

Report of: Assistant Chief Executive (Customer Access and Performance)

Report to: Executive Board

Date: 10 February 2012

Subject: State of the City Report and Full Council Meeting

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

This report:

1. Introduces Leeds' first annual State of the City Report;
2. Identifies the key issues arising from the report and proposes referral of these issues to the Leeds Initiative Board and/or relevant Strategic Partnership Boards;
3. Reviews the Full Council event of 7th December highlighting what went well and what can be improved upon next time;
4. Details feedback from partners and members who were present at the event; and
5. Summarises the key messages from the break-out sessions.

Recommendations

The recommendations from this report are as follows:

6. Based on the issues highlighted in the State of the City report, particularly those relating to deprivation, a quality and completeness check is undertaken to ensure that each of the Strategic Partnership Boards have actions in place to address the relevant issues. The outcome of this work to be reported back to Leeds Initiative Board.
7. An overview of progress on deprivation and poverty related issues across the city is reported to Leeds Initiative Board after the 2011/12 year end, and through the publication of the next State of the City Report in the Autumn of 2012.

8. That a special additional Full Council meeting be held annually (a provisional date of 28 November has been set) to consider the State of the City report, with the active involvement of partners with a number of changes being incorporated into the 2012 meeting based on feedback from participants:
 - 8.1. the question session is dropped to allow further time for the seminar sessions;
 - 8.2. the seminar themes are better integrated to reflect the issues highlighted in the State of the City report;
 - 8.3. there is greater member engagement in the preparation and design of the event; and
 - 8.4. consideration is given to further ways to support members getting more involved in key strategic issues affecting the city.
9. That the key messages from the break-out sessions are shared with members, partners and colleagues across the council.

1 Purpose of this report

- 1.1 This report provides the background to the State of the City report; details the key cross-cutting issues arising from the report, with recommendations to refer relevant issues to Leeds Initiative Board and/or the Strategic Partnership Boards. Further details of the issues identified are contained in Appendix I.
- 1.2 The report also reviews the first State of the City Full Council meeting which took place on 7th December 2011 and makes recommendations for this to become an annual event.
- 1.3 The report also includes (at Appendix II) the key messages arising from the themed break-out sessions.

2 Background information

- 2.1 The State of the City report is part of a family of strategies and plans: the Vision for Leeds 2011 to 2030; the City Priority Plan 2011 to 2015, the Council Business Plan 2011 to 2015 and the Equality and Diversity Position Statement 2011.
- 2.2 The report was developed by colleagues across the partnership. It provided a factual overview of what was happening in the city in 2011 and was structured around the five thematic areas of the Vision for Leeds. The summary of the report at appendix III provides an overview of conclusions. The report will be used as a key source of information about the city and will support the Leeds Initiative Board in reviewing overall progress against the City Priorities as well as their role in providing constructive challenge on progress in relation to the two main cross-cutting issues identified, namely poverty and inequality. The report identifies a number of issues that, whilst not new, are cross-cutting in nature and will impact on our ability to bring about improved outcomes for communities.
- 2.3 An additional meeting of Full Council was held on 7 December 2011 to enable members to receive the first annual State of the City Report and explore the issues arising along with partners. Council Procedure Rules were suspended to run the council meeting in a different format.
- 2.4 The Council invited a number of partners to participate, either by answering questions in the opening session in the Council Chamber, or contributing to a seminar. The majority of partners had not previously attended a meeting of Full Council. Members were requested to submit questions ten days in advance to allow adequate time to prepare answers. Half an hour was allowed for questions – it had been agreed in advance that there would be no supplementary questions. The meeting was then adjourned to allow members the opportunity to attend two 40-minute themed seminars, choosing from the themes of child-friendly city, new economic sectors, community safety, health and wellbeing and the third sector. Most seminars followed the format of one or more speakers followed by questions and comments from members. The children's session involving young people from the Youth Council held two separate workshops.
- 2.5 Full Council was reconvened after the seminars and the Leader moved that the State of the City report be received. Following speeches by each leader (or their nominee) of each political group, a vote was held and the report was duly received. The meeting concluded with a speech from Tony Travers, director of the Greater London Group at the London School of Economics and Political Science and renowned specialist on local government.

