



LGA Transformation Roundtable: Creating the council vision, principles, and strategy for transformation

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Agenda

- Our city
- Our council
- Ambition and values (system & organisational)
- Peer review feedback
- Some examples of major changes
- Communications & engagement framework
- Lessons learned



Central but geography different to highly urbanised cities



Largest city in WY, driving economic activity & employment



Growing population of over 810,000



Over 140 different nationalities



Our economy is worth £26.3 billion (GVA)



Largest finance + professional services outside LDN & fastest growing digital economy



Six Universities, 65,000 Students + Brain Gain



£4 bn large-scale development projects over 10 years & 1.5% of England's homes



Our city

Our council

- 99 councillors, 33 wards, 10 Community Committees.
- Adult Social Care provides long term support to approximately 8,800 people. Over 2023/24 older people in care homes rose by 8.6%.
- Leeds is home to 172,650 children and young people under the age of 18. Number of children who need to be looked after 1,548 (90.7 per 10K).
- 99.91% of all household waste the council manages across Leeds is either re-used, recycled, composted, put to some other beneficial use, or is used to create energy (electricity and heat).
- Over 186,000 households supported through the Household Support Fund.
- £795m savings delivered by Leeds since 2010 with gap for 2025/26 – 2027/28 anticipated at £150m, so continued impact.
- The council has approximately 3,430 fewer staff than it did in 2010.

Ambition & values



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

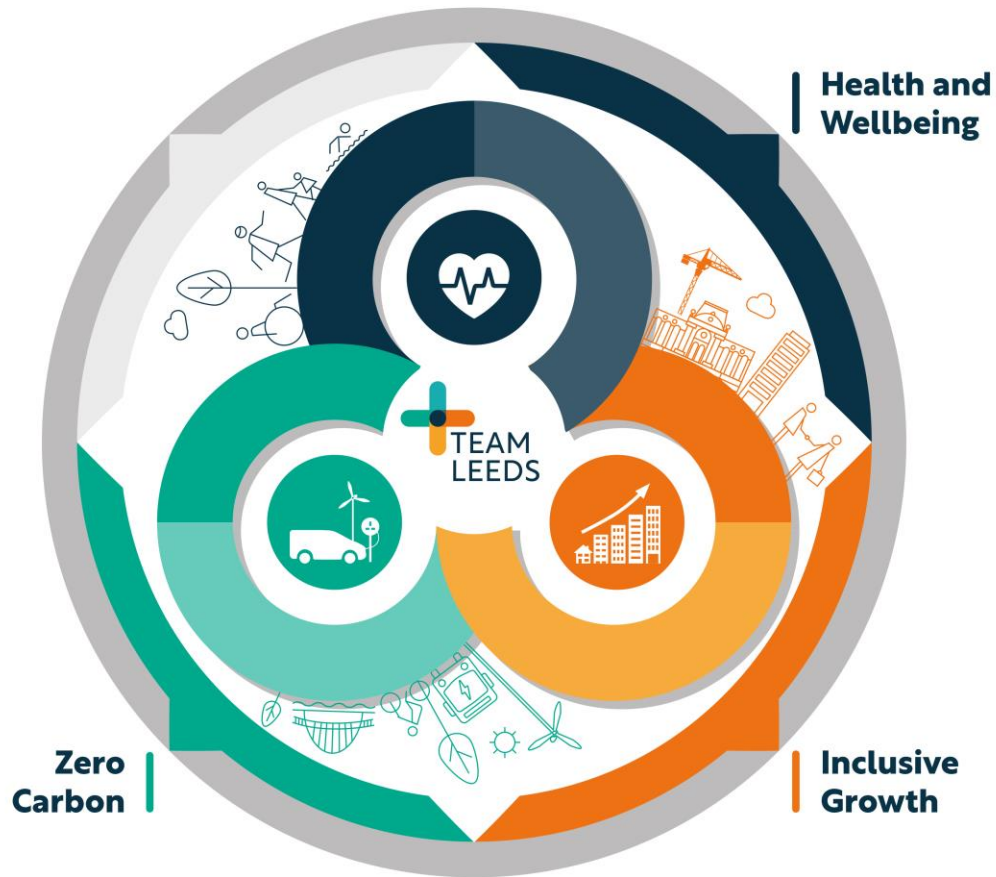
At its heart is our mission to tackle poverty and inequality and improve quality of life for everyone who calls Leeds home.

BEING OUR BEST

Our plan for 2023 onwards...



City context and Best City Ambition



- **How** we work as Team Leeds in the city.
- **Credible, trusted leadership** and **clear shared values** underpinning our delivery.
- Presents a **shared vision for the future**, which puts **tackling poverty and inequality** at the heart of everything we do.
- Sets out some key principles for our **partnership working**, including around **prevention, community power, a strengths-based approach**, and being **led by the evidence**.

