullet point referred to the role of Members not only as 'Community Champions' and 'Leaders of Change' but also that the Strategic Plan should make specific reference to the leadership role of Members in planning matters and the design and quality of the built environment.

(ii) Minutes – 9th October 2007 (Minute No 51 refers) - (iv) Group Offices (Minute No 40 refers)

Members were advised that when the information relating to the operating costs of the Group Offices was available, it would be circulated to Members.

(iii) Minutes – Executive Board, 17th October 2007 - The Mansion, Roundhay Park

Members were advised that this issue was in the process of being scrutinised by the Scrutiny Board (Culture and Leisure).

RESOLVED – That subject to (i) above, the minutes of the meeting held on 6th November 2007 be confirmed as a correct record.

63 Minutes - Executive Board - 14th November 2007

Minutes 107 – Tinshill Recreation Ground

In response to a query by Members, officers confirmed that there had been no call-in request on this issue and that the matter would therefore be considered by Scrutiny Board (City Development).

RESOLVED – That the minutes of the Executive Board meeting held on 14th November 2007 be received and noted.

64 Scrutiny Inquiry - Terms of Reference - Responding to the need of Migrants and their Families

The Head of Scrutiny and Member Development submitted a report attaching the terms of reference for the Inquiry into 'Responding to the Needs of Migrants and their Families'. The report also explained that a number of interested parties had been invited to this first session of the Inquiry to contribute to the discussion on this topic by way of an 'open forum'. The Committee would also be pleased to hear from any other contributors.

Various people addressed the Committee including Liz Talmadge, Head of the Primrose Federation, Primrose High School, Tonia Bowden, Headteacher, Primrose High School, Julian Gorton, Headteacher, Shakespeare Primary School, Jan Spencer, Inner East Primary Schools and Alison Mander, Assistant Head Teacher, Carr Manor High School.

The Committee was particularly pleased to hear the experiences of a sixth form student from City of Leeds High School.

Liz Talmadge talked to a paper she had prepared which highlighted a number of issues and particular challenges that schools were facing.

A full debate took place between contributors from the floor and the Committee, the substance of which would be fed into future meetings of the Inquiry and be included in the final report.

Various further information was requested of officers and contributors, some of which was statistical data, which would help to inform future sessions of the Inquiry.

The Chair thanked everyone for their contributions.

65 Scrutiny Inquiry - Responding to the Needs of Migrants and their Families

The Director of Environment and Neighbourhoods submitted a report providing Members with information and data for today's first session of the Inquiry into 'Responding to the Needs of Migrants and their Families'. The report focused on:

- Contextual information about new migration in the UK
- An overview of the data and intelligence available to the Council and its partners on new migrants in Leeds
- An overview of the current position in Leeds
- A summary of current work to develop an improved understanding of the situation and respond to emerging needs
- An outline of issues to consider when assessing local impacts of migration

Sue Wynne, Head of Policy and Planning, and Martyn Stenton, Partnerships Manager, both from Environment and Neighbourhoods, attended the meeting to present the report and respond to Members' queries and comments. Ken Morton, Locality Enabler (East), Children's Services and Tom Wiltshire, Manager - Housing Needs, were also in attendance.

Various additional pieces of information were requested from officers to feed into the Inquiry.

The Chair thanked officers for their report and for attending the meeting.

66 Work Programme

The Head of Scrutiny and Member Development submitted a copy of the Committee's work programme, updated to reflect decisions taken at previous meetings, together with a relevant extract from the Council's Forward Plan of Key Decisions for the period 1st December 2007 to 31st March 2008.

With regard to the ALMO Working Group, it was reported that when the information requested had been received, that another meeting of the Group would be held.

RESOLVED –

- (a) That the Work Programme be noted.
- (b) That the Forward Plan of Key Decisions be received and noted.

67 Dates and Times of Future Meetings

Tuesday 8th January 2008

Tuesday 5th February 2008

Tuesday 11th March 2008

Tuesday 8th April 2008

All at 10.00 am (pre-meetings at 9.30 am)

Originator: Richard Mills

Tel:247 4557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 22nd January 2008

Subject: Inquiry to Review Consultation Processes – Session 1

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 The Board on 20th November 2007 considered a request for scrutiny concerning the former Miles Hill and Royal Park schools.
- 1.2 The Board agreed terms of reference for a wider inquiry into the effectiveness of consultation using these former schools as a case study.

2.0 Working Group

- 2.1 A Working Group was established by the Board to consider the consultation processes that were undertaken specifically to the former Miles Hill and Royal Park schools and identify any lessons that may have been learned. They were asked to report on their findings at the meeting today under session 1 of the Board's inquiry.
- 2.2 Members of the Working Group met on 11th December 2007. A note of their meeting and the papers they considered are attached for the Board's attention.
- 2.3 The Working Group did not identify any local groups it wished to meet as witnesses who had been consulted by the Council regarding the former schools.

3.0 Recommendations

- 3.1 The Board is requested to:
- (i) Receive and comment on the note of the meeting of the Working Group held on 11th December 2007 and on the issues identified and lessons learned.

- (ii) Seek any points of clarification and ask questions of the officers attending this meeting in respect to the documents considered by the Working Group.
- (iii) Consider whether the Board has sufficient evidence to begin to identify recommendations for inclusion in its final report?
- (iv) Determine what further information, if any, the Board requires to conclude this part of its inquiry?
- (v) Consider in respect to Session two, Case Study 2 to be held on 19th February, re Aire Valley Area Action Plan, whether Members wish to hear from clients who contributed to the consultation and if so, identify who they would like to invite to the meeting.

Note of a Meeting of the Scrutiny Board (City Development) Working Group (Miles Hill and Royal Park Former Schools) held on 11th December 2007, in the Scrutiny Chairs' Conference Room

Meeting Commenced at 3.30pm

Present: Councillor R Pryke (Chair)
Councillor B Selby
Councillor P Ewens

Officers in Attendance:

Paul Brook, Chief Asset Management Officer, City Development
Brian Lawless, Group Manager Projects, City Development
George Turnbull, Team Leader, Education Leeds
Tony Palmer, Team Leader, Education Leeds
Rory Barke, North East Area Manager, Environment & Neighbourhoods
Hannah Rees, Area Management Officer, Environment & Neighbourhoods
Jason Singh, Area Coordinator, Environment & Neighbourhoods
Richard Mills, Principal Scrutiny Advisor, Democratic Services

1.0 Apologies

1.1 There were no apologies reported.

2.0 Introduction

2.1 The Chair referred to the decision of the Scrutiny Board (City Development) on 20th November to establish this Working Group to look at the consultation process undertaken with regard to the former Miles Hill and Royal Park schools and to report back to the Board in January 2008 on any lessons learned as part of its wider general inquiry to review consultation processes.

2.2 Councillor Pryke detailed the requests for scrutiny by Councillor Dowson regarding the former Miles Hill school and Councillors Morton and Hussain regarding the former Royal Park school. He referred to their general dissatisfaction concerning the consultation process for the disposal of former school buildings, the timescales involved and the desire to retain former school buildings for community use.

3.0 Background Papers

3.1 Members considered and noted the report of the Head of Scrutiny and Member Development and the following documents:-

- The report of the Director of City Development setting out an overview of the process for the disposal of surplus school buildings by the Council, including considerations for retention of alternative uses (Document A).
- The Terms of Reference for the Board's Inquiry to Review Consultation Processes (Document B).
- Chronology of Consultation and Information concerning the former Royal Park school (Document C).
- Chronology of Meetings and or consultation concerning the former Miles Hill school (Document D).

4.0 Issues and General Comments

4.1 Members and officers referred to the documentation and made a number of general comments on a range of issues including:-

- the difficulties in defining consultation and community.
- that consultation processes had evolved and were more defined now than when proposals for Royal Park first arose over 4 years ago.
- the statutory school closure proposal process and the view of Education Leeds that until a building was declared surplus to requirements that only then could discussions commence on alternative uses.
- reference to the additional paper circulated by the Chief Asset Management Officer and set out below as (Document E) which highlighted the need to determine the service requirements of an area at a strategic level much earlier in the process instead of waiting for properties to be released as surplus to requirements.
- that consultation starts much earlier for non school sites.
- Surestart and the fact that this group had never asked to move from the former Caretakers bungalow at Miles Hill.
- reference to the need to ensure that when consultation takes place that it was done at the right level. Many people within an organisation may express a view to Elected Members and officers that they would be interested in using a former school building but in reality Managers at a strategic level know that the capital and revenue implications were prohibitive and the proposal unrealistic. Consulting at the wrong level raised the communities expectations which then could not be met.
- that due to funding pressures on the Council's Capital Programme and current over programming of £43.6m it was stressed that the Executive Board in August 2007 had agreed that:-
 - no new injections to the capital programme will be made without identifying new resources or taking an existing scheme out.
 - existing schemes will be managed within current budgets, making no further call on Leeds resources
 - capital receipts from sites on the existing disposal programme cannot be diverted to other projects and initiatives
 - the disposal programme is kept under review with a view to seeking to identify any additional disposal sites that can be included
- the suggestion by Councillor Hussain that a specific group had not been consulted concerning the use of the former Royal Park school. It was reported that whilst there was no specific requirement to consult it is good practice and that, from the chronology of meetings, consultation was wide ranging for this difficult scheme involving commercial uses, student accommodation and community space. It was always unrealistic financially for a small group to operate such an old building which required major capital investment and the community use argument on its own was never strong enough. However, the initial discussions to use the whole site for community use raised expectations which then could not be met.

- reference was made to the number of existing community centres within the area of the former Royal Park school and their competing demands.
- office use, by the Council, of the first floor of the Royal Park building would have meant that approximately 100 staff would have been working from the former school site with only 17 car parking spaces available for the whole building. Highways safety concerns were expressed, when the original scheme was being investigated in detail, regarding additional movements on the network and the on-street parking that would have resulted.
- reference to consultation fatigue by communities who do not respond to questionnaires.
- Miles Hill and a whole range of interested parties who dropped out once the financial implications became clear and the funding gap of £2m could not be met.

5.0 Royal Park former Primary school

- 5.1 Members discussed the chronology of consultation and information for Royal Park school and the length of time it had taken to get the scheme of the ground.
- 5.2 Members recognised that there had been consultation with Elected Members and the community at all stages in the process .The community’s aspirations had been raised beyond what was achievable once the cost of the scheme became clear and, additionally, that private sector funding was necessary in order to move the scheme forward to provide some community use. A final viable scheme was only agreed earlier this year and the community tensions and fatigue at how long this had taken was acknowledged. Reference to changes to ward boundaries had resulted in some tension between the 6 elected Members involved with this scheme.
- 5.3 Reference was made to the letters and surveys distributed in October 2007 and the consultation event on 24th October concerning the fit out and use of the community space and the low response rate of only 57 returns. It was reported that 6,000 leaflets had been delivered by hand.

6.0 Miles Hill School

- 6.1 Members discussed the chronology of meetings when Miles Hill school was discussed.
- 6.2 Reference was made to the decision to “Call In” the closure of Miles Hill school and why this school was selected for closure as opposed to Potternewton school. Officers explained the reasons and in particular the £1m costs to refurbish Miles Hill.
- 6.3 It was noted that although ward members suggested that the Social Services department and a number of community groups and organisations were interested in providing services from the former school the reality was they did not have the capital or revenue funding to undertake such an expensive scheme.
- 6.4 Restrictions would apply in future developments of this kind as planning consent for office schemes will, generally, only be possible within a town and district centre.

6.5 Whilst it was recognised that deprivation in a community is an important factor in providing community facilities it was acknowledged that the facilities that tend to succeed are those located on main radial routes where the footfall is high. Those community facilities which are in the centre of communities away from main radial routes serve only small groups within a community and often fail as a result.

7.0 Final Comments and Lessons Learned

7.1 The Chair invited final comments from Members and officers and asked if any lessons had been learned from the Royal Park and Miles Hill schemes and the following were raised:-

1. That more time should be taken reviewing at a strategic level the options available for school buildings earlier in the school closure programme.
2. That consultation should take place well before a school building becomes empty.
3. That sensitive issues surrounding the disposal of any former school building should be based upon a basic set of principles, that are transparent and that provides a consistency in approach that is supported by all Council Departments and Members.
4. That the Executive Board decision in August 2007 meant that any proposals for alternative uses of former school buildings must be funded from outside the Council as the school building programme was dependent upon capital receipts from their sale to underpin the Building Schools for the Future programme under the Private Finance Initiative. As a consequence there was great pressure on the Asset Management Group to obtain receipts quickly to fund the Council's capital programme and it was essential that a strategic view was taken early on concerning the viability of any alternative proposals that may be put forward.
5. That when the Council does consult with communities on disposal of a former school asset that it is clear about what it is consulting on and it is done at the right level.
6. Members and officers at all levels who meet community groups have a duty to explain the funding restrictions set down by the Executive Board in August 2007. They must encourage groups to be realistic about what might be achievable and what the strategic view is on a particular building in order that they put forward what may be possible and financially achievable and avoid raising communities expectations too high.

Meeting ended at 5.05pm



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SCRUTINY BOARD (CITY DEVELOPMENT) WORKING GROUP MILES HILL AND ROYAL PARK

**Meeting to be held on Tuesday, 11th December, 2007 at 3.30 pm in the
Scrutiny Chair's Meeting Room 2nd Floor (East), Civic Hall, Leeds 1**

MEMBERSHIP

Councillors

Ralph Pryke (Chair) - Burmantofts and
Richmond Hill

Geoff Driver - Middleton Park

Penny Ewens - Hyde Park &
Woodhouse

Brian Selby - Killingbeck &
Seacroft

Rachael Procter - Harewood

Agenda Prepared by:
Richard Mills
Principal Scrutiny Adviser
Tel: 0113 247 4557
Fax: 0113 224 3758
Email: richard.mills@leeds.gov.uk

Item No	Ward/Equal Opportunities	Item Not Open		Page No
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1. APOLOGIES

2. INTRODUCTIONS

3. BACKGROUND PAPERS

TO CONSIDER THE ATTACHED REPORT OF THE HEAD OF SCRUTINY & MEMBER DEVELOPMENT

4. ANY OTHER BUSINESS

5. DATE & TIME OF NEXT MEETING



Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development) Working Group Miles Hill and Royal Park

Date: 11th December 2007

Subject: Inquiry to Review Consultation Processes

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 The Scrutiny Board on 20th November 2007 considered requests for scrutiny from Councillor J Dowson in respect to the former Miles Hill school site and Councillors D Morton and Kabeer Hussain concerning the former Royal Park school.
- 1.2 The Board received a report from the Director of City Development setting out the general procedures and processes that apply when school buildings and land are declared surplus to requirements. A copy of this report is attached for Members attention (Document A).
- 1.3 As a consequence of these representations the Board widened its proposed terms of reference for an inquiry it had requested into consultation in the City Development department to include looking at consultation processes applied by Education Leeds, City Development and relevant service departments when school buildings and land are declared surplus to requirements.
- 1.4 The revised terms of reference for this inquiry are attached for Members reference purposes (Document B).
- 1.5 The Scrutiny Board established a Working Group comprising of Councillors Pryke, Ewens, Driver, Selby and R Procter. to look at the specific consultation processes involving the former Miles Hill and Royal Park Schools and for it to report its findings to Scrutiny Board (City Development) in January 2008.

2.0 Working Group

- 2.1 The Working Group is asked as a starting point to consider the attached chronological order of public and Member consultation that took place for Royal Park (Document C) and Miles Hill (Document D) former school sites.
- 2.2 The paper for Royal Park has been prepared jointly by the NW Area Management team and the Asset Management Projects team from City Development as both of these teams have been very closely involved in the evolution of the progress of the scheme as recently endorsed by Executive Board with the appointment of a preferred developer.
- 2.3 For Miles Hill, the paper has been prepared by the NE Area Management team alone as there has been no involvement from City Development other than in attendance at one meeting of the Beckhill Improvement Group.
- 2.4 Officers will be in attendance from the City Development, Education Leeds and Environment and Neighbourhoods departments to report and respond to Members questions.

3.0 City Development Department - Asset Management Service

- 3.1 Members are reminded of the point made by the Chief Asset Management Officer at the last Scrutiny Board (City Development) that the Asset Management Service has neither the skills nor the resources to undertake public consultation.
- 3.2 The Asset Management Service, through its Property Services team, would, as a matter of course consult Members about the disposal process once it had been determined that a particular property was surplus to Council requirements and where no sponsoring department had made a fully justified case for the disposal of the property to a particular organisation on either a "one to one " basis or at less than best consideration.
- 3.3 Any such justification would have to include an assessment of the impact of such a disposal upon the Council's Capital Receipts Programme, the Capital Programme and any subsequent demand upon the Council's Revenue budget.

4.0 Education Leeds

- 4.1 Consultation regarding the possible closure of any school is a matter for Education Leeds. Education Leeds clearly facilitates consultation around potential school closures and amalgamations, but these consultations are not about the future use of the sites - at the time they take place they are fully operating schools keen to argue for their continuing existence. Education Leeds state that it would be singularly inappropriate to consider these consultations as part of separate and much later discussion about the disposal of a site.
- 4.2 Following the consultation on a proposed change to school provision, there is a long statutory decision-making process. Only at the end of that process will it be clear whether there is a site that will become vacant (although many will know of the potential). It is at this point in the process that Education Leeds believe this new Scrutiny inquiry begins, and only then in those cases where Education Leeds identify no further use for the buildings.

- 4.3 Education Leeds has reported that there is no other site to dispose of at the time of these consultations.
- 4.4 Representatives from Education Leeds will be at the meeting to provide a timeline for the various decisions and reporting for the two school closures identified.

5.0 Recommendations

- 5.1 The Working Group is asked to consider,
- (i) comment and ask questions of the officers attending this meeting in respect to Documents ((A) to (D)).
 - (ii) whether it wishes to meet representations from local groups who have been consulted concerning disposal of the former schools at Royal Park and Miles Hill e.g. Royal Park Community Consortium.
 - (iii) what further information, if any, the Working Group requires

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Report of the Director of City Development

DOCUMENT A

Scrutiny Board City Development

Date: 20th November 2007

Subject: School Disposals

Electoral Wards Affected: Citywide

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Purpose of the Report

- 1.1 To provide the City Development Scrutiny Board with an overview of the process for the disposal of surplus school buildings by the Council, including considerations for retention and alternative use.

2 Background

- 2.1 During the past 7 years, large parts of the school portfolio have undergone transformational change through the delivery of a number of new build and refurbishment projects. In total the Council has developed 7 new secondary schools, 21 new primary schools as well as major refurbishments in more than 28 sites.
- 2.2 This programme has been financed through a number of funding streams including PFI credits and DfES capital. In addition and with specific reference to this report, between 2003/04 and 2006/07 £12.4m of capital receipts from the sale of surplus school buildings has been re-invested in the school estate. There are Education sites to the value of £40.4m due for disposal between 2007/08 and 2010/11 of which a substantial proportion (over £30m) is supporting investment in schools. In the main this is in respect of the Primary School review, Primary School PFI schemes and the Combined Secondary School PFI programme. In the majority of cases, for schools operational reasons, the re-investment in schools takes place before receipts are realised and this cash flow effect results in additional borrowing costs for the Council until sites are disposed of. A schedule of school buildings sold since 2003/4 and the values achieved is detailed in Appendix 1.
- 2.3 The significant investment in the school portfolio has helped to make substantial improvements in the quality of the learning environment as part of Education Leeds' vision for all Leeds schools to be good improving and inclusive schools serving and supporting local communities.

2.4 In a number of instances, the changes made to the school estate have been precipitated by school organisational reviews which have resulted in the closure and/or merger of schools. This process has often resulted in school buildings being closed and declared surplus to education requirements.

3 Main Points

3.1 There are three primary processes that impact on the disposal of surplus school buildings, namely:

- School closure proposal process
- Asset Planning process
- Managing vacant buildings

3.1.1 **School closure proposal process** - This process is well developed and includes a number of key stages.

3.1.2 The first formal stage is a report to Executive Board seeking permission to consult on a proposal to close or to amalgamate one or more schools.

3.1.3 Subject to Executive Board approval, a formal consultation process is implemented. A consultation document is developed outlining the reasons for the proposal, the process, the timeline and how to comment. This stage usually lasts for 6 weeks. It is often at this stage that any aspirations for ongoing community/Council use of the school building are first muted and in response to ongoing concerns regarding the impact of school re-organisation and closure on communities, Education Leeds commissions a 'Community Impact Assessment' as part of the process.

3.1.4 If permission is granted by Executive Board then a statutory notice is published, again for 6 weeks, after which all representations are passed to the decision-maker.

