



SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

Meeting to be held in on
Wednesday, 30th January, 2008 at 10.00 am.*

*N.B. a meeting of the House Lettings Pressures Working Group will take place in the same Committee Room at 8.30 a.m. ALL Board Members are invited to this Working Group meeting.

MEMBERSHIP

Councillors

B Anderson (Chair)	-	Adel and Wharfedale
C Beverley	-	Morley South
A Blackburn	-	Farnley and Wortley
D Coupar	-	Middleton Park
Mrs R Feldman	-	Alwoodley
A Gabriel	-	Beeston and Holbeck
D Hollingsworth	-	Burmantofts and Richmond Hill
G Hyde	-	Killingbeck and Seacroft
R Lewis	-	Pudsey
A Ogilvie	-	Beeston and Holbeck
L Rhodes-Clayton	-	Hyde Park and Woodhouse
F Robinson	-	Calverley and Farsley

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

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded.)</p>	
2			<p>EXCLUSION OF THE PUBLIC</p> <p>To identify items where resolutions may be moved to exclude the public.</p>	
3			<p>LATE ITEMS</p> <p>To identify late items (i.e. those not available at the time of agenda publication) which have been admitted to the agenda by the Chair for consideration (the special circumstances shall be specified in the minutes).</p> <p>Please see Agenda Item 8 - the minutes of the Executive Board meeting to be held on 23rd January 2008 (the day after publication of this agenda) will be circulated separately, in order that the Scrutiny Board (Environment and Neighbourhoods) can consider them at the earliest possible opportunity.</p>	
4			<p>DECLARATIONS OF INTEREST</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> <p>To receive any apologies for absence.</p>	
6			<p>MINUTES - 19TH DECEMBER 2007</p> <p>To confirm as a correct record the minutes of the meeting held 19th December 2007 (attached).</p>	1 - 4

Item No	Ward/Equal Opportunities	Item Not Open		Page No
7			<p>MINUTES - OVERVIEW AND SCRUTINY COMMITTEE - 6TH NOVEMBER AND 11TH DECEMBER 2007</p> <p>To receive, for noting purposes only, the minutes of the meetings of the Overview and Scrutiny Committee held on 6th November and 11th December 2007 (attached).</p>	5 - 14
8			<p>MINUTES - EXECUTIVE BOARD - 19TH DECEMBER 2007 AND 23RD JANUARY 2008</p> <p>To receive, for noting purposes only, the minutes of the Executive Board meetings held on 19th December 2007 (attached) and 23rd January 2008 (to follow).</p>	15 - 22
9			<p>LEEDS STRATEGIC PLAN AND COUNCIL BUSINESS PLAN - OUTCOMES AND PRIORITIES</p> <p>To receive and consider the attached report of the Assistant Chief Executive (Planning, Policy and Improvement).</p>	23 - 64
10			<p>BUDGETARY ISSUES AND CONSIDERATIONS</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	65 - 80
11			<p>INTEGRATED WASTE STRATEGY FOR LEEDS - THE ROLE OF THE THIRD SECTOR</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	81 - 82
12			<p>WORK PROGRAMME</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	83 - 98

Item No	Ward/Equal Opportunities	Item Not Open		Page No
13			<p>DATES AND TIMES OF FUTURE MEETINGS</p> <p>Wednesday 27th February 2008 Wednesday 26th March 2008 Wednesday 23rd April 2008</p> <p>All at 10.00 a.m. (Pre-Meetings at 9.30 a.m.)</p>	

Agenda Item 6

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

WEDNESDAY, 19TH DECEMBER, 2007

PRESENT: Councillor B Anderson in the Chair

Councillors C Beverley, A Blackburn,
D Coupar, Mrs R Feldman,
D Hollingsworth, R Lewis, A Ogilvie and
F Robinson

59 **Declarations of Interest**

There were no declarations on interest declared at this point in the meeting.
(Refer to Minute 63).

60 **Apologies for Absence**

An apology for absence was received on behalf of Councillors A Gabriel and
L Rhodes-Clayton.

61 **Minutes of the Previous Meeting**

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

62 **Executive Board - Minutes**

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

63 **Waste Solution for Leeds**

At the beginning of the municipal year Members identified 'waste' and
'recycling' as key issues for the Board to consider: In this regard, the Head of
Scrutiny and Member Development submitted a report outlining the Executive
Board decision in relation to the Outline Business Case for the Residual
Waste Treatment Project.

The following documents were appended to the report for consideration:

- (a) Waste Solution for Leeds – Submission of the Outline Business Case
for the Residual Waste Treatment Project – Executive Board – 14th
November 2007 – Report of the Director of Environment and
Neighbourhoods (Annex 1 refers)
- (b) J E Jacobs – Leeds City Council – Site Selection Study for Major
Waste Facilities – Final Report – September 2007 (Annex 2 refers)

Draft minutes to be approved at the meeting
to be held on Wednesday, 30th January, 2008

The following officers were in attendance:-

- Neil Evans, Director of Environment and Neighbourhoods;
- Pippa Milne, Recycle and Waste Manager, Environment and Neighbourhoods Department;

When introducing the item, the Director outlined that the Outline Business Case (OBC) had been submitted to DEFRA for consideration and the Council was now waiting to receive feedback. It was hoped that feedback would be received early in the New Year. It was intended to issue notice to the market in July 2008. The Director went on to outline that development of the evaluation criteria was currently taking place in readiness for the next stage of the procurement process.

