

Best City Ambition – initial proposals

Date: 15 December 2021

Report of: Director of Resources

Report to: Executive Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city and council ambitions

- This report asks Executive Board to endorse the initial proposals for the Leeds Best City Ambition and agree to release these for public consultation. The report also asks Executive Board to refer the proposals to Scrutiny, as required by the Budget and Policy Framework Procedure Rules.
- In October 2021 Executive Board agreed in principle to replace the Best Council Plan with a Best City Ambition, better reflecting the important role partnership working across Leeds has in achieving the city's shared goals – and harnessing the Team Leeds approach which has come to the fore even more strongly throughout the pandemic.
- The Ambition will set out the strategic intent shared between the council and its partners in a positive and distinctive way, clearly articulating the difference we are seeking to make to improve the lives of people in Leeds. The background to this decision including the detailed rationale for the change are outlined in the board paper [available here](#).
- This report outlines the structure of the initial Best City Ambition proposals, highlights the areas where further development work is required and how the public consultation will inform this work, and sets out the next steps. The draft proposals are attached in full as Appendix 1.

Recommendations

Executive Board is recommended to:

- a) Consider the Best City Ambition initial proposals and approve commencement of public consultation.
- b) Refer the Best City Ambition initial proposals to Scrutiny for their consideration.
- c) Note the Director of Resources will be responsible for production of the final Best City Ambition proposals, scheduled to be received by the Board in February 2022.

Why is the proposal being put forward?

- 1 The Best City Ambition initial proposals take forward Executive Board's resolution to adopt a more partnership focused approach to outlining Leeds's overarching strategic intent, being clearer about the role that all partners and local communities can play.
- 2 Executive Board has agreed the time is right for the city to move in this direction, recognising the unique context in which we are currently operating – emerging and recovering from the Covid-19 pandemic and associated economic downturn, embracing the strong joint work and coming together at both a city wide level between organisations and at a community level as people have built on strengths supporting one another, and responding to a changing public service landscape with West Yorkshire devolution and further NHS reform underway. From the engagement undertaken to date, partners have welcomed this intention and direction of travel.
- 3 The Best City Ambition aims to add value to the work the council and partners are doing in the city, being rooted in activity on the ground and helping to bring agendas together, maximise the impact of limited resources by aligning work between partners, and building momentum around a set of shared priorities. It will also provide a platform to better reflect the importance of place in the city's strategic ambitions, working with elected members and local communities to consider what broader city-wide goals mean for their area and how everyone can use this to shape and contribute to local priorities or investments in work that will continue over the coming months and years.

What impact will this proposal have?

Wards affected: All

Have ward members been consulted?

Yes

No

- 4 The detailed arguments for adopting a Best City Ambition were outlined and agreed by Executive Board in October 2021 – the paper setting out those details is [available here](#).
- 5 The initial proposals attached at Appendix 1 are based around the three pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon. This framework, which has grown over recent years and enjoys strong support from city partners, has been developed further through these proposals and now sits at the heart of the overall Ambition, alongside Leeds's longstanding commitment to Tackling Poverty and Reducing Inequalities which remains central.
- 6 The Best City Ambition, while accounting for what is important across all three pillars, is seeking primarily to target the 'sweet spot' where the three come together, recognising the strong inter-dependencies between them as a means for supporting joint and partnership working across city priorities. In this, it also highlights how working across the three pillars is 'everyone's business', moving beyond more traditional boundaries to fully embrace the concept of wider determinants and embed deeper connections between our key priorities.
- 7 The proposals also re-imagine the 'breakthrough' spirit the council has sought to galvanise previously, taking this distinctive Leeds approach and reshaping it for a new decade, giving sharp focus to the most pressing priority issues. The consultation draft is structured as follows:
 - **Best City Ambition:** providing a summary of the key components of the ambition for each of the three pillars for the period up to 2030. Each pillar has been expanded and developed to include a series of priority areas, explaining more clearly where partners' shared endeavours will focus.
 - **How we will work together:** setting out some key principles for joint working in developing, delivering and reviewing the Best City Ambition.

- **Team Leeds Accelerators:** building on the spirit of partnership shown throughout the Covid-19 pandemic, the accelerators will bring together action-focused teams from across the city to quickly make tangible progress on key challenges and opportunities where responsibility is shared.
 - **The Big Challenges facing Leeds:** drawn from the early engagement and discussion, and from recent research and analysis including the 2021 Joint Strategic Assessment.
 - **Health and Wellbeing, Inclusive Growth, Zero Carbon:** more detail against each pillar and focusing on the issues comment to all three, including the socio-economic and environmental context, how we intend to progress, what our goals are, and what we can achieve with the right support and joint work with Government.
 - **Team Leeds in Action:** highlighting the key partnerships crucial to delivering our ambition, the role of citizens, and our approach to tracking/monitoring/assessing progress.
- 8 As noted in the list above, the Best City Ambition will include a small number of propositions to Government, recognising that not all the levers required to fully realise our ambition are within the city's control. These elements are included partly as a response to several calls from Government and the Prime Minister for places to consider ideas themselves and make proposals to Government. As such, what is included will not simply be 'asks', but rather positive, practical proposals where Leeds and national Government could come together to test ideas or inform policy and statutory progress.
- 9 The consultation draft is an interim step towards production of the Best City Ambition, in recognition that for the final document to be genuinely city-focused, it needs to be shaped and owned by a wider group of people and organisations. As such, there remain gaps and areas for further development as next steps over the coming months. One key element of these next steps will be expanding on the role of and relationship with local communities as part of this Ambition. We will consider ways in which, working with elected members and community committees, the overall city-wide ambitions can be translated into more locally focused goals / priorities which reflect the unique character, strengths and challenges of different parts of Leeds.

What consultation and engagement has taken place?

- 10 Extensive engagement has taken place to inform development of the Best City Ambition so far. A full list of those people, groups, organisations, fora and committees engaged to date is included as part of Appendix 2, along with a short account of the key messages emerging from that engagement which have informed the initial proposals and will also inform delivery. The dialogue with partners and the public from across the city will continue through the formal public consultation detailed below, and beyond – as set out in Appendix 1, this is the start of a conversation, not the end.
- 11 This paper asks Executive Board to release the consultation draft for public consultation as required by the Budget and Policy Framework Procedure Rules as part of the council's constitution. Formal consultation will be delivered primarily online, although the wider programme of face-to-face engagement with partners, community forums and other stakeholders will continue alongside. Two slightly different online surveys will be promoted, one offering the opportunity to comment on all aspects of Appendix 1, and a shorter easy-read survey covering only the main parts of the Ambition which can be completed in 10-15 minutes. Both options will be open to everyone, but we anticipate the former will more suit organisational responses from partners, and the latter may be more suitable for most members of the public.
- 12 As outlined above, it is important the Best City Ambition remains rooted in activity on the ground and supports delivery of real progress in the city. For the council's part, that means alignment is required between the ambition and goals outlined and the financial and wider resources needed

to deliver. The Best City Ambition public consultation will be delivered in parallel to the 2022/23 budget consultation therefore, helping residents and respondents to consider these two important matters together. Efforts will be made to cross reference and signpost between the two consultations.

