Council Business Plan

We are an intelligent organisation, using good quality information to deliver better outcomes

Code	Improvement Priority	Status	Accountable Director
IO-1a	Improve our systems and processes to enable us to use our information effectively and efficiently	(green)	James Rogers
IO-1b	Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels	(green)	James Rogers
IO-1c	Ensure we have the right intelligence to inform our strategic planning	(green)	James Rogers
IO-1d	Develop arrangements to protect and share information in line with legislative and regulatory requirements	(green)	James Rogers
IO-2a	Improve our understanding of our customers - BIG IDEA	(amber)	James Rogers
IO-2b	Increase choice so customers can access services in more convenient ways	(amber)	James Rogers
IO-2c	Improve our services based on customer feedback	(amber)	James Rogers
IO-2d	Manage customer expectation and deliver on our promises	(amber)	James Rogers
IO-2e	Develop joined up and person centred services designed around the needs of our customers	(amber)	James Rogers
IO-2f	Enhance the links between front and back office services to deliver excellent end-to-end services	(amber)	James Rogers
IO-3a	Increase involvement, engagement and participation of all communities especially hard to reach groups	(green)	James Rogers
IO-3b	Build trust with local communities to encourage greater engagement	(green)	James Rogers

Our resources are clearly prioritised to provide excellent services and value for money

Code	Improvement Priority	Status	Accountable Director
VfM-1a	Deliver our 5 year financial strategy to align resources to our strategic priorities	(amber)	Alan Gay
VfM-1b	Embed sustainability in our resource management processes	(amber)	Alan Gay
VfM-1c	Consider all additional sources of funding available to support our priorities	(green)	Alan Gay
VfM-2a	Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management	(amber)	Alan Gay
VfM-2b	Embed value for money at all levels	(amber)	Alan Gay
VfM-3	Implement a commissioning approach which delivers value for money and ensures the best provider	(amber)	Nicolé Jackson
Vfm-4a	Ensure strategic business transformation/improvement activity is prioritised and co-ordinated	(green)	James Rogers
Vfm-4b	Enhance service improvement capacity to support business change at directorate/service level	(green)	James Rogers
Vfm-4c	Embed a consistent approach to service planning which clearly links workforce and asset management planning, risk, financial and performance management	(green)	James Rogers
Vfm-4d	Explore opportunities for collaboration with private and public sector bodies - BIG IDEA	(amber)	James Rogers
Vfm-5a	Develop sustainable and effective partnership governance framework	(amber)	Nicolé Jackson
Vfm-6a	Improve quality and efficiency of support services	(amber)	Alan Gay

We are a values led organisation and our people are motivated and empowered

Code	Improvement Priority	Status	Accountable Director
VP-1a	Ensure we have the right staff, in the right place with the right skills at the right time	(green)	Alan Gay
VP-1b	Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals	(green)	Alan Gay
VP-1c	Improve understanding and transparency of our decision-making and accountability processes	(amber)	Nicolé Jackson
VP-2a	Improve leadership at all levels including officers and elected members	(green)	Alan Gay
VP-2b	Enhance our leadership of the city	(green)	James Rogers
VP-2c	Strengthen communication (skills and mechanisms) at all levels	(green)	James Rogers
VP-3a	Strengthen our democratic processes to improve governance and policy making	(amber)	Nicolé Jackson

Code	Improvement Priority	Status	Accountable Director
VP-3b	Maximise member involvement in policy development, decision making and accountability	(amber)	Nicolé Jackson
VP-4a	Ensure colleagues reflect the diversity of our communities	(green)	Alan Gay
VP-4b	Ensure fair access to all our services	(green)	James Rogers
VP-4c	Embed equality and diversity throughout the organisation	(green)	James Rogers
VP-5a	Reduce the carbon emissions arising from our buildings, vehicles and operations - BIG IDEA	(green)	Alan Gay
VP-5b	Increase the proportion of socially responsible goods and services that we procure	(green)	Nicolé Jackson
VP-5c	Support the achievement of our strategic outcomes through our corporate social responsibility programme	(amber)	Alan Gay

Leeds Strategic Plan

Culture

Code	Improvement Priority	Status	Accountable Director
CU-1a	Enable more people to become involved in sport by providing better quality and wider ranging activities and facilities.	(amber)	Jean Dent
CU-1a	Enable more people to become involved in culture by providing better quality and wider ranging activities and facilities.	(green)	Jean Dent
CU-2a	Facilitate the delivery of major cultural schemes of international significance	(green)	Jean Dent