Detailed discussion ensued on the content of the report and appendices, with the following key issues being raised:

- Further request to provide Members with a list of the 100 possible sites as identified in the report.
- Request to provide Members with further details of the final 42 proposed sites taken forward for assessment.
- Clarification sought regarding the vicinity of residential areas in relation to the proposed sites.
- Request for a map of the Leeds metropolitan district detailing the geographical location of the 42 proposed sites.
In response, the Director of Environment and Neighbourhoods undertook to provide Members with the information requested above. The Director also outlined that while the site selection study, (which had been informed by the Council's Unitary Development Plan (UDP)) provided a framework for potential sites, this did not preclude any potential bidder from suggesting an alternative site.
- Queries regarding the need for environmental impact analyses for any proposed technology on relevant proposed sites.
In response, the Director informed the meeting it was anticipated that full environmental impact assessments would form part of any submitted proposal.
- Clarification sought with regard to the funding and affordability of the project.
In response, the Director outlined that the impact of dealing with waste was likely to have significant financial consequences for the Council, irrespective of the agreed way forward.
- Assurance that the Council was on track to meet its recycling targets.
In response, the Director outlined that the Brown Bin Scheme was having a positive impact on recycling and that the proposed roll out of the scheme would see a 3% to 4% improvement in this area. It was further outlined that a detailed proposal for securing further improvements in recycling would be set out in the budget proposals currently being formulated. Members noted that the Board would consider the budget proposals in January 2008.

Draft minutes to be approved at the meeting
to be held on Wednesday, 30th January, 2008

- Members felt that improvement in recycling would be brought about by changing peoples' behaviour, and as such there needed to be a greater concentration on education and raising awareness.
In response, the Director agreed this was an important aspect and, through better use of gathered intelligence, hoped to adopt a more targeted approach in this regard.
- Clarification on the role of social enterprises in helping the Authority deliver aspects of the Integrated Waste Strategy and achieve it's recycling targets.
In response, the Director outlined that discussions had taken place with the Regional Network Co-ordinator and that the department had produced a booklet to help promote the development of social enterprises. It was also highlighted that further developments around the inclusion of 'social clauses' within the procurement process would allow social and community benefits to be taken into account as part of future contract award processes.

The Chair thanked Neil Evans and Pippa Milne for their attendance.

RESOLVED –

- (a) That the contents of the report and appendices be noted.
- (b) That the Director of Environment and Neighbourhoods be requested to provide Members with the following information:
 - (i) A list of the 100 possible sites as identified in the report.
 - (ii) Details of the final 42 proposed sites taken forward for assessment.
 - (iii) Clarification of the vicinity of residential areas in relation to the proposed sites, by way of a map of the metropolitan area that detailed the geographical location of the 42 proposed sites.
- (c) That as part of any further discussions regarding potential site locations, Planning representatives be invited to attend in order to respond to Members questions.
- (d) That Members be kept appraised of the development of tender evaluation criteria that will be used to assess the suitability of any future Residual Waste Treatment submission.

Note:

- (a) Councillor D Coupar declared a personal interest in the above item in her capacity as a Member of the Aire Valley Board.
- (b) Councillor Hollingsworth arrived at the meeting at approximately 10.45 a.m. during consideration of the above item.
- (c) Councillor D Coupar left the meeting at approximately 11:15 a.m.

64 Work Programme

The Head of Scrutiny and Member Development submitted a report on the Board's work programme.

Appended to the report was a copy of the following documents for the information/comment of the meeting:-

- (a) Scrutiny Board (Environment and Neighbourhoods) – Work Programme – December 2007 (Appendix 1 refers)
- (b) Forward Plan of Key Decisions – 1st December 2007 to 31st March 2008 (Appendix 2 refers)

RESOLVED –

- (a) That the contents of the report and appendices be noted
- (b) That, subject to the amendments highlighted at the meeting, approval be given to the amended work programme as now reported.
- (c) That consideration be given to the cancellation of the 23rd April 2008 meeting of Scrutiny Board (Environment and Neighbourhoods).

65 Date and Time of Next Meeting

RESOLVED – That the next meeting of the Scrutiny Board (Environment and Neighbourhoods) be held on Wednesday 30th January 2008 commencing at 10.00 am in the Civic Hall, Leeds (Pre-meeting for Board Members at 9.30 am)

The Chair thanked everyone for their attendance and wished them all a Merry Christmas and a Happy New Year.

(The meeting concluded at approximately 11.40 a.m.)

OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY, 6TH NOVEMBER, 2007

PRESENT: Councillor P Grahame in the Chair
Councillors S Bentley, B Gettings,
T Hanley, A McKenna, W Hyde, E Minkin
and R Pryke

Apologies Councillor B Anderson and S Golton

49 Councillor Andrea McKenna

On behalf of the Committee, the Chair congratulated Councillor Andrea McKenna and welcomed her to her first OSC meeting following her recent marriage to Councillor Jim McKenna.

50 Declaration of Interests

No declarations of Members' interests were made.

51 Minutes - 9th October 2007

- (i) Leeds Strategic Plan 2008-2011(Minute No 42 refers)
The Committee agreed to slightly amend this minute, 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) Debt Rescheduling (Minute No 40(a) refers)
Further to the Committee's previous discussions on this matter, it was agreed that the Head of Scrutiny and Member Development would arrange a separate meeting with relevant officers of the Resources Department to which all OSC Members would be invited, to receive further detailed explanation of the issues raised by Councillor Hanley.
- (iii) Work Programme and Draft Terms of Reference for Proposed Inquiries (Minute No 40(b) refers)
It was reported that the working group would meet on 14th November 2007 at 9.00 am to consider the proposed terms of reference for the ALMO Inquiry.
- (iv) Group Offices (Minute No 40 refers)
Further to Minute No 37, 11th September 2007, and Minute No 40, 9th October 2007, it was reported that the information previously supplied by the Chief Democratic Services Officer to Councillor Hanley when he

was Labour Chief Whip, relating to the costs of operating political Group Offices, had now been circulated to OSC Members. Councillor Hanley indicated that if this information was in its original form, it may require to be further refined for the purposes of highlighting the costs per Member of each group.