3.1.5 Traditionally, the final decision-maker has been the School Organisation Committee, who would have received all the paperwork within a month of the end of the statutory notice period, and then taken up to a further two months to reach a decision. The decision-maker has recently become Executive Board following new legislation, but at the time of writing, Executive Board has not yet dealt with any proposals.

3.1.6 Usually, Education Leeds plan for this process to be completed during the Spring Term, so normally there is some 5 to 6 months between the decision to close and the closure taking place.

3.1.7 The process outlined above is managed by Education Leeds on behalf of the City Council. Importantly, the Council's Asset Management Service does not undertake any work on the potential disposal of a school building until the school closure proposal process has been completed and the Schools Organisation Committee (now Executive Board) has finally approved a school closure. The Asset Management Service waits until this final stage has been concluded to ensure that the Council is not seen to prejudge the outcome of the process. It is considered inappropriate for Council officers to undertake any pre-marketing work until the final decision to close a school has been made.

- 3.1.8 **Asset Planning Process** - Once a final decision has been made to close a school, the building is formally declared surplus to requirements by Education Leeds. As part of this process the responsibility for the vacant building is passed to the Asset Management Service, who manage the building during this interim period. Once it is known that the building is due to become surplus, the Asset Management Service will review local asset requirements identified in Service Asset Management Plans to ascertain whether an operational requirement for a building in that locality has been identified. As a double check, Asset Management will also liaise again with Services to determine whether the surplus building has the potential to meet the needs of another service, or the Council's service partners.
- 3.1.9 If any potential uses for the surplus building are identified by a particular Council service then a decision to progress with any proposal will depend on the strength of the business case put forward by the service that is championing/sponsoring the proposal. A key part of the business case will be the assessment of how any community proposals would assist the Council in delivering its key activities as defined in the Council Plan. The Council receives many requests for (cheap/free) accommodation from third parties but the community outputs being offered are often not seen as significant in the context of the opportunity cost to the Council.
- 3.1.10 If the retention and/or remodelling of the surplus building requires a key/major decision to be made, which may include an unfunded injection into the Capital Programme, this will be considered by Executive Board. Due to funding pressures on the Council's Capital Programme and current overprogramming of £43.6m, Executive Board in August 2007 agreed a policy for managing unfunded injections and/or the removal of sites from the Capital Receipts Programme. The agreed policy is as follows:
- No new injections to the capital programme will be made without identifying new resources or taking an existing scheme out
 - Existing schemes will be managed within current budgets, making no further call on Leeds resources
 - Capital receipts from sites on the existing disposal programme cannot be diverted to other projects and initiatives
 - The disposal programme is kept under review with a view to seeking to identify any additional disposal sites that can be included"
- 3.1.11 If there are no suitable requirements for Council use agreed, the Asset Management Service will progress with the disposal of the premises. It may already be the case that the sale of the building is required to finance any legitimate decanting arrangements associated with the school reorganisation in question. As identified in paragraph 2.2, £12.4m of receipts from School disposals have been reinvested into the school estate between 2003/4 and 2006/7. Often the Council has to spend capital to effect the school reorganisation before the receipt is realised. Consequently, the Council has to finance the cost of this cash flow requirement.
- 3.1.12 The Asset Management Service will progress the marketing and disposal of the school building in line with the Executive Board decision. The Asset Management Service will notify the Ward Members that they are progressing the disposal of the building and invite their comments before proceeding. In addition, should a planning statement or planning brief be required, Ward members will be consulted on the draft proposals.

3.1.13 **Managing Vacant Buildings** – The Asset Management Service takes responsibility for the management of surplus buildings prior to their disposal, or alternative use. In undertaking this function consideration is given to the risk exposure faced by the Council in managing the premises. Surplus school sites often present a considerable risk to the Council due to the fact that they can attract vandalism, anti-social behaviour, theft and arson. In the past, there have been incidences of arson attacks to vacant school buildings, which have significant health and safety and financial implications to the Council. Due to the severity of the risk exposure faced consideration is given on a case-by-case basis to the demolition of the premises as the most effective method of mitigating the risk exposure faced. Factors that will influence this decision include:

- The health and safety of people in the local vicinity of the school site.
- The prevalence for vandalism and anti-social behaviour on the site to date.
- The heritage value of the surplus building.
- The potential for the existing building to be brought back into use.
- The extent of any asbestos in the premises, which is expensive to manage if subject to vandalism and/or arson.

3.1.14 If, subject to consideration of the factors outlined above, the demolition of the surplus buildings is considered to be the most appropriate course of action to manage the risk exposure the Council, Ward Members will be advised of this proposal and their comments invited before proceeding. This consultation process gives Ward Members the opportunity to raise any concerns about a demolition proposal, which informs the decision maker before any final demolition proposal is implemented. In addition, prior to any building or site being marketed Ward Members' comments on the proposal will again be invited.

3.1.15 This process helps to update Ward Members on the planned disposal, particularly as past experience has shown that if Ward Members are not informed in advance of the community, then this could cause them some embarrassment locally. Whilst comments are invited on the disposal, this process is not, as it is sometimes envisaged, seeking permission to progress, since the decision has already been made by Executive Board and Officers are charged with completing the proposal. It does, however, give Ward Members a final opportunity to make any representations they may wish to make as part of the democratic process, before a property/site is marketed.

4 Conclusions

4.1 Due to the Council progressing with a number of school reorganisations in recent years, there has been an increase in the supply of surplus school buildings. Often the sale of the School building is required to finance the investment requirements of the agreed school reorganisation. However, through the consultation and service asset management planning processes outlined, there are opportunities to identify whether there is a service need to retain the asset for Council use, or for use by the community. Any decision taken to retain the asset for another purpose will be made on the strength of the business case put forward by the sponsoring Council service including the contribution to meeting corporate objectives and the capital and revenue consequences of the proposal.

5 Recommendation

5.1 Members of the City Development Scrutiny Board are asked to note the contents of this report and are invited to comment on the information presented.

Inquiry to Review Consultation Processes**Terms of Reference****1.0 Introduction**

- 1.1 The Scrutiny Board on 16th October 2007 agreed to consider undertaking an inquiry to review the consultation processes in the City Development Department to ensure that they are fit for purpose.
- 1.2 The Scrutiny Board requested draft terms of reference to be drawn up to assist the Board determine if it wished to proceed with such an inquiry.
- 1.3 The Scrutiny Board on 20th November 2007 considered requests for scrutiny in respect to former school sites Miles Hill and Royal Park. As a consequence the Board amended the proposed terms of reference for this inquiry to include looking at consultation processes applied by Education Leeds, City Development and relevant service departments when school buildings and land are declared surplus to requirements.
- 1.4 The Scrutiny Board established a Working Group comprising of Councillors Pryke, Ewens, Driver, Selby and R Procter. to look at the specific consultation processes involving the former Miles Hill and Royal Park Schools and for it to report back to this Board.
- 1.5 The choice of this topic accords with priorities in the Council's Vision for Leeds namely to have an effective communications system connecting people, goods and ideas under the theme Enterprise and the Economy.

2.0 Scope of the inquiry

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the effectiveness of specific consultation processes and determine if they are fit for purpose.
- 2.2 The City Development Department each year undertakes hundreds of statutory and voluntary consultations on a wide range of topics. In order for the Board to undertake useful scrutiny it is proposed that two specific case studies are selected for review, one of which involves Education Leeds and relevant sponsoring departments.
- 2.3 The inquiry on the case studies will focus on the following areas:
 - Has the reason for the consultation been explained adequately to the client and or service user?
 - Has the process of consultation been applied fairly and effectively?
 - Has the consultation followed either national or local processes?

- Has the consultation resulted in the City Development Department, Education Leeds or sponsoring department incorporating a change to a policy, procedure or process?
- Has the timescale allowed for consultation been sufficient?
- Has adequate resources been made available to ensure progress following consultation?
- Has the consultation not only been effective but proportionate?

3.0 Comments of the relevant Director and Executive Board Member

3.1 The Director of City Development and the relevant Executive Board Member has been requested to comment on these terms of reference.

4.0 Timetable for the Inquiry

4.1 The inquiry will take place between January and March 2008.

4.2 It is envisaged that the inquiry will take place over four sessions. The inquiry will conclude with the publication of a formal report setting out the board's conclusions and recommendations in April 2008.

5.0 Submission of evidence

5.1 The following evidence will be considered by the Board:

5.2 Session One - 22nd January 2008

Case Study 1 - School buildings & land declared surplus to requirements.

To consider evidence from Education Leeds, City Development Department and Environment and Neighbourhoods Department as the service department consulting with the public and acting as the "sponsoring department" in respect to the former Miles Hill and Royal Park school sites

To receive evidence from the Board's Working Group.

To hear from clients who contributed to the consultation as appropriate.

5.3 Session Two - 19th February 2008

Case Study 2 - Aire Valley Area Action Plan

To consider any further issues raised under Session 1.

To consider evidence from the City Development Department on the consultation with regard to this case.

To hear from clients who contributed to the consultation.

5.4 Session Three - 13th March 2008

To consider any further issues raised under Session 2.

To consider best practice from other Local Authorities.

To consider the board's emerging conclusions and recommendations to inform the production of the final inquiry report.

5.4 **Session Four - 22nd April 2008**

To consider the Board's final report and recommendations

6.0 Witnesses

6.1 The following witnesses have been identified as possible contributors to the Inquiry:

- Director of City Development
- Chief Executive, Education Leeds
- Relevant officers from City Development, Education Leeds, Environment and Neighbourhoods Department
- Relevant officers from other Service Departments if required
- Representative from the Chief Executive's Department
- Individuals who were consulted by Education Leeds, City Development Department or relevant Service Department

7.0 Monitoring Arrangements

7.1 Following the completion of the scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.

7.2 The final inquiry report will include information on the detailed arrangements for monitoring the implementation of recommendations.

8.0 Measures of success

8.1 It is important to consider how the Board will deem whether its inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.

8.2 The Board will look to publish practical recommendations.

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ROYAL PARK PRIMARY SCHOOL DOCUMENT (C)
Chronology of Consultation & Information

Date	Event	Impact
08/03 – 07/04	RPS Working Group. Various meetings with LCC officers, to progress the redevelopment of the school	Identification of potential demand and feasibility of options for the school
08/03-11/03	Consultation with ward members and Burley Network prior to finalising content of Executive Board report	Supported retention of building and use of a public nature
12/11/03	Executive Board report	Exec Board supported retention of building for Council purposes with some community space (296 m ²). Total cost £1.7m. Identified funding £1.35m
10/05/04	Highways Development Services.	No support for mixed use
20/05/04	Highways Development Services	Clarification that parking for office use was the problem
09/07/04	Home Housing Association response	First floor residential scheme not viable. Costs substantially greater than likely values.
19/07/04	Home Housing Association	Further advice about first floor residential use being non-viable. Proposed demolition and development for large family homes.
14/01/05	Royal Park Community Consortium meeting	Attended by North West Area Management to answer questions from the consortium
21/02/05	Letter from Royal Park Community Consortium (RPCC)	Expressing interest for community use. No funds for acquisition or refurbishment. Identified list of potential occupiers and space requirements
06/05	Joint N&H/Development report to Cabinet	Identifying significant increase in unfunded budget
30/11/05	Members meeting – attended by Cllr Hamilton and Hussain	Update on proposed multi-use scheme (LCC and community)
12/05	Report to Corporate Management Team	Recommended retention and refurbishment in line with original Executive Board decision despite changes in occupancy mix. Also full costed feasibility study
12/05	Report to Cabinet	Same recommendation
13/01/06	Member meeting	Discussion around options since LCC mixed use scheme no longer feasible.
16/02/06	Member meeting	Update on viable options for progressing redevelopment of

		the school
15/03/06	Member meeting with officers from Asset Management and Area Management	Discussion of possible marketing brief
07/06/06	Member meeting with officers from Asset Management and Area Management	Presentation of draft brief
07/06/06	Burley Network meeting	Attended by Area Management officer, who updated and answered questions about plans for the school
16/06/06	Joint report to Cabinet	Seeking approval to Marketing.
16/08/06	Joint report to Executive Board (Development and Neighbourhoods & Housing)	Seeking decision from Executive Board for option for marketing for refurbishment or redevelopment. Decision to market for refurbishment with requirement to include library and community space. Detailed ward Member consultation.
21/09/06	Inner North West Area Committee report (within Area Manager's report)	Update following on from Executive Board decision to progress with refurbishment scheme. No specific comments made.
10/06	Marketing commenced	Closing date of 31/01/07
21/12/06	Telephone conversation between Ed Powell (RPCC representative) and Asset Management	Update and rationale behind the marketing of the school for redevelopment
31/12/07	RPCC letter received	Freedom of Information request. Complaint about actions of officers and Members
01/02/07	Initial response to RPCC letter	Advising of FOI procedure and offer of meeting to discuss the development
16/02/07	Meeting with RPCC, Asset Management and Area Management	Not addressing the complaint issue but briefing on the progress with the marketing without discussing details of submissions
20/02/07	Member meeting with officers from Asset Management and Area Management	To discuss the 7 offers received. Agreed to invite further information from 4 of these.
21/02/07	Fuller response to RPCC letter	Confirming offer to give access to all files with exception of commercially confidential items.
02/07	RPCC inspection of files held by the Asset Management Unit	

15/03/07	Member meeting with officers from both services	
29/03/07	Inner North West Area Committee report (within Area Manager's report)	Update following on from close of marketing. Informing of short-list of 4 proposals.
23/04/07	RPCC letter	Not proceeding with the complaint at this time (although saying that the response was not adequate)
21/06/07	Member presentation (3 x Hyde Park & Woodhouse Cllrs and 3 x Headingley Cllrs) attended by officers from both services and from Property Services	Presentation by two remaining developers. Agreement with Members that one of these should be the preferred developer
28/06/07	Inner North West Area Committee report (within Area Manager's report)	Update on the short-listing of 2 proposals.
26/07/07	RPCC letter seeking to make an offer for the property	No financial offer for leasehold interest, requirement for Council to maintain, requirement for receipt from Burley Library to be ring-fenced to Royal Park Primary School scheme etc.
27/07/07	Letter to RPCC	Advising that its offer would be drawn to the attention of Executive Board and summarising the contents of the offer
15/08/07	RPCC e-mail to Members of Executive Board	Asking that if Executive Board considered neither developer bid entirely satisfactory, it should reject them and consider the bid from RPCC
16/08/07	Building visit with RPCC accompanied by Asset Management Unit and Area Management team	
22/08/07	Joint report to Executive Board	Recommendation to approve the selection of a preferred developer
13/09/07	Inner North West Area Committee report (within Area Manager's report)	Update following Executive Board decision to progress with a preferred developer.
17-19/10/07	Letters and surveys distributed to every household within the local area, and all local community and voluntary groups initiating the consultation on fit out and use of community space	Details of the consultation and event dates.
24/10/07	Consultation event held at a local venue	Opportunity for asking questions and providing input into the consultation. 5 people attended.

27/10/07	Consultation event held at a local venue	Opportunity for asking questions and providing input into the consultation. 4 people attended.
30/10/07	Consultation event held at a local venue	Opportunity for asking questions and providing input into the consultation. 12 people attended.
19/11/07	Deadline for the return of completed surveys and input into the consultation	57 completed surveys received.
22/11/07	Draft community space specification shared for comment with Members (Hyde Park & Woodhouse and Headingley)	No comments made, other than by one Cllr who refuses to recognise the consultation as valid.
30/11/07	Draft community space specification shared with local community and voluntary groups and residents who completed surveys	

Miles Hill School consultation – NE Area Management involvement

DOCUMENT (D)

Below is a chronological list of meetings where Miles Hill School was discussed. Not all can be considered consultation because they were not public meetings (eg BIG).

Most of these involve the Beckhill Implementation Group (BIG). BIG is a multi-agency partnership, established in May 2005.

BIG is accountable to the North East District Partnership and its main aim is to 'work in partnership to identify opportunities and challenges to reduce social exclusion, inequality and disadvantage experienced by people living on the Beckhill estate and to take action to improve their quality of life in relation to health, education, employment, housing, environment and crime in accordance with the principles set out in the Leeds North East District Partnership Regeneration Plan'.

An Area Management Officer sits on the partnership, and the Area Management Team provide the administration function to the partnership. There are no Elected Members or residents in the membership of the partnership.

The local Members (Chapel Allerton ward) and the Beckhill Tenants & Residents Association receive copies of the minutes of BIG meetings. The ward Members are also given verbal briefings on progress at the regular ward Member meetings held between Area Committee Members and the Area Management Team.

27th June 2005 North East (Inner) Area Committee: Shirley Parks, Education Leeds attended to seek the views of the Area Committee on the proposed rationalisation of primary school provision in the Meanwood area. Extract from the minutes;

12th July 2005 North East District Partnership meeting: Shirley Parks, Education Leeds attended the meeting to formally consult on the Meanwood Primary School Review. Claire Warren, at the time Chair of the partnership, sent a letter on behalf of the District Partnership giving their response. The Partnership were concerned that the closure of Miles Hill would remove the focus of the community. If it had to close, they would like to see a facility that benefits the community remain.

BIG meetings:

15th July 2005: Shirley Parks, Education Leeds attended the meeting to formally consult with the partnership on the Meanwood Primary School Review. BIG sent a written response representing the views of partners to Education Leeds on 18th July 2005. This expressed concerns with the closure and the need for services to be delivered to the Beckhill estate as this is a very deprived community.

28th September 2005: Group discussed the outcome of the Council's Executive Board meeting. The Executive Board had considered a paper from Education Leeds at its meeting on 21st September. The Board resolved "that Education Leeds be requested to further investigate the option of retaining provision on the existing sites

by establishing a federation of the two schools and to report back to this Board". BIG have asked to be involved in these developments. The group felt this was a positive development and a consequence of BIG's letter as part of the consultation process.

BIG also discussed how residents should be involved in the partnership. The minute states; "Options discussed included formally inviting the Beckhill Tenants and Residents Association onto BIG but it was concluded that the TARA should have BIG as a standing agenda item and feed any issues into BIG via Angela Hughes (voluntary sector representative) or Kate Stephens (Groundwork Leeds)."

9th November 2005: Update on the developments on the Extended Service cluster being developed around Carr Manor High School. Group felt that the Miles Hill school should be included in these developments.

16th June 2006: BIG discussed the paper taken to Council's Executive Board in June which made the decision to close Miles Hill. There was concern that BIG had not received notice of this, nor been invited to comment or be involved in the discussions leading up to the production of this report as agreed with Education Leeds in the original consultation period.

13th July 2006: Further discussion about the Executive Board decision. The partnership expressed unhappiness at not being engaged by Education Leeds on the matter since last summer. However, BIG agreed that they should look forward and discussed the need for more services in the estate as residents do not access, or find accessible, services located nearby including Scott Hall Early Years Centre and Carr Manor High School.

6th September 2006: Education Leeds have asked Area Management to carry out a Community Impact Assessment on the closure of Miles Hill. BIG discussed the questions within that assessment and contributed towards its completion.

18th October 2006: The completed Community Impact Assessment was discussed. Partners are supportive of pursuing the idea of retaining the school site if possible for services to use to deliver direct to the Beckhill community. There was discussion as to what the process involves, how does the partnership express an interest in the site? Clarification would be sought before the next meeting.

30th November 2006: Asset Management had provided advice that a business case is required for any request to retain and reuse the Miles Hill primary school building. A meeting of partners has been arranged for January 2007 to discuss space requirements, service delivery and funding that could be contributed towards the business case.

12th January 2007: The partnership discussed that the school building is included on the Council's Capital Programme list. The meeting of partners at the end of January will feed into the business case the partnership will need to develop if there is any chance of retaining the buildings. Carr Manor Extended Services are supportive of the idea and would like to see the building as a satellite delivery base for their services.

18th April 2007: The partnership discussed a number of meetings that had taken place following the business planning meeting in January. This included meetings with Chris Edwards and the Chief Executive of the ALMO, all discussing the proposal to retain the buildings and aimed at gathering support for the development of a business case.

7th June 2007: The partnership were updated on the report that Area Management are preparing for Asset Management Group in July. This is based on the outcomes of the partnership meeting in January where space requirements, service provision and funding from partners was discussed. Partners were asked to confirm their funding contributions to any scheme so that these can be presented as part of the report.

9th August 2007: The partnership discussed the outcome of the Asset Management Group meeting. Area Management presented a report that requested support to work up an options appraisal for delivering services on the estate, including looking at using the existing school building. This was supported at the time, however the timescale was very tight and subsequently advice from the Leader suggested a report to Cabinet would also be required at this stage otherwise the building should be disposed of. Given this situation, the partnership discussed looking at other ways of improving service delivery on the estate.

