

# How does a Council approach broader strategic planning

Lee Hemsworth  
Chief Officer (Customer Access)



# Key Points for Strategic Planning

- Clarity of Vision / Ambition
- Driven by evidence-led understanding of people & place
  - Intelligence
  - Research
  - Policy Framework – local, regional and national
  - Understanding of impact on the ground
  - Relationships – within and without
- Leads to determination of outcomes and priorities
- Establishes strategic framework for Council and City



# LCC Best Council Plan 2017/18



## BEST COUNCIL PLAN 2017/18: Tackling poverty and reducing inequalities

AMBITIONS • Leeds... **A Strong Economy and a Compassionate City** • Leeds City Council... **An Efficient and Enterprising Organisation**

### OUTCOMES

We want everyone in Leeds to...

- Be safe and feel safe
- Enjoy happy, healthy, active lives
- Live in good quality, affordable homes within clean and well cared for places
- Do well at all levels of learning and have the skills they need for life
- Enjoy greater access to green spaces, leisure and the arts
- Earn enough to support themselves and their families
- Move around a well-planned city easily
- Live with dignity and stay independent for as long as possible

### LOW CARBON

Reducing emissions, tackling the poverty, delivering it at a decent energy

### GOOD GROWTH

Growing the economy, creating jobs, improving skills, promoting a vibrant city

### HEALTH & WELLBEING

Supporting healthy lifestyles, improving mental health and wellbeing, integrating health and social care

### RESILIENT COMMUNITIES

Building strong, cohesive communities, raising aspirations, reducing financial hardship

### CHILD-FRIENDLY CITY

Keeping children safe, supporting families, raising aspirations and educational attainment

### BETTER LIVES

Giving people with care and support needs the right care and support at the right time

### TRANSPORT & INFRASTRUCTURE

Connecting people and places, improving air quality, meeting housing needs

### 2017/18 PRIORITIES

What we and our partners are doing in 2017/18 to improve our lives

### BREAKTHROUGH PROJECTS – Helping deliver the Best Council Plan



Cutting carbon and improving air quality



World class events and a vibrant city centre that all can benefit from



More jobs, better jobs



Early intervention and reducing health inequalities



Strong communities benefiting from a strong city



Making Leeds the best place to grow old in



Housing growth and high standards in all sectors



Tackling domestic violence and abuse

OUR VALUES *Being open, honest and trusted • Treating people fairly • Spending money wisely • Working as a team for Leeds • Working with all communities*

Underpinning what we do and how we work

# What is the 'Ask' from Libraries in this?

- For corporate decision-makers to:
  - understand the contribution the Library Service can make to achieving overall corporate outcomes and objectives; and
  - understand why Library Services should be at the heart of strategic thinking
- So the key question is...How does the Library Service make this happen?



# The Leeds Story – Community Hubs

- 33 Hubs in City – replacing OSCs, Libraries & NHOs
- Commitment to invest in Face to Face services
- Focus on integrated and accessible services
- One Team approach - integrated front-line
- Libraries fundamental to approach as trusted
- Hubs provide a unique set of capabilities
- Put at heart of service delivery in the city
- Invested £5m to-date, further funding expected



# Impact on the Library Service in Leeds

- Confidence of a sustainable future
- Increasing clarity on USP
- No longer a 'bridesmaid' service
- Library Strategic Plan
  - Fits with strategic context of the Leeds BCP
  - Influenced by "Ambition" and 7 Outcomes
  - Used to make connections and influence DMs
  - Driver for strategic change because of ground-level impact
  - 'Horses for courses' document



# Embedding Libraries @ heart of strategic planning – key points from Leeds

- Know your USP
- Sell the benefits from the bottom up
- Provide leadership on USP and be brave
- Make connections and build relationships
- Stay relevant and evolve
- Use the Toolkit! 😊



# Thank you

