



**Leeds**  
CITY COUNCIL

**BEST COUNCIL PLAN  
2015-20**

**DETAILED OBJECTIVES: 2015-16**



# LEEDS CITY COUNCIL SUMMARY BEST COUNCIL PLAN 2015-20 UPDATE 2015-16

“Our vision is for Leeds to be a compassionate, caring city that helps all its residents benefit from the effects of the city’s economic growth. We will focus on creating the right conditions for the economy in Leeds to prosper and, hand in hand with that, ensure a consequence of that growth is a reduction in the inequalities that exist in Leeds. We will need an enormous amount of help from our partners and the city’s businesses to succeed in this dual aim, but working together we will achieve our ambition of Leeds being the UK’s best council and best city.”

**Cllr Judith Blake**  
Leader of Leeds  
City Council

**Tom Riordan**  
Chief Executive of  
Leeds City  
Council



## Our values will influence how we work

Working as a  
team for Leeds

Being open, honest  
and trusted

Working with  
communities

Treating  
people fairly

Spending  
money wisely

## For the next 12 months this is what we will be doing:

- 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

Our breakthrough projects will help us achieve these objectives by cutting through traditional boundaries and engaging partners and communities differently.

“We are again asking our colleagues to do more with less and to deliver the very best for the people of Leeds. We would like to thank all of you for all you have achieved so far and for the hard work that will undoubtedly be needed ahead.”

## Our breakthrough projects will help us develop new ways of working

Domestic  
violence  
and abuse

Hosting world  
class events  
on a global stage as a  
smart city

Cutting  
carbon  
in Leeds

Housing  
growth,  
and jobs for  
young people

Making Leeds the  
best place to  
grow old

Reducing health  
inequalities through  
healthier  
lifestyles

Rethinking the  
city  
centre



# INTRODUCTION

The Best Council Plan 2015-20 shares our vision for the future of Leeds City Council and shows how we will meet our responsibilities in a way that serves our communities even better. It explains the council's six objectives for 2015-16, the values that underpin everything we do and the longer-term challenges and opportunities we face in the next five years up to 2020. Please click [here](#) to go to the Best Council Plan 2015-20.

The following pages describe this year's six objectives in more detail so our colleagues can see how the work they do makes a real difference to the people of Leeds and our partners can see how we contribute to citywide priorities. This document also shows how our objectives are interconnected, with each linking to the other five.

For each objective we have provided a short introduction and defined a set of outcomes, priorities and key performance indicators. More detail on each objective can be found in supporting council and partnership plans and strategies which are referenced.

Working with our partners to deliver against these objectives in 2015 and 2016 will help us continue to reduce inequality and move us closer to our ambition of Leeds being the UK's best council and best city: a city that is great for all ages, where people are earning, learning, safe, healthy and engaged.



# Objective 1: Supporting communities and tackling poverty

## WHY IS THIS IMPORTANT?

The health of people in Leeds is generally worse than the England average, with deprivation being one of the main contributory factors. Child poverty is at the root of many poor outcomes for children and young people and their families; affecting health, educational attainment and employment prospects. The impact of crime and disorder remains a significant issue for those who live in, work in and visit Leeds. By working with our partners and becoming more connected with the people of Leeds, we will improve the quality of life of all our residents, tackling the challenges of poverty and inequality across the city and fostering a safe, tolerant society.

## OUTCOMES – working with partners, what difference do we want to make

### People in Leeds:

- Have a better quality of life, particularly those who are vulnerable or experiencing poverty and inequality
- Are safe and feel safe in their homes, in the streets and the places they go
- Live longer and have healthier, active lives
- Have a voice and influence in decision-making
- Receive accessible and integrated services that meet their needs

## PRIORITIES – working with partners, what we are focusing on in 2015-16



## SUPPORTING PLANS – where you can find more information

- Citizens@Leeds Strategy
- Communities Plan
- Health and Wellbeing Strategy
- Leeds Children and Young People's Plan – from good to great
- Leeds Drug and Alcohol Strategy
- Leeds Mental Health Framework
- Leeds Strategy for Sport and Active Lifestyles
- Safer Leeds Hate Crime Strategy
- Safer Leeds Plan
- Council's cross-cutting breakthrough projects