RESOLVED – That subject to (i) above, the minutes of the meeting held on 9th October 2007 be confirmed as a correct record.

(NB: Councillor Gettings joined the meeting at 10.10 am during this item)

52 Minutes - Executive Board, 17th October 2007

Several issues were discussed arising from consideration of the minutes of the Executive Board meeting held on 17th October 2007:-

- Holt Park District Centre and Tinshill Recreation Ground (Minute No 87 refers) – following debate at the City Council meeting on 31st October 2007, Councillor Minkin stated that she was pursuing with the Director of City Development issues surrounding the proposal to fence two pitches at Tinshill Recreation Ground in association with the development of the new Ralph Thoresby High School. The Chair indicated that she required a report to OSC regarding which Scrutiny Board had considered this matter, following a referral from the Plans Panel (West) on 12th July 2007, or an explanation regarding why this matter had not been referred to the appropriate Scrutiny Board;
- The Mansion, Roundhay Park (Minute No 88 refers) – It was suggested that the issues surrounding the redevelopment of The Mansion, Roundhay Park and the timescales involved, might be suitable for scrutiny by the Scrutiny Board (Culture and Leisure);
- City Varieties Music Hall – Redevelopment and Refurbishment (Minute No 90 refers) – Similarly, it was suggested that the Scrutiny Board (Culture and Leisure) might wish to investigate the current arrangements whereby this venue was managed as part of the Leeds Grand Theatre Board set-up, and whether separate management arrangements for the City Varieties Music Hall might be appropriate;
- Council Meeting Arrangements – Frustration was expressed regarding a lack of opportunity at Full Council meetings, due to procedural time limitations, to properly discuss and ask questions on minutes of Committee and Board meetings. Rotating the order of the minutes in the book of proceedings was not regarded as a solution. The Chair stated that she had recently written to the Chief Executive, suggesting that Scrutiny Board minutes should be a separate agenda item on the Council agenda, in order to try to address this problem, and the Chair's action was endorsed by the Committee,

A suggestion was also made that Members indicating a wish to comment or ask questions on submitted minutes should be required to make the nature of their enquiry or comment known prior to the meeting, in order that appropriate responses might be provided, and to avoid officers and

Chairs spending abortive time preparing responses to anticipated comments or questions.

RESOLVED - That subject to the above comments, the minutes of the Executive Board meeting held on 17th October 2007 be received and noted.

53 Performance Report - Quarter 2 2007/08

The Head of Policy, Performance and Improvement submitted a report updating the Committee on performance against targets across a raft of statutory and local indicators, involving all the Scrutiny Boards' areas of responsibility, and containing predicted CPA scores for 2007/08.

Steve Clough, Head of Policy, Performance and Improvement, attended the meeting and responded to Members' queries and comments. In brief summary, the main issues discussed were:-

- Planning performance and the percentage of appeals allowed against the authority's decision to refuse planning applications – Further to Minute No 32, 11th September 2007, and Minute No 43, 9th October 2007, the predicted improvement in the Council's performance by Quarter 4 in 2007/08 was welcomed. Members expressed frustration at being hidebound to a large degree by Government directives and guidelines on planning matters. The presumption in favour of approval and the restriction of local discretion in planning matters was not widely understood by the public, who often regarded Plans Panels as undemocratic if they did not accede to local objections, and did not appreciate the limited nature of Panels' powers in these matters. The initiatives outlined by the Chief Planning Officer at the last meeting (Minute No 43 refers) were referred to. Greater cognizance of local issues/conditions, and more Ward Member consultation, on the part of planning officers would be helpful;
- Abandoned Vehicles – The use of a contractor based in Doncaster was queried, in view of the time limits imposed for the removal of abandoned vehicles in order to meet this performance indicator. Steve Clough undertook to pursue this issue, in terms of whether there were more local qualified contractors, and whether more than one contractor should perhaps be engaged;
- Graffiti – The information set out in Paragraph 5.3.2 of the report was noted. It was suggested that the work schedule of the so-called 'hot spot' graffiti removal team should be reviewed in order that the frequency of their service matched the requirements of particularly bad areas, although it was accepted that, unfortunately, graffiti seemed to be a never ending problem, and there needed to be an effective response in all parts of Leeds;
- Teenage Pregnancy Rates – The Scrutiny Board (Health and Adult Social Care) had agreed to receive an update report on this issue (OSC Minute No. 31, 11th September 2007 refers);
- Direct Payments – Further to Minute No 44, 9th October 2007, the improving situation in Paragraph 5.6.1 was welcomed

- Steve Clough drew attention to the information on crime and drugs contained in Paragraphs 5.3.1 and 5.3.2 of his report;
- BV174 and 175 – The number of racial incidents recorded by the authority per 100,000 population and the percentage of racial incidents that resulted in further action – Steve Clough confirmed that this was all about ensuring that the information was available at the correct time for monitoring purposes, and this was being addressed;
- The briefing of Scrutiny Board Chairs prior to the commencement of the formal CPA inspection period.

RESOLVED – That subject to the above comments the report be received and noted.

54 Leeds Strategic Plan 2008 - 2011

Further to Minute No 33, 11th September 2007, and Minute No 42, 9th October 2007, the Committee considered a composite official response proposed to be submitted, which contained the official comments and recommendations of all the Scrutiny Boards following detailed consideration of the draft Leeds Strategic Plan 2008/2011 by all Boards in the October cycle.

