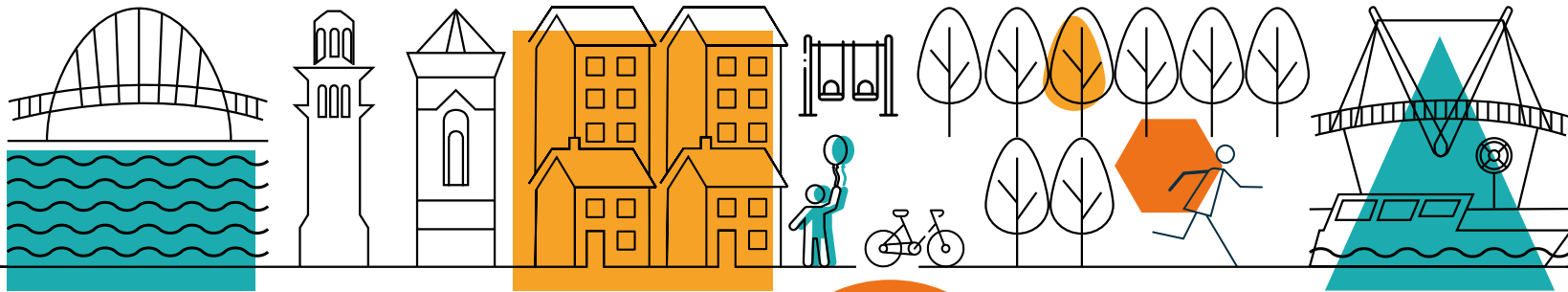
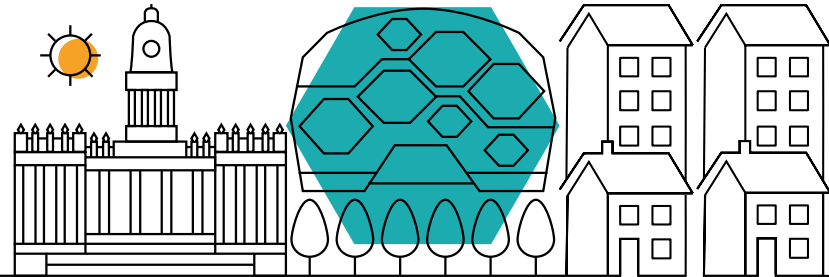


BEING OUR BEST

Our plan for 2023 onwards...



Foreword

Our vision is to be the best council in the best city, with our staff supported to understand what we do, why we do it, and how we can all work together to achieve our ambitions and values. This plan is for all managers, more than 2,000 across the council to help them support their staff to be their best. So no matter what service you work in, this is to help us all deliver the best services and get the best from our teams.

Leeds is a great, vibrant, ambitious, and inclusive place to work, where diversity and difference are celebrated, and you can be yourself. We're confident and optimistic about the future because of our committed and passionate staff taking pride in delivering services, working with local councillors, city partners and with the public to achieve the [Best City Ambition](#). The energy and enthusiasm for our city-wide Team Leeds approach that values everyone, is mirrored by our values-led culture that's open, fair and by our staff working to help us tackle poverty and inequality and improve the quality of life for everyone who calls Leeds home.

This plan for the organisation shows how we'll work to be an efficient, enterprising, healthy and inclusive organisation. It was created

with leaders and managers and includes recommendations from the independent [Local Government Peer Challenge](#) from 2022. The Peer Challenge provided us with recommendations covering our values, culture and workforce; locality and community working; transformation approach across the organisation; financial planning and our role and influence within and beyond Leeds. The plan recognises the feedback and concerns about capacity and potential staff burnout as all services deal with the impact of increased demand and complexity, alongside squeezed council budgets, recruitment challenges, whilst supporting households and businesses during the cost-of-living crisis.

Underpinned by our values and refreshed behaviours, this plan will help all our managers understand what's expected of them as we aim to deliver high quality services, as well as change and innovate to meet the upcoming challenges and make the most of digital opportunities, and progress their personal development.

By role modelling our values and behaviours and encouraging teams to do the same, all our managers play an important role in supporting staff to be their best every day and helping overcome challenges. We rely on your passion and commitment to Leeds, being part of something bigger to deliver for local people.

Over the next year we'll listen to feedback about the plan. We'll review our service planning framework to make better links between our strategic priorities and local service priorities. Additionally, we'll also use our 2023 staff survey data to understand staff engagement, their experiences at work and next steps. Please read, own, and share this plan with your teams using it to help us be the best council in the best city. Thank you for everything you and your teams are doing.

