



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

Scrutiny Board (City Development)

Date: 16 October 2007

Subject: Consultation on Strategic Outcomes and Improvement Priorities for the Leeds Strategic Plan

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

At its meeting on 11 September 2007 Overview and Scrutiny Committee agreed that relevant Scrutiny Committees should be invited to provide feedback on the draft strategic outcomes and improvement priorities proposed for the Leeds Strategic Plan 2008 -11 with particular reference to their portfolio area. These views will then be considered collectively by Overview and Scrutiny Committee and a detailed response agreed at its 6 November meeting.

This report provides the background to the development of the Leeds Strategic Plan and the planned consultation process. The accompanying presentation at the Scrutiny Board (City Development) and the appendix to the report outline the draft strategic outcomes and improvement priorities proposed for the Leeds Strategic Plan. It is recommended that the Board considers and comments on the draft improvement priorities from the perspective of fulfilling the city's ambitions in terms its economic and physical development.

1.0 Purpose Of This Report

- 1.1 This report provides Scrutiny Board (City Development) with background to the Leeds Strategic Plan and the planned consultation process. It invites the Board to consider and comment on the draft strategic outcomes and improvement priorities to be included in the Leeds Strategic Plan 2008-11. It will be accompanied by a short presentation.

2.0 Background Information

- 2.1. On July 4th 2007, the Executive Board agreed to adopt a new corporate planning framework for the Council. At the heart of the new planning framework will be a Leeds Strategic Plan which will set out the strategic outcomes and improvement priorities for Leeds for the next three years with regard to what the Council will deliver by itself or in partnership with others.
- 2.2. The Leeds Strategic Plan is based on the themes established in the existing Vision for Leeds. It streamlines the Council's Corporate Plan, the Local Area Agreement and the Leeds Regeneration Plan into one plan. This will provide an integrated framework geared to tackling neighbourhood needs and priorities, one of the recommendations of the Council's Scrutiny Inquiry into Narrowing the Gap.
- 2.3 The Leeds Strategic Plan 2008 – 11 will incorporate the requirements of the Council's duty to consult with named partners to draw up improvement priorities for the Local Area Agreement as outlined in the Local Government and Public Involvement in Health Bill due to gain Royal Assent in autumn 2007.
- 2.4. The development of the Leeds Strategic Plan builds on the extensive consultation undertaken to develop the eight themes of the Vision for Leeds and also incorporates more recent evidence to help the Council determine its improvement priorities to achieve the Council's Mission 'to bring the benefits of a prosperous, vibrant, and attractive city to all the people of Leeds'. Generally, these have included:
- Performance reported from existing city-wide plans including the Leeds Regeneration Plan, the Council's Corporate Plan and the Local Area Agreement
 - Citizens views from the Annual Survey and surveys carried out in particular areas of the city or on particular services
 - Demographic and economic trends in the city
 - Service knowledge and experience
 - Area knowledge and experience

3.0. Main Issues

- 3.1. The Leeds Strategic Plan will shape the Council's priorities for the city. With their local knowledge and experience Members will have a key role in deciding the contents of the Leeds Strategic Plan thereby speaking up for their communities and shaping the future of the city as a whole.
- 3.2. The consultation process will provide 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.

3.3. Other stakeholders to be engaged in the consultation are:

- Elected Members
 - Leeds Strategic Plan Member Reference Group
 - Scrutiny Committees
 - Area 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 GroupsDistrict 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
 - Team Talk
- Equality strands
 - Citizen Focus Groups (as appropriate)

3.4. Consultation on the draft improvement priorities is taking place between September and November 2007. From November 2007 the Council and its partners will negotiate with Government Office the improvement priorities to be included in the Local Area Agreement which will form part of the Leeds Strategic Plan. The final version of the Leeds Strategic Plan is due to be presented to the Executive Board of the Council and to the Leeds Initiative at their February meetings and to the full Council meeting in April 2008.

4.0. Consideration by Scrutiny Board (City Development)

4.1. The draft strategic outcomes and improvement priorities are contained in Appendix 1 of this report and will be presented to the Board this meeting where there will be opportunity to comment on these at the meeting in relation to fulfilling the city's ambitions in terms of its economic and physical development.

4.2. The views of Scrutiny Board (City Development) will be reported to the Overview and Scrutiny Committee who will draw up a detailed response to the proposed strategic outcomes and improvement priorities to be included in the Leeds Strategic Plan based on the considerations of all scrutiny boards.

4.3. The Scrutiny Board (City Development) will have a further opportunity to comment on the indicators and targets to support the improvement priorities to be included in the Leeds Strategic Plan at its meeting in the January cycle.

5.0. Implications For Council Policy And Governance

- 5.1. The Budget and Policy Framework forms Article 4 of the Constitution which is a key part of Leeds City Council's governance arrangements. Leeds Strategic Plan must be formulated and approved in accordance with the Budget and Policy Framework Procedure Rules that require consultation, prior to consideration by Members of the Executive Board and final approval by Members of full Council.

6.0. Legal and Resource Implications

- 6.1. The Leeds Strategic Plan will contain the Council's strategic outcomes and improvement priorities for Leeds for the next three years. This will set the policy framework for setting the Council's budget in future years.

7.0. Recommendations

- 7.1. The Scrutiny Board (City Development) is requested to:

i) consider and comment on the proposed strategic outcomes and improvement priorities to be included in the Leeds Strategic Plan from the perspective of meeting the fulfilling the city's ambitions in terms of its physical and economic development.