4th October 2007: John Ramsden from Asset Management attended the meeting to explain to the partnership how the Council's Capital Programme works and the pressures from a citywide perspective. The partnership were made aware of the opportunity being offered to Area Management to carry out the options appraisal as previously discussed. This will be taken up, and partners will be asked to contribute in terms of confirming their space requirements, capital and revenue contributions to a potential service centre. Area Management will then prepare a report for Asset Management Group at the beginning of November.

29th November 2007: BIG were given an update on progress including the outcome of the Asset Management Group meeting.

Other consultation

Leeds North East Homes options appraisal questionnaire February 2007: The ALMO were undertaking consultation on development options for 3 parts of the Beckhill estate. As part of the questionnaire sent out to their tenants, they included a question on access to services on the estate. They asked; "Would you like to see a purpose built facility on the estate where you could access services?"

53% of respondents said yes (response rate of 41%)

Chapel Allerton ward member meetings: In addition to receiving the minutes of the BIG meetings and discussing these at the meetings that are held every 6-8 weeks with members, they also received a briefing on the Miles Hill options appraisal

report at a meeting on 5th November 2007. This was following the AMG meeting on the 2nd November.

Meanwood Community Forum 28th September 2005: This was an Area Committee forum chaired by Cllr Rafique. It no longer meets since the Area Committee agreed a new community engagement strategy in June 2007. However, at this meeting in 2005 residents raised the proposed closure of Miles Hill Primary School as an item for discussion as they were opposed to it.

Related issue discussed at Overview Scrutiny Committee last year:

The Head of Scrutiny and Member Development submitted a report, together with relevant background papers, relating to the decision of the Executive Board taken on 14th June 2006 (Minute No.14 refers) to publish a statutory notice regarding the proposed closure of Miles Hill and Potternewton Primary Schools w.e.f 31st August 2007 and to create a new 1.5 form entry primary school on the Potternewton site w.e.f. 1st September 2007.

The decision had been called in for review by OSC by Councillors Grahame and Leadley on the following grounds respectively:

- That this decision has been taken without due regard to the implications of closing this school on the local community
- Unclear why Miles Hill was chosen for closure rather than Potternewton.

The following people were present at the meeting, presented evidence and responded to Members' queries and comments:

Councillors Dowson and S Hamilton Chapel Allerton Ward Councillors
Councillor Harker, Executive Member (Learning)
Chris Edwards, Education Leeds
Keith Burton, Learning and Leisure Department
Revd Angela Hughes, Governor, Miles Hill Primary School
Nursery Teacher representative, Miles Hill Primary School
Sandra McCall, Parent, Miles Hill Primary School
Sure Start representative, Miles Hill Primary School

(Councillor Lancaster declared a personal interest in this item in her capacities as Vice-Chair of Governors at Carr Manor High School, a member of the NE Inner Area Committee and Chair of a relevant inter-agency group operating in the area)

Outcome of Call-In

Find out more about item 24:

In accordance with the Scrutiny Board Procedure Rules, to consider the Committee's formal conclusions and recommendation(s) arising from its consideration of the Called-in decision.

Minutes:

Following the receipt and consideration of evidence presented to them, OSC deliberated regarding the options available to them, as outlined in Minute No 22. The Committee decided, by four votes in favour to two against, that Option 1 was the most appropriate course of action in this case, and that the Executive Board decision should be released immediately for implementation. However, in doing so reservations were expressed regarding the consultation process, in particular the extent to which the impact of the closure on the community and options for community use of Miles Hill Primary School had been considered, discussed and explored with relevant agencies, the school itself, parents and Ward Councillors.

RESOLVED

That Option 1 be adopted, and the decision of the Executive Board taken on 14th June 2006 to publish a statutory notice to close Miles Hill and Potternewton Primary Schools w.e.f 31st August 2007 and to establish a new 1.5 form entry primary school on the Potternewton site w.e.f 1st September 2007 be immediately released for implementation.

(b) That in consultation with the Chair, the Head of Scrutiny and Member Development prepare and circulate a note for OSC Members outlining the reservations expressed at today's meeting regarding the consultation process in respect of proposed school closures. The note to make reference to ensuring that full and proper consideration takes place of the impact on a local community of a school closure, and an assessment of options, including consultation with interested parties, for community use of school or ex-school premises and facilities.

(c) That when finalised, this note be forwarded to the Executive Board, together with the notification of the Committee's formal decision.

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Originator: Richard Mills

Tel: 247 4557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 22nd January 2008

Subject: Highway Services

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 The newly appointed Chief Highways Officer, Mr Gary Bartlett of the City Development Department has been invited to attend and introduce himself at the meeting today.
- 1.2 Members will recall that following the Council's restructure in April 2007 responsibility for highways services was transferred to the City Development Department.

2.0 Recommendation

- 2.1 That Members of the Scrutiny Board hear from the Chief Highways Officer and ask questions of the Chief Officer.

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Originator: Sue Wraith

Tel: ext 78172

Report of the Chief Planning Officer

Scrutiny Board (City Development)

Date: 22 January 2008

Subject: Performance on Planning Appeals (BV204)

Electoral Wards Affected: ALL

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

This report arises from an earlier report to Scrutiny Board (City Development) on 18 September 2007 which outlined progress on improvements following the strategic review of planning and development services. It analyses performance on planning appeals against the BV204 performance indicator, which is an indicator of the quality and effectiveness of local planning authority decision making. The report identifies that during the present accounting period performance so far (at 30 November 2007) is 47.3% against Leeds' local target of 31%. It identifies the main issues on which appeals have been allowed, including those relating to character and appearance of the area, design and effect upon neighbours; and identifies quality issues in appeal decisions including a disproportionately high number of appeals allowed by one inspector in particular. The report also considers performance on other appeals (e.g. enforcement, non determination) not covered by the BV204 indicator. The report sets out actions to be taken to improve performance.

1.0 Purpose of this Report

1.1 The purpose of the report is to inform Scrutiny Board (City Development) of performance levels on appeals against the BV204 performance indicator, and to advise on the main issues and actions to be taken to improve performance. The report also gives information on performance on other appeals (i.e. enforcement, non determination, advertisement appeals etc) which are not covered by the BV204 indicator. Scrutiny Board is asked to consider and comment upon the contents of the report, and to give endorsement to the improvement actions being taken.

2.0 Background Information

- 2.1 On 18 September 2007 Scrutiny Board (City Development) considered a report by the Chief Planning Officer which outlined progress on implementing the improvement themes of the strategic review of planning and development services. Scrutiny Board noted that a main area of concern was around appeals performance against the BV204 performance indicator, which is an indicator of the quality and effectiveness of local planning authority decision making. A high percentage of planning appeals had been allowed during the accounting year (1 April 2007 – 31 March 2008). There were concerns that this may impact on the Council's Comprehensive Performance Assessment (CPA). Scrutiny Board resolved that a further update report on appeals performance be submitted to the Board at its January meeting.
- 2.2 The BV204 performance indicator is defined as “% appeals allowed against the authority's decision to refuse”. It relates to applications for planning permission to carry out development. It does not concern appeals relating to enforcement, advertisements, listed building and conservation area consents, agricultural and telecommunications determinations, tree works, non determination of planning applications and conditional approvals of planning permission. This indicator covers 129 of the overall number of 156 appeal decisions received during the present accounting year to 30 November 2007.
- 2.3 There is no target set by government against this indicator although annual performance is reported on within the national best value reporting framework. The bottom quartile threshold for performance nationally over the last accounting year was 37.9%. Leeds has set its own local target of 31%. The BV204 indicator has been reported on for the previous two years, before this year, although against a wider range of appeals in the first year. Direct comparison, therefore, can only be made against performance last year. The indicator is to be dropped next year in the new national performance management regime, which identifies a much smaller number of national indicators which are focused on delivery.
- 2.4 Over the last couple of years the BV204 indicator has been taken into account in the allocation of planning delivery grant money (PDG). Authorities whose performance against this indicator was 40% worse than the national average were subject to a 10% abatement on PDG in the 2006/07 allocation. Leeds has not been affected by PDG abatement. PDG has now been replaced by the Housing and Planning Delivery Grant (HPDG) which is to be more focused around housing delivery. There is no proposal, in the current HPDG consultation paper, to carry forward this indicator into the new grant allocation regime.

- 2.5 Some of the processes for appeals are likely to change in the future, as set out in the Planning White Paper, Planning Bill and supporting documents. Government proposes an appeals system which is more proportionate, with fast tracking for householder appeals, and which could allow for some minor appeals to be determined at local level.
- 2.6 Since the Scrutiny Board meeting in September a thorough review of appeal decisions has been undertaken, including analysis of all the allowed appeal decisions, types of development (e.g. major residential, minor residential, householder etc), issues on which the appeal was allowed (e.g. character and appearance, effect on neighbours etc) and the level at which the decision was taken (i.e. Plans Panel or delegated). The review has involved input from staff and managers across the service and from legal services. Details of the analysis and findings are set out in the main issues section of the report and Appendices.
- 2.7 Arising from the Addison and Associates report on the operation of Plans Panels and decision making, it is expected improvements will be made to ensure greater soundness of decision making, both at Plans Panel and through officer delegation, which will in turn help to ensure the Council's case can be robustly defended in the event of an appeal. A Member/Officer working group is being set up to work up proposals in detail and implement the improvements.
- 2.8 The number of allowed BV 204 appeals (61) over the timeframe to 30 November 2007, against the overall number of planning decisions made by the Council (4931), and the overall number of refusals (802), is relatively small. Many proposals which could have resulted in refusal and/or appeal have been successfully resolved through negotiation and discussion.

3.0 Main Issues

- 3.1 BV204 is a national performance indicator. No target is set by Government and there are large variations nationally. The national threshold for the bottom quartile last year was 37.9%. Leeds has set its own local target of 31%. Whilst some improvement has been made since the earlier part of this accounting year, Leeds is currently not meeting its local target and is performing below last year's national average and last year's lower quarter threshold. The tables below show Leeds' performance over the current accounting year and comparison to last year's performance.

BV204 current accounting year (cumulative) (1 April 2007 – 30 March 2008)				
	Local target	Q1	Q2	Q3 (to 30 Nov)
% appeals against the authority's decision to refuse	31%	44.7%	51.0%	47.3%*

BV204 previous accounting year comparison				
	Local target	Bottom quartile national	06/07 Leeds	07/08 Leeds (to 30 Nov)
% appeals against the authority's decision to refuse	31%	37.9%	37.4%	47.3%*

* Updated figure to 31 December to be supplied at the meeting

- 3.2 The tables in Appendix 1 to this report show an in depth analysis. Table 1 gives further analysis of BV204 appeal decisions over the present accounting year so far (to 30 November 2007). Of 129 appeals following a refusal, 61 appeals have been allowed i.e. 47.3%. 48 of these allowed appeals follow an officer delegated decision, whilst 7 followed a decision by Plans Panel East and 6 followed a decision by Plans Panel West.
- 3.3 Table 2 shows that most of the allowed appeals fall within the categories of minor residential development (16) or householder development (24). Minor residential development is defined as development "under 10 dwellings". Most allowed appeals have been dealt with through the written representation procedure, with only 2 allowed appeals having been dealt with at a public inquiry and 1 at an informal hearing.
- 3.4 Tables 3, 4 and 5 show the main issues and number of incidences on which appeals have been allowed. The issues occurring most frequently are those relating to character and appearance of the area and those concerning amenity and living conditions of neighbours. The highest incidence of these issues is across the minor residential and householder categories.
- 3.5 Table 6 shows Leeds performance last year, compared with other core cities and shows Leeds to be 3rd lowest within the Core City ranking.
- 3.6 The tables at Appendix 2 list the allowed appeals by area and householder team, and give further information about the type of appeal, appeal method and issues. West area has had the highest number of minor residential decisions. Within the householder category, there is a high incidence of proposals for dormer windows and/or roof alterations being allowed (10), although other inspectors have dismissed similar proposals. There are concerns around the quality of some appeal decisions, with evidence of inconsistent decision making by the planning inspectorate and one inspector, in particular, having allowed all of the 7 appeals he has dealt with in Leeds over the present accounting period. These have included 4 minor residential proposals, 2 householder proposals and 1 change of use.
- 4.0 Performance on other appeals (non BV204)**
- 4.1 As part of this review of appeal decisions some analysis has been undertaken on performance on other types of appeal. The table at Appendix 3 shows other types of appeals which have been allowed, including those arising from non determination

of planning applications and enforcement appeals. Further details of these appear in the tables at Appendix 4.

4.2 There have been 6 appeals allowed against non determination. All but one of these were Plans Panel items where Panel had resolved to refuse against officer recommendation. Three of these were heard at a Public Inquiry, with 1 incidence of costs awarded against the Council. As with the BV204 appeals, the main issues for these appeals were around character and appearance of the area and neighbour amenity. Most non determination appeals are lodged in the intervening period (usually a month) between Plans Panel resolution and the matter being reported back with the drafted reasons for refusal. The member/officer working group could look at this issue as part of its review of Plans Panel procedures.

4.3 Most of the allowed enforcement appeals (13) relate to minor and householder developments with main issues, again, being around character and appearance of the area and neighbour amenity.

5.0 Ongoing and future actions and improvement

5.1 *Minor residential proposals (e.g. “garden developments”)*

16 allowed appeal decisions fall within the minor residential category (i.e. less than 10 dwellings). One of the main issues on which most of these appeals are lost concerns the character and appearance of the area (10 incidences). The other most highly occurring issue concerns the living conditions of neighbours (10 incidences). In addressing character and appearance of the area issues we have introduced a more analytical approach which includes a detailed assessment of the impact of the proposed development on the character and appearance of the area, reference to relevant national policy (e.g. PPS1, PPS3) and the application of local policy and guidance, including that set out in Neighbourhoods for Living. We will also provide evidence on housing land supply, to show that Leeds is currently exceeding its housing targets and that the interests of protecting the character and appearance of the area should prevail. In addressing neighbouring amenity issues (e.g. overshadowing, privacy, dominance, disturbance) we are similarly applying a more analytical approach. We are introducing a standardised template for the officer's report and for appeal statements.

5.2 *Householder*

This category has the highest number of allowed appeals (24). As above, there is a high incidence of “character and appearance” issues (17 incidences) and “neighbours living conditions” issues (11 incidences). The analytical approach set out above is equally applicable to householder proposals. Government's proposal for fast tracking householder appeals is moving forward, so it is particularly important that the officer's report on the application is of high quality, as it is likely there will only be limited opportunity to submit further evidence within the new fast track arrangements. Training on report writing is being undertaken and the householder report template has been re-formatted to ensure a full, consistent and analytical approach is applied. Work on the householder design guide is ongoing which, once adopted as a supplementary planning document, will add considerable weight to support the Council's case in householder appeals and should result in inspectors taking a more consistent approach to their assessment of appeals.

5.3 ***Quality of appeal decisions***

On the matter of the quality of the appeal decisions, various issues are to be taken up with the planning inspectorate including those of inconsistencies (e.g. in dormer window decisions) and the prevalence of allowed appeals by particular inspectors. A number of enforcement appeal decisions, in particular, have given rise to quality concerns and are subject to specific complaint to the planning inspectorate, including one legal challenge.

5.4 ***Plans Panel issues/decision making***

The member/officer working group will be considering processes and practices to ensure rigour in Plans Panel and delegated decision making. One area for consideration is around the process for cases where decisions are made contrary to officer recommendations. Actions will also be introduced to ensure officer reports, presentations and summing up focuses on principal issues and that processes are in place to ensure Plans Panel members receive feedback and have an opportunity to review appeal decisions.

5.5 ***Public Inquiries***

Whilst a relatively small number of appeals are dealt with by public inquiry, these usually concern major, significant developments often where there is a high level of local concern. Developers will usually provide a range of expert witnesses and professional advocacy to present and support their case. We are seeking to put into place earlier and ongoing legal input, including in cases where external advocacy is to be used. Appointment of counsel will usually be appropriate in complex, major public inquiries and may also be appropriate in other cases to send a signal of the seriousness with which the Council regards a particular case or form of proposed development. We are also seeking to improve the programming and management of public inquiry appeals and provide adequate resourcing and backfilling to ensure planning managers and/or principal and senior officers who are involved in the case have adequate time to prepare and cover the case. In some cases it will be desirable to field a range of expert witnesses (e.g. urban designer, architect, highways engineer) to ensure the appellant's team is matched. On occasions it may be necessary to appoint expert witnesses externally where resourcing and/or expertise is not available in-house. This has been the case in several recent public inquiries where external experts have been appointed through the strategic alliance with Jacobs. We are (through the strategic review funding) appointing additional staff across a range of skills which will mean additional expertise will be available in house in the future.

5.6 ***Rebuttals***

We are applying a more rigorous approach to appeal submissions to ensure that detailed justification and amplification is given to all reasons for refusal and to ensure that evidence brought by the appellant, in particular new evidence not covered in the officer's report, is strongly rebutted.

5.7 ***Other actions and improvements***

Training for officers on report writing and written representation appeals is ongoing to ensure the Council's case is presented with the best possible prospects of success. Amendments to the report templates are being undertaken to ensure a structured and comprehensive report which will be a sound foundation in the event

of a future appeal. The service is continuing to develop its pre-application discussion service and improve upon the information and advice available to developers and other customers, so that problems and issues are resolved at an early stage and the number of applications which result in refusal and appeal is minimised.

6.0 Implications for Council Policy and Governance

- 6.1 BV204 is a best value performance indicator for the present accounting year. Leeds' performance against this indicator is reported on nationally until 30 March 2008. There is no national target although Leeds has set its own local target of 31%. On present performance Leeds is seen to perform below the national average and lower quartile figures for last year. The indicator will be dropped from the national performance management regime from April 2008.
- 6.2 Whilst performance against this indicator has, in previous years, been taken into account in considering planning delivery grant allocations, there is no proposal to include it in the Housing and Planning Delivery Grant (HPDG) allocations for this year. It is unlikely that the Council is at risk of HPDG grant abatement arising from appeal performance.
- 6.3 BV204 is one of the indicators taken into account in CPA which will run for one further year (until 2008) after this year. In the 2007 CPA, BV204 performance at 31 March 2007 (37.4%) was better than the bottom quartile figure (37.9%) so has not been determinant on the environment block rating of 3. The 2008 CPA will take into account performance in the current timeframe 1 April 2007 – 31 March 2008. Assuming the bottom quartile figure remains at 37.9% approx, the year end BV204 figure (currently 47.3%) is at risk of falling within the lower quartile. This could put at risk the environment block rating of 3, which can only be maintained if no more than 5 BVPIs are within the lower quartile (and 8 are achieved in the upper). This could give rise to implications for the overall star rating of the Council.
- 6.4 Planning appeals often give rise to a high level of political and local concern (e.g. in the case of "garden development"). A high level of performance on appeals is important to the effectiveness and credibility of the planning service in Leeds and there is a political expectation that there is a high quality appeals service. Appeals performance will continue to be an important local measure of the quality of the planning service.

7.0 Legal and Resource Implications

- 7.1 The Council could be at risk of awards of costs if it acts unreasonably in its decision making on planning applications and enforcement matters and does not robustly defend its decisions at appeal.
- 7.2 Resource implications arise from some of the proposals set out in this report, including those relating to the outsourcing of appeals and the appointment of external expert witnesses and external advocacy for public inquiries. External witness fees can typically be £22-25k per Inquiry. Ongoing training for officers and members is an essential requirement for which adequate budget provision will need to be made. Whilst strategic review funding will provide some additional posts, there are ongoing implications for staffing, as it is important to secure adequate resource

levels across a range of skills (e.g. planners, urban/landscape designers, highways and conservation officers, legal advisors and administration staff) to ensure the Council's case is robustly presented and supported in all appeals.

8.0 Conclusions

8.1 Whilst appeals performance is unlikely to be a matter for national reporting in the future, it will remain an important measure of performance locally and will provide a focus for improvement to the service. The actions set out in this report should help towards the improvement of Leeds' performance on appeals and ensure that the Council's case can be robustly presented and defended in the interests of driving up standards and delivering high quality sustainable development for the City.

9.0 Recommendations

9.1 Scrutiny Board (City Development) are recommended to note and comment upon the contents of this report and to give endorsement to the actions and further improvements set out in this report. In particular Scrutiny Board is asked to support and endorse the following actions:

- a. That the Plans Panels member/officer working party be asked to consider improvements to the processes for dealing with Panel decisions made against officer recommendation
- b. That a letter be sent to the Planning Inspectorate raising issues around the quality of some appeal decisions and the disproportionate number of appeals allowed by a particular Inspector
- c. That training be undertaken by officers and members, in particular to include character and appearance assessment and addressing this issue in the presentation of evidence
- d. That templates for officer reports and appeals be formatted and a standard approach be applied, and that in all cases a rebuttal of the appellant's evidence is provided

Appendix 1

Table 1.