- 13 In addition to testing the direction of travel and current draft in general terms, the consultation also has some specific objectives to help move the Ambition forward. These include:
- To gather a stronger account of the contributions city partners and local communities are already making against the three pillars of the ambition.
 - To understand how partners and wider stakeholders feel they can contribute further, both in general terms and on any specific commitments they wish to make.
 - To listen to the public, who may not yet have had the opportunity to contribute to this work, and ensure the Best City Ambition is reflective of the wider public's aspirations for their city.
- 14 The October Executive Board report linked above noted the intention to use the 2021 State of the City meeting as a further opportunity to engage on the Best City Ambition. Unfortunately, the decision has been taken to cancel State of the City given the current Covid-19 context and particularly while we learn about the impact of the new Omicron variant. Planned attendees to that event will be invited to contribute further to the development of the ambition through other channels.

What are the resource implications?

- 15 There are no direct resource implications arising from this report.
- 16 Resource allocation in support of the council's own efforts to pursue the priorities set out in the Best City Ambition, and other supporting strategies and plans, will be aligned through the medium term financial strategy and annual budget – with proposals for next year also appearing on the Executive Board agenda entitled "Proposed Budget for 2022/23 and Provisional Budgets for 2023/24 and 2024/25".

What are the legal implications?

- 17 In accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 the council has determined that the Best City Ambition, like the Best Council Plan previously, is of such significance that it should be included in the Budget and Policy Framework (B&PF) and be subject to adoption by Full Council. On 10 November 2021 Full Council resolved to approve the necessary constitutional amendments to enable this.
- 18 The Best City Ambition is therefore being prepared in accordance with the B&PF Procedure Rules, which includes referral of the draft Best City Ambition to Scrutiny. In light of the above this report is not eligible for Call In in line with Executive and Decision Making Procedure Rule 5.1.2.
- 19 An Equality Impact Screening will be carried out for the Best City Ambition and will be reported with the final proposals in February 2022.

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

- 20 The adoption of the Best City Ambition will require a review of some key risk and performance information and processes which are currently aligned to the Best Council Plan and are reported using that as a framework. Suitable alternative reporting arrangements and frameworks will need to be established to ensure the continued smooth provision of management information and

performance reports. This work is already under consideration and will continue alongside production and adoption of the Best City Ambition.

Does this proposal support the council's three Key Pillars?

Inclusive Growth Health and Wellbeing Climate Emergency

- 21 The Best City Ambition is focused around the council's three pillars, but goes further than before in explaining what contributes to them, how they are inter-related, and what the council's and city's priorities will be to realise progress against them. Once adopted it will provide both a more detailed and also a clearer framework through which the three pillars can be understood.
- 22 As a result of work to produce the Best City Ambition, some of the language around the three pillars may be revised to better reflect the city's direction of travel. Any changes will be contained within the final proposals, informed by further consultation and engagement.

Options, timescales and measuring success

What other options were considered?

- 23 Executive Board has previously noted the alternative option being to maintain the current Best Council Plan but discounted that option for reasons outlined in the October board report linked above.

How will success be measured?

- 24 The Best City Ambition will contain a range of high level, aspirational and ambitious goals for Leeds, aligned to the three pillars of health and wellbeing, inclusive growth and zero carbon, and all contributing to efforts to tackle poverty and reduce inequality. Measuring and monitoring progress is crucial in realising the ambition, and a range of delivery plans and performance indicators are in place in supporting strategies and plans, many of which are already rooted in partnership.
- 25 To strengthen how we assess progress against the Best City Ambition, the council has worked with the Social Progress Imperative to develop a Social Progress Index (SPI) for Leeds. The SPI is built around three themes – Basic Human Needs; Foundations of Wellbeing; and Opportunity – and is a “comprehensive measure of real quality of life, independent of economic indicators”. It can be used as a practical tool that will help us to identify and implement policies and programmes that will driver faster social progress and enable us to monitor the impact of our interventions in the future. The SPI will be a key part of our analysis in the future, enabling us to better understand the different strengths and challenges of the city's communities.
- 26 Through the public consultation outlined in paragraphs 8-10, further consideration will be given to any additional ways measuring accountability for and progress towards the goals set out in the Best City Ambition could be strengthened.

What is the timetable for implementation?

- 27 Should Executive Board agree the recommendations in this report, public consultation will commence in December 2021 and close in mid-January 2022. It is envisaged Scrutiny will consider the proposals at meetings scheduled in January 2022. The final proposals are scheduled to be received by Executive Board in February 2022, before being referred to Full Council later that same month.

Appendices

Appendix 1: Leeds 2030: Shaping our Best City Ambition – Consultation Draft

Appendix 2: Overview of consultation to date

Background papers

None.

Leeds 2030: Shaping our Best City Ambition

**Tackling Poverty and Inequality, driven by the three pillars of
Health and Wellbeing, Inclusive Growth and Zero Carbon**

Consultation Draft: December 2021

How to respond to the Consultation

This document sets out how we propose to refresh and renew our Best City Ambition. It is not intended to be a fully developed version, but a basis for consultation and further development.

It is set out section by section, theme by theme; these are based on initial engagement with a range of partners and stakeholders, and are intended to stimulate input, not to constrain it.

This is a public consultation to which we hope anyone with an interest will respond. We welcome your comments as part of a broad discussion on the approach and ideas we have set out, in order to make the Best City Ambition effective in further embedding and promoting our Team Leeds approach.

Responses should be submitted no later than the end of Thursday 13 January 2022.

You can access and respond to the consultation online [\[add link to Your Voice landing page\]](#)

Overview / Explainer

What is the Best City Ambition?

The Best City Ambition is our overall vision for the future in Leeds. It sets out in clear, simple terms what the council, partner organisations in the public, private and third sectors, and the Leeds public have agreed is important to us.

It is not another strategy or plan – we already have many of them covering important issues for communities and the activities of partner organisations. Instead, it aims to set out the bigger picture, the overall direction of travel that we share for Leeds. Once the Ambition has been agreed, future strategies and plans should reflect this direction and develop the detailed actions we will take as a city to get there. The Ambition will provide the framework to support those actions being better connected and joined up across organisations and within communities.

What is a ‘Pillar’?

