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

### Executive Board

Date: 12 March 2008

Subject: Leeds Strategic Plan 2008 – 11

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#### Electoral Wards Affected:

ALL

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In

(Details contained in the report)

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### EXECUTIVE SUMMARY

This report introduces the text of the Leeds Strategic Plan 2008-11. This Plan, when complete in June 2008, will mark several milestones for Leeds City Council. First, it will demonstrate how the Council is exercising its community leadership and place shaping role by outlining a single set of strategic outcomes, improvement priorities and targets for the city to be delivered by the Council on its own, or in partnership with others, over the next three years. Secondly, it will constitute the key delivery plan for the Leeds Sustainable Community Strategy ('Vision for Leeds 2004 – 2020') for the period 2008-11. Finally, it fulfils the Council's statutory obligations to provide a Local Area Agreement for Leeds as required by the Local Government and Public Involvement in Health Act 2007.

The report asks Members of the Executive Board to endorse the text of the Plan that is attached at Appendix 1, to support our negotiations with Government on agreeing up to 35 LAA improvement targets.

## **1.0. Purpose of This Report**

This report explains the development, approach and broad content of the Leeds Strategic Plan 2008-11. It seeks Executive Board endorsement of the text of the plan prior to negotiations with central government concerning priorities for improvement in Leeds.

## **2.0. Background Information**

2.1. In July 2007 Executive Board agreed a new corporate planning framework for the Council. At the heart of this framework is the Leeds Strategic Plan which sets out a single set of strategic outcomes and improvement priorities for the city for the next three years, shared with the Council and its partners.

2.2. During the autumn of 2007 there was extensive consultation on the strategic outcomes and improvement priorities for this plan among Elected Members, public, private and voluntary community and faith sector partners and focus groups of local residents and Leeds City Council employees. The latest evidence on local circumstances and prospects and public opinion were also examined to draw up the priorities to capture the most important issues for the city for the next three years.

2.3. The Leeds Strategic Plan, when complete, will fulfil the requirements of the new Local Area Agreement as required by the Local Government and Public Involvement in Health Act 2007.

## **3.0. Main Issues**

### **3.1. Partnership Approach**

The Leeds Strategic Plan represents a new approach in that it will cover what is being delivered by the Local Authority on its own or in partnership with others in the city over the period 2008-11. It therefore has a broader coverage than the former Corporate Plan because these priorities are also shared by the Council's public, private and voluntary, community and faith sector partners. A number of public bodies, designated as statutory partners in the Local Government and Public Involvement in Health Act 2007, have a duty to cooperate in the delivery of the targets and to have regard to the targets in this plan when drawing up their own budgets and action plans.

### **3.2. Accessible Format**

The Leeds Strategic Plan sets out to communicate the agreed strategic outcomes, improvement priorities and targets for 2008-11 to all relevant persons and partners as defined by the Local Government and Health Information Act 2007 as well as all statutory partners. It has therefore been designed to be as accessible as possible in terms of language and format.

### **3.3. Broad Content**

The content of the Leeds Strategic Plan sets out in section 1: making a difference, an overview of the progress and challenges facing Leeds and the general ambitions of the Council and its partners in this context. Section 2: priorities by theme, follows the eight themes in the Leeds Sustainable Community Strategy ('Vision for Leeds 2004 – 2020'). Each provides the contextual explanation for the selected strategic outcomes, the real changes the Council and its partners want to see in the lives of people in Leeds, and the improvement priorities, the key areas where we want to focus our efforts to ensure these changes really take place.

### **3.4. Framework for Implementation**

Supporting the Leeds Strategic Plan will be a number of thematic plans covering important policy areas in greater detail. Some such as the Children and Young People's Plan already exist and others such as the Climate Change Strategy and Health and Well Being Strategy are under development. The Leeds Strategic Plan refers to the most significant plans and strategies supporting each theme. The third and final section of the plan sets out an agreed set of partnership principles on which joint delivery will be based. It also outlines how and by

whom performance will be measured, monitored and relevant reporting arrangements. Finally it explains how the plan will be reviewed and revised.

- 3.5. An appendix will be attached to the Plan that will outline the targets to be set against each improvement priority and the indicators that will measure progress. This is not presented at this stage due to a number of the targets being subject to further negotiation during March and April with central government. These are the 'up to 35' designated targets that, as a package, will be eligible for a small performance reward grant. In a number of other improvement priority areas it will not be possible to establish targets in the first year of the Plan. This is due to the fact that the National Indicator Set has introduced new measures in these areas and the first year will be used to establish a baseline position against which to set targets for further years. Following a recent letter from DCLG regarding a change in the Functions and Responsibilities Regulations, the authority will have to determine at full Council on 9 April 2008 whether it wishes functions relating to the preparation, submission and modification of the LAA to be a council or an executive function. Depending on that determination and taking into account the draft LAA needs to be submitted to DCLG by 30 May 2008, the LAA will need to receive final approval either by the Executive Board on 14 May 2008 or by the full Council on a date before 30 May 2008 ( the Annual Council meeting is on 22 May 2008).

#### **4.0. Implications For Council Policy And Governance**

- 4.1. The Leeds Strategic Plan is part of the Council's Budget and Policy Framework. The Overview and Scrutiny Committee have been consulted three times in the preparation of the text of the plan and will also have an opportunity to comment on the content of the appendix.
- 4.2. The Council is preparing a separate Business Plan which will set out how the Council will align its activities and resources to deliver its contribution to the Leeds Strategic Plan.

#### **5.0. Legal and Resource Implications**

- 5.1. The Leeds Strategic Plan will fulfil our statutory obligations for a Local Area Agreement (LAA) for the Leeds area. In drawing up the contents of this plan the Council has consulted and negotiated with a number of partners including public sector partners designated as statutory partners in the Local Government and Public Involvement in Health Act 2007. These partners have a duty to have regard to the targets in the Leeds Strategic Plan when setting out their own plans and budgets.
- 5.2. The Leeds Strategic Plan will fulfil the duty of the Council to publish information about its LAA containing the specified information of a 'memorandum relating to the LAA'. It will be publicly available, accessible in its format and used as a basis for active communication to citizens. In this respect it will form an active role in the Council's duty to involve local communities in shaping their own future.
- 5.3. The Local Government and Public Involvement in Health Act 2007 extends the scope of the Council's Scrutiny Boards to include the work of the public sector partners designated as statutory partners to deliver targets agreed in the Leeds Strategic Plan. Overview and Scrutiny Committee has agreed a protocol with partners on how to exercise this extended role for scrutiny.
- 5.4. Resources to deliver the targets in this plan will be identified from the budgets of the Council and its partners including the new Area Based Grant. Resources will have to be used as efficiently as possible to deliver all the targets in the Leeds Strategic Plan and the scope to increase impact through innovative delivery methods including strategic commissioning, pooled budgets and joint service delivery will be explored as part of delivering the Leeds Strategic Plan.

## **6.0. Conclusions**

- 6.1. The Leeds Strategic Plan will mark several significant milestones for Leeds City Council. The Leeds Strategic Plan 2008-11 will when complete set out the strategic outcomes, improvement priorities and targets for the city, shared by our key partners and stakeholders. It will be a key delivery plan for this three year period for the longer term Vision for Leeds 2004-20. It will also demonstrate how the Council is rising to the challenge of its community leadership and place shaping role as defined in the Local Government and Public Involvement in Health Act 2007.

## **7.0. Recommendations**

- 7.1 Members of Executive Board are asked to endorse the text of the Leeds Strategic Plan 2008-2011, attached at Appendix 1.