3 Main issues - report

- 3.1 The State of the City Report was very much a factual based analysis of the city in 2011 and will be a useful document to support policy making and aid understanding of the progress being made against key issues/priorities. The report did identify a range of cross-cutting issues that, whilst not new and not exclusive to any one priority theme, if unaddressed will impact on our ability to bring about the improved outcomes for communities we are looking to deliver through the Vision for Leeds.
- 3.2 The cross-cutting issues identified were as follows.
- Deprivation is inextricably linked to poor outcomes. There are almost 30,000 children aged under 16 living in poverty in Leeds (HMRC). Deprived communities frequently experience multiple challenges, which all have an impact on one another (poor housing linking to poor health linking to low income etc). There is an acknowledged link between deprivation and equality groups particularly BME, women and disabled people.
 - Individuals and communities experiencing multiple challenges more often 'tolerate' their current situation and are less likely to report issues (e.g. incidents of anti-social behaviour) or request help (e.g. go to their GP with the early onset of ill health).
 - Early intervention strategies are being used across many services and are seen as key to preventing escalation and development of issues. The challenge is to be able to resource early intervention strategies appropriately when there is less funding available and demand for services generally may be increasing.
 - Understanding what's happening in localities and neighbourhoods and what works is key so that approaches can be tailored and targeted appropriately in communities.
- 3.3 These issues are not new, but they do reoccur across the City Priority themes. The latter two issues are more a reflection of the types of interventions and ways of working that are being deployed and are considered to be key to successfully addressing a range of challenges. The cross-cutting issues are set in the context of reducing resources, increasing demand due to a growing population and a number of significant changes in legislation, notably, the Localism Act, the Welfare Reform Bill, Local Government Finance Bill and the Health and Social Care Bill.
- 3.4 Discussions are already ongoing with the Leeds Initiative Board about the most appropriate way to make sure there is constructive challenge on issues which cut across the five partnership boards and which broadly link to poverty and inequality. The themes that cut across a number of the strategic partnership boards have been identified as:
- Child and family poverty – this has also been identified as a cross-cutting theme for the Children and Young People's Plan.
 - Health inequalities – this is a specific priority in the Health and Wellbeing City Priority Plan.
 - Equality related issues– an equality analysis has identified some challenges for the city that need to be incorporated into our partnership plans and activities.

- 3.5 It is clear that there is a direct read across the issues identified through the development of the State of the City Report and the cross-cutting themes being considered by the Leeds Initiative Board. The Leeds Initiative Board received a report on these matters at their meeting on 3rd February.
- 3.6 It would make sense to align any proposals for referral of the issues from the State of the City Report with the work to ensure that there is appropriate understanding, monitoring and management of the cross-cutting issues already being considered by the Leeds Initiative Board. In light of this, the following is proposed:
- 3.6.1 **Specific deprivation related issues relevant to the Strategic Partnership Boards:**
- i) As the deprivation related issues highlighted from the State of the City report are not new, it is recommended that a quality and completeness review is made on the respective City Priority Action Plans to check that there is reference to activities to address the specific deprivation issues relevant to that Board. (See Appendix I). In addition, a check should be made as to the targeting of actions and interventions in certain geographical communities or equality groups.
- 3.6.2 **An overview of deprivation and related issues across the city and as they relate to specific equality groups**
- i) The cross-cutting issues identified in the State of the City Report detailed at 3.2 broadly align to the issues already being considered by the Leeds Initiative Board (detailed at 3.5). The recommendation is that the Leeds Initiative Board receives a summary of performance and progress on deprivation issues after quarter four of 2011/12. This will then be followed by the production of the second State of the City Report in the Autumn of 2012.

