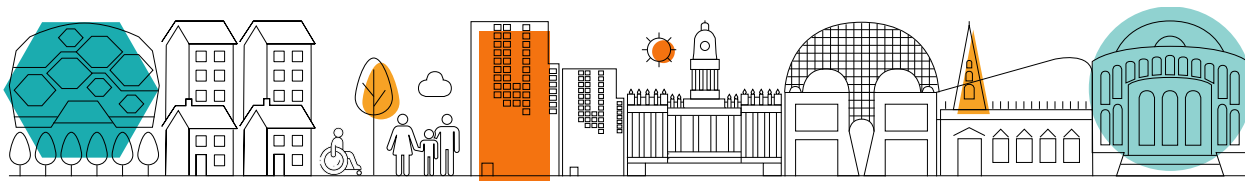


Directorate of Communities, Housing and Environment

Strategic Vision 2023-26



Directorate Structure

James Rogers - Director Communities, Housing & Environment

James Rogers - Director Communities, Housing & Environment					
Polly Cook - Climate, Energy & Greenspaces	Lee Hemsworth - Community Hubs, Welfare & Business Support	John Mulcahy - Elections & Regulatory	John Woolmer - Environmental Services	Gerard Tinsdale - Housing	Paul Money - Safer Stronger Communities
<ul style="list-style-type: none"> ▪ Parks Operations ▪ Commercial & Estates ▪ Climate Emergency ▪ Energy ▪ Air Quality ▪ Bereavement Services 	<ul style="list-style-type: none"> • Benefits • Business Development & Housing Projects • Face to Face Contact 	<ul style="list-style-type: none"> • Electoral Services • Entertainment Licensing • Environmental Health • Land & Property Search • Registrars • Parking Services • Taxi & Private Hire Licensing 	<ul style="list-style-type: none"> • Refuse Service • Cleaner Neighbourhoods Team • City Centre Cleansing Team • Serious Environmental Crime Team • Household Waste & Recycling Centres (inc neighbourhood recycling facilities) • Waste contracts and performance 	<ul style="list-style-type: none"> • Health & Housing • Homelessness • Housing & Neighbourhood Services • Housing Management • Private Sector Housing • Property Management • Strategy & Investment 	<ul style="list-style-type: none"> • Safer Neighbourhoods & ASB Services • Communities – Equality • Community – Safer Services • Locality Partnerships • Migration Yorkshire • Safeguarding & Domestic Violence • Service Development

Key Directorate Metrics

36 Service Areas

3,505 Staff

82 Assets (Buildings)

2022/23 Gross Spend = £678m

2022/23 Gross Income = £594m

Directorate Strategic Vision

Our Vision is to provide an inclusive, safe, welcoming and climate friendly city, where all our citizens and visitors can live and work in safe, clean and empowered communities with access to high quality affordable housing, local green spaces and attractions and easy to access help, particularly those who are vulnerable.



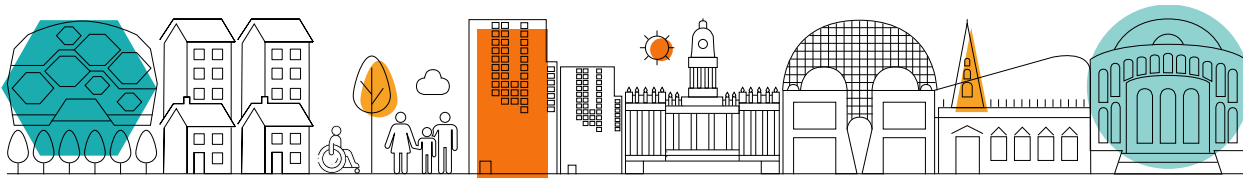
Best City Ambition

The Best City Ambition is our overall vision for the future of Leeds.

At its heart is our mission to tackle poverty and inequality and improve quality of life for everyone who calls Leeds home. We will achieve our mission by focusing on improving outcomes across the 3 Pillars of the Best City Ambition (Health & wellbeing, Inclusive growth & Zero carbon).