To provide a framework for the ideas and priorities which make up our shared Ambition, we are proposing to further develop the Leeds Three Pillars – Health and Wellbeing, Inclusive Growth and Zero Carbon.

The Three Pillars are the way we as a city have chosen to look at and group together our big challenges and opportunities. Through engagement between partners and communities, we are suggesting they provide a broad enough framework to capture everything we think is important, while also being clear and specific enough to help us to think about actions and interventions we should take to improve people’s lives.

Each Pillar will be supported by its own strategy/plan and partnership infrastructure, but the Best City Ambition will describe and highlight the relationship between them, the interdependencies and where they must come together to achieve our shared goals. We want this to help everyone to see how they can break free from more traditional boundaries and play their part in full.

Achieving the Ambition is everyone’s business. We will sometimes use a ‘life-course’ lens to help make this clearer, thinking about the impact of all three pillars and the way they interact at each stage of a person’s life.

What are Team Leeds Accelerators?

The Best City Ambition identifies a number of challenges, opportunities, priorities and goals for Leeds. These will be pursued in partnership over the coming years.

As part of this, we know there are some big issues which are particularly challenging for us as a city. Making progress on these – to improve an entrenched problem or grasp an opportunity quickly – will need intensive, focused effort from a wide group of people and partners. That is where the Team Leeds Accelerators come in.

The Accelerators will represent an approach – one in which cross-city, cross-sector, cross-organisational groups of people will come together focused on a clear objective or outcome. Their purpose will be to advance tangible progress towards that outcome, and to do so in a collaborative way which draws on the strengths, knowledge, skills and lived experiences of people and organisations across Leeds.

The Accelerators will show Team Leeds in action and help us to deliver real and lasting improvements for our communities.

Introduction

The Best City Ambition provides an opportunity to further embed and build upon the way in which partners across all parts of the city work together, embracing the successful **Team Leeds** approach. It focuses on **Tackling Poverty and Inequality**, driven by the three pillars of **Health and Wellbeing**, **Inclusive Growth and Zero Carbon**, and particularly the intersection where these three pillars come together. The Ambition is underpinned by a continued commitment to strength-based approaches, harnessing a contribution from everyone, working across sectors with the citizen at the centre of activity.

Agreeing this Best City Ambition is the **start of renewed efforts to come together around our key priorities as a city – not the end of it**. The Ambition will represent a dynamic and ongoing process over months and years as we strive to make progress on important issues and continually develop and improve the way partners work together, with communities in Leeds, and reach out nationally and internationally.

The primary purpose of a strongly partner-based approach is to ensure this Best City Ambition adds value to the work partners are doing in the city – bringing agendas together, maximising the impact of limited resources through effective alignment between partners, and building further momentum behind shared priorities. Leeds City Council's role (in addition to our contribution to deliver against the ambition) is as a strategic convenor – providing the framework for all partners and communities to shape and inform our shared vision and goals.

This Best City Ambition Consultation Draft is founded on early engagement and discussion with elected members, communities, partners and stakeholders. It also draws on significant research and analysis primarily through the recent Joint Strategic Assessment and Covid-19 lessons learned exercises. In addition, we have drawn learning from the range of engagement exercises underway in the city, including but not exclusively on Future Talent (future skills needs), Leeds Local Plan and Leeds 2023 Year of Culture.

The Best City Ambition is not intended to be a detailed delivery plan which duplicates what is in place elsewhere, we have well-established and successful partnerships, including the Health and Wellbeing Board, the Inclusive Growth Delivery Partnership and the Leeds Climate Commission, which continue to make great strides for the city. Nor is the Ambition simply an additional level of visions and priorities which are not anchored in work on the ground, rather it aims to provide a clear direction of travel, a high-level, shared strategic intent, around which partnerships, people and organisations can come together with each playing their part in achieving the city's ambitions.

This Consultation Draft is based around the three pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon, and given the scale and coverage of the Ambition, it runs for the period up to 2030. It is structured as follows:

- **Best City Ambition:** providing a summary of the key components of the ambition/challenges for each of the three pillars for the period up to 2030.
- **How we will work together:** setting out some key principles for joint working in developing, delivering and reviewing the City Ambition.
- **Team Leeds Accelerators:** setting out the opportunity to reinvigorate cross-sector/cross-policy working to make tangible progress on key challenges and opportunities.
- **The Big Challenges facing Leeds:** drawn from the early engagement and discussion and recent research and analysis.
- **Health and Wellbeing, Inclusive Growth, Zero Carbon** – more detail against each pillar including the socio/economic/environmental context, how we intend to progress? what are

our goals? what we can achieve with support from Government? Within this we are particularly keen to target the 'sweet spot' where the three pillars come together, recognising the inter-dependencies between them.

- **Team Leeds in Action:** highlighting the key partnerships crucial to delivering our ambition, the role of citizens, and our approach to tracking/monitoring/assessing progress.

Best City Ambition Summary: Tackling Poverty and Inequality, driven by the three pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon

This section provides a summary of the key components of the Ambition for each of the three pillars for the period up to 2030.

As noted at the beginning of this document, they are intended to capture the broad direction of travel that we share for Leeds, rather than be an account of everything we hope to achieve. These statements will set the context for our future work together and will provide the framework through which more detailed strategy and action plans are developed on a cross-city basis through partnership in the future.

Best City Ambition: Health and Wellbeing

In 2030 Leeds will be a healthy and caring city for all ages: where people who are most likely to experience poverty improve their mental and physical health the fastest, and where we close the gaps in healthy life expectancy and premature mortality between different areas of the city.

To realise this ambition, Team Leeds will focus on:

- Investing to ensure better and more equal access to essential services in health and education and promote care closer to home for those experiencing poverty, empowering people through education and skills development.
- Ensuring children in all areas of the city have the best start in life and enjoy a healthy, happy and friendly childhood.
- Delivering a safe and welcoming city for people of all ages and from all communities in which residents feel more secure and have good friends.
- Enabling every community in the city to have access to a local park or green space, providing somewhere to be active and safe for play and helping to improve mental and physical health across all ages.
- Growing cross-city research capacity and providing a test bed for new technologies, with Leeds being recognised as a national and international hub for innovation in healthcare.

Best City Ambition: Inclusive Growth

In 2030 Leeds will have an economy that works for everyone, where the benefits of economic growth are distributed fairly across the city, creating opportunities for all.

To realise this ambition, Team Leeds will focus on:

- People of all ages and businesses of all sizes having the skills and job opportunities which enable them to realise their potential and thrive and be resilient in the face of change.

