



OVERVIEW AND SCRUTINY COMMITTEE

Meeting to be held in Committee Rooms 6&7, Civic Hall, Leeds LS1 1UR on
Tuesday, 8th January, 2008 at 10.00 am
(Pre-Meeting at 9.30am)

MEMBERSHIP

Councillors

P Grahame (Chair) - Cross Gates and Whinmoor
B Anderson - Adel and Wharfedale
S Bentley - Weetwood
J Chapman - Weetwood
B Gettings - Morley North
T Hanley - Bramley and Stanningley
A McKenna - Garforth and Swillington
W Hyde - Temple Newsam
E Minkin - Kirkstall
R Pryke - Burmantofts and Richmond Hill

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A G E N D A

Item No	Ward	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 Procedure Rules (in the event of an Appeal the press and public will be excluded)</p>	
2			<p>EXCLUSION OF 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 circumstances 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 - 11TH DECEMBER 2007</p> <p>To confirm as a correct record the minutes of the meeting held on 11th December 2007 (enclosed).</p>	1 - 4

Item No	Ward	Item Not Open		Page No
7			<p>MINUTES - EXECUTIVE BOARD - 19TH DECEMBER 2007</p> <p>To receive, for information purposes only, the attached minutes of the Executive Board meeting held on 19th December 2007.</p>	5 - 12
8			<p>LEEDS STRATEGIC PLAN AND COUNCIL BUSINESS PLAN 2008 - 11- OUTCOMES AND PRIORITIES</p> <p>To receive and consider the attached report of the Assistant Chief Executive (Planning, Policy and Improvement).</p>	13 - 22
9			<p>DEVELOPING THE FINANCIAL PLAN 2008 - 13</p> <p>To receive and consider the attached report of the Director of Resources.</p>	23 - 36
10			<p>WORK PROGRAMME</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	37 - 54
11			<p>DATES AND TIMES OF FUTURE MEETINGS</p> <p>Tuesday 5th February 2008 Tuesday 11th March 2008 Tuesday 8th April 2008</p> <p>All at 10.00 a.m. (Pre-Meetings at 9.30am)</p>	

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Agenda Item 6

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)

Draft minutes to be approved at the meeting
to be 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)

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 138 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 134) 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 132), Leeds Building Schools for the Future (Minute 133) and the Children's Services Annual Performance Assessment and half year update on progress and performance (Minute 134) 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 140) and the proposed changes to the Regional Spatial Strategy (Minute 141) 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 135) 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 129) and the Leeds Climate Change Strategy (Minute 144) as a member of Greenpeace.

Councillor Golton declared a personal interest in the item relating to Options for Building Council Houses (Minute 130) 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 130) 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 135) 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 130) 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 134) 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 135) as a member of Middleton Elderly Aid.

NEIGHBOURHOODS AND HOUSING

128 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.

129 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.

130 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

131 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

132 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.

133 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.

134 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

135 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

136 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)

- 137 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

- 138 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.

- 139 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.

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.

140 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.

141 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).

142 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.

143 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

144 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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Originator:	J Stageman/ H Pinches
Tel:	2474352

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

Overview and Scrutiny Committee

Date: 8th 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	<input checked="" type="checkbox"/>
Community Cohesion	<input checked="" type="checkbox"/>
Narrowing the Gap	<input checked="" type="checkbox"/>

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 along with the associated report "Developing the Financial Plan 2008-13" sets out these initial proposals, 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 Overview and Scrutiny Committee 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 Committee 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. Initial proposals for a five year financial strategy to support the implementation of these plans are outlined in the associated report "Developing the Financial Plan 2008-13".

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. 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:

<p>Our Ambition</p>	<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.
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 in 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 were 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 annual budget 2008/9 and five year financial plan is also presented to Scrutiny will then continue on for formal approval by Council in February in order to meet statutory deadlines. The five year financial plan will then be incorporated into the Council Business Plan for formal publication.

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 commented on draft Strategic Outcomes and Improvement Priorities of the Leeds Strategic Plan	9th October 2007
OSC receives feedback on the revised Strategic Outcomes and Improvement Priorities of the Leeds Strategic Plan and receives draft Business Plan Outcomes and Improvement Priorities. OSC considers the overview of 5 year Financial Plan.	8 th 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 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 in 9.0 above.
- 9.2 The resources to support the delivery of the Leeds Strategic Plan and Council Business Plan are addressed in the associated report 'Developing the Financial Plan 2008-13'.

10.0 Recommendations

- 10.1 OSC are recommended to:
- i. endorse the strategic outcomes and improvement priorities for the Leeds Strategic Plan to enable negotiations on the LAA to commence;
 - ii. provide initial feedback on the draft business outcomes and improvement priorities; and
 - iii. refer the draft business outcomes and improvement priorities to Resources Scrutiny Board for more detailed examination to enable the further development of the Council Business Plan.