Jane Stageman, Chief Executive's Department, was in attendance and responded to Members' queries and comments. In brief summary, the main points discussed were:-

- Jane Stageman thanked the Scrutiny Boards for their contributions to the process. All comments and recommendations would be seriously considered. The proposed final Plan should be ready mid-December, and would be reported to OSC and the other Scrutiny Boards in the January cycle;
- OSC Recommendation 1, relating to the budget making process, was already being acted upon, in terms of preparation of the latest updated Business Plan and service prioritisation;
- It was agreed to add an additional point to the comments of OSC, to incorporate the points made at the last meeting (Minute No 42 refers) regarding the important role of Members in the process, as 'Community Champions', and also as 'Leaders of Change', for instance on planning matters and the design and quality of the built environment;
- The number of recommendations emanating from the Scrutiny Board (Children's Services) reflected that Board's concerns regarding the need to establish links between the Strategic Plan and 'Every Child Matters' and other specific areas of concern.

RESOLVED –

- (a) That subject to the above comments, the composite response set out at Appendix 1 to the report now submitted be approved as the official statement of OSC on the draft Leeds Strategic Plan 2008-2011
- (b) That further reports on this subject be submitted to OSC and the other Scrutiny Boards in the January 2008 cycle.

55 Call-In Arrangements

Further to Minute No 35, 11th September 2007, when the Committee had discussed issues surrounding who could sanction a request for a matter to be called-in by OSC, the Committee further considered under what circumstances a matter could or should be called-in.

The Head of Scrutiny and Member Development submitted a report regarding Government advice and good practice, and recommending changes to the existing arrangements as set out in Scrutiny Guidance Note 3. The suggested changes would mitigate against someone seeking to Call-In a decision merely because they did not agree with that decision per se, and would place an obligation on the applicant to justify the request on the grounds that the decision had not been taken in accordance with Article 13 of the Council's Constitution – decision making and principles of decision making. In effect, the onus would be on the applicant to prove that the decision was procedurally flawed, that particular evidence had not been taken into account, that erroneous evidence had been taken into account or that viable options had not been considered. The initial arbiter ('Proper Officer') in the event of a dispute would be the Head of Scrutiny and Member Development and, ultimately, the Assistant Chief Executive (Corporate Governance) in her role as Monitoring Officer.

As a result of a Member's query regarding whether the suggested changes to Guidance Note 3 sufficiently took account of the Government's good practice guidance, in particular where relevant issues did not appear to have been taken into account in reaching a decision, it was agreed that the Head of Scrutiny and Member Development should add some wording to cover this particular aspect.

RESOLVED – That subject to the above comment, the proposed amendments to the Call-In procedure, as contained in the revised Scrutiny Board Procedure Rules Guidance Note 3, be approved.

56 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 November 2007 to 29th February 2008. It was reported that consideration of the Council's Business Plan would be added to the agenda for the 8th January 2008 meeting, in order that the Business Plan, the proposed final Leeds Strategic Plan 2008-2011 and the Council's draft Budget Statement could all be considered at the same meeting.

57 Dates and Times of Future Meetings

Tuesday 11th December 2007

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)

OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY, 11TH DECEMBER, 2007

PRESENT: Councillor P Grahame in the Chair

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

58 Chair's Welcome

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

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

59 Late Items

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

60 Declaration of Interests

No declarations of Members' interests were made.

61 Apologies for Absence

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

62 Minutes - 6th November 2007

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

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

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

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

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

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

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

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

63 Minutes - Executive Board - 14th November 2007

Minutes 107 – Tinshill Recreation Ground

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

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

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

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

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

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

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

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

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

The Chair thanked everyone for their contributions.

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

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

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

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

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

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

66 Work Programme

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

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

RESOLVED –

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

67 Dates and Times of Future Meetings

Tuesday 8th January 2008

Tuesday 5th February 2008

Tuesday 11th March 2008

Tuesday 8th April 2008

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

EXECUTIVE BOARD

WEDNESDAY, 19TH DECEMBER, 2007

PRESENT: Councillor A Carter in the Chair

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

125 Chair's Opening Remarks

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

126 Exclusion of Public

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

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

127 Declarations of Interest

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

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

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

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to be held on Wednesday, 23rd January, 2008

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

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

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

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

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

128 Minutes

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

NEIGHBOURHOODS AND HOUSING

129 Queenswood Heights Tenant and Residents Association

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

RESOLVED – That the report be noted.

130 Home Energy Conservation Act 11th Report

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

RESOLVED – That the report be noted.

131 Options for Building Council Houses

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

RESOLVED –

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

DEVELOPMENT AND REGENERATION

132 Deputation to Council - Local Residents concerned about Britannia Quarry

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

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

CHILDREN'S SERVICES

133 North and South Gipton Children's Centres

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

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

RESOLVED –

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

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

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

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

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

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

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

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

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

ADULT HEALTH AND SOCIAL CARE

136 The Annual Performance Report for Adult Social Care

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

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

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

CENTRAL AND CORPORATE

137 Developing the Financial Plan 2008 - 2013

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

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

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

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

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

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

DEVELOPMENT AND REGENERATION

139 Advertising on Lamp Posts

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

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

RESOLVED –

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

140 Development of Delivery Proposals for Leeds/Bradford Corridor

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

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

RESOLVED –

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

141 Leeds Local Development Framework- Annual Monitoring Report 2007

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

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

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

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

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

143 Re-opening of Sweet Street Bridge.

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

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

144 Proposed Chinese Gate of Friendship

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

RESOLVED –

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

ENVIRONMENTAL SERVICES

145 Leeds Climate Change Strategy

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

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

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

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

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Originator:	J Stageman/ H Pinches
Tel:	2474352

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

Environment and Neighbourhoods Scrutiny Board

Date: 30 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 sets out the initial proposals for the Local Strategic Partnership, alongside the processes already undertaken for the development of these significant plans. It also clarifies the next stages for the full development of both plans in line with statutory and constitutional requirements.