4 Main issues – event

- 4.1 The pre-prepared answers and lack of supplementary questions made the question session quite flat and it was felt that the lack of any opportunity for follow-up questions diminished the value of this session. As there was no time limit imposed, some partners went into too much detail, causing the session to overrun.
- 4.2 Most partners who attended the question session in the chamber found it to be an interesting experience (one described it as ‘fascinating’ and another as a ‘useful insight into how the council operates’). Many had no previous experience of a democratic council chamber meeting and were very pleased to have the opportunity to engage in the chamber discussion.
- 4.3 The seminars on the whole worked well despite a very limited time being set for members to attend two sessions and move between sessions. Members were keen to engage and to discuss the issues, which was very positive. From the point of view of the partners, these types of events are very familiar and they were happy to engage and invest time.
- 4.4 In some cases the seminar titles were too broad, which meant the discussions were wide-ranging and not related to the findings of the research – a key lesson for future events. The seminars that worked best had just one speaker with other partners supporting the debate. Two or more speakers meant that time for questions and discussion was limited. Nonetheless, in all the seminars a wide range of issues were raised and discussed. Those members attending the Children’s seminar were particularly enthusiastic and the concept of a child-friendly city was enthusiastically

endorsed by both members and partners during the event. The chief executive Tom Riordan is following up the Youth Council's request to meet with him.

- 4.5 In general partners learned a great deal more about the nature of the council and it also aided their understanding about the environment in which officers and members work together. Some partners did express a degree of surprise that some elected members wanted to use the opportunity to 'scrutinise' the work of partners and they worried that the political nature of the Full Council meeting could potentially devalue the efforts being made. On the other hand, some members clearly had different expectations of the event, viewing it as an opportunity for partners to learn more about the work of members, and an opportunity to hold partners' organisations to account. A number of partners would like to use this opportunity to secure a very positive, supportive and collaborative approach to responding to the city's challenges. Overall partners were positive about the opportunity to engage with the council and with elected members. Involving partners and members in the planning of future meetings will ensure expectations are shared in future.
- 4.6 In terms of lessons for the future, there are a number of observations worth noting. A face-to-face briefing about the actual document was missing - one partner came expecting that (having not properly understood the agenda) they were to be briefed on the State of the City Report. A talk by someone about the research at the opening of the event would have been a logical way to do this.
- 4.7 All partners and members expressed the view that the seminars were very rushed and that more time needed to be allocated to them. They would like to see any future seminars more interactive with shorter inputs from speakers. Overall the event was summed up by one partner as 'a worthwhile and thought-provoking experience' and it was an important development to strengthen links between members and the city's key strategic issues.
- 4.8 Overall all partners and most members felt it was a valuable exercise worth repeating with some changes. Some members felt a council meeting was not appropriate and an alternative approach should be considered. A SWOT analysis of the lessons learned from the event is included at appendix IV.

5 Corporate Considerations

5.1 Consultation and Engagement

- 5.1.1 Group Support Managers were asked to co-ordinate feedback from their groups and where provided this is incorporated into the analysis at Appendix IV.
- 5.1.2 There has been engagement with key stakeholders during the production of the main report as well as with the council's Strategic Planning and Policy Board (SPPB), Corporate Leadership Team (CLT) and Leeds Initiative Board.
- 5.1.3 All partners who attended the Full Council meeting were formally thanked and asked to give their view about the event. Eight of those responded and their views are incorporated in this report.

5.2 Equality and Diversity / Cohesion and Integration

- 5.2.1 The issue of deprivation is a feature across the main report and is highlighted as a key issue. There is an acknowledged link between deprivation and many of the

equality groups. Equality has been fully considered in developing the State of the City Report and this has resulted in developing the Equality and Diversity Position Statement. It is not appropriate to complete an Equality Impact Assessment (EIA) at this stage. As further work is developed by the Boards due consideration will be given to equality through use of the EIA process

5.3 Council Policies and City Priorities

- 5.3.1 The report is structured around the Vision for Leeds themes and provides a high level summary of the current issues and challenges in these areas.

5.4 Resources and Value for Money

- 5.4.1 Nothing specific to report.

5.5 Legal Implications, Access to Information and Call In

- 5.5.1 Nothing specific to report.