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Originator: Alan Gay

Tel: 24 74226

Report of the Director of Resources

Executive Board

Date: 19th December 2007

Subject: Developing the Financial Plan 2008-2013

Electoral Wards Affected:

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)

1 Introduction

- 1.1 The Medium Term Financial Plan is produced every three years and provides a financial strategy to underpin the delivery of the Council's priorities. It also sets out a framework for the preparation of the Council's annual revenue budgets over the planning period.
- 1.2 The current plan covered the three years 2005-2008 and the new plan is being developed as part of the process of developing the Council Business Plan 2008-2011. It is intended that a new financial plan is submitted to Council in February 2008 together with the annual revenue budget for 2008/09.
- 1.3 This report sets out the financial position in the current year, the likely impact of the Comprehensive Spending Review 2007, and outlines how these have impacted on developing the methodology for the new Financial Plan.
- 1.4 This report will form the basis of the initial budget proposals for 2008/09. The report focuses on general fund services although a commentary on the Dedicated Schools Budget and the Housing Revenue Account are included. Under the requirements of the Budget and Policy framework of the Constitution, the initial proposals contained within this report will be considered by Overview and Scrutiny Committee following Executive Board approval. The Committee will have an opportunity to make comments and recommendations which will be considered by the Council in February 2008.

2 Current Year

2.1 The Council's net revenue budget for 2007/08 was set at £505.2m which provided for £6.7m to be directed towards Corporate Plan Priorities. The budget was supported by a contribution from general reserves of £4.3m, giving an estimated level of general fund reserves at 31st March 2008 of £13m, which was in line with the Council's approved risk based reserves strategy.

2.2 As reported to Executive Board on 9th February 2007, in setting the 2007/08 budget it was recognised that there were substantial sources of income that may not have been sustainable in the longer term, as follows:

	07/08 £000s
LABGI	10,500
Use of General Reserves	4,335
Section 278	4,500
Capitalisation	3,500
	<hr/> 22,835 <hr/>

2.3 The half year Financial Health Monitoring report to Executive Board identified that a number of Council services are continuing to face financial pressures in 2007/08, many reflecting pressures which impacted on the Council's 2006/07 outturn position.

2.4 Service pressures were projected to be around £9m and funding of £5m was made available from savings in capital financing costs and by releasing general fund reserves to those areas of immediate concern. After funding these pressures, general fund reserves are projected to remain above the minimum level required under the approved risk based reserves strategy.

2.5 All remaining service budget pressures, are being addressed by directorates through the continued development and implementation of action plans to manage identified pressures within available resources.

2.6 As reported in the 2006/07 outturn report to Executive Board in June 2007, the actual balance carried forward at 31st March 2007 was £23.6m. Taking account of the budgeted use of reserves of £4.3m, and other in-year approvals and liabilities, it is estimated that the level carried forward at 31st March 2008 will be £15m.

3. Comprehensive Spending Review 2007

3.1 The Comprehensive Spending Review 2007 (CSR 07), published in October 2007, announced that current expenditure across the public sector is set to increase by an average 1.9% per year in real terms. However, the rate varies significantly across government departments. In contrast, resources for local government are to rise by 1% per year in real terms over the next three years. In cash terms, the increases nationally are 4.2% in 2008/09, 3.5% in 2009/10 and 3.4% in 2010/11. These figures include amounts for PFI support and, when these are excluded, the cash increases are 3.8%, 2.8% and 2.6%.

3.2 Other headlines for local government are:

- The government expects local authorities to keep Council Tax increases to below 5% per year throughout the CSR07 period.
- The 3% per year cashable efficiency programme for local government has been confirmed and is assumed in the 1% real terms increase. Councils will be supported to achieve efficiencies via a £150m fund nationally.
- A total of £5bn of former specific ring-fenced grants are being transferred into either Revenue Support Grant or Area Based Grant over the years to 2010/11, totalling £900m and £4.1bn respectively.
- The government is consulting on the detail of a power to implement a maximum 2p in the pound supplementary business rate with effect from April 2010.
- Funding for LABGI will be £50m nationally in 2009/10 and £100m in 2010/11. This compares with the previous three year total of up to £1bn ending in December 2007.
- A reduction in the number of performance indicators from over 1000 to 198.

3.3 The government has announced as part of the Comprehensive Spending Review that the Local Authority Business Growth Incentive Scheme (LABGI) would not continue in 2008/09 but would be replaced in 2009/10 on a much reduced scale. As the 2007/08 budget was supported by £10.5m income, this will have a significant impact on the level of resources available for 2008/09 and beyond.

