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## SCRUTINY BOARD (ADULT SOCIAL CARE)

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Meeting to be held in Civic Hall, Leeds on  
Tuesday, 24th June, 2008 at 10.00 am

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

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### MEMBERSHIP

#### Councillors

S Andrew	-	Guiseley and Rawdon
S Armitage	-	Cross Gates and Whinmoor
J Chapman (Chair)	-	Weetwood
D Coupar	-	Middleton Park
P Ewens	-	Hyde Park and Woodhouse
Mrs R Feldman	-	Alwoodley
C Fox	-	Adel and Wharfedale
T Hanley	-	Bramley and Stanningley
A Hussain	-	Gipton and Harehills
G Kirkland	-	Otley and Yeadon
T Murray	-	Garforth and Swillington
E Taylor	-	Chapel Allerton

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**Principal Scrutiny Advisor:**  
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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></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> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Chief Democratic Services Officer at least 24 hours before the meeting).</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED</b> – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATIONS OF INTEREST</b></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><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>	
6			<p><b>MINUTES OF THE LAST MEETING OF SCRUTINY BOARD (HEALTH &amp; ADULT SOCIAL CARE)</b></p> <p>To receive and note the last minutes of Scrutiny Board (Health &amp; Adult Social Care) meeting held on 21<sup>st</sup> April 2008.</p>	1 - 6
7			<p><b>INPUT TO THE WORK PROGRAMME 2008/09 – SOURCES OF WORK AND ESTABLISHING THE BOARD’S PRIORITIES</b></p> <p>To consider a report by the Head of Scrutiny and Member Development which provides information and guidance to assist the Board in developing a work programme for 2008/2009 that is focused on strategic issues.</p>	7 - 122

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p><b>DETERMINE WORK PROGRAMME 2008/09</b></p> <p>To consider a report by the Head of Scrutiny and Member Development to determine the Board's work programme for 2008/2009.</p>	123 - 132
9			<p><b>CO-OPTIONS TO THE BOARD</b></p> <p>To consider a report by the Head of Scrutiny and Member Development to help the Board determine any appropriate co-options to the Board.</p>	133 - 134
10			<p><b>DATE AND TIME OF NEXT MEEING</b></p> <p>Wednesday, 23<sup>rd</sup> July 2008 at 10.00 a.m. (Pre-Meeting at 9.30 a.m.)</p>	

# Agenda Item 6

## SCRUTINY BOARD (HEALTH AND ADULT SOCIAL CARE)

**MONDAY, 21ST APRIL, 2008**

**PRESENT:** Councillor J Chapman in the Chair

Councillors J Bale, J Dowson, G Driver,  
P Ewens, C Fox, J Illingworth, M Iqbal,  
G Kirkland, M Rafique and L Russell

**CO-OPTEES:**

J Fisher	- Alliance of Service Users and Carers
J Jones	- Touchstone
S Morgan	- Equalities
S Saqfelhait	- Touchstone
L Wood	- Leeds Patient and Public involvement Forums

### 120 Late Items

In accordance with her powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair allowed the following Late item to the Agenda:

- Agenda Item 14 – Annual Report 2007/08 – Draft Annual Report of the Scrutiny Board (Health and Adult Social Care).

### 121 Declarations of interest

Councillor Kirkland declared a personal interest in Agenda Item 16 as he was an out-patient of Wharfedale Hospital. (Minute No. 134 refers).

### 122 Apologies for Absence

An apology for absence was submitted on behalf of Mr E Mack.

### 123 Minutes

**RESOLVED** – That the minutes of the Scrutiny Board (Health and Adult Social Care) held on 17 March 2008, be confirmed as a correct record.

### 124 Matters arising from the Minutes

#### Minute No.114 – NHS Annual Health Check

Concern was reiterated regarding the failure to meet compliance in standards that related to decontamination of equipment and hospital acquired infections and the effect on public confidence of health services.

Draft minutes to be approved at the meeting  
to be held 16 June 2008 (Provisional)

## **125 Executive Board Minutes**

Members discussed minute No. 194 which referred to a deputation to Council regarding funding for Relate. It was noted that the breakdown of family relationships could have a significant impact on health issues and it was agreed to include this as part of the Board's future Work Programme.

**RESOLVED** – That the minutes of the Executive Board held on 12 March 2008 be noted.

## **126 Overview and Scrutiny Minutes**

**RESOLVED** – That the minutes of the Overview and Scrutiny Committee held on 5 February 2008 be noted.

## **127 Childhood Obesity: Update on the State of Play Report**

The Head of Scrutiny and Member Development submitted a report which reminded the Board of their previous inquiry into Childhood Obesity: Prevention and Management. In line with the monitoring processes following this inquiry, the Board had requested an update on the State of Play report as proposed in the Leeds Play Strategy.

The Chair welcomed Frank O'Malley, Leeds Play Network to the meeting.

The Board was informed that the following 5 key areas for improvement had been identified:

- Focus on strategy and development
- Provision for older children
- Provision of open access play areas
- The need to support the play workforce – i.e. qualifications
- Resource issues

In response to these identified areas of required improvement It was reported that a senior post of Play Strategy Officer had been created and recruitment was in progress. The postholder would be looking into the development of provision for older children. In terms of open access provision, it was reported that lottery funds had been received towards this of which some would be used to provided staffed areas. Further funding from the Big Lottery Fund and Children's Fund had been made available and it was also hoped to build 10 new playgrounds across the city.

In brief summary, the following issues were discussed:

- Sale of land and how this affected different parts of the city. Gaps needed to be identified to direct resources.
- Improved play facilities had been installed across the city and these had seemed to be less prone to vandalism.

- Parents and children should be consulted on location of play areas.
- Progress on the new adventure playgrounds.

**RESOLVED –**

- (a) That the discussion be noted.
- (b) That the Board receive further updates on the State of Play.

**128 Leeds Strategic Plan and Council Business Plan**

The Head of Scrutiny and Member Development submitted a report regarding the Leeds Strategic Plan and Council Business Plan. Two reports of the Assistant Chief Executive (Planning, Policy and Improvement) were attached and these had been considered by the Overview and Scrutiny Committee at its meeting of 8 April 2008. The reports detailed the draft targets and indicators for the Leeds Strategic Plan and the Council Business Plan.

The Chair welcomed the following to the meeting:

- John England, Deputy Director – Strategy and Performance
- Heather Pinches, Performance Manager
- Martyn Long – Policy Officer

The Board were reminded of previous discussion regarding the Leeds Strategic Plan and it was reported that negotiation was underway with Government Office regarding the planned targets and in line with the Local Area Agreement.

In response to Members' comments and questions, the following issues were discussed:

- Concern was expressed that the targets were short term and directed by Government Office. It was reported that the strategic outcomes and improvement priorities identified would be longer term than the plan and would support continuing progress.
- Inequalities across the city. It was reported that Area Delivery Plan actions would be used to address local issues. Members were advised of the relationship between Area Committees and the Leeds Strategic Plan and discussions had been held with Area Managers.
- The need to provide more affordable housing and the associated health and well being implications.
- The Council Business Plan would enable collected data to be used more effectively to meet the city's needs.

The Chair thanked those present for their attendance.

**RESOLVED –** That the report and discussion be noted.

**129 The Localisation of Health and Social Care Services - Draft Final Report**

Draft minutes to be approved at the meeting  
to be held 16 June 2008 (Provisional)

The Head of Scrutiny and Member Development submitted the Board's draft final report following the inquiry into the Localisation of Health and Social Care Services.

Members requested the following issues to be included in the report:

- Board Members visit to Leeds Dental School and the dependence on its services and the need for more out of hours emergency Dental Care.
- The contribution of Members from South Leeds.
- The use of LIFT centres and concern regarding unused capacity.

**RESOLVED** – That the report be amended as discussed.

### **130 Scrutiny Board Draft Statement - Obesity**

The Head of Scrutiny and Member Development submitted a report which included a draft statement which was produced following a meeting of a working group meeting. This was a follow up to the Board's inquiry into Childhood Obesity: Prevention and Management which was carried out in 2005/06.

Concern was expressed that the statement did not contain any recommendations on issues such as planning and transport.

**RESOLVED** – That the Board's draft statement regarding Obesity be agreed.

*(In accordance with Paragraph 16.5 of the Council Procedure Rules, Councillor Illingworth requested that his vote against the Board's decision on this item be recorded).*

### **131 Scrutiny Board - Teenage Pregnancy**

The Head of Scrutiny and Member Development submitted a draft report of the Board regarding Teenage Pregnancy.

Members regarded the report as an excellent piece of work and urged the need for consistency in the approach to educational issues across the City.

**RESOLVED** – That the report be noted.

### **132 Annual Report 2007/08**

The Head of Scrutiny and Member Development submitted a report which presented the Board's draft contribution to the Scrutiny Board Annual Report.

The draft contribution contained a summary of the Board's work and Inquiries carried out during the 2007/08 Municipal Year. Members requested that photographs of South Leeds be included in the report.

Draft minutes to be approved at the meeting  
to be held 16 June 2008 (Provisional)



**RESOLVED** – That the Board’s contribution to the composite Annual Report be amended as discussed.

### **133 A Local Involvement Network (LINK) for Leeds - Update**

The Director of Adult Social Services submitted a report which updated the Board on progress with the Local Involvement Network (LINK) for health and social care in Leeds. The report also detailed Local Involvement Network regulations and the associated implications for Local Authorities and scrutiny procedures.

The Chair welcomed the following to the meeting:

- Mike Simpkin, Public Health Strategy Manager
- Janet Somers, Business Change Manager, Adult Social Services

It was reported that the procurement process for the Host organisation was nearing completion and the contract was due to be awarded in May 2008. The Link Preparatory Group was due to meet and the Board was informed of transitional arrangements until the Host organisation was appointed following the winding up of the PPI Forums.

In response to a question of the wider remit of the LINK and how to ensure the inclusion of Social Care, it was reported that during the transitional period, there would be two chairs. One for Health and one for Social Care to ensure a balance during this transitional period. These arrangements would last until the Host organisation had developed the LINK which was to be in place no later than 30 September 2008.

The Chair thanked Mike Simpkin and Janet Somers for their attendance.

**RESOLVED** – That the report be noted.

### **134 Urgent Care Services**

The Head of Scrutiny and Member Development submitted a report which updated Members on NHS proposals for reconfiguration of Urgent Care Services. The report reminded Members that Leeds PCT was considering a redesign and re-commissioning of services across Leeds and West Yorkshire.

The Chair welcomed the following to the meeting:

- Dr Simon Stockill – Clinical Lead for the Programme
- Nigel Gray – Director of Development and Commissioning, Adult Services
- Laura Sherburn – Head of Development and Commissioning – Urgent Care

It was reported that Leeds PCT was working in conjunction with the other four West Yorkshire PCTs to redevelop pathways to urgent care services. Formal public consultation was planned and public meetings and drop in sessions would be held.

Dr Stockill addressed the meeting and reported on the clinical case for change. There were several issues that were driving the need for change including the following:

- Confusion of where to access urgent care.
- Changes to GP Practice opening hours.
- Higher demand in areas of deprivation.

It was reported that there would not be any changes to the locations that currently provided urgent primary care, with the exception of Lexicon House. It was noted that some patients did not favour Lexicon House due to its location. It was planned to extend opening hours at Wharfedale and St George's Centre. There was also a need to address urgent care provision in areas that did not have nearby access. These included Garforth, Swillington and Wetherby. Patients would be consulted regarding locations and services would be designed along the requirements of users. There was also a duty to consult staff, providers and delivery partners.

In response to Members comments and questions, the following issues were discussed:

- Preventative care
- Publicising of services and opening times – it was reported that information was provided in other languages
- The need to improve public consultation

The Chair thanked those present for their attendance.

**RESOLVED** – That the report be noted.

### **135 Work Programme: Outstanding Issues and Forward Plan**

The Head of Scrutiny and Member Development submitted a report which detailed outstanding issues in the Board's current Work Programme and also contained an extract from the Forward Plan of Key Decisions which highlighted issues that may be of interest to the Board.

The Chair thanked Members of the Board for their contribution and support during the past year.

**RESOLVED** – That the report be noted.



Originator: Steven Courtney

Tel: 247 4707

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**Report of the Head of Scrutiny and Member Development**

**Scrutiny Board (Adult Social Care)**

**Date: 24 June 2008**

**Subject: Input to the Work Programme 2008/09 – Sources of Work and  
Establishing the Board's Priorities**

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**Electoral Wards Affected:**

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity   
Community Cohesion   
Narrowing the Gap

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**1.0 Purpose of Report**

1.1 This report provides information and guidance to assist the Board develop a work programme for 2008/09 that is focused on strategic issues.

**2.0 Introduction**

2.1 Members will aware that the most recent Comprehensive Performance Assessment (CPA) for the Council identified the following area for improvement.

**CPA Area for Improvement**

*“While scrutiny has improved with the introduction of seven new Scrutiny Committees these still remain inconsistent in their approach to challenging policy development. As a consequence effective challenge to the Council through overview and Scrutiny remains inconsistent. Further development is required to ensure a robust approach for all Scrutiny Boards.”*

**3.0 Background Information**

3.1 It is important for Scrutiny Boards in developing their work programme for 2008/09 to have regard to the concerns raised through the CPA and focus more on strategic priorities.

3.2 To assist Members in this process, relevant core information appropriate to this Board's responsibilities has been extracted and attached to this paper:

- Local Area Agreement (**Document A**)
- Leeds Strategic Plan (**Document B1**) & Council Business Plan 2008 -11 (**Document B2**)
- Corporate Assessment Actions 2008 (**Document C**)
- Corporate Performance Management Information (**Document D**)
- Outcomes from external and/or internal audit reviews
- Details of any forthcoming external and/or internal audit reviews (**Document E**)
- Details of any planned review of key policies and strategies (including those items which make up the Council's Policy framework)
- Details of any key service changes and developments over the coming months
- (**Documents E**)

3.3 To assist Members discussion on the above information, The Board's terms of reference is attached at **Document xx**. In addition, the Director of Adult Social Care and the Executive Member with portfolio responsibility for Health and Adult Social Care, have been invited to attend the meeting.

3.4 Other key sources of information to help develop the work programme will continue to be 'requests for scrutiny' and corporate referrals. A schedule of outstanding issues from the previous Board and/or potential areas for the work programme is attached for Members attention (**Appendix 11**).

#### **4.0 Guidance**

4.1 Over recent years of Scrutiny Board work, experience has shown that the process is more effective if the Board seeks to minimise the number of substantial inquiries running at any one time.

4.2 The Board is advised to consider the benefits of single item agendas (excluding miscellaneous information and minutes) in order to focus on all the relevant evidence and complete an inquiry in a shorter period of time. There are various mechanisms available, such as working groups and site visits, that may assist the Board to conclude inquiries quickly whilst the issues are pertinent.

4.3 The agreed Memorandum of Understanding between Executive Board and Overview and Scrutiny which now sits within the Council's Constitution states;

*"The responsibility of those setting scrutiny work programmes is, therefore, to ensure that items of work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.*

*It is recognised that Scrutiny Boards have a 'watching brief' role. In addition information is required for members' own development process, particularly as membership of the Boards is changed annually.*

*However, it is also recognised that agendas are often filled up with reports for this purpose, which takes up time for both officers and Members. Where Scrutiny Boards wish to ask questions at a general or more strategic level and/or be updated on issues already considered in detail, the facility of Members' Questions – where a verbal exchange replaces written reports - should be used.*

*It is expected that where ever possible prior notification is given of the likely questions to be asked".*

4.4 Over recent years the Children's Services Board in particular has developed the approach of devoting one meeting per quarter to overview and performance management. This includes receiving reports and scrutinising Executive Members and officers on relevant issues.

## **5.0 Recommendation**

5.1 Members are requested to use the information presented in this report, along with the arising discussion, to inform the development of an outline work programme that prioritises the issues to be investigated under the next agenda item.

**Scrutiny Board (Adult Social Care)**  
**Terms of Reference**

1. In relation to **Adult Services**<sup>1</sup> to exercise the functions of a Scrutiny Board including the following:
  - a) to review or scrutinise the exercise of any council or executive function, or any other related matter<sup>2</sup>;
  - b) to make reports or recommendations to Council or the Executive in connection with the exercise of any functions of the Council or the Executive;
  - c) to receive and review external audit and inspection reports;
  - d) to act as the appropriate Scrutiny Board<sup>3</sup> in relation to the Executive's initial proposals for a plan or strategy within the Budget and Policy Framework;
  - e) to review corporate performance indicators and to make such reports and recommendations as it considers appropriate;
  - f) to review outcomes, targets and priorities within the Leeds Strategic Plan and to make such reports and recommendations as it considers appropriate; and
  - g) to review or scrutinise executive decisions made but not implemented.<sup>4</sup>
  
2. To receive and monitor formal responses to any reports or recommendations made by the Board.

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<sup>1</sup> These are the functions delegated to the Director of Adult Social Services under the officer delegation scheme (council functions) and the officer delegation scheme (executive functions). including matters pertaining to outside bodies and partnerships to which appointments have been made by the authority.

<sup>2</sup> including matters pertaining to outside bodies and partnerships to which appointments have been made by the authority.

<sup>3</sup> under the Budget and Policy Framework Procedure Rules.

<sup>4</sup> which have been called-in under Rule 22 of the Scrutiny Board Procedure Rules.

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
<b>Health and Wellbeing</b>								
Reduced health inequalities through the promotion of healthy life choices and improved access to services.	Reduce premature mortality in the most deprived areas.	Government Agreed	NI 120 All-age all cause mortality rate (target disaggregated to focus on narrowing the gap between most deprived 10% and the Leeds average)	605 per 100,000 (females) (1995-97 average)	472 per 100,000 (females)	491 per 100,000 (females)	481 per 100,000 (females)	LEEDS PCT Leeds City Council
				942 per 100,000 (Males) (1995-97 average)	616 per 100,000 (females living in 10% most deprived SOAs)	639 per 100,000 (females living in 10% most deprived SOAs)	628 per 100,000 (females living in 10% most deprived SOAs)	Leeds Partnership Foundation Trust Leeds Teaching Hospitals Trust
Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.		Partnership Agreed	121 Mortality rate from circulatory diseases at ages under 75 (per 100,000 population)	145 per 100,000 population (3 year average for 1995-97)	679 per 100,000 (males)	715 per 100,000 (males)	697 per 100,000 (males)	VCFS bodies through Leeds Voice Health Forum Natural England (Active Lifestyles)
				145 per 100,000 population (3 year average for 1995-97)	946 per 100,000 (Males living in 10% most deprived SOAs)	1002 per 100,000 (Males living in 10% most deprived SOAs)	974 per 100,000 (Males living in 10% most deprived SOAs)	West Yorkshire Fire and Rescue Service Re'New As above
Enhanced safety and support for vulnerable people through preventative and protective action to				69.3 per 100,000 population average for 1995-97		76.2 per 100,000 population	72.7 per 100,000 population	

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
minimise risks and maximise wellbeing.	Reduction in the number of people who smoke.	Partnership Agreed	NI 123 Stopping smoking - disaggregated to narrow the gap between 10% most deprived SOAs and rest of Leeds	1997) 30.66% (2004)	21.0% City	25.7% City	23.3% City	LEEDS PCT Leeds City Council
					27.1% in 10% most deprived SOAs	33.3% in 10% most deprived SOAs	30.2% in 10% most deprived SOAs	Leeds Teaching Hospitals Trust VCFS bodies through Leeds Voice Health Forum
	Reduce rate of increase in obesity and raise physical activity for all.	Government Agreed	NI 57 Children and Young People's Participation in high-quality PE and Sport	2008/09 new data return – Baseline will be in place by March 2009	New indicator to be introduced from April 2009.			LEEDS CITY COUNCIL Leeds PCT Sport England Education Leeds Youth Sport Trust Re'New



Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

Strategic Outcome	Improvement Priority or Partnership Agreed	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
	Reduce teenage conception and improve sexual health.	Government Agreed	NI 112 Under 18 conception rate - disaggregated to focus on the 14 wards in the city with the highest rates of conception in the city	Baseline to be set from national data release in November 2008 for the 14 wards in the city with the highest conception rate.	Subject to outcome of national annual review.	15% reduction in the 14 wards with the highest conception rate.	35% reduction in the 14 wards with the highest conception rate.	LEEDS CITY COUNCIL Leeds PCT Leeds Teaching Hospitals Trust ReNew VCFS bodies through Leeds Voice Health Forum
	Improved psychological, mental health, and learning disability services for those who need it.	Partnership Agreed	VSC02 Proportion of people with depression and/or anxiety disorders who are offered psychological therapies.	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets and milestones to be determined by March 2009			LEEDS PCT Leeds City Council Leeds Partnership Foundation Trust Leeds Confederation of Further Education Colleges

Note: Targets are in place for all indicators that will be measured during 2008/09. Negotiations are ongoing with Government Office to finalise targets in three areas.

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
<b>Thriving Places</b>								
Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.	Improve lives by reducing the harm caused by substance misuse	Government Agreed	NI 40 Number of drug users recorded as being in effective treatment	2976 (2007/08)	3201	3006	3067	LEEDS CITY COUNCIL Leeds PCT Leeds Partnership Foundation Trust VCFS bodies through Leeds Voice Community Safety Consortium
Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.								
Increased economic activity through targeted support to reduce worklessness and poverty.								

## Control document

### Senior Management Accountabilities and Responsibilities aligned to the Leeds Strategic Plan 2008-11

**Purpose of the document**

To identify individuals in Leeds City Council who have lead Accountability and/or Responsibility for the Strategic Outcomes and Improvement Priorities in the Leeds Strategic Plan.

Note 1: At this stage individuals in partner agencies who have lead Accountability and/or Responsibility roles are not identified in this document, this information is being developed and will be part of this document at a later stage.

Note 2: Leeds City Council requires a lead or link individual on all targets and indicators that will deliver the Improvement Priorities as Leeds City Council is the overall accountable body for the Local Area Agreement requirements in the Leeds Strategic Plan.

Definition of Accountability and Responsibility are taken from RACI:

**Responsible** - individuals who perform an activity - responsible for action/implementation. The degree of responsibility is defined by the accountable person, R's can be shared.

**Accountable** - the individual who is ultimately accountable includes yes/no and power to veto. Only one A can be assigned to an activity/decision.

**The table assumes the following:**

The Accountable Director is accountable for the Strategic Outcomes

The Accountable Officer is accountable for an Improvement Priority and linked national indicators

The Responsible Officer is responsible for relevant areas of activity that contribute to the Improvement Priority and linked national indicators.

