

LGA Corporate Peer Challenge – recommendations, progress update and next steps

Values, Culture and Workforce

Recommendations – November 2022	Summary of progress so far	Feedback – September 2023	Next Steps
<p>Keep being Leeds, keep being ambitious and living the values of collaboration, compassion and convening.</p> <p>Be mindful of the risk of staff burnout and provide clarity about priorities especially as budgets further reduce. Capacity at some levels is stretched and some employees are worried about the health and wellbeing of their colleagues.</p> <p>Build on the success of the EDI champions network and strengthen corporate champions at the senior level to support the further development and embedding of EDI in the council.</p>	<p>Being our Best – our plan for 2023 onwards incl 4 manager expectations and 5 interdependent change priorities.</p> <p>Strong focus on engagement and EDI Progress on EDI incl mandatory training for 2,300 managers and EDI dashboards, backed up by staff survey results.</p> <p>Be Your Best – manager training offer including change and workloads. Digital core skills offer. Wellbeing support continued.</p>	<p>Strong sense of belonging and loyalty to the council via the Be Our Best, Best City and Best City Ambition concepts.</p> <p>Roll out of EDI training - staff are taking a more inclusive approach day to day and challenging themselves and others. There is a clear enthusiasm over this.</p> <p>EDI scorecard has been developed to understand the diversity of the workforce.</p> <p>Use of data e.g. staff survey, EDI scorecard.</p> <p>Clear commitment to people’s wellbeing.</p> <p>Staff survey showing very positive results, reflecting Team Leeds.</p>	<p>Review of internal communications to ensure reach effective consistently, including to off-line staff.</p> <p>Review of internal policies and Constitution to help reduce workloads and burdens.</p> <p>Continue relentless messaging about permission to make local changes to reduce burnout.</p> <p>Maintain wellbeing offer, focus on appraisals and ensure follow up on local and corporate actions resulting from staff survey findings.</p> <p>Continue to focus on BYB programme delivery, including Steps 4/5 EDI, performance and change management, as well as digital skills.</p> <p>Launch Inclusive Leadership Programme in Inclusion week at end Sept.</p>

## Locality Working

Recommendations – November 2022	Summary of progress so far	Feedback – September 2023	Next Steps
<p>Review locality working to improve clarity and coherence for the council, partners and communities.</p> <p>Invest in member development on strengths-based community development. Councillors' ambitions for their communities are clear but as the council's resources reduce members have an important role to play in supporting communities to be able to do more for themselves.</p>	<p>City Cost of living response.</p> <p>Expansion of approach to locality working in priority wards, new Priority Ward Delivery Group and have developed Priority Ward Partnerships Plans.</p> <p>All local assets have been assessed and mapped, with work looking at local areas and proposing scope for rationalisation.</p>	<p>Localities review needs to be part of the change programme with a clear set of outcomes and a focus on delivery.</p> <p>Acknowledge this is an issue of strategic importance and potential for members to have different roles in future. Work ongoing to explore model.</p> <p>Community Committee review is underway – feedback provided to peers suggests that further work is needed for clarity of the review and how it ties in with other priorities.</p>	<p>Refresh of Best City Ambition by Feb 2024.</p> <p>Develop into more formal change programme linked to Being Our Best organisational plan and Best City Ambition update.</p> <p>Develop further model for a different use of workforce and assets in communities.</p> <p>Complete Locality Building Review including community centres.</p> <p>Complete Community Committee review.</p> <p>Continue member development programme for ABCD training.</p>