3.4 The Local Government Finance Settlement 2008/09 to 2010/11 was announced on Thursday 6th December. Further details can be found in a separate report on the Settlement elsewhere on this agenda, but the increase in Revenue Support grant at the national and local level are summarised below:-

	National	Leeds	
	%	%	£m
2008/09	3.7	2.8	7.9
2009/10	2.8	2.1	6.3
2010/11	2.6	1.8	5.4

3.5 Details of the Area Based Grant and other Specific Grants are still to be fully confirmed. However it has been announced that the Working Neighbourhoods Fund (WNF) which replaces the Neighbourhood Renewal Fund (NRF) will target worklessness in the most deprived areas and 66 authorities will receive this funding. Leeds does not qualify for WNF but will receive transitional funding of 60% in 2008/09 and 30% in 2009/10. In the current year, the Council has received £14.9m from the NRF.

4. Forecast Budget Pressures 2008/09 and Beyond

4.1 Taking account of the above, it is clear that the level of resources available to the Council in the medium term will be severely limited. To assess the extent of the potential funding gap a high level review of pressure facing the Council over the planning period has been undertaken. The review identified the following pressures:

4.1.1 Pay awards are assumed at 2% per annum in line with government targets for public sector pay increases, which equates to £7.1m for 2008/09. The employer's contribution to the West Yorkshire Pension Fund is assumed to increase by 0.8% (£2.3m) per annum.

4.1.2 During 2007/08 a detailed review of pay and grading up to and including scale 6 has been undertaken. Although the details are still being finalised, the estimated cost in 2008/09 is around £8m which will result in a significant additional pressure on the salary budget of the Council.

4.1.3 Running Cost Inflation - general running cost inflation has been increased by 2% per annum across the board except where specific contracts are in place. Specific provision has been made for the recently announced £8 per tonne increase in Landfill Tax from 08/09 onwards, which represents an increase of £2.1m per annum. General income inflation has been increased at 3% per annum.

4.1.4 The Council's approved Integrated Waste Strategy is a significant pressure in the medium term. This proposes a number of options to reduce the impact of waste management on the environment and to significantly reduce the amount of waste which is landfilled. The government has accelerated the rate of growth in landfill tax to £8 per tonne from 08/09 onwards. In addition the Landfill Allowance Trading Scheme has been introduced which imposes penalties of £150 per tonne for waste landfilled without a permit. These permits can be bought and sold by other authorities at a price determined by market forces. Although the Council anticipates a surplus of allowances in 2008/09, there will be a requirement to purchase in future years, leading to significant cost pressures. A number of recycling and composting solutions have been proposed to divert waste from landfill, but all solutions will, in the medium term, have a significant financial impact.

4.1.5 In addition, as referred to at paragraph 3.3, the loss of income from LABGI also creates a significant pressure for 2008/09.

4.1.6 As outlined above, Leeds does not qualify for funding from the Working Neighbourhoods Fund. The transitional arrangements mean that Leeds will receive £8.96m which represents a reduction of £5.97m from the 2007/08 budget.

5. Developing the Plan

- 5.1 Taking account of the RSG settlement the estimated level of additional resources that will be available is likely to be less than £20m per annum over the life of the plan. This will provide for an increase in annual spend of 3.7% in 2008/09, 2.7% in 2009/10 and 3% in 2010/11. However, in view of the budget pressures outlined above, it is clear that the construction of the 2008/09 budget will present a significant challenge.
- 5.1 It is imperative therefore that links between service planning and financial planning are strengthened and service prioritisation continues to better inform the decisions regarding the alignment of future resources to priorities.
- 5.2 In order to help ensure this is achieved, a new approach to the allocation of revenue resources to General Fund services has been developed that has needs, efficiencies and priorities as its building blocks and makes a substantial shift towards placing budget making in a policy-led rather than finance led corporate planning framework.
- 5.3 The way in which the Council's financial resources are currently distributed across services is largely a product of history. Over many years budgets have changed to reflect priorities for growth, and opportunities to make efficiencies and reductions have been implemented to ensure budgets are affordable. This has not however led to a logical framework for the allocation of resources. It is timely therefore to consider how the Council's resources might be set using a more robust methodology.
- 5.4 In policy terms, there has been a noticeable shift over the past two years in the Government commitment to devolution of decision-making at local and sub-regional levels. This shift has been consolidated in the 2007 Local Government and Public Involvement in Health Act which particularly emphasises the strategic leadership and place shaping role of the local authority, within a partnership context, through enhancing the leadership role of elected members. It is also timely therefore to consider how the Council's resources might be set in a stronger, policy led framework that integrates corporate planning, accountability, financial and performance management arrangements and applies to all that the Council delivers, either on its own or in partnership with others. This policy led approach was an explicit recommendation of the Overview and Scrutiny Committee review of last year's budget.
- 5.6 In developing a new approach to resource allocation, greater emphasis has therefore been placed on directing resources to Council priorities and divesting from areas that are considered to be lower priorities. The level of resources to be allocated to services has been determined by considering three components; needs, efficiencies and local priorities. Analysis of these three areas has shaped the overall resource planning framework which not only takes into account the relative importance of services but ensures that they are deliverable within the overall level of resources available to the Council. This framework will be incorporated into a new Financial Plan covering the 5 year period to 2012/13, and, in accordance with the Council Budget and Policy framework, it is proposed that this report will be used as a basis for consultation with Members of Overview and Scrutiny Committee.

