

Report of the Deputy Chief Executive

Report to the Executive Board

Date: 23rd September 2015

Subject: Best Council Plan - Strong Economy and Compassionate City

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number: N/A		
Appendix number: N/A		

Summary of main issues

1. This report seeks the Executive Board's agreement to a renewed ambition for Leeds to build on recent progress and recognise the challenges that remain. To be the 'best city in the UK', as set out in the 'Vision for Leeds 2011-30', Leeds aspires to be a compassionate, caring city that helps all its residents realise their potential to contribute to and benefit from economic success, thereby tackling poverty and reducing the inequalities that still exist.
2. Supporting these two aims for Leeds to have a 'Strong economy' and to be a 'Compassionate City', this report highlights some examples of success and presents a draft set of 'best city' outcomes that will drive the council's priorities, working in partnership with others who can help improve outcomes. The priorities will incorporate the 'breakthrough projects' – i.e. the cross-cutting areas the council will particularly focus on to improve service delivery and make even more impact on the 'best city' outcomes. The renewed ambition and final agreed outcomes will be used to inform a refreshed Best Council Plan (including performance measures) and aligned council budget for 2016/17, both to be presented to this Board in February 2016.

Recommendations

1. Executive Board is asked to agree a renewed ambition for Leeds: to be the 'best city', as set out in the 'Vision for Leeds 2011-30', which means it must be a compassionate, caring place that helps all its residents contribute to and benefit from the effects of economy growth, thereby tackling poverty and reducing the range of inequalities that still exist.
2. The Board is also asked to note the draft 'best city' outcomes and updated 'breakthrough projects' presented at Appendix 1 in support of the twin aims of Leeds having a strong economy and being a compassionate city. These will be finalised in the coming months by engaging with members, staff and partners to develop the 2016/17 Best Council Plan (including a set of clear actions and performance measures) and aligned budget, both to be presented to this Board in February 2016. The responsible officers are the Chief Executive for the Best Council Plan and the Deputy Chief Executive for the budget.

1 Purpose of this report

- 1.1 This report seeks the Executive Board's agreement to a renewed ambition for Leeds and to note the draft 'best city' outcomes and updated breakthrough projects. These will inform the 2016/17 Best Council Plan and financial strategy, building on progress that has been reported before and setting out to achieve even more.

2 Background information

Vision for Leeds & the Best Council Plan

- 2.1 In 2011 the *Vision for Leeds* was published with the aspiration that, by 2030, Leeds would be the 'best city in the UK'. Four years on, that Vision has not changed; the aspiration remains for Leeds to be the 'best city' to live in, work in, do business in and visit. However, people and places do not stand still and so it is important to restate what that 'best city' aspiration means in light of the progress that has been made towards achieving it and the challenges that Leeds faces.
- 2.2 To contribute to Leeds being 'the best city', the council also aspires to be the 'best council'. In March 2015, Executive Board agreed a Best Council Plan that set out the authority's six objectives for 2015/16, as well as the longer term role of local government under the following headings: civic enterprise; good growth; 21st century infrastructure; social contract and devolution. Much of this role of local government in the future will continue to influence the next Best Council Plan and the council's financial and workforce strategies, in order to build on the progress made to date.

Highlights & challenges

- 2.3 From both a city and council perspective, there have been many successes against the dual themes of a 'Strong economy' and 'Compassionate city', including, for example:

Strong economy

- Work-based employment has now recovered to pre-recession levels;
- Key infrastructure projects, such as Victoria Gate, South Bank and the Flood Alleviation Scheme are progressing well;
- The Grand Départ boosted the economy by £17m; and
- More than 2,000 homes were completed in 2014/15 with thousands more under construction and in the pipeline.

Compassionate City

- The numbers of children who are looked after by the local authority continue to safely reduce;
- Infant mortality rates are at an all-time low;
- Public health programmes and NHS health checks have led to a decrease in smoking rates, helping to reduce deaths from cardio-vascular disease;
- The council's Better Lives programme is increasing the number of people able to live independently in their own homes; and
- Over 14,000 local residents have been supported to improve their skills.

- 2.4 However, a range of inequalities and challenges exist in Leeds, highlighted by the recent Joint Strategic Needs Assessment (JSNA) work¹, including for example:

- 20% of the Leeds population live in deprived areas, centred in the Inner East and Inner South of the city;

¹ The Joint Strategic Needs Assessment (JSNA) is a rolling programme of needs assessments and analysis with a primary focus on Health and Wellbeing. Its purpose is to influence priorities and inform commissioning strategies and plans. The 2015 JSNA for Leeds focused on population, deprivation, housing, mental health, potential years life lost and learning disabilities.