5.6 Risk Management

- 5.6.1 There is a risk that failure to adequately address the issues of deprivation will impact on our ability to bring about the improved outcomes for communities we are looking to deliver.
- 5.6.2 A number of the more forward looking issues e.g. impact of welfare reforms are also being monitored through the corporate risk management process. There is also now joint reporting of risk and performance issues on a quarterly basis.

6 Conclusions

- 6.1 This report discusses:
- i) The issues arising from the first State of the City report as described in 3.2 and further detailed at Appendix I. Whilst not new issues these are the challenges to be addressed in order to bring about the improved outcomes for communities we are looking to deliver.
 - ii) The review of the full council meeting of 7th December which was dedicated to the State of the City report. The feedback gathered has been used to formulate the recommendations for the 2012 event.

7 Recommendations

- 7.1 Based on the issues highlighted in the State of the City report, particularly those relating to deprivation, a quality and completeness check is undertaken to ensure that each of the Strategic Partnership Boards have actions in place to address the relevant issues. The outcome of this work to be reported back to Leeds Initiative Board.
- 7.2 An overview of progress on deprivation and poverty related issues across the city is reported to Leeds Initiative Board after the 2011/12 year end, and through the publication of the next State of the City Report in the Autumn of 2012
- 7.3 That a special additional Full Council meeting be held annually (a provisional date of 28 November has been set) to consider the State of the City report, with the active involvement of partners with a number of changes being incorporated into the 2012 meeting based on feedback from participants:
- i) the question session is dropped to allow further time for the seminar sessions;

- ii) the seminar themes are better integrated to reflect the issues highlighted in the State of the City report;
- iii) there is greater member engagement in the preparation and design of the event; and
- iv) consideration is given to further ways to support members getting more involved in key strategic issues affecting the city.

7.4 That the key messages from the break-out sessions are shared with members, partners and colleagues across the council.

8 Background documents

8.1 State of the City report 2011.

8.2 Equality and Diversity Position Statement 2011 (Council document).

8.3 JSNA 2011

City Partnership Theme	Deprivation related issue	Equality dimension – high level issues (to help with targeting)
Sustainable Economy and culture	Worklessness	<p>Women - Over the last year, there has been a significant increase (14.3%) in female claimants. This follows a rising national pattern of women out of work.</p> <p>18-24 age group - rising trend since June 2011 in the number of 18-24 year-olds in Leeds claiming JSA. This age group now accounts for 30% of all claimants in the city and there remains more young people out-of-work now than before the recession.</p> <p>BME populations - Recent analysis identified 26 localities that had more than double the city's JSA claimant rate and double its average BME population.</p>
	Financial Exclusion	
Housing and Regeneration	Housing Improvement (Decency) - Fuel poverty	<p>The Leeds 2009 Fuel Poverty Survey showed that households containing the following groups could not afford to heat their homes:</p> <ul style="list-style-type: none"> • 37% of those recovering from long term illness • 28% of disabled people • 27% of pensioner households.
	Housing need	
	Housing affordability	
Safer and Stronger	Impact of Crime Impact of Anti-Social Behaviour	<p>The Safer Leeds Joint Strategic Assessment undertaken in 2010 highlighted a number of risks, threats and harms for victims, offenders and communities. These included</p> <ul style="list-style-type: none"> • mental health; • youth related issues; and • vulnerability. <p>Repeat victims suffering disproportionate levels of crime and anti-social behaviour.</p> <p>The Burglary Joint Inspection Report (March 2011) specifically identified a need to better assess the impact of burglary upon emerging communities in Leeds.</p>

		In terms of ASB, although in the minority, a concerning trend has emerged that suggests the deliberate targeting of vulnerable victims (adults with learning disabilities, BME residents in predominantly White British neighbourhoods and gay or lesbian couples).
Children and Young People	Child and family poverty Attendance	
	Attainment	Attainment is lower than the average amongst: <ul style="list-style-type: none"> § looked-after children; § pupils living in deprived areas § pupils eligible for free school meals; § pupils with Special Education Needs; & § some BME groups.
	NEET	In terms of the number of young people NEET: <ul style="list-style-type: none"> • White British heritage that are the most significant group. • Higher rates of NEET within BME communities are amongst Bangladeshi women, Black Caribbean men, Gypsy and Traveller young people.
	Childhood Obesity	
	Infant Mortality	
Health and Wellbeing	Health inequalities – life expectancy Access to services	General: Ageing population
	Smoking	particularly in low-income households
	Obesity	particularly deprived Leeds
	Mental Health	particularly in deprived Leeds and increases amongst older people . (It is estimated that in Leeds, 30,000 women over the age of 65 live alone compared to 12,000 men.)