1.0 Purpose of this Report

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

2.0 Background Information

- 2.1 Members of Executive Board approved a revised corporate planning framework for the city in July 2007. The strategic element of this framework includes two high level plans which set the strategic level outcomes and priorities for both the city and the organisation for a three year period. These are:
 - **Leeds Strategic Plan 2008-11** - sets out the strategic outcomes and improvement priorities that will guide delivery of what the Council needs to focus on across the city either on its own, or in partnership with others, during the period 2008-11. This plan includes the statutory requirements regarding Leeds' Local Area Agreement as detailed in the Local Government and Public Involvement in Health Act 2007.
 - **Council Business Plan 2008-11** - sets out what the council needs to do organisationally to achieve the outcomes and priorities in the Leeds Strategic Plan. This includes outlining the business development, organisational change, business transformation and financial planning activities that we plan to undertake over the next three years. The five year financial strategy was considered by members of Executive Board in December and will be integrated into the Council Business Plan.
- 2.2 The agreed framework specified that these strategic level plans not only set out the overarching priorities but also include the mechanisms for measuring success in achieving these priorities. The Budget and Policy framework specifies that the initial proposals contained in both of these plans are to be published at least two months in advance of adoption and that Scrutiny is allowed at least six weeks to respond to these initial proposals.
- 2.3 A three year planning timeframe has been adopted for both the Leeds Strategic Plan and Council Business Plan based on the fact that the Local Area Agreement, required by statute, spans three years and the Comprehensive Spending Review 2007 provides a three year funding settlement. However, we recognise that for some aspects of our work there is a need for a longer term view. The Vision for Leeds 2004-20 provides the longer term ambitions of the city for the three year Leeds Strategic Plan. We have also developed longer term visions for some of our Business Plan priorities and therefore it is our intention to reflect these within the Council Business Plan where appropriate eg inclusion of our five year financial strategy.

3.0 Leeds Strategic Plan

Feedback on Stakeholder Consultation

- 3.1 During July and August 2007 a draft set of strategic outcomes and improvement priorities were compiled that described what the Council and, where relevant its partners, aim to focus attention on during the period 2008-11. The draft outcomes and priorities are organised around the eight themes of the long term vision for the city – the Vision for Leeds 2004-2020. Evidence of where we need to focus our efforts was drawn from:
- The Annual Citizens Survey;
 - The council's and partners' performance management systems;
 - Current demographic and economic trends of the city; and
 - Local knowledge of Members, council officers and partners.
- 3.2 During September to November 2007 a wide range of stakeholders were consulted across the city to provide the opportunity to 'check' whether the right improvement priorities had been identified, highlight any gaps and explore views on how delivery can best be achieved over the next three years. The following stakeholders were consulted:
- All Elected Members (Executive Members, Scrutiny Boards, Area Committees and 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. **(Attach as an appendix?)**

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>

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

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

9.0 Legal And Resource Implications

9.1 A key element of the Council Business Plan is the five year financial plan which underpins the delivery of the Strategic and Business Plans. In order 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 The Board is recommended to comment on the:

- i. Strategic outcomes and improvement priorities for the Leeds Strategic Plan;
- ii. Draft business outcomes and improvement priorities;

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

Consultation Report



December 2007

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

Section 1.0 - Introduction

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

Section 2.0 - Background

2.1 What did we consult on?

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

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

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

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

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

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

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

To ensure that our draft priorities are the right ones, during autumn 2007 an extensive programme of consultation was undertaken across the city. This provided the opportunity to 'check' with key partners and stakeholders whether the right improvement priorities are covered, identify any gaps, and explore views on how delivery can best be achieved over the next three years.

Who did we consult?

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

2.3 Our Approach

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

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

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

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

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

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

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

Section 3.0 - Consultation Feedback

3.1 General messages

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

3.2 Theme summaries

Cultural Life

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

- In terms of changes to and potential gaps in draft priorities, respondents commonly felt a need for greater clarity in wording; making specific mention of individual cultural schemes and groups. A number of respondents felt that Arts and Sport deserved to be specifically mentioned in this theme. Another common concern was that the plan should take account of community-based cultural schemes, events and projects. 'New' priorities were suggested, notably 1) promoting Leeds city centre, 2) improving access and affordability of cultural events and activities, and 3) specifically targeting the construction of an arena in the city centre.

Enterprise and the Economy

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

Learning

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

A Modern Transport System

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

Environment City

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

Health and Wellbeing

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

Thriving Places

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

new priority - to improve the economic and social conditions of deprived neighbourhoods and district centres.

Harmonious Communities

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

3.3 Stakeholder Summaries

Consultation results from Area Management

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

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

- The Leeds Strategic Plan needs to highlight how we aim to tackle the gap between the most deprived communities and the rest of Leeds. Priority should be given to address poverty and underachievement in addition to improving opportunities for improved educational attainment.

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

Area Management key priorities

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

Consultation results from District Partnerships

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

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

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

District Partnerships key priorities

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

Consultation results from residents of Leeds

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

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

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

Residents of Leeds key priorities

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

Consultation results from Scrutiny Boards

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

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

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

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

Scrutiny Boards' key priorities

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

Consultation results from Council Staff

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

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

- Community/neighbourhood projects should enjoy equal billing with major city centre projects and schemes in the plan.
- Sport deserves specific mention under 'Culture'.
- Issues of access to public buildings and public transport should be included in the plan.
- Under 'Learning', the plan should include a priority on improving the learning outcomes of children leaving primary education.

