

Best Council Plan 2013-17

Updated May 2014



Leeds
CITY COUNCIL

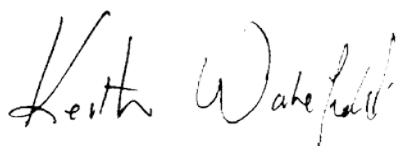
Foreword

The wider context for local government remains challenging with the toughest financial settlement for decades; the uneven road to economic recovery; major policy reforms in welfare, education and health; a growing city and increasing demands for services. It would be very easy to become distracted but here in Leeds we have forged a different path.

Instead, we have a clear vision based on **civic enterprise**, an ambitious and positive vision of the future of local democracy, with ward councillors at its heart as community champions. It set out three key roles for councils: a new social contract between councils and citizens around service provision, an economic role to help stimulate jobs and an environmental role to build new 21st century infrastructure - from superfast broadband to public green spaces. The Commission on the Future of Local Government also recognised the need to continue to seek more powers from Whitehall to enable us to shape our own destiny.

This adds up to a very exciting blueprint to bring to life what we mean by becoming the best council in the best city in the UK. This plan - the Best Council Plan - is another important step to make this vision a reality. It sets out what we will do over the next few years to improve the quality of life for our citizens, especially those who are poor or vulnerable, make it easier for people to do business with us and achieve the savings needed to meet the financial challenges. In updating this plan we can also reflect on some of our successes achieved over the past year like the opening of a world leading new Arena; the establishment of the Trinity shopping centre as a primary leisure and retail hub - bringing over 4,000 jobs; delivering a successful Rugby League World Cup and getting ready to host the Tour de France Grand Départ; increasing the number of young people who have jobs or are in education or training; enabling more children to remain safely at home with their families; supporting more people with social care needs to live independently and have control over their care; increasing recycling; and reducing burglary to unprecedented low levels. All this at the same time as we delivered significant savings in our budget - with local government continuing to be by far the most efficient area of the public sector.

The key message is that all of this is possible despite the cuts, but only if we all pull together and make sure that this council is run to enable frontline services to achieve the outcomes the people of Leeds need. We are all going to need to work differently and consider new ideas that ensure quality services can be offered to people. We need to make the people of Leeds proud of their council and I know with your continued help and commitment we can do it.



Cllr Keith Wakefield
Leader of the Council



Tom Riordan
Chief Executive



Introduction

Leeds has an ambition to become the best city in the UK – fair, open and welcoming with an economy that is both prosperous and sustainable so all our communities are successful.

This is a challenge that requires a clear focus on what we do as well as a change in the culture of how we work. The council will become more enterprising, businesses and partners become more civic, and citizens become more actively engaged in the work of the city. The council will become smaller in size but bigger in influence, with the democratic mandate of members extended.

This ambition is set against an increasingly testing environment. We, like many other cities, are still dealing with changes to policy like the reform of the welfare system and reductions in public sector spending. The uneven road to economic recovery combines with a growing and aging population to increase demand for our services. Add to this the tough funding reductions from Government, and we need an approach that is innovative, engaging, responsive and outcome-focused.

Current position

We have achieved a great deal in difficult circumstances since we published our previous Council Business Plan in 2011. We have made progress with our partners, in improving the lives of the people of Leeds against city-wide priorities; realised significant financial savings; reduced our workforce, without a day lost to industrial action; continued to bring investment into the city and improve infrastructure (with more planned); built strong partner relationships and a diverse third sector; and most important we have a committed workforce increasingly being driven by the council values. Add to this our leading role in the collaborative work across the wider city region and North, we are well placed to seize the opportunities offered through increased devolution.

Some highlights of achievement against our Best Council Plan priorities are:

- The economic infrastructure of the city is experiencing significant investment: the Arena, the Trinity shopping centre, HS2, the Apprenticeship Training Agency, City Deal;
- The hosting of the Grand Depart of the Tour de France this summer, the biggest annual sporting event in the world, will provide a significant boost to the regional economy;
- The implementation of our Better Lives programme remains on target, reducing time older people spend in residential and nursing care homes– thus lengthening the time people stay in their own homes in the community and freeing up valuable resources for programmes such as fuel poverty and healthy lifestyles;
- Outcomes for children and families are improving with educational standards, including school attendance, the highest ever recorded in the city. More young people are engaged in learning and training post-16 and there are on-going reductions in the need for children to enter local authority care with more children remaining safely with their families;
- Continued progress on community safety issues, with burglary levels being halved in the last four years;
- The further roll-out of alternative weekly bin collections and improving recycling rates continue to reduce the cost of landfill tax;
- The council is increasingly values-driven in its culture and ways of working with continued robust financial planning and management. Responding to the reductions in government funding and service pressures, the council has made savings in order of £200m since 2010.