## Transformation approach across the organisation

Recommendations – November 2022	Summary of progress so far	Feedback – September 2023	Next Steps
<p>Develop capacity for transformation and change.</p> <p>Use the opportunity of the new leadership team to review and develop strong practice in Children's Services in light of the MacAlister review.</p> <p>Use the opportunity of the digital transformation to co-produce with middle managers a system that is more agile and responsive to their needs on the ground.</p>	<p>Organisation plan five interrelated change priorities, used to improve coherence of the changes and prioritisation.</p> <p>Recruitment of additional transformation capacity to create networked capacity, including for Children &amp; Family changes.</p> <p>Core Business Transformation procurements for Finance and HR delivery partners. User centred design approach embedded within programme.</p>	<p>Positive energy around transformation and change.</p> <p>Developing capacity in transformation, with more horizontal working.</p> <p>Developing systems to empower managers.</p> <p>Changing capacity in Children's Services based on strong evidence-based approach with strong executive level leadership, buy-in with social care workforce.</p> <p>Given the scale of transformation, how confident are you about the resilience of the workforce to support your ambitions?</p>	<p>Continuing best practice sharing across whole organisation.</p> <p>Successful implementation of revised HR and Finance systems, including ongoing engagement on policies, processes, and culture.</p> <p>Complete recruitment of additional transformation capacity and ensure vision of networked capacity is delivered.</p> <p>Review of some aspects of organisation design where scope for change outweighs required investment and disruption.</p> <p>Ensure clear governance on 5 interrelated priorities in Being Our Best organisational plan.</p> <p>Exploit Artificial Intelligence to support financial challenge, with effective use of business cases and clear rollout plan.</p>

## Financial Planning

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<p>Consider a more outcomes focused and evidence-based approach to medium-term financial planning.</p> <p>Prepare for the financial challenges ahead. Take best practice on specialist commissioning and robust financial management from the Adults and Health directorate into the Children and Families directorate.</p>	<p>Continued to communicate and engage with the scale of our financial challenge, with guidance on in-year and future year approaches.</p> <p>Disciplined financial reporting through Executive Board. Budget Management packs and training for key budget holders.</p> <p>Extensive review of Capital Programme.</p> <p>Focus on contract management, colleagues from Adults &amp; Health and Children &amp; Families commissioning good practise sharing and cross council liaison relating to 3rd sector partners.</p>	<p>Collective senior leadership of the budget and its challenges. The council is open about the scale of the issue and the need for fully collective efforts to resolve this.</p> <p>Staff recognise and are willing to embrace change, commit to the ambitions and priorities and the vision of being the best council with the best workforce in the best city.</p> <p>Staff feel there are more potential savings to be made through new approaches to procurement and commissioning.</p> <p>This is a transition period pre-election, with the sector under pressure and we think you need to further explore these issues:</p> <ul style="list-style-type: none"> <li>• What will deliver the necessary savings over the next 2-3 years?</li> <li>• Are you clear about what you are not doing?</li> <li>• Are resources in the right place to deliver those savings and transformation?</li> <li>• Has enough consideration been given to what the council can no longer afford to do, or which could be done in better ways which meet the needs of residents and communities and which balance cost effectiveness with impact and ambition?</li> </ul>	<p>Current year overspend savings and plans in place to ensure financial sustainability.</p> <p>Revisit essential/non-essential and statutory/non-statutory services, level of provision, performance, and service design to help with clear prioritisation and options for members.</p> <p>Develop and deliver asset package to help smooth future year anticipated challenges.</p> <p>Continued work with key partners, so everyone makes maximum contribution.</p> <p>Influence position for reset of role of Local Government locally, regionally, and nationally.</p> <p>Deliver transformation and organisational redesign, as above, to ensure savings delivered.</p>

## Work beyond the city

Recommendations – November 2022	Summary of progress so far	Feedback – September 2023	Next Steps
<p>Further strengthen MCA relationships.</p> <p>Opportunity to be a new national exemplar for community-led integrated public service delivery.</p> <p>Continue to influence and improve policy and practice in partnership with national and local government.</p> <p>Work with anchors and city partners to strengthen further their campaigning and lobbying on the financial challenge and the need for investment.</p>	<p>Team West Yorkshire - continued engagement with WYCA, WYICB and WYLRF.</p> <p>Homecare First programme underway and active engagement with DHSC Policy Hub.</p> <p>Continued active engagement with Ministers, civil servants, wider LG sector, think tanks to influence national policy and practice.</p> <p>Continued engagement with key partners, plus anchor institution working with city partners, community partners and businesses.</p>	<p>Council brings influence and informs at all levels and presses for change on all things local government.</p> <p>Strong national leadership on children's social care, growth, housing and the future of local government.</p> <p>Feedback came from Cllrs about the capacity to deliver on sub region programmes when it is so stretched locally.</p> <p>Council needs to look at maximising memberships and roles within MCA.</p>	<p>Complete refresh of key relationship mapping (using Boston Matrix) and build refinements into leadership approach.</p> <p>Potentially different approach to national and sector award submissions.</p> <p>Continued influencing at every opportunity – WYCA, WYICB etc as well as nationally and internationally.</p>