Strategic Outcome	Accountable Director	Improvement Priority	Accountable Officer	Responsible Officer	National Indicators / Local Indicators
<b>Health and Wellbeing</b>					
Reduced health inequalities through the promotion of healthy life choices and improved access to services.	Sandie Keene Director of Adult Services	Reduce premature mortality in the most deprived areas.	Sandie Keene Director of Adult Services  or Deputy Director Partnerships & Organisational Effectiveness	Rosemary Archer Director of Children's Services Steve Carey Acting Chief Officer Benefits & Revenues Andrew Mason Chief Officer Environmental Services Jim Willson Chief Officer Substance Use	NI 120 All-age all cause mortality rate (target disaggregated to focus on narrowing the gap between most deprived 10% and rest of Leeds)  NI 121 Mortality rate from circulatory diseases at ages under 75 (per 100,000 population)
		Reduction in the number of people who smoke		Andrew Mason Chief Officer Environmental Services Stuart Turnock Chief Legal Services Officer	NI 123 Stopping smoking
Reduced health inequalities through the promotion of healthy life choices and improved access to services.	Sandie Keene Director of Adult Services	Reduce rate of increase in obesity and raise physical activity for all.	Sandie Keene Director of Adult Services	Martin Farrington Acting Chief Recreation Officer  Rosemary Archer Director of Children's Services Chris Edwards Chief Executive Education Leeds Gary Bartlett Chief Officer Highways Steve Speak Chief Strategy & Policy Officer	NI 57 Children and Young People's Participation in high-quality PE and Sport
		Reduce teenage conception and improve sexual health.	Sarah Sinclair Director of Commissioning - Children's & Maternity Services	Chris Edwards Chief Executive Education Leeds Edwina Harrison Chief Officer Children & Families Keith Burton Deputy Director Children's Services (Commissioning & Partnerships) Chief Officer Commissioning Adults	NI 112 Under 18 conception rate
		Improve the assessment and care management of children, families and vulnerable adults	Sandie Keene Director of Adult Services	Chief Officer Access & Inclusion Edwina Harrison Chief Officer, Children & Families Chief Officer Learning Disability	NI 132 Timeliness of social care assessment (all adults) NI 63 Stability of placements of looked after children: length of placement NI 66 Looked after children cases which were reviewed within required timescales NI 133 Timeliness of social care packages following assessment (all adults)
		Improved psychological, mental health, and learning disability services for those who need it	Chief Officer Access and Inclusion	Edwina Harrison Chief Officer, Children & families Chief Officer Learning & Disability Chief Officer Access and Inclusion	NI 58 Emotional and behavioural health of looked after children Effectiveness of children and adult mental health services (percentage of PCTs and Local Authorities who are providing a comprehensive CAMHS. Proportion of people with depression and/or anxiety disorders who are offered psychological therapies.

Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.	Sandie Keene Director of Adult Services	Increase the number of vulnerable people helped to live at home.	Chief Officer Accommodation and Support	Chief Officer Accommodation and enablement Dennis Holmes Chief Officer Commissioning Paul Langford Chief Housing Services Officer Andrew Mason Chief Environmental Services Officer	NI 141 Percentage of vulnerable people achieving independent living NI 139 The extent to which older people receive support they need to live independently at home NI 136 People supported to live independently through social services (all adults)
Enhance safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.	Rosemary Archer Director of Children's Services Sandie Keene Director of Adult Services	Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives.	Deputy Director Commissioning - Adult Social Care	Chief Officer Accommodation and enablement Paul Langford Chief Housing Services Officer Chief Officer Access and Inclusion Chief Officer Learning Disability	NI 130 Social care clients receiving Self Directed Support per 100,000 population
	Rosemary Archer Director of Children's Services Sandie Keene Director of Adult Services	Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk.	Edwina Harrison Chief Officer, Children & families Sandie Keene Director of Adult Services	Keith Burton Deputy Director Children's Services (Commissioning & Partnerships) Edwina Harrison Chief Officer, Children & families All Chief Officers Adult Social Care Dennis Holmes Chief Officer Commissioning	Number of children looked after (expressed as a rate per 10,000) Excluding unaccompanied asylum seekers The percentage of staff employed by the independent sector registered care services in Leeds that have received some training on protection of vulnerable adults that is either funded or commissioned by Leeds Adult Social Care

Advice on a resolution is required

# Leeds Strategic Plan 2008

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# Leeds Strategic Plan 2008

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Working in partnership through the Leeds Initiative

**LIST OF PARTNERS HERE**

**DRAFT**



Front Cover

Inside cover – logos of partner organisations

About this publication – other languages, formats

Foreword – (Leaders, Chief Executive) Background to plan, Our Values

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## Foreword - to include:

- Delighted to present the Leeds Strategic Plan for 2008-11;
- The Plan is a significant milestone in working together as partners across the city to agree the real changes we want to see in the lives of the people in Leeds and in the city by 2011 and how we will deliver these in partnership;
- Builds on a strong history of partnership working, co-ordinated through Leeds Initiative. This has brought together the Council, business, voluntary, community and faith groups and public bodies and produced a longer term strategy for the Leeds Community, the Vision for Leeds 2004-20;
- The Leeds Strategic Plan shows how these long term goals will be translated into practical action over the next three years - both in terms of what will be achieved and how it will be delivered;
- Key areas for improvement by 2011 have been informed by consultation both from Members and other stakeholders in different areas in the city and representatives of city wide networks who represent different 'interests' in the city. Also, analysis of the most up-to-date information about current conditions and prospects for Leeds and anticipated social and population changes;
- Leeds City Council has a key leadership role, with its partners, in both 'shaping' Leeds for now and future generations and in making sure that targets set are delivered.
- Recent government legislation reinforces this role, particularly enhancing the role of Councillors as leaders and shapers of local neighbourhoods and the city.
- The Council has recently been awarded the highest possible '4 star' grading in terms of its performance placing it in an excellent position to undertake this role in Leeds.

# SECTION 1

## MAKING A DIFFERENCE

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## **PROGRESS and CHALLENGES**

Leeds is recognised as one of Britain's most successful cities. It has transformed itself over the last 20 years from a mainly industrial city into a broad based commercial centre, the most important financial and legal and business service centre outside London. Leeds is the largest city in the Yorkshire and Humber region and is the biggest retail and employment centre.

Leeds is a quality place to live, work and raise families and has attracted the largest absolute increase in population in the country, 4.8% since 2001. This current population of over 750,000 embraces a rich diversity of over 130 different nationalities.

Economic, cultural and environmental factors have made major contributions to Leeds being a successful place. Over the past decade Leeds has benefited from continued and significant economic growth. Between 1996 and 2006 the City has seen Gross Value Added, a measure of wealth creation, increase by 36% and 59,000 new jobs created. Recent investment in the city has been impressive with £3.2bn invested in commercial property development and a further £7.2bn under construction or planned. The public sector has also invested significantly in new schools, health facilities and in new town and district centres. Investment in the planning service has assisted investors, developers and citizens in Leeds.

Culturally, Leeds continues to invest in its magnificent and growing collection of concert halls, theatres, galleries, museums, parks and sporting venues. There is lively participation in community festivals across the city and Leeds offers the widest range of free events in the country.

Environmentally, Leeds is a green city with two-thirds of its area green belt land. Improving local neighbourhoods is also a strong priority and real improvements have been made. Cleanliness has been improved in 28 of the 31 most deprived neighbourhoods as a result of partner agencies working together with local residents. There has also been considerable investment to bring all our homes in Leeds up to the national 'Decent Homes' standard and by 2010 this will be met.

People in Leeds are generally living longer and more safely. Life expectancy for both men and women has grown by over a year over the last 10 years. Crime has fallen by approximately 30% since 2003/4, the second highest fall in crime in the country.

More children are doing well at school than ever before with results at GCSE showing strong and sustained improvement. These changes are being achieved by an approach that engages children and young people and puts schools and childrens centres at the heart of the community. It is being supported by large scale investment in new and refurbished schools and childrens centres. Leeds is also a major centre of learning for further and higher education, with two leading universities and a student population of over 124,000.

However, despite these positive trends, many challenges still remain and recent developments such as a rising population and traffic present fresh challenges.

Too many children and young people still leave school with few or no qualifications, particularly from low income families, those with special educational needs, some black and minority ethnic groups and looked after children.

Health inequalities continue to exist. Children born into the most deprived neighbourhoods can expect to live almost 12 years less than those in areas that enjoy the best health. The

percentage of people over 60, currently 20% of the population, is forecast to grow raising issues of how older people's health, independence and contribution to the life of the community will be supported.

Some neighbourhoods and communities have not shared in the economic success enjoyed by much of the city. The numbers of people unable to work due to illness or injury remains a key issue for the city. Many local people are excluded from job opportunities or developing their careers due to a mismatch between their skills and aspirations and the skills now required. Only 50% of the Leeds workforce has level 2 skills (equivalent to five A\* to C GCSEs) against a national skills target of 90% by 2020.

A growing population and greater prosperity puts pressure on the housing market in Leeds. The impact of climate change can be clearly seen in Leeds and will be an increasingly important issue for the city. Parts of the city have been subject to flooding and are at high risk of further flooding in the future. There is an urgent need to reduce CO<sub>2</sub> and other greenhouse gas emissions to contribute to national and global targets. More people living and travelling to work in Leeds places greater strain on the transport system. Road traffic grew by 4.9% between 1996 and 2006 and further growth is predicted. Migration enriches our diversity but raises challenges for creating and sustaining a sense of belonging amongst all communities.

These are some of the key challenges facing the city and city region over the next three years and beyond. They are explained in fuller detail in section 2 of this Plan accompanied by an explanation of where we need to focus our efforts to overcome these challenges.

## **OUR AMBITION**

Leeds has an ambitious vision for the city and for the people who live, work and visit Leeds. This vision is captured in the Leeds' sustainable community strategy, the Vision for Leeds 2004 to 2020. This sets out our key ambitions of 'going up a league' both economically and in terms of quality of life and 'narrowing the gap' between the richer and poorer parts of the city.

The Council and its partners all share the desire 'to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds'. Our ambitions for the next three years are to see:

- people happy, healthy, safe, successful and free from the effects of poverty;
- our young people equipped to contribute to their own and the city's future well being and prosperity;
- local people engaged in decisions about their neighbourhood and community and help shape local services;
- neighbourhoods that are inclusive, varied and vibrant offering housing options and quality facilities and free from harassment and crime;
- an environment that is clean, green, attractive and above all, sustainable; and
- a city-region that is prosperous, innovative and distinctive enabling individuals and businesses to achieve their economic potential.

## **REAL CHANGE**

The Vision for Leeds 2004 to 2020 sets out eight themes that provide a broad framework for our actions. These are Culture, Enterprise and Economy, Learning, Transport, Environment, Health and Wellbeing, Thriving Neighbourhoods and Harmonious Communities.

This plan sets out the outcomes - the real changes we want to see in the lives of people in Leeds and the city by 2011 in each of the Vision themes. It is based on a robust analysis of the strengths and weaknesses of the city and identifies the key areas where we want to focus our efforts to ensure we achieve results. These areas we describe as improvement priorities. Finally, it sets targets for what will be achieved and how we will measure progress over the three year journey.

## **VIEWS AND COMMITMENT**

The experiences and views of a wide range of people in the city have been taken into account in identifying the outcomes and improvement priorities in this plan. 71% of the population of Leeds were involved in establishing the themes and priorities of the Vision for Leeds during 2003 and 2004. As well as the consultation findings from that exercise we have updated our understanding of what the people of Leeds want by gathering fresh evidence. We consulted Councillors representing people of all communities in the City; we drew on the latest results of the Annual Citizen's Survey and we organised a series of focus groups representative of the gender, age, ethnic origin, disability and sexuality profile of the Leeds population.

We also consulted a wide range of city-wide networks and key partners who represent different interests in the city. These included black and ethnic minority communities, local businesses and voluntary sector networks and representatives and partners from education, health, community safety, culture, transport, economic and environmental sectors.

Our discussions have been informed by the latest information available on the changing context of Leeds in terms of social, economic, demographic and environmental data and progress in reaching established targets in areas such as education, crime, health and employment and the overall prosperity of the city. We have also considered the implications of national policies where relevant, such as the 'Every Child Matters' agenda, promoting the health and wellbeing of adults and economic, transport and housing policy developments.

We have a shared and inclusive vision of the changes we want to see over the next three years and with our partners we are committed to turning our long term vision into. We know too that there is a great commitment from those living, working, investing, volunteering and participating in organisations and communities that will also make a huge contribution to more positive changes in the city.

## **APPROACH**

Many people have raised the importance of how we approach what we need to do over the next three years. Below, are key areas that have been highlighted and will inform the spirit of implementation.

- **Interconnectivity and partnership working**

Getting to the root of many challenges in the city will require an awareness of the interconnection between our different outcomes and improvement priorities. For example, consistently raising achievement levels of young people in some of the most deprived areas of Leeds involves raising the quality of life for families living in those communities; finding solutions to, and engaging people in, employment opportunities; housing security and environmental and health issues.

Listening, sharing and learning from each other will help us identify where our efforts are best concentrated to achieve the best results. Such a partnership approach is something we are already proud of in the city and in many areas is mature and embedded as an approach to delivering services. It has contributed to some impressive results. For example, neighbourhoods in the city that are the most deprived according to recent results of a national measure of multiple deprivation have reduced from 31 to 22 neighbourhoods. However, it is important that we build on this strong basis and engage in more innovative thinking about how needs can be met and services improved, effectively and efficiently, through partnership working. A series of principles underpinning our approach to partnership working is outlined on page 32.

- **Equality, cohesion and integration**

We are committed to increasing equality for, and valuing the diversity of all communities in Leeds. We recognise that priorities and actions can affect some communities or groups of people who participate in the city differently. The plan has been reviewed in this respect and careful and thorough assessments of more detailed targets and actions in all areas will need to continue over its duration.

We also need to work more intensively to make sure that the implementation of our 'improvement priorities' supports and encourages a shared sense of belonging in all communities in the city and widely shared sense of the contribution of different individuals and groups to a future local vision. We recognise that people with different backgrounds should experience similar life opportunities and access to services and work to develop a strong sense of an individual's local rights and responsibilities.

- **Sustainability**

Finally, we need to ensure that any developments that meet the needs of the present do not compromise the ability of future generation to meet their own needs. The plan has been reviewed in terms of its impact on sustainable development, namely whether it promotes living within environmental limits; ensures a strong, healthy and just society; helps to achieve a sustainable economy; uses sound technology responsibly; and promotes good governance. The sustainability criteria used in the review are the same as those being used to review the city's other plans.

## **MAKING IT WORK**

The Council's lead role in helping to shape the future of Leeds has been strengthened by recent legislation - the Local Government and Public Involvement in Health Act 2007. The government has asked Council's to work with partners to ensure that they jointly agree the ambitions for their area over the next three years. Partners have also been asked to co-operate with Council's and other partners to agree and deliver targets that ensure the ambitions result in real change. These legal responsibilities are carried out in drawing up and implementing this Plan as it fulfills the statutory requirements for Leeds to have a local area agreement.

Leeds Initiative, the city's overarching partnership body in Leeds, is the forum effective partnership working, collectively monitoring and reviewing progress on the delivery of the priorities in the Leeds Strategic Plan. All target-setting and consequent financial, commissioning or contractual commitments agreed are put in place through Leeds City Council as the accountable body and principal partner and by partners through their own

strategic plans and decision making arrangements . These will be subject to the normal scrutiny by Councillors and openness to the public.

Leeds Initiative thematic partnerships contribute to the development of the supporting strategies and plans for the Vision for Leeds and for the Leeds Strategic Plan. Some of these strategies provide an in-depth and longer term expression of the objectives or aspects of a Vision theme, for example, Culture and Climate Change. Others are more specific, time limited thematic plans that contain more detail of what will be delivered and by whom during the lifespan of the Leeds Strategic Plan. Key strategies and plans are signposted in each theme in Section 2.

Section 3 outlines how the plan will be delivered in greater detail. It shows how the Leeds Strategic Plan fits into the overall framework of city-wide planning. It also sets out the partnership principles that will guide how partners will work together over the duration of the plan. Accountability is further clarified with an explanation of how performance will be reviewed and managed. Finally, it explains the arrangements for reviewing and revising the Plan as a whole.

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## **Section 2**

### **Priorities by Theme**

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## Culture

### Strategic Outcomes

#### What we want to see by 2011:

- Increased participation in cultural opportunities through engaging with all our communities.
- Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance.

#### Context

Through culture in all its different forms, people can find enjoyment, enrich their lives, fulfil their potential and keep active. The benefits of culture are linked to improved health, wellbeing and educational attainment. A broad-based and diverse approach to culture can both help to regenerate communities and contribute to the standing and profile of a city. We seek to provide the widest range of opportunities for local people and visitors to experience and participate in.

Consultation on the priorities for this plan showed that Leeds people prioritise the participation by all groups and communities in cultural events. In the 2007 Annual Residents Survey, over a quarter of residents said those activities specifically for teenagers should be a priority for the council. Excellence, diversity and wider participation are also emphasised nationally and the run up to the 2012 London Olympics will focus attention particularly on participation in sport and broader cultural activities.

Leeds has a large and growing range of cultural events and facilities including, theatres, galleries and museums, sporting venues, parks and open spaces, an International Concert Season of more than 200 concerts per year, International Film Festivals, 53 Libraries and renowned opera and ballet companies. Leeds City Council also has a longstanding commitment to free events for local people such as Party and Opera in the Park and to community festivals such as Chapeltown Carnival.

Over the last three years, substantial investment in cultural facilities has resulted in the first phase of restoration of the Art Gallery and Central Library where we have seen an 85% increase in visitor figures, the opening of the Kirkstall Abbey visitor centre; refurbishment of the Grand Theatre, and opening of an Aquatics Centre at the John Charles Centre for Sport. Further opportunities will be created by the opening of Leeds' new museum in 2008, restoration of the City Varieties Music Hall; a major redevelopment of Garforth Library and two new leisure centres in Armley and Morley. Extensive consultation about parks and open spaces has resulted in an additional £4.5m of investment to improve community parks across the city.

However, there is still a great deal of progress to be made in ensuring that Leeds has the highest quality cultural facilities and activity that are accessible and inclusive of all its citizens. Some of Leeds' cultural facilities still do not match the quality of its events or fulfil their potential to help put Leeds on an international stage. A sustainable future also needs to be found for some of Leeds' most exciting cultural events, for them to thrive and grow.

We need to do more to increase people's access to cultural opportunities. We are working towards doubling visitor figures for Leeds' museums and galleries; creating initiatives to

bring more people to cultural buildings in the city centre and finding ways to better represent all sections of the community and consult people about what they want.

Leeds is working particularly hard to ensure that young people can enjoy the cultural opportunities on offer. The Breeze Card is an increasingly useful channel for children and young people to access cultural activities and facilities. Over 167,000 Breeze card holders participate in 100 holiday sports programmes while a further 15,500 attend Breeze on Tour activities across Leeds. We need to further develop ways of better coordinating opportunities for young people to engage in creative activity outside school, to ensure that no young people are left behind.

Our priorities listed below will enhance the cultural life of Leeds to reflect its status as a vibrant cosmopolitan city and enable everyone to participate in and enjoy what the city has to offer.

### **Improvement Priorities**

#### **What we want to deliver by 2011:**

- Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities.
- Facilitate the delivery of major cultural schemes of international significance.

#### **Supporting Strategies:**

##### **Cultural Strategy\***

##### **Informed by:**

- Library Plan
- Renaissance in the Regions (Museums Strategy)
- Parks and Greenspace Plan
- Taking the Lead: A strategy for sport and active recreation in Leeds 2006 to 2012
- Physical Activity Strategy\*
- Children and Young People's Plan 2006-09

\*In development

## Enterprise and the Economy

### Strategic Outcomes

#### What we want to see by 2011:

- Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy.
- Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre.

#### Context

The story of Leeds is an undeniable success and the renaissance of the Leeds economy underpins the city's success.

Between 1996 and 2006 the city has seen Gross Value Added increase by 36% and 59,000 new jobs, more than any city outside London. Recent investment in the city has been phenomenal with £3.2bn invested in commercial property development and a further £7.2bn under construction or in the pipeline. Major new developments such as the £800m Eastgate and Harewood Quarter, £300m Trinity Quarter, the regeneration of the Aire Valley and the completion of the East Leeds Link road (which will unlock 400 hectares of prime development land and a potential 30,000 jobs over the next 10-15 years) will build on the recent history of success.

However, we are not complacent about Leeds' future economic performance and significant challenges remain. Leeds has produced fewer new start up businesses than other cities and far fewer new businesses are set up in the poorest parts of the city. Similarly, consultation for this plan showed that spreading enterprise to the more deprived parts of the city and equipping the workforce with the skills to participate in the economy were key priorities. The business community also emphasised the need to make the most of private sector investment and enhance the city's reputation as a centre for knowledge and innovation.

The city council fulfils a pivotal role in guiding the city's renaissance and providing a supportive framework for investment and development including investing in the public realm – such as creating new public spaces like Millennium Square and redeveloping City Square. The council and its partners are supporting economic development and regeneration in neighbourhoods and local communities across the city in programmes such as the Town and District Centre Programme and Local Enterprise Growth Initiative which is specifically aimed at developing enterprise, creating new jobs and boosting prosperity in the city's most disadvantaged communities.

Leeds is also an engine of growth for the City Region and the region as a whole. In 2006, a Leeds City Region Development Plan was launched to accelerate the creation of new jobs in the area, particularly by enhancing transport links and the skills of the local workforce. A multi area agreement between Leeds, its neighbouring local authorities and government will help deliver the ambitious goals set out in the City Region Development Plan.

However, if Leeds is to achieve all it can for its residents and the wider region it must establish itself on the international stage and attract businesses and investment from further

afield. We are now developing a new Economic Development Strategy which will build on the current core aims and incorporate many recent changes. This includes the recognition of increasing globalisation and the growing consensus the significance and importance of climate change.

Our priorities listed below seek to support our aspiration to ensure Leeds' continued success and establish it as a leading European city which provides better outcomes for local people and narrows the gap between the most disadvantaged people and communities and the rest of the city.

### **Improvement Priorities**

#### **What we want to deliver by 2011:**

- Increase innovation and entrepreneurial activity across the city.
- Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment.
- Increase international communications, marketing and business support activities to promote the city and attract investment.

#### **Supporting Strategies:**

Leeds Economic Development Strategy\*

Informed by:

- City Region Development Plan
- Regional Economic Strategy 2006-2015
- Leeds Renaissance Framework
- Regional Spatial Strategy to 2016 (Published December 2004)
- Local Development Framework, core strategy and other policies

\*in development

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## Learning

### Strategic Outcomes

#### What we want to see by 2011:

- An enhanced workforce that will meet future challenges through fulfilling individual and economic potential and investing in learning facilities.

### Context

Learning is central to achieving our aspirations for the city. A skilled and well-trained workforce is vital for the future prosperity of Leeds and for everyone to share in that success. In addition, learning and educational success helps to promote better wellbeing and health for individuals and communities and supports a culturally vibrant city. The foundations for this are laid in our schools but, increasingly, training to update and acquire new skills will be a lifelong activity for us all.

Leeds' schools and early year's providers have made great progress in recent years, strengthened by massive investment in award-winning new buildings and IT systems for schools and children's centres. Early year's provision is a strength of the city and the most recent results show strong improvements. Primary schools are good and results are in line with national averages and performance in similar areas. Secondary schools have improved strongly in recent years, particularly in those schools in the most challenging circumstances. Results for 14 year olds are now in line with national averages and similar authorities. Outcomes at GCSE have seen strong and sustained improvement so that results are now in line with similar areas, and are close to the national average. However, despite this progress significant challenges remain. Particular priorities include: increasing the progress made by learners throughout secondary school; raising attendance in secondary schools and reducing the number of students who are persistently absent; and lastly narrowing the gap in achievement for vulnerable groups of children and young people, especially those from low income families, those with special educational needs, some Black and Minority Ethnic groups and lastly, but importantly, Looked After Children and Young People.