City and council context

Leeds is the second largest local authority in England covering an area of 552 square kilometres. It is an area of great contrasts. It includes a densely populated, inner city area with associated challenges of poverty and deprivation, as well as a more affluent city centre, suburban and rural hinterland with villages and market towns. The most recent census (2011) indicates that Leeds has a population of 751,500 people living in 320,600 households, representing a 5% growth since the previous census of 2001. Leeds has a relatively young and dynamic population and is an increasingly diverse city with over 140 ethnic groups including black, Asian and other minority ethnic populations representing almost 19% of the total population compared to 11% in 2001.

In terms of the economy, Leeds has over 24,000 VAT registered businesses, with an estimated 445,000 people working in the city, a workforce projected to grow by over 10% in the next decade. Leeds is by far the largest centre of economic activity in the region, with the total value of the economy estimated to be £18bn per annum (GVA). We have a renewed focus on our inward investment and work to raise the profile of the city, through Leeds and Partners, and the 2013 publication 'One Voice: One Ambition', a city proposition which offers great potential.

Leeds City Council has 99 councillors, three for each of 33 designated areas of Leeds known as electoral wards. The city is represented in the House of Commons by eight MPs. The council employs approximately 13,700 people and spends almost £2 billion (2013-14) each year to deliver hundreds of different services both directly and with our partners.

The size of the city means that the scale of service delivery by the council is also considerable with 3000 km of roads to clean and maintain; over two million bin collections per month; 4000 hectares of parks/green space to look after; around 22,100 of over 65s in need of formal social care services; just under 70,000 tenants in 58,000 council houses, more than 260 schools and approximately 180,000 children and young people, of which we look after almost 1,400 as corporate parents.

Realising our best council ambition: towards being an enterprising council

We have a clear vision based on **civic enterprise** developed through our leading role in the work of the [Commission on the Future of Local Government](#). This vision places significant value on public service, employee engagement and trades union relations; broadens the mandate for locally elected members; and develops a different kind of council, that is smaller in size but bigger in influence. Taken together, the following five propositions about the future role of local government is a powerful combination to enable us to become more enterprising.

1. We are encouraging **civic entrepreneurs** within the council and the city, for example:
 - **Leaders for Leeds:** cross-sector leadership network connecting civic entrepreneurs around the city;
 - **Leeds Empties Project:** social entrepreneurs uniting public, private and third sectors to bring empty properties up to standard and back into use. £100k pledged and one landlord secured funding for a 'green show home';
 - **Tour de France:** hosting le Grand Départ in Leeds and Yorkshire in 2014 with a lasting cycling, cultural and tourism legacy for the region;
 - **Civic Enterprise Initiative:** action-research project providing a greater understanding of what an 'enterprising' Council means in practice;
 - **Enterprise Officers Network:** mutual support to consider how to become enterprising including exploring 'spinning out' opportunities.
2. We are using our democratic leadership and key delivery partner role to **stimulate jobs, homes and economic growth:**
 - **Leeds Arena and the Trinity Shopping Centre:** sustaining and creating employment. Trinity is the only such retail centre to open outside London in 2013 and will create 2600 new jobs across the city region, contributing £94m to the regional economy;
 - **Apprenticeship Training Agency:** established by the Council and Leeds City College, the Agency has engaged with over 100 SME businesses. Partners in the city are aiming to support over 7,000 new apprenticeships this year;
 - **Health Hub:** establishing Leeds as a global centre for excellence in medical and healthcare innovation and data informatics;

- **Land Use Core Strategy:** setting an ambitious target of building up to 74,000 homes by 2028. 14,260 homes have been completed over the past 5 years (2,032 in the past year);
- **Little London/Beeston Hill and Holbeck**
Project: £180m regeneration project which will deliver 388 new council homes and 1,254 refurbished council homes along with environmental improvements.