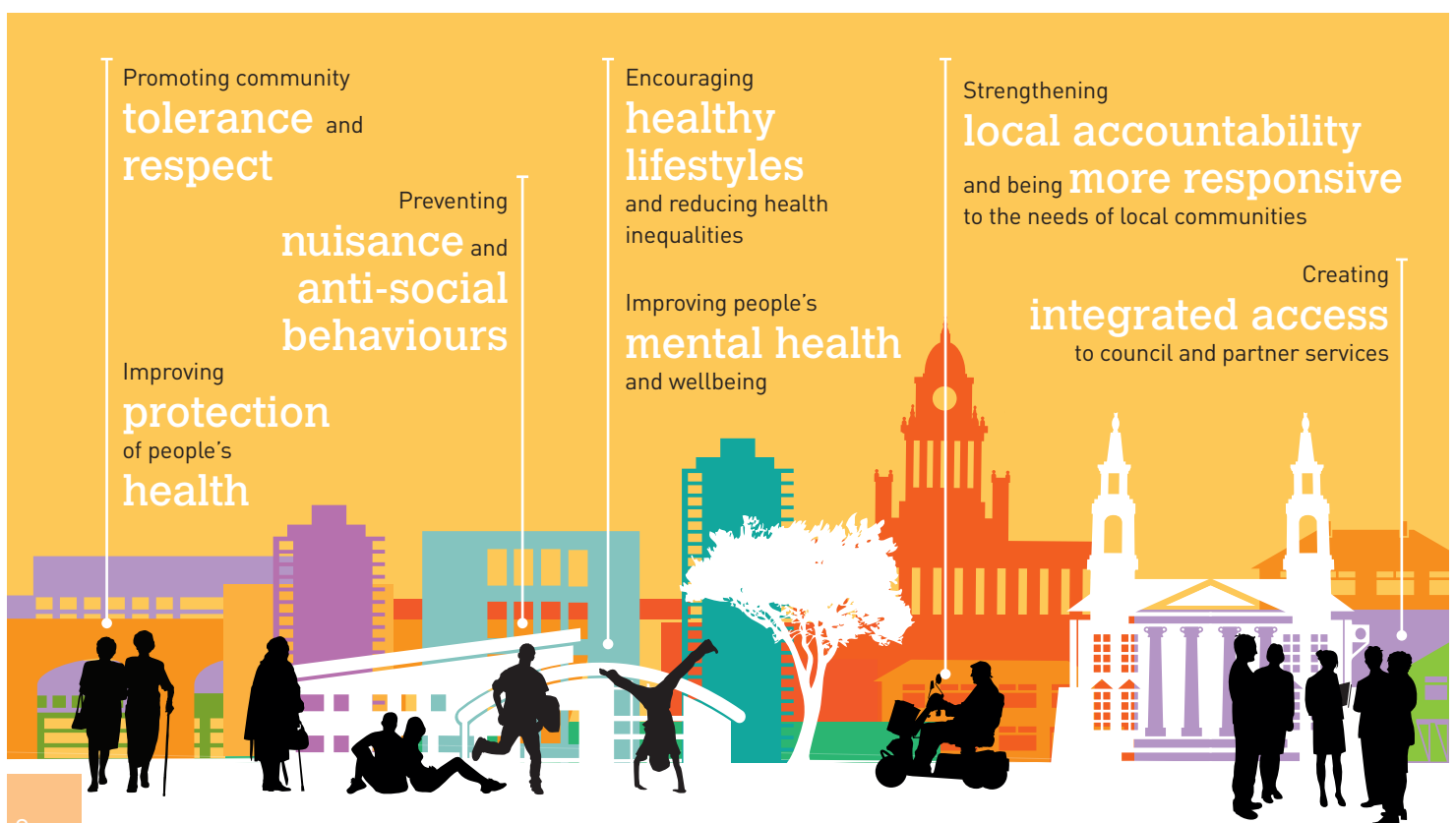
## KEY PERFORMANCE INDICATORS – how we'll know if we've made a difference