Appendix II - key messages from the seminars

Third sector seminar

Speaker: Sally Anne Greenfield, Leeds Community Foundation

The third sector comprises around 5, 400 independent organisations in the city, 3,600 of which are unregistered. The sector is supported by various infrastructure organisations that include Voluntary Action Leeds and the Community Development Foundation.

The third sector feels that relationships with the local authority have improved recently and that it is more open and trusted. The sector has responded positively to the partnership ambition of making Leeds the best city, by publishing their own Involvement Strategy. However in most instances the sector is still not involved with policy development. Up to 66% of third sector bodies are small, unconstituted organisations that do not come into contact with the council.

The sector also brings money into the city. For example the council invests £800,000 in Neighbourhood Networks but a further £1.7m is brought in by the third sector. The sector has strong links in communities that the council does not have, bringing with it the ability to be flexible and quick to respond to needs within the community.

Concerns for the future include the future of commissioning and funding. Linked to this is the fact that volunteering has gone up in the city by 20% and yet there is a reduction in the number of third sector organisations able to support volunteers.

Child-friendly city seminar

The Child Friendly City programme was initiated in April 2011, based on and working closely with UNICEF and other local authorities. Five working groups were established to take the initiative forward. These were play and culture; voice and influence; urban sustainable environment; safety and rights and responsibilities.

Relevant consultations carried out over the past 2 years were gathered to identify the concerns of children and young people across Leeds. This included the voices of over 14,000 children and young people. This formed the basis for further consultations over the summer. The Child Friendly City programme and the Leeds Youth Council ran a series of consultation events during which 2000 children and young people were involved in prioritising the issues that they felt were most important to them. This exercise led to the development of 12 priorities.

This seminar was delivered as a series of two sessions with three working groups focussing on two of the twelve priorities - voice and influence, education, employment and training. Tom Riordan is arranging a follow-up meeting with the Youth Council as requested.

Community safety seminar

Speakers: CS Paul Money, West Yorkshire Police, Steve Hunt, Chief Executive East North East Homes, Paul Baker, Governor HM Leeds Prison

CS Money presented the latest overall crime figure, which is down 25% on last year.

Multi-agency staff teams across the city have helped reduce burglary and anti-social behaviour following a review of practice and adopting a more innovative approach. There is further work to do to reduce the number of domestic violence incidents. In general, violent crime is in decline.

Steve Hunt gave an ALMO perspective on multi-agency work on burglary and anti-social behaviour, one of the priorities in the State of the City Report. Having suffered from a fragmented approach to ASB issues in the past, a multi-agency approach including Leeds City Council, West Yorkshire Police, the ALMOs, Victim Support and West Yorkshire Fire and Rescue Service means that processes are now more streamlined, effective and focussed on prevention.

Paul Baker spoke about offender management and reducing re-offending.

The prison has adopted a more proactive approach to dealing with offenders whilst in prison - through a new drug rehabilitation wing, for example - and after release, by giving support with housing and employment.

Health and wellbeing seminar

Speaker: Dr Ian Cameron, NHS Leeds

The Vision for Leeds aims for Leeds to be best city for health and wellbeing. This means people living longer and healthier lives and having choice and control of services that support people. Health inequalities underpin all this and there remain major areas of deprivation in the city.

Over the next year a new Joint Health and Wellbeing Strategy will be developed and there will be a need to ensure full engagement with that process. The three key discussion points are:

- how we work together better through the partnerships to address the inequalities;
- how the Localism Bill can help involve local people; and
- the need for early intervention before problems start.

The challenge is, with the growing population of both young and old, and the increase in diversity of communities in Leeds, how do we do things differently to cope with the increased demand in times of limited resources?