6 Relative Needs Formulae

- 6.1 The first aspect of a more robust methodology has been to consider how the allocation of resources could best reflect the needs of services. To achieve this, the Relative Needs formulae used by government in distributing Formula Grant has been used as a basis. These formulae are used across 8 sub-blocks of the grant distribution system and use various proxy indicators of need. The Relative Needs formulae are the main factors which drive grant levels. Approximately 50% of the Council's net expenditure is funded by Formula Grant and around 70% of this is driven by relative needs. Whilst there can be no definitive determination of need, this is a comprehensive and robust analysis which determines the relative needs between services and between authorities.
- 6.2 The indicators of need are complex and varied but typically are made up of a basic amount driven by population data which is then adjusted for a number of factors which reflect deprivation or other measures of specific pressures on services.
- 6.3 The outcome of this analysis shows that Leeds' relative needs are lowest on a per capita basis in all categories when compared to Core Cities. A significant factor in this comparative assessment is the demographics of Leeds which are very different to most other core cities with Leeds having a largely densely populated urban area around the city centre (like all other core cities) but, unlike many of the core cities, also having a rural hinterland of surrounding district centres, towns and villages.
- 6.4 An exercise has been undertaken both to express the sub-block analysis in terms of the 2007/08 budget. This has given an initial picture of how the Council's allocation of resources compares to the relative needs of services.
- 6.5 This analysis shows that for some services the Council spends more than its needs would imply, whereas for other services it would appear to be spending too little. It is difficult to be too precise with the value of these variations given the nature of the analysis, however, in summary it would suggest that the Council funds Children's Services, including the LEA and Youth and Community Services relatively well, whilst Adult Services and Highways are funded at levels lower than our needs would imply. Capital Financing spend also appears low reflecting a relatively low level of debt and the associated revenue costs. This national comparative needs analysis does, however, need to be balanced against local priorities as it would be inappropriate to be solely driven by the national needs agenda. The local prioritisation element is, therefore, a further significant contribution to setting a 5 year financial plan and in this context the developing Leeds Strategic Plan and Council Business Plan are critically important.

7 Efficiency Agenda

- 7.1 The second component of the new approach is to establish appropriate bases for assessing the relative efficiencies of services. The Government has placed significant emphasis on efficiency in its financial settlements for Local Government in the last few years. For the period 2004/05 to 2007/08 Local Government was required to deliver efficiencies equivalent to 2½% per annum; the recently published Comprehensive Review 2007 assumes that Local Authorities should be able to support service growth and deliver priorities by achieving a further 3% per annum for the next three years.
- 7.2 In the past, Leeds City Council savings targets have usually been set for departments at budget time, with percentage targets sought from every service. This approach has largely been effective, however it takes no account of the relative efficiency of each service. A different approach is proposed which draws from work done analysing the unit cost of services and how they compare to other authorities (mainly Core Cities). In this way it is possible to target efficiencies at specific services where comparisons imply lower value for money.
- 7.3 Accordingly, part of the re-alignment of resources within this model will require services to deliver efficiencies to ensure that they demonstrate value for money.

8 Local Priorities

- 8.1 The Council is currently developing a new plan, the Leeds Strategic Plan, which will identify the outcomes and improvement priorities to be delivered in the period 2008 to 2011. The Leeds Strategic Plan will identify the priorities that the Council has a responsibility for, either on its own or in partnership with others. The draft version of the strategic outcomes and improvement priorities have been developed on a local needs analysis that has included:
- Performance reported from existing city-wide plans including the Leeds Regeneration Plan, the Council's current Corporate Plan and the Local Area Agreement
 - Citizens views from the Annual Survey and surveys carried out in particular services and areas of the city
 - Demographic and economic trends in the city
 - Service knowledge and experience
 - Area knowledge and experience
- 8.2. Key stakeholders in the city have been consulted including:
- Elected Members
 - Statutory Partners (designated by the Local Government and Public Involvement in Health Act)

- Leeds Initiative, incl. District Partnerships
- Voluntary, Community and Faith Sector
- Business Community
- Council Trade Unions and Staff
- Equality Groups
- Citizen Focus Groups

8.3. The new Council Business Plan is complementary to the Leeds Strategic Plan, setting out what the Council needs to do organisationally to enable the organisation to deliver the outcomes of the Leeds Strategic Plan.