### Deliverables

- Deliver a Council Tax Support scheme that helps people into work
- Deliver a new Local Welfare Support scheme to help those facing severe financial hardship
- Roll out city network of community hubs, joining up services to tackle inequality
- Integrate sexual exploitation awareness and referral processes with other community engagement and campaign work
- Establish the 'Front Door Safeguarding Hub' to respond effectively to the risk of domestic violence and abuse and co-ordinate appropriate support
- Embed mental health street triage programmes across the city
- Re-commission Public Health services to improve healthy lifestyles
- Deliver a fully integrated Council Tax service that increases telephone and web access and significantly higher levels of automation
- Put in place cohesive, proactive and responsive infection prevention controls
- Establish, develop, and embed Community Committees and the role of Community Champions in their localities
- Promote the benefits of "good citizenship" and positive relationships through local community safety programmes

### Indicators

- Increase provision of free welfare and debt advice
- Reduce number of households in fuel poverty
- Increase number of people supported to improve skills
- Increase number of people supported into jobs
- Increase percentage of adult population active for 30 minutes once per week
- Increase number of NHS health checks
- Reduce repeat incidence rate of domestic violence and abuse
- Reduce number of first time entrants into the youth justice system
- Reduce number of people Killed or Seriously Injured (KSI) in road traffic accidents



# Objective 2: Promoting sustainable and inclusive economic growth

## WHY IS THIS IMPORTANT?

A prosperous, sustainable and inclusive economy is critical to the future success of Leeds. While businesses create wealth, the council has a central role in creating the conditions for a strong economy and a compassionate city. We will continue to engage in the debate over devolution and play our full part with energy and enthusiasm to ensure that Leeds and the wider Leeds City Region secure the powers and resources we need to accelerate economic growth. As the largest employer, landowner and procurer in the city we can use our assets, working with the private sector and other public partners, to promote economic activity, attract investment and tackle poverty.

## OUTCOMES – working with partners, what difference do we want to make

### People and businesses in Leeds benefit from:

- A thriving economy, with more and better jobs
- Reduced poverty as a result of good growth
- Housing growth and transport that meets their needs
- A rich cultural offer that surpasses the aspirations of Leeds' residents and visitors
- Increased engagement in decision making through greater freedoms and devolution
- Increased income to the council through a growing economy and tax base

## PRIORITIES – working with partners, what we are focusing on in 2015-16

Creating **jobs** through strong leadership and co-ordinated investment

Enhancing the **skills, knowledge** and economic resilience of the workforce

Facilitating **key infrastructure** projects to deliver economic and housing growth

Enhancing the confidence and profile of the city by hosting **world class events**

Improving **transport connectivity** to connect people to jobs and services and expand **travel choice**



## SUPPORTING PLANS – where you can find more information

- Leeds City Region Strategic Economic Plan
- Leeds Core Strategy
- Leeds Growth Strategy
- Leeds Local Flood Risk Management Strategy
- Leeds Museums & Galleries Strategic Plan
- Site Allocations Plan
- More Jobs, Better Jobs research programme (with Joseph Rowntree Foundation and the LEP – Local Enterprise Partnership)
- West Yorkshire Transport Plan
- Council’s cross-cutting breakthrough projects

## KEY PERFORMANCE INDICATORS – how we’ll know if we’ve made a difference

### Deliverables

- Support access to work and career progression
- Progress infrastructure, major development and transport projects that support growth
- Support initiatives to deliver housing growth and reduce the number of empty homes
- Produce Transport Strategy for Leeds
- Develop a strategic investment programme in partnership with Bid4Leeds
- Create an independent European Capital of Culture 2023 steering group