- Our businesses and social enterprises being innovative, creative, ambitious and connected to the local community they are in.
- Understanding that place matters, and positive identity, culture and pride in our communities are vital assets in a sustainable future for the city and its local centres.
- Ensuring we are at the forefront of establishing partnerships which promote equality and deliver a fair and just transition to net zero.
- Leeds is an outward looking global city, with our people and businesses operating on the world stage, addressing the biggest societal challenges of our time, and where we welcome inward investors that share our values and enhance the city's economy.

Best City Ambition: Zero Carbon

In 2030 Leeds will have made rapid progress towards carbon neutrality, reducing our impact on the planet and doing so in a fair way which improves standards of living in all the city's communities.

To realise this ambition, Team Leeds will focus on:

- Delivering a low-carbon, active and affordable transport network, reducing reliance on the private car and helping people get around the city easily and safely.
- Promoting a fair and sustainable food system in which more produce is grown locally and everyone can enjoy a healthy diet.
- Addressing the challenges of housing affordability and energy-efficiency, creating vibrant places, where residents have close access to services and amenities.
- Joining with landowners, partners and local communities to protect nature and enhance habitats for wildlife.
- Investing in our public spaces, green and blue infrastructure to enable faster transition to a green economy while improving quality of life for residents.

Questions for Consultation

Does the Best City Ambition - *Tackling Poverty and Inequality, driven by the three pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon* identify the right areas of focus, responding to challenges, closing the gaps, and realising opportunities? Are there any gaps or omissions you feel should be included?

Do you think the three pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon are the right basis for our ambition? (Please explain / comment optional text box).

Best City Ambition: How We Will Work Together

This section sets out some key principles for joint working in delivering the Best City Ambition, again further embedding the Team Leeds approach. It is based both on our experience of partner-working to date, and initial conversations with stakeholders from across the city. It attempts not only to identify the key components of strong partnerships, but also ensure they translate firmly into the way we work.

We will continue to adopt the following ways of working to drive a **Team Leeds** approach:

- Look to the **long-term, be ambitious and optimistic**, anticipating and responding to changes from globalisation, digitalisation and demographic shifts.
- Ensure that **innovation and co-production** are core to our **engagement and consensus** building with communities, stakeholders, practitioners and partners across the city and beyond, developing **community wealth, further strengthen local democracy and the citizen voice**
- Strengthen our **asset-based approaches, harnessing and building community capacity** to further **empower citizens** to find their own solutions.
- Ensure we have a **vibrant and sustainable community-based social infrastructure** which brings partner together effective at a neighbourhood level and empowers citizens and local communities, helping **tackle deep-rooted and systemic inequalities** including the fight for racial justice.
- **Prioritise our interventions**, clearly identifying actions and linking them to our shared goals, some priorities may be those that are part of a longer-term direction of travel, even if they do not have the best return when viewed individually or in the short-term.
- Strengthen the **evidence-base** from the broadest perspective about existing assets, future needs and opportunities and the effectiveness of our interventions.
- Use the **life-course approach**: our interventions should work to fully realise the **potential and opportunities** as well addressing the poor outcomes which may result from an accumulation of factors and life chances over time.
- Be **innovative and creative** in our actions, working with communities, businesses, partners and educators to introduce, test and evaluate new approaches and ideas in pursuit of our shared goals.
- Work with partners, including the **Anchor Network**, where Leeds is a place where businesses and public institutions are **good Corporate Citizens** in their employment and procurement practices and their contribution to Zero Carbon, and working with the third sector to further develop the network of '**Community Anchors**' so vital in pursuing our ambition in our local communities.

Questions for Consultation

Do these key principles for joint working in delivering the City Ambition capture what is most important? Is there anything missing? (Comment box)

Team Leeds Accelerators

This section sets out the opportunity to further energise cross-city, cross-sector collaborative working building on the success Leeds has experienced doing this throughout the Covid-19 pandemic. It sets out an Accelerator approach to tackling entrenched challenges or quickly grasping key opportunities – an approach that would help to move beyond traditional boundaries of responsibility and support us as a city to look at issues in the round, with clear objectives and effective measurement of our progress.

Team Leeds Accelerators will be limited in number to enable the intensive work required, and would focus on priorities where multi-faceted, partnership responses are required. They will bring together broad teams drawn from across organisations and communities, tapping into the collective skills, knowledge, innovation and lived experiences of partners and communities to deliver progress against a clear objective or outcome.

In Leeds, we have successfully adopted a cross-theme, partnership approach to solving some big outstanding challenges. These efforts have focused on issues that lacked clear ownership or required multi-faceted responses, often under the banner of ‘breakthrough’ projects. An example was the creation of a single front door through which all domestic violence cases could be assessed and appropriate action taken.

The Best City Ambition provides an opportunity to reinvigorate intensive and targeted cross-sector/cross-city working to quickly make tangible progress on key challenges and opportunities where responsibility is often shared: harnessing the strength of city partnerships and the clarity we have about the three pillars of our shared Ambition.

Adopting the working title of Team Leeds Accelerators this approach can help to reinforce both the partnership foundation, but also the focus on measurable progress, drawing on the collective skills, knowledge and innovation of stakeholders and communities from all parts of Leeds in ensuring momentum.

An example may be the current key issue of how we match the work required to achieve net zero with skills and employment opportunities. A focused approach could encompass how procurement within the public and private sector on clean energy generation and retrofit can underpin the skills offer through the education sector, in turn leading to pathways to good employment.

To ensure that there is sufficient capacity to drive meaningful change, it is suggested that the number of accelerator projects should be limited to a maximum of three at any one time.

Questions for Consultation

Which key cross-sector, cross-city issues should our Team Leeds Accelerators focus on?

The Big Challenges facing Leeds

This section is primarily drawn from the [Leeds Joint Strategic Assessment](#), but also engagement with partners and stakeholders, as well as the recent Covid-19 lessons learned exercise. It is not exhaustive but is intended to provide a summary of the major challenges facing the city, based on robust analysis and insights.

These challenges will set the context for further development of the Future Focus under each of the three pillars – explored in the next sections of this document.

The challenges set out below are drawn, both from early engagement with partners and stakeholders, and from recent research and analysis specifically the Joint Strategic Assessment and Covid-19 lessons learned exercises. The challenges are a key starting point for the development of the Best City Ambition. We have developed a **Life-Course** approach to the challenges, using the lens of life-course stages to frame the analysis, whilst also ensuring we cover the three pillars of the city ambition.

Starting Well

- **Close the educational attainment gaps** against the legacy of Covid-19 disruption and the population profile of children and young people becoming more diverse and focused on communities most likely to experience poverty.
- **Ensure coherent post-16 education and skills provision** for the ‘bulge’ cohorts now beginning to go through secondary school.