BVPI 204 Performance 1 April 07 – 30 Nov 07					
	Plans Panel West	Plans Panel East	Plans Panel Central	Delegated	TOTALS
No. appeal decisions following decision to refuse	9	12	1	107	129
No. appeals allowed following decision to refuse	6	7	0	48	61
No. appeals allowed following Panel decision to refuse (with officer recommendation)	1	1	0		2
No. appeals allowed following Panel decision to refuse (against officer recommendation)	5	6	0		11
% appeals allowed against decision to refuse	66.6%	58.3%		44.9%	47.3%.

Table 2

BVPI 204 Development type and appeal method of allowed appeal (1 April 07 – 30 Nov 07)					
	Plans Panel West	Plans Panel East	Plans Panel Central	Delegated	TOTALS
Major residential	PI 2	H 1 W 1			P 2 H 1 W 1
Minor residential	W 4	W 2		W 10	W 16
Minor manufacturing or office		W 1		W 1	W 2
Minor other				W 3	W 3
Change of use				W 13	W 13
Householder		W 2		W 21	W 23

PI – Public Inquiry, H - Hearing, W Written statement

Table 3

BVPI 204 – Issues and no. of occurrences where appeals have been allowed 1 April 07-30 Nov 07					
All major and non residential minor applications					
	Plans Panel West	Plans Panel East	Plans Panel Central	Delegated	TOTALS
Character and appearance	1	3		2	6
Character and appearance, conservation area				4	4
Amenity and/or living conditions/neighbours				8	8
Amenity and/or living conditions/occupiers				1	1
Parking and access issues	1	1		2	4
Commuter parking				1	1
Green belt				1	1
Highway safety				2	2
Balanced communities	1				1
Shopping patterns/vitality and viability				2	2

Table 4

BVPI 204 – Issues and no. of occurrences on which appeals have been allowed					
1 April 07-30 Nov 07					
Minor residential applications (under 10 dwellings)					
	Plans Panel West	Plans Panel East	Plans Panel Central	Delegated	TOTALS
Character and appearance	2	2		6	10
Amenity and/or living conditions/neighbours	1	1		8	10
Amenity and/or living conditions/occupiers				2	2
Parking and access issues		1			1
Green belt		1			1
Highway safety				2	2
Balanced communities				1	1
Sustainability/location issues				1	1

Table 5

BVPI 204 – Issues and no. of occurrences on which appeals have been allowed					
1 April 07-30 Nov 07					
Householder applications					
	Plans Panel West	Plans Panel East	Plans Panel Central	Delegated	TOTALS
Character and appearance		1		15	16
Character and appearance, conservation area		1			1
Amenity and/or living conditions/neighbours		2		9	11
Green belt				1	1

Table 6

BV204 core cities comparison	
	06/07 %
Leeds	37.4
Birmingham	31.0
Bristol	25.0
Liverpool	41.9
Manchester	41.0
Newcastle	31.5
Nottingham	27.3
Sheffield	31.0

Appendix 2

KEY L - Level : **D**=Delegated, **C**=Committee **O** - Member Overturn **T** - Type: **WR** = Written Representation, **IH** = Informal Hearing, **PI** = Public Inquiry

BVPI –APPEALS ALLOWED

Appeal Allowed – West Area Team

1 April – 30 November 2007

App No	Address	Proposal	Size	Decision Date	L	O	T	Comments
06/01974/FU	Rear 59-61 Woodhall Rd, Calverley	2 Houses	Minor	3 April 07	D	-	WR	Residential infil. Previous approval. Backland. Impact on neighbours/scale
06/00727/FU	Tregonwell, Intake Lane, Stanningley	Bungalow	Minor	12 April 07	C	✓	WR	Dwelling in garden to rear. Character
06/03034/FU	85 Rodley Lane, Rodley	1 Dwelling	Minor	20 June 07	D	-	WR	Side garden infil. Streetscene character
06/06358/FU	85 Rodley Lane, Rodley	1 Dwelling	Minor	20 June 07	D	-	WR	Side garden infil. Streetscene character
24/370/04/FU	Spen Hill, Spen Lane, 16	2 Houses	Minor	24 July 07	C	✓	WR	Residential infil in side garden. Impact neighbours/trees/parking
06/06110/FU	Whitehall Rd/Walsh Lane, Farnley	Bungalow	Minor	7 Aug 07	D	-	WR	Greenfield. Residential infil.
06/07191/FU	57 Gotts Park Ave, Armley	House	Minor	13 Aug 07	D	-	WR	Side garden infil. Previous proposal dismissed at appeal. Character.
25/380/05/FU	83-105 Bradford Rd, Pudsey	Mixed use B1 and 78 Flats	Major	5 Sep 07	C	✓	PI	Intensification. Redevelopment. Scale/design issues.
06/04391/FU	Land adj 35 Stanmore, Grove Pudsey	2 Houses with garages	Minor	5 June 07	C	✓	WR	Side garden infill. Previous approval lapsed. Highways/impact on neighbours.

BVPI –APPEALS ALLOWED

Appeal Allowed – Central Team

1 April – 30 November 2007

App No	Address	Proposal	Size	Decision Date	L	O	T	Comments
06/01094/FU	Land N of Globe Road, Holbeck	Use of cleared site as car park for 3 years	Minor	19 Sept 07	D	-	WR	Impact on commuter parking & Conservation Area/waterwide environment. Inspector agreed adverse input on strategy for controlling commuter parking but considered OK for short stay. Already a car park. Permission given

BVPI –APPEALS ALLOWED

Appeal Allowed – East Area Team

1 April – 30 November 2007

App No	Address	Proposal	Size	Decision Date	L	O	T	Comments
06/05072/FU	Rear 2a Helena Street, Kippax	Conversion abattoir to dwelling	Minor	2 nd May 07	D	-	WR	Principle accepted Amenity space/parking issues
06/02522/FU	2 Anderson Avenue, Sheepscar	Basement to bed sit	Minor	2 nd Aug 07	D	-	WR	Impact on living conditions of neighbours from noise/disturbance. Already converted basement at 12a
06/02544/FU	4 Anderson Avenue, Sheepscar	Basement to bed sit	Minor	2 nd Aug 07	D	-	WR	
06/02542/FU	6 Anderson Avenue, Sheepscar	Basement to bed sit	Minor	2 nd Aug 07	D	-	WR	
32/265/05/FU	Manston Lane □ Leeds □ LS15 8SX	Retrospective application for detached 3.45m diameter storage tank to ice cream factory	Minor	02-Nov-07	C	✓	WR	Impact on character and appearance

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BVPI –APPEALS ALLOWED

Appeal Allowed – North West Area Team

1 April – 30 November 2007

App No	Address	Proposal	Size	Decision Date	L	O	T	Comments
06/02969/FU	4 Cumberland Road, Headingley	7 apartments	Minor	10 th Apr 07	D	-	WR	Permission for 6. Intensification issues
06/03050/FU	Rear 26 Broomfield, Adel	House	Minor	16 th May 07	D	-	WR	Dwelling in garden. Appeal dismissed at 31
06/06965/FU	26-30 North Lane, Headingley	Change of use to A2	Minor	10 th Aug 07	D	-	WR	Letting agent. Impact on Headingley S2 Centre but secondary frontage. A3 dismissed nearby but no details sent!
06/00389/FU	Perseverance Mills, Cross Chancelor Street, Leeds 6	Student Residential Scheme	Major	17 th Sep 07	C	--	PI	Impact on character of area/impact on community, car parking & amenity space issues. (Recognised as poor decision)
26/98/05/FU	14-18 St Michaels Lane and St Michaels Grove, Leeds 6	13 Flats	Major	17 July 07	C	✓	WR	Design & impact Cons Area. Over-development – parking & amenity.
07/03289/FU	14 Headingley Lane Headingley Leeds LS6 2AS	Change of use to form enlarged cafe/bar	C/U	30-Nov-07	D		WR	Shopping frontage issues and effect upon vitality of shopping centre

BVPI – APPEALS ALLOWED

Appeal Allowed – North East Area Team

1 April – 30 November 2007

App No	Address	Proposal	Size	Decision Date	L	O	T	Comments
06/03065/FU	Wetherby Castlegarth Tennis Club, Scott Lane, Wetherby	Flood lighting to 3 courts	Minor	10 th July 07	D	-	WR	Character and appearance of C Area and impact on living conditions. Well shielded site & lights on some courts already
06/03344/FU	70 Carr Manor Crescent & 402 Stonegate Road, Leeds 17	House	Minor	26 th July 07	C	✓	WR	Corner/prominent site, character/appearance of area & visual impact on neighbours.
06/06243/FU	Riverside, Westgate, Wetherby	Change of use to form dwelling in building shell	Minor	9 th Aug 07	D	-	WR	Effect on highway safety & privacy issues.
06/01706/FU	391 & 391a Harrogate Rd, Leeds 17	Alteration & dormers to form flat	Minor	30 th Aug 07	D	-	WR	Highways issues & level of parking provision. Inspector applied PPG3 & PPG13 to allow.
06/06865/FU	7 Reginald View, Chapeltown	Conversion to 2 flats	Minor	3 rd Sep 07	D	-	WR	Access for ground floor, bins & noise/disturbance issues. Intensity issues rather than principle.
07/02883/FU	Bracken Park Lodge, Syke Lane, Scarcroft, Leeds, LS14 3JA	Amendment to permission reference 31/19/05/FU - addition of gable to proposed detached 6 bedroom dwelling house	Minor	09-Nov-07	D	-	WR	Green belt considerations
07/00818/FU	Yorkshire Amateur AFC Football Ground, Bracken Edge, Harehills, Leeds, LS8 4EE	Replacement of 17.5m high mast with 20m high mast, and the transfer of 6 antennae and two dishes from the adjacent lattice mast.	Minor	16/10/2007	D	-	WR	Character and appearance issues and outlook

BVPI –APPEALS ALLOWED

Appeal Allowed – South Area Team

1 April – 30 November 2007

App No	Address	Proposal	Size	Decision Date	L	O	T	Comments
06/03036/FU	1 Cross Flatts Street, Beeston	Change of use to basement flat	Minor	3rd Apr 07	D	-	WR	Inspector critical of reasons as “unclear and imprecise”. Principle consistent with pattern of use in area.
06/00270/FU	Rothwell Service Station, Carlton Lane, Rothwell	24 apartments	Major	4 th Apr 07	C	-	IH	Character/appearance issues. Adjacent G Belt. Intensity/scale issues. Lost £46,000 commuted sum for greenspace offered. Costs award failed.
23/417/05/RM	Blackgates Infant School, Bradford Road, Tingley	11 houses	Major	17 th Apr 07	C	✓	WR	Character / access issues
06/02062/RM	Land to rear Chiltern, Bradford Road, West Ardsley	House	Minor	8 th June 07	D	-	WR	Dwelling in garden. Impact on character/appearance & living conditions of neighbours. Triangular site close to neighbours.
06/04125/FU	Bosomworth Shop, First Avenue, Rothwell	Change of use & extension to hot food take away	Minor	28 th June 07	D	-	WR	Noise/disturbance issues. Hot food <u>dismissed</u> but extension allowed. Split decision.
06/03827/FU	36 Great Northern Street, Morley	Change of use terrace to two back- to-backs	Minor	10 th July 07	D	-	WR	Character & highway issues but many back-to-backs in area.
06/06319/FU	126 Wakefield Road, Rothwell	Extension to ancillary offices	Minor	17 th July 07	D	-	WR	Inappropriate development in G Belt. Inspector considered improvements to openness would be very special circumstances.
06/04152/FU	17a Royds Lane, Rothwell	Change of use of basement to 2 flats	Minor	15 th Aug 07	D	-	WR	Highway safety issues (no additional parking provision) but close to town centre.
06/06668/FU	39 Reedsdale Gardens, Gildersome	Single storey holistic therapy building to dwelling	Minor	3 rd Sep 07	D	-	WR	Garden building close to boundary. Impact on living conditions of neighbours. Modest building & scale persuaded Inspector.
06/04071/FU	Swithens Street, Rothwell, Leeds, LS26 0BU	6 two and 2 one bedroom flats with 9 car parking spaces	Minor	15-Oct-07	C	✓	WR	Character and appearance and car parking issues

BVPI – APPEALS ALLOWED

Appeal Allowed – Householder Team

1 April – 30 September 2007

App No	Address	Proposal	Decision Date	L	O	T	Comments
06/06359/FU	6 Dale Close, Guiseley	First floor rear	17 th May 07	D	-	WR	Set in from boundary. Main issue impact on neighbours. Panel previously objected to the extension.
06/02497/FU	29 Farrar Lane, Oulton	Attached covered swimming pool	31 st May 07	C	✓	WR	Close to side. Impact on neighbours.
32/272/05/FU	40 Baronsmead, Whitkirk	Two storey side	6 th June 07	C	✓	WR	Impact on character & neighbour. Set back.
06/02931/FU	23 Victoria Road, Guiseley	Rear dormer	26 th June 07	D	-	WR	Other dormers in the area & considered against that backdrop.
06/05899/FU	7 Grafton Villas, Leeds 15	Two storey side	9 th July 07	D	-	WR	Impact on neighbour's secondary windows. Held unreasonable.
06/05038/FU	34 Nichols Way, Wetherby	First floor front	10 th July 07	D	-	WR	Impact on neighbour in terms of dominance.
06/05722/FU	52 Victoria Drive, Horsforth	Single storey side	11 th July 07	D	-	WR	Impact on neighbour and habitable window. Held unreasonable.
06/03284/FU	10 Ayresome Terrace, Roundhay	Gable & dormer to rear	11 th July 07	D	-	WR	Visual impact. Variety of design in area.
06/04332/FU	12 Dib Lane, Leeds 8	Mansard roof with dormer & single storey side	13 th July 07	D	-	WR	Visual impact. Set back & not prominent. Present dwelling lacks character.
06/04831/FU	107 Albion Street, Otley	Front dormer	26 th July 07	D	-	WR	Character / appearance. Split decision Dormer dismissed, veluxes allowed
06/07133/FU	18 Aviary Mount, Armley	Basement alterations to front	6 th Aug 07	D	-	WR	Objected to light wells – basement accommodation common in area – other light wells in vicinity. Negligible impact & most sustainable method of giving light.
06/03397/FU	30 Highbury Street, Meanwood	Front dormer	8 th Aug 07	D	-	WR	Renewal of lapsed permission. Impact on character. Dormer conversions in area but not on this side of street.
06/07180/FU	75c Selby Road, Garforth	Single storey side, dormer rear, conservatory rear & garage front	9 th Aug 07	D	-	WR	Impact on character & neighbours amenity. Split decision. Dormer/garage dismissed.
06/05827/FU	Sunnyville, Bradford Road, Tingley	First floor side & loft conversion	9 th Aug 07	D	-	WR	Split decision. Dormer dismissed.
07/00280/FU	5a Clara Drive, Calverley	Roof alterations & dormer	9 th Aug 07	D	-	WR	Green Belt policy. Previous permission undermined case and this was not significant change to resist it.

App No	Address	Proposal	Decision Date	L	O	T	Comments
06/05059/FU	72 Easterley Road, Gipton	Gable roof alteration, rear dormer, & rear double garage	16 th Aug 07	D	-	WR	Hip to gable & impact on character of pair of semis. Lots of other examples of roof alterations in the area & mitigated by trees in streetscene.
06/07301/FU	65 Old Hall Road, Tingley	First floor side	21 st Aug 07	D	-	WR	Streetscene & impact on neighbours.
06/06579/FU	3 Roxholme Road, Harehills	1.8m fence to wall	21 st Aug 07	D	-	WR	Streetscene – variety of treatments and visual impact acceptable
07/00322/FU	1 Hollinhurst, Allerton Bywater	Front dormer	17 th Sep 07	D	-	WR	Dormers characteristic of area.
06/06289/FU	24 Lairum Rise, Clifford	Side extension with dormers	18 th Sep 07	D	-	WR	Streetscene & impact on neighbours. Other side extensions in area and similar extension along street.
06/07298/FU	12 Coniston Avenue, Headingley, Leeds, LS6 2BD	Two storey rear extension	03-Oct-07	D	-	WR	Living conditions of neighbours
07/01072/FU	Hawthorns, 2 Langwith Valley Road, Collingham, Wetherby, Leeds, LS22 5DW	Front & side extension, & extension to other side	01-Oct-07	D	-	WR	Character and appearance issues
07/02041/FU	4 Hunger Hills Avenue, Horsforth, Leeds, LS18 5JT	Rear extension & side extension	02-Nov-07	D	-	WR	Character and appearance issues and effects upon neighbouring property
07/01676/FU	6 Woodkirk Grove, Tingley WF3 1JW	Extension to side and rear. Two storey extension to other side and new first floor with juliet balcony to rear and bay window to front.	05-Nov-07	D	-	WR	Character and appearance issues

Appendix 3

Appeal Performance (Other/non BVPI 204) 1 April 07 – 30 Nov 07					
	Plans Panel West	Plans Panel East	Plans Panel Central	Delegated	TOTALS
Non determination	P 2 H 1	P 1 H 1		W 1	P 3 H 2 W 1
Adverts				W 2 Split	W 2
Variation of conditions		W 1		W 3	W 4
Conservation area consent refusal				P 1	P 1
Telecoms notifications				W 1	W 1

Appeal Performance Enforcement (Other/non BVPI 204) 1 April 07 – 30 Nov 07	
Enforcement	P 1 H 4 W 8

Key – P = Public Inquiry, H = Informal Hearing, W = Written Representations, Split = split decision, part allowed, part dismissed.

Appendix 4

KEY L - Level : **D**=Delegated, **C**-Committee **O** - Member Overturn **T** - Type: **WR** = Written Representation, **IH** = Informal Hearing, **PI** = Public Inquiry

APPEALS ALLOWED - NON -DETERMINATION

1 April – 30 November 2007

App No	Address	Proposal	Size	Decision Date	L	O	T	Comments
06/00533/FU	245 Elland Road, Leeds 11	16 apartments	Major	2 nd May 07	C	✓	IH	Intensification. Character/appearance & impact on neighbours. Visual impact.
06/05341/FU	16 High Street, Yeadon	Opening hours condition non-compliance to pub	Minor	4 th May 07	D	-	WR	Impact on living conditions of neighbours.
27165/05/FU	1,3,3a Brownberrie Lane, Horsforth	41 sheltered and 9 affordable flats	Major	18 th May 07	C	✓	PI	Intensification from 3 houses. Highways/character/scale. Costs awarded against the Council
26/249/05/FU	62 Otley Road, Leeds 6	12 flats	Major	20 th June 07	C	✓	PI	Impact Cons Area, amenity space, parking
06/01200/RM	45-47 Station Road & behind 37-51 Station Road, Scholes	16 flats & 4 houses	Major	26 th July 07	C	✓	PI	Overdevelopment issues. Principle established.
06/00922/FU	83 Cardigan Lane, Burley	4 apartments & 18 studios	Major	8 th Aug 07	C	✓	IH	Residential infill & intensification. Scale/amenity issues

Appendix 5

KEY Type: **WR** = Written Representation, **IH** = Informal Hearing, **PI** = Public Inquiry

APPEALS ALLOWED - ENFORCEMENT

1 April – 30 November 2007

App No	Address	Proposal	Decision Date	Type	Comments
ENF/1377/04/30	15 Ayresome Terrace Roundhay Leeds	Unauthorised building	25-Apr-07	WR	Living conditions of neighbour
ENF/1255/05/25	34 Clara Drive Calverley	Extensions and alterations	03-May-07	IH	Character and appearance issues and effect upon neighbours – partial costs awarded against the Council
06/00746/UHD3	7 Grimthorpe Place Headingley Leeds LS6 3JT	Erection of dormer and basement conversion	11-May-07	IH	Character and appearance issues
06/00156/NCP3	62 Otley Road Leeds LS6 4DL	Alterations and change of use to 12 flats	20-Jun-07	PI	Issues re living conditions of neighbours and occupiers and parking
06/01405/UHD3	3 Roxholme Road Harehills Leeds LS7 4JG	Erection of fence	21-Aug-07	WR	Character and appearance issues
06/01497/UHD2	20a Carr Manor Avenue Moortown Leeds	Extension to dwelling	11-Sep-07	WR	Development alleged not taken place
06/01025/UHD2	61 Town Street Guiseley Leeds LS20 9DT	Dormer extension	11-Sep-07	WR	Character and appearance of conservation area
ENF/547/05/23	41-45 Albert Road Morley Leeds 27	Unauthorised decking	25-Sep-07	WR	Character and appearance issues and effect upon neighbours – apology received from planning inspectorate about inspector's approach
06/01349/UHD3	15 Thorp Arch Park Thorp Arch Wetherby Leeds LS23 7AP	Erection of gates	18-Oct-07	WR	Character and appearance of the area issue
06/01307/USFS3	42 Gay Lane Otley Leeds LS21 1BR	New shopfront	19-Oct-07	WR	Omission of reason from enforcement notice – legal challenge pending
06/00791/UHD2	41 Tyersal Court Leeds BD4 8EW	Erection of extension	01-Nov-07	WR	Living conditions of neighbour
07/00318/UHD2	10 Mayville Place Headingley Leeds LS6 1NE	Erection of dormer + basement conversion	12-Nov-07	IH	Character and appearance issues re dormer
ENF/1378/05/30	9 Bideford Avenue Leeds 8	Erection of extensions	13-Nov-07	IH	Effect upon character and appearance of the area and living conditions of neighbours

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Report of the Chief Strategy & Policy Officer

Scrutiny Board: City Development

Date: 22 January 2008

Subject: Review of the Conservation Team

Electoral Wards Affected: ALL

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 PURPOSE OF REPORT

- 1.1** To brief the Board on the work and priorities of Conservation Team in the light of concerns that the Council is not meeting its legal obligations.