### Indicators

- Year on year private sector job growth (BRES – Business Register and Employment Survey)
- Increase number of new jobs created by Leeds City Council / LEP programmes
- Reduce number of people working in Leeds who are earning below the Living Wage
- Achieve housing growth target
- Maximise business rates growth
- Optimise Enterprise Zone receipts
- Reduce percentage of A roads where structural maintenance should be considered
- Increase overall visitor numbers for Leeds City Council events and cultural activities
- Maintain overall satisfaction with cultural provision in Leeds



# Objective 3: Building a child-friendly city

## WHY IS THIS IMPORTANT?

Our vision is for Leeds to be the best city for children and young people (CYP) to grow up in. We want Leeds to be a child friendly city where children and young people enjoy growing up, achieve their potential and become successful citizens of the future. Outcomes for children and young people in Leeds are good and improving, with the overwhelming majority of children and young people having fun growing up and being ready for adult life.

However, in order to fulfil our child friendly ambitions we need to improve life outcomes for all children, particularly those who are vulnerable or in care, by providing children with the learning, support, advice, guidance, care and opportunities they need to lead successful and fulfilling lives. Through investing in children and young people we are helping build an increasingly prosperous and successful city. Resilient and successful children and families lead to resilient and successful communities which in turn drive city-wide social and economic growth and prosperity.

## OUTCOMES – working with partners, what difference do we want to make

### All children and young people:

- Are safe from harm
- Do well at all levels of learning and have the skills for life
- Enjoy healthy lifestyles
- Have fun growing up
- Are active citizens who feel they have a voice and influence

## PRIORITIES – working with partners, what we are focusing on in 2015-16

Supporting children to have the **best start** in life and be ready for learning

Helping children live in **safe** and **supportive** families

Improving **social, emotional** and **mental health** and wellbeing

Increasing numbers participating and engaged in **learning post-16**

Ensuring the **most vulnerable** are protected





## SUPPORTING PLANS – where you can find more information

- Health and Wellbeing Strategy
- Leeds Best Start Plan
- Leeds Children and Young People's Plan – from good to great
- Leeds Drug and Alcohol Strategy
- Leeds SEND (Special educational needs and disabilities) Strategy
- Safer Leeds Plan
- Youth Justice Plan
- Council's cross-cutting breakthrough projects

## KEY PERFORMANCE INDICATORS – how we'll know if we've made a difference

### Indicators

- Reduce infant mortality rate
- Increase breastfeeding maintenance at 6-8 weeks
- Reduce number of CYP killed and seriously injured on the city's roads
- Safely reduce the number of children who need to be looked after
- Safely reduce the number of CYP with child protection plans
- Increase percentage with good achievement at end of primary school
- Increase percentage gaining 5 good GCSEs, including English and maths
- Increase percentage gaining Level 3 qualifications by 19
- Reduce education achievement gaps at ages 5, 11, 16 and 19
- Increase primary and secondary school attendance
- Reduce percentage of 16-18 year olds not in education, employment or training (NEET) / not known
- Increase percentage of new school places in good and outstanding schools
- Increase proportion of CYP aged 16+ with SEND (Special Educational Needs and Disabilities) in appropriate education, employment or training
- Increase percentage with good level of development in Early Years
- Reduce number of exclusions from school
- Reduce obesity levels at age 11
- Increase free school meal uptake at primary and secondary schools
- Reduce teenage pregnancy rates
- Reduce rates of under 18s alcohol related hospital admissions
- Increase proportion of CYP who say they are having fun growing up
- Increase CYP's and parents' satisfaction with mental health services
- Reduce proportion of 10-17 year olds offending
- Increase percentage of CYP who report influence in (a) school (b) the community



# Objective 4: Delivering the better lives programme

## WHY IS THIS IMPORTANT?

We want Leeds to be the best place in the UK to live, and grow old in for anyone with social care needs – a city which offers its residents the best support available to maintain their health and wellbeing long into the future. People who use social care services have told us loud and clear that what they want most is to maintain their independence and stay at home for as long as possible. Our focus remains on ensuring that people with social care needs can access services easily when they need help; maintain their independence with support where needed; and are given choice and control to use the services that best suit their individual needs.

