



SCRUTINY BOARD (CENTRAL AND CORPORATE)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 7th March, 2011 at 10.00 a.m.

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

Councillors

P Grahame (Chair) - Cross Gates and Whinmoor;
S Bentley - Weetwood;
D Blackburn - Farnley and Wortley;
B Chastney - Weetwood;
M Hamilton - Headingley;
A Lowe - Armley;
N Taggart - Bramley and Stanningley;
J Hardy - Farnley and Wortley;
K Groves - Middleton Park;
J L Carter - Adel and Wharfedale;
R Wood - Calverley and Farsley;
A Gabriel - Beeston and Holbeck;

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

**Agenda compiled by:
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Development:
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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p>NEW STRATEGIC PLANS 2011-15</p> <p>Supplementary Information</p> <p>A more detailed table shows the same priorities that appear in the PP&I table in appendix 2 of the Agenda (pages 60-62) but includes an additional column setting out the key actions and timescales. This gives Members more information about the work that sits underneath the proposed priorities and should enable a better debate at scrutiny</p> <p>A further appendix sets out the key issues that the public told us were important in the consultations and shows how these are included with the proposed set of priorities in the plans.</p>	<p>1-4</p> <p>5-6</p>

Council Business Plan – PP&I Directorate Priorities 2011-15 (Updated 28 February 2011)

Priority/Objective	Key actions and timescale	Milestones/Indicators/Targets	
		2011-12	2012-13
<p>Lead role for co-ordinating the delivery of Cross Council Priorities:</p> <ul style="list-style-type: none"> • We will consult with local people on changes that may affect their lives • Equality Impact Assessments (EIA) influence council policy and decision making 	<ul style="list-style-type: none"> • Developing a clear approach for local engagement • Process for embedding EIA's in decision making agreed and implemented – May 2011 • Implement quality assurance process for EIA – December 2011 	<p>% of key and major decisions which have evidence that consultation has taken place with local people</p> <p>% of key and major decisions where there is evidence that Equality issues have been fully considered</p>	
<p>Creating the environment for effective partnership working</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	
<p>Delivering a customer focused culture and service delivery ethos across the Council</p>	<ul style="list-style-type: none"> • Transform customer access arrangements across the whole of the council through undertaking a range of end-to-end service reviews which increase the range of services provided through e- service arrangements and support channel shift – March 2014 • Deliver a customer responsive internet site – March 2012 • Deliver a comprehensive face-to-face one stop service in the city centre to support changing the workplace aspirations – March 2013 • Review the provision of public facing services in each locality with an aim to maximise the number of locations where services are co-located 	<ul style="list-style-type: none"> • Increase the number of services with end-to-end e-enabled customer pathways • Improved overall customer satisfaction of internet site • Consolidate all face-to-face city centre access points into Great George Street one stop centre • Locality service delivery plan available by March 2012 	

Priority/Objective	Key actions and timescale	Milestones/Indicators/Targets	
		2011-12	2012-13
Deliver more cost effective ways of working	<ul style="list-style-type: none"> • Consolidation of city centre office accommodation into key sites which have adopted the principles of changing the workplace – March 2015 • Rationalisation of office accommodation in localities and adoption of changing the workplace principles – March 2015 • Delivery of the Record Management Facility – March 2012 • Corporately wide implementation of Electronic Records and Document Management System, subject to funding requirement – March 2015 	<ul style="list-style-type: none"> • Solution delivered for all city centre office based staff • Asset management plan developed for each local wedge by March 2013 • Facility operational by March 2012 • Introduced in x% of services by March 2012, March 2013, March 2014 and March 2015 	
Establish a research and intelligence capability for the city.	<ul style="list-style-type: none"> • Establish a one-council approach to research and intelligence through the establishment of a new corporately led operating model – December 2011 • Establish an effective intelligence partnership across the city and wider region – July 2012 	<ul style="list-style-type: none"> • Consolidation of core research and intelligence resources into the corporate team by December 2011 • Partnership up and running and fully effective by July 2012 	
Establish the new streamlined Leeds Initiative partnership structure and oversee delivery of the city priority plans	<ul style="list-style-type: none"> • City Priority Plans produced – July 2011 • Outcome based accountability approaches introduced across the council and wider city – March 2012 • New Leeds Initiative structure up and running and functioning effectively – March 2012 • City Priority Plans delivered – March 2015 	<ul style="list-style-type: none"> • All plans agreed by Full Council by July 2011 • Outcome based accountability performance management arrangements applied to 100% of City Priority Plans and Council Business Plan • 100% of existing arrangements fully transitioned into new structure by March 2012 • x% of City Priority Plan priorities delivered as planned as at March 2012, 2013, 2014 and 2015 	