Living Well – Health and Wellbeing

- **Break the link between poverty and inequality, and poor health and wellbeing outcomes**, exacerbated by the pandemic - from prevention and promotion/enabling of more healthy living, to tackling wider determinants such as employment, education, housing and the environment, and improving access to health and care.
- **Respond to the mental health crisis** which deepened during the pandemic, particularly affecting young adults and women; shielding older adults; adults with pre-existing mental health conditions, and Black, Asian and ethnic minority adults.

Living Well – Thriving Communities

- **Ensure the sustainability, self-reliance, and resilience of our communities** – given the increasingly critical importance of community assets and personal connections in building resilience and our ability to respond to ongoing and future challenges.
- **Address challenges of housing affordability and energy-efficiency** – against the trends of rising housing costs, and the spatial concentration of older housing, combined with the significant expansion of the private rented sector focussed on the inner city.

Living Well – Climate Change

- **Make significant progress towards our ambitious net zero carbon target** focusing on: minimising air pollution, improving energy efficiency, promoting healthy and sustainable diets, and prioritising active travel.
- **Ensure a public transport system that is safe, active, accessible, clean and energy-efficient** in facilitating ways of getting around the city.

Working Well – Inclusive Growth

- **Equip people and businesses with skills and life-long learning** which enable them to realise their potential and renew their skills-needs as the world of work continues to change and our workforce ages.
- **Ensure economic growth and opportunity is widely distributed** across all communities and areas of the city, against a backdrop of accelerated changes in working practices and potential changes to the economic geography of the city post-Covid-19.

Ageing Well

- **Provide coherent and effective services for our ageing population**, which is becoming more diverse, and their socio-economic profile changing, with house-ownership less dominant, people working longer over a more varied career pattern, with carers themselves become older.
- **Close the stark gaps in healthy life expectancy** and premature mortality between different areas of the city against the backdrop of a more diverse ageing population.

Questions for Consultation

Do you agree the most important *Big Challenges facing Leeds* have been highlighted above? (Yes/No/Don't Know)

If no, please tell us why.

Best City Ambition: Health and Wellbeing

This section aims to provide more detail for our ambition for Health and Wellbeing, covering the socio/economic/environmental context, highlighting current focus and activity, and beginning to set out those areas for future focus and development.

It is, together with the sections looking at the other pillars, the most under-developed of the consultation draft. The intention is to strengthen and expand these sections to fully capture partner contributions, indeed a key part of the consultation is an invitation to partners to set out how they can contribute, both individually and in collaboration.

In addition, we aim to develop propositions to Government, rather than simply asks of Government, we seek positive, practical proposals, again we welcome thoughts and ideas.

The Health and Wellbeing Strategy continues to have a vital role in setting priority and supporting action on this agenda across Leeds. The contents of the Best City Ambition will seek to support and highlight this, helping to inform and connect to the refresh of the Health and Wellbeing Strategy in 2022.

In 2030 Leeds will be a healthy and caring city for all ages: where people who are most likely to experience poverty improve their mental and physical health the fastest, and where we close the gaps in healthy life expectancy and premature mortality between different areas of the city.

To realise this ambition, Team Leeds will focus on:

- Investing to ensure better and more equal access to essential services in health and education and promote care closer to home for those experiencing poverty, empowering people through education and skills development.
- Ensuring children in all areas of the city have the best start in life and enjoy a healthy, happy and friendly childhood.
- Delivering a safe and welcoming city for people of all ages and from all communities in which residents feel more secure and have good friends.
- Enabling every community in the city to have access to a local park or green space, providing somewhere to be active and safe for play and helping to improve mental and physical health across all ages.
- Growing cross-city research capacity and providing a test bed for new technologies, with Leeds being recognised as a national and international hub for innovation in healthcare.

Background to our Ambition

Leeds has strong foundations to deliver excellent health and wellbeing, with a track record of health innovation, well-established system leadership, and assets like parks and green spaces which provide people with the opportunity to lead healthy lives. However, systemic social, economic and environmental inequalities mean that the benefits of these assets are not fairly distributed, with people in the most disadvantaged parts of the city facing poorer health and wellbeing outcomes-inequalities that have been laid bare by the impacts of the Covid-19 pandemic. The pandemic highlighted the impact of wider determinants on health, including housing, education, transport and

connectivity, quality employment and safe, strong communities, addressing these determinants is vital in achieving our goal of improving the health of those experiencing poverty the fastest.

The collective response to the pandemic in Leeds showcased the vibrant network of community-based social infrastructure we have- the people, groups and organisations who kept people fed, connected and well throughout the pandemic. Relationships across this network have strengthened through considerable learning that took place during the pandemic, although there is further to go. Continuing to strengthen our social infrastructure, ensuring that it is funded, supported and sustainable, will be essential to tackle the deep-rooted systemic inequalities that shape peoples' ability to lead healthy lives.

Current Focus/What we are doing now

- We have worked in partnership from the outset, establishing **strong system leadership** to drive the ambitions of our Health and Wellbeing Strategy, with a shared understanding that health and wellbeing is inextricable from broader social, economic and environmental factors.
- We take a **life-course approach** to health and wellbeing, recognising the cumulative impacts of policy interventions on people's health and wellbeing through the course of their lives, with well-established partnerships supporting a population that is growing at both ends of the age spectrum - Child Friendly, Age-Friendly and Dementia-Friendly City.
- Helped to **shape an integrated regional health and care system** rooted in broad partnership.
- We have put **elected members, communities and the third sector** at the heart of health and care conversations, including citywide conversations through the Big Leeds Chat and People's Voice Growth to amplify community voices.
- Health and Wellbeing starts with people who can thrive within safe and strong communities. We are embedding an **asset-based approach** to build resilient communities which have access to the resources they need to make the changes they want to see to improve people's health and wellbeing:
 - Establishing a network of local community infrastructure including Priority Neighbourhoods, Neighbourhood, Community Connector third sector organisations, Community Builder local champions, and 33 ward-based community hubs established during the pandemic to coordinate emergency support to residents.
- We have driven a **strengths-based approach to social care**, focusing on giving people the opportunity to live in a way that gives them quality of life, drawing upon the support of their communities and the strengths and abilities of the individual, to live well and more independently.
- We have placed **tackling health inequalities** at the centre of everything we do:
 - Delivering a vaccine health inequalities plan our most hesitant communities to ensure that nobody is left behind.
- Taken a **preventative approach** to allow people to lead healthy lives, from as early an age as possible:
 - Reversed a trend of rising obesity in reception-age children between 2009 and 2017, one of only a few European cities to do so, with the reduction greater in deprived areas.

- Through strong partnership working, we are able to prevent 90% of potential homelessness, far above national averages.