Increasing participation and educational success for young people is a key priority. At present fewer young people continue in learning or employment after the age of 16 in Leeds than in similar areas or nationally. Vulnerable groups of young people are more likely to not be in learning and work. As such it is important that schools, colleges and partners continue to work together to develop better choice and better routes and pathways to learning so that all young people are engaged, successful and ready for adult life.

Around a fifth of the Leeds workforce were recorded as having no skills in 2005, and although a survey showed in 2005 that 63 per cent of respondents had undertaken some form of training in the previous year, more will have to be done if the workforce in Leeds is to meet the national targets set out in the government's review of skills needs published in 2006. This review set a target of 90% of the workforce having level 2 skills (equivalent to five good GCSEs) by 2020. The current figure for Leeds is around 50%.

Consultation on the priorities for this plan showed strong support among all groups for improving the results achieved by children and young people and raising the participation levels among our children and young people in education and training. The business community also emphasised the importance of the city's universities and colleges.

The priorities below address these issues and will measure the improvement achieved by our young people and across the workforce over the coming three years.

### Improvement Priorities

#### What we want to deliver by 2011:

- Enhance the skill level of the workforce to fulfil individual and economic potential.
- Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap.
- Improve learning outcomes and skill levels for 19 year olds.
- Increase the proportion of vulnerable groups engaged in education, training or employment.
- Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.

#### Supporting Strategies:

Children and Young People's Plan 2006-2009  
People Centred Places\*

Informed by:

- Leeds 14-19 Strategy 2006-2010
- Education Leeds Strategic Plan 2004 – 2007
- HE/FE Plans

\*in development

## Transport

### Strategic Outcomes

#### What we want to see by 2011:

- Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours.

#### Context

Whether a journey is in a car, on a bus or train, on two wheels, or on foot and whether it is to get to work, school or to the shops, quality of life is undoubtedly enhanced by being able to move around more easily. Similarly, moving people and goods within Leeds and beyond is key to the city being a good place to do business. Accessible, affordable, and convenient transport will make a big contribution to the city being a place where people want to live and work. Our aspirations are to deliver this goal and ensure that future growth is not constrained by transport difficulties.

Leeds has good transport links - the M1, M621 and A1 (M) provide good road links to other parts of the country; Leeds' railway station has the highest number of passengers of any station outside London with 90,000 passengers using the station every day and it has recently undergone refurbishment to meet this growing demand. Leeds also has an extensive bus network with about 90 million passenger journeys every year. Innovations like guided bus routes along converted central reservations have improved journey reliability and punctuality.

Transport is however, a major concern for local people. Consultation during the autumn of 2007 to identify priorities for this plan found that improving the quality, accessibility and use of public transport was a priority for all groups and improving access to job opportunities was a key issue for many. Similarly, the business community emphasised the need to improve international links and connectivity for the benefit of both local businesses and people. In 2007 residents said that road and pavement repairs were the most important issue in their local area and should also be a top priority for the council.

However, as more people live in and travel to work in Leeds, greater strain will be imposed on the transport system. Road traffic grew by 4.9% between 1996 and 2006 and further growth is predicted. In 2001 around 108,000 people commuted into Leeds daily for work and that number is estimated to have grown significantly in recent years; and in 2006 the total number of trips into the city averaged about 122,500 a day; consequently, further investment to boost the capacity of the transport system, particularly for buses and trains in Leeds will be needed to meet rising demand within the city and the surrounding area.

A proposal to upgrade the city's buses and develop a high grade transit system is under development and this could deliver a fast and convenient alternative to the car for many journeys, as well as reducing congestion and pollution. With our neighbouring local authorities and Metro, we are working together to improve rail and bus links within and around Leeds and have established an ambitious 25 year Transport Vision which will ensure that these improvements are City Region based rather than just within Leeds. We are also investing heavily in highways maintenance to significantly improve the network. Supplementing Central Government funding, we have made an extra £82m available to



complete hundreds of schemes across the city by 2012 which will significantly improve the condition of our streets.

The priorities below address these issues and also indicate how improving our streets and roads and public transport can contribute to reducing the number of people killed or seriously injured in traffic accidents as well as help to improve the city's environment.

### **Improvement Priorities**

#### **What we want to deliver by 2011:**

- Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking.
- 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.
- Improve road safety for all our users, especially motor cyclists pedal cyclists and pedestrians.

#### **Supporting Strategies:**

West Yorkshire Local Transport Plan 2006-2011

Informed by:

- 25 year Leeds city-region Transport Vision
- Highways Asset Management Plan
- Traffic Management Action Plans
- Regional Transport Strategy as part of Regional Spatial Strategy

\* in development

## Environment

### Strategic Outcomes

#### What we want to see by 2011:

- Reduced ecological footprint through responding to environmental and climate change and influencing others.
- Cleaner, greener and more attractive city through effective environmental management and changed behaviours.

### Context

We are fully committed to being at the leading edge of responding to the challenge of climate change and so managing and adapting to this challenge is a key priority for Leeds. Fortunately, Leeds is well placed to meet this challenge. The council monitors its impact on the environment through the rigorous EMAS standard including issues relating to air quality and environmental noise, and with local partners working together to develop a Climate Change Strategy to mitigate the impact of climate change on the city.

Local residents also feel the environmental challenge is important. In 2007, 14% of local residents surveyed said that a clean neighbourhood (without litter or graffiti) was one of the five things most in need of improvement in their area. A third of residents said that rubbish and litter lying around was a local problem and over a quarter said that vandalism and graffiti were also local problems. Linked issues like the state of pavements and roads and access to parks and green space were also cited as issues of concern. A well maintained environment contributes to other important aspects of wellbeing like accessibility and opportunities for leisure and relaxation, and we are proud that two-thirds of Leeds' area is green space and a number of our parks have already achieved Green Flag status. Extensive consultation about parks and open spaces has resulted in an additional £4.5m of investment to improve community parks.

Waste and recycling is also important locally. Doorstep recycling collection and local recycling facilities have been used by virtually all local residents and there are generally high levels of satisfaction with the facilities provided in Leeds. However, Leeds' performance in terms of recycling and particularly waste going to landfill is average in comparison with other authorities and further progress will be needed to meet the ambitious targets we have set for recycling.

The environment is a key priority locally, nationally and globally. The UK Government is on track to reduce its CO<sub>2</sub> and other greenhouse gas emissions by 12.5 per cent (using 1990 levels as a baseline) as part of its commitment under the Kyoto Protocol. This has been achieved through greater energy efficiency; promoting less polluting and encouraging the use of renewable sources of energy; and also reducing the amount of pollution emitted from all energy sources. The current Climate Change Bill proposes a statutory framework for reducing greenhouse gas emissions and will set 'carbon budgets' to drive forward reductions in CO<sub>2</sub> emissions by households, businesses, local authorities and other public bodies.

We will all have an obligation to change our behaviour to mitigate the effects of climate change. The council, for example, is already reducing its impact on the environment by switching the majority of its electricity to 'green electricity', establishing schemes within its

buildings to involve staff in managing environmental impacts, and delivering and advising on energy efficiency in both privately owned and Housing Association homes. Through planning regulations, developers and partners are being encouraged to improve design quality and sustainability to reduce the environmental impact of their activities. For example, developers working in Holbeck Urban Village have produced a sustainability report to support planning applications which covers energy efficiency, waste management and the reduction of CO<sub>2</sub> emissions.

The impact of climate change can be clearly seen in Leeds and will be an increasingly critical issue for the city. Parts of the city were flooded, both in June 07 and January 08, and consequently we are working with our partners and actively participating in seeking to secure an effective flood defence system.

The priorities below set out where we are concentrating our efforts over the next three years to take on the challenge to improve the city's environment.

### **Improvement Priorities**

#### **What we want to deliver by 2011:**

- Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill.
- Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.
- Undertake actions to improve our resilience to current and future climate change.
- Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces.
- Improve the quality and sustainability of the built and natural environment.

#### **Supporting Strategies:**

- Local Development Framework
- Regional Spatial Strategy to 2016
- Climate Change Strategy
- Integrated Waste Strategy 2006 - 2025
- Leeds Strategic Flood risk assessment
- West Yorkshire Local Transport Plan
- Energy and Water Management Plan
- Parks and Greenspace Strategy
- \*in development

## Health and Wellbeing

### Strategic Outcomes

#### What we want to see by 2011:

- Reduced health inequalities through the promotion of healthy life choices and improved access to services.
- Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.
- Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.

#### Context

People in Leeds are growing healthier and living longer. At birth men can expect to live for 76.2 years compared to 74.6 years in 1997. Life expectancy at birth for women has increased from 80.1 years to 81.2 in the same period.

A challenge for Leeds is that this increase is not evenly spread across the city. The gap between richer and poorer areas of Leeds can be counted in extra years of life and it is not narrowing. Despite the death rate falling in Leeds during the last ten years, the fall has been faster in the wealthier parts of the city. Children born today in the city's most disadvantaged neighbourhood can expect to live almost twelve years less than those in areas of Leeds which enjoy the best health.

As people live longer they should also enjoy more years of good health. Again this is more likely in the wealthier parts of the city. It is inevitable that longer life and the increasing number of older people will increase the need for additional services or support to maximise the capacity of elderly or vulnerable people to continue living independently.

Health is influenced by many different factors. Some of these will be improved by action undertaken within other themes, particularly culture through sport and physical activity and the environment through cleaner air and noise reduction. Our lifestyles and choices around issues like smoking, drinking or exercise have an impact not just on our health as individuals but also on the health needs of Leeds as a whole. People with poor diets or who do not take enough exercise are much more likely to become overweight or obese which brings with it a higher risk of diabetes, stroke or heart disease. Excessive drinking also contributes to ill health and increases the risk of injury or accidents. The rate of sexually transmitted diseases is rising among young people in Leeds.

Leeds is rising to the challenge to have active lifestyles that encourage improved health and well-being. In 2007, there were over four million visits to Leeds City Council leisure centres and 36,470 visits to 'Active Life' classes, for people aged over 50, across the city.

Through schemes such as Keeping House which has assisted over 2,000 older and disabled people in Leeds to find practical support and help in the home, the council and its partners are working hard to help adults and particularly older adults to live happy and independent lives. Adult care services in Leeds have recently been commended for achieving quality of life improvements for vulnerable adults and helping them to get better access to services.

By giving direct payments to more people we are working to give more choice to people so that they can choose for themselves the services they want. Take up of direct payments have more than doubled over the past 12 months resulting in over 300 more people having greater choice and control over the services they receive.

To meet the challenge of reducing health inequalities in Leeds, the Council working with our key partners in the health service we will work to increase the number who quit smoking, and increase their rate of physical activity across all age groups. In partnership the Council will also tackle drug and alcohol misuse co-ordinated action to reduce the number of teenage conceptions. We want to give greater independence to vulnerable people by supporting them to choose the services to improve their opportunity and quality of life. Direct payments and individual budgets will help to achieve this alongside improved access to mainstream services, such as training for a job or enjoying local community and recreational facilities.

There remains much more to do to reduce health inequalities for local people and improve their physical, mental and social wellbeing. Our new priorities set out below detail how we will meet these challenges in the coming years.

### Improvement Priorities

#### By 2011:

- Reduce premature mortality in the most deprived areas.
- Reduce the number of people who smoke.
- Reduce rate of increase in obesity and raise physical activity for all.
- Reduce teenage conception and improve sexual health.
  
- Improved assessment and care management for children, families and vulnerable adults.
- Improved psychological mental health and learning disabilities services for all who need it.
  
- Increase the number of vulnerable people helped to live at home.
- Increased proportion of people in receipt of community services enjoying choice and control over their daily lives.
  
- Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk.

### **Supporting Strategies:**

Health and Wellbeing Plan\*

Children and Young People's Plan 2006-9

Informed by:

- Leeds Tobacco Control Strategy 2006-2010
- Food Matters: a food strategy for Leeds 2006-2010
- Leeds Childhood Obesity Strategy 2006-2016
- Leeds Alcohol Strategy 2007-2010
- Older Better Strategy 2006-2011
- Leeds Emotional Health Strategy 2008/11
- Leeds Mental Health Strategy 2006-2011
- Supporting People Strategy 2005-2010
- Physical Activity Strategy
- West Yorkshire Local Transport Plan

\*in development

## Thriving Neighbourhoods

### Strategic Outcomes

#### What we want to see by 2011:

- Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.
- Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.
- Increased economic activity through targeted support to reduce worklessness and poverty.

#### Context

The priorities in this theme are key concerns of local people. Low crime, low levels of anti-social behaviour and affordable, decent housing are the three most important things for making somewhere a good place to live according to Leeds residents in 2007. Tackling crime and anti-social behaviour were also cited as two of the top five priorities for the Council to tackle.

Stakeholders consulted on priorities for this plan echoed the views of residents: crime, housing and reducing worklessness were chosen as the top priorities in that exercise. Councillors in particular saw this theme as vital for 'narrowing the gap' in the city between areas with low crime, good housing and high employment and more deprived parts of Leeds.

Partnership work with West Yorkshire Police to reduce crime, anti-social behaviour and the fear of crime in those neighbourhoods with the highest crime levels has proved successful with crime falling by more than a quarter over the last three years, the second highest fall in crime in the country. However, there is more to do to reduce crime further by targeting persistent offenders and addressing anti-social behaviour and the problems that arise from alcohol and drug misuse.

The council has made significant progress in improving council housing to ensure that by 2010 it will meet the national 'Decent Homes' standard. Work with private sector landlords has resulted in over 2,300 empty homes being brought back into use in the last year and we have provided grants and advice to enable lower income households to heat their homes as cheaply and efficiently as possible. However, many households are finding it increasingly difficult to buy or rent a home in the city and higher fuel bills mean that an increasing number of residents find it difficult to heat their homes.

The Council will work with its partners to deliver more new housing at a level that is affordable to buy and rent to ensure that we can meet the housing needs for all residents and not just those on high incomes. Work is underway to improve existing homes and build new homes through our existing PFI scheme in Swarcliffe with further work planned for Little London and Beeston Hill. The East and South East Leeds Project (EASEL) will deliver over 5,000 new homes, along with community facilities and businesses over the next 15-20 years, helping to create strong and sustainable communities in those areas.

There are neighbourhoods where too many people do not have a job, households are dependent on benefits and children grow up in poverty. Many residents do not have a bank account or can not borrow or save money at reasonable rates. The Council will work with its partners to support residents to obtain the right skills to secure work and progress in existing and new jobs. We will extend our award winning programmes to give households greater control over their money and access to trustworthy and reliable savings and credit so that families can be financially secure.

The priorities below build on these successful programmes to create the conditions for thriving neighbourhoods over the next three years.

### Improvement Priorities

#### By 2011:

- Increase the number of “decent homes”.
- Increase the number of affordable homes.
- Reduction in the number of homeless people.
- Reduce the number of people who are not able to adequately heat their homes.
- Increased financial inclusion in deprived areas.
- Reduce crime and fear of crime.
- Reduce offending.
- Reduce the harm from drugs and alcohol to individuals and society.
- Reduce anti-social behaviour.
- Reduced bullying and harassment.
- Reduce worklessness across the city with a focus on deprived areas.
- Reduce the number of children in poverty.
- Develop extended services, using sites across the city, to improve support to children, families and communities.



### **Supporting Strategies:**

Leeds Housing Strategy 2005/06 – 2009/10

Regional Spatial Strategy

Local Development Framework

Children and Young People's Plan 2006-9

Safer Leeds Strategy 2005 -2008

Regional Spatial Strategy - 2016

Local Development Framework

Informed by:

- Leeds Affordable Warmth Strategy 2007-2016
- Leeds Domestic Violence Strategy 2004-2007
- Leeds Alcohol Strategy 2007-2010

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## Harmonious Communities

### Strategic Outcomes

#### What we want to see by 2011:

- More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services.
- Improved community cohesion and integration through meaningful involvement and valuing equality and diversity.

#### Context

Local pride, a sense of belonging and neighbourliness are key ingredients for the sorts of places people want to live in. Leeds residents report high levels of belonging and satisfaction with where they live. In the 2007 Annual Residents Survey three quarters of respondents said they feel they belong to their neighbourhood and nearly half (46%) said they feel that local people work together to improve their neighbourhood. Two thirds of residents said that people of different backgrounds got on well together and three fifths of residents said that people respected ethnic difference where they lived. Overall 81% were satisfied with their neighbourhood as a place to live.

However, not all parts of the city share this sense of belonging and neighbourliness in equal measures. Residents in the south of the city were less likely to say they belonged to their neighbourhood or that people worked together to improve their neighbourhood. Young people were less likely than older people to say that people of different backgrounds got on well together where they lived or that people respected ethnic differences where they lived. Although a third of residents said they were satisfied with the way they could influence public services in their area, over a third said they would like more say in making decisions that affected their local area.

In parts of the city the Council has put in place Neighbourhood Managers to encourage local people to speak out and work with those delivering services to make the changes needed in their neighbourhood. Results show that people in these areas feel that they can make themselves heard and that they are listened to. Satisfaction with the way that problems like litter, graffiti or anti-social behaviour are dealt with has risen. Other services like the Police have also put in place neighbourhood teams so that they are closer to the local community they serve.

There are numerous groups and organisations in the city, known collectively as the Voluntary, Community and Faith sector, that support a wide range of activity and services needed in local communities. These organisations provide opportunities for local people to volunteer their time and skills to help others in their community and foster good relationships. Groups such as these are often community led and supported by grant funding and are vulnerable to changes in the way public services are delivered and grant funding is provided. The council is committed to working in partnership with this sector to ensure that it can continue to offer locally based services and opportunities for local citizens to take an active part in community life.

A growing and increasingly diverse population creates new challenges as well as opportunities for creating strong cohesive communities. Integrating new migrants from

Eastern Europe as well as long established communities will enrich the city over time but perceptions of disadvantage or unfairness need to be addressed immediately. Fostering more ways for people to engage in and shape the life of their communities will be a vital part of the process of creating strong, sustainable and harmonious communities.

The priorities and targets below will measure progress towards these goals over the next three years.

### **Improvement Priorities**

#### **What we want to deliver by 2011:**

- An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents.
- 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.
- Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services.
- An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.

#### **Supporting Strategies:**

Community Engagement Framework 2006

Community Cohesion Action Plan

Children and Young People's Plan 2006-9

**SECTION 3**  
**MAKING IT HAPPEN**

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## **STREAMLINING THE CITY'S PLANNING FRAMEWORK**

The Leeds Strategic Plan sets out the goals that Leeds City Council and its partners have agreed to achieve over the next three years to help achieve the longer term objectives contained in the Vision for Leeds 2004 to 2020. The Leeds Strategic Plan is effectively the delivery plan for the long term Vision for Leeds.

We have used the legal requirement to develop a new Local Area Agreement (LAA) for Leeds as an opportunity to make the planning process in the city simpler. The Leeds Strategic Plan replaces two plans, the Council's Corporate Plan, which contained the Council's priorities for the City (and itself as an organisation) and the Leeds Regeneration Plan which focused on 'narrowing the gap' between the poorest and wealthiest parts of Leeds.

Leeds City Council and its partners have also revised the structural arrangements of the Leeds Initiative to ensure that the partnership is fit for purpose to deliver the ambitions laid out in our Vision for Leeds and our outcomes and priorities in the Leeds Strategic Plan.

The council has produced its own Business Plan which will describe how the council will organise itself to deliver what it has agreed to do in the Leeds Strategic Plan. Other partners will also have their own business and action plans to deliver what is agreed in this plan and integrate their other goals.

City wide plans will be translated into action at an area level and for particular services. Area delivery plans (ADPs) will provide the local interpretation of the Leeds Strategic Plan reflecting and shaping the partnership activities for each area. The Area Delivery Plans are developed by each of the ten area committees. These committees are led by councillors representing local citizens embedding democratic accountability into partnership activities at an area level. Local councillors have extensive knowledge of local conditions and can articulate priorities from different perspectives.

On a different scale, it is increasingly an accepted fact that the Leeds economy works on a wider scale than the administrative boundaries of the city, and the success of Leeds also brings greater prosperity to neighbouring towns and cities. Therefore, to complement the targets in the Leeds Strategic Plan we have also agreed a Multi Area Agreement (MAA) for Leeds and its neighbouring authorities.

We have also taken into account other local and regional plans, including the Local Development Framework and the Regional Spatial Strategy and the Regional Economic Strategy.

## **EFFECTIVE DELIVERY THROUGH PARTNERSHIP WORKING**

Leeds has a good record of partnership working. Since 1990 Leeds Initiative has brought together public agencies, private businesses and voluntary, community and faith groups to develop a shared vision of a successful, prosperous and inclusive Leeds. Leeds Initiative has also developed a 'Compact for Leeds' to support the work of the city's voluntary, community and faith groups. This recognises the role and value and community activity. It encourages the effective use of resources and promotes equal partnerships through good communication, consultation and sharing of information.

Building on these foundations Leeds City Council and its partners have adopted a set of partnership principles to make sure that our joint efforts really do achieve our common ambition:

**to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds**

through:

- focusing on the partners' common purpose and community needs;
- having clear responsibilities and arrangements for accountability;
- good conduct and behaviour, treating all partners and stakeholders equally, fairly and respectfully;
- informed, transparent decision-making and managing risk;
- developing skills and capacity individually and as a partnership to deliver the outcomes and priorities in this plan; and
- engaging stakeholders in drawing up our outcomes, priorities and targets and keeping people informed on how well we are delivering.

The challenge for the Leeds Strategic Plan is to apply these principles to deliver real improvements for local people. This requires new ways of partnership working in Leeds, sharing information and pooling resources among partners where this brings benefits through greater effectiveness and efficiency. The Local Government and Public Involvement in Health Act 2007 creates a new duty for partners to cooperate in the delivery of targets in this Plan and this sets a context for us to deepen partnership working. Closer partnerships may be the right solution in many cases and the Council and its partners will explore the potential of extending joint service delivery and joint commissioning to deliver services more efficiently and effectively.

## **MEASURING AND MANAGING PERFORMANCE**

Delivering on our targets is essential if the Leeds Strategic Plan is to achieve our ambitions for Leeds and its residents. This will be a collective endeavour for all the partners to this agreement. Senior council officers will have lead accountability for each of themes, improvement priorities and targets in the Leeds Strategic Plan and will work with similar senior officers in partner organisations. Every partner will have regard to all the targets in the Plan when drawing up their own budgets and business plans. Partners will commit to leading or contributing to the achievement of specific targets in the Plan and will then be held to account for doing the things needed to meet those targets.

We have developed reliable measures for each target and have put in place robust processes for regularly reporting performance. These processes will measure progress against each target as well as the Plan's impact on wider objectives like equality, community cohesion and sustainability. For some targets, measures will be broken down by their impact on particular areas of the city and on the basis of gender, ethnic origin, age, disability, religion or belief and sexual orientation.

The Council is ultimately accountable for working with its partners to draw up and deliver the Plan. The Executive Board (of senior councillors) will receive regular reports on performance and recommend actions and changes to plans where performance is not on target. The council's Scrutiny Boards will also receive regular performance reports and have an opportunity to discuss issues of concern, call-in council officers and partners to account for their work to deliver targets in the plan and make recommendations to the council and its partners to improve performance.

The Leeds Strategic Plan is a partnership plan and the Council will, through the Leeds Initiative, agree its contents with and engage partners to monitor and manage the performance of the plan. The Leeds Strategy Group will bring together the Council and its partners to monitor performance against the targets in the plan, allocate resources, develop new ways of delivering more effectively for Leeds and regularly review the contents of the plan.