2 INTRODUCTION

- 2.1** Conservation Team provides a service through the planning system for the management of the historic environment of Leeds. As such it is part of the Council's work as local planning authority. Operationally the Team is part of the Sustainable Development Unit headed by Dr Tom Knowland and lies within the Strategy & Policy division of City Development Directorate under Steve Speak as Chief Officer.

3 THE HISTORIC ENVIRONMENT OF LEEDS

- 3.1** Our understanding of what constitutes the historic environment of Leeds has grown steadily over the years. More and more of the familiar surroundings which give each area its distinctiveness is now recognised as important to conserve. Official designations of the heritage have continued to grow to reflect this. In 1951 there were 51 listed buildings in the former County Borough rising to about 700 in the mid 1970s. The expansion of Leeds in 1974 and the review of listings by English Heritage in the early 1990s brought the list to about 2400 by 1996, representing over 3200 individual listed buildings.
- 3.2** Not only are more buildings listed each year by central government but to these are added historic landscapes such as parks and gardens and battlefields. The City

Council too has slowly added to the number of designated conservation areas to protect those parts of the district which have special interest. The current tally of designated historic assets is shown in Figure 1.

<p>Figure 1 Protected heritage of Leeds</p> <p>Ancient Monuments - 58 Listed Buildings - 3200 Conservation Areas - 65 Historic Parks & Gardens - 13 Historic Battlefields - 1</p>
--

3.3 As a result of this work to recognise the rich heritage of Leeds, the city now has more designated historic assets than any of the other Core Cities, as shown in Figure 2.

HERITAGE IN THE CORE CITIES (PLUS YORK)						Figure 2
Figures from English Heritage October 2007						
	Grade I & II* entries	Grade II entries	Parks & Gardens	Scheduled Ancient Monuments	Conservation Areas	Total Assets
Leeds	149#	2296#	13	56	63	2577
Liverpool	125	1386	10	4	34	1559
Manchester	106	773	8	6	35	928
Sheffield	66	1067	11	47	35	1226
Newcastle	123	554	7	42	11	737
Birmingham	123	1287	14	14	27	1465
York	241	1339	4	25	34	1634
Bristol	288	1924	8	26	33	2279
Nottingham	41	751	8	10	30	840

Please note that these are numbers of entries in the register of listed buildings and equate to approximately 3200 individual buildings or structures as shown in Figure 1.

4 THE WORK OF THE TEAM

4.1 Five priorities for Conservation Team are shown in the work programme within the Sustainable Development Unit Service Plan. These are:

- Engagement with the **renaissance and urban design process** to add the heritage dimension
- **Conservation area appraisals and management plans:** deliver a programme efficiently
- **Buildings at Risk:** target these for reducing/eliminating risk especially to City Council-owned buildings
- **Profile-raising** of the team especially through working with the **Historic Environment Champion**
- Develop the **website/intranet** to **increase access** for all to **heritage resources**

4.2 This is delivered through six areas of work shown in the Service Plan

- **Policy and strategy**
- **Heritage Management : Historic Buildings**
- **Heritage Management: Conservation Areas**
- **Heritage Management: Other aspects**
- **Regeneration and Development**
- **Promotion, Advice and Access to Information**

The Team is thus engaged in the full range of historic environment work from the macro to the micro scale: from White Papers to doorknobs.

4.3 Four aspects are likely to be of particular interest to the Board: development control, regeneration, conservation areas and listed building protection.

4.3.1 **Development** cannot be successful without an acknowledgement of its context and the Team works hard to try to ensure that all development is shaped by an understanding of local distinctiveness. All listed building applications, conservation area applications and planning applications affecting designated assets are referred to the Team for specialist advice to Planning Services. 505 applications were responded to in 2007. In addition, the Team has provided inputs to planning and development briefs and to planning appeals.

4.3.2 **Regeneration** is again most successful when the heritage dimension is added. The Team has advised on several major regeneration projects such as The Aire Valley, the Eastgate Quarter and the West Leeds Gateway. More significant has been the Team's work with Environment & Neighbourhoods Directorate applications to the Heritage Lottery Fund for Townscape Heritage Initiative Grants for conservation-based regeneration at Armley and Chapeltown which has secured provisional approval of £1.9 million of external funding.

4.3.3 **Conservation Area** work has until recently received a low priority in the Team's work because of more immediate pressures. In recognition of the duty on the Council to review from time to time those areas which it considers worthy of conservation area status and to bring forward proposals for their enhancement, the Team has sought to find more resources for this. Two projects will now focus attention on conservation areas. The first is the City Centre Characterisation Project funded jointly with English Heritage and undertaken by Jacobs under the Strategic Design Alliance and the

second is the Conservation Areas Review Project funded by several of the Council's Area Committees. The Characterisation Project has nearly completed work on 12 conservation area appraisals within the city centre and these will be subject to public consultation in the summer. Work is due to start on the CA Review in March with a further 16 conservation areas due for boundary review and appraisal by April 2009.

4.3.4 Listed building work includes action to try to secure a future for those deemed At Risk and those vulnerable through neglect. Persuasion is used to try to encourage owners to act but in last resort legal action is taken to safeguard the most threatened as happened at Seacroft Grange.

5 RESOURCES

- 5.1** The work is carried out by three conservation officers, all qualified as planners and two with postgraduate diplomas in building conservation.
- 5.2** The additional conservation area work mentioned earlier has been possible only because temporary additional resources have been funded at a cost of £90k and £100k respectively.
- 5.3** The Leeds Heritage Fund which was available to promote action on threatened buildings was abolished inc. 1990. A Listed Building at Risk Grant which operated in the 1990s was discontinued c.1995. There is now no budget for any proactive grant aid work other than that for the two Townscape Heritage Initiative schemes at Armley and Chapelton which have yet to be finalised.

6 RECOMMENDATIONS

- 6.1** That Members consider this report.



Originator: J Stageman/
H Pinches
Tel: 2474352

Report of the Assistant Chief Executive (Planning, Policy and Improvement)

Scrutiny Board (City Development)

Date: 22nd January 2008

Subject: Leeds Strategic Plan and Council Business Plan: Outcomes and Priorities

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

1. The Leeds Strategic Plan and Council Business Plan outcomes and Improvement priorities together with the financial strategy set out the strategic approach of the Council that will underpin service delivery for the period 2008-11. The Budget and Policy Framework requires the initial proposals for such plans to be reviewed by Scrutiny so that they have the opportunity to shape policy and make recommendations for change.
2. This report sets out the initial proposals for the Local Strategic Partnership, alongside the processes already undertaken for the development of these significant plans. It also clarifies the next stages for the full development of both plans in line with statutory and constitutional requirements.

1.0 Purpose Of This Report

- 1.1 The Leeds Strategic Plan and Council Business Plan outcomes and improvement priorities together with the five year financial strategy set out the strategic approach of the Council that will underpin delivery of services in the period 2008-11. This report outlines the progress to date in the development of the Leeds Strategic Plan and Council Business Plan.
- 1.2 The report updates Scrutiny Board (City Development) on the findings of the stakeholder consultation undertaken between September and November 2007 to determine the strategic outcomes and improvement priorities for the Leeds Strategic Plan 2008-11. The Board is asked to receive and comment upon changes made based on feedback received.
- 1.3 The draft business outcomes and improvement priorities are presented to Scrutiny for the first time and feedback is sought on these to help shape and develop the Council's business transformation and development agenda which will support the delivery of the Leeds Strategic Plan.

2.0 Background Information

- 2.1 Members of Executive Board approved a revised corporate planning framework for the city in July 2007. The strategic element of this framework includes two high level plans which set the strategic level outcomes and priorities for both the city and the organisation for a three year period. These are:
 - **Leeds Strategic Plan 2008-11** - sets out the strategic outcomes and improvement priorities that will guide delivery of what the Council needs to focus on across the city either on its own, or in partnership with others, during the period 2008-11. This plan includes the statutory requirements regarding Leeds' Local Area Agreement as detailed in the Local Government and Public Involvement in Health Act 2007.
 - **Council Business Plan 2008-11** - sets out what the council needs to do organisationally to achieve the outcomes and priorities in the Leeds Strategic Plan. This includes outlining the business development, organisational change, business transformation and financial planning activities that we plan to undertake over the next three years. The five year financial strategy was considered by members of Executive Board in December and will be integrated into the Council Business Plan.
- 2.2 The agreed framework specified that these strategic level plans not only set out the overarching priorities but also include the mechanisms for measuring success in achieving these priorities. The Budget and Policy framework specifies that the initial proposals contained in both of these plans are to be published at least two months in advance of adoption and that Scrutiny is allowed at least six weeks to respond to these initial proposals.
- 2.3 A three year planning timeframe has been adopted for both the Leeds Strategic Plan and Council Business Plan based on the fact that the Local Area Agreement, required by statute, spans three years and the Comprehensive Spending Review 2007 provides a three year funding settlement. However, we recognise that for some aspects of our work there is a need for a longer term view. The Vision for

Leeds 2004-20 provides the longer term ambitions of the city for the three year Leeds Strategic Plan. We have also developed longer term visions for some of our Business Plan priorities and therefore it is our intention to reflect these within the Council Business Plan where appropriate eg inclusion of our five year financial strategy.

3.0 Leeds Strategic Plan

Feedback on Stakeholder Consultation

- 3.1 During July and August 2007 a draft set of strategic outcomes and improvement priorities were compiled that described what the Council and, where relevant its partners, aim to focus attention on during the period 2008-11. The draft outcomes and priorities are organised around the eight themes of the long term vision for the city – the Vision for Leeds 2004-2020. Evidence of where we need to focus our efforts was drawn from:
- The Annual Citizens Survey;
 - The council's and partners' performance management systems;
 - Current demographic and economic trends of the city; and
 - Local knowledge of Members, council officers and partners.
- 3.2 During September to November 2007 a wide range of stakeholders were consulted across the city to provide the opportunity to 'check' whether the right improvement priorities had been identified, highlight any gaps and explore views on how delivery can best be achieved over the next three years. The following stakeholders were consulted:
- All Elected Members (Executive Members, Scrutiny Boards, Area Committees, Members' Seminar)
 - Statutory partners
 - Voluntary, Community and Faith Sector
 - Representatives of the business community
 - Representatives of the Trade Unions
 - Council Staff
 - Equality Groups
 - Citizen Focus Groups
- 3.3 The general messages to emerge from the consultation were as follows:
- General support for the strategic outcomes and improvement priorities as drafted. It was commonly felt that the appropriate themes had been identified, and the balance in terms of 'Going up a League' and 'Narrowing the Gap' was judged to be about right.
 - Some concern that the priorities in the areas of 'Environment' and 'Transport' should be strengthened and a stronger emphasis be placed on Children and Young People and Older People.
 - Generally felt that the themes and priorities were strongly interdependent and that this should be both strengthened in places and communicated throughout the planning framework.

- Whilst the priorities were judged to have generally targeted the right areas, respondents often noted that their wording would benefit from the use of more positive, simple and clear language.

A full report summarising comments from the consultation is available for more detailed information.

Changes to Strategic Outcomes and Improvement Priorities

- 3.4 The feedback from the consultation has resulted in a series of changes and improvements to the draft strategic outcomes and improvement priorities.
- 3.5 It is intended that the context to the Leeds Strategic Plan provides an explanation of the importance placed on:
- Children and Young People
 - Older People (with the recognition that we wish to rise to the challenges and opportunities presented by an ageing society)
 - Interconnectivity between our strategic themes and priorities

Further proposed changes are:

Our Ambition	<p>Our Mission is to bring the benefits of a prosperous, vibrant and attractive city to all the people* of Leeds. We want:</p> <ul style="list-style-type: none"> • people to be happy, healthy, safe, successful and free from the effects of poverty; • our young people to be equipped to contribute to their own and the city's future well being and prosperity; • local people to be engaged in decisions about their neighbourhood and community and help shape local services; • neighbourhoods to be inclusive, varied and vibrant offering housing options and quality facilities and free from harassment and crime, and; • a city-region that is prosperous, innovative, attractive and distinctive enabling people, business and the economy to realise their full potential.
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Strategic Outcomes	Improvement Priorities
<p>Culture</p> <p>Increased participation in cultural opportunities through engaging with all our communities.</p> <p>Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance.</p>	<p>Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities</p> <p>Facilitate the delivery of major cultural schemes of international significance.</p>
<p>Skills and Economy</p> <p>Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy.</p> <p>Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre.</p>	<p>Increase innovation and entrepreneurial activity across the city</p> <p>Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment</p> <p>Enhance the skills of the workforce to fulfil individual and economic potential.</p> <p>Increase international communications, marketing and business support activities to promote the city and attract investment.</p>
<p>Learning</p> <p>Enhance the current and future workforce through fulfilling individual and economic potential and investing in learning facilities.</p>	<p>Enhance the skill level of the workforce to fulfil individual and economic potential</p> <p>Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap.</p> <p>Improve learning outcomes and skill levels for 19 year olds.</p> <p>Increase the proportion of vulnerable groups engaged in education, training or employment.</p> <p>Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.</p>
<p>Transport</p> <p>Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours</p>	<p>Deliver and facilitate a range of transport proposals for an enhanced transport system.</p> <p>Improve the quality, use and accessibility of public transport services in Leeds.</p> <p>Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.</p> <p>Improve road safety for all our users, especially motor cyclists and pedal cyclists.</p>

<p>Environment</p> <p>Reduced ecological footprint through responding to environmental and climate change and influencing others.</p> <p>Cleaner, greener and more attractive city through effective environmental management and changed behaviours.</p>	<p>Reduce the amount of waste going to landfill.</p> <p>Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.</p> <p>Undertake actions to improve our resilience to current and future climate change.</p> <p>Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces.</p>
<p>Health and Wellbeing</p> <p>Reduced health inequalities through the promotion of healthy life choices and improved access to services.</p> <p>Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.</p> <p>Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and wellbeing.</p>	<p>Reduce premature deaths from circulatory diseases.</p> <p>Reduce the number of people who smoke.</p> <p>Reduce rate of increase in obesity and raise physical activity for all.</p> <p>Reduce teenage conception and improve sexual health.</p> <p>Improve the assessment and care management of children, families and vulnerable adults.</p> <p>Improve psychological and mental health services for children, young people and families.</p> <p>Increase the number of vulnerable people helped to live at home.</p> <p>Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives.</p> <p>Embed a safeguarding culture for all.</p>

<p>Thriving Places</p> <p>Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.</p> <p>Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.</p> <p>Increased economic activity through targeted support to reduce worklessness and poverty.</p>	<p>Increase the number of “decent homes”.</p> <p>Increase the number of affordable homes.</p> <p>Reduce the number of homeless people.</p> <p>Reduce the number of people who are not able to adequately heat their homes.</p> <p>Increase financial inclusion in deprived areas.</p> <p>Reduce crime and fear of crime.</p> <p>Reduce offending.</p> <p>Reduce the harm from drugs and alcohol to individuals and society.</p> <p>Reduce anti-social behaviour.</p> <p>Reduce bullying and harassment.</p> <p>Reduce worklessness across the city with a focus on deprived areas.</p> <p>Reduce the number of children in poverty.</p> <p>Develop extended services, using sites across the city, to improve support to children, families and communities.</p>
<p>Stronger Communities</p> <p>More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services.</p> <p>Improved community cohesion and integration through meaningful involvement and valuing equality and diversity.</p>	<p>An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents.</p> <p>An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery.</p> <p>Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services.</p> <p>An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.</p>

4.0 Measuring success in achieving Strategic Outcomes and Improvement

Priorities

4.1 As part of the Government’s intention to reduce the performance management burden for local government, it has recently reduced the estimated 1,200 indicators for assessing performance to 198. This national indicator set of 198 measures will be the only measures on which central government will performance manage outcomes delivered by local government working alone, or in partnership with others, from April 2008.

4.2 These measures will, where appropriate, be included in the final version of the Leeds Strategic Plan, matched against the relevant strategic outcomes and improvement priorities. In addition a number of local measures will also be required to adequately measure progress in areas not captured by the national indicator set.

5.0 Local Area Agreement requirements

5.1 The Local Government and Public Involvement in Health Act 2007 formalised the Local Area Agreement (LAA) as a key statutory tool in exercising the place shaping responsibility of the local authority. The LAA will be the only place from April 2008 onwards where central government will agree targets with local authorities and their partners against the set of national indicators. Each LAA will include 'up to 35' targets developed from the national indicators, supplemented by 17 statutory targets on educational attainment and early years.

5.2 Our LAA proposals for negotiation with Government are being drawn from the improvement priorities that are agreed as part of the Leeds Strategic Plan. 'Up to 35' improvement priorities will be selected and aligned with the 'best fit' national indicators. Targets will then need to be developed for each improvement priority/indicator and negotiated and agreed with Government. The final sign off of the LAA requirements with Government will take place in June 2008.

5.3 The local authority has a statutory duty to consult with partners named in the Local Government and Public Involvement in Health Act 2007 in identifying improvement priorities and targets and partners have a statutory duty to co-operate in the delivery of the agreed targets.

6.0 Council Business Plan 2008-11

Development of the Plan

6.1 The purpose of the Council Business Plan 2008-11 is to set out the business outcomes and improvement priorities for the next three years. This is to ensure that the council is 'fit for purpose' and to support the delivery of the Leeds Strategic Plan. Therefore the process for the development of both plans has been closely linked.

6.2 The first phase of work to develop the Council Business Plan 2008-11 involved a series of meetings with senior officers to seek their views, with reference to the first draft of the strategic outcomes and improvement priorities, on what issues the business plan needed to address. From these meetings a wide range of potential improvement priority areas were identified and from these CLT identified four key outcome areas:

- Business intelligence
- One council – cultural change
- Service prioritisation
- Democratic and community engagement

6.3 From these inputs, and with reference to projects already underway through the Smarter Working: Better Results change programme, an initial set of outcomes and improvement priorities were developed. These were then tested and challenged alongside the strategic outcomes and improvement priorities. This process ensured that the developing business outcomes were fully aligned to, and supported the

delivery of, the Leeds Strategic Plan. The final element of this initial consultation process was two staff focus groups in December.