To help us tackle some of our biggest challenges key resources from across the city have been brought together to work on:

- Better homes for health & wellbeing
- Promoting mental health in the community
- Inclusive green jobs
- Learning outcomes for social mobility
- Responding to the cost of living crisis





Health and Wellbeing

Tackling Poverty

Improving Air Quality

Good Quality Homes

Health & Housing

Reducing Homelessness

Keeping Our Communities Safe

High quality parks & green spaces

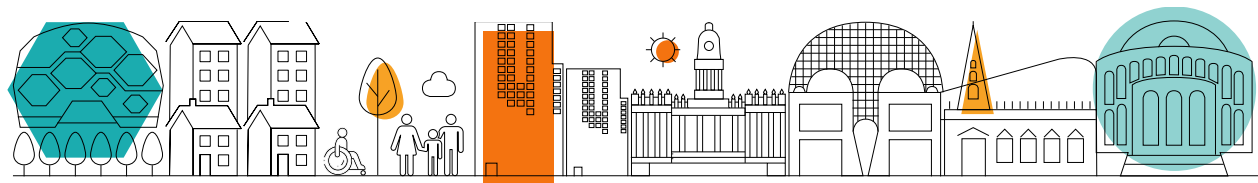
Accessible services & support

Ensuring Equality

Managing Household Waste

Preventative Support

Cleaner Streets



Delivering our vision – Our Priorities



Priority Neighbourhoods

Tackling Climate Change

Good Quality Homes

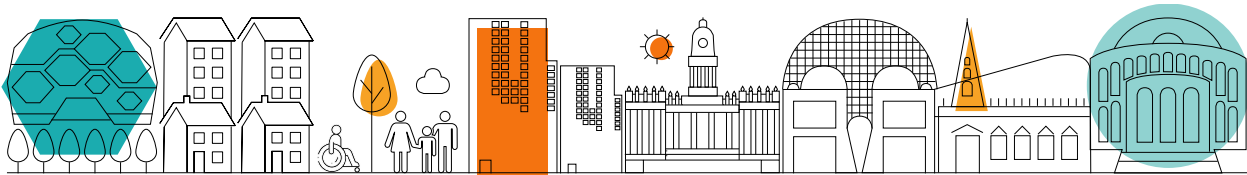
Keeping Our Communities Safe

High quality parks & green spaces

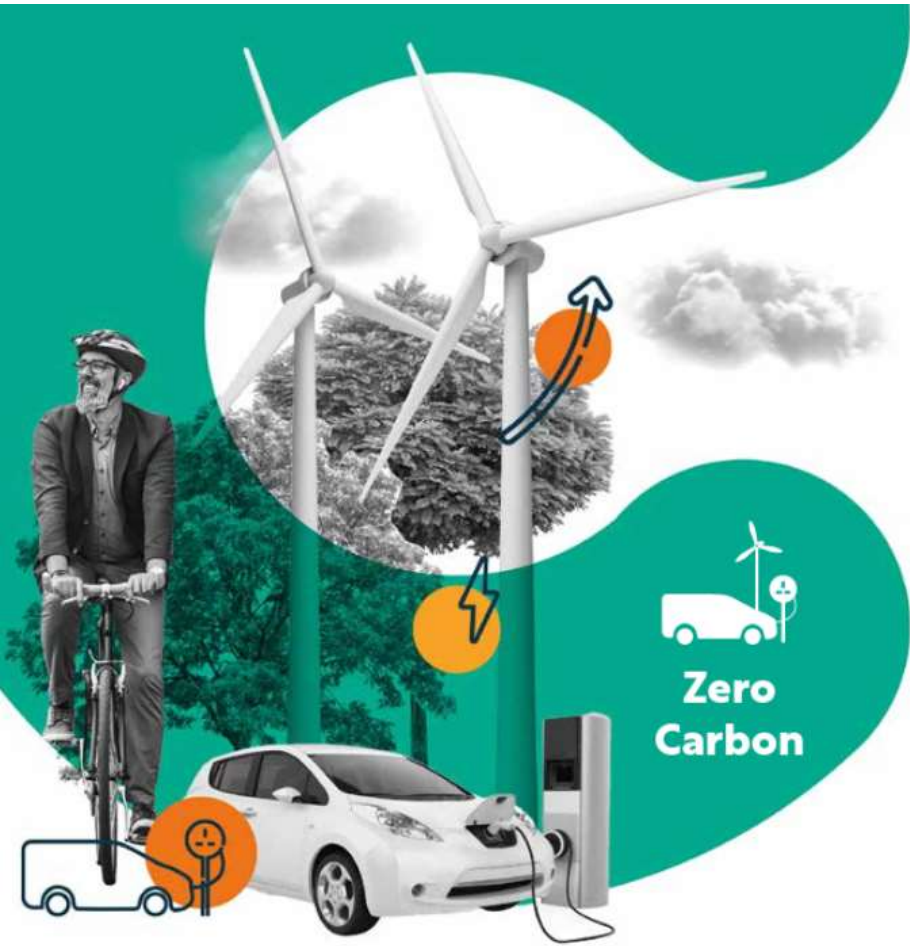
Accessible services & support

Helping People into Work

Ensuring Equality



Delivering our vision – Our Priorities



