

# Being Our Best – Our Organisation Plan for 2023 onwards

Date: 19 June 2023

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy and Resources)

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

## Brief summary

- This report provides scrutiny with an opportunity to comment and influence the implementation of the 'Being Our Best – our organisation plan for 2023 onwards' which, linked to the Best City Ambition, sets out the vision for Leeds City Council to be the best Council in the best City.
- This is a transitional year for the plan, following the transitional year we've had for the Best City Ambition which will be reviewed later this year. This report therefore offers an initial opportunity to feed into the development of these two key strategic documents, with the likelihood of further opportunities as the year progresses.
- The plan is aimed at the 2000+ managers that work at Leeds City Council to support and assist them in bringing the best out of their teams to deliver the best services for residents of Leeds. A key priority in the plan is the refresh of the values and behaviours which provides the framework for how managers and staff should approach working for the Council.
- The plan ties in closely with the Best City Ambition, which established a Team Leeds approach to delivering key objectives in the city. The Being Our Best – our organisation plan for 2023 onwards sets out key principles, values and objectives that will enable the Council to be a key partner in delivering the Best City Ambition.
- This item links to previous consideration of the Best City Ambition, the LGA Corporate Peer Challenge, Equality, Diversity and Inclusion (EDI) and a number of other areas by Strategy and Resources Scrutiny Board in the last municipal year. In addition, the Being Our Best – our organisation plan for 2023 onwards sets out the transformation required for the Council to meet the ongoing financial challenge and delivery of the Medium-Term Financial Strategy.
- Appendix 1 to this report provides the Being Our Best Plan due to be considered by Executive Board on 21 June 2023.

## Recommendations

Members are asked to:

- a) Note and comment on the contents of the report and consider any wider scrutiny actions or future work that might arise on this subject.

### What is this report about?

- 1 Being Our Best – our organisation plan for 2023 onwards provides a clear plan to managers on the key cross council change priorities, values and behaviours and expectations of managers across the council. It also provides guidance on how to use the plan and share it with wider teams as well as resources to assist managers in delivering the ambitions set out in it.
- 2 The plan will be reviewed over the course of the next year and this report therefore offers the Board an opportunity to comment on and shape how it is developed.
- 3 Strategy and Resources Scrutiny Board has already considered a number of items linked to the Organisational Plan. On Equality, Diversity and Inclusion for example the plan has clear guidance on challenging all forms of discrimination and prejudice and speaking up when there is a need to challenge behaviour. This reflects the Board's long-standing work on this agenda in hearing from staff networks, the Freedom to Speak Up Guardian and senior managers in HR leading positive change in this area.
- 4 The Scrutiny Board also considered the LGA Corporate Peer Challenge report and action plan developed in response to the recommendations in February 2023 and provided feedback to the Council leadership on the discussion that took place. The Organisational Plan has clear reference to some of the challenges highlighted by the corporate peer challenge not least on recruitment and retention, staff workloads and the possibility of staff burnout.
- 5 The plan also covers other areas that have previously interested the Board such as the need to drive efficiency and better use of limited resources, improving how the council uses technology and its digital offer, improved performance for customers using the contact centre and staff performance management.
- 6 As a result, this item offers an opportunity for the new Board to touch on a range of key issues from previous work programmes that are being brought together in one plan. This offers a good starting point for future work that could lead from it in the new 2023/24 municipal year.

### What impact will this proposal have?

- 7 This report offers an opportunity for the Board to contribute to the development of the Council's Organisational Plan, to add value and shape it as the plan is reviewed over the course of the municipal year.
- 8 Possible areas of future interest for the Board include plans to initiate a policy review that will strengthen and simplify the council's policy approach on staffing issues as well as other areas such as information governance, ongoing work on the EDI agenda to enhance the good start already made in challenging discrimination and enabling staff to bring their whole selves to work and planned work on service planning to create stronger links between strategic priorities and local service priorities.

### How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 9 The terms of reference of the Scrutiny Boards will continue to promote a strategic and outward looking Scrutiny function that focuses on the Best City Ambition.

10 At the heart of the Organisation Plan is the direction of the Best City Ambition. By involving scrutiny in the development of the Organisation Plan it is hoped that value can be added to the review of the plan in 2023/24 that will contribute towards the delivery of the Best City Ambition.

**What consultation and engagement has taken place?**

11 This report provides an update to scrutiny on key themes from previous municipal years. The Board has heard evidence on a number of areas touched on by the Organisational Plan through previous work items.

**What are the resource implications?**

12 This report has no specific resource implications.

**What are the key risks and how are they being managed?**

13 This report has no risk management implications.

**What are the legal implications?**

14 This report has no specific legal implications.

**Appendices**

- Appendix 1: Being Our Best – Our Organisation plan for 2023 onwards which will be agreed as part of Executive Board's agenda on 21 June.

**Background papers**

- None