- Educational attainment is one of the main determinants of life chances and though good progress has been made, Leeds is below the national average on some key indicators;
- Housing remains a challenge in terms of affordability, quality and meeting demand;
- Health inequalities continue to impact on the most vulnerable, with increased demand on related public services through growing numbers and increased complexity of needs; and
- Across the city and within localities there is – and will continue to be – significant demographic change through an ageing population, increased birth rate, more transient populations and changing ethnicities. Again, these put additional pressures on public services.

2.5 To address these inequalities and challenges, there is a need for a renewed city ambition that all of us who contribute to making Leeds the ‘best city’ – the council, other public sector bodies, the third sector, businesses, communities and individuals; everyone plays a part – can use to influence what we do and how we do it.

3 Main issues

Renewed ambition, ‘best city’ outcomes

3.1 Appendix 1 provides a one-page overview of the renewed ambition for Leeds and draft set of ‘best city’ outcomes and updated ‘breakthrough projects’ for Executive Board’s consideration. The ambition will continue to influence a different way of working for the council and how it engages with the people and organisations of Leeds in order to respond to the increasing demand on public services, maintain and improve the infrastructure that drives a strong economy, and support the most vulnerable as part of a compassionate society.

Driving implementation

3.2 Using ‘outcomes’ as a starting point for planning follows the performance management methodology, ‘outcomes based accountability’ (OBA): a means of improving outcomes for populations, organisations and communities that begins with an aspirational ‘condition of wellbeing’ - the desired outcome(s). It uses performance trends to inform stakeholder agreement on what needs to be improved and to define actions that will ‘turn the curve’, resulting in the desired outcome. This is a proven tool that can be used at a city or locality level to encourage partnership working by providing a common language against which ‘SMART’ (specific, measurable, action-based, realistic and time-bound) strategies can be developed.

3.3 In the coming weeks, OBA will be applied to the outcomes to agree priorities (what we will focus on), actions (how we will do it) and key performance indicators (KPIs - how we will know if we are making a difference) with content taken where appropriate from existing council and partnership plans - such as the Leeds Children & Young People’s Plan, Safer Leeds Strategy and emerging Leeds Health & Wellbeing Strategy – and incorporating the updated ‘breakthrough projects’.

3.4 The Executive Members will drive these priorities. There will be engagement with Scrutiny, through relevant inquiries and their performance management role. Importantly, there will also be engagement with ward members through the Community Committees in their vital role of bringing a local perspective and influence to work well with key community partners such as schools, GPs, SMEs, faith and community groups and, crucially, the public. The work will draw on the good work being done through neighbourhood planning and local engagement to understand needs and improve outcomes.

- 3.5 The priorities and actions will draw out the range of ways the council contributes to these outcomes: as a direct service provider, a commissioner, major procurer and as a civic leader, bringing together partners and communities across the city and beyond to work together. The results will inform the 2016/17 Best Council Plan and aligned 2016/17 budget that will be developed together to ensure that the council's priorities are affordable, appropriately resourced, measurable and maximise the organisation's contribution to the draft outcomes at Appendix 1.

Financial context

- 3.6 On 8th July, the Chancellor presented a budget that set out government's plans to tackle the deficit and a broad range of policy changes around welfare, housing, tax, a new Living Wage and devolution. It also signposted a Comprehensive Spending Review for local government and the public services. More detail came on 21st July when the Treasury launched, '*The Spending Review: "A country that lives within its means"*'. This document confirmed government's intention to continue the deficit reduction programme with a further £20bn of "consolidation" by 2019/20, in addition to the £17bn announced shortly before in the summer budget. Treasury also asked government departments to set out plans for reductions to their resource budgets based on two scenarios: 25% and 40% savings in real terms by 2019/20. With Schools, the NHS, Defence and International Development continuing to be protected, the public sector contribution to tackling the deficit will fall more heavily on 'unprotected' departments, including Communities & Local Government.
- 3.7 The potential impacts for Leeds are currently being analysed and will be brought to the Executive Board in October as part of the medium-term financial strategy 2016/17 – 2019/20 with the more detailed Initial Budget Proposals for 2016/17 coming to the Board in December following publication of government's Spending Review on 25th November.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The renewed ambition with a focus on 'Strong economy' and 'Compassionate city' and the draft outcomes have been developed in discussion with Executive members and senior management, with many of the outcomes drawn from existing partnership documents that were themselves developed through extensive consultation. The outcomes, supporting council priorities, performance measures and budget for 2016/17 will be further developed and finalised in the coming months through consultation and engagement with members, officers, partners and the public.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Tackling inequalities is at the heart of the renewed ambition and so equality considerations will be a primary focus when the council is developing its 2016/17 priorities and budget. These will draw on the work underway at the time of writing to develop new Equality Improvement Priorities.
- 4.2.2 Decisions taken as a result of the revised priorities and new budget will themselves continue to be equality impact assessed as appropriate.