Please read, own, and share this plan with your teams using it to help us be the best council in the best city.

Thank you for everything you and your teams are doing.



Cllr James Lewis
Leader of
Leeds City Council



Tom Riordan
Chief Executive of
Leeds City Council



OUR VALUES AND BEHAVIOURS

HELP EVERYONE BE THEIR BEST

**BEING OPEN,
HONEST & TRUSTED**



be my best

bring out the best in everyone, and promote opportunity and development for all.

contribute to quality appraisal conversations and regular supervision.

keep colleagues informed and up to date, and support them through change.

give colleagues a voice, and listen and act on what they say.

look out for my own health, safety and wellbeing, and that of colleagues.

TREATING PEOPLE FAIRLY



feel valued for who I am

respect all, value difference and give everyone a fair chance.

appreciate others, celebrate success and say thank you.

be kind and compassionate to enable everyone to bring their whole self to work.

challenge all forms of discrimination and prejudice and speak up.

help colleagues to get through busier and more challenging times.

SPENDING MONEY WISELY



make every pound go further

manage money and resources well, so we stick within budget.

deliver more efficient ways of working.

take every opportunity for improving the way we work, including digital.

make the most of what we have, and work with others to get best value.

take care of all information and use data to improve performance.

WORKING AS A TEAM FOR LEEDS



be part of a can-do team

set high standards to get the best from myself, others and the team.

get the basics right and do things well and on time.

make work fun and productive.

take pride in, and ownership of the things I am responsible for.

share, learn, and innovate with others.

be adaptable, flexible, and open to change.

WORKING WITH ALL COMMUNITIES



make a difference

do things with people, not to them, building on their strengths.

provide great customer service to meet the diverse needs of all citizens and communities.

build strong working relationships with the public and councillors.

make the most of partnership working, and bring people together.

play my part to deliver better outcomes for people in the city.

I will...

How managers can use this plan

You can use this plan to help:

- **Managing performance** – think about personal and team objectives that help deliver our ambitions and priorities, as well as encouraging colleagues to speak up about what is going well and what could be better.
- **Champion our Team Leeds approach** – discuss the plan with your teams and help colleagues understand how their roles contribute to delivering our priorities. Think about new starters, apprentices and junior members of staff who may be less familiar with the organisation.
- **Working with others** – think about the work of both you and your team and where you can work more closely and effectively with others, whether that is other council teams, partners, councillors or communities.
- **Motivating people** – use the plan in team meetings, appraisals and one-to-ones to talk to staff about our values, behaviours and how we work, to help colleagues feel valued for the role they play.
- **Writing plans, strategies and reports** – if you're writing any of these, make sure that you're making the best use of our resources in line with the values and behaviours.

On Insite there is more useful information for you as a manager.

INSITE RESOURCES	ABOUT
Leadership and management development	A toolkit to help anyone managing people or projects, or if you're keen to take on a management role in the future. Includes Be Your Best Manager offer.
Be Your Best on Equality, Diversity, and Inclusion (EDI)	A toolkit to support you, as managers, throughout the EDI training and development package.
Manager communications library	Here you can find all previous version of the weekly manager email update.
Toolkits	A range of toolkits with advice and guidance to help you manage your teams, budgets and buildings.
Personal development	Our personal development offers open to all staff including information about appraisals, apprenticeships and UnionLearn.

INSITE RESOURCES	ABOUT
Policies and procedures	All our internal employment and financial policies and procedures are here in one place.
Events calendar	Calendars showing key business dates including BSC deadlines and the dates for key diversity days and events.
LCC news	The council's newsroom a great place to find out what is happening across the council and city.
Staff networks	Details of all our staff networks and how you can contact them or get involved.
Freedom to Speak Up	Details of our Freedom to Speak Up Guardian and how to contact them.
Trade Unions	Details of recognised Trade Unions



Manager resources

Our communications and engagement framework

We are a large and complex organisation, with our biggest asset being our diverse and committed workforce. Our approach to communication and engagement is especially important at individual service level, one to ones, team meetings, appraisals and particularly where frontline staff may not have access to our digital communications.

Our proactive approach to internal communications and engagement supports our values and behaviours by reaching all council staff, leadership and management, and complements our member, partner and public communications.

As a quick reminder of the organisational routes you can use for your service messages, good news, calls to action, explanation of challenges etc, we have:

- Weekly Best Council Leadership Team (BCLT) update and quarterly events.
- Periodic Extended BCLT update and monthly calls.
- Weekly all-manager update for appraising managers.