## OUTCOMES – working with partners, what difference do we want to make

### People with care and support needs in Leeds:

- Are contributors to their community and live healthy, fulfilling lives with adequate access to, and choice and control over, any support that they may need
- Stay independent for as long as possible
- Live safely and with dignity
- Are treated as ‘whole people’ and have an altogether smoother, more seamless, less fragmented experience of their health and social care services
- Have access to a greater choice of services that are geared to respond to people’s specific needs

## PRIORITIES – working with partners, what we are focusing on in 2015-16

Ensuring people whose circumstances make them vulnerable are given the **safeguarding and support** they need

Helping people exercise greater **choice and control** over their lives

Facilitating communities to **come together** to support those isolated or with care and support needs



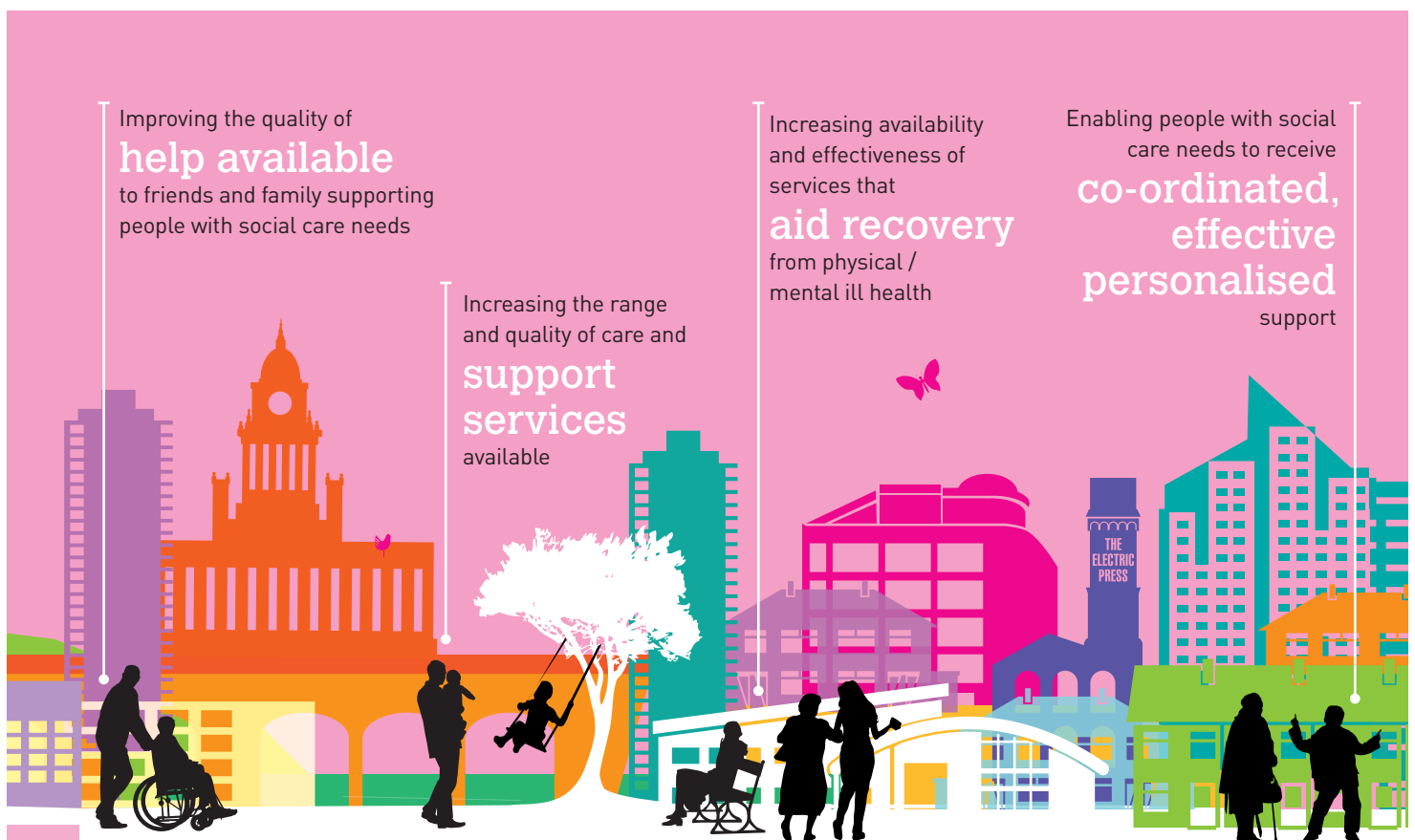
## SUPPORTING PLANS – where you can find more information