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

Staff key priorities

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

Consultation results from the Voluntary, Community and Faith Sector

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

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

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

VCFS key priorities

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

Black and Minority Ethnic Strategy Group

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

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

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

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

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

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

BME key priorities

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

Leeds Initiative

The various groups that make up the Leeds Initiative registered a mixed response to the draft strategic outcomes and improvement priorities. Whilst some spoke of a 'generally positive feeling' towards the themes and priorities as drafted, others were concerned that some transport, environment and harmonious communities priorities should be strengthened. There was also some concern that the draft priorities did not align to the

needs of older people. Furthermore, Leeds Initiative groups noted that priorities should not be too numerous, should be presented in positive language, and should clearly reflect the cross-cutting nature of the Leeds Vision themes.

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

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

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

Leeds Initiative key priorities

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

The Business Community

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

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

- Cultural priorities should take account of legal, time and financial constraints when drawing up plans for projects and schemes.
- Economy and enterprise priorities should make more of private sector investment and closely align with regional economic activity.
- Learning priorities should cover educational achievement levels for all learning groups and include a specific priority on Leeds' leading higher education sector.
- An enhanced transport infrastructure should take account of accessibility and connectivity needs for international connections, to meet the needs of business and Leeds residents alike.

- Priorities targeting Leeds' housing stock should take in more than affordable housing and include the provision of more land made available for the construction of family housing.
- Issues of migration and immigration should be picked up in a priority somewhere in the plan.

Business Community key priorities

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

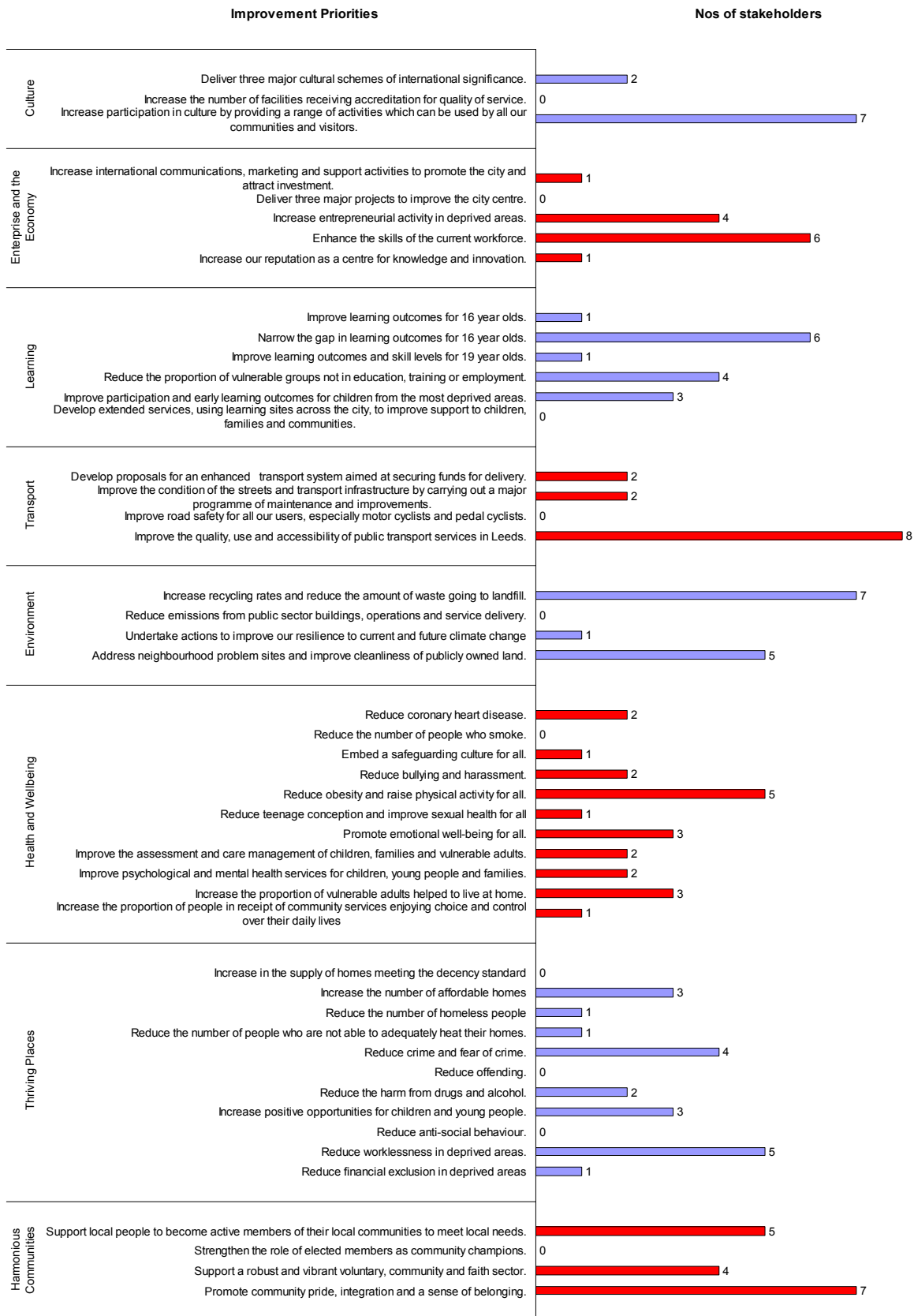
3.4 Overall Key Priorities

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

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

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

Most strongly supported priorities as chosen by Stakeholder Groups



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

Section 4.0 - The Strategic Outcomes and Improvement Priorities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Section 5.0 - Communication and Next Steps

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

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

What next?

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

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

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

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

How we handled consultation feedback

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

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

QA feedback on the consultation process

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

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

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

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Agenda Item:

Originator: S Courtney

Tel: (0113) 247 4707

Report of the Head of Scrutiny Support and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 30 January 2008

Subject: Budgetary Issues and Considerations

Electoral Wards Affected: All

Specific Implications For:

Ethnic minorities

Women

Disabled people

Narrowing the Gap

1.0 Introduction

1.1 Over recent meetings, the Board have identified particular service areas where it wished to consider the impact of the proposed budget. In particular, the identified issues/ areas included:

- Funding and affordability issues regarding the delivery of the Integrated Waste Strategy for Leeds, particularly in relation to the roll-out of recycling schemes across the City and delivery of the Waste Solution project.
- Projects and services associated with addressing Anti Social Behaviour, particularly where time-limited funding arrangements are in place.