Access to affordable and sustainable food

Energy efficient housing

Council Buildings retrofit

Adapting services to climate changes

Managing Household Waste

District Heating (Leeds PIPES)

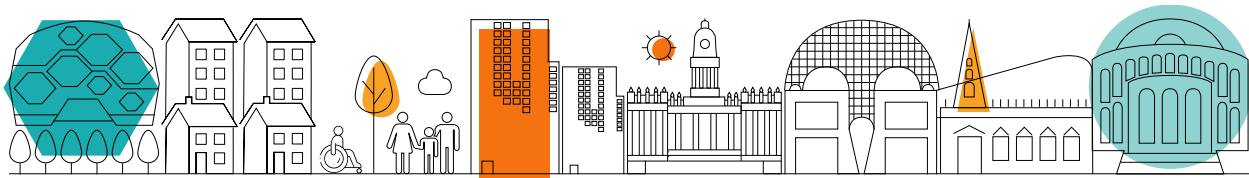
Providing Good Quality Homes

Keeping Our Communities Safe

Accessible and high quality parks & green spaces

Working with communities to adapt to climate change

Charging Network – Electric Infrastructure



Delivering our vision – Our Priorities

Our key directorates strategies & policies

Air Quality Strategy 2021-30

Customer Strategy

CONTEST

Discretionary Housing Payments Policy

Equality improvement priorities 2021-25

Leeds Food Strategy 2022-30

Homelessness & Rough Sleeping Strategy 2023-28

Housing Strategy 2022-27

Lettings Policy

Library Strategy

Parks & Green Spaces Strategy 2022-32

Private sector housing assistance policy

Safer Stronger Communities Leeds Plan 2021-24

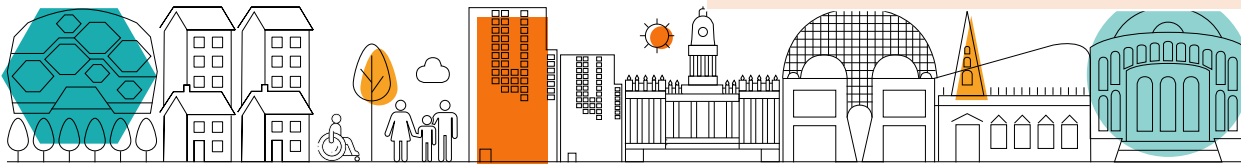
Statement of Licensing Policy for the Gambling Act 2022-24