Other thematic groups in the Leeds Initiative will also be kept informed of progress in relevant areas and contribute to the delivery of the Leeds Strategic Plan through developing more in-depth strategies and action plans. Local business representatives and representatives from voluntary, community and faith groups are involved alongside public sector partners in the work of these groups.

The ten area committees across the city will also be reviewing progress towards achieving targets identified at an area level. They will be particularly vigilant in assessing improvements at a neighbourhood, as well as an area, level. The achievement of these targets will make a fundamental contribution to achieving the overall city wide targets and outcomes.

Local people will receive regular updates on performance through stories in About Leeds, the Council newspaper, on the Council and Leeds Initiative websites and elsewhere. For example, progress will be reported to the Leeds Youth Council. Everyone will have opportunities to give their views on how well the Leeds Strategic Plan is being delivered.

Up to 35 targets in this plan have been negotiated and agreed with Government Office and reflect shared priorities with national government. Progress against these targets must be reported annually to the government who must agree to any changes to these targets.

## **REVIEWING AND REVISING THE LEEDS STRATEGIC PLAN**

Leeds' priorities will inevitably change over time and the priorities and targets in the Leeds Strategic Plan will be regularly reviewed and updated to ensure this plan is still relevant and addresses the city's real needs.

The council and its partners will collect and use information on social, economic and environmental conditions and trends, including performance data against the targets in this plan, to change priorities and set new targets as necessary. Already, the council and the PCT are working jointly to assess current and future health needs in Leeds through a Joint Strategic Needs Assessment. The findings from this assessment will inform future health priorities in this plan.

Public opinion, gained through regular resident surveys will also feed into the setting of priorities and targets in future versions of this plan. The views of council Scrutiny Boards, Area Committees and other partners and stakeholders will also be taken into account before the council and its partners agree any changes to the contents of the Plan.

The Audit Commission will assess on an annual basis conditions and prospects for the city through a new Comprehensive Area Assessment process. Achievement of the targets in the Leeds strategic plan will form part of the Audit Commission's annual assessment of how well Leeds is improving. Further, more specific reviews on particular issues can be required where the Comprehensive Area Assessment suggests there is a risk of underperformance. Where the Audit Commission feels that performance in Leeds is unsatisfactory it will recommend new priorities for the Leeds Strategic Plan and the council and its partners will negotiate with the Government whether a target should be set to address that issue. Government Office will monitor performance and initiate discussions where performance is not on track and can intervene where performance is significantly below what is expected.

At every stage the Council will inform, consult and involve local people, representatives of geographical communities and communities of interest, partners and stakeholders in the city and beyond where relevant, and draw on expert analysis to ensure that the priorities and targets in the plan have been rigorously challenged, are truly robust and are relevant to the achievement of our ambitions for Leeds.

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**COUNCIL  
BUSINESS PLAN  
2008-11**

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# Our Values



## Looking After Leeds

We are committed to improving the quality of life in Leeds and want to inspire pride in our city and communities. We will work with our partners, build on our successes and protect our city for future generations.



## Putting Customers First

We will make sure our services meet the needs of our customers and communities. We will communicate clearly and work hard to find out and respond to our customers' needs. We are committed to providing excellent services that are value for money.



## Treating People Fairly

We value the diversity of our communities and strive to ensure that everyone shares in the city's success. We will tackle discrimination and improve access to our services - especially to those with the greatest need.



## Valuing Colleagues

We know that the good work of our colleagues is key to providing excellent services. We will support colleagues and encourage them to work creatively.



## Foreword

We are delighted to present the Council Business Plan which covers the period from 1 April 2008 until 31 March 2011. This is the sister plan to the Leeds Strategic Plan 2008-11 and its successful delivery is vital to the delivery of our shared outcomes and priorities detailed in that plan. It may be helpful to think of the Council Business Plan as the **smarter working** that helps us to achieve the **better results** in the Leeds Strategic Plan.

There are a number of challenges ahead. Not only do our citizens expect us to deliver excellent services that meet their needs and are good value for money; but this is in the context of a tight financial settlement from Government. We will need to be more efficient and to deliver more for less.

This plan is structured around a set of business outcomes and improvement priorities which set the roadmap for our business transformation and organisational change over the next three years. We feel our vision for the organisation is very well expressed in our outcomes which are:

- **We are a values led organisation and our people are motivated and empowered.**
- **We are an intelligent organisation, using good quality information to deliver better outcomes.**
- **Our resources are clearly prioritised to provide excellent services and value for money.**

The delivery of this plan will set us well on the way to realising our vision.

The plan also includes the principles underpinning our financial planning and methodology we will use to allocate our resources to support the delivery of the Leeds Strategic and Council Business Plans.

This plan has been prepared through a process of consultation and we are pleased that many of you have already had the opportunity to input your ideas for improvement. However, we know that the real challenge is in the translation of this plan from paper into reality. This will require each and every one of our people, staff and elected members alike, to take on these challenges and make the changes happen on a day-to-day basis. We need everyone to play their part in putting our values at the heart of what they do and in all their interactions with each other, our customers and partners.

We would like to take this opportunity to thank everyone in advance for the hard work and dedication that will go into making this plan a reality.

Cllr Andrew Carter, Leader of the Conservative Group  
Cllr Richard Brett, Leader of the Liberal Democrat Group  
Paul Rogerson, Chief Executive

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## SECTION 1 – Introduction and Context

"Our Mission is to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds"

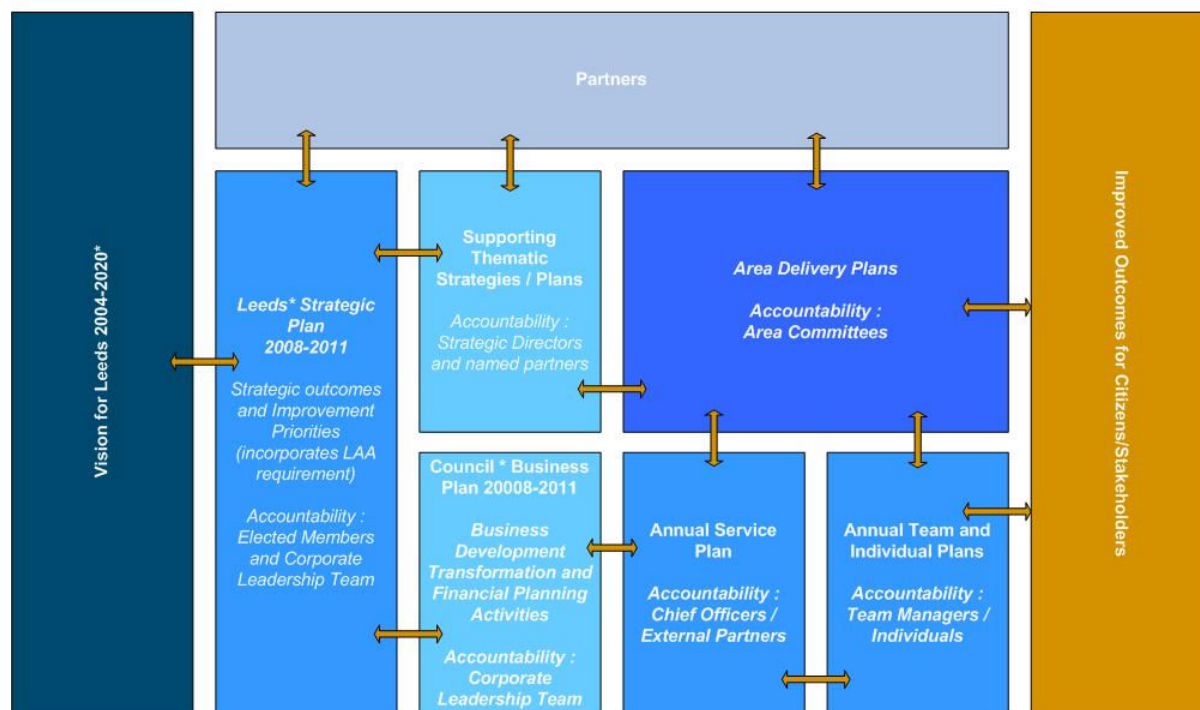
### Introduction

Leeds City Council is already a high performing authority and has been consistently judged in recent years as a high performer when compared against other local authorities. However, we recognise that in order to continue to be a top performing organisation we need to carry on changing and adapting. We must be flexible, responsive and confident in order to rise effectively to the challenges provided by the changing needs of our citizens and the public service landscape we work within. We must make sure that our staff perform well, are constantly learning and that there is effective leadership at all levels. This needs to happen whilst we also transform our services so our customers receive excellent services which are efficient, effective and meet their needs.

### Our Planning Framework

This plan, the **Council Business Plan 2008-11**, forms a key part of our planning framework which is illustrated in the diagram below:

Corporate Planning Framework (2008-11)



\*forms part of the council's Budget and Policy Framework

The **Leeds Strategic Plan 2008-11** sets out the outcomes and improvement priorities that Leeds City Council, either on its own or in partnership with others, has agreed to achieve over the next three years to help deliver the longer term objectives contained in the Vision for Leeds 2004 to 2020. Or put another way the Leeds Strategic Plan is the delivery plan for the long term Vision for Leeds but also includes within it our obligations to prepare and agree a Local Area Agreement<sup>1</sup> (LAA).

This plan, the **Council Business Plan 2008-11**, plays a key role as it sets out our business development, organisational change, business transformation and financial planning activities for the next three years. The successful delivery of the Council Business Plan will make sure that we, as an organisation, are in good shape to be able to deliver on the Leeds Strategic Plan 2008-11.

Area delivery plans (ADPs) provide the local interpretation of the Leeds Strategic Plan reflecting and shaping the partnership activities for each area. The ADPs are developed by each of the ten area committees. These committees are led by councillors representing local citizens embedding democratic accountability into partnership activities at an area level.

In addition, individual service plans provide information on the specific tasks, actions and resources required to achieve the high level priorities and targets set out in the Leeds Strategic Plan and the Council Business Plan. They are developed annually at service level and are monitored throughout the year. These plans provide the link through to team and individual plans.

### ***The Challenges for Local Government***

There are many challenges facing local government, arising from the changing needs of our citizens and communities, as well as from central government's reform agenda. We will have to be flexible and responsive in order to rise to these challenges and deliver the improvements needed. Some of these key challenges include:

**Place shaping role** – under new legislation the council's role to provide strategic leadership for the city is further enhanced. At the heart of this is the Local Area Agreement (LAA) which includes a single set of improvement priorities to ensure that we and our partners are all working closely together on the things that matter to local people. In Leeds we have incorporated the requirements to prepare a Local Area Agreement into the Leeds Strategic Plan 2008-11 and through this improvements will be monitored and co-ordinated across the city.

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<sup>1</sup> The LAA is an agreement we sign with Government which sets out a limited number of improvement areas that reflect national and local priorities.

**Choice and personalisation** – “one size fits all” is no longer an acceptable approach to delivering services. Citizens expect more choice, they expect services to be tailored to their needs, joined up and delivered in convenient ways and at a time that suits them. Clearly this is a two way process where we consult and engage with local people and they are empowered to get involved. Also key to this is the strengthening of the role of local councillors and local democratic arrangements.

**Value for Money/Efficiency** – the 2007 Comprehensive Spending Review presents an important challenge as we are being asked to deliver high quality services within a tight budget settlement. This will require us to be more efficient and innovative and up the pace of improvement and transformation - making the most of a variety of tools and techniques including:

- Business process improvement to re-design services around customer needs;
- Collaborative approaches to service delivery;
- Smart procurement and use of competition;
- Better use of technology; and
- Improved asset management.

**Comprehensive Area Assessment <sup>2</sup>(CAA)** – the CAA will focus on the outcomes being delivered in the city, not only by us, but also jointly with our partners. It will be based much more on the priorities which are important locally as set out in the Leeds Strategic Plan 2008-11. This new regime has fewer indicators and targets through a single National Indicator set of 198 indicators, supported by locally defined indicators where appropriate, focusing much more on the outcomes delivered for local people.

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<sup>2</sup> The CAA is the new performance management regime being introduced by the Audit Commission to assess the councils’ performance against the outcomes and improvement priorities it, along with its partners, have agreed for Leeds.

## Section 2 – What we want to achieve

### *Our Vision for the Future*

Ultimately we want to be an organisation that ensures the delivery of improved outcomes for the city of Leeds and its people; has a strong culture of 'One Council' represented through the behaviours of our colleagues and forges effective partnerships for the good of the city and its citizens. In order to achieve this we will need to embrace new ways of working, make best use of technology, innovate and collaborate, continuously improve and deliver real customer focus.

We have already started this journey of transformation - in 2006 the Council's Executive Board received a report outlining proposals in respect of the next phase of the Council's change programme. Branded **Smarter Working: Better Results** its objectives are to:

- Create an organisation that is flexible and responsive, clearly focused on delivering improved outcomes for local people;
- Increase organisational capacity to provide more effective strategic leadership and direction for both the organisation and the city;
- Maximise the contribution of senior and middle managers to increase capacity and creativity within the organisation to better enable service improvement and modernisation;
- Organise Council services in the most appropriate and effective way having regard to the outcomes being sought for the city and its people, and
- Create an ethos of a **one council** approach.

This change programme has already delivered some significant pieces of work including: the creation of four new thematic directorates and the alignment of the new Leeds Strategic Plan with the Local Area Agreement. We recognise that it will take some time to fully achieve some of these objectives, particularly those that relate to changes in culture and behaviours which need time to become fully embedded. Two of the most important strands of work already underway include:

- Our leadership challenge '**From Good to Great**' which was launched in September 2007. This sets out the behaviours and culture we are aspiring to create and covers both Council and partner representatives recognising the need to respond to the challenge of leadership across the city.
- We are developing a one council approach which ensures that our Chief Officers and senior managers have greater accountability for service delivery and service performance. This includes developing arrangements that ensures we work effectively in partnership with others and establish mechanisms to ensure the Council operates as a single, coherent whole.

We are aiming to create an organisation that is fit for purpose on an ongoing basis, and is able to make continuing and sustainable improvements in service performance and become recognised as an exemplar of modern Local Government. Therefore, the transformation programmes initiated within **Smarter Working: Better Results** form a key part, and are central to the delivery of, the Council Business



Plan. Where there are key linkages these are highlighted in relation to each of the business plan outcomes and improvement priorities set out below.

### **Our Outcomes, Improvement Priorities and Big Ideas**

In an organisation as large and complex as ours there are a significant number of changes and improvements which we will need to make over the next three years. This detailed change agenda will touch the whole organisation and support us in the achievement of the Leeds Strategic Plan 2008-11 and our long term vision for the organisation.

These changes are structured around a set of business outcomes and improvement priorities - where the outcomes state where we want to be and the priorities are the high level business improvement activities which need to be delivered in order to achieve the outcomes. In addition, for each of the three outcomes we have also identified an overarching **big idea** which represents a major transformational activity. These big ideas cut across several improvement priorities and encapsulate the essence of what we are trying to achieve in each area. In effect they are some of the really big changes that you will see delivered by March 2011.

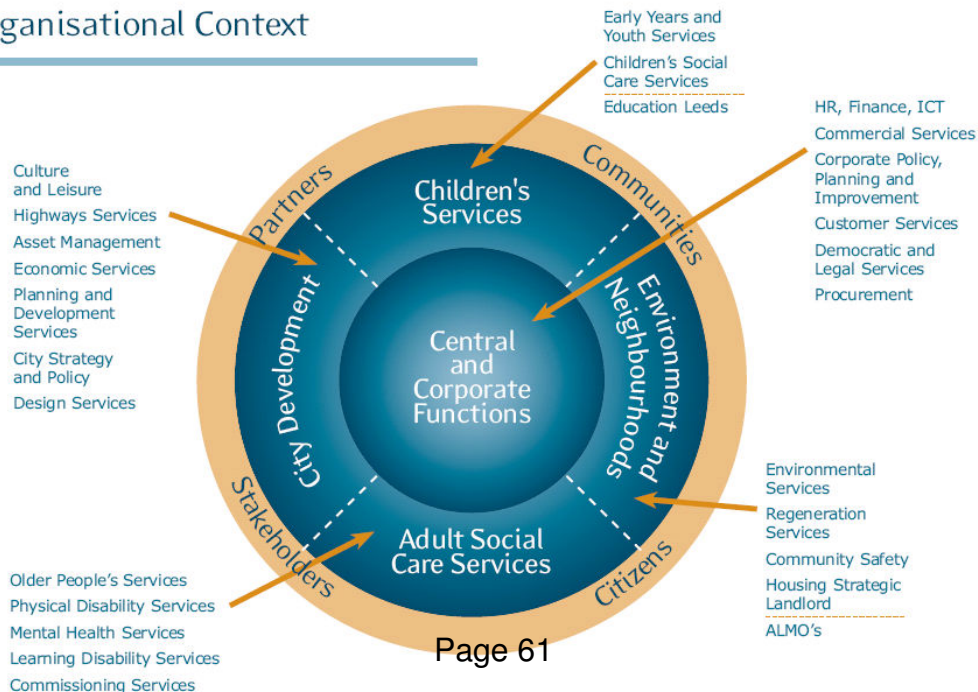
**Business Outcome 1**

**We are a values led organisation and our people are motivated and empowered**

#### **Context**

Our most important asset is our people who are at the heart of what we do. We recognise that a well led, capable, effective and empowered workforce are needed to ensure we achieve our mission. In total, the council employs approximately 35,000 people, either directly or through arms length arrangements such as our Housing Arms Length Management Organisations (ALMOs), Education Leeds and schools. These staff are organised under four thematic directorates, supported by a group of central and corporate functions (as illustrated below):

#### Organisational Context



Our staff are employed in the following areas:

<b>Area</b>	<b>No. Employed *</b>
Leeds City Council	17081
Schools	15287
Education Leeds	1079
ALMO's	1106
TOTAL	34553

\*Permanent and temporary staff employed as at 31 March 2008

In addition to these directly employed staff, we are also supported in delivering the city's priorities by significant capacity from the private sector, including for example, design services, street lighting, grass cutting and property maintenance.

Without the right people, it is unlikely that even the most comprehensive of plans will deliver the step change in performance being demanded of local government. We have the potential to make huge improvements by ensuring we have the right people with the right knowledge, skills and behaviours employed in the right place in the organisation. Workforce planning can help us to achieve this and we acknowledge that this is an important issue for us going forward. We need to improve our longer term thinking about future service pressures and needs, and what we need to do now to ensure we are fit for purpose in the future. Through this plan we are ensuring that the links are made between the Leeds Strategic Plan 2008-11 and our plans for recruitment and retention, staff development and training.

Effective employee engagement will continue to be a priority ensuring that the council's employees continue to be ambassadors for the city and the authority, bringing tangible benefits to workforce recruitment and retention, morale and productivity and, ultimately, organisational performance.

We are committed to increasing equality for, and valuing the diversity of, all communities in the city. Irrespective of background everyone should experience similar life chances, access to services and work opportunities in order to develop a strong sense of an individual's local rights and responsibilities. Equality, diversity and cohesion and integration remains a key improvement issue for the council and whilst we have made massive strides in the last few years, much more needs to be done. Not only is there a complex legal framework for equality but understanding our changing communities is a key challenge for our city. It is essential that equality and diversity is embedded within the culture of the organisation. We also recognise that balanced diversity within our own organisation serves the council and local people well by providing a wider talent pool for recruitment; improving our knowledge of different communities and supporting our social inclusion aspirations. Although we have made good progress in this regard our workforce still does not fully reflect the changing diversity of the city at all levels of our organisation.

Our Elected Members represent and provide a voice for the community across the 33 wards of the Leeds district. They contribute to policy and strategy and make key decisions on behalf of the people of Leeds. They do this through a 'Leader Cabinet' model (known locally as the Executive Board) and this is the council's principal decision making body. The Board meets in public session approximately 12 times a

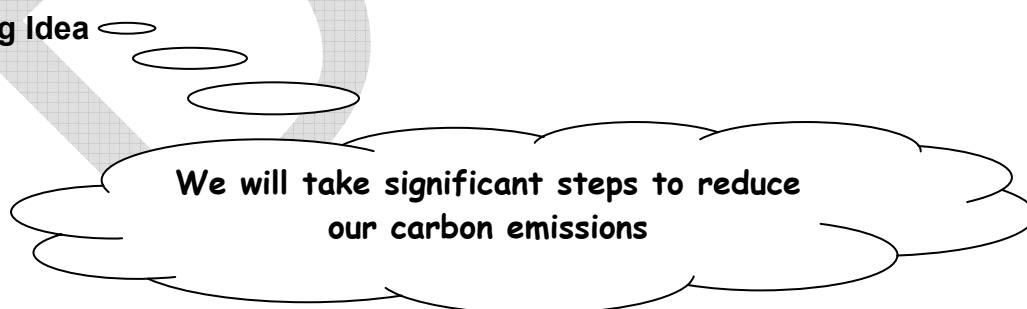
year. These arrangements are supported by our Scrutiny Boards which examine the decisions and policies of the council and act in a 'watchdog' role. Scrutiny makes sure that the people of Leeds are getting the best out of their public services.

Good governance is key to the corporate health and success of the council and is therefore high on the agenda. Our governance arrangements comprise the systems and processes for the direction and control of the organisation. This brings together our political and officer arrangements to ensure robust and transparent policy development and decision-making. We set ourselves high standards and seek to embed the principles of good corporate governance in both the culture and systems of the council. The Local Government and Public Involvement in Health Act 2007 requires us to review our 'Leader Cabinet' operating model by December 2009. This coupled with a white paper motion in June 2007 from Full Council has initiated a review of our democratic arrangements, including officer delegations, going forward. At the centre of this review is the issue of how councillors can be better involved in decision making.

The climate change agenda will have a big impact on us all in the future and we recognise that we need to act now to ensure effective mitigation and adaptation. Our biggest contribution to this agenda is our ability to influence the city through our policies and activities eg transport policies, planning policies and regeneration investment to create sustainable communities. Our Climate Change Strategy and the Leeds Strategic Plan 2008-11 set out our ambition to lead a city-wide solution. However, our partners are clear that in order to lead we have to demonstrate that we are reducing our own significant CO<sub>2</sub> footprint. Whilst we already monitor our environmental impact through the international EMAS standard we need to more closely integrate this with our performance management system in order to deliver the reductions in our CO<sub>2</sub> emissions over the next three years and beyond.

## **Our Priorities for Improvement**

### **The Big Idea**



The vast majority of our CO<sub>2</sub> emissions come from our buildings and we want to take action now to shrink our carbon footprint far into the future. By doing this we will be making our contribution to reducing the carbon footprint of the city and the region and setting an example to encourage others to do the same. We recognise that there is no one solution to achieve this but we are undertaking to:

- ensure all new and refurbished buildings commissioned by the council meet Building Research Establishment Environmental Assessment Method (BREEAM) “excellent” standards with maximum ‘energy credits’;
- invest strategically in energy efficiency and renewable energy technologies to reduce CO<sub>2</sub> emissions from the existing estate;
- reduce our overall office floorspace eg by the delivery of a corporate document records facility; and
- explore new ways of working that are more flexible and efficient to reduce CO<sub>2</sub> emissions, particularly from travel.