We are working with others to stimulate innovation to help **establish 21st-century-infrastructure:**

- **Wrap Up Leeds:** completed 15,000 insulation installations with plans for one large scale district heating facility to be powered by energy from waste;
- **Neighbourhood Networks:** over 40 social enterprises supporting over 25,000 elderly people each year; jointly funded by the NHS and Leeds City Council, managed by local people and volunteers – a vital social infrastructure;
- **New Generation Transport:** Leeds is to become the first UK city to get a modern trolleybus system. Plans are underway for a high speed rail link to London with long-term aspirations for Leeds Station to expand.

3. We are working with individuals, families and communities to co-create a different relationship and **devise a new social contract** to work with people rather than simply deliver services to them, so that families and individuals can access co-ordinated, effective, care and support:

- **Looking after our children:** reduced the numbers of external care placements, saving £6m a year and giving children better life chances. Best ever exam and test results in the city across all key stages especially for vulnerable children;
- **Ageing well:** increasing the focus on the individual in Adult Social Care, using technology to allow people to be independent for longer. Transforming day care and housing services so adults can be supported, stimulated and included.
- **Safer Leeds:** burglaries down by 16.6% in 1 year (including by 33% in one ward); crime overall down by 45% in 10 years through active partnership.

4. We are working collaboratively across the city-region to **make the most of devolution** and demonstrate that we are deserving of more powers to make a difference locally:

- **City Deal:** £1bn investment in transport through a combined transport authority and a £400m fund for infrastructure modernisation;
- **Local Enterprise Partnership:** the first LEP to establish a coherent economic plan and number one LEP in the country for leadership on export; helped SMEs access £70m of finance through the first 3 rounds of Regional Growth Fund.

Our best council outcomes and objectives 2014-17

Drawing our intended direction together we have agreed three best council **outcomes** that will drive our priorities:

- (1) **Improve the quality of life for our residents, particularly for those who are vulnerable or in poverty;**
- (2) **Make it easier for people to do business with us; and**
- (3) **Achieve the savings and efficiencies required to continue to deliver frontline services.**

These will be delivered through six updated best council **objectives** for the period 2014-17 which give more detail on how we will achieve our outcomes:

- (1) **Supporting communities and tackling poverty**
- (2) **Promoting sustainable and inclusive economic growth**
- (3) **Building a child-friendly city**
- (4) **Delivering the Better Lives programme**
- (5) **Dealing effectively with the city's waste**
- (6) **Becoming a more efficient and enterprising council**

These six objectives will be implemented through collaborative inter-directorate working as we recognise that our priorities are inter-dependent and so require a broad range of contributions from right across the organisation. This will promote an **enterprising organisational culture** that has the needs of our community at its heart.

Our Best Council outcomes and objectives are underpinned by five **values** that are at the heart of everything we do. They inform the way we design and deliver our services and the way we all work and behave. The values are:

- Working as a team for Leeds
- Being open, honest and trusted
- Working with communities
- Treating people fairly
- Spending money wisely

The six objectives are drawn together in a Best Council 'Plan on a Page' that highlights our key priorities for 2014-17 against each objective. A supporting 'Objective on a Page' details the range of cross-cutting activity underway and planned for this year for each of the six objectives, behind which are performance indicators to help us monitor progress in delivering the Best Council Plan. We have also set out performance measures for each of the five values set out in the 'Values on a Page'.

We will review and publish our progress regularly against our objectives and values in order to assess whether the pace of change is adequate. Our performance management arrangements also include independent and robust challenge by our elected members through Executive Board, scrutiny and community committees to ensure the public are getting the best out of their public services. We will engage with our customers, workforce, members, partners and trade unions about progress and further challenges.

We know that things change, so the Best Council Plan will be subject to an annual review directly linked to the budget setting process, which will ensure that the plan remains live and dynamic to meet the needs of the people of Leeds as well as being affordable. The views of elected members, of our citizens and feedback from our customers will be an important part of this review process.

In conclusion, successful delivery of our Best Council Plan is essential to ensuring our financial security in the medium to long term and crucial for our contribution to becoming the best city. We intend to continue to embrace a more positive outlook for local government so that we can still achieve our ambitions, but it means that things will not be the same. These objectives will make a significant difference to the council and the city, but can only be delivered if everyone who can contribute is able to do so.