- Weekly all-manager message from the Chief Executive.
- Regular member and MP update (about every 2–3 weeks).
- Periodic partner update (about every 4–6 weeks).

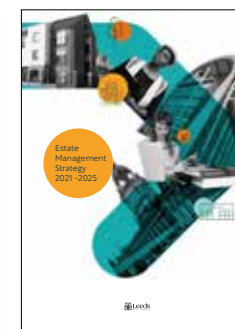
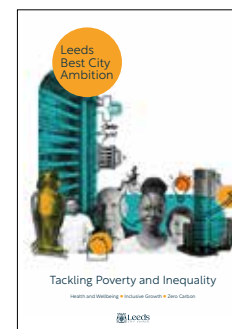
Here is more information about our [Internal communication and engagement framework](#)

Our plans and strategies

A range of council and city plans and strategies can be found on this webpage: [Plans and strategies](#). This includes: our People Plan, Medium Term Financial Strategy, Estate Management Strategy and Equality Improvement Priorities along with partnership strategies supporting our wider Best City Ambition including our Health and Wellbeing Strategy, Digital Strategy, Children and Young People Plan and Better Lives Strategy. Information about our city-wide approach to inclusive growth can be found on: [Inclusive Growth Leeds](#).

The council has robust arrangements in place to ensure good governance and support managers in their roles. We will be strengthening and simplifying this further through 2023 and 2024 with a policy review. Our governance helps us

make the best use of public resources in line with our values and ambitions, with openness and transparency at the core of what we do. Key details of these arrangements are contained in the [council's constitution](#), and performance is reported regularly as part of the Annual Governance Statement. There are also useful InSite toolkits on [risk](#), [performance](#), [consultation and engagement](#) and [decision making](#) to support managers.



Some key dates for 2023/24

2023

SUMMER

- Be Your Best core topic for 2023: Equality, Diversity and Inclusion
- Staff survey closes
- Annual appraisal window opens
- Refreshed Health and Wellbeing and Inclusive Growth Strategies
- Savings options for 2024/25 developed
- Be Your Best: Equality, Diversity & Inclusion Step 4

2023

AUTUMN

- Be Your Best: Equality, Diversity & Inclusion Step 5
- Refreshed Medium-Term Financial Strategy
- LGA Peer Challenge revisit
- National Inclusion Week
- Directorate Awards for Excellence

WINTER

- Staff recognition week
- Provisional Budget for 2024/25

2024

WINTER

- Final Budget for 2024/25
- Refreshed Best City Ambition
- Refreshed Being Our Best organisation plan

SPRING

- Annual appraisal window opens
- National Day for Staff Networks

Appendix 1: Our organisation key performance indicators

The council has a robust performance management framework which underpins our key strategies, plans, organisational management and service delivery. This includes reporting to CLT, directors' leadership teams and council scrutiny boards. As part of this, the key performance indicators (KPIs) below will help us track our progress in taking forward the priorities contained in this plan. They will be kept under regular review and updates as needed.

TITLE	DESCRIPTION
Representative workforce	Demographic comparison of the council workforce against the Leeds working age population from Census 2021
Happy and engaged workforce	Average 'recommender' score out of ten - "how likely would you be to recommend working for Leeds City Council?"
Healthy workforce	Sickness absence rate by directorate and service - with and without long term cases
Good management	% of council staff who feel their manager looks out for their general health and wellbeing
Gender pay gap	Mean / Median yearly gender pay gap across the council workforce
Appraisals	% of staff appraisals and mid-year reviews completed
Opportunities to develop	% staff who agree there are opportunities to progress their career at Leeds City Council
Staff turnover	% of staff turnover
Workplace safety	Number of a) specified injuries; and b) absences of 7+ days related to injury caused at work (with and without school incidents)
Budget management	% of budget overspent, projected at Q1/Q2/Q3 and at outturn at council and directorate levels
Budget action plans	Projected level of directorate budget action plans savings achieved
Doing business fairly	% of invoices paid within 30 days of receipt or according to supplier payment terms
Supporting local businesses	% of orders placed with suppliers based in Leeds
Access to personal information	% of subject access requests (SARS) received and responded to within statutory timescales
Access to information	% of freedom of information (FOI) and environmental information regulations (EIR) requests received and responded to within statutory timescales
Customer satisfaction	Overall satisfaction with the service customers received through the contact centre
Customer complaints	% of complaints responded to within target timescale