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## Report of Leeds Initiative

### Scrutiny Board Health

Date: 21 September 2010

Subject: Vision for Leeds 2011 to 2030 – progress with development and next steps

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#### Electoral Wards Affected: All

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1.0 Introduction

1.1 Members will be aware that this will be the third Vision for Leeds. The Leeds Initiative Executive agreed that a new Vision should be commissioned at their meeting of 25 March 2009. It was agreed a new Vision would look ahead to Leeds in 2030, and that the Leeds Strategic Plan from 2011 to 2014 would be the first three-year delivery plan for the Vision.

## 2.0 Progress to date

2.1 The 'Where are we now?' report developed at the end of 2009 formed the basis of discussions held during the stakeholder engagement phase with almost 40 different groups of people, third sector events, business events, Leeds Initiative strategy and development groups, specific interest groups, all the Leeds City Council political groups, and scrutiny boards.

2.2 A joint meeting of the Narrowing the Gap and Going up a League Boards took place on 8 February to consider and discuss the conclusions drawn from the discussions around the 'Where are we now?' report to firm up a proposition which formed the basis of the consultation draft.

2.3 The project team, comprising officers from across the full Leeds Initiative and Partnerships team, meets on a monthly basis, to drive the project forward and ensure the process is fully coordinated with other strategies and plans.

2.4 The team has:

- developed the consultation document (Appendix 1);

- identified the impact assessments that need to be undertaken on risk, sustainability and equality;
- drawn up communications and consultation plans (Appendix 2); and
- commissioned an agency to develop a campaign brand and consultation website – ‘What if Leeds ...? Talk today. Shape tomorrow’.

2.5 The Vision Steering group, comprising senior members of the Leeds Initiative’s partners, has met three times since January to give their views on progress and inform the consultation process and the thinking behind the consultation document.

### 3.0 Next steps

3.1 The **public consultation phase** on the new Vision for Leeds runs from September to December 2010. The consultation approach will allow the public to respond on both shorter term priorities and the long term. The exercise will therefore create evidence for the Vision and the Leeds Strategic Plan. A full list of consultation activity both planned and already undertaken is attached at Appendix 3, and includes:

- a printed consultation document available across the city in public buildings, including libraries, community centres and one stop centres;
- a double-page spread and survey in the council’s ‘About Leeds’ September edition;
- a week-long series of articles and features in the Yorkshire Evening Post;
- joint activities and blogs with [www.guardian.co.uk/leeds](http://www.guardian.co.uk/leeds) ;
- a bespoke, time-limited website – [www.whatifleeds.org](http://www.whatifleeds.org) - inviting people to get involved in a debate about the kind of city they want Leeds to be and their ideas for how to make it happen;
- ‘Whatifleeds’ Facebook, LinkedIn and Twitter accounts; and
- consultation with specific interest groups at events across the city;

3.2 The consultation timetable is constantly being added to as we continue to look for more community groups to engage with.

Timetable:

- Close consultation 31 December 2010
- Drafting of final Vision for Leeds document from December 2010 to February 2011
- CLT- LMT- Executive Board approval process
- Partnership approval processes
- Full Council – April 2011

- Formal public launch July 2011

#### **4.0 Recommendations**

4.1 That members of the Scrutiny Board are invited to:

4.1.1 note and comment on the work carried out to date to develop a new Vision for Leeds 2011 to 2030

4.1.2 note and comment on the consultation document, 'What if Leeds ...'; and

4.1.3 give support to the process of consultation

#### **5.0 Background papers**

None

## **Appendix II**

### **Consultation and communications plans for the Vision for Leeds 2011 to 2030**

The sustainable community strategy, the Vision for Leeds 2011 to 2030, is the overarching plan for other local and regional plans and will take into account how they inform one another.

The Government says that it should be:

- based on local needs;
- underpinned by a shared evidence base;
- informed by community aspirations; and
- lead to improvements in the social, environmental and economic wellbeing of the area.
- the starting point for producing a sustainable community strategy is consultation.

#### **Aims of the consultation and communications for the Vision for Leeds 2011 to 2030**

The consultation and communications plans will aim to:

- increase public awareness of the Vision and engage meaningfully with local people;
- make sure the links between the Vision and other relevant strategies and plans are clear; and
- enable a wide and diverse range of people to take part and thereby influence the Vision.