Best Council Plan – Plan on a Page 2014-15

Our ambition and approach

Our Ambition is for Leeds to be the best city and Leeds City Council to be the best council in the UK: fair, open and welcoming with an economy that is both prosperous and sustainable so all our communities are successful.

Our Approach is to adopt a new leadership style of **civic enterprise**, where the council becomes more enterprising, businesses and partners become more civic, and citizens become more actively engaged in the work of the city.

Our best council outcomes

- Improve the quality of life for our residents, particularly for those who are vulnerable or in poverty;
- Make it easier for people to do business with us; and
- Achieve the savings and efficiencies required to continue to deliver frontline services.

Our best council objectives and priorities for 2014 to 2017

Supporting communities and tackling poverty – *involving people in shaping their city and tackling the challenges of poverty, deprivation and inequality*

With a focus on:

- Supporting healthy lifestyles and getting people active
- Tackling domestic violence and abuse
- Helping people out of financial hardship and into work
- Strengthening local accountability and being more responsive to the needs of local communities
- Providing accessible and integrated services

Promoting sustainable and inclusive economic growth – *improving the economic wellbeing of local people and businesses*

With a focus on:

- Meeting the skills needs of business to support growth
- Boosting the local economy
- Maximising housing growth to meet the needs of the city in line with the Core Strategy
- Providing a good and efficient transport and digital infrastructure
- Developing a low carbon, resilient energy infrastructure for the city
- Playing our full role within the combined authority and city region to make the most of devolution opportunities
- Maximising the impact of our cultural infrastructure

Building a child-friendly city – *improving outcomes for children and families.*

With a focus on:

- Ensuring the best start in life
- Reducing the need for children to become looked after
- Improving school attendance
- Reducing NEETs
- Raising educational standards
- Ensuring sufficiency of school places

Delivering the Better Lives programme – *helping local people with care and support needs to enjoy better lives.*

With a focus on:

- Helping people to stay living at home
- Joining up health and social care services
- Providing choice by creating the right housing, care and support
- Promoting and supporting enterprise in the care market to increase capacity and choice

Dealing effectively with the city's waste – *minimising waste in a growing city.*

With a focus on:

- Ensuring a safe, efficient and reliable waste collection service
- Providing a long-term solution for disposing of our waste
- Increasing recycling and reducing the use of landfill

Becoming a more efficient and enterprising council – *improving our organisational design, developing our people and working with partners to effect change.*

With a focus on:

- Getting services right first time and improving customer satisfaction
- Improving how we're organised and making the best use of our assets
- Creating flexibility and the right capacity and skills in our workforce
- Becoming more enterprising
- Generating income for the council

Our values: underpinning all that we do

Working as a team for Leeds

Being open, honest and trusted

Working with communities

Treating people fairly

Spending money wisely

Objective 1 on a Page 2014-15

Objective 1: Supporting communities and tackling poverty – involving people in shaping their city and tackling the challenges of poverty, deprivation and inequality

What we will achieve in 2014/15

Supporting healthy lifestyles and getting people active

- Increase the number of successful alcohol and drug treatments
- Increase the referrals to stop smoking service
- Increase the number of HIV tests
- Increase the number of NHS Health Checks
- Increase the numbers of inactive people who become active once a week
- Leeds continues to be the most active big city in England
- Agree Leeds' ambitions for a cycling legacy

Tackling domestic violence and abuse

- Reduce the prevalence and impact of domestic violence and abuse
- Ensure services and interventions meet user needs and expectations
- Establish a consistent and better developed response to perpetrators
- Increase public awareness of domestic violence and increase knowledge of the support available

Helping people out of financial hardship and into work

- Support residents into jobs
- Increase the membership of the Leeds Credit Union and increase the number of affordable loans
- Reduce dependency on discretionary financial support
- Put in place a common assessment framework for financial hardship
- Encourage volunteering as a route to employment

Strengthening local accountability and being more responsive to the needs of local communities

- Put in place Community Committees which help develop a strong local identity
- Deliver engagement plans in each locality, resulting in increased involvement
- Develop our approach to a social contract
- Increase the community use of and interactions with community hubs