- Even Better Lives Lived: Adult Social Care Local Account
- Health and Wellbeing Strategy
- Leeds Market Position Statement
- Council's cross-cutting breakthrough projects

## KEY PERFORMANCE INDICATORS – how we'll know if we've made a difference

### Indicators

- Increase proportion of people who use services who have control over their daily life
- Increase proportion of people using social care who self-direct their own support, and those receiving direct payments
- Increase proportion of adults with learning disabilities in paid employment
- Increase proportion of adults in contact with secondary mental health services in paid employment
- Increase proportion of adults with learning disabilities who live in their own home or with their family
- Increase proportion of adults in contact with secondary mental health services who live independently, with, or without support
- Reduce permanent admissions to residential and nursing care homes, per 100,000 population (18-64)
- Reduce permanent admissions to residential and nursing care homes, per 100,000 population (65+)
- Increase proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
- Increase proportion of older people offered reablement service following hospital discharge
- Reduce delayed transfers of care from hospital
- Increase overall satisfaction of people who use services with their care and support
- Increase proportion of people who use services and carers who find it easy to find information about services
- Increase proportion of people who use services who feel safe
- Increase proportion of people who use services who say that those services have made them feel safe and secure



# Objective 5: Dealing effectively with the city's waste

## WHY IS THIS IMPORTANT?

As the city grows and the amount of waste produced increases, how we deal with the city's waste becomes more and more important. Dealing effectively with the city's waste will reduce the immediate and long term impact on the natural environment, create energy, improve public health, encourage clean neighbourhoods and ease financial strains on the council budget. Having first considered how to minimise the amount of waste we produce, we then need to refocus waste management so that waste is considered more as a resource, being reused or recycled and having value recovered from it wherever possible. We will reduce the costly reliance on landfill disposal and constantly innovate and utilise new technology to improve services and reduce costs. We will create a new social contract where residents, communities, businesses and the third sector recognise that waste is everyone's responsibility.

## OUTCOMES – working with partners, what difference do we want to make

### People in Leeds benefit from:

- An efficient, reliable and high quality waste collection service
- More waste recycled and less sent to landfill

## PRIORITIES – working with partners, what we are focusing on in 2015-16

Minimising the amount of waste that ends up in landfill by maximising recycling, reuse and recovery opportunities

Ensuring waste is collected on the scheduled day



## SUPPORTING PLANS – where you can find more information

- Integrated Waste Strategy
- Waste Management Service Plan
- Council's cross-cutting breakthrough projects

## KEY PERFORMANCE INDICATORS – how we'll know if we've made a difference

### Deliverables

- Deliver overall savings of £1.6m by dealing more effectively with the city's waste
- Complete construction on the Recycling and Energy Recovery Facility to accept council waste deliveries by October 2015 and all kerbside residual waste by March 2016
- Commence redevelopment of a modern Household Waste Site at Kirkstall Road and build partnerships with social enterprises and the third sector to provide reuse, recycling and reprocessing facilities
- Expand alternate weekly collections to an additional 64,000 properties increasing coverage to around 80% of properties in the city.
- Complete and evaluate pilot schemes in areas where alternate weekly collections aren't suitable
- Progress roll out and integration of the Integrated Waste Management System to support strategic and operational delivery of the waste service