## **Our Improvement Priorities**

### **By 2011 we want to:**

#### **Organisational Design and Workforce Planning**

- Ensure we have the right staff, in the right place with the right skills at the right time
- Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals
- Improve understanding and transparency of our decision-making and accountability processes

#### **Leadership**

- Improve leadership at all levels including officers and elected members
- Enhance our leadership of the city
- Strengthen communication (skills and mechanisms) at all levels

#### **Democratic engagement**

- Strengthen our democratic processes to improve governance and policy making
- Maximise member involvement in policy development, decision making and accountability

#### **Equality Diversity and Cohesion and Integration**

- Ensure colleagues reflect the diversity of our communities at all levels
- Ensure fair access to all our services
- Embed equality and diversity throughout the organisation

#### **Sustainability**

- Reduce the carbon emissions arising from our buildings, vehicles and operations
- Increase the proportion of socially responsible goods and services that we procure
- Support the achievement of our strategic outcomes through our corporate social responsibility programme

## Delivering the priorities

A variety of work is required in order to deliver these improvement priorities some of which has already commenced and some of which are still to be scoped and agreed. In particular there are a wide range of projects within the **Smarter Working: Better Results** programme which support the delivery of this outcomes including:

- Implementation of One Council accountability, support and intervention framework to include core competency framework, performance based appraisals and personalised training and development
- Development of a one council approach to organisational design
- Delivery of “**From Good to Great**” leadership challenge
- Delivery of one council approach to equality and diversity
- Development and implementation of one council approach to cohesion and integration
- Development and implementation of a one council approach to communication
- Development and Implementation of a clear and coherent officer governance framework
- Development of a one council approach to commissioning

Other programmes of work are set out within other supporting strategies, action plans and within service plans across the organisation. At the high level this includes:

### Supporting Delivery Strategies/Programmes:

- People Strategy
- Equality and Diversity Scheme
- Climate Change Strategy
- Member Development Strategy
- Ethical Audit Action Plan
- ‘Leeds By Example’ programme

## Business Outcome 2

**We are an intelligent organisation, using good quality information to deliver better outcomes**

### Context

Local Government is being asked to define its role as a place shaper. In order to do this effectively we need know about our population, their needs and wants and understand how these are likely to change over time. This involves looking at the data we gather from our customers and stakeholders and the way we manage this to ensure we get the maximum value from this strategic asset. Evidence has identified that whilst our services are being successfully integrated and brought together to facilitate the delivery of positive outcomes to local people, the lack of joined-up and integrated information and knowledge to support this change is becoming a barrier to progress. It also does not support the One Council approach we are seeking through the change programme. Given this, we have already established a strategic Information and Knowledge Management (IKM) vision and the next three years will see the delivery of some of its early milestones including many underlying systems and processes.

Our customers and service users provide an important source of information and intelligence for us. Whilst “Putting Customers First” is already one of our core values, we recognise that we have more work to do to embed the wider customer agenda - our challenge is to meet the rising expectations of our customers whilst improving overall efficiency in the way services are designed and delivered. The Local Government and Public Involvement in Health Act 2007 pays particular attention to public accountability, community engagement and customer satisfaction in meeting local needs.

Research has demonstrated the strong connection between how informed people feel about council services and how satisfied they are with those services. There is a clear link between council communication and reputation, highlighting the value of good communications in building a strong reputation for local authorities. In addition, the Local Government and Public Involvement in Health Act 2007 has emphasised the importance of community engagement and two-way communications. This ‘localism’ agenda requires greater levels of resident involvement and inevitably that requires both more and different forms of communication with local stakeholders. All this means we need to look carefully at our future communication and engagement activity to ensure these are focused on local areas and communities, and to provide co-ordinated information with opportunities for residents to get involved in ways which meet their needs. Local people will need to have more of a say in the way in which their services are delivered.

The media and the ways in which people get information are changing dramatically. There is an increasing fragmentation of the mass media, with traditional channels being less effective at reaching broad audiences. Traditional communications channels, such as the news media and websites, are evolving and changing to meet the demand for 24 hour information, local issues and quicker responses. New forms of communication, many based on innovative technology, present us with

opportunities to target different audiences with tailored information for relatively low costs. Over the next few years we need to exploit new social media tools whilst maintaining a focus on traditional written and face to face methods of communication. We also need to ensure our communication channels and messages take account of the diversity of our communities and ensure access for all residents.

Leeds City Council branded communications will continue to be a fundamental part of building relationships with residents and communities, as the council will only gain credit if stakeholders recognise that the council is providing these services. Work to ensure that the council brand is consistently linked to council services will continue to be vital in building support, trust and reputation.

## **Our Priorities for Improvement**

### **The Big Idea**



We currently do not have a single consistent view of our customers and this prevents us from fully understanding our customers' needs and wants. The problem is not a lack of information, as we already have many council computer systems that have customer information included on them. The issue is, we are not currently able to bring this information together to analyse and share it, and to help us improve our understanding of what our customers want and need. Over the next three years we will start to manage our customer information in a way that allows us to deliver a one council understanding of our customers.

This will mean staff who deal directly with customers will have access to this core information and will be confident that it is up to date and correct. This will enable us to provide better services and be a more customer focused organisation. We will be able to plan, deliver and monitor our service provision more efficiently and effectively. Our customers will benefit from all services having access to their information leading to a simpler and more consistent experience when they contact the council.

## Our Improvement Priorities

By 2011 we want to:

### Information and knowledge management

- 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

- Improve our understanding of our customers
- Increase choice so customers can access services in more convenient ways
- Improve our services based on customer feedback
- Manage customer expectation and deliver on our promises
- 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

### Stakeholder Engagement

- Increase involvement, engagement and participation of all communities especially under-represented groups
- Build trust with local communities to encourage greater engagement

## Delivering the priorities

A variety of work is required in order to deliver these improvement priorities, some of which has already commenced and others which are still to be scoped and agreed. In particular there are a wide range of projects within the **Smarter Working: Better Results** programme which support the delivery of this outcome including:

- Development and implementation of a one council approach to communication
- Develop a one council approach to community engagement and involvement
- Development of a one council approach to customer relations

Other programmes of work are set out within other supporting strategies, action plans and within service plans across the organisation. At the high level this includes:



**Supporting Delivery Strategies/Programmes:**

- Information and Knowledge Management Strategy
- ICT Strategy
- Equality and Diversity Scheme

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### **Business Outcome 3**

**Our resources are clearly prioritised to provide excellent services and value for money**

#### **Context**

The Comprehensive Spending Review 2007 sets out the expenditure across the public sector for the three years of this business plan. The rate of growth for local government equates to 1% in real terms which represents a tight settlement in a climate of increasing demands. Some specific grants are still available for areas like housing, waste and planning and will be more generous. Fewer of our grants will be ringfenced and there are new freedoms and flexibilities which can be used to raise funding. However government has been clear that it expects Council Tax increases to be below 5% and for local government to deliver 3% annual cashable efficiency gains. In response to this the council has developed a new approach to the allocation of resources - based on need, efficiencies and priorities which ensures our budget setting is policy-led. Section 3 sets out the detailed financial plan which underpins the delivery of the Leeds Strategic and Council Business Plans 2008-11 but in order to stay within this resource allocation we will need to deliver improvements, efficiencies and value for money. Our aim is to do this at the same time as delivering improvements in our services.

Of particular concern in terms of our internal efficiency is our high level of staff sickness. This issue affects everyone, it puts more pressure on the staff who are at work, means we have to call in agency staff to cover absence and can delay the delivery of key services to the public. However, we recognise that people do get ill and in particular we need to support those with long term illnesses and ensure that they only return to work when they are fit to do so. We are aiming to address this through our People Strategy and have set ourselves key targets to drive this improvement.

All this must also be seen in the context of demographic changes which will increase the demand on Council services, therefore, leading to greater financial pressures, including an aging population and changes in migration patterns. Also, our service user expectations are rising, they expect to receive excellent services in an efficient and effective manner.

The delivery of value for money services in a tight budget situation requires us to look again at the way we commission services. A robust and transparent commissioning process requires us to understand the needs of our citizens. We also need to ensure that we are both user and outcome focused, that we understand the market and have the most effective provider arrangements in place. We have recognised the need to develop a one council approach to commissioning but more than that we also recognise the efficiency that working jointly with our partners may bring. We also need to consider further opportunities for improvement and efficiency through collaboration or provision of shared services. Delivery of this agenda will enable us to not only deliver better services but also to maximise efficiencies.

In order to ensure as much of our resource as possible goes into the provision of frontline services we need to make sure our back office functions are as efficient and effective as possible. We have an excellent record here with both our procurement and asset management services having been awarded beacon status. Again we are not resting on our laurels and want to do more - for example during 2007-8 we procured about £550m worth of goods, works and services from the private, voluntary and other public sector organisations and we are confident that this huge buying power can be further harnessed. We are also well placed to deliver further efficiencies by offering services to other organisations or by collaborating with others. Similarly our large asset base can also be used to support our priorities eg the sale of our stake in Leeds Bradford International Airport in 2007 generated income which we have re-invested in the delivery of our priorities. In support of this we recently brought together our corporate property management resources into one service and over the next few years these economies of scale will deliver savings whilst also allowing managers to focus on the delivery of their own services.

Technology has the potential to help us to deliver service improvement and value for money by enabling the provision of services in new and innovative ways. We recognise that ICT is a key enabler for improving current business processes, reducing organisational costs and raising workforce performance. We have already identified in outcome two a huge area where ICT can enable such improvements – in our information knowledge management agenda - but it can also enable closer working and collaboration across agencies and other partners at a local level. We recognise that we need to focus on developing and using our ICT more proactively over the next few years in order to support the delivery of our priorities.

Efficiency, improvement and service transformation go hand-in-hand and are allied to our ambitions on value for money and service improvement. Service improvement already occurs on an on-going basis at all levels across the organisation. Improvements vary from small, incremental improvements carried out as part of the day to day management processes through to major transformation programmes like **Smarter Working: Better Results**. We recognise that as a large organisation we have many major change processes occurring at the same time. These are not always co-ordinated and prioritised in such a way that enables/supports services like ICT to align their resources to corporate priorities. We need to take steps to manage and co-ordinate this better. It is also important to understand that much change happens within services and again as an organisation we need to support and facilitate this better through the provision of specialist skills and support to managers.

Good service planning is essential to delivering excellent services and to ensuring the delivery of the Leeds Strategic and Council Business Plans. They provide the link between the corporate vision and values and the team and individual plans to ensure there is a golden thread running through the organisation. Since 2002 we have had a corporate service planning approach. This has resulted in huge improvements in the quality and consistency of these key documents. However, there is still room for further improvement and in particular we need to ensure that better links are made within these documents to key corporate agendas like workforce planning, risk, financial and performance management.

## Our Priorities for Improvement

### The Big Idea



The delivery of an ambitious efficiency and service improvement agenda is essential for our long term financial security. More specifically we have set ourselves targets for the delivery of 10% efficiency savings across our support services. However, since we are starting from a relatively efficient baseline, having already delivered £1 m of savings, we know that we will not be able to deliver this target through incremental change alone. We need to look at more radical solutions and, in particular, to explore the opportunities for collaboration and shared service provision with both the private sector and other public bodies. Whilst efficiency is a key driver any collaboration would also need to deliver improvements in service delivery and fit with our overall vision and values.

At this stage we are committing to explore these opportunities with an open mind in order to identify and quantify where collaboration could add value, generate the required efficiencies and drive business improvement, including the possibilities for business growth through shared service provision.



## Our Improvement Priorities

### By 2011 we want to:

#### Resource Prioritisation

- Deliver our 5 year financial strategy to align resources to our strategic priorities
- Embed sustainability in our resource management processes
- Consider all additional sources of funding available to support our priorities

#### Efficiency/Value for Money

- Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management.
- Embed value for money at all levels

#### Commissioning

- Implement a commissioning approach which is based on need, delivers value for money and ensures the best provider.

#### Service Improvement and Transformation

- Ensure strategic business transformation/improvement activity is prioritised and co-ordinated
- Enhance service improvement capacity to support business change at directorate/service level
- Embed a consistent approach to service planning which clearly links workforce planning, risk, financial and performance management.
- Explore opportunities for collaboration with private and public sector bodies

#### Partnerships

- Develop sustainable and effective partnership governance framework

#### Support services

- Improve quality and efficiency of support services

## Delivering the priorities

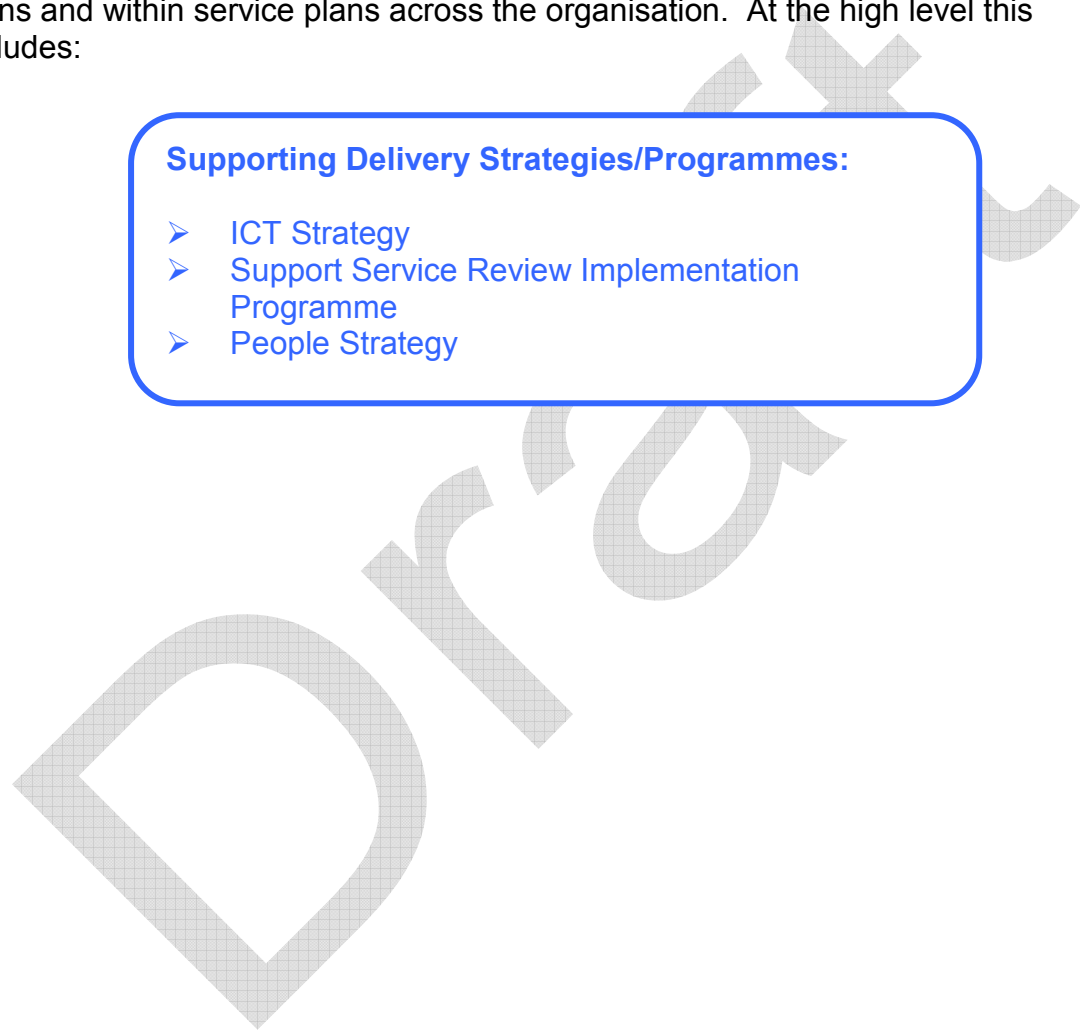
A variety of work is required in order to deliver these improvement priorities some of which has already commenced and others which are still to be scoped and agreed. In particular there are a wide range of projects within the **Smarter Working: Better Results** programme which support the delivery of this outcomes including:

- Development and Implementation of an officer governance framework
- Development of one council approach to commissioning

Other programmes of work are set out within other supporting strategies, action plans and within service plans across the organisation. At the high level this includes:

### Supporting Delivery Strategies/Programmes:

- ICT Strategy
- Support Service Review Implementation Programme
- People Strategy



## Section 3 – Resourcing our priorities

### Context

This section of the Council Business Plan sets out the principles underpinning our methodology for allocating resources to the priorities we have agreed in the Leeds Strategic Plan and Council Business Plan. The basis of the allocation of resources to services was approved by Executive Board in December 2007. This plan outlines the key issues and priorities over the planning period and provides an update to resource allocations in light of the Comprehensive Spending Review 2007 (CSR 07) and the three year Local Government Financial Settlement. These overarching principles are supported by a more detailed Financial Plan which is published separately and subject to annual review through the budget process.

The final Local Government Finance Settlement 2008/09 to 2010/11 was announced on Thursday 24th January 2008. This is the first three year settlement (following a two-year settlement for 2006/07 and 2007/08) and marks the Government's move to align Local Government' funding announcements with the Comprehensive Spending Review cycle. The increases in Revenue Support Grant (RSG) at the national and local level are summarised below:-

#### Increase in Revenue Support Grant

Year	National	Leeds	
	%	%	£m
2008/09	3.5	2.7	7.6
2009/10	2.8	2.1	6.2
2010/11	2.6	1.8	5.4

Although there are significant variations between authorities, Leeds' percentage increases are substantially below the average of the Core Cities, the West Yorkshire districts, the metropolitan districts and England as a whole:

	Increase 2008/09	Increase 2009/10	Increase 2010/11
Leeds	2.7%	2.1%	1.8%
Average Core City	3.5%	2.5%	2.2%
Average West Yorkshire District	4.3%	3.1%	2.7%
Average Metropolitan District	3.9%	2.9%	2.5%
Average England	3.5%	2.8%	2.6%

Taking account of the three year 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.

## ***Development of our Financial Plan***

A new approach to the allocation of revenue resources to services has been developed and represents a substantial shift towards policy-led budget setting. This new approach 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 the 2007/08 budget.

In developing a new approach to resource allocation, greater emphasis has been placed on directing resources to Council priorities and divesting from areas that are considered to be lower priority. The level of resources to be allocated to services has been determined by considering three components;



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.

### **Needs**

The first aspect of the new methodology has been to consider how the allocation of resources could best reflect the needs of services. To help achieve this, the Relative Needs Formulae (RNF) used by government in distributing funding to local government through the Formula Grant has been used as a basis. To put this into context approximately 54% of the Council's net expenditure is funded by Formula Grant with the remaining 46% coming from our own Council Tax revenues.

Around 70% of Formula Grant is driven by relative needs. Whilst there can be no absolute determination of need, this is considered to be a comprehensive and robust analysis which determines the relative needs between services and between authorities. 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.

Detailed analysis of the RNF 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 it would suggest that, in some instances, significant realignment between services is required.



## **Local Priorities**

The national comparative needs analysis should, however, be balanced against local priorities as it would be inappropriate for the Council's plans to be solely driven by the national needs agenda. The local prioritisation element is, therefore, a further significant contribution to setting our Financial Plan.

Whilst individual Directors, Chief Officers and, where appropriate, partners, will need to prioritise their existing resources in support of delivering agreed improvement priorities, it is important that future strategic decisions regarding resource allocation also take account of the Council's overall stated priorities.

The Council is currently in a period of transition in developing a robust commissioning based approach to support the delivery of 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.

## **Efficiency Agenda**

The third 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 CSR 07 assumes that local authorities should be able to achieve a further 3% per annum saving over the next three years whilst at the same time delivering service growth.

In the past, Leeds City Council savings targets have taken little account of the relative efficiency of each service. A different approach has been adopted which uses an analysis of 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.

## ***Overall Shape of the Financial Plan***

This new methodology has been used to determine the overall shape of our financial plan and indicative resource allocations to services over a five year period were approved by Executive Board in December 2007.

Initially the 2007/08 Relative Needs Formulae data was used to achieve a full realignment of resources by 2012/13, reflecting needs, local priorities and efficiencies. The Government has subsequently provided details of formula grant for the three years 2008/09 to 2010/11 through the local government finance settlement. Using this information, the initial five year resource allocation will be updated in order to achieve a full realignment over the next five years, but this time based on the most up to date information.

It is acknowledged that the delivery of the Financial Plan will require a significant review of some of the Council's services and activities and achievement of the planned shape will not be an easy task. The plan therefore assumes a phased implementation of the realignment in order to minimise the impact on services during the transitional period.

### ***Allocation of Resources***

Based on the new methodology the adapted allocation of resources reflects the following:

- 2% per annum targeted savings in Support Services, rising to a cumulative 10% by 2012/13. This applies to all central and local provision of administrative and support activities. Efficiencies will be generated through a variety of means including investment in Information Technology and through the rationalisation of office accommodation.
- Cash standstill over the life of the plan for Central and Corporate Functions in order to maximise resources available to front line services.
- 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 local service priorities such as the Integrated Waste Strategy, and increasing the number of Direct Payments in Adult Social Care.
- Efficiency savings targeted at areas of the Council's services which appear relatively high compared to other authorities, primarily Children's Services including the Local Education Authority and Youth and Community. Pricing policies and service provision will be reviewed where appropriate.
- A sustainable funding solution to meet the ongoing cost of the Council's pay and grading review will be identified over the life of the plan.
- General reserves will be maintained at or above the minimum level in accordance with the risk based reserves strategy.

These assumptions combined with an estimate of available resources over the life of the plan will underpin the annual review of our Financial Plan.

### ***Service Implications***

Over the remaining life of the plan, it is estimated that pay and price inflation alone could be in excess of £85m with significant service pressures over and above this. It is therefore clear from the above that substantial efficiencies will need to be achieved over the life of the plan which will require a detailed review 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.

In carrying out this work a number of principles have been agreed as follows:

- The Council will aim to achieve best in class in respect of cost, quality and performance;

- The Council will commission services according to need and taking account of fairness and equity;
- The Council will aim to maximize its potential to gain from its purchasing power;
- The Council will make best use of technology to deliver efficiency and customer focus in the delivery of services;
- Income opportunities will be maximized and where income levels are set below the optimal rate, this should be identified as a transparent subsidy;
- Opportunities will be explored to rationalise physical assets in order to achieve value for money and better outcomes for service users;
- 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;

### **Financial Risk Assessment**

In developing this methodology we have had to make a number of assumptions and therefore it is important that we highlight the principal risks that are relevant to the delivery of our Financial Plan. These have been identified as follows:

- Additional resources will not be as great as assumed;
- Pay awards and inflation vary from the levels assumed in the plan;
- Legislative changes are not anticipated;
- Forecasts of demographic trends vary from those assumed;
- Income targets are not achieved; and
- Savings from service reviews will not be sufficient

The Financial Plan is reviewed annually as part of the preparation of the annual budget. There are a number of controls embedded in this process to ensure that the principal risks are mitigated and the approved budget in any given year is robust. These controls include:

- A risk based reserves strategy which ensures that reserves are maintained at an appropriate level to secure long term financial stability
- Budget action plans in place for each directorate which set out key actions to deliver the budget and how variations will be addressed during any given year up to 2% of budget
- Rigorous budget monitoring mechanisms to ensure early identification of emerging issues
- A central contingency for items not foreseen and for items where there is a risk of variation during the year
- A risk assessment of key budgets documented in the form of formal budget risk registers

### **Summary**

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, a strategy which places resource allocation in a strong policy framework based on an analysis of needs, both nationally and locally determined, and focuses on delivering efficiencies and an understanding of local priorities has been developed.