8.4 This policy and prioritisation framework for the next three years underpins our 5 year financial plan and provides assurance that our priorities are supported by a robust resource allocation strategy. Whilst individual Directors, Chief Officers and, where appropriate, partners, will need to prioritise their existing resources in support of delivering our agreed improvement priorities, it is important that strategic decisions on resource allocation also take account of our stated priorities.

8.5 The Council is currently in a period of transition in developing a robust commissioning based approach to support the delivery of our strategic outcomes and improvement priorities. The new Financial Plan provides stability over this transitional phase by setting out a framework for resource allocation over the next five years which is sufficiently flexible to support a policy led approach to outcomes. It will be supported by the new Area Based Grant and will allow the development of more comprehensive and consistent methodologies across the Council and, where appropriate, its partners, with regard to commissioning and strategic investment planning.

9 Allocation of Resources

9.1 In order to bring about the change necessary to achieve a realignment of resources, and taking account of needs, efficiencies and local priorities, a five year resource allocation has been determined.

9.2 Appendix 1 sets out the specific allocations of resources to each Directorate based on the work set out in this report. In overall terms the forecast increase in departmental resources over the period amounts to 15.95% over and above the 2007/08 budget, or an average of 3.2% per annum. The increase in 2008/09 is 3.7%. However efficiency gains of £31.8m over the five year period means that additional resources which may be achieved will amount to an average of 4.3% per annum.

9.3 The proposed resource allocations reflect the following:

- 2% per annum targeted savings in Support Services, rising to a cumulative 10% by 2012/13. This will apply to all central and local provision of administrative and

support activities. Efficiencies will be generated through investment in Information Technology and through the rationalisation of office accommodation.

- Additional capital investment of £100m, above the approved programme, over the period of the plan enabling investment in priority projects and providing funding for invest to save projects, income generating projects, investment in technology and physical infrastructure to deliver efficiencies and improvements in services over the period of the plan.
- Funding for significant areas of need which include addressing base budget pressures, and directing resources to key service priorities such as the Integrated Waste Strategy and increasing the number of Direct Payments in Adult Services.
- Efficiency savings have been targeted at areas of the Council's services which appear relatively high compared to other authorities, including reviewing pricing policies and service provision where appropriate.
- £2.7m of general reserves will be utilised in 2008/09 which will leave forecast reserves at the minimum level in accordance with the approved risk based reserves strategy.
- The ongoing cost of the Council's pay and grading review represents a significant commitment and work is ongoing to identify a sustainable funding solution over the life of the plan.

10 Service Review

10.1 In view of the scarce financial resources which are likely to be available over the next few years, the delivery of this 5 year plan will require a significant review of some of the Council's services and activities. These reviews are key to achieving value for money in service delivery thereby helping the achievement of better outcomes for all services.

10.2 In carrying out this work it is proposed that a number of principles are agreed which will run through all of the projects/programmes of work. These are:

1. The Council will aim to achieve best in class in respect of cost, quality and performance;
2. The Council will commission services according to need and taking account of fairness and equity;
3. The Council will aim to maximize its potential to gain from its purchasing power;
4. The Council will make best use of technology to deliver efficiency and customer focus in the delivery of services;

5. Income opportunities will be maximized and where income levels are set below the optimal rate, this should be identified as a transparent subsidy;
6. Opportunities will be explored to rationalise physical assets in order to achieve value for money and better outcomes for service users;
7. The Council's role as a provider will be challenged and alternative means of provision should be considered where this will generate better value for money and/or better outcomes;

11. Dedicated Schools Budget

11.1 The Government has issued indicative figures for the 3 year school funding settlement. For Leeds, the annual increases in the Dedicated Schools Grant per pupil are:

2008/09 4.3%
2009/10 3.6%
2010/11 4.1%

These compare with national increases of 4.65%, 3.7% & 4.3% respectively.

11.2 The minimum funding guarantee (MFG) per pupil for all schools will be 2.1% in each of the three years.

11.3 The Leeds finalised settlement for 2007/08 was £381m. The DCSF indicative settlement figures project gross Leeds DSG income of £393m in 2008/09 – a year on year increase of 3.1% on the finalised 2007/08 allocation. The projected 2009/10 figure for Leeds DSG, £404m represents a 2.8% year on year increase. The advised DSG for Leeds for 2010/10 of £420m would be a 4.0% annual increase.