Priority/Objective	Key actions and timescale	Milestones/Indicators/Targets	
		2011-12	2012-13
Deliver an effective approach to neighbourhood planning and service delivery	<ul style="list-style-type: none"> • Deliver the agreed locality working design principles – March 2015 • Improve the quality, range and significance of delegations to Area Committees – May 2012 • Develop an effective approach to neighbourhood planning – March 2013 	<ul style="list-style-type: none"> • x% progress against delivery of design principles as at March 2012, 2013, 2014 and 2015 • x% Members who feel responsible for local decision making on key issues • % people who feel they are involved in their local community 	
Deliver effective leadership and governance arrangements for local and city-region economic development related functions.	<ul style="list-style-type: none"> • Deliver a new company to deliver inward investment, marketing and tourism services for the city – October 2011 • Support the development of the Local Enterprise Partnership to stimulate investment and jobs and becomes the best LEP in the UK – March 2013 	<ul style="list-style-type: none"> • New company fully operational by October 2011 • LEP functioning effectively with relevant powers and resources by March 2013 	
Transform communications and workplace culture within the context of the council's new values.	<ul style="list-style-type: none"> • Delivery of the new one council communications operating model – July 2011 • Communications and marketing activity proactively planned and resourced to meet the needs of the council – March 2012 • The new council Values are fully embedded and are influencing behaviour and the quality of service provision – March 2012 	<ul style="list-style-type: none"> • Structure in place and recruited to by July 2012 • % services who feel their communications needs are being met effectively • % staff who believe the values are positively affecting their behaviour and the quality of service provision 	

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Appendix 3 – How recent consultations are reflected in the new Plans

“What if Leeds..” Consultation on the new Vision	
Key Issues identified from the consultation	Where this appears in our delivery plans
Developing a sense of community, and doing things more locally;	This is broadly included in our developing approach to locality working which is a priority for Planning, Policy and Improvement but there is also a specific priority to: <ul style="list-style-type: none"> • Increase a sense of belonging that builds cohesive and harmonious communities
An acceptance that residents will need to do more for themselves and for their community;	This is broadly included in our developing approach to locality working which is a priority for Planning, Policy and Improvement as well as within the 2011/12 budget where a number of specific community asset transfers are proposed.
No list of capital projects, reflecting the current economic situation	This is reflected in the reduced capital programme
Environment, particularly in terms of cleanliness, but also in terms of developing green businesses, and businesses taking advantage of green technologies;	This is reflected in the following priorities: <ul style="list-style-type: none"> • Ensure that local neighbourhoods are clean • Enabling growth of the city whilst minimising the impact on the environment (wording not yet finalise) • More jobs are created and improved skills – together these should encourage green business but it did not seem sensible in the short term to restrict this to a specific sector
Transport, particularly improving public transport, especially cost and reliability;	This is reflected in the following priority: <ul style="list-style-type: none"> • Improved journey times and reliability of public transport
Jobs and work;	This is reflected in the following priorities: <ul style="list-style-type: none"> • More jobs are created • Improved skills
Tackling inequalities;	This is included across many of the City Priority Plans and will be a cross cutting issue that will be picked up by the Main Board. Key actions are also brought together within the council 's Equality Scheme and specific issues will also be brought out within the performance reports for many of the priorities.
Better culture and entertainment;	This is reflected in the following priority: <ul style="list-style-type: none"> • More people get involved in the city's cultural opportunities
A city that is friendly for everybody, both in the city centre and the communities.	This is reflected in the following priority: <ul style="list-style-type: none"> • Increase a sense of belonging that builds cohesive and harmonious communities

Spending Challenge Consultation	
Key Issues identified from the consultation	Where this appears in our delivery plans
Prioritising Services for Vulnerable People including the elderly and disabled	This is reflected in the increased budget allocation for Adult Social Care in 2011/12 and the further planned investment within the medium term Financial Strategy.
Supporting people to stay in their own homes	This is reflected in the following priority: <ul style="list-style-type: none"> • People will live safe and fulfilling lives in their own homes
Giving choice in social care services	This is reflected in the following priority: <ul style="list-style-type: none"> • People will have choice and control over their health and social care services
Tackling the worst anti-social behaviour	This is reflected in the following priority: <ul style="list-style-type: none"> • Effectively tackle and reduce anti-social behaviour in our communities
Encouraging more recycling	This is reflected in the following priority: <ul style="list-style-type: none"> • Ensure that local neighbourhoods are clean – there are also likely to be more specific priorities within the Environment and Neighbourhoods Directorate priorities but these are not yet confirmed
More Affordable Housing	This is reflected in the following priority: <ul style="list-style-type: none"> • Maximise regeneration investment to deliver a range of housing options.
Creating more jobs especially for local people	This is reflected in the following priorities: <ul style="list-style-type: none"> • More jobs are created
Improving transport infrastructure particularly public transport	This is reflected in the following priority: <ul style="list-style-type: none"> • Improved journey times and reliability of public transport
Encouraging the community to take responsibility for their own actions/place	This is broadly included in our developing approach to locality working which is a specific priority for the Planning, Policy and Improvement Directorate.
Being involved in decision making and service design	This is broadly included in our developing approach to locality working but more specifically there is a cross council priority and indicator to ensure that consultation is embedded in our decision making processes. Through monitoring this closely at the highest level this will also have an impact on the quality of consultation.
Better use of buildings	This is broadly reflected with the cross council value and priority to “Spend Money Wisely” and the Budget and medium term Financial Strategy include a number of specific actions. Also the Changing the Workplace programme is specifically about more efficient use of our buildings and this is a Directorate priority for Planning, Policy and Improvement albeit that it will involve all Directorates. In addition the City Development Directorate priorities includes the delivery of the Council’s Asset Management plan.