New economic sectors seminar

Speakers: Neil McClean, LEP chair, Joanne Pollard, Co2 Sense

Neil McClean presented the LEP's overall aim to be a world leading economy. The plan has three targets to:

- achieve average growth rate of 2.6% to 2030 - the growth rate of LCR in the past has been behind other comparable areas
- return to pre-recession employment levels - since the start of the recession 60,000 jobs have been lost.
- decrease carbon emissions substantially.

Joanne Pollard presented on the low carbon opportunities for Leeds. The key areas and main opportunities are:

energy – huge opportunities for cost reductions, particularly on how to purchase and manage energy more effectively, fuel poverty also a key area;

resource efficiency – opportunity for public and private sectors to save millions;

£560 million of low or no cost savings for SMEs, which can be made in the same financial year and are not being taken; and

the skills agenda – the critical need to join up schools, colleges and business.

Appendix III

State of the City 2011 – Executive Summary

Leeds in 2011 is a modern and diverse city. It is the third largest and one of the fastest-growing in the UK and is now home to an estimated 798,800 people.

Its diversity can be seen in a population which is made up of residents from over 140 different ethnic groups and the fact that Leeds schoolchildren speak over 170 different languages with Black, Asian and Minority Ethnic groups representing 17.4% of the population.

Leeds is also one of the greenest cities in the UK, with two thirds of the district being classified as rural. Much of this green space contributes to the individual character and identities of surrounding town and village communities. In total Leeds has 28 town, market town and district centres.

Despite the economic downturn, the city's economy is considered one of the most resilient in the UK, and is expected to respond well when compared to others in overcoming the current challenges.

The reason for this confidence is the variety and breadth of the Leeds economy, which has changed markedly from being dominated by industry to now being a key centre for finance, business, retail, healthcare, creative industries and legal services as well as having a continuing strength in manufacturing.

The city remains a major centre for development, with £4.3 billion worth of major development schemes completed in the last decade and significant projects such as Trinity Leeds and the Leeds Arena are underway to provide a major boost in terms of economic and cultural benefits, as well as providing thousands of new jobs.

Despite the relative strength of the economy, there remains a number of ongoing challenges to tackle, many of which are interrelated and affect communities across the city.

The first of these is deprivation, with over 150,000 people in Leeds living in areas ranked amongst the most deprived 10% nationally, and around 30,000 children aged under 16 living in poverty.

There is clear evidence that those living in deprived communities suffer from a combination of problems, with poor housing conditions contributing to poor health which in turn can lead to lower educational attainment, limited employment prospects and lower income.

In areas where these multiple challenges are being experienced, individuals and communities may be more inclined to put up with certain issues or reluctant to report concerns such as anti-social behaviour whilst they may also be less likely to ask for help at an early stage when experiencing health problems.

In order to tackle these challenges effectively, a clear plan is in place for improved partnership working between public, private and voluntary/third sector organisations.

A further solution comes in the form of a move towards increased localism, offering communities greater involvement in decisions affecting them and how services are tailored to meet their needs.

A number of early-intervention strategies are also being developed for services such as health and wellbeing in order to reduce the number of issues escalating at a time when less funding is available and general demand for services is rising.

Despite these significant challenges, the outlook for Leeds as a city in 2011 is positive. Building on the issues raised in this State of the City report, Leeds has set itself the challenge of becoming the best city in the UK by 2030. By setting out a clear vision with a focus on all stakeholders, businesses, communities and residents working together, there is confidence this aim can be achieved.

Appendix III cont.

State of the City 2011 – Overview facts and figures

The key themes of sustainable economy and culture, safer and stronger communities, housing and regeneration, children and young people, and health and wellbeing all play a part in telling the full story of the city of Leeds in 2011. The demographic overview provides contextual information which relates to all themes. Here is a breakdown of some of the key messages across each theme:

Demography

Between 2000/01 and 2009/10 the number of births in Leeds has increased by 35%, with 10,202 children born in 2009/10.