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.

The analysis which underpins this approach is based on the latest information available, but we will continuously review needs, efficiency and local priorities throughout the life of our Financial Plan to reflect more up to date information as it becomes available.

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## Section 4 – Making it happen

### *Underlying principles and linkages*

So far we have covered **what** we want to achieve but equally important to the delivery of the Business Plan is **how** we will approach this over next three years. There are a number of core themes or key principles which run all the way through this implementation process.

### **Interconnectivity and a ‘One Council’ Approach**

We recognise that getting to the ‘root’ of many of our challenges as an organisation requires an awareness of the ‘interconnection’ between our different business outcomes and improvement priorities. For example, in order to improve leadership we need to ensure our leaders have good leadership skills, value diversity, are supported by the right performance framework, have insight into the needs of their customers, have good HR policies and procedures etc. Through our **Smarter Working: Better Results** programme we are developing and implementing a number of **one council** approaches where we feel it is important to have a common approach. Our officer governance framework also ensures that all the right people are involved in developing the policy and making the key decisions about how to implement this plan, linking into our well established political governance arrangements.

### **Our Values**

Our values illustrate how we operate and what we represent - fairness, equality and commitment to our customers. Our values are drawn from the ideas and beliefs of people throughout our organisation. They define us by saying clearly who we are, what we do and how we do it. These values influence every aspect of our business and show staff and customers what we believe in and how we choose to operate.



Our values are reflected in both the Leeds Strategic Plan and Council Business Plan but are really brought to life through the behaviours of our staff and the way we design and deliver services. We will work hard over the next three years to make sure that the implementation of our strategic and business ‘improvement priorities’ supports and embeds our values even further.

## ***Measuring and managing performance***

Effective performance management requires co-ordinated planning and review systems that enable key decision makers, at both political and officer level, to take appropriate action based on reliable and timely performance information. A key part of the development of this plan has been the identification of a set of suitable Performance Indicators (PIs) for which robust and challenging targets have been set. This allows us to measure progress towards achieving the business outcomes and improvement priorities and thus to drive improvement across the organisation.

An individual accountable officer has been assigned for each of the business improvement priorities, however, many other officers will be responsible for contributing to the delivery of each of these priorities. Arrangements are in place for the performance indicators to be regularly reviewed in order to assess whether progress against our targets is adequate. These arrangements also include independent and robust challenge by our elected members to ensure the public are getting the best out of their public services. Where progress is not sufficient we have developed a support and intervention framework which will be used to bring progress back on track. The business plan performance indicators and targets are shown in appendix 1

Some of the indicators in the business plan will also be measured on a directorate and/or service basis to ensure that all parts of the organisation are making sufficient contribution to the overall delivery of the Council Business Plan. Where appropriate, and if possible, we will also analyse our performance results by gender, ethnic origin, age, disability, religion or belief and sexual orientation. Full detail of these arrangements are set out in our performance management framework which is available on the intranet. We will be publishing regular performance reports and our balanced scorecard on the intranet and internet and annually we will publish a performance update for the public in the city's newspaper 'About Leeds'.

In addition to our own internal performance management arrangements we are also independently assessed by the Audit Commission through the Comprehensive Performance Assessment which is due to be replaced by the Comprehensive Area Assessment in 2009. Within this framework is a Use of Resources assessment which is particularly relevant to the improvement and transformation agenda within this plan. The Use of Resources is an annual assessment which looks at how well we manage our money, our business and our other resources. We are required to provide evidence that we are managing our finances effectively to deliver value for money; that we have good corporate governance, internal control and risk management; have good leadership and commission our services to deliver better outcomes and manage our natural resources, physical assets, people and technology to meet current and future need. It provides an independent judgement across all these areas with an overall scoring from 1 – 4 (where 1 is poor and 4 is excellent). The outcomes from these assessments are available to the public.

## Integration with Leeds Strategic Plan – Our Balanced Scorecard

Together the Leeds Strategic Plan and Council Business Plan represent our high level strategy for the period 2008 -11. These plans are closely linked and indeed the successful delivery of the Leeds Strategic Plan is dependent upon the delivery of the Council Business Plan. It is important that we are able to track the progress against both these plans and we intend to do this using our corporate balanced scorecard. This provides a high level traffic lighted summary of progress and signposts any problem areas for further investigation. Our corporate balanced scorecard is shown below and again we will publish regular updates through the intranet and internet.

Citizen / Strategic Outcomes	
LAA (35 +16) & LSP local PIs eg	
NI 132 Timeliness of social care assessment	●
NI 154 Net additional homes provided	●
NI 16 Serious acquisitive crime rate	●
Customer	Resources
KPI's drawn from Business Plan eg	KPI's drawn from Business Plan eg
NI 140 - Fair treatment by local services ●	NI 179 efficiency savings ●
NI 14 Avoidable customer contact etc ●	BP 3 Variance of overall budget ●
	BP 7 Maintain EMAS accreditation ●
Excellence (Internal Processes)	People & Learning & Growth
KPI's drawn from Business Plan	KPI's drawn from Business Plan eg
BP 4 Direction of travel score ●	BP 1 Number of working days lost to the authority due to sickness absence ●
BP 6 Delivery of Intelligent Organisation programme ●	BP 2 Maintain our IIP accreditation across whole organisation ●
	BP 5 Increase % staff who feel valued as an employee etc ●

Need to add in proper graphic here

## Section 5 – Managing Our Risks

Good risk management will support us in fulfilling our strategic objectives. Risk management already forms a key part of our policy-making, governance, internal control, decision-making and budget-setting arrangements. These detailed arrangements are set out in our Risk Management Policy, Strategy and Toolkit which have been developed to reflect current industry standards and good practice. In line with this, risk management is applied across directorates/services and for significant business change with risk registers in place at the corporate and directorate level, as well as for many significant projects, which are monitored and reviewed on a regular basis. Through this formal process our key strategic and operational risks are identified and managed.

This risk-based approach will be implemented to support the Leeds Strategic Plan 2008 - 11 and the Council Business Plan 2008 -11. Through this process the key cross-cutting threats and opportunities relevant to the achievement of these plans will be identified and evaluated. These risks will form part of the Corporate Risk Register. Similarly all projects, as defined under the Council's Delivering Successful Change (DSC) Framework also identify risks both prior to the start of the project, as part of the options appraisal, and throughout the lifecycle of the project. The level and rigour that is applied will depend on how critical the risk is and its potential impact.

We recognise that increasingly our services and projects are being delivered through partnerships and good risk management across our partnerships is integral. We will apply, where appropriate, our robust risk management approach to our partnerships. It is our intention to ensure our corporate risk register includes any key partnership risks which have a council wide impact.

We recognise that one of our key risk relates to our financial plan and therefore an overarching financial risk assessment is included in this document in section 3.



## **Section 6 – Review and Revision**

Our priorities will inevitably change over time and the outcomes, improvement priorities and targets in the Council Business Plan 2008-11 will be regularly reviewed and updated to ensure this plan is still relevant and continues to address our needs. In doing this we will use performance data, both relating to the targets in this plan and supporting indicators, to monitor priorities and where necessary to set new targets. The views of elected members and Scrutiny Boards and feedback from our external auditors and the Audit Commission will also be taken into account before we make any changes to the contents of the Plan. Any updates or changes will be published alongside our performance information on our intranet and internet sites

Draft

Appendix 1 Business Plan Indicators and Targets

	Indicator	Baseline Info		Targets				
		2006/7 Year End	2007/08 Result	2008/09	2009/10	2010/11		
<b>Value for Money/Resources</b>	NI 185	CO2 emissions from Local Authority operations	New indicator - no historical information. Guidance states to use 2008 (Jan - Dec) as a baseline and set targets after this		<b>Baseline to be set</b>	<b>tbc</b>	<b>tbc</b>	
	EMAS	Maintain our external EMAS accreditation	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	
	New	Delivery of Financial Plan	New indicator - no historical information		<b>95%</b>	<b>95%</b>	<b>95%</b>	
	CAA	Use of Resources Score	<b>3 (2006)</b>	<b>3 (2007)</b>	<b>3 (2008 - old framework)</b>	<b>3 (2009 new framework)</b>	<b>4 (2010 new framework)</b>	
	New	Variation to overall council budget	New indicator - no historical information		<b>100%</b>	<b>100%</b>	<b>100%</b>	
	New	Income Collection: income collected by authority in year through:						
		a) % Council Tax collected in year (BV 9)		<b>96.38%</b>	<b>96.41%</b>	<b>96.65%</b>	<b>96.70%</b>	<b>96.75%</b>
		b) % Non-domestic rates collected in year (BV 10)		<b>98.58%</b>	<b>98.72%</b>	<b>96.60%</b>	<b>98.65%</b>	<b>98.70%</b>
		c) % housing rents collected in year (BV 66a)		<b>96.69%</b>	<b>96.53%</b>	<b>97.00%</b>	<b>97.50%</b>	<b>98.00%</b>
		d) % Sundry Debtors income collected within 30 days of invoice issued		<b>97.00%</b>		<b>97.00%</b>	<b>97.50%</b>	<b>97.75%</b>
NI 179	Value for money total net value of on-going cash releasing value for money gains that have impacted since the start of the 2008-9 financial year		New indicator - no historical information		<b>£28,759 k (3%)</b>	<b>£58,476 k (6.1%)</b>	<b>£89,152 k (9.3%)</b>	
CP-P51	Assess and increase % of our total budget spent through corporate framework agreements and corporate contracts – <b>indicator to be amended to include departmental and one off contracts awaiting revised version due before 30<sup>th</sup> May</b>		<b>3.73%</b>		<b>3.86%</b>	<b>4.00%</b>	<b>4.17%</b>	

		Indicator	Baseline Info		Targets		
			2006/7 Year End	2007/08 Result	2008/09	2009/10	2010/11
<b>Customers First</b>	NI 14	Avoidable customer contact - the proportion of customer contact that is of low or no value to the customer	New indicator - no historical information		Baseline to be set	tbc	National target is for 50% reduction by Mar 2011
	Annual Survey	Overall Resident Satisfaction levels	55% (2005)	61% (2007)	No survey	65%	No survey
	NI 140	% people who say that they have been treated with respect and consideration by local public services – gathered through new Place Survey	New indicator - no historical information		Baseline to be set	n/a	tbc once baseline established
	CP-AS54	Increase the volume of total transactions delivered through customer self service	317,954	467,054	513,759	565,135	621,649
	LKI-CUS15a	Increase % complaints responded to within 15 days	46%	69%	76%	86%	95%
	LKI-CUS17a	% letters from the public that are responded to within 10 working days	Incomplete baseline data		75%	85%	95%
	LKI-CUS17b	% emails from the public that are responded to within 10 working days	Incomplete baseline data		75%	85%	95%
	CP-AS51	% calls answered as a proportion of calls offered	85%	78%	80%	85%	90%
	Annual Survey	% those making a complaint who are satisfied with the handling of their complaint	Q not asked in 2005	62% (2007)	No survey	65%	No survey
		Accessibility of council buildings – <b>replacement indicator for BV156 still being discussed and agreed</b>	BV 156 49.56%	Result tbc	tbc	tbc	tbc
	Annual Survey	% people who are satisfied that they think LCC allows residents a say in what it does	36% (2005)	43% (2007)	No survey	50%	No survey
	Annual Survey	% people who think the council keeps them well informed about services and benefits it supplies	48% (2005)	51% (2007)	No survey	55%	No survey


	Indicator	Baseline Info		Targets			
		2006/7 Year End	2007/08 Result	2008/09	2009/10	2010/11	
<b>Valuing our Colleagues</b>	BV 12	Number of working days lost to the authority due to sickness absence (average per FTE)	12.00 days	12.18 days	11.5 days	11 days	10 days
	LKI PE2	Voluntary leavers as a percentage of staff in post	9.61%	8.90%	9%	9%	9%
	CP-ES51	Increase % staff who feel valued as an employee	61% (from 2007 staff survey)		No survey	63%	65%
	CP – PE59	% staff who have had an appraisal	70% (from 2007 staff survey)		No survey	72%	74%
	CP-PE54	Increase % staff who feel they are involved in contribution to the direction of the organisation	70% (from 2007 staff survey)		No survey	74%	76%
	CP-ES 54	% of staff who feel that the council communicates well with them	59% (from 2007 staff survey)		No survey	64%	69%
	BV 17a	% local authority staff from BME communities – compared to local community	7.0%	7.7%	8.0%	8.5%	9.0%
	BV 16a	% local authority staff with disability – compared to local community	3.2%	3.2%	3.6%	3.7%	3.8%
	BV11 a-c	% of top earners who are:					
		a) women	36.47%	36.83%	39%	40%	41%
		b) From BME communities	5.75%	5.96%	6.25%	6.5%	6.75%
		c) Disabled (excluding maintained schools)	3.60%	4.05%	4.2%	4.4%	4.6%
IIP	Level of IIP accreditation across whole organisation	N/A	N/A	Level 1	Level 1	Level 1	

	Indicator	Baseline Info		Targets			
		2006/7 Year End	2007/08 Result	2008/09	2009/10	2010/11	
<b>Business Improvement/Excellence</b>	BV2a CP- EO50	Equality standard level	<b>Level 3</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 4</b>	<b>Level 5</b>
	New	Implementation of Equality and Diversity Scheme	New indicator - no historical information		<b>Baseline to be set</b>	<b>tbc</b>	<b>tbc</b>
	CP-LE50	Voter turn out in local elections	<b>37.52%</b>	<b>35.76%</b>	<b>Targets to be confirmed shortly</b>		
	New	% of projects independently assured by the Project Assurance Unit where there are significant concerns with the effectiveness of overall project management	<b>2% (Q4 2007/8)</b>		<b>0%</b>	<b>0%</b>	<b>0%</b>
	CAA	Direction of Travel Score	Improving Adequately (2006)	Improving Well (2007)	Improving Well (or better) (2008)	Improving Well (or better) (2009)	Improving Well (or better) (2010)
	New	Delivery of IO programme through % project milestones achieved vs those planned	New indicator - no historical information		<b>Baseline to be set</b>	<b>tbc</b>	<b>tbc</b>
	New	% of colleagues who have an understanding of the Council's approach to the management, use and sharing of its information and knowledge	New indicator - no historical information		<b>No survey</b>	<b>Baseline to be set</b>	<b>tbc</b>
	New	% of service areas audited where Information Governance Arrangements are assessed as being 'compliant' with corporate policy.	New indicator - no historical information		<b>Baseline to be set</b>	<b>tbc</b>	<b>tbc</b>
	New	Data Quality measured by: a) number of key systems using a corporately agreed monitoring framework and defined metrics to measure data quality	New indicator - no historical information		<b>Baseline to be set</b>	<b>tbc</b>	<b>tbc</b>
		b) % strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality	New indicator - no historical information		<b>Baseline to be set</b>	<b>tbc</b>	<b>tbc</b>
New	% key decisions which did not appear in the forward plan	<b>n/a</b>	<b>33%</b>	<b>15%</b>	<b>10%</b>	<b>5%</b>	

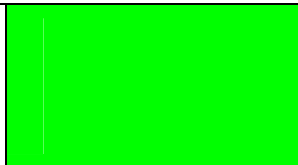
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**Corporate Assessment Actions 2008****Scrutiny Board (Adult Social Care)**

<b>Issue</b>	<b>Plan within which action sits</b>	<b>Current Position April 08</b>	<b>CO Responsibility</b>	<b>RAG status</b>
<b>Performance Management</b>				
<b>Lack of consistency for review and setting of individual targets and objectives.</b>	Council Business Plan 2008-11	New Senior Manager appraisal scheme based on core competencies and greater accountability piloted with Directors now being rolled out to Chief Officers. Middle Manager scheme being developed for Autumn 2008.	Lorraine Hallam	
<b>Presentation of service plans was inconsistent up until this year, therefore embedding of performance management culture is yet to happen.</b>	Council Business Plan 2008-11	Corporate Service Planning workshops held Feb/March 08. Quality assurance review in May 08 with report to CLT	Steve Clough	

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
<p><b>Achievement in Older People</b>  <b>No strategic approach to people over 50.</b></p>	<p>Leeds Strategic Plan 2008-11 supported by Cohesion and Integration priorities and delivery plan 2008 – 2011*</p>	<p>“The Time of Our Lives” - the draft Strategy for Older People's in Leeds - to be published July 08 - recognises this issue and focuses on greater engagement and action for this group</p> <p>'The Work streams within Older Better; Tackling Poverty, Access to Information, Tackling Social Isolation, are being examine in relation to their impact on 50+ and action plans developed accordingly.</p> <p>The Intermediate Tier Strategy is aiming to eradicate the 65+ existing age barrier for many services and will make these available to all adults Inc. 50+ Work on Falls Prevention has been extended to those under 65</p> <p>The Dignity in Care campaign is being extended to those under 65</p> <p>Emerging consultation structures in Leeds: LINKs, and the Councils equalities Assembly will specifically take account of the views of those 50 and over</p>	<p>Sandie Keene</p>	



Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
<p>Council has not yet evaluated the cover provided by the voluntary sector and other partners and therefore we do not know if provision is consistent across the city.</p>	<p>Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and Cohesion and Integration priorities and delivery plan 2008 – 2011*</p>	<p>A joint ASC &amp; PCT engagement with the 42 voluntary sector Neighbourhood Network Schemes (NNS) for OP began in February. All stakeholders are involved in a comprehensive consultation programme to agree future outcomes &amp; models for more equitable and transparent joint funding arrangements.</p> <p>Our objective is to establish clear ASC/PCT joint voluntary sector commissioning practice and mechanisms and have new joint contracts in place by April 09, to deliver improved consistency across the city in terms of funding levels and services provided as well as an improved evidence base to demonstrate the effectiveness of these preventative services.</p>	<p>Dennis Holmes</p>	

\* Plans in development

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## Report of the Head of Policy, Performance and Improvement

Meeting: Adult Social Care Scrutiny Board

Date: 24<sup>th</sup> June 2008

Subject: Performance Report Quarter 4 2007/08

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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### 1 Executive Summary

- 1.1 This report discusses the key performance issues considered to be of corporate significance identified for each of the Directorates as at 31<sup>st</sup> March 2008.

### 2 Purpose of the Report

- 2.1 The purpose of this report is to highlight key performance issues at the end of Quarter 4 (1<sup>st</sup> January to 31<sup>st</sup> March 2008) and to provide additional contextual information where relevant.

### 3 Background Information

- 3.1 This 'highlight report' has been prepared following the Accountability process, which includes the CLT meeting on 20th May and Leader Management Team on 22<sup>nd</sup> May 2008. Separate reports have been prepared for each of the scrutiny committees.
- 3.2 Scrutiny board arrangements have been slightly amended this year which has meant that performance information has had to be split differently between boards. For some PI's this split is not straightforward, for example, is teenage conception a health issue or a children's issue? For this reason we have decided for quarter 4 to report such indicators to both relevant boards. As the new arrangements bed-in greater clarity may emerge, although in theory there would appear to be no reason why dual reporting could not continue.
- 3.3 The issues discussed in this report have been identified because performance in these areas impacts upon one or more of the following; the delivery of effective services, the delivery of our corporate priorities; our CPA score; or our ability to deliver efficiency savings. This report is supported by detailed PI information.

## 4 Directorate Performance Issues

### Adult Social Care

#### Adult & older clients receiving a service

Leeds is required by statutory guidance to review the needs of adult social care recipients on a regular basis and its performance in this respect is measured through national key performance indicator PAF D40. This measures the percentage of people aged 18 or over who, at any time during the year, received an assessed social care service and have received a review in the year regardless of how long they have been receiving a service for. It includes residential & community based services but there are many people who receive one-off non-reviewable items of equipment who would not be included within the definition.

Leeds performance has improved from 53.5% in 2006/07 to 60.1% in 07/08 (provisional data). During this period Leeds has increased the number of people it supports through assessed social care services. Much of the improvement has been delivered through the introduction of a new process of provider led reviews.

Although Leeds performance has been improving steadily between 2004/05 and 2007/08, the Core city average for last year was higher at 63.27% and is on a trajectory to have further improved in 2007/08.

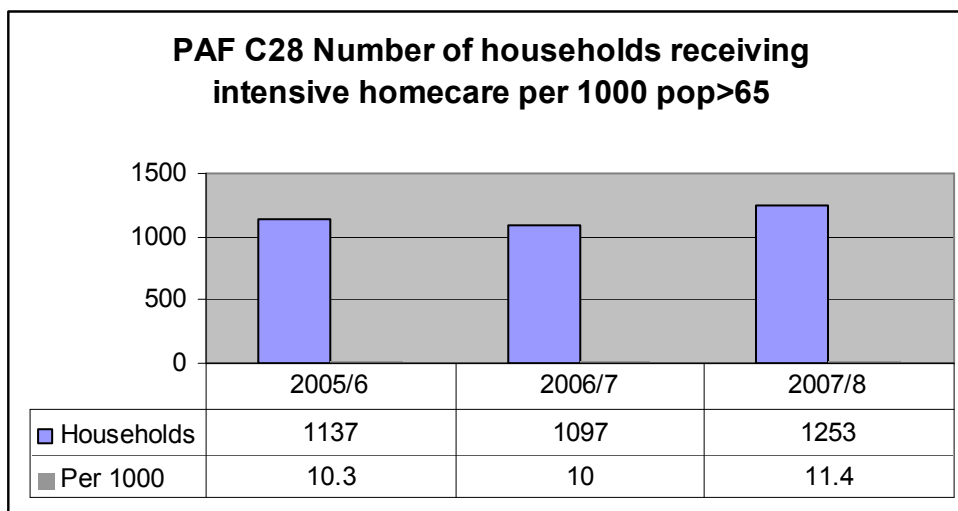
Leeds has followed a strict interpretation of how a review should be conducted based upon the 'Fair Access to Care Services Guidance' (April 2003). It has interpreted this guidance as requiring reviews to be held through a face to face meeting.

A number of other authorities in this region have interpreted the guidance more broadly than Leeds and have included telephone based reviews and postal reviews where simple services are being provided. These approaches could provide a more proportionate response to reviewing and facilitate their provision to a larger number of service recipients. Leeds is currently considering introducing these methods in 2008/09

#### Intensive Home Care

PAF C28 measures the number of households receiving intensive home care *per 1,000 population aged 65+*. Intensive home care is defined as those who receive more than 10 contact hours and 6 or more visits per week.

The provision of intensive home care services helps many people to remain at home, or to go home following hospital treatment or a period spent in a residential home. Most people prefer care in their own homes rather than in a residential home and day care helps people to live independently.



In 2007/08 the overall number of households receiving intensive home care has risen 9.2% to 1252. 26,534 hours per week intensive home care support was delivered.

This performance continues to be rated by the Commission for Social Care Inspection at band 3 (acceptable). A score of 12.0 or more would be rated within Band 4 (Good). The Leeds performance (11.4) is below that of its comparator authority average (14.4) but it should be noted that Leeds also provides an unusually high level of alternative intensive services such as day care which are not counted in the indicator.

## **5 Recommendation**

That Members note the content of this report and comment on any particular performance issues of concern.