Business Plan Outcomes and Improvement Priorities

6.4 The resultant draft business plan outcomes and improvement priorities are shown below.

Business Outcome 1 - We are an intelligent organisation, using good quality information to commission better outcomes	
Delivered through	Business Improvement Priorities
Information and knowledge management	<ul style="list-style-type: none"> • Improve our systems and processes to enable us to use our information effectively and efficiently • Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels • Ensure we have the right intelligence to inform our strategic planning • Develop arrangements to protect and share information in line with legislative and regulatory requirements
Customer involvement, choice and satisfaction	<ul style="list-style-type: none"> • Improve our understanding of our customers • Increase the provision of choice • Improve our services based on customer feedback • Manage customer expectation and deliver on our promises
Business Outcome 2 - We are a values led organisation and our staff are motivated and empowered	
Delivered through	Business Improvement Priorities
Looking after Leeds	<ul style="list-style-type: none"> • Reduce the carbon emissions arising from our buildings, vehicles and operations • Increase the proportion of socially responsible goods and services that we procure • Promote our narrowing the gap agenda through our Corporate Social Responsibility programme
Putting Customers First	<ul style="list-style-type: none"> • Develop joined up and person centred services designed around the needs of our customers • Enhance the links between front and back office services to deliver excellent end-to-end services
Treating People Fairly	<ul style="list-style-type: none"> • Ensure colleagues reflect the diversity of our communities • Ensure fair access to all our services
Valuing colleagues	<ul style="list-style-type: none"> • Empower, support and develop our staff • Improve understanding and transparency of our decision-making and accountability processes • Ensure we have the right staff, in the right place with the right skills at the right time

Leadership	<ul style="list-style-type: none"> • Improve leadership at all levels including officers and elected members • Strengthen communication at all levels • Enhance our leadership of the city
Business Outcome 3 - Our resources are clearly prioritised to provide excellent services and value for money.	
Delivered through	Business Improvement Priorities
Resource Prioritisation	<ul style="list-style-type: none"> • Increase the proportion of resources used to support our priorities by redirecting resources away from our non-priorities • Embed sustainability in our resource management processes
Efficiency/Value for Money	<ul style="list-style-type: none"> • Improve the efficiency of our services • Embed value for money at all levels
Service Improvement	<ul style="list-style-type: none"> • Enhance service improvement capacity to deliver excellent and sustainable services
Partnerships	<ul style="list-style-type: none"> • Develop sustainable and effective partnership governance framework
Income generation	<ul style="list-style-type: none"> • Maximise our income
Commissioning	<ul style="list-style-type: none"> • Improve service provision through an effective commissioning process
Support services	<ul style="list-style-type: none"> • Improve quality and efficiency of support services
Business Outcome 4 - Our citizens, businesses and communities are empowered and involved in decision making	
Delivered through	Business Improvement Priorities
Democratic engagement	<ul style="list-style-type: none"> • Strengthen our democratic processes to improve governance and policy making • Increase member involvement in policy development decision making and accountability
Stakeholder Engagement	<ul style="list-style-type: none"> • Increase involvement, engagement and participation of all communities • Build trust with local communities to encourage greater engagement

7.0 Next Steps

- 7.1 **Leeds Strategic Plan** – the next step is to align the national indicator set and develop relevant local indicators to ensure robust measures are in place for all our agreed strategic outcomes and improvement priorities. A series of negotiations, commencing in January 2008, will be undertaken with partners and with the Government Office of Yorkshire and Humber to agree the Local Area Agreement requirements outlined in 4.2.
- 7.2 **Council Business Plan** - the next step is for the draft business outcomes and improvement priorities to be revised based on Scrutiny feedback. At the same time work will also continue to develop performance indicators and targets to monitor our

progress in delivering this plan. The new national indicator set contains very few relevant measures so these will need to be locally determined. The five year financial plan will also be incorporated into the Council Business Plan.

- 7.3 A format for both the Leeds Strategic Plan and Business Plan is being developed that will clearly link both these key strategy documents. An appropriate accountability framework will be outlined in both documents highlighting responsibilities of senior council officers, partners and Elected Members.

8.0 Implications for Council Policy and Governance

- 8.1 The Leeds Strategic Plan and Council Business Plan form part of the Council's Policy and Budget Framework as set out in the Constitution. This requires Scrutiny to have the opportunity to provide input on the initial proposals in order to shape the development of these key plans prior to endorsement to by Executive Board and approval by Full Council. It is proposed that this is undertaken in a staged approach as outlined below:

Task	Date
OSC and Scrutiny Boards commented on draft Strategic Outcomes and Improvement Priorities of the Leeds Strategic Plan	October 2007
OSC and Scrutiny Boards receive feedback on the revised Strategic Outcomes and Improvement Priorities of the Leeds Strategic Plan and comment on the draft Business Plan Outcomes and Improvement Priorities. OSC considers the overview of 5 year Financial Plan	January 2008
Executive Board considers annual budget 2008/9 and 5 year Financial Plan	8 th February 2008
Full Council considers annual budget 2008/9 and 5 year Financial Plan	20 th February 2008
Executive Board considers full draft Leeds Strategic Plan and Council Business Plan 2008-11	12 th March 2008
Full Council considers full draft Leeds Strategic Plan and Council Business Plan 2008-11	9 th April 2008

- 8.2 The targets linked to the LAA requirements of the Leeds Strategic Plan will continue to be negotiated with Government beyond the formal approval date identified above. It is proposed that authority is delegated to the Chief Executive to agree the final formulation of these targets and that the final agreed targets be reported retrospectively to members.

9.0 Legal And Resource Implications

- 9.1 A key element of the Council Business Plan is the five year financial plan which underpins the delivery of the Strategic and Business Plans. In order to comply with the legislative requirements for the annual budget it is proposed that an overview of the financial elements of the Business Plan will be approved alongside the budget for 2008-9 at Full Council on 11th March 2008 as outlined in the timetable above.

10.0 Recommendations

10.1 The Scrutiny Board is recommended to:

- i. comment on the revised strategic outcomes and improvement priorities for the Leeds Strategic Plan to enable negotiations on the LAA to commence;
- ii. comment on the draft business outcomes and improvement priorities.

Developing the Improvement Priorities for the Leeds Strategic Plan 2008/11

Consultation Report



December 2007

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Developing the Improvement Priorities for the Leeds Strategic Plan 2008/11

Section 1.0 - Introduction

- 1.1 This report sets out the findings from the consultation undertaken between September and November 2007 to determine the improvement priorities for the Leeds Strategic Plan 2008 – 11. The findings are reported on a theme and stakeholder group basis. Changes based on feedback are highlighted in a revised list of improvement priorities within this report.

Section 2.0 - Background

2.1 What did we consult on?

Since July 2007 the council has been developing a new *Leeds Strategic Plan* which, once finalised, will focus activity on what the council does, either on its own or in partnership with others, to improve the city and the lives of its residents during the three year period 2008-11.

Over the last few months we have developed a draft set of strategic outcomes and improvements priorities for the plan. These describe what the council, either on its own or in partnership with others, aims to achieve in support of our long term vision for the city – *the Vision for Leeds 2004-2020*.

The information and evidence we used to develop the strategic outcomes and improvement priorities came from a number of different sources including:

- the Annual Residents Survey;
- the council's and partners' performance management systems;
- current demographic and economic trends of the city; and
- local knowledge of Members, council officers and partners.

By bringing this evidence together, we were able to form an accurate picture of the city's recent progress. In particular we took note of where Leeds is doing well, identified where Leeds faces particular challenges in the years ahead, and highlighted areas where improvement is needed to fulfil the city's potential and ensure that everyone benefits from the city's prosperity.

The aim of the consultation process was to 'test' the draft strategic outcomes and improvement priorities developed from this evidence base.

2.2 What have we done to check if these are the right priorities?

To ensure that our draft priorities are the right ones, during autumn 2007 an extensive programme of consultation was undertaken across the city. This provided the opportunity to 'check' with key partners and stakeholders whether the right improvement

priorities are covered, identify any gaps, and explore views on how delivery can best be achieved over the next three years.

Who did we consult?

- Elected Members (Executive Members, Area Committees, Scrutiny Committees)
- Statutory Partners (designated by the Local Government and Public Involvement in Health Act)
- Leeds Initiative (Going Up a League and Narrowing the Gap Executives; All Strategy and Development Groups)
- District Partnerships
- Voluntary, Community and Faith Sector (Strategy Group, Theme Forums)
- Representatives of the business community
- Representatives of Trade Unions
- Council Staff (Chief Officers, Employee Focus Groups)
- Equality groups
- Citizen Focus Groups

2.3 Our Approach

We have worked hard to ensure that our consultation methods and materials were meaningful to our different stakeholder groups. The Leeds Strategic Plan team within the council attended a variety of council, partner and other stakeholder meetings. Draft strategic outcomes and improvement priorities were presented using an audio-visual presentation and stakeholders were encouraged to comment on the improvement priorities and suggest any gaps as they saw fit.

We also used a standard simple-to-use consultation questionnaire in most cases which asked respondents to work through the full set of improvement priorities, ranking them high, medium or low priorities from their own particular perspective. The questionnaire also gave the opportunity to provide any additional comments on the draft priorities, including any areas where respondents felt there were gaps, and any other comments on the wording of and the principles behind the priorities.

In addition, the Leeds Strategic Plan team, in conjunction with QA Research, ran a number of stakeholder focus groups and workshops on the draft improvement priorities. Participants worked through the full set of priorities. Again, improvement priorities were ranked as high, medium or low priorities; groups ideally chose one key priority per theme; and participants were encouraged to comment on perceived gaps, wording and the accessibility of the priorities.

All responses were recorded by the Leeds Strategic Plan team. To help validate the process and the conclusions drawn, we asked the Council's consultation and engagement advisers to check and comment on the consultation process and give any general advice on how to interpret the findings from the consultation exercise (see Appendix).

This consultation report is an objective summary of all responses to the consultation on our proposed improvement priorities. It provides a view of responses in order to contribute to the decision-making process that will inform the final Leeds Strategic Plan.

In the following section – Section 3 – consultation feedback from stakeholder groups is presented in three parts. In 3.1 we highlight the general messages to come out of consultation. In 3.2 we provide a summary of responses on each strategic theme. In 3.3 we provide tailored summaries of feedback from each of our stakeholder groups.

Then, in Section 4, we show you what we've done to change the priorities following the results of the consultation.

Section 3.0 - Consultation Feedback

3.1 General messages

- The prevailing message to come out of consultation was one of support for the strategic outcomes and improvement priorities as drafted. It was commonly felt that the appropriate themes had been identified, and the balance in terms of 'Going up a League' and 'Narrowing the Gap' was judged to be about right.
- There was some concern, however, that priorities in the areas of 'Environment' and 'Transport' should be strengthened to reflect importance of these issues; and that the plan should place a stronger emphasis on Children and Young People, and Older People.
- Moreover, whilst the priorities were judged to have generally targeted the right areas, respondents often noted that their wording would benefit from the use of more positive, simple and clear language.
- It was also generally felt that themes and priorities were strongly interdependent, and this should be both strengthened wherever possible and communicated throughout the planning framework.

3.2 Theme summaries

Cultural Life

- Draft priorities in this theme received a mixed response from stakeholder groups. In terms of their priority ranking, all three priorities ranked comparatively low against other priorities in the Strategic Plan. This is not to say that stakeholders judged cultural priorities of little worth, however. As one respondent noted, 'the cultural product is critical to our work to attract potential visitors'. It was felt by some, however, that these draft priorities 'lacked focus'.
- Within the theme, priority three - *Increase participation in culture by providing a range of activities which can be used by all our communities and visitors* – proved by far the most popular, the majority of stakeholder groups ranking it their top priority.
- In terms of changes to and potential gaps in draft priorities, respondents commonly felt a need for greater clarity in wording; making specific mention of individual cultural schemes and groups. A number of respondents felt that Arts

and Sport deserved to be specifically mentioned in this theme. Another common concern was that the plan should take account of community-based cultural schemes, events and projects. 'New' priorities were suggested, notably 1) promoting Leeds city centre, 2) improving access and affordability of cultural events and activities, and 3) specifically targeting the construction of an arena in the city centre.

Enterprise and the Economy

- A number of stakeholder groups considered this theme of utmost importance, noting that the success or failure of other themes were often dependant upon it. As drafted, it was felt that priorities reflected the economic success of the city centre, provoking strong feeling that there was an equally pressing need to support enterprise and the economy in surrounding towns and villages. Although transport is a separate theme, it was felt by many respondents that direct links could be drawn between transport and the economy needs in this theme.
- Within the theme, priority six - *Increase entrepreneurial activity in deprived areas* and particularly priority seven - *Enhance the skills of the current workforce* - were identified as key priorities by stakeholder groups.
- Notwithstanding the positive feedback, stakeholders made several constructive suggestions for changes to priorities as drafted; from wording changes to more substantive alterations. Respondents noted that some priorities were too vague in their wording; some could be merged together; and others were 'too narrow in their focus' and should have a city-wide remit.

Learning

- Priorities as set out in this theme were generally well-received by stakeholder groups, who often noted that education should rank high in our Strategic Plan priorities. This view was also reflected in the high number of respondents who ranked all six priorities 'top priorities'. In comments, many respondents expressed support for any priority which targeted educational attainment levels, whilst others highlighted the overlap in learning priorities with those in other themes such as Health and Wellbeing.
- Within the theme, priority 10 – *Narrow the gap in learning outcomes for 16 year olds* – proved quantitatively most popular amongst stakeholder groups. But this was by no means across the board, as most priorities enjoyed the support of at least one stakeholder group.
- Notwithstanding the positive feedback, the consultation revealed widespread concern that, as drafted, the priorities were too focused on young people and not on other forms of learning including adult learning. A number of respondents strongly asserted the need for additional priorities on matters such higher/further education, vocational training and lifelong learning.

A Modern Transport System

- Stakeholders felt that this theme was a key issue for the city and a number of groups felt the draft priorities did not reflect its importance. Transport was seen by several groups as being absolutely crucial to social inclusion, economic and cultural growth of the city. A number of Area Committees discussed the growth in jobs forecast and the links this has to an accessible and effective transport system. They highlighted the need for accessible, affordable and efficient transport system. Being able to get people to-and-from work will be a key determinant in the future economic growth of Leeds.
- Within the theme, priority 18 - *Improve the quality, use and accessibility of public transport services* – was particularly popular; identified as a key priority by the vast majority of stakeholder groups.
- In terms of changes to and potential gaps in draft priorities, a number of stakeholder groups wanted to see a greater emphasis on sustainable modes of transport – low carbon or carbon free technologies. Some groups urged that rural transport concerns be included in the plan. A number of respondents also expressed surprise that ‘the pedestrian’ did not feature in priority 17 on road safety.

Environment City

- This theme provoked much discussion amongst stakeholder groups who commonly identified the environment as a key issue for the city. Concern was expressed amongst some respondents, however, regarding ‘the strength of this section’. Some stakeholder groups questioned a perceived ‘uneasy mix between global strategic issues and local streetscene concerns’. Such views appeared to echo in the quantitative ranking of theme priorities which, barring priority 19 - *Increase recycling rates and reducing the amount of waste going to landfill* – attracted significant proportions of ‘medium’ and ‘low’ priority rankings respectively.
- Within the theme, priority 19 - *Increase recycling rates and reducing the amount of waste going to landfill* - was identified as stakeholders’ foremost priority, both in quantitative ranking and in accompanying comments. Another popular priority was priority 22 – *Address neighbourhood problem sites and improve cleanliness of publicly owner land*.
- Given the range of concerns expressed on this theme, stakeholders made several constructive suggestions for changes to priorities as drafted; from wording changes to more substantive changes. One suggestion was that the plan should be more ambitious in its waste strategy, moving beyond existing recycling objectives. Another was that the plan should consider the private sector’s impact on the environment.

Health and Wellbeing

- This theme enjoyed a generally positive response from stakeholder groups who commonly deemed health issues to be of paramount importance. There were some objections, however, regarding the 'nanny state' feel of the theme. Subsequent debate focused on the scale and scope of the council's involvement in public health.
- Within the theme, priority 27 – *Reduce obesity and raise physical activity for all* – was most popular amongst stakeholder groups, who often voted it their 'top priority'. This was by no means universal, however. Other popular priorities included priority 29 - *Promote emotional well-being for all* and priority 32 – *Increase the proportion of vulnerable adults helped to live at home*. Indeed, all priorities in this theme, bar one, enjoyed the support of at least one stakeholder group who named it their 'top priority'.
- A common complaint to come out of the consultation on this theme was that certain priorities were ambiguously worded, whilst others required additional information on specific targets before judgements on their merit could be made. One remedy suggested by stakeholder groups was that our health improvement priorities be aligned with those of Leeds Primary Care Trust's own strategic plan.
- Another concern centred on the respective placing of priority 26 - *Reduce bullying and harassment* - in Health and Wellbeing and priority 40 – *Reduce the harm from drugs and alcohol* – in Thriving Places.
- In terms of changes to and potential gaps in draft priorities, one concern was the need for more priorities that promote healthy lifestyles. Several groups also noted that recognition and support for people with mental health issues was underplayed in the draft improvement priorities.

Thriving Places

- Priorities in this theme were generally well received by stakeholder groups. It was commonly stated that their success, however, was dependant on the success of other priorities from 'Enterprise and the Economy' and 'A Modern Transport System'.
- Within the theme, priority 43 - *Reduce worklessness in deprived areas* - was identified by many stakeholders as their top priority, but this view was by no means universal. Other popular priorities included priority 38 – *Reduce crime and the fear of crime*, priority 35 - *Increase the number of affordable homes* and priority 41 - *Increase positive opportunities for children and young people*.
- On priorities 43 and 44, stakeholder groups agreed that reducing worklessness (43) and financial exclusion (44) were both key to breaking the cycle of deprivation. However, a number of groups were unhappy that these priorities focused on deprived areas and not across the city.
- In terms of changes and potential gaps, one general comment was that the theme came across quite negatively and should be written in a positive way.

Another was to reduce the use of jargon. In addition, one group suggested a new priority - to improve the economic and social conditions of deprived neighbourhoods and district centres.

Harmonious Communities

- This theme received mixed reviews with some stakeholder groups questioning whether the concept of 'harmonious communities' was too nebulous to be given practical application. Other stakeholder groups thought this theme was underplayed in terms of its impact in Leeds and drew attention to on-going projects that promote community pride, integration and belonging.
- Within the theme, priority 48 - *Promote community pride, integration and a sense of belonging* was identified as a top priority by many stakeholder groups. Priority 45 - *Support local people to become active members of their local communities to meet local needs* – and priority 47 – *Support a robust and vibrant voluntary, community and faith sector* also both enjoyed significant support.
- Elsewhere, there was support for priority 45 - *Support local people to become active members of their local communities to meet local needs*. Some stakeholder groups were keen to point out, however, that any such measures should ensure meaningful rather than passive engagement with local communities.
- On this theme, like many others, stakeholders drew attention to its cross-cutting nature, noting that it was unlikely these priorities would be met unless discrimination and cohesion issues were picked up within the other themes.
- In terms of changes and potential gaps, a number of stakeholder groups mentioned the need to highlight - extremism, hate crime and cohesion. Also the need to balance individual contributions to the community as not everyone is able or wants to be a community activist.

3.3 Stakeholder Summaries

Consultation results from Area Management

The strategic outcomes and improvement priorities enjoyed a generally positive response from Area Committees. There was some concern expressed that it is difficult to disagree with outcomes that read like “motherhood and apple pie”. The key question raised by Area Committees was, however, how are we going to achieve these priorities?

Many Area Committees questioned, challenged and prioritised the priorities in terms of what was important for their area. Whilst there were some differences between Area Committees, a number of recurring themes and issues emerged. These included:

- The Leeds Strategic Plan needs to highlight how we aim to tackle the gap between the most deprived communities and the rest of Leeds. Priority should be

given to address poverty and underachievement in addition to improving opportunities for improved educational attainment.

- It is important that the Leeds Strategic Plan recognises that we need to spread the benefits of economic growth throughout Leeds. For example, we should recognise the need to enhance the commercial attractiveness of our many Town and District Centres, to develop and protect local business and employment sites within neighbourhoods so that there are opportunities for employment and for entrepreneurialism to flourish.
- The growth in jobs forecast in the economy will not be accommodated unless we have more investment in transport infrastructure. A transport system that is accessible, affordable and efficient and addresses the needs of more rural areas is needed.
- One of the biggest challenges for Leeds is raising the general skill level in our communities.
- Re-branding and reorganising present activities will not necessarily lead to any improvement.

Area Management key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Enhance the skills of the current workforce.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Improve participation and early learning outcomes for children from the most deprived areas.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Address neighbourhood problem sites and improve cleanliness of publicly owned land.
Health and Wellbeing	<ul style="list-style-type: none"> • Reduce Coronary heart disease. • Reduce obesity and raise physical activity for all.
Thriving Places	<ul style="list-style-type: none"> • Increase the number of affordable homes. • Reduce worklessness in deprived areas.
Harmonious Communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs. • Promote community pride, integration and a sense of belonging.

Consultation results from District Partnerships

Leeds District Partnerships were broadly supportive of the strategic outcomes and improvement priorities as drafted. They were particularly keen to know how the Leeds Strategic Plan would impact on neighbourhoods and communities, and how new priorities mesh with and are supported by existing priorities.

From feedback received, several recurring themes and issues emerged. These included:

- There should be a community focus on culture, exploiting community based cultural assets, and developing and promoting community-based projects and events.
- We should build on the joint links with Bradford to exploit economic opportunities.
- We should enhance the attractiveness of town and district centres, to develop and protect local business and employment sites within neighbourhoods.
- We should increase the provision of local Further Education and adult learning opportunities in neighbourhoods.
- We should develop a transport infrastructure of sufficient capacity to deal with present and future growth of the city and cater for the needs of rural Leeds.
- We should develop quality greenspaces in neighbourhoods, including the development of new country parks.
- 'Improve health for all' should be a priority.
- We should focus on neighbourhood regeneration, including the development of youth facilities.
- There should be a priority in 'Harmonious Communities' on dealing with hate crime.

District Partnerships key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Enhance the skills of the current workforce. • Increase entrepreneurial activity in deprived areas.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Reduce the proportion of vulnerable groups not in education, training or employment.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill.
Health and Wellbeing	<ul style="list-style-type: none"> • Improve the assessment and care management of children, families and vulnerable adults.
Thriving Places	<ul style="list-style-type: none"> • Increase positive opportunities for children and young people. • Reduce worklessness in deprived areas.
Harmonious communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs.