APPENDIX 1

Draft Strategic Outcomes and Improvement Priorities for the Leeds Strategic Plan

Vision Themes	Draft Strategic Outcomes - what we want to see by 2011	Draft Improvement Priorities - our focus during 2008-11
<p>Cultural Life: A city with a vibrant and distinct cultural life Leeds will be a city with a vibrant and distinctive cultural life – a welcoming city which is internationally recognised as a centre of cultural excellence and provides cultural opportunities for everyone</p>	<p>Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international standing.</p> <p>Increased participation in cultural opportunities through engaging with all our communities.</p>	<p>Deliver three major cultural schemes of regional and international significance.</p> <p>Increase the number of facilities receiving accreditation for quality of service.</p> <p>Increase participation in culture by providing a range of activities which can be used by all our communities and visitors.</p>
<p>Enterprise and the Economy: Promoting Leeds as the regional capital Leeds will be a competitive international city. It will contribute to the national economy and will support and be supported by an increasingly competitive region</p>	<p>Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre.</p> <p>Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy.</p>	<p>Increase international communications, marketing and support activities to promote the city and attract investment.</p> <p>Deliver three major projects to improve the city centre.</p> <p>Increase entrepreneurial activity in deprived areas.</p> <p>Enhance the skills of the current workforce.</p> <p>Increase our reputation as a centre for knowledge and innovation.</p>
<p>Learning: A leading centre of learning, knowledge and research Leeds will become a learning city. Businesses and individuals will benefit from accessible world class learning, creating a wealthier city and personal and social satisfaction. We will inspire young people to see learning as their route to success</p>	<p>Enhance skills of the current and future workforce through fulfilling individual and economic potential and investing in learning facilities.</p>	<p>Improve learning outcomes for 16 year olds.</p> <p>Narrow the gap in learning outcomes for 16 year olds.</p> <p>Improve learning outcomes and skill levels for 19 year olds.</p> <p>Reduce the proportion of vulnerable groups not in education, training or employment.</p> <p>Improve participation and early learning outcomes for children from the most deprived areas.</p> <p>Develop extended services, using learning sites across the city, to improve support to children, families and communities.</p>
<p>A Modern Transport System Safe, sustainable and effective transport – meeting people’s need to get about while affecting the environment as little as possible</p>	<p>Increased accessibility and connectivity through investment in high quality, integrated transport influencing others and changing behaviours.</p>	<p>Develop proposals for an enhanced transport system aimed at securing funds for delivery.</p> <p>Improve the condition of the streets</p>

		<p>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>Improve the quality, use and accessibility of public transport services in Leeds.</p>
<p>Environment City: A reputation for environmental excellence Leeds will have a reputation for environmental excellence through the quality of our built environment, the use of our green space, the effective use of natural resources, clean air quality and waste management. It will be a place that joins economic, social and environmental objectives so that the action we take today does not limit the choices of future generations or others elsewhere in the world</p>	<p>Reduced ecological footprint through leading the response, influencing, mitigating and adapting to environmental and climate change.</p> <p>Cleaner, greener city and more attractive city through effective environmental management and changed behaviours.</p>	<p>Increase recycling rates and reduce the amount of waste going to landfill.</p> <p>Reduce emissions from public sector buildings, operations and service delivery.</p> <p>Undertake actions to improve our resilience to current and future climate change.</p> <p>Address neighbourhood problem sites and improve cleanliness of publicly owned land.</p>
<p>Health and Wellbeing: Creating a healthy city Leeds will be a healthy city for everyone who lives, visits or works here, promoting fulfilling and productive lives for all. We will reduce inequalities in health between different parts of the city between different groups of people and between Leeds and the rest of the country</p>	<p>Reduced health inequalities through the promotion of healthy life choices and improved access to services.</p> <p>Improved quality of life through maximizing 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 minimize risks and maximize wellbeing.</p>	<p>Reduce coronary heart disease.</p> <p>Reduce the number of people who smoke.</p> <p>Embed a safeguarding culture for all.</p> <p>Reduce bullying and harassment.</p> <p>Reduce obesity and raise physical activity for all.</p> <p>Reduce teenage conception and improve sexual health for all.</p> <p>Promote emotional well-being for all.</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 proportion of vulnerable adults 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>Thriving Places: A place of many parts Leeds will be a unique city with a strong identity and varied, stable neighbourhoods where people live out of choice not necessity, enjoying the high quality of life and range of opportunities that Leeds can offer</p>	<p>Reduced crime and fear of crime through prevention, detection, offender management and changing behaviours.</p> <p>Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.</p> <p>Increased economic activity through targeted support to reduce worklessness and poverty.</p>	<p>Increase the supply of homes meeting the decency standard.</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>Reduce crime and fear of crime.</p> <p>Reduce offending.</p> <p>Reduce the harm from drugs and alcohol.</p> <p>Increase positive opportunities for children and young people.</p> <p>Reduce anti-social behaviour.</p> <p>Reduce worklessness in deprived areas.</p> <p>Reduce financial exclusion in deprived areas.</p>
<p>Harmonious Communities: A rich mix of cultures and communities Leeds will be a city of equal opportunity where everyone has a fair chance and people from all backgrounds take part in community life creating a society that is varied, vibrant and proud</p>	<p>Improved community cohesion and respect through meaningful involvement and promoting equality and diversity.</p> <p>More inclusive, varied and vibrant neighbourhoods through empowering people to contribute to decision making and delivering local services.</p>	<p>Support local people to become active members of their local communities to meet local needs.</p> <p>Strengthen the role of elected members as community champions.</p> <p>Support a robust and vibrant voluntary, community and faith sector.</p> <p>Promote community pride, integration and a sense of belonging.</p>