Environment

Code	Improvement Priority	Status	Accountable Director
ENV-1a	Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill	(green)	Neil Evans
ENV-1b	Reduce emissions from public sector buildings, operations and service delivery and encourage others to do so	(green)	Jean Dent
ENV-1c	Undertake Actions to improve our resilience to current and future climate change	(green)	Jean Dent
ENV-2a	Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces	(green)	Neil Evans
ENV-2b	Improve the quality and sustainability of the built and natural environment	(green)	Jean Dent

Transport

Code	Improvement Priority	Status	Accountable Director
TR-1a	Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking	(amber)	Jean Dent
TR-1b	Improve the quality, use and accessibility of public transport services in Leeds.	(amber)	Jean Dent
TR-1c	Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.	(amber)	Jean Dent
TR-1d	Improve road safety for all our users, especially motor cyclists, pedal cyclists and pedestrians.	(green)	Jean Dent

Thriving Places

Code	Improvement Priority	Status	Accountable Director
TP-1a	Increase the number of decent homes	(green)	Neil Evans
TP-1b	Increase the number of affordable homes	(red)	Neil Evans
TP-1c	Reduce the number of homeless people	(amber)	Neil Evans
TP-1d	Reduce the number of people who are not able to adequately heat their homes	(red)	Neil Evans
TP-1e	Increase financial inclusion in deprived areas.	(green)	Neil Evans
TP-2a	Creating safer environment by tackling crime	(green)	Neil Evans
TP-2b	Reducing and managing offending behaviour	(green)	Neil Evans
TP-2c	Improving lives by reducing the harm caused by substance misuse	(green)	Neil Evans
TP-2e	Reduce bullying and harassment	(amber)	Neil Evans
TP-3a	Reduce worklessness across the city with a focus on deprived areas	(amber)	Neil Evans
TP-3b	Reduce the number of children in poverty	(amber)	Neil Evans
TP-3c	Develop extended services, using sites across the city, to improve support to children, families and communities	(green)	Neil Evans

Enterprise and the Economy

Code	Improvement Priority	Status	Accountable Director
EE-1a	Increase innovation and entrepreneurial activity across the city	(green)	Jean Dent
EE-1b	Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment	(green)	Jean Dent
EE-2a	Increase international communications, marketing and business support activities to promote the city and attract investment.	(green)	Jean Dent

Harmonious Communities

Code	Improvement Priority	Status	Accountable Director
HM-1a	An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents	(amber)	Neil Evans
HM-1b	An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery	(amber)	Neil Evans
HM-2a	Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services	(green)	Neil Evans
HM-2b	An increased sense of belonging and pride in local neighbourhoods that help build cohesive communities	(amber)	Neil Evans

Learning

Code	Improvement Priority	Status	Accountable Director
LN-1a	Enhance the skill level of the workforce to fulfil individual and economic potential.	(amber)	Rosemary Archer
LN-1b	Improve learning outcomes and skill levels for all 16 year olds, with a focus on narrowing the achievement gap.	(green)	Rosemary Archer
LN-1c	Improve learning outcomes and skill levels for all 19 year olds.	(green)	Rosemary Archer
LN-1d	Increase the proportion of vulnerable groups engaged in education, training or employment	(amber)	Rosemary Archer
LN-1e	Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.	(amber)	Rosemary Archer

Health and Well Being

Code	Improvement Priority	Status	Accountable Director
HW-1a	Reduce Premature mortality in the most deprived areas	(amber)	Sandie Keene
HW-1b	Reduce the number of people who smoke	(green)	Sandie Keene
HW-1c	Reduce rate of increase in obesity and raise physical activity for all.	(amber)	Sandie Keene
HW-2a	Reduce teenage conception and improve sexual health	(amber)	Sandie Keene / Rosemary Archer
HW-2b	Improve the assessment and care management of children, families and vulnerable adults	(amber)	Sandie Keene / Rosemary Archer
HW-3a	Improved psychological, mental health and learning disability services for those who need it.	(amber)	Sandie Keene
HW-3b	Increase the number of vulnerable people helped to live at home	(amber)	Sandie Keene
HW-3c	Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives	(amber)	Sandie Keene
HW-3d	Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk	(amber)	Sandie Keene / Rosemary Archer