11.4 The LSC is undertaking reforms to facilitate collaboration by providers, learners and employers. This will result in a common system for all 16-18 funding and incentivise partnerships to ensure that as many young people as possible participate and achieve in their communities. The LSC plans to announce increases in the funding for sixth forms and other 16-18 provision and associated transitional measures shortly.

12. Housing Revenue Account

12.1 The HRA covers the management of the Council's rented housing stock, and in accordance with government legislation operates as a ring-fenced account. The funding of the HRA is separate to the way in which the rest of the council is funded, with costs being met from rental income and government subsidy. However, in Leeds, for a number of years, the way in which the government calculates subsidy has resulted in a negative contribution rather than a grant.

12.2 The current year's budget for the HRA provides for negative subsidy of £37m. The 2007/08 budget provided for an average rent increase of £2.59 over 48 weeks (equivalent to 5.0%) in line with implementation of the Government's rent restructuring programme. A Government announcement on the average rent rises for 2008/2009 is expected shortly but may be around 7% to 8% for Leeds.

12.3 On 1st February 2003, six separate Arms Length Management Organisations ("ALMOs") became responsible for delivering management and repairs to the council's housing stock. In September 2006 tenants voted for a reduction in ALMOs from six to three. The new organisations have now been in operation since April 2007. The ALMOs are allocated an annual management fee for delivering this service. The value of this for 2007/08 was £108m including additional SCA. The Strategic Landlord is

committed to maximising the funding directly available to the ALMOs whilst retaining a robust strategic function. Thus in future years it will continue to disaggregate appropriate expenditure for the ALMOs to directly manage and to actively review the appropriateness of costs contained within the HRA.

- 12.4 Over the period 2003/04 to 2004/05 all ALMOs were successful in achieving a 2-star inspection rating from the Audit Commission which gives them access to £403m of additional capital funding to invest in bringing the housing stock up to decent homes standards. This directly brings with it an element of additional subsidy over the life of the programme which is currently used to support ALMO expenditure programmes.
- 12.5 Key factors in determining the financial strategy for the HRA are the amount of Housing Subsidy allocated by Central Government and the implementation of the government's rent restructuring programme. Housing Subsidy is driven by three key elements: Management and Maintenance Allowances, stock numbers and funding of debt.
- 12.6 For 2008/09, the DCLG guidance is not yet available for national changes in Management and Maintenance Allowances.
- 12.7 It is estimated that over the three year period 2007/08 to 2009/10 there will be a reduction in council housing stock of 2500 to 3000 properties (equivalent to 5% of stock). This will occur through Right To Buy sales and demolitions or disposals of properties which are not sustainable either because of their physical condition or lack of demand. These changes are principally demand led, difficult to accurately predict and impact on subsidy levels. Since 1 April 2004, 75% of receipts generated through RTB sales (net of expenses) are required to be paid over to central government.
- 12.8 Central government is continuing with its rent restructuring review which aims to harmonise Local Authority rents with Registered Social Landlords by April 2012 for comparable properties; this target date may be extended, depending upon the outcome of recent government consultation. The government has indicated that rent restructuring will be resource neutral when viewed nationally and proposes to compensate local authorities by increasing Management and Maintenance Allowances. Additionally, rent restructuring brings with it an increasing requirement to de-pool service charges.
- 12.9 The HRA also receives subsidy based on the actual cost of borrowing, which broadly offsets the real cost of borrowing. Interest rates of 4.7% are assumed.
- 12.10 The HRA currently receives additional subsidy directly related to the ALMO's supplementary capital programme; this is all paid over to the ALMOs. Whilst not guaranteed, the Financial Plan assumes that this funding continues unaltered until completion of the Decent Homes programme. Significant reductions in the cost base of the HRA will be required to reflect this fall out of subsidy towards the end of this Financial Plan.
- 12.11 The Decent Homes programme is currently being reviewed by the ALMOs and Strategic Landlord, and may have an impact upon the future allocation of HRA resources.
- 12.12 The Swarcliffe PFI scheme commenced on 1 April 2005. The HRA Business model currently assumes average inflation rises of 2.5% in relation to management costs.

12.13 Little London and Beeston & Holbeck PFI schemes are currently in the procurement phase, with contract starts currently anticipated in 2009/10 and 2010/11.

13. Conclusion

13.1 It is recognised that the funding available to the Council over the planning period will be severely restricted, and clearly not sufficient to meet all the spending pressure that the Council will face. Given this, the paper sets out a strategy which places resource allocation in a stronger policy framework based on an analysis of needs, both nationally and locally determined, a focus on delivering efficiencies and an understanding of local priorities.

