



## BEST COUNCIL

### Our journey to become a more efficient and enterprising organisation centres on an ongoing programme of organisational cultural change

This is aimed at making the best use of the resources within the council and strengthening our leverage, influence and partnerships across the city, the region, and nationally.

To date, we have responded to the financial challenges facing local government and been able to balance the budget each year, protecting front-line services and avoiding large-scale compulsory

redundancies. This has been achieved by stimulating good economic growth, creatively managing demand for services, increasing trading and commercial income, growing council tax from new properties and a significant range of organisational efficiencies, including reducing staffing levels by over 3,200 'FTEs' (full-time equivalent members of staff) between 2010/11 and 2017/18. These efforts will continue. For 2018/19, this includes the introduction of 100% business rates retention as part of the government's pilot programme.

Though we employ fewer people, we remain confident we can deliver our Best Council Plan priorities through investing in our staff's wellbeing as well as skills, helping them perform at their very best. We encourage a 'can do' culture across the

organisation where people feel more confident and empowered.

### We maintain our focus on inclusion and diversity

This aims to eliminate barriers, celebrate differences and create a workforce more representative of our communities.

The 'breakthrough' approach that has served us so well in bringing together multi-disciplinary teams from across council services, partners and communities to tackle key challenges also continues, with a specific 'task and finish' focus on programmes and projects that support our strategic priorities and help address future financial challenges.

With the reopening of a refurbished Merrion House in 2018, many of our front-line council services are in one place, improving customer access in the city; the ongoing rollout of Community Hubs serving as focal points for members of the public in

other parts of Leeds. While face-to-face customer contact remains important, we are using technology and training to grow people's digital skills, making it easier for staff and citizens to self-serve online and enabling a quicker, more streamlined response to customers who can access services at times that best suit them. This is supported by our work to improve the quality and availability of information provided to customers, staff and elected members based on a range of insight, including stakeholder engagement and data analysis; we remain committed to 'open data' where possible and in compliance with the General Data Protection Regulations. Improved data and insight informs our decision-making, enabling us to better prioritise interventions and resources to where they are most needed.

Underpinning everything we do – our policies, strategies, processes, communications and resilience – and how we work are our values. They provide a reference point for staff on how they are expected to behave and what they, and our customers and partners, can expect from us.



## KPIs

How we will measure progress and achievements

- Workforce more representative of our communities
- Number / percentage of apprentices employed by the council
- Score out of ten given by staff for working for Leeds City Council [part of staff survey]
- Average staff sickness levels [reported overall and broken down into Mental health; Musculo-skeletal disorders and Back & neck; Heart & blood pressure]
- Reduction in workplace accident and incident reports [with a specific reduction in absence related to violence & aggression and manual handling]
- Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing
- Percentage of staff appraisals and mid-year reviews completed
- Gender pay gap across council staff
- Level of over/underspend for this financial year
- Collection rates: council tax, business rates and council housing rental
- Percentage of orders raised through the council's financial management system that are placed with local suppliers, the third sector and small and medium-sized enterprises
- Prompt payment of invoices against target
- Percentage of ICT service desk calls fixed at the first point of contact
- Level of customer complaints
- Proportion of customers using self-service when getting in touch with the council
- Percentage of information requests received responded to within statutory timescales [both Freedom of Information and Subject Access Requirement requests]

Leeds City Council: a council which is honest, fair, good with money, joined up and proud to make a difference – the Best Council in the UK.

### Our Values – underpinning everything we do and how we work



Being open, honest and trusted

– I can be my best



Treating people fairly

– It feels like I count.



Spending money wisely

– I make every pound go further



Working as a team for Leeds

– I am part of a team with a 'can do' attitude



Working with people, engaging all communities

– I am proud to make a difference