4.3 Council policies and Best Council Plan

- 4.3.1 The draft set of outcomes will be used to develop refreshed priorities for the Council and will inform a revised Best Council Plan for 2016/17. These will be

drawn up in conjunction with the 2016/17 budget and so seek to ensure that the council's financial resources are directed towards its policies and priorities and, conversely, that these policies and priorities themselves are affordable.

4.4 Resources and value for money

- 4.4.1 Financial implications will be addressed as part of developing the council's new priorities in conjunction with next year's budget and the emerging medium-term financial strategy with a focus on affordability.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 This report is eligible for call-in. There are no specific legal implications and all information within this report is available to the public.

4.6 Risk Management

- 4.6.1 This is a report for information and consultation with no associated risks. Decisions taken as a result of the revised priorities and new budget will themselves be risk assessed as appropriate and included in future reports to this Board.

5 Conclusions

- 5.1 In 2011 the *Vision for Leeds* was published with the aspiration of Leeds being the best city in the UK by 2030. Four years on, that Vision has not changed; the aspiration remains for Leeds to be the 'best city' to live in, work in, do business in and visit. However, people and places do not stand still and so it is important to restate what that 'best city' aspiration means in light of the progress that has been made towards achieving it and the challenges that Leeds faces. This report thus presents for Executive Board's agreement a renewed 'best city' ambition for Leeds with a focus on a 'strong economy' and 'compassionate city' in order to tackle poverty and reduce the inequalities that exist. The report also introduces a set of draft 'best city outcomes' and updated 'breakthrough projects' in support of the renewed best city ambition to build on progress already being made.

6 Recommendations

- 6.1 Executive Board is asked to agree a renewed ambition for Leeds: to be the 'best city', as set out in the '*Vision for Leeds 2011-30*', which means it must be a compassionate, caring place that helps all its residents contribute to and benefit from the effects of economy growth, thereby tackling poverty and reducing the range of inequalities that still exist.
- 6.2 The Board is also asked to note the draft 'best city' outcomes and updated 'breakthrough projects' presented at Appendix 1 in support of the twin aims of Leeds having a 'strong economy' and being a 'compassionate city'. These will be finalised in the coming months through developing the 2016/17 Best Council Plan and aligned budget, both to be presented to this Board in February 2016. The responsible officers are the Chief Executive for the Best Council Plan and the Deputy Chief Executive for the budget.

7 Background documents²

- 7.1 None

² The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Appendix 1: Draft Best City ambition and outcomes

Leeds: Strong Economy, Compassionate City

Our vision is for Leeds to be the best city in the UK: one that is compassionate with a strong economy that tackles poverty and reduces the inequalities that still exist. We want

Leeds to be a city that is fair and sustainable, ambitious, fun and creative for all.

Significant progress has been made towards these ambitions, using a civic enterprise approach, but even more needs to be done. The council will continue to work with others to achieve better outcomes for the city.

Best City Outcomes

We want everyone in Leeds to.....

- Be safe and feel safe
- Enjoy happy, healthy, active lives
- Live with dignity and stay independent for as long as possible
- Do well at all levels of learning and have the skills they need for life
- Earn enough to support themselves and their families
- Live in decent, affordable homes within clean and well cared for places
- Move around a well-planned city easily
- Enjoy greater access to green spaces, leisure and the arts

2016/17 Best Council Plan

To provide a framework to help achieve the best city outcomes, the council will have three objectives to drive our service plans and financial and workforce strategies, all aimed at tackling inequalities: for Leeds to have a **Strong Economy** and to be a **Compassionate City** and for the council to be a more **Efficient & Enterprising** organisation, underpinned by our five values.

Leeds City Council's Values



Breakthrough projects

The council has established cross-cutting 'breakthrough projects' - areas of particular focus to improve service delivery that will make even more impact on the best city outcomes and tackle poverty and inequalities:

- Cutting carbon and improving air quality
- Tackling domestic violence and abuse
- World-class events and a vibrant city centre that all can benefit from
- Housing growth and high standards in all sectors
- More jobs, better jobs
- Making Leeds the best place to grow old in
- Early intervention and reducing health inequalities
- Strong communities benefitting from a strong city