Future Focus:

- In responding to governance changes to the **regional Integrated Care System**, tackling health inequalities will remain at the centre of our approach. We will strengthen our resolve to **address the entrenched societal challenges affecting wider health and wellbeing**, including poor quality housing and lower educational attainment for children and young people from low-income families. A warm, safe, suitable home, space for study, and a strong start in life are crucial to long term mental and physical wellbeing and reducing the necessity of acute healthcare interventions later in life.
- To this end we will more closely align with the **Marmot** approach, already complementary to how we work in Leeds, with a view to becoming a Marmot city, allowing us to draw on national expertise to strengthen our approach to tackling health inequalities.
- Putting the struggle for **racial justice** at the centre of our work, recognising the disproportionate negative health outcomes faced by Black, Asian and minority ethnic people due to system inequalities; and tackling racism and discrimination within healthcare.
- Drawing upon **evidence** established through the Joint Strategic Assessment to anticipate and address the future health needs of the city, for example a significant growth of the population of young people concentrated in the most deprived wards, and an ageing population.
- Raising the **profile of social care** to promote parity of esteem with the health service. Recruiting and retaining a well-paid, well-supported social care workforce who are recognised and valued for the enormous contribution they make.

Propositions to Government

To follow

Questions for Consultation

Does this section capture the right headline priorities to progress our Health and Wellbeing ambitions? Are there any gaps?

How can you or your organisation contribute to this ambition?

What are the key opportunities to work with Government to progress our ambition?

Best City Ambition: Inclusive Growth

This section aims to provide more detail for our ambition for Inclusive Growth, covering the socio/economic/environmental context, highlighting current focus and activity, and beginning to set out those areas for future focus and development.

It is, together with the sections looking at the other pillars, the most under-developed of the consultation draft. The intention is to strengthen and expand these sections to fully capture partner contributions, indeed a key part of the consultation is an invitation to partners to set out how they can contribute, both individually and in collaboration.

In addition, we aim to develop propositions to Government, rather than simply asks of Government, we seek positive, practical proposals, again we welcome thoughts and ideas.

In 2030 Leeds will have an economy that works for everyone, where the benefits of economic growth are distributed fairly across the city, creating opportunities for all.

To realise this ambition, Team Leeds will focus on:

- People of all ages and businesses of all sizes having the skills and job opportunities which enable them to realise their potential and thrive, and to be resilient in the face of change.
- Our businesses and social enterprises being innovative, creative, ambitious and connected to the local community they are in.
- Understanding that place matters, and positive identity, culture and pride in our communities are vital assets in a sustainable future for the city and its local centres.
- Ensuring we are at the forefront of establishing partnerships which promote equality and deliver a fair and just transition to net zero.
- Leeds is an outward looking global city, with our people and businesses operating on the world stage, addressing the biggest societal challenges of our time, and where we welcome inward investors that share our values and enhance the city's economy.

Background to our Ambition

Covid-19 has had obvious impacts on our economy, both exacerbating long-standing inequalities within our communities, and the immediate constraints on the ability of businesses to operate 'normally'. It has changed the way we think about place and how we use our spaces, as well as how we travel, work and shop. The repercussions were felt in the first instance by young people, low earners and women in the labour market, linked in part to longer-term concerns regarding low productivity and recent job growth being too often concentrated in low skilled, low-paid employment.

However, Leeds has strong foundations from which to recover and will continue be the main driver of economic growth for the city-region. The city has a diverse, knowledge-based, economy, linked to our universities and teaching hospitals, which are major innovation assets. We have a dynamic business sector with strengths in digital and medical technologies, telecoms and creative industries, all sectors likely to be increasingly important in our future economy.

Current Focus/What we are doing now

- Our current priority remains a sustainable and inclusive economic recovery, centred around the need to:
 - **Respond.** continuing to take immediate actions to support businesses and the economy as we have done working together as a city since lockdown in March 2020.
 - **Reset and Renew** – focussing on the challenges and opportunities that we face in recovery and that we have a clear focus and direction on the projects and partnerships that will address them.
 - **Build Resilience:** underpinning our long-term Best City Ambition - tackling poverty and inequality, with the key drivers of Health and Wellbeing, Inclusive Growth and Zero Carbon.
- We will continue our commitment to **100% Digital**, reflecting the vital importance of access to our increasingly digital world. As one of the largest ambitious programmes in the UK, this work is vital in increasing the resilience of our third sector and ensuring digital inclusion for organisations and individuals across the city.
- We will continue to work as a cross-city partnership to support families to give **children and young people the best start in life**. Looking to improve learning and inclusion by refreshing the **3As strategy** with insights from the pandemic and active engagement with the learning community, strengthening our work to ensure all children attend, attain and achieve, and make the best start at each stage of their learning.
- Continue to strengthen the **Anchor Network**, encouraging increasing numbers of businesses and public institutions to be good Corporate Citizens in their employment and procurement practices and their response to the Climate Emergency. We will also work with the third sector to further develop the network of '**community anchors**' so vital in pursuing our ambition in our local communities.
- We continue to work as a partnership to welcome, embed and widen the benefits of inward investment, with investors that share our ambition and enhance the city, including major public sector investments such as the **UK Infrastructure Bank**, the northern hubs of the **Bank of England**, the Department for Work and Pensions' and the Department for Transport. We will also continue to work with existing and new SMEs and social enterprises to deepen their roots in the city and enhance their relationship with local communities.

Future Focus

- More and more, the idea of **place matters**, we will work in partnership to identify and deliver transformational projects across the whole city, drawing in external funding streams, including:
 - Invest in community infrastructure to so everyone can be proud of where they live.
 - facilitating flexible co-working spaces in areas outside of the city centre.
 - capitalising on the role of **culture** for the future of city and local centres through Leeds 2023.
 - strengthening a mutually beneficial relationship between the city centre and local communities.
- We will put **skills and opportunity** at the heart of our approach through a **Future Talent Plan** to help drive our economic recovery, address unemployment and underemployment,

that helps people to be more resilient in work, and supports people all ages, and businesses of all sizes, to thrive.

- We will put **innovation and creativity** at the heart of our all approaches, co-designing with the private, public and community sectors, stimulating new conversations with partners on how to strengthen our innovation ecosystem, ensuring inclusivity and social impact, and increasingly demonstrating that Leeds is a place with a strong innovative spirit that plays a significant role internationally.
- We will work to ensure the widest benefits the '**local green transition**', understanding what the Climate Emergency/Net Zero will mean for Leeds and assessing opportunities and risks for our communities, economy, and businesses and securing a **Just Transition** to an environmentally sustainable and inclusive model. There are significant opportunities in emerging Green sectors, Leeds has the potential a focal point for **new Green jobs**, but it will require the pivoting of certain businesses, looking at the support we provide, and the skills required by residents and businesses alike.