Statement of Licensing Policy for the Licensing Act 2023-27

Taxi & Private Hire Licensing Policy

Waste Strategy

Zero Carbon Strategy



Our key directorates transformation projects

Community Committee Review

Fleet Review

Housing Digital Improvement Programme

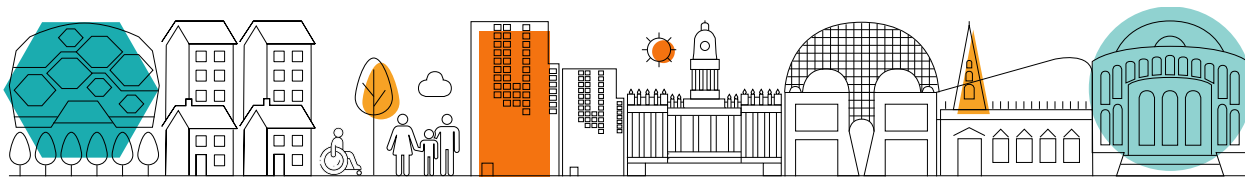
Integrated Locality Working

REEMA

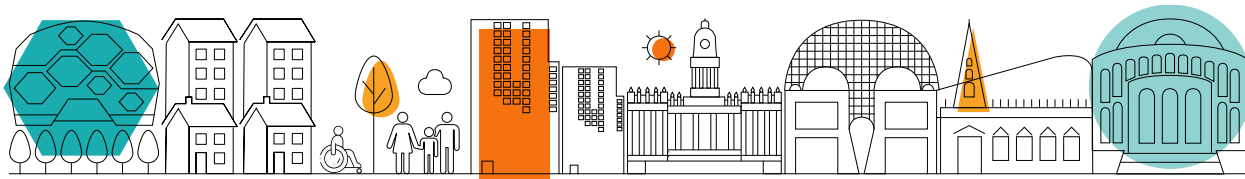
Review of Housing Allocations policy

Waste Strategy (including Route Review)

Welfare & Benefits Review



Being Our Best



Our Values & Behaviours

Our values & behaviours are at the heart of everything we do. They inform the way we design and deliver our services and the way we all work and behave.

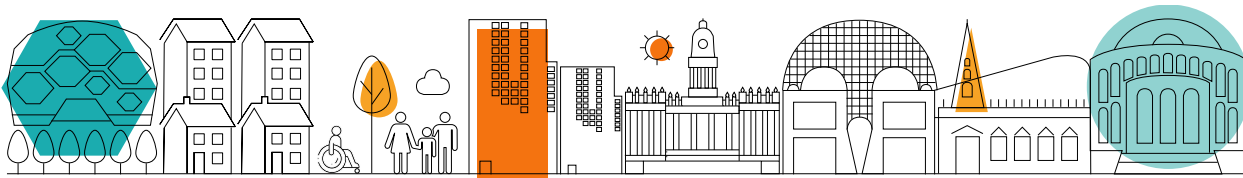
- **Working with all communities** – Make a difference
- **Spending money wisely** – Make every pound go further
- **Being open, honest and trusted** – Be my best
- **Treating people fairly** – Feel valued for who I am
- **Working as a team for Leeds** – Be part of a 'can do' team



Our way of working

Through strong leadership & communications we maximise the potential of our people to effectively:

- deliver efficient and responsive services to every community, household and business in the city
- lead strategic programmes in priority neighbourhoods and target wards through adopting a place-based approach
- focus on early intervention and prevention measures to reduce future demand on services
- play a lead role in creating places that are welcoming, safe, nice to live in and that attract investment, and
- ensure the city runs smoothly, is well managed and is working to meet our wider strategic aims.



Our People
Plan focus –
maximising
the potential
of our people

Leadership pledges

To actively lead and promote health, safety and wellbeing

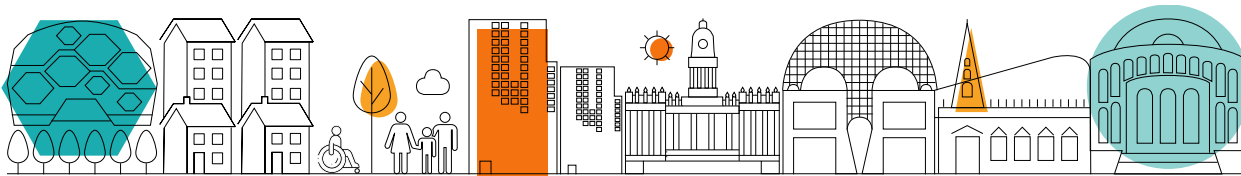
To be visible leaders who provide time and space for conversations

To ensure that all managers attend and act upon the leadership and management training & support offer

To enable all employees to be their best, making them feel like they count and valued through providing and ensuring support at all levels

Delivered through our People Plan covering:

- Rewards & Recognition
- Health & Safety
- Mental Health & Wellbeing
- Equality, Diversity, Inclusion & Cohesion
- Etc..