Our **Team Leeds** approach



1. **GOOD NEIGHBOURS** Building mutual respect and understanding between one another by working together, leading with kindness, and valuing everyone's input and experiences.
2. **COMMUNITY POWER** Empowering people to generate the positive changes they want to see, enabling communities to thrive and tackle systemic inequalities.
3. **INNOVATION IMPACT** Being evidence-led, ambitious and optimistic for the future of Leeds, sparking innovation, creativity and an entrepreneurial spirit so we can succeed in a digital world.
4. **HEALTHY SOCIETY** Recognising the impact of society, the environment and our economy on the health of people in Leeds, pursuing equity for people at every stage of their life.
5. **SOCIAL RESPONSIBILITY** Promoting the opportunity and responsibility for every business and organisation to create social value and engage with their local community.
6. **STRENGTH BASED** Developing community capacity and strengthening prevention, focusing on what people can do not what they can't.

BEING OUR BEST

2024

Best City ambition

To tackle poverty and inequality and improve quality of life for everyone who calls Leeds home.

Best Council ambition

To be an Efficient, Enterprising, Healthy and Inclusive organisation.

Our values

Being open honest and trusted, Treating people fairly, Spending money wisely, Working as a team for Leeds and Working with communities.

Our manager expectations

Live the council values and behaviours, Lead your teams to be their best, Influence and deliver the changes affecting all of us, Engage in the Be Your Best manager programme.

Well-run City

Leading the whole city system, strong accountable relationships, enabling and empowering communities and the front line to deliver.

High Quality Public Services

Convening and delivering high quality integrated services with a focus on continuous improvement.

Financially sustainable, well governed, ambitious and optimistic council that is reshaping to continue to be resilient.

Well-run Council

Peer review feedback

- "A uniform love, passion and ambition for the city shines through the organisation and through its many partnerships."
- "Delivering for and with its communities, partners and stakeholders".
- "There is a clear commitment and collective narrative to making Leeds a better city for its residents, businesses and stakeholders, and this is reflected in the council's day to day engagement and service delivery, and how members and officers talk about their roles and what they want to achieve."
- **Recommendations included:** maintaining momentum, prioritisation for financial planning, rationalising assets and continuing to improve locality working, Members focusing on ABCD.

Strategic context - challenges & opportunities



- **Uncertain national context**, complex global context.
- **Demographic changes**, reported through the **Joint Strategic Needs Analysis**.
- **Covid and Cost of Living** mean increased demand and complexity.
- Councils **doing more with less**, so need to reset and reshape.
- **Financial challenges** for the sector continue to worsen e.g. more S114's issued.
- **Productivity, efficiencies, digital** and **improving customer experience** are key.
- **Workload and burnout challenges**, plus recruitment and retention challenges.
- **Collaboration** with all partners crucial, including the various **Anchor Networks**.
- Major **risks** remain e.g. safeguarding, cyber, major incident, finance, workforce, and H&S etc.
- Requirement for **consistent** and **compassionate** system and organisational leadership.

Major changes – some examples

- Core business transformation – new HR/Finance system.
- Locality review, including service design & estates.
- Customer strategy & delivery.
- Constitution Review and Community Committee Review.
- HomeFirst.
- SEND review.
- Waste strategy.
- Reviews of traded services.
- Service reviews for MTFS e.g. stop, merge, re-provide, increase efficiency etc.

Communications & engagement

- Weekly Best Council Leadership Team (BCLT) update & quarterly in-person events.
- Monthly Extended BCLT (all JNC) calls and regular updates.
- Weekly all-manager updates.
- Weekly all-staff message from the Chief Executive.
- Regular member and MP update (about every 2-3 weeks).
- Partner update from the Leader and Chief Executive (about every 4-6 weeks).
- Be Your Best Leadership & Management Development programme for 2,200 managers (e.g. EDI, H&S, digital etc). Appraisal & staff satisfaction etc.
- Staff Networks & Trade Unions are key, plus member engagement.
- Digital divide challenges, so social media also key.

Key lessons

- Engage & implement a clear & consistent strategy - nag relentlessly to follow through.
- Role as facilitator, convenor/enabler - creating the context for delivery.
- City & organisational leadership without a hierarchy – relational & everyone valued.
- Importance of values and culture - system and organisation – no quick fix.
- Strength based & community power – prevention is key to poverty & inequalities.
- Make transformation the responsibility of all managers rather than just a central team.
- Align with financial planning, risk & performance approaches to assess impact.
- Encourage benchmarking, innovation, invest to save & sharing good practice.