2.0 Report issues

2.1 Attached at Appendix 1 is the Executive Board report '**Developing the Financial Plan 2008-2013**', which was considered on 19 December 2007: Forming the basis of the initial budget proposals for 2008/09, Appendix 1 sets out the Council's 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.

2.2 When considering the attached report, Executive Board 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.'

- 2.3 The Director of Environment and Neighbourhoods and a representative from Finance have been invited to attend the meeting to outline the implications of the report in more detail (as it relates to the remit of the Board) and address any specific questions/ issues raised by Members of the Board.

3.0 Recommendation

- 3.1 The Board is requested to consider the information detailed in Appendix 1 and, subject to any deliberations at the meeting:
- 3.1.1 Determine any areas for further action/ scrutiny;
 - 3.1.2 Make any appropriate recommendations.



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

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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Agenda Item:

Originator: S Courtney

Tel: (0113) 247 4707

Report of the Head of Scrutiny Support and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 30 January 2008

Subject: The role of the third sector in delivering the Integrated Waste Strategy for Leeds

Electoral Wards Affected: All

Specific Implications For:

Ethnic minorities

Women

Disabled people

Narrowing the Gap

1.0 Introduction

- 1.1 At the beginning of the municipal year, as part of the discussions around its work programme, Members identified 'waste' and 'recycling' as key issues for the Board to consider: These issues continue to be priorities for the Board.
- 1.2 As part of an Integrated Waste Strategy for Leeds, which sets out to reduce the impact of waste on the environment, the Council has set out to reduce waste generation, reuse waste, increase recycling, recover value from non-recycled waste and significantly reduce the amount of waste going to landfill, with an aspiration to send zero waste to landfill.
- 1.3 To successfully deliver the Integrated Waste Strategy for Leeds, it will be necessary for the Council to work with a range of different organisations, including those from the community and voluntary sector, and to continue to adopt a partnership approach in relation to service development and delivery.

2.0 Report issues

- 2.1 Currently, there are a number of groups/ organisations from the voluntary and community sector (i.e. the third sector) that have a track record of service delivery and are working successfully with the Council. With this in mind, the Board will hear from some representatives from this sector who have been invited to present:

- An outline of their organisation and the specific work they are involved with;
- A summary of achievements and potential contribution to delivering the Integrated Waste Strategy for Leeds;
- Details of any further Council action/ effort that could enhance current operations/ contributions.

2.2 In considering the details presented at the meeting and in order to provide a comprehensive overview, the Board may find it useful to consider a future and more detailed report that identifies all the current third sector organisations that have any form of agreement with the Council for collecting, re-using, recycling and/or disposing of any particular waste stream. Such a report might usefully include details of the:

- Council's work with third sector organisations and their role in delivering the Integrated Waste Strategy for Leeds
- Communities/ areas of the City covered by such agreements;
- Council's recycling credits scheme;
- Current work around developing 'social clauses' as part of formal service level agreements;
- Likely impact of any future issues;

2.3 In addition, to complement the information gathered at this meeting, the Board may wish to consider inviting a wider range of third sector organisations to a future meeting.

3.0 Recommendation

3.1 The Board is requested to consider the information presented at the meeting and, as outlined in paragraphs 2.2 and 2.3, determine any areas for further action/ scrutiny.

Report of the Head of Scrutiny Support and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 30 January 2008

Subject: Work Programme

Electoral Wards Affected: All

Specific Implications For:

Ethnic minorities

Women

Disabled people

Narrowing the Gap

1.0 Introduction

- 1.1 At the meeting held on 14 June 2007, the Board identified a series of priority issues/ areas for inclusion in the Board's work programme for 2007/08. In the main, the issues identified have been addressed, with a number of further/ follow-up reports requested. This is an opportunity for the Board to review and, where appropriate, amend its work programme to reflect any emerging issues.
- 1.2 Attached to this report (Appendix 1) is a copy of the Board's current Work Programme, which includes a number of unscheduled items. Currently, it is unclear whether or not the Board intend to give these matters any further consideration during the current Municipal Year.
- 1.3 Attached at Appendix 2 is the Forward Plan of Key Decisions for 1 February 2008 to 31 May 2008, which may usefully inform the Board's consideration of its Work Programme.

2.0 Recommendation

- 2.1 The Board is requested to:
- (i) Receive and make any changes to the attached Work Programme following any discussions / decisions arising from the meeting;
 - (ii) Identify and determine the priority/ scope of any additional items for the Work Programme;

- (iii) Consider the details presented in this report and its appendices and, in particular, determine the priority and scope of any unscheduled items;
- (iv) Agree an updated work programme.