13.2 It is however clear that delivering a realignment of resources to focus on Council priorities, within the current financial context, will be challenging and require difficult decisions.

13.3 This financial strategy will be subject to further review as part of the current ongoing preparation of detailed budget plans and this will be presented as part of the Council's financial plan which will be submitted to Council in February 2008.

13.5 The analysis which underpins this plan and approach is based on the latest information available, but there will be a need to continuously review needs, efficiency and local priorities throughout the 5 year period to reflect more up to date information.

14 Recommendation

14.1 Executive board is requested to :

(i) approve the allocation of resources to services as the basis for the new Financial Plan.

(ii) approve this report for consideration by Overview and Scrutiny Committee.

Resource Allocations - 2008/9-2012/13

Directorate	2008/09 £000s	2009/10 £000s	2010/11 £000s	2011/12 £000s	2012/13 £000s
Adult Social Care					
Resource Allocation - increase	6830	9848	14248	18498	23774
- total	156285	159303	163703	167953	173229
% increase year on year	4.6%	1.9%	2.8%	2.6%	3.1%
Children's Services					
Resource Allocation - increase	2380	4136	6944	9728	13282
- total	121660	123416	126224	129008	132562
% increase year on year	2.0%	1.4%	2.3%	2.2%	2.8%
City Development					
Resource Allocation - increase	1377	1826	3302	5814	7754
- total	67214	67663	69139	71651	73591
% increase year on year	2.1%	0.7%	2.2%	3.6%	2.7%
Environment and Neighbourhoods					
Resource Allocation - increase	1584	8423	13287	17267	19520
- total	67656	74495	79359	83339	85592
% increase year on year	2.4%	10.1%	6.5%	5.0%	2.7%
Other Services					
Resource Allocation - increase	-2364	-351	2071	4406	7209
- total	91295	93308	95730	98065	100868
% increase year on year	-2.5%	2.2%	2.6%	2.4%	2.9%
Capital financing					
Resource Allocation - increase		1187	2530	4034	5669
- total	55739	56926	58269	59773	61408
% increase year on year	0.0%	2.1%	2.4%	2.6%	2.7%
Loss of LABGI	10500	10500	10500	10500	10500
Total departmental resource allocation increase	20307	35569	52882	70247	87708
Total resource allocation	570349	585611	602924	620289	637750
Total % increase	3.7%	6.5%	9.6%	12.8%	15.9%
Total % increase year on year	3.7%	2.7%	3.0%	2.9%	2.8%

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Report of the Head of Scrutiny and Member Development

Overview and Scrutiny Committee

Date: 8th January 2008

Subject: Overview and Scrutiny Committee – Work Programme

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

1.1 The attached appendices provide Members with a copy of the Committee's current Work Programme (Appendix 1) and the Forward Plan of Key Decisions (Appendix 2).

1.2 The Forward Plan of Key Decisions covers the period 1st January 2008 to 30th April 2008.

2.0 RECOMMENDATION

2.1 The Committee is requested to;

- (i) Receive and make any changes to the attached Work Programme following decisions made at today's meeting.
- (ii) Receive and note the Forward Plan of Key Decisions.

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Item	Description	Notes	Type of item
Meeting date – 8th January 2008			
Scrutiny of the Budget	To receive and consider quarter 2 financial report.		PM
Leeds Strategic Plan	To discuss targets and indicators within the Plan		DP
Meeting date – 5th February 2008			
Performance Management Information	The Committee will receive performance management information covering all departments.	Following receipt of this information the Committee may recommend areas for further Scrutiny.	PM
Scrutiny of the Budget	To receive and consider quarter 3 financial report.		PM
Recommendation tracking	Scrutiny Boards will track recommendations made in 2006/07	Recommendations tracked will be those made in the 'Narrowing the Gap' report.	MSR
Scrutiny Inquiry – Responding to the needs of Migrants and their families	Undertake Session 2		RP
Meeting date – 11th March 2008			
Scrutiny of the Budget			PM
Recommendation tracking	To receive information from other		MSR

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

	Scrutiny Boards relating to progress on meeting recommendations made in 2006/07		
Scrutiny Inquiry – Responding to the needs of Migrants and their families	Undertake Session 3		RP
Meeting date – 8TH April 2008			
Annual Report			PM
Scrutiny Inquiry – Responding to the needs of Migrants and their families	To agree the final report		RP
Unscheduled Items			
Direct Payments			
Working Groups			
Working group	Membership	Progress update	Dates of meetings
ALMO Working Group	Cllrs Grahame, Bentley, Hanley, Pryke, McKenna and Anderson	Initial meeting held and further information requested.	14/11/07