#### **Objectives**

The consultation and communications plans will enable us to:

- work with partners to avoid duplication, maximise resources and participation and increase opportunities for joint consultation;
- understand the views of members of the public and other stakeholders about the future of Leeds;
- develop an understanding of alternative, innovative methods of consultation as a basis for service improvement;
- develop accessible consultation materials that will appeal to and engage with more Leeds' citizens;
- involve under-represented groups and groups at risk of exclusion;
- share intelligence and information with respect to the consultation outcomes for all partners and key consultees;

- work with partners to make sure that other key strategies are consistent with the Vision document; and
- provide staged feedback to all consultees.

## **Challenges**

Challenges in putting into practice the consultation and communications plans to achieve effective results include:

- persuading a broader range of people to actively engage in the consultation process; and
- working with reduced capacity and limited budget to form a large-scale consultation.

## **Rationale for the consultation and communications approach**

In order to address the issues outlined above an invitation to tender exercise was carried out to appoint an agency to develop a public-facing look and feel to the Vision for Leeds consultation and communications. Evidence has shown that successful consultation exercises that seek to engage with the general public have adopted a campaign approach creating a separate identity rather than using the brand of the commissioning organisation.

A Leeds-based agency, Home, has been appointed to develop a public-facing campaign identity and website for the 'Vision for Leeds' consultation project – 'What if Leeds ...? Talk today. Shape tomorrow'.

The aim is to:

- create an inclusive approach to the consultation;
- create an identity which is used on all communications media (website, consultation document, questionnaire) associated with the consultation,
- be instantly recognisable to the public, and
- build up momentum throughout the campaign.

Home has had previous success with this approach for several other public-sector organisations, including 'the Great Drink Debate' campaign for the COI from an original working title of 'Attitudes and behaviour towards alcohol in the Yorkshire & Humber region – a public consultation'. For this they developed a colour palette, imagery, a typography style and a strapline of "Views on booze. What's yours?". The campaign elicited 13,000 responses in three months.

The design proposition – What if Leeds ...? Talk today. Shape tomorrow.

The invitation to engage is at the heart of the proposition - the main objective being to get a response and to get people to join in to tell us where they see Leeds by 2030.

In replacement of the working title 'Vision for Leeds', the agency has developed the concept 'What if Leeds...'. And the website [www.whatifleeds.org](http://www.whatifleeds.org)

'What if Leeds...' aims to:

- inspire people who live and work in Leeds to think to the long term;
- provoke interest by suggesting there's more to come;
- pose a question, thus opening up the subject to debate;
- use everyday language that will appeal to a broad demographic; and
- immediately make the campaign ownable to Leeds;

The concept name of 'What if Leeds...' is then substantiated with the strapline 'Talk today. Shape tomorrow'.

'What if Leeds...' acts as a stage in the development of the new Vision for Leeds by suggesting points of view that will spark debate, for example:

- what if Leeds has the best quality of life in the UK?
- what if Leeds is the UK's most family friendly city?
- what if Leeds has the strongest and most sustainable economy in the country?
- what if Leeds ...? You tell us!

The owl design device serves as a visual representation of the campaign and gives an alternative to using images of people, which is difficult when representing a broad demographic.

A stand-alone website – [whatifleeds.org](http://whatifleeds.org) – has been developed to support our consultation. The website will use social media (Facebook, Twitter, YouTube, LinkedIn, Flickr, blogs, etc) to engage a wide demographic. Since the last Vision for Leeds was published, social media has become the most natural and conventional means of communication for a large majority of the population, and, in particular, young people. Recent research carried out by Nielsen showed that more people now communicate using social media than through email and 24 million people actively use Facebook in the UK (50% of these log on to Facebook in any given day) . Three million people are members of social networks associated with Leeds.

Online consultation has a number of other benefits:

- quick and easy responses;
- effective for large-scale consultation – able to reach a wider audience cost-effectively;
- information can be quickly updated;
- environmentally-friendly;
- 'viral marketing' can drive traffic to the site (using existing website databases, such as Breeze);
- participants can ask for more information, seek clarification and receive more immediate feedback than from traditional consultation methods;
- it encourages a two-way, more active process – people can pose their own questions rather than being the passive recipients of questions provided by ourselves;

- it gives people the opportunity to debate – something which has found a new voice in popular culture following the televised political debates for the general election;
- online tools allow for effective analysis and evaluation; and
- the website could provide a sustainable consultation platform subsequently.