APPENDIX 1

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) WORK PROGRAMME (JANUARY 2008)

Item	Description	Notes	Type of item
Meeting date – January 2008			
Budget proposals	To consider budget proposals relevant to the Board's remit.	Budget proposals scheduled for Executive Board in December 2007.	RP/DP
Leeds Strategic Plan	To consider agreed priorities within the draft Strategic Plan, which take account of the feedback following initial consultation, prior to Executive Board's consideration toward the end of February 08.		DP
Working Group Update	To consider an update on each of the working groups established by the Board.		B
Meeting date – February 2008			
Safer Leeds Partnership Plan	To consider the process for development and current draft of the Safer Leeds Partnership Plan.	Safer Leeds Partnership Plan (previously known as the Crime and Disorder Reduction Strategy) forms part of the Council's Budget and Policy Framework	DP
Performance Management information	To receive 3 rd quarter performance information relating to environment and neighbourhoods.	This is quarterly information and will be scheduled into the Board's work programme every three months.	PM
Recommendation monitoring	To receive a report tracking recommendations from previous inquiries.		MSR

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

APPENDIX 1

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) WORK PROGRAMME (JANUARY 2008)

Item	Description	Notes	Type of item
Meeting date – March 2008			
Leeds Strategic Plan – draft indicators and targets	To consider the draft indicators and targets associated with the Strategic Plan, prior to Executive Board’s consideration of the final draft toward the end of February 08.		DP
Rodent Control	Update report on partnership arrangements, including performance against agreed target times.	Also include details of preventative and educational work undertaken / planned.	PM
Board’s Annual Report	To agree the Board’s contribution to the Scrutiny Annual Report		

Item	Description	Notes	Type of item
Meeting date – April 2008			
It has been proposed to cancel the April meeting of the Board.			

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

APPENDIX 1

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) WORK PROGRAMME (JANUARY 2008)

Unscheduled Items	
Leeds Housing Market	To receive a detailed report outlining proposals/ actions aimed at addressing the issues arising from the outcomes of the Housing Market Research previously presented to the Board. Housing Market Research information presented to the Board in November 2007.
Regeneration Projects	To receive regular progress updates on major regeneration projects within the City.
Environmental Management around Council Estates	To be confirmed
Anti Social Behaviour	To consider the work of the Council and its partners aimed at addressing anti-social behaviour across the City.
Britain's Cleanest City (together with revisiting the Action Plan)	To consider the preparations / progress of the Council in relation to Britain's Cleanest City Award.
	Priority and scope to be determined
	Priority to be determined
	Priority to be determined

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

APPENDIX 1

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) WORK PROGRAMME (JANUARY 2008)

Working Groups			
Working group	Membership	Progress update	Dates of meetings
CO2 Emissions	Cllr Anderson Cllr A Blackburn	First meeting held with preliminary recommendations identified and endorsed by the Board. Climate Change events held at Bradford and Wakefield attended. Further event at Wakefield scheduled for 24/1/08. Further meeting to cover resources and support issues to be arranged.	1/11/07 14/1/08
Housing Letting Pressures	Cllr Anderson Cllr A Blackburn Cllr Gabriel Cllr Lewis Cllr Hollingsworth	Briefing meeting providing background information held. ALMO/ BITMO representatives invited to next meeting scheduled for 30 January 2008.	19/12/07 30/01/08

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

APPENDIX 2

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 February 2008 to 31 May 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	1/2/08	Extensive consultation with the Trade Unions and internal stakeholders	Report to the Director of Resources	Director of Resources
Grounds Maintenance Extension of Contract with Glendale Services Ltd to cover Year 5 of existing Contract (1 st March 2009 to 28 th February 2010)	Chief Officer Environmental Services	1/2/08	Procurement, ALMOs, Highway Services	Tender documents	Director of City Services
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
Route 2/12 Bus Stop Accessibility Improvements To allow design and implementation of the scheme.	Director of City Development	4/2/08	Completed as part of preliminary design,	Design and Cost Report and Drawings	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)
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: Development and Regeneration)	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
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)
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
Yeadon Town and District Centre Scheme Approval of £943,218 capital funding.	Executive Board (Portfolio: Development and Regeneration)	8/2/08	Internal consultees; Highways, Planning, SDA, detailed programme of external consultation as per project plan, further detail to be provided within report	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods
Beeston Hill and Holbeck / Little London PFI Schemes Delegation to apply Compulsory Purchase Orders	Executive Board (Portfolio: Neighbourhoods and Housing)	8/2/08		The document to be issued to the decision maker with the agenda for the meeting	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)
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
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	3/3/08	Ward members will be consulted at the appropriate time prior to construction	LTP Settlement 2008/09	Director of City Development
Pudsey Bus Station Redevelopment Approval to construct the highway works associated with the redevelopment of Pudsey Bus Station	Executive Board (Portfolio: Development and Regeneration)	12/3/08	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

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>12/3/08</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>12/3/08</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)
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)	12/3/08		The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
A65 Quality Bus Initiative Approval to Award Contract and to Implement the Works. Phase 1 Professional Services for Design. Phase 2 Construction of the Works.	Executive Board (Portfolio: Development and Regeneration)	12/3/08	Consultation is ongoing with Ward Members and local communities.	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development

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)
New Leaf Leisure Centres - Design and Cost Report and Third Party Funding notification Approval of an injection into the Capital programme and authority to spend in respect of off site highway works at Morley and Armley leisure centres. Notification of the securing of third party funding to part offset the highway costs.	Executive Board (Portfolio: Development and Regeneration)	12/3/08	Ward Members, Leisure Centre users, Executive Member for Learning and Leisure	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)	16/4/08	Ward Members	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Children's Centre Programme Approve the localities affected by final phase of CC Programme	Executive Board (Portfolio : Children's Services)	16/4/08	Education Leeds, Children's Services, Providers and Stakeholders city wide. First consultation undertaken in 2006.	The report to be issued to the decision maker with the agenda for the meeting	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)
Proposed Leeds Arena Development, Selection of Preferred Operator To seek approval to the selection of the preferred operator for an Arena in Leeds	Executive Board (Portfolio: Development and Regeneration)	16/4/08	Yorkshire Forward, Arena Project Board	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Care of Looked after Children - Independent Fostering Agencies Award of a framework contract to various Independent Fostering Agencies	Chief Officer - Children and Young People's Care	17/4/08	Full tender exercise involving looked after young people	Panel Report	Director of Children's Services

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.