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

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 January 2008 to 30 April 2008

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)
Review of HR Structures To agree revised HR structure	Director of Resources	2/1/08	Extensive consultation with the Trade Unions and internal stakeholders	Report to the Director of Resources	Director of Resources
Leeds Children's Homes Request to enter into an interim contract with Catholic Care in respect of the Children's Homes at Lanshaw Crescent, Harrison Crescent and Moor Road, Leeds	Director of Children's Services	21/1/08		Panel report	Director of Children's Services

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)
Provision of Community Living Project for Children and Young People based at Claremont Lodge by NCH - Action for Children Delegated decision required to extend the existing contract with NCH whilst a service review and procurement exercise are undertaken	Director of Children's Services	21/1/08		None.	Director of Children's Services
Care of Looked After Children - Independent Fostering Agencies Request to enter into a tendering exercise and framework contract with Independent Fostering Agencies	Director of Children's Services	21/1/08	Full tender exercise involving young people who are looked after	Full Tender Exercise and Panel Report	Director of Children's Services

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)
Care of Looked After Children - Pathway Planning Review Request to enter into a full tendering exercise and framework with a range of housing and support providers for looked after children over the age of 16	Director of Children's Services	21/1/08	Full tender exercise involving young people who are looked after	Full tender exercise and Panel Report	Director of Children's Services
Capital Injection of BSF and Existing PFI ICT Funding To approve the injection of the capital and to provide the authority to spend	Executive Board (Portfolio: Children's Services)	23/1/08		The report will be sent to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds
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

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)
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
Fountain Primary School Approval to carry out capital works and to incur expenditure in respect of the scheme to provide additional accommodation and to carry out internal alterations at Fountain Primary School.	Executive Board (Portfolio: Children's Services)	23/1/08		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>Social Care Mental Health Services Request to waive Contract Procedure Rules and continue the Voluntary Sector Mental Health Services for 1 year from 1st April 2008 to 31st March 2009 with the option to extend for a further 6 months if required</p>	<p>Director of Adult Social Services</p>	<p>24/1/08</p>		<p>Report of the Chief Officer Commissioning - Adult Social Care</p>	<p>Director of Adult Social Services</p>
<p>Social Care - Older People's Neighbourhood Networks Request to waive Contracts Procedure Rules and extend the Adult Social Care Older People's Neighbourhood Network Contracts for 1 year from 1st April 2008 to 31st March 2009 with the option to extend for a further 6 months if required.</p>	<p>Director of Adult Social Services</p>	<p>24/1/08</p>		<p>Report of the Chief Officer Commissioning - Adult Social Care</p>	<p>Director of Adult Social Services</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)
Request to invoke 6 month extension to the Supporting People contact with Leeds Partnership Foundation Authorisation to invoke 6 month extension period to the Supporting People contract with Leeds Partnership Foundation Trust for the Specialised Supported Living Service 1 (multiple disability) and Specialised Supporting Living Service 2 (complex behaviour).	Director of Environment and Neighbourhoods	25/1/08	N/A	Report to Director of Environment and Neighbourhoods	Director of Environment and Neighbourhoods

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)
Request to enter into a Supporting People Service Level Agreement with Leeds Adult Social Care for the Leeds Older People's Neighbourhood Network pilot service. Authorisation to enter into a 2 year Service Level Agreement with Leeds Adult Social Care for the Leeds Older People's Neighbourhood Network pilot service, without subjecting the service to competition.	Director of Environment and Neighbourhoods	25/1/08	N/A	Report to the Director of Environment and Neighbourhoods	Director of Environment and Neighbourhoods
Waste Disposal Contract Extension To extend the current waste disposal contract by 6 months.	Director of City Services	1/2/08	Chief Officer	Contract Documents	Director of City Services

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
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

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)
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
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

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>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.</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>12/3/08</p>	<p>Consultation is ongoing with Ward Members and local communities.</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>Leeds Sports Trust Approval to proceed with the Leeds Sports Trust project and the transfer of the current Sport and Active Recreation Service.</p>	<p>Executive Board (Portfolio: Leisure)</p>	<p>16/4/08</p>	<p>Considerable consultation already undertaken and ongoing with key stakeholder groups including - Service staff; Service users; the Unions; the general public; various LCC Members/officers.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development</p>

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.

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer

NOTES:

The Council's Constitution, in Article 4, defines those plans and strategies which make up the Budget and Policy Framework. Details of the consultation process are published in the Council's Forward Plan as required under the Budget and Policy Framework.

Full Council (a meeting of all Members of Council) are responsible for the adoption of the Budget and Policy Framework.

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