Providing accessible and integrated services

- Implement three community hubs pathfinders and develop plans for a city-wide roll-out
- Reconfigure the council's telephone service to improve resolution at the first point of contact
- Increase the number of services that are available digitally and develop a clear plan to address digital inclusion
- Increase the number of customers who find it 'easy' to access council services

Objective 2 on a Page 2014-15

Objective 2: Promoting sustainable & inclusive economic growth– improving the economic wellbeing of local people and businesses

What we will achieve in 2014/15

Meeting the skills needs of business to support growth

- Support people to improve their skills and to access Apprenticeships
- Create 'more jobs, better jobs' by working with employers and businesses
- Continue to secure local training and recruitment schemes

Boosting the local economy

- Work proactively to optimise the support given to business
- Promote inward investment and increased visitor spending (through Leeds and Partners)
- Progress key development projects to encourage continued investment in the city
- Support the proposed implementation of the Leeds City Centre Business Improvement District
- Secure and deliver planned investment in the Aire Valley Enterprise Zone

Maximising housing growth to meet the needs of the city in line with the Core Strategy

- Implement the Core Strategy and the Site Allocations Plan
- Progress key housing growth initiatives
- Adopt the Community Infrastructure Levy

Providing a good and efficient transport and digital infrastructure

- Reduce the number of people Killed or Seriously Injured (KSI) on the city's roads
- Maintain the condition of the city's roads and structures
- Progress key transport infrastructure projects to drive economic growth and enhance connectivity
- Progress the Superconnected Cities voucher scheme to enable a step-change in broadband connectivity

Developing a low carbon, resilient energy infrastructure for the city

- Improve the share of journeys by sustainable travel modes
- Complete large scale heat mapping and commission at least one District Heating scheme
- Complete the city region procurement of a provider to deliver ECO programme

Playing our full role within the combined authority and city region to make the most of devolution opportunities

- Work proactively to secure further devolution of powers and funding to support the city's priorities.

Maximising the impact of our cultural infrastructure

- Support the successful delivery of the Tour de France Grand Depart
- Complete a review of major events in the cultural programme
- Complete the city wide conversation to determine whether to bid to become Capital of Culture in 2023

Objective 3 on a Page 2014-15

Objective 3: Building a child-friendly city – improving outcomes for children and families.

What we will achieve in 2014/15

Ensure the best start in life

- Reduce the infant mortality rate across the city
- Increase the number of mothers maintaining breastfeeding at 6-8 weeks
- Reduce the rate of obesity in Reception age children
- Increase the percentage of children reaching a good level of development at the end of Early Years Foundation Stage

Reduce the need for children to become looked after

- Develop a multi-agency response to reduce the numbers of children aged 0-4 entering care
- Increase the effectiveness of early help programmes and increase the numbers of children accessing these services
- Increase kinship care arrangements

Improve school attendance

- Increase primary and secondary school attendance
- Reduce primary and secondary persistent absence

Reduce the number of young people who are NEET (Not in Education, Employment or Training)

- Increase the progression rate from NEET to EET of young people participating in the City Deal Devolved Youth Contract
- Reduce the number of young people who experience sustained periods of NEET (more than 6 months)
- Reduce the number of young people whose status is not known

Raise educational standards

- Increase the proportion of children making good progress between primary and secondary school
- Increase the percentage of children achieving a Level 4 or better in reading, writing and maths
- Increase the rate of young people achieving 5 or more GCSEs at grades A*-C including English and maths
- Increase the proportion of young people achieving a Level 3 qualification at age 19

Ensure sufficiency of school places

- Increase the number of free early education places for eligible two year olds
- Increase the number of reception and Year 7 places in line with predicted demand
- Ensure sufficient and appropriate provision across the SILC (Specialist Inclusive Learning Centres) estate

Objective 4 on a Page 2014-15

Objective 4: Delivering the Better Lives programme – helping local people with care and support needs to enjoy better lives

What we will achieve in 2014/15

Helping people to stay living at home

- Hospital admissions and Long Term Care placements will be reduced in Leeds as a result of the opening of the South Leeds Independence Centre
- Increase the number of people supported at home through a package of reablement
- Extend the provision of Telecare, to enable people to maximise independence at home
- Reduce length of stay in residential and nursing supported by the local authority
- Establish the Better Care Fund arrangements
- Extend the falls prevention strategy within the broader work to support people living with frailty
- Expand the range of services aimed to tackle social isolation, including Social Prescribing, Asset Based Community Development, Community Brokerage and services targeted at specific groups such as older LGBT