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## Scrutiny Board - Adult Social Care Quarter 4 Performance Report 2007/08

1	2	3	4	5	6	7	9	10	11	11a	12	13	14	
Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Full Year Result	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues	
1	BV-201 CP-SSA51 C51	The number of adults and older people receiving direct payments at 31 March per 100,000 population aged 18 years or over (age standardised by age groups)	Social Services for Adults	Quarterly Numerical	Rise	40	95	↑	96	99	58	72	8	No concerns
<b>Comments</b>	Performance has significantly improved during the year and the authority has surpassed the national key threshold for the indicator as well as the target of 95. The performance score equates to a rating in the 3rd band (acceptable) for this indicator.													
2	BV-56 CP-SSA50 D54	Percentage of items of equipment delivered within 7 working days.	Social Services for Adults	Quarterly %	Rise	89	89	↑	90	91	85	85	3	No concerns
<b>Comments</b>	Current performance is rated in the highest band (very good) by CSCI. Target for 07/08 has been surpassed.													
3	LKI-SS23 D39	Percentage of people receiving a statement of their needs and how they will be met	Social Services for Adults	Quarterly %	Rise	98.30	99.00	↑	99.00	98.30	95.63	96.20	1	No concerns
<b>Comments</b>	Current performance is rated by CSCI as being in the 4th band (good). Overall the activity has remained fairly constant during the year, with a slight upward trend from an already high baseline position.													
4	LKI-SS35 D40	Adult and older clients receiving a review as a percentage of those receiving a service.	Social Services for Adults	Quarterly %	Rise	53.50	70.00	↑	60.10	76.27	64.90	63.27	7	Some concerns
<b>Comments</b>	Performance has improved from the 2006/07 year end figure, although there has been a slight downward trend in the latter half of the year. This may in part be due to some activity not yet being recorded, although this requires further investigation to asc													
5	LKI-SS36 C62	The number of carers receiving a specific carer's service as a percentage of clients receiving community based services.	Social Services for Adults	Quarterly %	Rise	6.30	7.50	↑	8.00	13.01	8.01	11.93	8	No concerns
<b>Comments</b>	Performance has improved from the 2006/07 position and is now significantly higher than it was at the end of last year. Performance is currently rated by CSCI in the 3rd band (acceptable). Under new reporting guidance procedures we have been instructed that respite care (previously counted as a service for users) is to be counted as a service for carers. This will have a significant uplift for Leeds performance on this indicator which we anticipate will rise to around 12% (5th band - very good) in the final calculation. However, it is not yet possible to adjust the indicator value to take account of this as the relevant data will not be made available to us until some time in June 2008.													
6	BV-195 D55	Acceptable (DH) waiting times for assessment	Social Services for Older People	Quarterly %	Rise	81.7	86.0	↑	87.1	83.5	72.4	71.3	6	No concerns
<b>Comments</b>	During 2007/08 we have improved our overall rating on this indicator and current performance is in the 4th band (Good). This surpasses our target (86%).													
7	BV-196 D56	Acceptable (DH) waiting times for care packages	Social Services for Older People	Quarterly %	Rise	76.8	85.0	↑	85.1	91.5	82.5	82.9	4	No concerns
<b>Comments</b>	Current performance rating is in the 4th band (good). We have now met our performance target for 07/08 and our current performance on this indicator is a significant improvement on the 2006/07 position.													

Scrutiny Board - Adult Social Care Quarter 4 Performance Report 2007/08

Reference	Title	Service	Frequency & Measure	Good Performance	2006/07 Year-End	2007/08 Target	Full Year Result	Year on Year Improvement Trend	All England Top Quartile (Based on 2006/07 Year-End data)	All England Bottom Quartile (Based on 2006/07 Year-End data)	Core City Average (Based on 2006/07 Year-End data)	Core City position 1 = Top 8 = Bottom (Based on 2006/07 Year-End data)	Data Quality Issues
8	BV-53 C28	Intensive home care per 1,000 population aged 65 or over	Annually numerical	Rise	10.00	10.00	11.40	↑	16.64	9.24	16.07	7	No concerns
<b>Comments</b>	This indicator is reported once a year and this figure represents the final result. Performance is rated in 3rd band ('acceptable') by CSCI and we have exceeded our target and 2006/07 figure. Intensive Home care has served as a proxy indicator for intensive support offered in an authority. Leeds however has significantly high levels of intensive support such as that offered through day care which is likely to reduce local demand for intensive home care support.												
9	BV-54 C32	Older people helped to live at home per 1,000 population aged 65 or over. (PAF C32)	Quarterly Numerical	Rise	74.70	88.00	85.00	↑	100.10	72.2	87.91	1	Some concerns
<b>Comments</b>	We are on target to improve our performance banding for this indicator this year and at present there are roughly 700 more elderly people helped to live at home than there were at the end of 2006/07. Additionally, the present figure is likely to undercut the actual situation as we are aware of other services which are not currently included in our figures. These will be added to the final figure during year end procedures, which will take place in May.												
10	CP-SP51	The percentage of residents satisfied with local authority sports and leisure facilities	Survey %	Rise	76	N.A.	82	↑	N.A.	N.A.	N.A.	N.A.	No concerns
<b>Comments</b>	The 2007/08 results have been taken from the 2007 annual survey and compared to the last annual survey undertaken in 2005, this result is in the 2006/07 year end column												



# DOCUMENT E

DETAILS OF PLAN/STRATEGY				2008/09 APPROVALS PROCESS					
Plan/Strategy	Frequency	Last approved by Council	Notes	Director	Scrutiny Board	Date	Executive Board	Council	Final Submission Date <sup>1</sup>
Budget	Annual	20th February 2008		Resources	Central and Corporate	December 2008	13th February 2009	25th February 2009	
Children and Young People's Plan	Three year plan – Annual update	5 <sup>th</sup> April 2006 Annual review agreed 20 June 2007	Added to the Budget and Policy Framework by Council on 11 January 2006	Children's Services	Childrens Services		11 <sup>th</sup> June 2008	2 <sup>nd</sup> July 2008	
Youth Justice Plan	Three yearly	1 <sup>st</sup> November 2005			Childrens Services				
Safer Leeds Partnership Plan (formerly Crime and Disorder Reduction Strategy)	Three yearly	20 <sup>th</sup> July 2005		Environment & Neighbour hoods	Environment & Neighbour hoods			July 2008	
Leeds Strategic Plan		New Plan	Added to the Budget and Policy Framework on 31/10/07(CG&A on 27/10/07)	Assistant Chief Executive (Policy, Planning & Improvement)	Central and Corporate/Regional Partnerships				
Health and Wellbeing Plan		New Plan	Added to the Budget and Policy Framework on 22/5/08(CG&A on	Director of Childrens Services/Director of Adult					

<sup>1</sup> Applicable where the plan/strategy requires submission to an external body

# DOCUMENT E

DETAILS OF PLAN/STRATEGY					2008/09 APPROVALS PROCESS				
Plan/Strategy	Frequency	Last approved by Council	Notes	Director	Scrutiny Board	Date	Executive Board	Council	Final Submission Date <sup>1</sup>
			14/5/08)	Social Services					
Economic Development Strategy		New Plan	Added to the Budget and Policy Framework on 22/5/08(CG&A on 14/5/08)	City Development	City Development				
Climate Change Strategy		New Plan	Added to the Budget and Policy Framework on 22/5/08(CG&A on 14/5/08)	Environment & Neighbour hoods	Environment & Neighbour hoods				
Leeds Housing Strategy		New Plan	Added to the Budget and Policy Framework on 22/5/08(CG&A on 14/5/08)	Environment & Neighbour hoods	Environment & Neighbour hoods				
Licensing Authority Policy Statement (Gambling Policy)	Three Year Plan	13 <sup>th</sup> December 2006		Assistant Chief Executive (Corporate Governance)				December 2009	
Plans and alterations which together comprise the Development Plan	N/A	17 <sup>th</sup> January 2001	Deposit stages to Executive Board. Future Council approval to be arranged at	City Development					

# DOCUMENT E

DETAILS OF PLAN/STRATEGY				2008/09 APPROVALS PROCESS					
Plan/Strategy	Frequency	Last approved by Council	Notes	Director	Scrutiny Board	Date	Executive Board	Council	Final Submission Date <sup>1</sup>
Sustainable Community Strategy	Three/four years - as determined by Leeds Initiative	24 <sup>th</sup> March 2004	Successor to Vision 1 appropriate time.	Assistant Chief Executive (Policy, Planning & Improvement)				2011	
Local Transport Plan	Five yearly	28 <sup>th</sup> February 2006		City Development	Development			2011	
Development Plan Documents		5 <sup>th</sup> April 2006	Added to the Budget and Policy Framework on 14/9/05	City Development	Development				
Children's Residential Care Strategy 2003-2005	Annual	12 <sup>th</sup> January 2005	Proposal to CG&A (26/10) to remove from B&PF removal approved at Council 11 January 2006	Children's Services		Removed from the Constitution			
Annual Library Plan	Annual	18 <sup>th</sup> September 2002	To be discontinued – no further submission required.						To be removed from the Constitution

# DOCUMENT E

DETAILS OF PLAN/STRATEGY				2008/09 APPROVALS PROCESS					
Plan/Strategy	Frequency	Last approved by Council	Notes	Director	Scrutiny Board	Date	Executive Board	Council	Final Submission Date <sup>1</sup>
			Retained on Constitution until legally amended.						
Early Years Development Plan	Two yearly	September 2004	Removed at the Annual Council meeting 22 May 2006	Children's Services					Removed from the Constitution
Children's Strategy 2002-2005	Annual	12 <sup>th</sup> January 2005	Proposal to CG&A (26/10) to remove from B&PF – removal approved at Council 11 January 2006	Children's Services					Removed from the Constitution
Community Care Plan	Annual	Not previously approved by Council	To be/removed at the Annual Council meeting 22 May 2006						Removed from the Constitution
Education Development Plan	Five yearly	15 <sup>th</sup> April 2002	To be/removed at the Annual Council meeting 22 May 2006	Education Leeds/ Learning and Leisure					Removed from the Constitution
Food Law Enforcement Service Plan – comprising the	Annual	5 <sup>th</sup> April 2006	Removed from B&PF at the AGM of Council on 24 <sup>th</sup> May 2007	Environment & Neighbourhoods					Removed from the Constitution

# DOCUMENT E

<b>DETAILS OF PLAN/STRATEGY</b>				<b>2008/09 APPROVALS PROCESS</b>					
<b>Plan/Strategy</b>	<b>Frequency</b>	<b>Last approved by Council</b>	<b>Notes</b>	<b>Director</b>	<b>Scrutiny Board</b>	<b>Date</b>	<b>Executive Board</b>	<b>Council</b>	<b>Final Submission Date<sup>1</sup></b>
Food Strategy for Leeds and the Food Safety Service Strategy Update			(considered by the CG&A on 25 <sup>th</sup> April 2007)						
The plan and strategy comprising the Housing Investment Programme	Five yearly	18 <sup>th</sup> July 2002	Removed from B&PF at the AGM of Council on 24 <sup>th</sup> May 2007 (considered by the CG&A on 25 <sup>th</sup> April 2007)	Environment & Neighbourhoods		Removed from the Constitution			
Corporate Plan	Three yearly	23 <sup>rd</sup> February 2005	Removed from B & PF at Council on 31 <sup>st</sup> October 2007 (considered at CGA on 27 <sup>th</sup> September 2007)	Assistant Chief Executive (Policy, Planning & Improvement)		Removed from the Constitution			
Council Plan	Annual	20th June 2007	Added to the B&P Framework to replace the Best Value Performance Plan and the Annual Review of the Corporate Plan	Assistant Chief Executive (Policy, Planning & Improvement)		Council agreed in November 2004 that in view of the timescales inherent in its preparation, the Council Plan is not required to be considered by the appropriate Scrutiny Board			
						Removed from the Constitution			

# DOCUMENT E

<i>DETAILS OF PLAN/STRATEGY</i>		<i>2008/09 APPROVALS PROCESS</i>							
<i>Plan/Strategy</i>	<i>Frequency</i>	<i>Last approved by Council</i>	<i>Notes</i>	<i>Director</i>	<i>Scrutiny Board</i>	<i>Date</i>	<i>Executive Board</i>	<i>Council</i>	<i>Final Submission Date<sup>1</sup></i>

## **Scrutiny Board (Adult Social Care)**

### **Terms of Reference**

1. In relation to **Adult Services**<sup>1</sup> to exercise the functions of a Scrutiny Board including the following:
  - a) to review or scrutinise the exercise of any council or executive function, or any other related matter<sup>2</sup>;
  - b) to make reports or recommendations to Council or the Executive in connection with the exercise of any functions of the Council or the Executive;
  - c) to receive and review external audit and inspection reports;
  - d) to act as the appropriate Scrutiny Board<sup>3</sup> in relation to the Executive's initial proposals for a plan or strategy within the Budget and Policy Framework;
  - e) to review corporate performance indicators and to make such reports and recommendations as it considers appropriate;
  - f) to review outcomes, targets and priorities within the Leeds Strategic Plan and to make such reports and recommendations as it considers appropriate; and
  - g) to review or scrutinise executive decisions made but not implemented.<sup>4</sup>
  
2. To receive and monitor formal responses to any reports or recommendations made by the Board.

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<sup>1</sup> These are the functions delegated to the Director of Adult Social Services under the officer delegation scheme (council functions) and the officer delegation scheme (executive functions) including matters pertaining to outside bodies and partnerships to which appointments have been made by the authority.

<sup>2</sup> including matters pertaining to outside bodies and partnerships to which appointments have been made by the authority.

<sup>3</sup> under the Budget and Policy Framework Procedure Rules.

<sup>4</sup> which have been called-in under Rule 22 of the Scrutiny Board Procedure Rules.

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**SCRUTINY BOARD (HEALTH AND ADULT SOCIAL CARE) – WORK PROGRAMME 2007/8 Outstanding Adult Social Care items**

<b>TYPE OF ITEM</b>	<b>DESCRIPTION AND CONTACT PERSON</b>	<b>NOTES</b>
Update	<p><b>Joint Strategic Needs Assessment (JSNA)</b> The Local Government and Public Involvement in Health Act 2007 specifies that local authorities and Primary Care Trusts (PCTs) produce a Joint Strategic Needs Assessment (JSNA) of the health and wellbeing of the local community.</p>	Board to receive progress report in September
Update	<p><b>POPPs (Partnership for Older People's Programme)</b> Leeds was successful in attracting a grant of £4.1m over two years through the national "Partnerships for Older People Projects" – a programme managed by the Department of Health and running from April 2006 – March 2008.</p> <p>The Leeds Programme is designed to bring about whole system re-design of mental health services for older people, as agreed by the Older Peoples Mental Health Strategy Group, as a means of accelerating the implementation of the Strategy , and also taking forward the Making Leeds Better (MLB) Dementia Pathway.</p>	<p>Board has received regular updates in 2006/7 and 2007/8. Next update requested for July.</p> <p><b>Possibly combine with commissioning Adult Social Care Services in general</b></p>
Update	<p><b>Terry Yorath House</b> Terry Yorath House is a purpose built, single storey unit, providing residential care for 12 adults with physical disabilities.</p> <p>In 2007/8, OSC recommended that the Board monitor a consultation ASC were carrying out with residents of Terry Yorath House regarding its future use. Some residents wanted to stay in residential care there, some wanted to have help to become more independent. In December 07, a 'twin track' approach was therefore decided upon by ASC, to enable both to happen. The building would be adapted to allow more independent living for those who wanted it.</p>	Resolved at the meeting in December 2007 that an update be provided to the Board regarding developments at Terry Yorath House in six months time.
Update	<p><b>Local Involvement Networks</b> A replacement for the Patient and Public Involvement Forums which were abolished on 31<sup>st</sup> March 08, LINKs will cover Social Care and Health.</p>	The Board will need to be kept up-to-date with developments/ progress and consider its received relationship with Leeds LINK once established.

**SCRUTINY BOARD (HEALTH AND ADULT SOCIAL CARE) – WORK PROGRAMME 2007/8 Outstanding Adult Social Care items**

<b>TYPE OF ITEM</b>	<b>DESCRIPTION AND CONTACT PERSON</b>	<b>NOTES</b>
Monitoring	<p><b>Big Lottery Funded “Altogether Better” project.</b> Funding for Fresh n Fruity and Active Older Leeds projects through Big Lottery funding. The Council has contracted with two Healthy Living Centres (Healthy Living Network Leeds and Feel Good Factor) to deliver the work.</p>	<p>Previous Board wanted evidence that the projects make a difference and represent Value for Money.</p>
Monitoring	<p><b>Homecare</b> In 2006/7 the Scrutiny Board raised concerns about the standard of home care services delivered by the independent sector providers in Leeds. In 2007/8 the monitoring continued quarterly and included performance of Leeds City Council’s homecare service for completeness/ comparison.</p>	<p>Board has received regular quarterly updates throughout 2007/8.  <b>Move to 6-monthly monitoring as part of a dedicated ‘performance management’ agenda</b></p>
Monitoring	<p><b>Commissioning in Adult Social Care</b> The Board heard some time ago that a commissioning strategy was being developed for Adult Social Care. It has been receiving updates on the strategy and various other aspects of commissioning, throughout the year.</p>	<p>Board has received regular quarterly updates throughout 2007/8. Next one due in July 2008.</p>

## EXECUTIVE BOARD

WEDNESDAY, 16TH APRIL, 2008

**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

Councillor Blake –Non-voting Advisory Member

### 207 Exclusion of Public

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

- (a) Appendix 2 to the report referred to in minute 211 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 disclosure could prejudice negotiations to the effect that there would be potentially increased cost to the Council at public expense and therefore be prejudicial to the public interest.
- (b) The appendix to the report referred to in minute 215 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 because the information is not publicly available from statutory registers of information kept in respect of certain companies and charities.

To release full details of these matters into the public domain would almost certainly prejudice landowners and the Council's commercial interests as there may be interventions by rival parties at this stage of the land assembly process. In addition, these kind of interventions would lead to serious prejudice to the Council's commercial interests and could damage the process of negotiations with the owners.

- (c) Appendix 1 to the report referred to in minute 221 under the terms of Access to Information Procedure Rule 10.4(5) and on the grounds that the Appendix contains legal advice the disclosure of which prior to the commencement of any legal proceedings may prejudice the Council in progressing the matter and therefore the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### 208 Declaration of Interests

Minutes approved at the meeting  
held on Wednesday, 14th May, 2008

Councillor A Carter declared a personal interest in the item relating to 'Council House Building' (Minute 217) due to his respective positions on the Outer West ALMO Area Panel and the Strategic Housing Board.

Councillor Brett declared a personal interest in the item relating to 'Council House Building' (Minute 217) due to his position on the Affordable Housing Strategic Partnership.

Councillor J L Carter declared a personal interest in the item relating to 'Council House Building' (Minute 217) due to his position on the Affordable Housing Strategic Partnership.

Councillor Smith declared a personal and prejudicial interest in the item relating to the 'Proposed Assembly of Land at Elland Road' (Minute 215) due to the occupation of a Business Unit on the site by a close relative.

Councillor Wakefield declared a personal interest in the item relating to 'Strategies to address Comparative Underachievement in Leeds Schools' (Minute 218) due to being a member of the Learning and Skills Council.

## **LEISURE**

### **209 Roundhay Mansion - Progress Update**

Further to minute 88 of the meeting held on 17<sup>th</sup> October 2007 the Director of City Development submitted a report providing an update on progress with the letting of the Roundhay Mansion as a Restaurant/Function facility and on the proposed evaluation methodology to be used to evaluate bids.

**RESOLVED** – That the progress with the marketing of the Roundhay Mansion be noted and that the evaluation methodology proposed for assessing bids, as outlined in Section 3 of the submitted report, be approved.

### **210 Minutes**

**RESOLVED** – That the minutes of the meeting held on 12<sup>th</sup> March 2008 be approved.

## **CENTRAL AND CORPORATE**

### **211 ICT "Applications Infrastructure"**

The Director of Resources submitted a report on a proposed ICT Software Applications Infrastructure strategy and associated governance arrangements and a proposed strategic partnership with Microsoft for the future provision, development and deployment of the Applications Infrastructure components.

Following consideration of Appendix 2 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 Microsoft and Microsoft approved partners be selected as the strategic partners of Leeds City Council for the development and

Minutes approved at the meeting  
held on Wednesday, 14th May, 2008

deployment of the 'One Council' Applications Infrastructure as defined in Appendix 1 to the submitted report.

- (b) That all business requirements that have a potential ICT element be directed through Corporate ICT Services, who, in partnership with the particular business area concerned will decide on what is the best value technology solution to meet those requirements.

## **212 Equality and Diversity Scheme 2008-2011**

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report on a proposed new single Equality and Diversity Scheme incorporating the Council's race, disability and gender equality schemes.

### **RESOLVED –**

- (a) That the report be noted and that the Equality and Diversity Scheme 2008-2011 as attached at appendix 1 to the report be approved.
- (b) That the Equality and Diversity Scheme be referred to Overview and Scrutiny Committee for consideration, with Overview and Scrutiny Committee being requested to monitor progress of the scheme against the action plan.

## **213 Progress Report on the PPP/PFI Programme in Leeds**

The Deputy Chief Executive submitted a report providing a 6 monthly update on progress of the authority's PPP and PFI projects and implementation of the governance framework.

**RESOLVED –** That the report be noted.

## **214 Access to Counsel's Opinions**

Further to minute 166 of the meeting held on 8<sup>th</sup> February 2008 the Assistant Chief Executive (Corporate Governance) submitted a report in response to recommendation 2 in relation to the availability of Counsel's advice to the public as contained in the report of the Scrutiny Board (Culture and Leisure) in regard to their enquiry into the decision of this Board to erect fencing at Wharfemeadows Park, Otley.

**RESOLVED –** That the response of this Board to recommendation 2 of the Scrutiny Board report be as follows:

"in considering requests for external legal advice contained by the Council to be made publicly available, the Council's Monitoring Officer:

- (a) will apply a presumption in favour of disclosure
- (b) will only reject a request where she is satisfied that, in all of the circumstances of the case, the public interest in disclosure is outweighed by the public interest in maintaining the confidentiality of the advice; and
- (c) will give full reasons for the rejection of any request."

## **DEVELOPMENT AND REGENERATION**

## **215 Proposed Assembly of Land at Elland Road, Leeds**

Minutes approved at the meeting held on Wednesday, 14th May, 2008

Further to minute 66 of the meeting held on 11<sup>th</sup> September 2007 the Chief Asset Management Officer submitted a report outlining the range of development and regeneration opportunities at Elland Road, and on a proposal to enter into negotiations for the acquisition of land at Elland Road by agreement and, in principle, by use of Compulsory Purchase Powers if the acquisition by agreement is not successful.

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** – That approval be given in principle for the acquisition of land identified in the report either by one to one negotiations or entering into partnership agreements for the land around the Elland Road area and, in principle, and subject to a more detailed report to this Board, by use of compulsory purchase powers if the acquisition of the land by such agreements is not successful.

(Councillor J L Carter left the meeting during the consideration of this item in order to avoid any perception of predetermination at such time as this matter may be considered by the West Yorkshire Police Authority, of which he was a member).

(Having declared a personal and prejudicial interest, Councillor Smith left the meeting during the consideration of this matter).

## **NEIGHBOURHOODS AND HOUSING**

### **216 Safer Leeds Partnership Plan**

The Director of Environment and Neighbourhoods submitted a report seeking approval of the Safer Leeds Partnership Plan setting out the strategic outcomes and annual improvement priorities and activities for the next three years.