Propositions to Government

To Follow

Questions for Consultation

Does this section capture the right headline priorities to progress our Inclusive Growth ambitions? Are there any gaps?

How can you or your organisation contribute to this ambition?

What are the key opportunities to work with Government to progress our ambition?

Best City Ambition: Zero Carbon

This section aims to provide more detail for our ambition for Zero Carbon, covering the socio/economic/environmental context, highlighting current focus and activity, and beginning to set out those areas for future focus and development.

It is, together with the sections looking at the other pillars, the most under-developed of the consultation draft. The intention is to strengthen and expand these sections to fully capture partner contributions, indeed a key part of the consultation is an invitation to partners to set out how they can contribute, both individually and in collaboration.

In addition, we aim to develop propositions to Government, rather than simply asks of Government, we seek positive, practical proposals, again we welcome thoughts and ideas.

In 2030 Leeds will have made rapid progress towards carbon neutrality, reducing our impact on the planet and doing so in a fair way which improves standards of living in all the city's communities.

To realise this ambition, Team Leeds will focus on:

- Delivering a low-carbon, active and affordable transport network, reducing reliance on the private car and helping people get around the city easily and safely.
- Promoting a fair and sustainable food system in which more produce is grown locally and everyone can enjoy a healthy diet.
- Addressing the challenges of housing affordability and energy-efficiency, creating vibrant places, where residents have close access to services and amenities.
- Joining with landowners, partners and local communities to protect nature and enhance habitats for wildlife.
- Investing in our public spaces, green and blue infrastructure to enable faster transition to a green economy while improving quality of life for residents.
- Growing cross-city research capacity and providing a test bed for new technologies, with Leeds being recognised as a national and international hub for innovation in healthcare.

Background to our Ambition

Leeds declared a climate emergency in March 2019 and agreed to work towards making the city carbon neutral by 2030. Understanding that we are part of the global effort, urgent transformative action is required for Leeds to make its contribution to preventing the worst impact of climate change. We need everyone to play their part, with local and national government, business, communities and individuals all able to make a difference through their actions. Without determination in Leeds and beyond to respond now, the future will bring catastrophic consequences for humans and the natural world, with increasing disruption to many aspects of life including the food system, spread of disease, and extreme weather events like floods and heatwaves.

The drive towards a low carbon, sustainable and nature-friendly future offers huge possibilities for a city like Leeds, placing ourselves ahead of the curve with regard to new market opportunities. We can make it easier and more affordable for people to connect with each other and move around the

city, reclaiming public spaces for leisure and play. Better access to nature and green space, cleaner air, locally grown fresh produce and well-paid jobs in emerging green industries can improve wellbeing and make environmentally conscious lifestyles easier to follow.

Current Focus/What we are doing now

Much of the transformative change required to see a Zero Carbon Leeds will take time, but we want to halve the city's (1990) emissions by 2025 and good progress is already being made.

- We will continue our work to **reduce emissions from buildings and fleet**, with anchor institutions leading the way, making commitments and supporting others to join us. We will work as an Anchor Network to explore opportunities to further strengthen or accelerate our collective commitments. The council is investing £100m and £25m in its housing stock and public buildings respectively, retrofitting insulation, heat pumps, solar panels and LED lighting. Leeds now has the largest local government electric vehicle fleet in the UK, Yorkshire Ambulance Service has an ambitious plan to achieve a zero-carbon fleet by 2050, and West Yorkshire Combined Authority is working with bus providers to scale-up provision of all-electric buses. £7m investment is also helping local businesses to switch to lower emission vehicles.
- Opportunities to **invest in infrastructure which reduces energy demand and costs** will continue to be explored, with the 19km district heating network constructed since 2017 already delivering low carbon heat to hundreds of properties in low-income communities and several key civic and cultural buildings, and further network expansions planned. Switching to LED street lighting across Leeds will halve its energy requirement. A strong start has already been made with £25m being invested in the decarbonisation of public buildings, and a £100m to improve the energy efficiency of council homes by 2025.
- Across Leeds we are working to **protect and enhance the natural environment**, with businesses and institutions 'greening' their campuses, investment in major flood alleviation schemes protecting over 3,500 residential and commercial properties, and a collective effort aiming to increase the city's tree canopy cover from 17% to 33% - with potential to give Leeds more trees per person than any city in Europe. Planning policy is being reviewed to support these efforts.
- We will **make it easier for people to live low-carbon lifestyles in Leeds**, championing community-led green initiatives, supporting local growing and further investing in low carbon travel options – building on the city's highly successful park and ride schemes and harnessing the power of the now over 172km of dedicated cycle network Leeds can benefit from.

Future focus

- We will go further to **transform the way people move around Leeds**, prioritising active and sustainable forms of travel to increase bus patronage by 130%, cycling by 400% and walking by 33%. We will make Leeds a city where you do not need to use a car and deliver a 30% reduction in car usage as a result. These changes will enable public spaces to be less vehicle dominated and to reclaim streets for people.
- Alongside community partners we will continue to **invest in the energy efficiency of council and social housing stock**, with the council alone accounting for 18% of the city's homes overall. We will invest £120m to improve all of our multi-storey buildings and build upon successful work in Cross Green and Holbeck to improve the most challenging pre-1919 back-to-back homes.

- The decarbonisation of heat is crucial to achieving zero carbon housing stock, so **Leeds will remain at the forefront of the drive towards hydrogen** as a replacement for natural gas, working alongside local government and academic partners. The emerging hydrogen economy should be rooted in our region with opportunity for new high skilled jobs in Leeds and game-changing advances in low carbon transport and industry.
- We will **champion local farming and food production**, including through exploring vertical farming in urban settings, promoting growing at home or in communities, and working with anchor partners to source more food we serve from producers based in Yorkshire and the surrounding counties. The council for its part will halve the carbon footprint of meals served in schools, cafes and meal deliveries, and will no longer accept food contracts for air-freighted imports, and will work with partners to support them to do the same.
- **Habitat preservation** and **nature recovery** will be at the heart of our approach to land management, and we will bring landowners in the city together to promote biodiversity and create new and connected spaces for wildlife. This means we will plant more wildflower meadows, use relaxed mowing wherever possible, increase urban green and tree planting, and support aligned community-led initiatives as much as possible.

Propositions to Government

To follow

Questions for Consultation

How can you or your organisation contribute to our Zero Carbon ambitions? Please tell us about what you have already done / are doing, as well as what more you can do in future.

Are there any gaps in the current and proposed future focus?

In which areas do we have the best opportunity to work with Government to make progress on our Zero Carbon ambition?