Joining up health and social care services

- The Council and its health partners will integrate their intermediate tier and reablement services
- Develop a Leeds Assistive Technology Hub - 'One Stop Shop' for assistive technology in Leeds
- Create a 'target operating model' for integrated health and social care teams enabling better access to a range of services
- Implement the multi-agency Leeds Dementia Strategy
- Implement the year of care approach to self management

Providing choice by creating the right housing, care and support

- Develop and implement a 'Communication Channel strategy,' which will enable people to access services and information in a range of ways
- Review access to personal budgets and promote an increase in take-up
- Continue to modernise and develop new models of service provision, including home care, day care and specialist support for people with autism
- Redevelop extra care jointly to create 60 new extra care placement opportunities

Promoting and supporting enterprise in the care market to increase capacity and choice

- Increase the number of, and support for volunteers
- Support the expansion of social enterprises and user-led organisations
- Implement 'local links' and meet targets in line with requirements set out by the Big Society Capital and DERiC (Developing Empowering Resources in Communities)

Objective 5 on a Page 2014-15

Objective 5: Dealing effectively with the city's waste – minimising waste in a growing city

What we will achieve in 2014/15

Ensuring a safe, efficient and reliable waste collection service

- Continue implementing Alternate Weekly Collections (AWC) to cover around 80% of households in the city
- Implement alternative collection arrangements for 20% of city not suitable for AWC service
- Roll out the Integrated Waste Management System, progressing improvements for information management
- Reduce the number of missed collections, including the number of missed assisted collections
- Review the Household Waste Recycling Site (HWRS) strategy and complete logistics review
- Monitor and manage HWRS permits schemes
- Ensure compliance with safety, environmental and quality management systems
- Maximise use of the web site and other alternative channels to enhance user experience and reduce cost

Providing a long-term solution for disposing of our waste

- Progress construction of the Recycling and Energy Recovery Facility (RERF)
- Scope collection round revisions required ahead of RERF operations commencing 2016
- Progress opportunities for a district heating scheme using RERF as heat source
- Kirkstall Road HWSS redevelopment plans approved and construction commenced
- Further support social enterprise and voluntary/community sectors to develop re-use opportunities
- Clearly document fleet transport strategy and deliver to budget
- Bid for available funding to support and progress food waste collections and anaerobic digestion aspirations

Increasing recycling and reducing the use of landfill

- Further increase level of recycling to 46%
- Implement bulky waste policies
- Procure and manage recycling contracts to maximize environmental benefit and income potential
- Monitor collection services, supported by education, to increase recycling participation and reduce the amount of municipal waste sent to landfill
- Work with partners to promote best practice in waste management across other sectors
- Procure integrated solution for environmental management and monitoring of closed landfills

Objective 6 on a Page 2014-15

Objective 6: Becoming a more efficient & enterprising council – improving our organisational design, developing our people and working with partners to effect change

What we will achieve in 2014/15

Get services right first time and improve customer satisfaction

- Increase levels of customer satisfaction across a range of Council services
- Reduce the number of complaints received

Improve how we're organised and make the best use of our assets

- Review the design of the organisation to remove duplication and inconsistency
- Simplify, standardise and share our support services while maintaining sustainable service and quality levels
- Provide effective support to help deliver the health and social care integration agenda
- Further develop pilot of One Public Estate Programme
- Reduce the cost of our property assets
- Review the operational portfolio and optimise the investment portfolio in line with the Asset Management Plan
- Review our ICT strategy in line with key design principles

Create flexibility and the right capacity and skills in our workforce

- Support people to take up opportunities across the organisation via the talent pool and other mechanisms
- Deliver the Manager Challenge Programme
- Deliver the Leadership Development Programme
- Improve our learning offer to make it easier for people to attain the skills they need to do their job better
- Progress the Changing the Workplace Programme

Become more enterprising

- Engage volunteers, third sector, local public service organisations and private partners to strengthen relationships and promote joint commissioning, procurement or co-production of services
- Establish an 'information hub' across the City to enable information and intelligence sharing across public, private and community partners
- Drive opportunities to join up information, people and technology across public, private and voluntary partners including using and exploiting open data and digital technology under the Smart City banner.