Other groups e.g. Silver Surfers, and learning groups in libraries, have been approached in order to broaden participation. [Guardian.co.uk/leeds](http://Guardian.co.uk/leeds) is also engaged with the project.

A variety of other methods will be used in order to engage a broad range of audiences and yield both quantitative and qualitative results.

They will include:

- face-to-face (focus groups ), particularly targeted at under-represented groups;
- print (newspaper, newsletters etc.) including one week of articles in the Yorkshire Evening Post with real-life case studies, and articles in a range of local newspapers;
- the communications networks of partner organisations;
- online newsletters;
- hard copies of the consultation document to be distributed to a wide range of organisations with public receptions;
- questionnaires;
- attendance at existing local community events and festivals;
- workshops for special interest groups;
- joint consultation with key strategic partners to avoid duplication;
- in-house consultation for schools, FE and HE sectors (young people and adults);
- employee engagement through staff networks (e.g. LCC, NHS); and
- presentations to a range of audiences.

Feedback will be provided to all consultees at staged intervals during the consultation process.

Key consultees will be approached to provide evaluation at the end of the consultation exercise.

## Appendix III

### Consultation timetable

Month	Activity
May 2010	<p>21 May - Open Space (cross-sector event with 20 workshops)</p> <p>22 May - TINWOLF (Transition Inner North West Of Leeds Forum) event – Reinventing our City – creating community solutions for a sustainable Leeds</p>
June 2010	<p>18 June - LSP challenge event</p> <p>Four-week project in Holy Rosary and St Anne's, Chapeltown for all key stage 2 students</p> <p>Robin Hood Primary pupils and parents event</p>
July 2010	<p>1 July - physical and sensory impairment event – Headingley</p> <p>6 July - LGB young people</p> <p>22 July - Hamwattan Elderly Group</p> <p>22 July - Jewish Older People</p> <p>26 July - Armley Helping Hands – older people</p> <p>27 July - Seacroft Older people</p> <p>Launch of e-consultation – email to Breezecard database</p> <p>Breeze on Tour events</p>
August 2010	<p>3 August - Leeds Black Elders</p> <p>4 August - PACTS (Police and Communities Together) meeting Hunslet</p> <p>6 August - Leeds Irish older people, Harehills</p> <p>8 August – Community Interfaith Event - Beeston</p> <p>10 August – Meeting with disabled adults (Leeds Involving People)</p> <p>11 August - Together for Peace – DIY Vision event for businesses</p> <p>18 August - Morley Elderly Action</p>



<p>September 2010</p>	<p>2 September – Otley community groups (Otley Town Council)</p> <p>3 September – Culture Vultures ‘Tales of the City’</p> <p>21 September - BettaKultcha (social media networking)</p> <p>Business event with Leeds Ahead</p> <p>Scrutiny Board meetings</p> <p>Schools</p> <ul style="list-style-type: none"> <li>- Whitecote Primary, Bramley</li> <li>- Garforth Comprehensive</li> <li>- New Bewerley Primary, Beeston</li> <li>- Cookridge Primary</li> <li>- Rodillian School(disabled young people)</li> </ul> <p>Institute of Directors - email to contact list 1500+ plus events</p> <p>Youth Council</p> <p>Women’s Group (Hamara Centre)</p> <p>Area management events</p>
<p>October 2010</p>	<p>Leeds Metropolitan University University of Leeds Leeds City College</p> <p>October 21 LINK</p> <p>Focus group GATE (Leeds Gypsy and Traveller Exchange)</p> <p>Focus group ROMA community</p> <p>Disabled young people</p> <p>Leeds Chinese Community including businesses</p> <p>Leeds Chamber Business Forum event</p> <p>LINK event</p>
<p>November 2010</p>	<p>Focus group MESMAC (LGB)</p> <p>PACTS meeting Wetherby</p> <p>18 November – Equalities Assembly Conference</p>