The number of older people has been rising steadily since 2001, and the 65+ population is expected to increase by 44% by 2033 with the number of very elderly (aged 85+) almost doubling in the same period (ONS: 2008 sub-national population projections).

The proportion of people that are of BME heritage in the city is 17.4% (ONS mid-year estimates 2009). The proportion was 10.8% at the 2001 Census.

The proportion of school pupils from BME communities is 22.5% (source: January 2011 School Census) an increase of 6 percentage points since 2005.

Life expectancy in Leeds is increasing for both men and women - men 77.7 and women 82.0 (2007 - 2009 ONS). However, life expectancy in the most deprived areas is 12 years lower for men and eight years lower for women and the main causes of premature mortality are cancer, heart disease and respiratory diseases (NHS Leeds).

Leeds has 14 neighbourhoods identified as facing the most significant challenges of crime, low educational attainment, poorer health, high levels of worklessness and dependency on benefits (Leeds Neighbourhood Index).

Sustainable economy and culture

Overall employment figures in Leeds have fallen by 22,000 in the last five years since their peak of 449,600 in 2006. The employment rate in the city is 69%, which is broadly in line with the national and regional averages. (Annual Population Survey, ONS, April 2010 to March 2011).

With 427,800 employees in 2011 Leeds is the largest employment centre in the region (Yorkshire Forward/Experian Business Strategies, Spring 2011).

Leeds has over 160 employers signed up to the Leeds Apprenticeship Challenge, with over 1,800 apprenticeships started by 16-18 year-olds between August 2010 and June 2011, an increase of over 60% from the year before.

Leeds' five year business survival rates are better than the core city average, above the regional average and also better than London.

Leeds has a higher proportion of people with skills at NVQ Level 4 or higher (28.5%) compared to the Leeds City Region, Sheffield City Region and Greater Manchester.

Leeds is benefiting from being one of the first UK cities to develop a climate change strategy, with projects such as the Holbeck Green Corridor and Wyke Beck Valley focused on environmental sustainability.

Leeds attracts approximately 35.5 million day visitors and 3.5 million overnight visitors to the city each year, with the estimated value of tourism in Leeds standing at £1.4 billion in 2008, with the numbers of hotel rooms available in the city having risen by 89% since 2002.

Leeds City Station is accessed by over 101,000 passengers each day, the second highest number of any train station outside London, while Leeds-Bradford International Airport is used by approximately three million passengers annually.

Leeds is believed to be the largest city in Europe which does not have a mass transit system, and transport spending in Leeds, and the region is below the national average.

Leeds has one of the highest student populations in the UK with over 60,000 students attending three universities, while there are also two higher education and five further education colleges in the city offering a range of specialisms to over 70,000 students. The higher education and further education sector generated an estimated £360 million in the Leeds economy during 2011.

Leeds is aiming to be a UK-leader in superfast broadband for homes and businesses and making it available to 90% of premises.

Safer and stronger communities

Recorded crime in Leeds has dropped by 25% in the last five years and the city has lower-than-average rates of violent crime, robbery and damage, however it also has higher-than-average rates of domestic burglary.

73.8% of people surveyed said they felt people from different backgrounds get on well in Leeds.

Deliberate primary fires have fallen by 79.5% between 2003/04 and 2010/11, deliberate secondary fires have fallen by 58.7% in the same period as a result of the introduction of the Leeds Arson Task Force.

4,000 hectares of parks and green spaces in Leeds is managed by the city council including seven major parks; Golden Acre Park, Kirkstall Abbey, Lotherton Hall Estate, Pudsey Park, Roundhay Park, Temple Newsam Estate and Otley's Chevin Forest Park. All seven parks now hold the coveted Green Flag status.

Housing and regeneration

Over 1,600 affordable new homes have been built across the city and £800 million of investment in council housing stock has been carried out through the Decent Homes programme between 2003 and 2010.

The PFI Housing Programme, once approved by government will see 388 new council homes built in Little London, Beeston Hill and Holbeck as well as over 1,200 existing council homes being refurbished to high levels of energy efficiency. Whilst in the private sector, the Aire Valley Leeds programme is aiming to deliver 282 new homes in Hunslet.