Generate income for the council

- Carry out a comprehensive review of fees and charges
- Maximise external funding opportunities

Values on a Page 2014-15

Our Values – Underpinning all that we do

How we measure progress on embedding them

Working as a team for Leeds

- Investors in People assessment
- Satisfaction with the Leadership development offer and Manager Challenge
- High level of employee engagement
- Progress on Better Business Management and Changing the Workplace Programmes
- Satisfaction at Leaders for Leeds events

Being open, honest and trusted

- High level of employee engagement
- Percentage of people who say their training and development helps them to do a better job
- Percentage of people who say they have opportunities to use their skills at work
- 100% quality appraisal completion
- Percentage of staff reporting they are getting clear feedback
- Further improve decision making to ensure appropriate notice of decisions and democratic accountability

Working with communities – see also Best Council Objective 1: 'Supporting communities and tackling poverty'

- Percentage of major decision reports evidencing community engagement and consultation
- Percentage representation of under-represented groups across the workforce

Treating people fairly

- Percentage of major decision reports evidencing equality issues have been considered
- Achieve the Excellent rating of the Equality Framework for Local Government for 2014/17
- Sickness levels per full-time equivalent
- Number of accidents and 'near misses' in the workplace and the percentage that lead to recorded investigations and responses
- Percentage of staff who say they get thanked for doing a good job

Spending money wisely

- Percentage of variation from the overall council budget in year
- Value of Revenue Reserves maintained at prudent level
- Staff costs: Number of full-time equivalent employees; Overtime spend; Agency spend
- Increase in on-contract spend and procurement savings
- Percentage of staff who report that 'my team manages and uses its money well'
- New streamlined financial regulations launched
- 2015/16 budget approved by Full Council
- Two-year financial strategy developed

City-wide strategic planning context

The Best Council Plan sits alongside and contributes to a number of other plans. Here is how they fit together:

Vision for Leeds 2011-30: sets out the long-term vision and aspirations for the city.

City Priority Plan 2011-15: identifies the outcomes / priorities to be delivered by the council and its partners on our journey to be the best city in the UK, including a set of indicators we will use to measure our progress. This does not include everything but is a small set of challenges that each partnership has identified as its primary focus. Some partnerships also have a wider plan or strategy which sets out their broader aims.

Financial strategy 2013-17 and annual budget: the Annual Financial Plan is our approved budget for revenue spend for the year. This is developed and agreed each year within the context of our longer-term financial plan for the council, setting out how resources will be aligned to the council's 'Best Council' ambitions for the 4-year period up to 2016-17.

People Plan 2014-17: sets out the council's priorities for its people across five themes – flexible, healthy, enabled, engaged and performing – with the aim of enabling the council to achieve its ambition through its people. It is underpinned by the council values, our commitment to joint working with the trade unions and our commitment to civic enterprise through working with the public, private and voluntary sectors.

Best Council Plan 2013-17: the council has an ambition to be the best council and this plan sets out how we will adopt a new leadership style of civic enterprise to achieve this ambition. It includes a range of actions to improve services, change culture, work differently, become more enterprising and respond to the financial environment. It is updated annually.

Service plans 2014-15, team plans and appraisal objectives: set out what each service is seeking to achieve over the next year including contributions to the delivery of the Best Council Plan or City Priority Plans, business as usual activity and any service improvement or development objectives. They provide a vital link from the strategic level plans through to team plans and individual appraisal objectives which are developed from service plans.

Equality Improvement Priorities: show the council's continued commitment to equality by setting out what we are going to do to continue to remove and reduce barriers that may prevent some people from fully participating in the social, cultural, political and economic life of the city. These priorities help ensure that the council meets its legal duties under the Equality Act 2010. These are closely aligned to the Vision for Leeds, the City Priority Plan and the Best Council Plan in order to ensure a more integrated approach to equality in the council's strategic planning framework.

Area/locality planning: at community committee, ward and neighbourhood level a range of plans exist which bring together priorities based on the specific local needs of an area. Whilst these are informed by, and build upon, the city-wide priorities they also recognise that for a large and diverse city like Leeds, plans need to be tailored to reflect local circumstances.