### Indicators

- Increase percentage of waste recycled to 44.2%
- Reduce weight of domestic waste sent to landfill
- Reduce number of reported missed bins per 100,000



# Objective 6: Becoming a more efficient and enterprising council

## WHY IS THIS IMPORTANT?

In adopting a positive vision for the future of local democracy based on civic enterprise, we will become smaller in size, more focussed in remit, more influential and innovative. We need to work differently, change our approach, embed our 'Doing Our Best' culture and reshape our structures. We need an agile, skilled and diverse workforce with the ability to respond flexibly. We need to maximise income generation and develop services in new markets, whilst ensuring that there are no unintended consequences for vulnerable citizens.

## OUTCOMES – working with partners, what difference do we want to make

An organisation that is enabled to achieve through:

- Strong, strategic leadership and effective collaboration with partners, including other public sector bodies, the third sector and the Combined Authority
- A culture that values, engages and supports people and makes the best use of their talent
- Systems, processes and infrastructure that help people get things done easily and efficiently
- Taking informed, transparent decisions and effectively managing risks
- Inclusive and diverse workforce planning that increases flexibility and supports services to stay within budget

## PRIORITIES – working with partners, what we are focusing on in 2015-16

Improving  
**engagement**  
with the public, partners  
and staff

Developing the right **capacity**  
and **skills** in our workforce

Reviewing different **funding**  
**models** for different  
services and delivering our  
financial strategy

Creating flexible,  
**multi-disciplinary**  
**teams**

Increasing **diversity**  
in our workforce and  
**supporting** our  
**lowest paid** staff



## SUPPORTING PLANS – where you can find more information

- Annual Financial Plan
- Citizens@Leeds Strategy
- ICT Futures & Strategy
- People Plan
- Council's cross-cutting breakthrough projects