Our IDS priorities

Customer Access

E-Forms

- CATS Partner Account (incl Free School Meals)
- Entertainment Licensing
- TPHL
- Housing Forms (incl HMO & Retirement Life)
- Community Fund applications

IAG

- HR Residential Golden Thread Money Information, Leeds Housing Options, Leeds Libraries, Leodis website refinements

Operational Support

Automation

- PRS Dashboards
- LHO, Repairs, Licensing ideas raised
- Community Centres online booking

Mobile Working / Tasking

- Licensing Enforcement
- PACE Mobile recording
- Mobile in-Cab Units / ICU Options
- Solution for LeedsWatch

System Functionality

New Systems

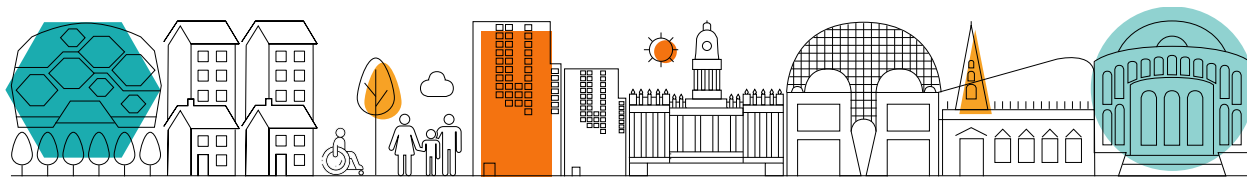
- ASB Case Management System
- CAS (Bereavement) System
- Car Parking System
- Resettlement Team Case Management
- URSULA System operational