#### **RESOLVED –**

- (a) That Council be recommended to approve the Safer Leeds Partnership Plan as attached to the submitted report.
- (b) That a further report be brought to this Board on the Council's policy in respect of alcohol abuse with particular reference to sales by telephone order/home delivery and on any controls currently exercised in this respect.

### **217 Council House Building**

Further to minute 131 of the meeting held on 19<sup>th</sup> December 2007 the Director of Environment and Neighbourhoods submitted a report providing an update on the progress made in developing options for building council houses in line with the previous decision.

#### **RESOLVED –**

- (a) That officers be instructed to proceed with the scheme as set out in the submitted report.
- (b) That in order to enable delivery of the scheme the following be authorised:
  - (i) Disposal of the former Waterloo Primary School site at less than best as set out in the report
  - (ii) Disposal of the Evelyn Place and Silver Royd Hill sites as identified in the report on the open market and that first call on the capital receipts, and the payment from the Registered Social Landlord should be to meet the needs of this scheme
  - (iii) Borrowing of up to £1,000,000 through the Housing Revenue Account to meet any shortfall in financing the scheme

## **CHILDREN'S SERVICES**

### **218 Strategies to Address Comparative Underachievement in Leeds Schools**

Further to minute 182 of the meeting held on 28<sup>th</sup> February 2008 the Chief Executive of Education Leeds submitted a report summarising the strategies employed to target underachieving young people and schools in Leeds, so that the gap in achievement between the most and least successful groups is narrowed.

#### **RESOLVED –**

- (a) That the strategies being employed to address comparative underachievement in Leeds be noted.
- (b) That the programmes and projects in Leeds which focus on underachievement continue to be supported.

### **219 Academy Protocols**

Further to minute 155 of the meeting held on 23<sup>rd</sup> January 2008 the Chief Executive of Education Leeds submitted a report on the outcome of consultation on the Academy Protocols proposed to inform the City Council's response to requests to establish academies in Leeds and on the proposed development of a corresponding memorandum of understanding to be signed by prospective sponsors, the DCSF and the local authority.

In presenting the report the Executive Member (Learning) referred to the following amendments to the report sought by Education Leeds:

- (i) deletion of the words "and to secure agreement on protocols" from the report
- (ii) deletion of the words "these are captured separately in section annex 4" from paragraph 3.1 of the main report and
- (iii) the deletion of the words "that reflects the contents of annex 4" from recommendation (ii) of the report.

#### **RESOLVED –**

- (a) That the outcomes of consultations to date be noted.
- (b) That Education Leeds and the Assistant Chief Executive (Corporate Governance) be invited to further develop the memorandum of understanding to the submitted report as a document that can be

accepted and signed by representatives of both the DCSF, any prospective academy sponsor in Leeds and the local authority.

- (c) That a further report on the matter be brought to the Board in Autumn 2008.

## **220 Expression of Interest to Establish an Academy to Serve the Bramley Area**

The Chief Executive of Education Leeds submitted a report on a proposal to progress an expression of interest into a detailed feasibility and consultation process that will allow a full examination of the issues surrounding the establishment of an academy to serve the Bramley area in inner West Leeds.

### **RESOLVED –**

- (a) That approval be given to a detailed feasibility and consultation process that will allow a full examination of the issues surrounding the establishment of an academy to serve the Bramley area in inner West Leeds.
- (b) That a further report be brought to this Board in Autumn 2008 that will explain the outcome of this feasibility and consultation process and enable members to come to a final decision on the value of establishing an academy to replace Intake High School and serve the Bramley area in inner West Leeds.

## **221 School Admission Appeals Code**

The Assistant Chief Executive (Corporate Governance) submitted a report on the potential to challenge the paragraphs within the School Admissions Appeals Code which currently limit the ability of elected members to represent or act as witnesses for parents who appear before school admission appeals panels.

Appendix 1 to the report was designated as exempt under Access to Information Procedure Rule 10.4(3)

The Assistant Chief Executive (Corporate Governance) reported that since the circulation of the report the Department for Children, Schools and Families had indicated that consultation would be undertaken on a proposal that the paragraphs referred to be withdrawn from the Code and that in the interim Councillors could represent appellants providing that there was no conflict of interest.

**RESOLVED -** That the current situation be noted and that all Admission Appeal panellists be informed of the position.

DATE OF PUBLICATION: 18<sup>TH</sup> APRIL 2008  
LAST DATE FOR CALL IN: 25<sup>TH</sup> APRIL 2008 (5.00 PM)

(Scrutiny Support will notify Directors of any items called in by 12.00 noon on Monday 28<sup>th</sup> April 2008)



## EXECUTIVE BOARD

WEDNESDAY, 14TH MAY, 2008

**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 and K Wakefield

### 222 Occupation of the Chair

In the absence of Councillor Andrew Carter, Councillor Brett assumed the Chair.

### 223 Substitute Member

Under the terms of Executive Procedure Rule 2.3 Councillor R Lewis was invited to attend the meeting on behalf of Councillor Blake.

### 224 Exclusion of the Public

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

- (a) Appendices A and B to the report referred to in minute 234 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 disclosure could prejudice the interests of all parties concerned and therefore be prejudicial to the public interest.
- (b) The appendix to the report referred to in minute 235 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 it contains commercially sensitive information which, if disclosed, could be prejudicial to contract confidentiality.
- (c) Appendices 1 and 2 and plans 1 and 2 to the report referred to in minute 236 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 as disclosure may prejudice the outcome of the procurement process and the financial offer made by the proposed preferred operator to manage the arena.

**225 Declaration of Interests**

Councillor Wakefield declared a personal and prejudicial interest in the item relating to 'Raising Expectations – White Paper Consultation Response' (minute 227) due to being a member of the Learning and Skills Council.

Councillor Finnigan declared a personal interest in the item relating to 'Raising Expectations – White Paper Consultation Response' (minute 227) due to being a governor at Joseph Priestley College.

**226 Minutes**

**RESOLVED** – That the minutes of the meeting held on 16<sup>th</sup> April 2008 be approved.

**CHILDREN'S SERVICES**

**227 Raising Expectations - White Paper Consultation Response**

The Chief Executive of Education Leeds submitted a report briefing the Board on the Government's White Paper 'Raising Expectations: Enabling the System to Deliver' and suggesting how the authority might respond to the consultation. An updated version of the consultation response form was circulated at the meeting.

**RESOLVED –**

- (a) That the draft consultation response be noted and the relevant Executive Member and Chief Executive of Education Leeds be authorised to finalise the document and forward it to the DCSF by the deadline of 9<sup>th</sup> June 2008.
- (b) That the early work on sub-regional co-ordination be noted and that an update be provided in October 2008

(Having declared a personal and prejudicial interest Councillor Wakefield left the meeting during consideration of this matter)

**228 Vacation and Occupation of the Chair**

Councillor Andrew Carter entered the meeting and assumed the Chair.

**229 Temple Newsam Halton Primary School**

The Chief Executive of Education Leeds submitted a report on a proposal to carry out capital works and to incur expenditure in respect of a scheme to construct an extension and carry out alterations at Templenewsam Halton Primary School.

**RESOLVED –**

- (a) That the access of 100% of the capital receipt arising from the sale of the Templenewsam Halton Primary School Victorian stone annexe building be approved.
- (b) That the design proposals in respect of the scheme to extend the main school building be approved.

- (c) That expenditure of £850,000 from capital scheme number 14748/00/000 be authorised.

### **230 Phase 3 Children's Centre Programme**

The Director of Children's Services submitted a report updating members on the success of phases 1 and 2 of the Children's Centre Programme, outlining the statutory guidance for the planning and delivery of phase 3 of the programme, and providing details of the allocation made to Leeds, the caveats upon the allocation and the outcomes of the consultation work on the location of the final centres. The report also sought approval for the location of the centres, the order in which they will be constructed and the injection of £3,610,487 into the capital programme to implement the plan.

#### **RESOLVED –**

- (a) That phase 3 of the Children's Centre Implementation Plan be approved.
- (b) That the phasing of the centres as recommended by Education Leeds and the Early Years Service be approved.
- (c) That the injection of £3,610,487 into the capital programme to design and construct the phase 3 centres be approved.

### **LEISURE**

### **231 Leeds Public Rights of Way Improvement Plan - Consultation Draft**

The Director of City Development submitted a report proposing the commencement of the twelve week public consultation process for the Leeds Public Rights of Way Improvement Plan.

#### **RESOLVED –**

- (a) That the contents of the report and the draft Executive Summary and Action Plan appended to the report be noted and the commencement of a twelve week public consultation period for the Rights of Way Improvement Plan be approved.
- (b) That following the conclusion of the consultation period, officers bring back a final version of the Public Rights of Way Improvement Plan for approval.

### **CENTRAL AND CORPORATE**

### **232 Numbering Strategy and Golden Number**

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report seeking approval for the development of a new telephone numbering strategy and providing an update on the development of a 'golden number' for customers accessing principal Council services by means of the Corporate Contact Centre.

#### **RESOLVED –**

- (a) That the 0113 prefix as Leeds City Council's telephone numbering strategy be adopted.

- (b) That the Assistant Chief Executive (Planning, Policy and Improvement) be authorised to take steps to implement the telephone numbering strategy and introduce a range of 'silver' telephone numbers for principal Council services, making it possible for customers to get through to the right person first time and, a 'golden' number to enable easier access to Council services.

**233 Leeds Strategic Plan 2008 - 2011: Approval of Local Area Agreement Responsibilities**

The Assistant Chief Executive (Policy, Planning and Improvement) submitted a report presenting the draft indicators and targets selected to support the delivery of the strategic outcomes and improvement priorities in the Leeds Strategic Plan, which also represent the draft Local Area Agreement for Leeds. The report also sought approval of the draft indicators and targets prior to their submission to the Secretary of State and Full Council as part of the Leeds Strategic Plan. An updated version of the proposed indicators and targets for Leeds' local area agreement was circulated at the meeting.

**RESOLVED –**

- (a) That Appendix 1 be approved as Leeds' local area agreement prior to its submission to the Secretary of State for formal sign off.
- (b) That the Assistant Chief Executive (Policy, Planning and Improvement) be authorised to make minor amendments, if required, to Leeds' local area agreement prior to its submission to the Secretary of State on 30<sup>th</sup> May 2008. If any revisions are required then the Assistant Chief Executive (Policy, Planning and Improvement) should inform members of the Executive prior to submission.
- (c) That the full and final version of the Leeds Strategic Plan incorporating the agreed indicators and targets, be submitted to the July meeting of full Council for final approval as required by the Council's budget and policy framework.

**234 Yorkshire County Cricket Club**

The Director of Resources submitted a report on consents and variations requested by Yorkshire County Cricket Club in relation to their loan agreement with the Council.

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

**RESOLVED –**

- (a) That the necessary consents and agreements to vary the Council's loan agreement to facilitate Yorkshire County Cricket Club entering into the transactions referred to in this report be granted.
- (b) That the proposals in respect of dealing with future requests for consents or variations under the loan agreement with Yorkshire County Cricket Club as detailed at paragraph 5.1 of the report be agreed.

**DEVELOPMENT AND REGENERATION**

Draft minutes to be approved at the meeting to be held on Wednesday, 11th June, 2008

**235 Advertising on Lamp Posts - Proposals for Distribution of Income**

The Director of City Development submitted a report proposing a scheme relating to the distribution of income received from lamp post advertising as described in the report.

Following consideration of the appendix 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** – That the arrangements for distribution of income from lamp post advertising as described in the report be approved.

**236 Proposed Leeds Arena Development - Selection of Preferred Operator**

The Director of City Development submitted a report on the selection of the preferred and reserve operators for the proposed Leeds Arena, and seeking authority for the Director of City Development to enter into a legal agreement with the preferred operator (or reserve operator, should the need arise) of the Leeds Arena on the terms contained within the report.

Following consideration of appendices 1 and 2 and associated plans to this report designated as exempt under Access to Information Procedure Rule 10.4(3) which were considered at the conclusion of the meeting it was

**RESOLVED** –

- (a) That Bidder B be approved as the preferred operator for the proposed Leeds arena as detailed in Appendix 1 of the report.
- (b) That the Director of City Development be authorised to enter into a legal agreement with the preferred arena operator on the terms outlined in Appendix 2 of the report.
- (c) That Bidder A be approved as the reserve operator for the proposed Leeds arena as detailed in Appendix 1 of the report
- (d) That the Director of City Development be authorised to enter into a conditional legal agreement with bidder A on the terms outlined in Appendix 2 of the report.
- (e) That in the event that the preferred operator for the arena as detailed in Appendix 1 of the report withdraws from the project or varies their submission in a manner which results in the reserve bidder's submission being more advantageous to the Council, the Director of City Development be authorised, with the concurrence of the Executive Member for Development and Regeneration, to take appropriate action to secure the reserve bidder pursuant to the conditional agreement previously entered into with bidder A as the preferred operator for the arena.

**237 Main Street, Thorner - Over 55s Association**

The Director of City Development submitted a report on discussions which have taken place with the Thorner Over-55's Association and seeking support for a transfer of a 'Community Asset' as a less than best consideration disposal on the terms recommended within the report.

Draft minutes to be approved at the meeting  
to be held on Wednesday, 11th June, 2008

**RESOLVED** – That a 50 year lease at nil rent be granted to the Thorner Over-55's Association and for the Council to continue the rental subsidy, in line with the basis upon which funds were granted by the Council and other bodies.

**ENVIRONMENTAL SERVICES**

**238 Graffiti Strategy**

The Chief Environmental Services Officer submitted a report seeking approval of a graffiti strategy for Leeds.

**RESOLVED** – That the Graffiti Strategy be approved.

DATE OF PUBLICATION: 16<sup>TH</sup> MAY 2008  
LAST DATE FOR CALL IN (5.00 PM ) 23<sup>RD</sup> MAY 2008

(Scrutiny Support will notify Directors of any items Called In by 12 noon on Wednesday 28<sup>th</sup> May 2008)

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## Report of the Head of Scrutiny and Member Development

**Scrutiny Board: Adult Social Care**

**Date: 24 June 2008**

**Subject: Determine Work Programme 2008/09**

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### Electoral Wards Affected:

Ward Members consulted  
(referred to in report)

### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1.0 Purpose of Report

1.1 The purpose of this report is to determine the Board's work programme for 2008/09.

## 2.0 Introduction

2.1 The previous agenda item provided various inputs to the development of the Board's work programme. Having considered the written information and having discussed relevant issues with officers and representatives attending the meeting, the Board is now asked to consider formulating a draft work programme.

2.2 Members are reminded that if additional information is required in order to determine the programme this can be obtained via the use of informal meetings of the Scrutiny Board.

2.3 In formulating work programme the Scrutiny Board shall determine;

- how the proposed inquiry meets criteria approved from time to time by the Scrutiny Advisor Group (Appendix 1)
- whether the programme can be adequately resourced and timetabled, in line with the key meeting dates attached (Appendix 2)

2.4 An extract from the Forward Plan for key decisions covering the period 1 June 2008 to 30 September 2008 is attached at Appendix 3 for the Board's information and consideration.

## 3.0 Recommendations

3.1 Members are requested to consider and determine the Board's work programme.

## SCRUTINY BOARD PROCEDURE RULES GUIDANCE NOTE 7

### INQUIRY SELECTION CRITERIA

#### 1.0 INTRODUCTION

- 1.1 The Scrutiny Board Procedure Rules require Scrutiny Boards, before deciding to undertake an Inquiry, to:

*Consider how a proposed Inquiry meets criteria approved from time to time; and*

*Consult with any relevant Director and Executive Member*

- 1.2 This is to ensure that Scrutiny Boards, when agreeing to undertake an Inquiry, have considered carefully the reasons for that Inquiry, its objectives, whether it can be adequately resourced in terms of Member and Officer time and have sought the views of the relevant Director and Executive Member.
- 1.3 The decision whether to undertake an Inquiry or not rests with the Scrutiny Board.

#### 2.0 INQUIRY SELECTION CRITERIA

- 2.1 At the time of deciding to undertake an Inquiry, the Scrutiny Board will refer to the Inquiry Selection Criteria within this Guidance Note and formally identify which of the agreed criteria the proposed Inquiry meets. The Board will also record the comments of the relevant Director and Executive Member. This process will be recorded in the Scrutiny Board minutes.



### INQUIRY SELECTION CRITERIA

**Scrutiny Board** \_\_\_\_\_

**Inquiry Title** \_\_\_\_\_

**Anticipated Start Date** \_\_\_\_\_

**Anticipated Finish Date** \_\_\_\_\_

**The Inquiry meets the following criteria**

- It addresses the Council's agreed Strategic outcomes by reviewing the effectiveness of policy to achieve strategic outcomes as defined by the Leeds Strategic Plan
- Shaping and developing policy through influencing pre-policy discussion



It fulfils a performance management function by

- Reviewing performance of significant parts of service
- Addressing a poor performing service
- Addressing a high level of user dissatisfaction with the service
- Addressing a pattern of budgetary overspends
- Addressing matters raised by external auditors and inspectors


- Addresses an issue of high public interest
- Reviews a Major or Key Officer decision
- Reviews an Executive Board decision
- Reviews a series of decisions which have a significant impact \_\_\_\_\_
- Has been requested by the Executive Board/Full Council/Scrutiny Advisory Group
- looks at innovative change


<p>Comments of relevant Director and Executive Member (Attach additional sheet if necessary)</p>          <p>Date</p>
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**Schedule of Meetings 2008/09 - Scrutiny Board (Adult Social Care)****Chair : Councillor Judith Chapman**Principal Scrutiny Adviser: **Steven Courtney**

<b>Commission reports deadline</b>	<b>Report deadline (Monday 2:00 pm)</b>	<b>Papers Despatched (Tuesday)</b>	<b>Meeting Date (Wednesday 10.00am)</b>
–	–	16 June 2008 (Monday)	<b>24 June 2008 (Tuesday)</b>
9 June 2008	7 July 2008	15 July 2008	<b>23 July 2008</b>
4 August 2008	1 September 2008	9 September 2008	<b>17 September 2008</b>
1 September 2008	29 September 2008	7 October 2008	<b>15 October 2008</b>
29 September 2008	27 October 2008	4 November 2008	<b>12 November 2008</b>
27 October 2008	24 November 2008	2 December 2008	<b>10 December 2008</b>
24 November 2008	22 December 2008*	29 December 2009* (Monday)	<b>7 January 2009</b>
23 December 2009*	26 January 2009	3 February 2009	<b>11 February 2009</b>
26 January 2009	23 February 2009	3 March 2009	<b>11 March 2009</b>
23 February 2009	23 March 2009	31 March 2009	<b>8 April 2009</b>

\* *Bank Holidays effect agenda cycle*

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# APPENDIX 3

## LEEDS CITY COUNCIL

### FORWARD PLAN OF KEY DECISIONS

For the period 1 June 2008 to 30 September 2008

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer (To whom representations should be made)</b>
Grant Payments to Voluntary Organisations To approve the payments to voluntary organisations for 08/09.	Director of Adult Social Services	2/6/08	Key stakeholders	Report and payment schedule	Director of Adult Social Services
Consultation in respect of options to increase income for Community Care Services Approval for charging options for home care, day care, transport, meals and respite care, to be the subject of stakeholder consultation.	Executive Board (Portfolio: Adult Health and Social Care)	11/6/08	Service users and carers, Voluntary organisations representing service users and carers, Potential service users, Briefings for members, staff and service providers	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer (To whom representations should be made)</b>
Personalised Day Support for Older People To agree service improvement plan to deliver increased choice and more personalised day activities for older people.	Executive Board (Portfolio: Adult Health and Social Care)	16/7/08		The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social 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

<b><u>Executive Board Portfolios</u></b>	<b><u>Executive Member</u></b>
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.





Originator: Steven Courtney

Tel: 247 4707

## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Adult Social Care)

Date: 24 June 2008

### Subject: Co-options to the Board

#### Electoral Wards Affected:

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

## 1.0 Purpose of the report

1.1 The purpose of this report is to help the Board determine any appropriate co-options to the Board.

## 2.0 Background

2.1 Article 6 of the Council's Constitution, which relates to scrutiny, outlines provision to allow the appointment of additional co-opted members to each of the Scrutiny Boards.

2.2 Such provision entitles each Scrutiny Board to appoint:

- (i) Up to five non-voting co-opted members<sup>1</sup>, for a term of office which does not go beyond the next Annual Meeting of the Council; and/or,
- (ii) Up to two non-voting co-opted members<sup>1</sup>, for a term of office which relates to a particular Scrutiny Inquiry.

2.3 During 2007/2008, the then Scrutiny Board (Health and Adult Social Care) made the following non-voting co-opted appointments:

- A representative of Leeds Voice Health Forum Coordinating Group – Mr. Eddie Mack
- A representative of Touchstone – Somoud Saqfelhait
- A representative of the Alliance of Service Users and Carers – Ms Joy Fisher

<sup>1</sup> Co-option would normally only be appropriate where the co-optee has some specialist skill or knowledge which would be of assistance to the Board in its general operation or as part of a specific Scrutiny Inquiry.

- A representative Leeds Public and Patients Involvement Forum – Mr. Laurence Wood<sup>2</sup>
- Member of the public recruited with a remit is to keep matters of equality at the forefront of the Board’s discussions – Sally Morgan<sup>3</sup>

2.5 At the Annual Meeting of Council on 22 May 2008, Council appointed to two new Scrutiny Boards – one relating to Health and the other relating to Adult Social Care. Effectively, this has split the responsibility of the former Scrutiny Board (Health and Adult Social Care) as detailed in the terms of reference for each Board, attached at Appendix 1.

2.6 Given the split in responsibilities between the 2 boards, it is appropriate that the Board considers the appropriateness of any co-optees prior to appointment for the current municipal year. To help the Board in its consideration and determination of any such arrangements for 2008/09, it should be noted that nominating bodies and the individuals concerned have indicated the following preferences:

- Mr. Eddie Mack (representing Leeds Voice Health Forum Coordinating Group) – Health Scrutiny Board
- Somoud Saqfelhait (representing Touchstone) – Health Scrutiny Board
- Ms. Joy Fisher (representing the Alliance of Service Users and Carers) – Adult Social Care Scrutiny Board\*
- Sally Morgan (equalities issues representative) – Adult Social Care Scrutiny Board\*

*\* This represents the ‘first choice’ of the co-optees from the former Health and Adult Social care Scrutiny Board. In addition, some indication to be considered for co-option to the Health Scrutiny Board has been expressed.*

2.7 The Board may also wish to consider the merits and value of co-opting representatives from other organisations, such as Leeds University and Leeds Metropolitan University (subject to identifying an appropriate representative).

2.8 In the short-term, Members may also wish to consider its relationship with the Leeds Local Involvement Network (LINKs) Preparatory Group, which Leeds Older People’s Forum are co-ordinating until the host organisation is appointed. In the longer term, the Board will need to consider its relationship with the host organisation, once appointed.

### **3.0 Recommendation**

3.1 Members are asked to consider and determine any appropriate:

- (a) co-options to the Board for a term of office which does not go beyond the next Annual Meeting of the Council in 2009; and/or,
- (b) co-options to the Board for a term of office which relates to a particular Scrutiny Inquiry, identified as part of the Board’s future work programme.

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<sup>2</sup> The Patients’ Forum is no longer in existence and will be replaced by the Leeds Local Involvement Network (LInK) during 2008/09

<sup>3</sup> Recruited with the help of Leeds City Council’s Equality Unit.