## KEY PERFORMANCE INDICATORS – how we'll know if we've made a difference

### Deliverables

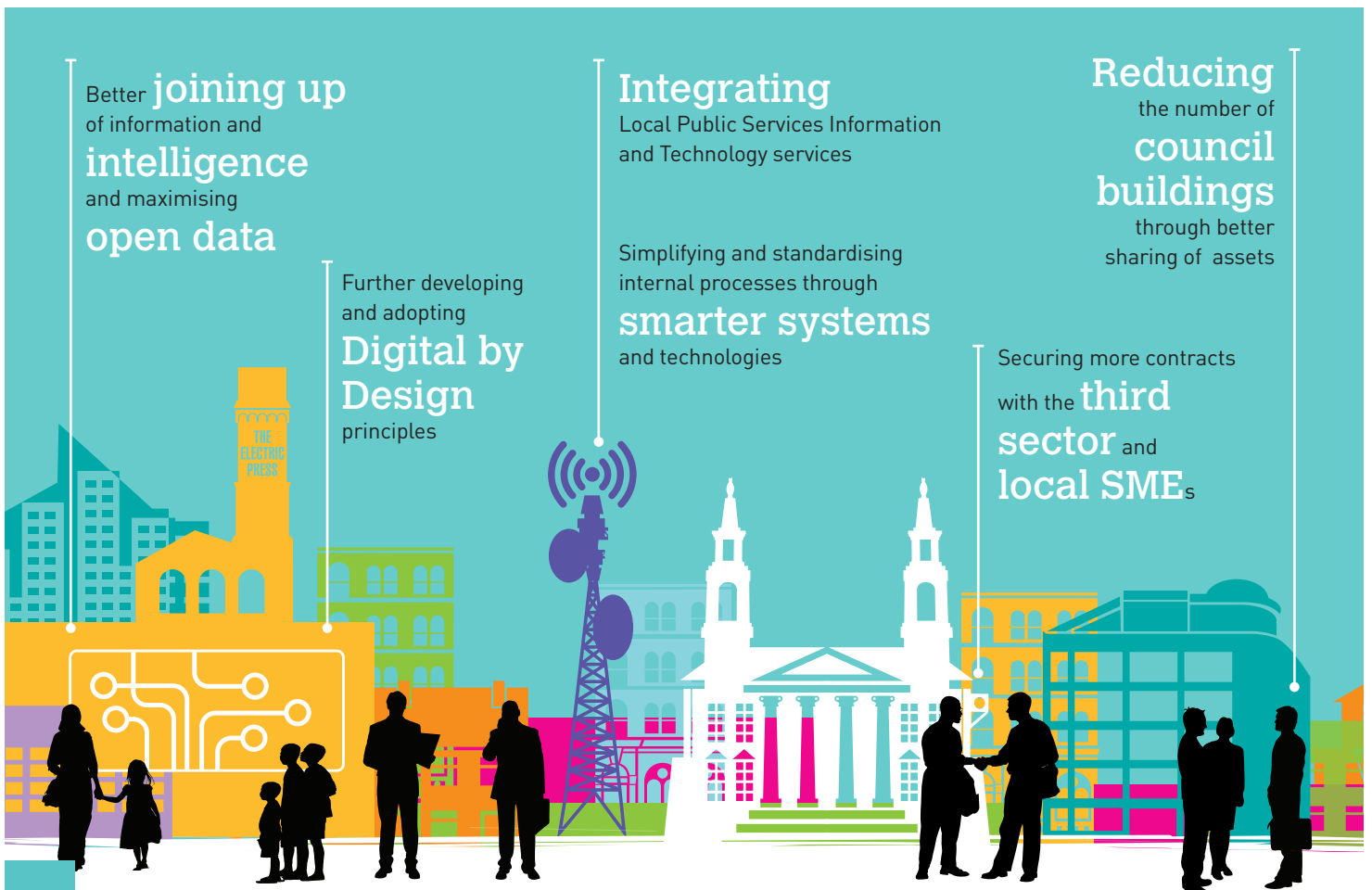
- Develop and roll out a programme of engagement with staff, elected members, the public and partners on the future priorities of the council
- Begin implementing the Combined Authority Low Pay Charter
- Develop career families
- Develop a range of modern business solutions for staff to transact simply and effectively across support services
- Joint commissioning of "End User Compute" services across Health and Care organisations
- Provide a platform-based approach across Leeds for organisations to collaborate to deliver digital solutions

### Indicators

- Increase level of employee engagement, particularly number of staff who say, 'I feel I count'
- Demonstrate increase in number of people with

protected characteristics at JNC (senior manager) level

- Increase proportion of people with protected characteristics recruited into the council
- Reduce average sickness levels per full-time equivalent (FTE) member of staff
- Reduce variation in staffing costs and number of FTEs in year
- Reduce number of accidents in the workplace
- Minimise over/under spend / £ for this financial year
- Reduce number of complaints received about council services
- Increase number of compliments received about council services
- Reduce off contract and non-contract spend
- Increase formal consideration of social value – social, economic and environmental factors – at each stage of the procurement life cycle
- Increase percentage of total self-service customer contact received via digital channels



Better joining up  
of information and  
**intelligence**  
and maximising  
**open data**

Further developing  
and adopting  
**Digital by  
Design**  
principles

**Integrating**  
Local Public Services Information  
and Technology services

Simplifying and standardising  
internal processes through  
**smarter systems**  
and technologies

**Reducing**  
the number of  
**council  
buildings**  
through better  
sharing of assets

Securing more contracts  
with the **third  
sector** and  
**local SMEs**

“Our vision is for Leeds to be a compassionate, caring city that helps all its residents benefit from the effects of the city’s economic growth. We will focus on creating the right conditions for the economy in Leeds to prosper and, hand in hand with that, ensure a consequence of that growth is a reduction in the inequalities that exist in Leeds. Working together, we will achieve our ambition of Leeds being the UK’s best council and best city.”

**Cllr Judith Blake** Leader of Leeds City Council

**Tom Riordan** Chief Executive of Leeds City Council