System Enhancements

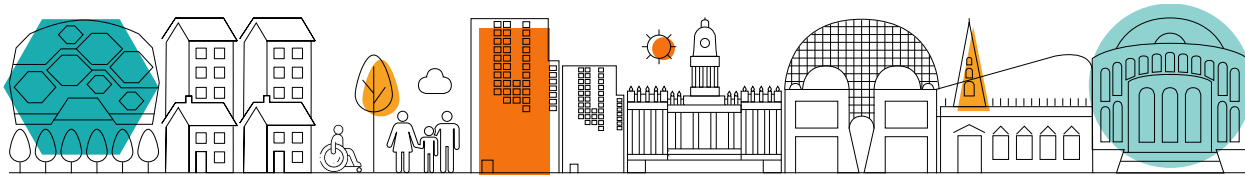
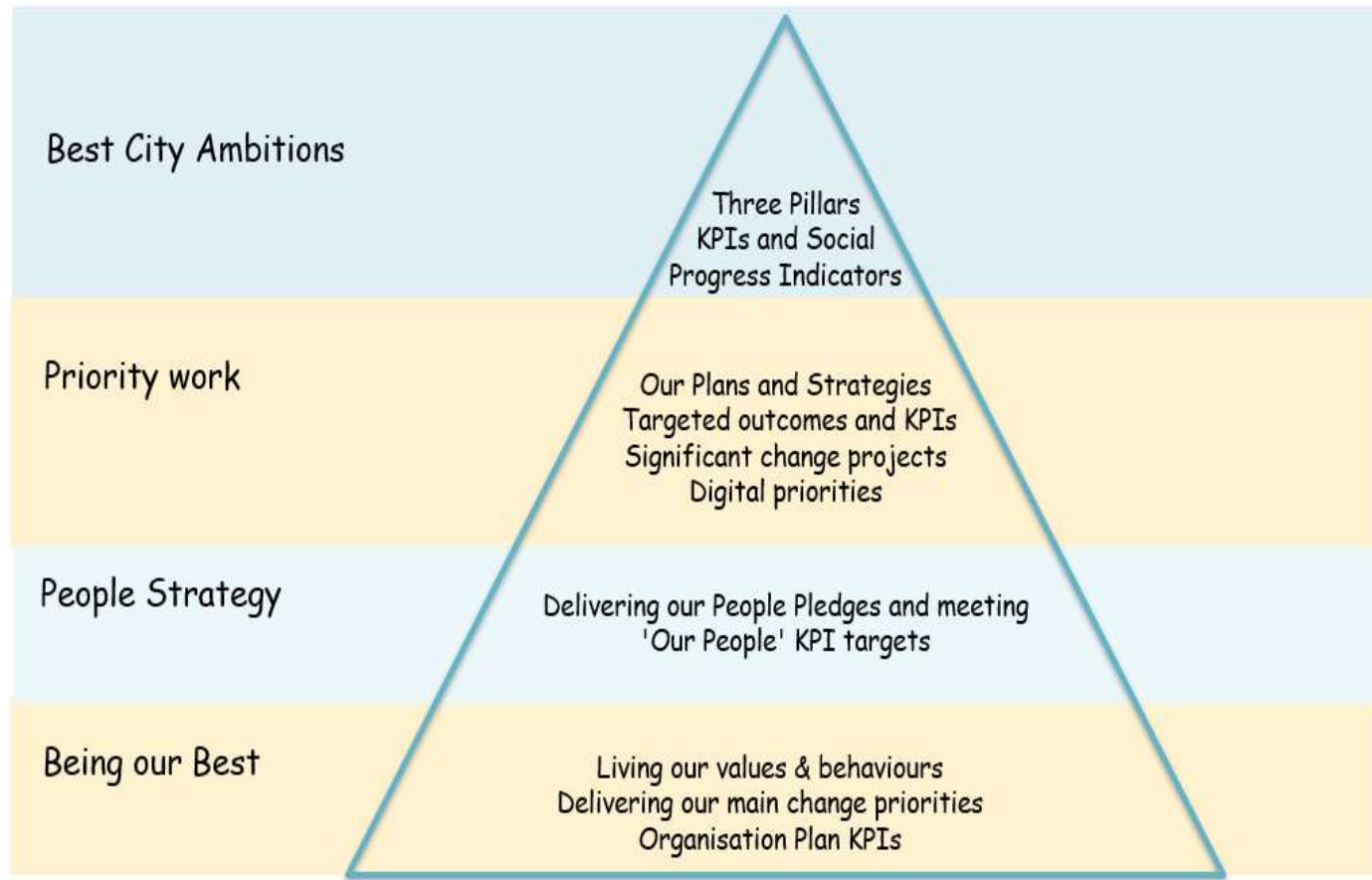
- Housing ICT Solutions Ph 1
- Traffic Enforcement Cameras
- Registrars work – Document storage, Forms & Ceremony Planner

Contract Management

- EPOS situation needs resolving
- Parking/Bus Lane, MY MIS, Waste systems,
- Agree future approach for Confirm & Tranman systems



We will deliver our vision through developing a CHE Performance Management Framework



Our Directorate KPIs

Health & Wellbeing	Zero carbon	Inclusive Growth
<ul style="list-style-type: none"> • Increase % of residents who say they feel safe in their local area <ul style="list-style-type: none"> • ASB incidents • Hate Crime incidents • DVA incidents • Housing TSM KPIs • % Tenancy check-ins • % of void properties • Waste collections • Food business hygiene ratings 	<ul style="list-style-type: none"> • % reduction in citywide carbon emissions against baseline • % reduction in council's operational emissions against baseline • % premises at EPC C or better, by tenure • Independent rating of the city's climate action by CDP • Hectares of trees planted • % of all household waste the council manages across Leeds re-used, recycled, composted or used to create energy (electricity and heat) 	<ul style="list-style-type: none"> • Jobshops - New registrations & outcomes • Housing benefit caseload – speed of processing • Council Tax support scheme • Welfare Rights – Benefit gains & advice

Leeds Social Progress Index Indicators

All of the above are underpinned by our Equality Improvement Priorities and Organisational KPIs