Consultation results from residents of Leeds

The draft strategic outcomes and improvement priorities enjoyed a generally warm response from Leeds residents who voiced particularly strong support for priorities on recycling, public transport and community cohesion. Elsewhere in the plan, however, residents expressed concern that the wording of many priorities was overly vague, lacking the necessary detail with which to make a judgement. Likewise, many residents were reluctant to pledge their backing for priorities cloaked in jargon.

From amongst feedback received, several recurring themes and issues emerged. These included:

- The key to unlock cultural improvements in the city is a new arena.
- Intervention in learning outcomes should happen earlier than for 16 year olds.
- Special Educational Needs should be recognised at this level of strategic planning.
- Despite widespread popularity for environmental priorities, there is concern that Leeds acting alone will make little difference.
- Neighbourhood cleanliness should emphasise local pride.
- Many draft health priorities need to have a focus on individuals as well as the community.

Residents of Leeds key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Increase entrepreneurial activity in deprived areas. • Enhance the skills of the current workforce.
Learning	<ul style="list-style-type: none"> • Improve participation and early learning outcomes for children from the most deprived areas.
A Modern Transport System	<ul style="list-style-type: none"> • Develop proposals for an enhanced transport system aimed at securing the funds for delivery. • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Address neighbourhood problem sites and improve cleanliness of publicly owned land.
Health and Wellbeing	<ul style="list-style-type: none"> • Reduce obesity and raise physical activity for all. • Improve the assessment and care management of children, families and vulnerable adults. • Improve psychological and mental health services for children, young people and families. • Increase the proportion of vulnerable adults helped to live at home. • Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives.
Thriving	<ul style="list-style-type: none"> • Increase the number of affordable homes.

Places	<ul style="list-style-type: none"> • Reduce crime and fear of crime. • Reduce the harm from drugs and alcohol.
Harmonious communities	<ul style="list-style-type: none"> • Promote community pride, integration and a sense of belonging.

Consultation results from Scrutiny Boards

Scrutiny Boards were broadly supportive of the strategic outcomes and improvement priorities as they stand, submitting a number of constructive recommendations on the plan's general emphasis and on specific themes and priorities. These included:

- The Leeds Strategic Plan should ensure that the benefits of the city's prosperity will be felt across the city and not just in certain areas like the city centre.
- 'The Family' and support for building stronger families should be given specific mention in the plan.
- The priorities are too adult orientated, neglecting both the input of young people into the priorities, and the many ways in which priorities should target children and young people.
- The promotion of the Every Child Matters agenda is of high importance, with implications across all themes. This should be reflected in the plan.
- Planning, architecture and design – vital for producing a beautiful and functional city – are not given due weight in current priorities.
- The Strategic Plan's objectives should reflect the impact of refugees and asylum seekers on council services.
- Consideration should be given to improved outcomes for Looked After Children. Specific reference should be made in the plan.
- The importance of learning as a route to cultural wellbeing should be reflected in the Leeds Strategic Plan
- The Youth Council should be consulted on the strategic outcomes and improvement priorities.
- The Leeds Strategic Plan should recognise the need to change the behaviours of all sectors, public and private, in order to improve the city's environment.
- Older people should be included in the priority for psychological and mental health services.
- The Leeds Strategic Plan should acknowledge the impact loneliness has on individuals and the need to address this in service planning.
- Improvement priorities and strategic outcomes in the Plan should be indexed so that reports, decisions, actions etc can be cross referenced providing an audit trail of focused activity.

- One board suggested that an appropriate balance between the Narrowing the Gap agenda and equally important work in other areas that have seen high and rising standards, such as street cleanliness.

Scrutiny Boards also made a number of process and technical points on the drafting of the plan and on its implementation. These included:

- Budget making should be within a strong, policy-led rather than finance-led, corporate planning framework, which draws on other processes within the council, i.e. corporate planning and performance management arrangements.
- Improvement priorities should be:
 1. Jargon free, unpatronising to the reader and not too prescriptive.
 2. Evidence based to assess any gaps.
 3. Robust, using both quantitative and qualitative information to make progress judgements.
 4. Cross-referenced, clearly demonstrating the links between priorities, policies and activities; thus providing for a transparent audit trail.
- It is crucial that all council departments understand and champion the new improvement priorities.
- There is case for further consultation with stakeholders on the barriers to delivery.

Scrutiny Boards' key priorities

- Feedback from Scrutiny Boards did not lend itself to a systematic assessment of key priorities.

Consultation results from Council Staff

Council staff registered a mixed response to the strategic outcomes and improvement priorities as drafted. Whilst many improvement priorities enjoyed a broadly positive response, considerable concern was expressed on more general matters, like how priorities sit together in certain themes, how some of the language used is vague and negatively put, how potential difficulties might arise *prioritising the priorities*, and how the plan as drafted is too focused on deprived areas.

Given the large number of staff consulted, a host of proposed changes were submitted. From them, a number of recurring themes and issues emerged. These included:

- Community/neighbourhood projects should enjoy equal billing with major city centre projects and schemes in the plan.
- Sport deserves specific mention under 'Culture'.
- Issues of access to public buildings and public transport should be included in the plan.

- Under 'Learning', the plan should include a priority on improving the learning outcomes of children leaving primary education.
- Other types of learning beyond school education should be considered in the plan, including higher education and research, non-vocational adult learning and lifelong learning.
- The council's waste strategy should cover more than increasing levels of recycling.
- Priorities to counteract climate change and improve the environment in the plan should go beyond council owned/controlled buildings and land.
- Some priorities under Health and Wellbeing are in danger of coming across as a 'nanny state'.

Staff key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and Economy	<ul style="list-style-type: none"> • Increase entrepreneurial activity in deprived areas. • Enhance the skills of the current workforce.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Improve participation and early learning outcomes for children from the most deprived areas.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, use and accessibility of public transport services in Leeds. • Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Address neighbourhood problem sites and improve cleanliness of publicly owned land.
Health and Wellbeing	<ul style="list-style-type: none"> • Increase the proportion of vulnerable adults helped to live at home • Promote emotional wellbeing for all. • Reduce bullying and harassment. • Embed a safeguarding culture for all.
Thriving Places	<ul style="list-style-type: none"> • Increase the number of affordable homes. • Increase positive opportunities for children and young people. • Reduce worklessness in deprived areas. • Reduce financial exclusion in deprived areas.
Harmonious communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs. • Support a robust and vibrant voluntary, community and faith sector. • Promote community pride, integration and a sense of belonging.

Consultation results from the Voluntary, Community and Faith Sector

Consultation among voluntary, community and faith sector (VCFS) groups for the Leeds Strategic Plan was undertaken by the Leeds Voice on behalf of Leeds City Council. This ensured that all the forums were given the opportunity to comment and influence the final improvement priorities.

The VCFS forums were broadly supportive of the strategic outcomes and improvement priorities. They submitted a number of constructive suggestions and recommendations on the plans general emphasis and on specific themes and priorities. These included:

- Most of culture priorities are related to places and buildings. There is an overemphasis on the city centre considering there is a wealth of vibrant cultural activities, buildings and projects in the inner and outer areas of the city that need support and acknowledgement .
- The priorities under learning appear to be very children and young person focused with little mention of Adult Learning. What has happened to the lifelong learning initiative?
- In order to be a regional capital and a 24hr city we need an effective 24hr transport system.
- There should be a priority implementing a waste reduction strategy.
- There are basic practical things that prevent people engaging in activities in their communities e.g. lack of dropped curbs from shops to home etc. these need to be addressed so that people are supported before they can go out 'harmonising'.
- The plan is not person centred enough.
- The plan should make reference to hate crime.
- There should be a priority to reorganise green infrastructure and greenspace as a health asset.
- VCFS organisations are the lever of community cohesion and narrowing the gap. Without long term financial security and business development support, the sector is in danger of collapsing as access to funds becomes more and more difficult.
- There needs to be some reference to community development, as this will not happen without investment and support.
- This plan needs to reflect the need to raise the quality of life for deprived areas and communities.
- The plan does not tackle the effects of business on the environment.

VCFS key priorities

Cultural Life	<ul style="list-style-type: none"> • Deliver three major cultural schemes of regional and international significance. • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Enhance the skills of the current workforce.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Reduce the proportion of vulnerable groups not in education, training or employment.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements. • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill.
Health and Wellbeing	<ul style="list-style-type: none"> • Increase the proportion of vulnerable adults helped to live at home. • Promote emotional wellbeing for all.
Thriving Places	<ul style="list-style-type: none"> • Reduce the number of homeless people. • Reduce crime and fear of crime. • Reduce the harm from drugs and alcohol. • Increase positive opportunities for children and young people. • Reduce worklessness in deprived areas.
Harmonious communities	<ul style="list-style-type: none"> • Support a robust and vibrant voluntary, community and faith sector. • Promote community pride, integration and a sense of belonging.

Black and Minority Ethnic Strategy Group

The strategic outcomes and improvement priorities generally enjoyed a positive response at the Black and Minority Ethnic consultation event.

A significant number of people highlighted some of the root causes of problems for BME communities including: racism, equality of opportunity, access to services, education, poverty etc. Although the consultation event focused on prioritising the priorities it was clear that these issues should impact on the development of the actions that support the achievement of the improvement priorities.

The priorities provoked much discussion and based on this early consultation a number of changes were made to the wording of the priorities for future consultations.

Key recommendations on the plan's general emphasis and on specific themes and priorities were as follows:

- Culture - quality services and physical assets need to be accessible. It is about creating a sense of belonging and involvement not just participation.
- Support local based skilled people from different countries to utilise their skills - don't just focus on basic skills, think more holistically.
- The plan should aim to reduced emissions by corporate organisations and increase recycling by businesses.

- The role of Councillors should be strengthened, but not to the exclusion of local community leaders.
- There is a need to tackle extreme right wing activity.
- There is a need to proactively promote community cohesion as a duty.
- The priorities outlined are all important, but there needs to be greater understanding of the differing cultural aspects of specific communities.
- Gaps around specific reference to improving mental health – this is different to emotional wellbeing.
- Improve early learning this is an essential part of narrowing the gap for children in deprived areas.
- Look at how public transport can help to reduce congestion so that it becomes the preferred choice: more bus lanes/priority routes, cycle lanes, multi occupancy lanes, car clubs, new buses and trains

BME key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Enhance the skills of the current workforce.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Reduce the proportion of vulnerable groups not in education, training or employment.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, use and accessibility of public transport services in Leeds. • Develop proposals for an enhanced transport system aimed at securing funds for delivery.
Environment City	<ul style="list-style-type: none"> • Address neighbourhood problem sites and improve cleanliness of publicly owned land.
Health and Wellbeing	<ul style="list-style-type: none"> • Reduce obesity and raise physical activity for all. • Improve psychological and mental health services for children, young people and families.
Thriving Places	<ul style="list-style-type: none"> • Reduce crime and fear of crime.
Harmonious communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs. • Promote community pride, integration and a sense of belonging.

Leeds Initiative

The various groups that make up the Leeds Initiative registered a mixed response to the draft strategic outcomes and improvement priorities. Whilst some spoke of a 'generally positive feeling' towards the themes and priorities as drafted, others were concerned that some transport, environment and harmonious communities priorities should be strengthened. There was also some concern that the draft priorities did not align to the needs of older people. Furthermore, Leeds Initiative groups noted that priorities should not be too numerous, should be presented in positive language, and should clearly reflect the cross-cutting nature of the Leeds Vision themes.

Many respondents were also particularly keen to see that priorities in the Leeds Strategic Plan aligned with those in the Multi Area Agreement and reflected the objectives of the Leeds City Region.

Given the many groups involved, respondents from the Leeds Initiative offered an array of recommendations for changes to improvement priorities as drafted. From those recommendations a number of recurring themes and issues emerged. These included:

- The plan's cultural priorities should emphasise Leeds' unique selling point – the city centre, and include a specific priority on providing more local cultural facilities
- Enterprise and Economy priorities should emphasise upskilling rather than entrepreneurship, and include a priority on the sustainability of jobs.
- On Learning, the development of numeracy, literacy and language skills for vulnerable people deserves mention at this level of strategic planning.
- The city's position as a leading centre for research and teaching through its universities should be reflected in the plan and continue to be a priority in the years ahead.
- Plans to develop an enhanced transport system should take account of affordable and sustainable modes of transport.
- Transport priorities should closely align with the land planning process.
- Priorities aimed at combating climate change should extend beyond public sector buildings and land to include the facilitation of a green business network.
- Two new environmental priorities should be the establishment of a flood alleviation scheme and the preservation of biodiversity.
- The requirements of older people in Leeds should be considered in health priorities, both in terms of physical and mental health.
- Health priorities should also identify the need to improve hospital services and in particular the need for a single site children's hospital for Leeds.
- Tackling radicalism and improving community cohesion should be a specific priority in the plan.

Leeds Initiative key priorities

Cultural Life	<ul style="list-style-type: none"> • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.
Enterprise and the Economy	<ul style="list-style-type: none"> • Increase international communications, marketing and support activities to promote the city and attract investment. • Increase entrepreneurial activity in deprived areas.
Learning	<ul style="list-style-type: none"> • Narrow the gap in learning outcomes for 16 year olds. • Reduce the proportion of vulnerable groups not in education, training or employment. • Improve participation and early learning outcomes for children from the most deprived areas.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Undertake actions to improve our resilience to current and future climate change.
Health and Wellbeing	<ul style="list-style-type: none"> • Reduce obesity and raise physical activity for all. • Reduce teenage conception and improve sexual health for all. • Promote emotional wellbeing for all.
Thriving Places	<ul style="list-style-type: none"> • Reduce the number of people who are not able to adequately heat their homes. • Reduce worklessness in deprived areas.
Harmonious communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs. • Support a robust and vibrant voluntary, community and faith sector.

The Business Community

Leeds Chamber of Commerce was broadly supportive of the strategic outcomes and improvement priorities as drafted, welcoming the change in council culture to an outcomes focus. Concern was expressed, however, that forty-eight priorities were too many, and that some priorities were too vague and difficult to measure. This was particularly felt to be the case with health priorities, deemed by one respondent to be 'too detailed for a strategic plan, but not detailed enough for an action plan'.

From meetings held and questionnaire feedback received, a number of recurring themes and issues emerged. These included:

- Cultural priorities should take account of legal, time and financial constraints when drawing up plans for projects and schemes.
- Economy and enterprise priorities should make more of private sector investment and closely align with regional economic activity.
- Learning priorities should cover educational achievement levels for all learning groups and include a specific priority on Leeds' leading higher education sector.

- An enhanced transport infrastructure should take account of accessibility and connectivity needs for international connections, to meet the needs of business and Leeds residents alike.
- Priorities targeting Leeds' housing stock should take in more than affordable housing and include the provision of more land made available for the construction of family housing.
- Issues of migration and immigration should be picked up in a priority somewhere in the plan.

Business Community key priorities

Cultural Life	<ul style="list-style-type: none"> • Deliver three major cultural schemes of international significance.
Enterprise and the Economy	<ul style="list-style-type: none"> • Increase or reputation as a centre for knowledge and innovation.
Learning	<ul style="list-style-type: none"> • Improve learning outcomes for 16 year olds.
A Modern Transport System	<ul style="list-style-type: none"> • Improve the quality, use and accessibility of public transport services in Leeds.
Environment City	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Address neighbourhood problem sites and improve cleanliness of publicly owned land.
Health and Wellbeing	<ul style="list-style-type: none"> • Reduce coronary heart disease. • Reduce bullying and harassment. • Reduce obesity and raise physical activity for all.
Thriving Places	<ul style="list-style-type: none"> • Reduce crime and the fear of crime.
Harmonious communities	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs • Promote community pride, integration and a sense of belonging.

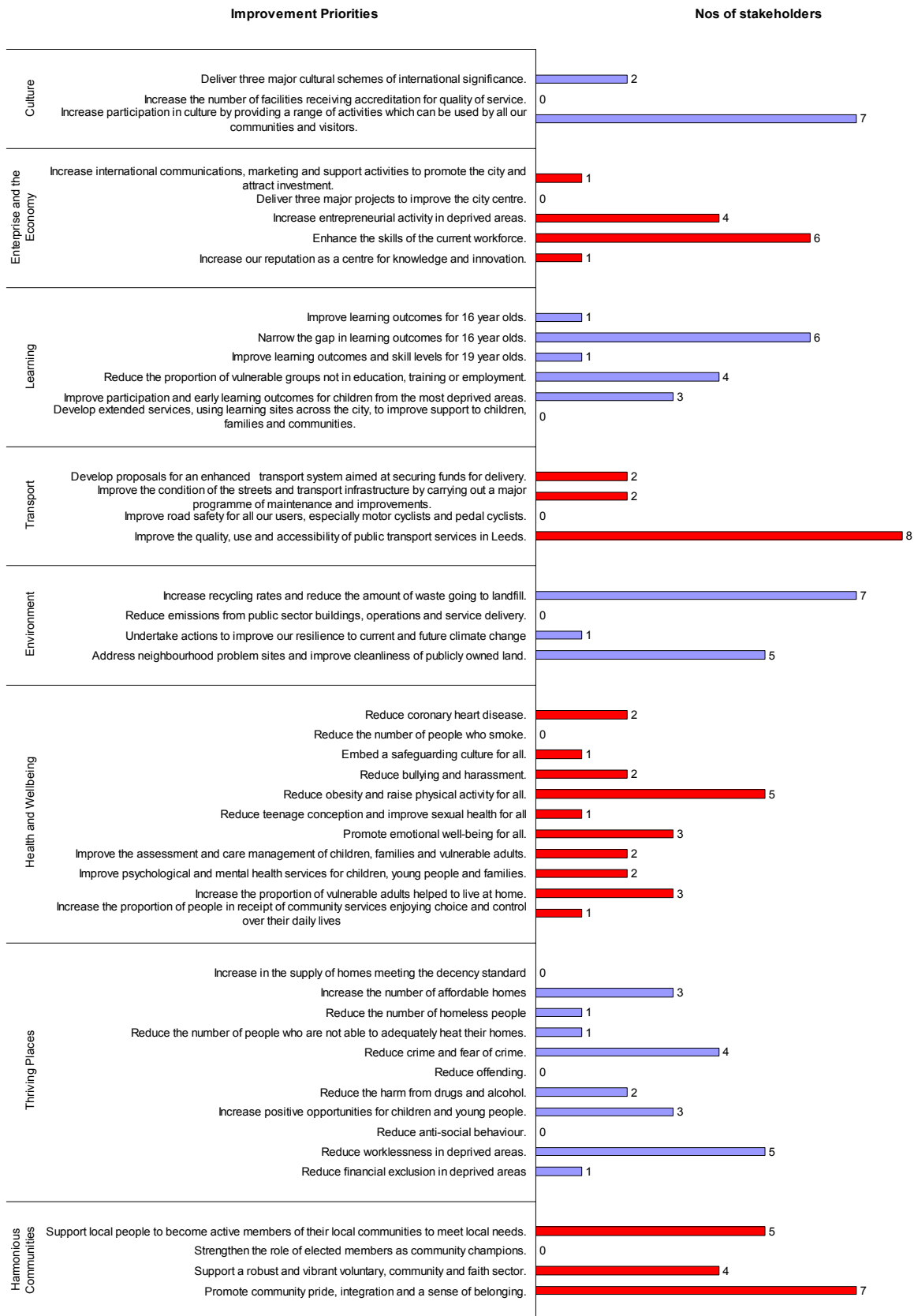
3.4 Overall Key Priorities

Based on feedback from stakeholder groups, we have plotted a simple chart highlighting which priorities from amongst the original forty-eight draft improvement priorities enjoyed the strongest support. As the chart demonstrates, in some themes (e.g. Culture, Transport) certain priorities are very popular amongst stakeholders. In others themes (e.g. Health and Wellbeing, Thriving Places) most draft improvement priorities enjoyed the support of at least one stakeholder group.

The eight stakeholder groups represented in the chart are Area Management, District Partnerships, Residents of Leeds, Council Staff, VCFS, BME, Leeds Initiative and the Business Community.

Scrutiny Boards are not included in this chart owing to the nature of their consultation feedback – a summary report which did not highlight, in a systematic way, top priorities. All Members received a questionnaire from Paul Rogerson the Council's Chief Executive, however, and were also consulted via Area Committees.

Most strongly supported priorities as chosen by Stakeholder Groups



NB: In some cases stakeholder groups chose more than one priority per theme as their 'key priority'.

Section 4.0 - The Strategic Outcomes and Improvement Priorities

Serious consideration has been given to the wide range of comments made as a result of the stakeholder consultation exercise.