The policy of bringing empty homes back into use through a mixture of enforcement, partnership work and the Private Sector Letting Scheme saw 3,243 long term empty homes back into use during 2010/11.

Regeneration programmes are being targeted to areas of need in terms of poor housing and health, low educational attainment and high levels of crime to bring about lasting improvements.

Children and young people

Leeds is committed to being a 'child-friendly city' to offer the best start in life and highest standards of health and education and to be heard and influence the quality of their lives and their environments.

The number of young people leaving school with at least five GCSEs including English and maths grade A*-C has risen from 40% in 2006 to 51% in 2010, but this is still below the national average.

The percentage of 16 to 18 year-olds in Leeds not in education, employment or training (NEET) dropped from 10% in 2007/08 to 8.3% in 2010/11 but this is still higher than the national average.

There are 1,444 children and young people looked after in Leeds, the number having risen slightly over the last two years due to improved practices being used in safeguarding and additional demand on services including over 13,000 referrals in the past year. This is an ongoing challenge especially in terms of the need for effective early intervention.

Leeds has seen a drop of 22% in young offenders aged 10 to 17 since 2007/08, showing the effective work of the Youth Offending Service.

Levels of childhood obesity in Leeds are higher than nationally. One in 10 children aged four to five and one in five children aged 10 to 11 are obese. Overall more boys than girls are obese in Leeds and those numbers are higher in areas of deprivation than other areas of the city.

Health and wellbeing

The NHS are rolling out a health check programme across the city as part of a drive to identify problems earlier and address inequalities in health across the city.

Estimated adult healthy eating, smoking and obesity levels are worse than the England average, with smoking-related deaths and alcohol-related hospital admission rates above average.

The health of people in Leeds is generally worse than the England average, which is strongly associated with the high levels of deprivation experienced by the 150,000 people in Leeds who are living in the most deprived super output areas nationally.

During 2010/11 Adult Social Care supported over 29,000 people in Leeds through directly provided services, services commissioned from other providers and through providing personal budgets (RAP & GFS returns 2011).

Leeds has developed a range of flexible supported living options for people, including large extra-care housing and support services. There has also been a recommissioning of home care and residential care and development of re-ablement services.

Appendix IV

State of the City Meeting Lessons Learned - SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Delivery of the meeting as agreed by Council - agreement of suspension of Council Procedure Rules at the previous Council meeting secured some certainty of Member buy in • Changes to arrangements coped with within the flexible agreements agreed with Members • Openness and engagement of Members in a pilot for a change in focus for Council Meeting • Partner attendance and contributions in the chamber (and break out sessions) • Opportunity to engage with Partners in break out sessions • High proportion of Member attendance across Groups • Speaker at the end of the Council Meeting enabled session to be drawn together 	<ul style="list-style-type: none"> • Co-ordination of the various elements • Question Time element • Logistics (prior to and on the day) in relation to Member allocation to break out sessions and time management of those sessions • No facility for themes emerging from the break-out sessions to be fed back to Council • Late confirmation of Partners • Perception of a lack of cross party lead in agreement of Partners • Late withdrawal of Key Note Speakers • Lack of defined budget for the print of the State of the City Report • Briefing for the Lord Mayor re the speaker • Format did not particularly lend itself to communicating the messages arising from the State of the City Report
Opportunities	Threats
<ul style="list-style-type: none"> • Prior dialogue with groups re the focus of break out sessions • Early involvement of members in designing the November 2012 event • Clear lead to co-ordinate all aspects of the State of City Meeting and the various dependencies and further clarity on respective roles and accountabilities • More time allocated to break out sessions • Early confirmation of next meeting • Early confirmation of date with speakers and partners • Earlier and more consistent engagement with CLT • Earlier confirmation of member allocation to break out sessions 	<ul style="list-style-type: none"> • Ensuring relevance of the meeting focus for Members and Partners • Member buy in to the concept/format/purpose of the meeting – and link with Member attendance • Partner and Key note speaker withdrawal at short notice • Availability of suitable break out session rooms • Lack of knowledge of Leeds context re some partner contributors