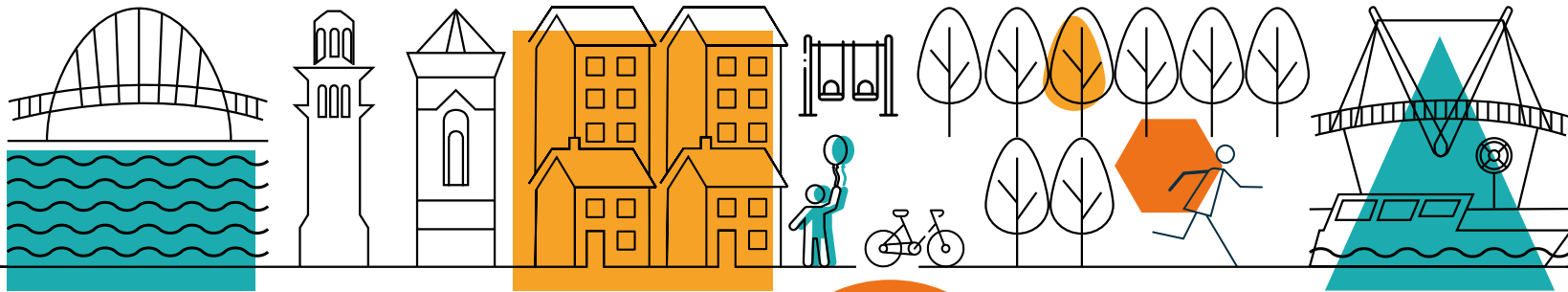
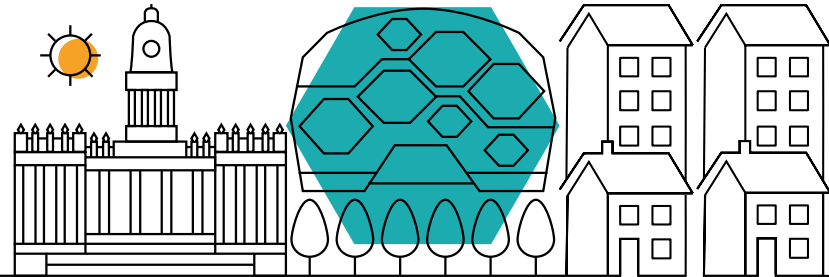


BEING OUR BEST

Our plan for 2023 onwards...



OUR VALUES AND BEHAVIOURS

HELP EVERYONE BE THEIR BEST

**BEING OPEN,
HONEST & TRUSTED**



be my best

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

contribute to quality appraisal conversations and regular supervision.

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

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

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

TREATING PEOPLE FAIRLY



feel valued for who I am

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

appreciate others, celebrate success and say thank you.

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

challenge all forms of discrimination and prejudice and speak up.

help colleagues to get through busier and more challenging times.

SPENDING MONEY WISELY



make every pound go further

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

deliver more efficient ways of working.

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

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

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

WORKING AS A TEAM FOR LEEDS



be part of a can-do team

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

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

make work fun and productive.

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

share, learn, and innovate with others.

be adaptable, flexible, and open to change.

WORKING WITH ALL COMMUNITIES



make a difference

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

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

build strong working relationships with the public and councillors.

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

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

I will...

What's expected from all appraising managers

The council plays a central role in most aspects of life in the city. We provide a wide range of vital public services, working with each other and partners across all sectors to strengthen our economy, support communities and represent the city nationally and across the world - attracting business and investment, and promoting all the amazing things Leeds offers.

The role of all our appraising managers is key to achieving our ambitions, so these four expectations will help us all be accountable.



Live the council values and behaviours yourself, with your teams and services to actively promote the best possible council culture.



Lead your teams to be their best, ensuring everyone can be at their best at work, manage staff wellbeing, performance and service improvement.



Engage in the Be Your Best Manager Programme, so your personal development is supported through training and engagement, and you connect with other managers.

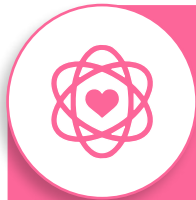


Influence and deliver the changes affecting us all, including modernising systems and processes, removing bureaucracy, learning new digital skills, exploiting technology, or improving relationships.



What are the council's main, interdependent change priorities?

As needs, expectations and opportunities change, the council must keep evolving. Alongside day-to-day service delivery it's important we all understand the important changes underway that will affect the whole organisation, change our work, services, and culture and impact on every member of staff. Delivery in these areas will help modernise the organisation.



Improving efficiency of how we do business in the council

by reducing bureaucracy and burdens on managers, simplifying policies, enabling more self-service, by bringing in new systems and processes to help us manage our finances, staff and employee records.



Improving our digital offer

by enhancing digital skills, automating manual processes, providing more technology services and infrastructure via the internet (cloud-based), and giving all staff, including those on the frontline, better access to digital tools and technology.



Improving how we serve our customers

by modernising our website so residents and businesses can do more online, helping to enhance our offer to customers through the contact centre and other channels.



Improving how we work with people and families

by continuing to build positive and collaborative relationships with our residents and service users, taking a strengths-based approach where we work together drawing on people's personal skills, knowledge, capacity and connections (assets), focusing on what they can do and not what they can't.



Improving the coordination of our services locally

by working in a more integrated way across our five directorates and with partners to strengthen joint planning, improve efficiency, and deliver services in a way which is most accessible for local people and supports our regeneration place-making ambitions.



Some key dates for 2023/24

2023

SUMMER

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

2023

AUTUMN

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

WINTER

- Staff recognition week
- Provisional Budget for 2024/25

2024

WINTER

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

SPRING

- Annual appraisal window opens
- National Day for Staff Networks

Appendix 1: Our organisation key performance indicators

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

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