Team Leeds in Action: Achieving our Ambition

This section sets out how we will foster the Team Leeds approach for the long term – including the key partnership infrastructure central to making our ambition a reality and how everyone can contribute. It will also signpost to the key strategies and plans which underpin the Best City Ambition, and highlight our intention to develop a broader, more consistent evidence-base to both inform interventions and monitor their impact.

This section will set out the partnership approaches and infrastructure, together with key supporting strategies and action plans which will underpin the Best City Ambition. At this stage we do not envisage a single dedicated partnership with responsibility for the Ambition, rather we intend to **build on our strong, deep and effective existing partnerships (statutory and non-statutory), networks and relationships**. We believe that focusing on building a shared ambition and commitment to our goals will be more effective than re-modelling the city's partnership framework.

The **breadth and diversity of our city partnerships can be a big strength** – one that enables more people, from a wider range of backgrounds, to have a 'seat at the table'. To ensure we maintain our focus on outcomes alongside this **clear roles, responsibilities and accountabilities will be important**. The Best City Ambition will seek to map these roles and check the existing partnership structures are fit-for-purpose and relate effectively to each other.

Activity pursuing the priorities and goals within the Best City Ambition should be **rooted in Leeds communities**, and recognise the unique strengths, challenges and identities which shape different parts of the city. The **voices of citizens and those with lived experience will be crucial to delivering on this ambition** and should be reflected in the partnership infrastructure outlined. More detailed proposals about how partners across the city can work more effectively together in neighbourhoods, empowering the local, will be developed through the ongoing review of neighbourhoods and communities.

As set out in the 'How We Will Work Together' section, **we will focus on strengthening our understanding of Leeds and the way our communities are changing** – including our assets, future needs and opportunities, and enhancing our ability to monitor the impact of our interventions. The Joint Strategic Assessment will be a key part of our analysis, and the Leeds Observatory will be further developed as a platform for sharing analysis and insights. We are also exploring the potential of the Social Progress Index as a tool to highlight the social and environmental wellbeing of our citizens and communities. [[link to Social Progress Index](#)].

Questions for Consultation

Do you feel like you are able to take part in discussions or decisions about what happens in Leeds and in your community? (sliding scale answer options)

How would you like to get involved in the future? (present a tick box series of options inc. other with text box)

Do you agree with our suggestion to build on existing partnerships and networks in Leeds, instead of creating a new overarching partnership structure?

Appendix 2: Overview of City Ambition engagement and consultation

Between September and early December 2021, the following groups have been, or will be, engaged with around the Best City Ambition. The purpose of the engagement was to explain the function of the Best City Ambition and to ask stakeholders for their initial views on the content of the plan and how it should be delivered.

The consultation was delivered through a combination of planned engagements (particularly with the Community Committees and Equality Hub groups), as well as opportunities and invitations that arose during the consultation process.

City Ambition engagements, September – December 2021

- Inner South Community Committee
- Inner West Community Committee
- Inner East Community Committee
- Inner North West Community Committee
- Inner North East Community Committee
- Outer North East Community Committee
- Outer West Community Committee
- Outer East Community Committee
- Outer South Community Committee
- Outer North West Community Committee
- Outer North East Town & Parish Council
- Health and Wellbeing Board
- LCC Policy Network
- Corporate Leadership Team
- Leeds Anchors Executives Group
- Extended Inclusive growth Delivery Partnership
- WNW Leeds Youth Service
- Age Proud Festival
- BME Hub
- Women and Girls Hub
- Women and Girls Hub culturally diverse subgroup
- Religion or Belief Hub
- Third Sector Leeds Goes Local- WNW
- Third Sector Leeds Goes Local- ENE
- Third Sector Leeds Goes Local- SE
- VAL Role of the Third Sector event
- Leeds Youth Council
- Age and Dementia Friendly workshop
- Holbeck community groups workshop
- Armley Forum
- Bramley Forum
- Reginald Centre community workshop
- Leeds Climate Commission
- Partner Roundtable- private, public and third sector partners

Consultation Questions

Most consultation events followed the structure of a 10-15 minute presentation on the purpose and function of the City Ambition and headline findings from the Joint Strategic Assessment, followed by discussion loosely arranged around the following discussion points:

- Priorities for Leeds and the city's communities up to 2030

- Reflections on how we work across our city partnerships to drive towards these priorities
- Reflections on how communities can play their part

Summary of consultation feedback

At this stage the below is only a very high-level summary of the consultation and engagement to date. A fuller account will be included with the February 2022 Executive Board report, following the conclusion of the formal public consultation and alongside the recommended final proposals.

Across the consultation events there was a strong level of agreement with the Three Pillars and the cross-cutting focus of tackling inequalities. Consultees agreed with the approach of strengthening the voice of wider city stakeholders and particularly communities in the Best City Ambition, recognising the significant role that communities and third sector organisations have played in supporting the city through the pandemic. A strong theme was an intent for the Best City Ambition to deliver measurable outcomes.

There was extensive discussion about the need to make the Best City Ambition meaningful to communities across the city, recognising that people's sense of place is often most closely aligned to their local area, rather than solely at the city level. The consultation process, particularly Community Committee meetings, demonstrated the specificity of priorities for local areas, based on factors such as geography, demography, level of deprivation, connectivity, and many other factors. However, several overarching themes emerged throughout the process, as priorities that stakeholders should focus on delivering. These included:

- Accessible and efficient mobility around the city, and access to services in localities without car dependency
- Better quality, better paid and secure employment
- Improved mental health, wellbeing, and reduced loneliness
- Fostering a sense of pride in place through creating strong and well-resourced neighbourhoods, positively impacting people's sense of self-esteem
- Affordable, safe and stable housing options, so that people can create a home
- An education system that equips people with the skills needed for life, including tackling inequalities in education.
- Access to green space and facilities to live a healthy lifestyle, across all communities
- Tackling poverty, particularly recognising the lifelong impacts of child poverty and its role in deepening inequalities
- Safety in the city, particularly for women

Consultees recognised the significant contribution that can be made by private, public and third sector partners and communities across the city in addressing the key challenges facing Leeds up to 2030, but expressed that more could be done to bring together pockets of excellent work taking place across the city, in order to best

pool our collective resources. Similarly, it was felt by some consultees that communication of the council's activities could be strengthened, particularly in terms of reporting back on strategies and projects. People's everyday experiences of engaging with council services was also seen as an important factor in building relationships, which shapes people's sense of engagement with, and ownership of, strategies for the city.

Overall, this first round of consultation demonstrated a high level of ambition for Leeds up to 2030 and a desire to find tangible solutions to the challenges the city faces coming out of the pandemic and for the decade ahead. Stronger and deeper partnership was seen as the right way to achieve this, by bringing together the knowledge, skills and resources that exist across the city, including broadening our reach far beyond existing networks.