This has resulted in proposals for a number of changes to the improvement priorities.

- In some cases, we have changed the wording of priorities; removing jargon and ambiguous language where possible; and changing the emphasis of priorities where appropriate.
- Some priorities have been merged.
- Some less popular priorities have been removed.
- We have also added a new priority under Thriving Places – *Reduce the number of children in poverty* - in light of gaps identified by stakeholder groups.

Furthermore, a number of the strategic outcomes have been amended in light of comments received, to ensure that the importance of making a difference for the people and localities in Leeds was more clearly communicated.

We have also made a number of theme title changes, some of which link to developments in the Leeds Initiative strategy and development groups. Some titles have stayed the same. For example, the 'Learning' strategic outcome continues to refer to the importance of continuing to focus the delivery of learning and development opportunities at all ages.

All these changes are highlighted in the table in section 4.1 below.

In addition, a new introductory section (as outlined in the table immediately below) will be included in the Leeds Strategic Plan explaining ambitions for both the 'people' and 'place' of Leeds and emphasising the need to equip young people in the city to contribute to their own and the city's wellbeing and prosperity. The interconnectivity of the strategic outcomes and improvement priorities is also stressed reflecting the comments of many stakeholders.

Our Mission	<p>Our Mission is to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds. We want:</p> <ul style="list-style-type: none">• people to be happy, healthy, safe, successful and free from the effects of poverty;• our young people to be equipped to contribute to their own and the city's future well being and prosperity;• local people to be engaged in decisions about their neighbourhood and community and help shape local services;• neighbourhoods to be inclusive, varied and vibrant offering housing options and quality facilities and free from harassment and crime, and;• A city-region that is prosperous, innovative, attractive and distinctive; enabling people, business and the economy to realise their full potential.
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4.1 - The Revised Strategic Outcomes and Improvement Priorities

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Culture</p> <p>Increased participation in cultural opportunities through engaging with all our communities.</p> <p>Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance.</p>	<ul style="list-style-type: none"> • Deliver three major cultural schemes of regional and international significance • Increase the number of facilities receiving accreditation for quality of service. • Increase participation in culture by providing a range of activities which can be used by all our communities and visitors. 	<p><i>Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities.</i></p> <p><i>Facilitate the delivery of major cultural schemes of international significance.</i></p>
<p>Enterprise and the Economy</p> <p>Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy.</p> <p>Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre.</p>	<ul style="list-style-type: none"> • Increase international communications, marketing and support activities to promote the city, attract investment and develop internationally competitive companies. • Deliver three major projects to improve the city centre. • Increase entrepreneurial activity in deprived areas. • Enhance the skills of the current workforce. • Increase our reputation as a centre for knowledge and innovation. 	<p><i>Increase innovation and entrepreneurial activity across the city.</i></p> <p><i>Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment</i></p> <p><i>Increase international communications, marketing and business support activities to promote the city and attract investment.</i></p>

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Learning</p> <p>Enhance skills of the current and future workforce through fulfilling individual and economic potential and investing in learning facilities.</p>	<ul style="list-style-type: none"> • Improve learning outcomes for 16 year olds. • Narrow the gap in learning outcomes for 16 year olds. • Improve learning outcomes and skill levels for 19 year olds. • Reduce the proportion of vulnerable groups not in education, training or employment. • Improve participation and early learning outcomes for children from the most deprived areas. • Develop extended services, using learning sites across the city, to improve support to children, families and communities. 	<p><i>Enhance the skills of the workforce to fulfil individual and economic potential.</i></p> <p><i>Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap.</i></p> <p>Improve learning outcomes and skill levels for 19 year olds.</p> <p><i>Increase the proportion of vulnerable groups engaged in education, training or employment.</i></p> <p><i>Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.</i></p>

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Transport</p> <p>Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours.</p>	<ul style="list-style-type: none"> • Develop proposals for an enhanced transport system aimed at securing funds for delivery. • Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements. • Improve road safety for all our users, especially motor cyclists and pedal cyclists. • Improve the quality, use and accessibility of public transport services in Leeds. 	<p><i>Deliver and facilitate a range of transport proposals for an enhanced transport system.</i></p> <p>Improve the quality, use and accessibility of public transport services in Leeds.</p> <p>Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.</p> <p>Improve road safety for all our users, especially motor cyclists and pedal cyclists.</p>
<p>Environment City</p> <p>Reduced ecological footprint through responding to environmental and climate change and influencing other.</p> <p>Cleaner, greener and more attractive city through effective environmental management and changed behaviours.</p>	<ul style="list-style-type: none"> • Increase recycling rates and reducing the amount of waste going to landfill. • Reduce emissions from public sector buildings, operations and service delivery. • Undertake actions to improve our resilience to current and future climate change. • Address neighbourhood problem sites and improve cleanliness of publicly owned land. 	<p><i>Reduce the amount of waste going to landfill.</i></p> <p><i>Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.</i></p> <p>Undertake actions to improve our resilience to current and future climate change.</p> <p><i>Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces.</i></p>

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Health and Wellbeing</p> <p>Reduced health inequalities through the promotion of healthy life choices and improved access to services.</p> <p>Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.</p> <p>Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and wellbeing.</p>	<ul style="list-style-type: none"> • Reduce Coronary heart disease. • Reduction in number of people who smoke. • Embed a safeguarding culture for all. • Reduce bullying and harassment. • Reduce obesity and raise physical activity for all. • Reduce teenage conception and improve sexual health for all. • Promote emotional well-being for all. • Improve the assessment and care management of children, families and vulnerable adults. • Improve psychological and mental health services for children, young people and families. • Increase the proportion of vulnerable adults helped to live at home. • Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives. 	<p>Reduce coronary heart disease.</p> <p>Reduce the number of people who smoke.</p> <p>Reduce obesity and raise physical activity for all.</p> <p>Reduce teenage conception and improve sexual health.</p> <p>Improve the assessment and care management of children, families and vulnerable adults.</p> <p>Improve psychological and mental health services for children, young people and families.</p> <p><i>Increase the number of vulnerable people helped to live at home.</i></p> <p>Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives.</p> <p>Embed a safeguarding culture for all.</p>

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Thriving Neighbourhoods</p> <p>Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.</p> <p>Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.</p> <p>Increased economic activity through targeted support to reduce worklessness and poverty.</p>	<ul style="list-style-type: none"> • Increase in the supply of homes meeting the decency standard. • Increase the number of affordable homes. • Reduce the number of homeless people. • Reduce the number of people who are not able to adequately heat their homes. • Reduce crime and fear of crime. • Reduce offending. • Reduce the harm from drugs and alcohol. • Increase positive opportunities for children and young people. • Reduce anti-social behaviour. • Reduce worklessness in deprived areas. • Reduce financial exclusion in deprived areas. 	<p><i>Increase the number of “decent homes”.</i></p> <p>Increase the number of affordable homes.</p> <p>Reduce the number of homeless people.</p> <p>Reduce the number of people who are not able to adequately heat their homes.</p> <p><i>Increase financial inclusion in deprived areas.</i></p> <p>Reduce crime and fear of crime.</p> <p>Reduce offending.</p> <p><i>Reduce the harm from drugs and alcohol to individuals and society.</i></p> <p>Reduce anti-social behaviour.</p> <p>Reduce bullying and harassment.</p> <p><i>Reduce worklessness across the city with a focus on deprived areas.</i></p> <p><u><i>Reduce the number of children in poverty.</i></u></p> <p><i>Develop extended services, using sites across the city, to improve support to children, families and communities.</i></p>

Strategic Outcomes	Original Improvement Priorities	Revised Improvement Priorities
<p>Stronger Communities</p> <p>More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services.</p> <p>Improved community cohesion and integration through meaningful involvement and valuing equality and diversity.</p>	<ul style="list-style-type: none"> • Support local people to become active members of their local communities to meet local needs • Strengthen the role of elected members as community champions. • Support a robust and vibrant voluntary, community and faith sector. • Promote community pride, integration and a sense of belonging. 	<p><i>An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents.</i></p> <p><i>An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery.</i></p> <p><i>An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.</i></p> <p><i>Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services.</i></p>

Section 5.0 - Communication and Next Steps

How are we going to communicate the results of this consultation?

This report will be available to everyone who has participated in the consultation process and to anyone who requests a copy from the address below. Contributing stakeholder groups will also be provided with a verbal explanation wherever possible.

What next?

The agreed strategic outcomes and improvement priorities will form the core of the Leeds Strategic Plan 2008-11. The full written plan will be completed during February and March 2008, endorsed by the Leeds Initiative and finally agreed by the council. The Leeds Strategic Plan will incorporate the city's requirements for its Local Area Agreement (LAA). The latter is now required by the Local Government and Public Involvement in Health Act 2007. Negotiations will take place between Leeds and representatives of central government between January and May 2007. Final agreement of the targets of the improvement priorities that are included in the national negotiations will finally be signed off in June 2008.

From April 2008 until March 2011, relevant bodies of the council and Leeds Initiative will be monitoring progress on performance on a quarterly basis against all targets in the Leeds Strategic Plan.

Full copies of the Leeds Strategic Plan 2008-11 will be available from the address below:

Elaine Rey
Policy, Performance and Improvement Team
2 Floor East
Civic Hall
Leeds
LS1 1UR

How we handled consultation feedback

All responses to the consultation were considered in the compiling of this report. No response was weighted above or below any other with regard to priority preferences. A large number of suggestions and comments were received, and the nature of the responses varied greatly. To rationalise comments and ensure that all substantive suggestions feed into the decision making process, comments were placed in one of the following categories:

1. Comment consistent with/supports the priority as written
2. Comment too specific at this level of planning
3. Comment based on partner priorities
4. Comment will help to shape the next stage in developing the priorities
5. Comment makes specific suggestion or challenges the priority

QA feedback on the consultation process

To verify the consultation and the work undertaken the Leeds Strategic Plan team within the council, QA Research were asked to act as a 'critical friend'. They evaluated the robustness of the consultation process and highlighted areas where further engagement with stakeholders was required. In their report on the consultation process¹, QA's main findings were:

- There has been a concerted effort by the council to consult on the priorities, and also to use existing data wherever possible to the principle of COUNT – Collect once, Use Numerous Times.
- Data from the Annual Leeds Survey series, BVPI General user satisfaction surveys and other corporate consultation exercises has directly or indirectly shaped the set of priorities sent out for consultation.
- Officers involved in drafting the Improvement Priorities at the council have clearly been very keen to consult with all relevant communities and stakeholders.
- Advice has been sought from other teams at LCC, such as Equalities, to check if certain communities' views have been considered within the submissions of service units.
- There have been comprehensive audits of which stakeholders have been involved, and therefore who has required further involvement.
- Following one such audit and QA's recommendation, two additional workshop events were held to gain the council staff reaction to draft improvement priorities.
- There has been a consistent structure for the collation of feedback across stakeholder groups.
- The system for data collation adopted by the Leeds Strategic Plan team has allowed officers to see where opinion was in consensus or was divided, alongside a detailed commentary.
- The true impact of these consultations will only be felt if changes recommended to wording, or the grouping of certain priorities, are taken on board by the council.
- Whilst the improvement priorities appear to have been consulted on thoroughly, the work starts in earnest now the detail is required.

¹ Taken from QA Research (2007) *Consulting on priorities for Leeds: A commentary on the consultation process for Leeds City Council*, York: QA Research.

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Originator: Richard Mills

Tel:247 4557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 22nd January 2008

Subject: Work Programme

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 The attached appendix provides Members with a copy of the Board's current Work Programme (Appendix 1).
- 1.2 At appendix 2 is the Forward Plan for the period 1 January to 30 April 2008.

2.0 Recommendations

- 2.1 The Board is requested to:
 - (i) Determine any additional items for the Work Programme.
 - (ii) Receive and make any changes to the attached Work Programme following decisions made at today's meeting.

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Item	Description	Notes	Type of item
Meeting date – 22nd January 2008 <i>Reports required from Department by 31st December 2007</i>			
Session 1 Inquiry to Review Consultation Processes	<p>Case Study 1 School buildings & land declared surplus to requirements. To consider a note of a meeting of the Board's Working Group concerning the former schools at Miles Hill and Royal Park.</p> <p>To receive evidence from Education Leeds, City Development & Environment & Neighbourhoods Depts. on consulting with the public.</p>	This inquiry was agreed on 20 th November 2007.	RP
Transfer of Highways Services to City Development	To receive a report on the transfer of highways services to the City Development Department on 1 st April 2007.	Council restructured on 1 st April 2007. Mr Gary Bartlett has now been appointed to the post of Chief Highways Officer.	B
Review of the Conservation Unit	To consider a report on the Conservation Unit to include available resources, progress on reviewing our 60 conservation areas, and availability of advice to developers and individuals	Members were concerned at a range of issues including whether we are meeting our legal obligations.	B

Key:
 CCFA / RFS – Community call for action / request for scrutiny
 RP – Review of existing policy
 DP – Development of new policy
 MSR – Monitoring scrutiny recommendations
 PM – Performance management
 B – Briefings (Including potential areas for scrutiny)
 SC – Statutory consultation
 CI – Call in

Item	Description	Notes	Type of Item
Strategic Review of Planning and Development Services – Planning Appeals Review	To consider an update report on the planning appeals review	The Planning Appeals Review was requested under consideration of the performance reports by Scrutiny Board on 20 th November.	RP/DP
Outcome of the Consultation on the Street Design Guide with specific reference to “shared surfaces”	To consider a report on the outcome of the consultation the Street Design Guide including proposals to extend the use of “shared surfaces”	The Board on 16 th October considered a request for scrutiny on the department’s proposals to extend the use of “shared Surfaces” & deferred a decision pending the outcome of consultations. <i>(The Director of City Development has advised that as a consequence of the number of comments that have continued to be received after the closing date and advice that the government and the Guide Dogs for the Blind are both bringing out new guidance in the new year it will be February before this report will be available</i>	RP/DP
Budget	To consider the City Development Department’s budget for 2008/09	The Board agreed that this be included in its programme on 18 th September 2007 (No papers will be available for this meeting)	RP

Key:

- CCFA / RFS – Community call for action / request for scrutiny
- RP – Review of existing policy
- DP – Development of new policy
- MSR – Monitoring scrutiny recommendations
- PM – Performance management
- B – Briefings (Including potential areas for scrutiny)
- SC – Statutory consultation
- CI – Call in

Item	Description	Notes	Type of Item
Meeting date – 19th February 2008 <i>Reports required from Department by 30th January 2008</i>			
Session 2 Inquiry to Review Consultation Processes	Case Study 2 Aire Valley Area Action Plan To consider evidence from City Development Department and to hear from clients who contributed to the consultation	This inquiry was agreed on 20 th November 2007	RP
Performance Management Information	To receive performance information relating to resources.	Quarterly Report	PM
Meeting date – 18th March 2008 <i>Reports required from Department by 27th February 2008</i>			
Session 3 Inquiry to Review Consultation Processes	To consider best practice from other local authorities To consider emerging recommendations	This inquiry was agreed on 20 th November 2007	RP
Meeting date – 22nd April 2008 <i>Reports required from Department by 2nd April 2008</i>			
Final Report Inquiry to Review Consultation Processes	To consider the Board's final report and recommendations	This inquiry was agreed on 20 th November 2007	
Scrutiny Board Annual Report	To consider the Board's Annual Report for 2007/08	Council Procedure Rules require the publication of an Annual Report	

Key:

CCFA / RFS – Community call for action / request for scrutiny

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

PM – Performance management

B – Briefings (Including potential areas for scrutiny)

SC – Statutory consultation

CI – Call in

Items Outstanding and not Currently Included in Work Programme

<p>Leeds City Market & Car Boot Sales Cross Green</p>	<p>To consider a paper on the</p> <ul style="list-style-type: none"> • opening hours of Leeds City Market and its outlets and vacancy rates • future of the Council's car boot sale at Cross Green site <p>Members were concerned at improving the hours of opening of the market to serve the new developments around the city centre and that the market closes on Wednesday pm. Also redevelopment of the Cross Green site.</p>		<p>RP / B</p>
<p>Multi Purpose Arena</p>	<p>To receive a paper on progress with regard to this development</p>		<p>B</p>

Consultation Miles Hill and Royal Park Working Group Established 20th November 2007

**Comprising: Councillors Pryke Chair, Councillors Ewens, Driver, Selby and Procter
The Working Group met on 11th December 2007**

- Key:**
- CCFA / RFS – Community call for action / request for scrutiny
 - RP – Review of existing policy
 - DP – Development of new policy
 - MSR – Monitoring scrutiny recommendations
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LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 January 2008 to 30 April 2008

APPENDIX 2

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Leeds Local Development Framework - West Leeds Gateway Area Action Plan Preferred Options Approval for public consultation commencing in Early 2008.	Executive Board (Portfolio: Development and Regeneration)	23/1/08	Officer and Member Briefings, Development Plan Panel	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Chapelton Road Integrated Transport Scheme Authority to implement an extension of the bus lane, safety, cycling and traffic management measures on Chapelton Road and Sheepscar Interchange.	Executive Board (Portfolio: Development and Regeneration)	23/1/08	Ward Members, WYPTE, Emergency Services and Frontagers have been consulted.	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
<p>Town and District Centres Parking Strategy and Priorities</p> <p>To note the contents and recommendations of the Town and District Centres Parking Strategy and Priorities Study, and to approve recommendations for the development of local parking strategies for the centres identified in the report.</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>8/2/08</p>	<p>No specific consultation is associated with the report. The development of strategies for the centres recommended in the report will be progressed subject to approval by Elected Members to the detailed consultation stage.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development</p>
<p>Otley - Heavy Goods Vehicle Traffic</p> <p>To seek approval for proposals for HGV Management in the Otley area.</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>8/2/08</p>	<p>Ward Members, Neighbouring Local Authorities</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Leeds West End Partnership - Memorandum of Understanding To agree to the principle of establishing a Memorandum of Understanding and to agree with its contents	Executive Board (Portfolio: City Development)	8/2/08	Legal Services West End Partnership Board Stakeholders	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Roundhay Road Proposed HOV Scheme Authority to implement the HOV lane and extension of the bus lane	Executive Board (Portfolio: Development and Regeneration)	8/2/08	Lead Member, Ward Members, West Yorkshire Passenger Transport Executive (WYPTE), Bus Operators and Frontagers	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Abbey Mills and St Ann's Mills, Kirkstall, Leeds To consider the offers for St Anns' Mills.	Executive Board (Portfolio: Development and Regeneration)	8/2/08	Ward Members	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Private Streets Programme Approval to the continuation of a Programme to Adopt Private Streets.	Executive Board (Portfolio: Development and Regeneration)	8/2/08	Consultation with residents and Ward Members on specific streets.	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Pudsey Bus Station Redevelopment Approval to construct the highway works associated with the redevelopment of Pudsey Bus Station	Executive Board (Portfolio: Development and Regeneration)	8/2/08	As this is a joint LCC/Metro scheme, joint consultation is ongoing	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Albion Place Public Realm Improvements - Capital Scheme 14147 Approve scheme design and cost	Executive Board (Portfolio: Development and Regeneration)	8/2/08	Retailers; Stakeholders; Ward Members; Lead Member; Council officers through City Centre Public Realm Project Board	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made)
Bridge Capital Maintenance 2008/09 Approval of programme of design and implementation of strengthening and maintenance schemes and authority to incur expenditure	Director of City Development	8/2/08	Ward members will be consulted at the appropriate time prior to construction	LTP Settlement 2008/09	Director of City Development
Highway Maintenance To approve the Local Transport Plan: Highway Maintenance Programme 2008/2009.	Director of City Development	3/3/08		Report to Director of City Services	Director of City Development
A65 Quality Bus Initiative Approval to Award Contract and to Implement the Works. Phase 1 Professional Services for Design. Phase 2 Construction of the Works.	Executive Board (Portfolio: Development and Regeneration)	12/3/08	Consultation is ongoing with Ward Members and local communities.	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development

NOTES

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £500,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

<u>Executive Board Portfolios</u>	<u>Executive Member</u>
Central and Corporate	Councillor Richard Brett
Development and Regeneration	Councillor Andrew Carter
Environmental Services	Councillor Steve Smith
Neighbourhoods and Housing	Councillor John Leslie Carter
Leisure	Councillor John Procter
Children's Services	Councillor Stewart Golton
Learning	Councillor Richard Harker
Adult Health and Social Care	Councillor Peter Harrand
Leader of the Labour Group	Councillor Keith Wakefield
Leader of the Morley Borough Independent Group	Councillor Robert Finnigan
Advisory Member	Councillor Judith Blake

In cases where Key Decisions to be taken by the Executive Board are not included in the Plan, 5 days notice of the intention to take such decisions will be given by way of the agenda for the Executive Board meeting.