

## Report of the Director of Resources and Housing

### Report to the Executive Board

**Date:** 17<sup>th</sup> July 2017

**Subject:** Best Council Plan Annual Performance Report 2016/17

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 type="checkbox"/> Yes	<input checked="" 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

1. This annual report looks back on performance during 2016/17 in delivering the ambitions, outcomes and priorities set out in the Best Council Plan. It highlights the many achievements the council has made, working with partners across all sectors and with local people and communities.
2. The report links to a range of related council and partnership plans against which performance is regularly assessed and reported. These include the Leeds Health & Wellbeing Strategy, Safer Leeds Plan, Children & Young People's Plan, Leeds Housing Strategy and emerging Leeds Transport, Culture and Growth Strategies. The report draws on data publicly available through the Leeds Observatory and Data Mill North and on important information from key bodies such as Scrutiny Boards, Community Committees, service management teams, external regulatory bodies and inspectorates and members of the public.
3. Independent assurance on the 2016/17 Best Council Plan and supporting strategies can be gained from the LGA-led peer review carried out in July 2016 which found that the council's vision and ambitions are clear and well-articulated and there is a good level of self-awareness at strategic level which is evident in plans and strategies.
4. Significant progress has been made in delivering the 2016/17 Best Council Plan, though we recognise that more remains to be done to tackle the range of inequalities that persist across the city at a time of increased demand for council services, ongoing financial pressures and dynamic national policy context. These challenges – and how the council and its partners are responding - are explained in the 2017/18 Best Council Plan approved by Full Council on 22 February 2017.

### Recommendations

Executive Board is asked to receive the draft annual performance report and note the progress made against the 2016/17 Best Council Plan. Also to note that further design work will take place and that some of the information included may change between this draft and the final design version being published as full-year results are finalised.

## **1 Purpose of this report**

- 1.1 This report presents a year-end stocktake, looking back on performance in delivering the 2016/17 Best Council Plan. It provides a useful resource for elected members and staff to draw on to help 'tell the story of Leeds' confidently and consistently.

## **2 Background information**

- 2.1 The Best Council Plan is Leeds City Council's strategic planning document. It sets out what the council, working in partnership, will do to deliver better outcomes across Leeds. It informs the council's budget setting and financial strategies and is an essential tool for planning and delivering services. It also helps our staff understand how the work they do makes a real difference to the people of Leeds and shows our partners how we contribute to citywide priorities.
- 2.2 Supporting the Best Council Plan are a range of council and partnership plans and strategies: these include the Children and Young People's Plan, Leeds Health and Wellbeing Strategy, Core Strategy, Safer Leeds Plan, emerging Leeds Growth Strategy and Transport Strategy and the council's Medium-Term Financial Strategy, Budget, Capital Programme and Equality Improvement Priorities.
- 2.3 In line with best practice, performance against all such supporting plans and strategies is considered by a wide range of stakeholders relevant to their roles and areas of interest: for example by partnership boards (such as the Children and Families Trust Board; Health and Wellbeing Board and the Safer Leeds community safety partnership), Executive Board (such as through breakthrough project progress updates), Scrutiny Boards, Community Committees, service management teams, external regulatory bodies and inspectorates (including Ofsted and the Care Quality Commission) and members of the public.
- 2.4 Performance against the Best Council Plan is monitored on an ongoing basis with publication each quarter of the Best Council Plan 'scorecard': the most significant key performance indicators (KPIs). A year-end stocktake is considered through this annual report to the Executive Board. The previous report related to the 2015/16 Best Council Plan and was considered by this Board on 27 July 2016.
- 2.5 Assurance on the council's performance management arrangements is provided through an annual report to the Corporate Governance and Audit Committee. The report contains details on the effectiveness of these arrangements in terms of how the Best Council Plan and key performance indicators are kept up to date, effectively communicated and monitored with action taken as appropriate. The most recent annual assurance report relating to performance management arrangements in 2016/17 was presented to the Committee on 23<sup>rd</sup> June 2017 with no issues identified. Independent assurance has also been provided through a recent internal audit review of the performance management arrangements: audit assessed the overall control environment as providing 'good assurance'.
- 2.6 Additional independent assurance on the 2016/17 Best Council Plan and supporting strategies can be gained from the results of the LGA-led peer review carried out in July 2016 which found that the council's vision and ambitions are clear and well-articulated and there is a good level of self-awareness at strategic level which is evident in plans and strategies. (For more information please refer to the report, '*LGA Corporate Peer Challenge: Findings and Initial Response*' considered by the Executive Board at its meeting 19<sup>th</sup> October 2016.)

### 3 Main issues

- 3.1 The 2016/17 Best Council Plan was considered by the Executive Board on 16<sup>th</sup> December 2015 in its development stage, in final draft on 10<sup>th</sup> February 2016 and then approved by Full Council on 24<sup>th</sup> February 2016 alongside the supporting Budget. It continued the aim set out in the 2015/16 Plan of reducing inequalities but articulated this more firmly around the integrated concepts of promoting a strong economy and of being a compassionate city, with everything the council does having a clear focus on tackling poverty and inequalities. Two ambitions were agreed for the 2016/17 Best Council Plan framed around our Best City / Best Council Vision: Best City being defined as, 'Leeds... A Strong Economy and a Compassionate City'; Best Council as 'Leeds City Council... An Efficient and Enterprising Organisation.'
- 3.2 The annual performance report at Appendix 1 highlights progress against these two ambitions, comprising an introduction, summary achievements and supporting facts and figures. The draft text will be worked up into a final design version based upon the format used for the previous annual performance report (please see an extract at Appendix 2 with a link [here](#) to the full document) with infographics pulling out the key cross-council achievements and web links to the published quarterly and year-end performance scorecards. It will then be published on the council's website and Intranet site as part of the suite of Best Council Plan documents for use by staff, elected members, partners and the public.
- 3.3 The following paragraph pulls out some of the many and varied key achievements from 2016/17 which evidence real progress against our ambitions. However, we are mindful of the pressures facing the council and the city in terms of the increasing demands on public services within the context of reduced funding and ongoing uncertainties related to 'Brexit'. We recognise that inequalities persist across Leeds in terms of poverty and deprivation, health and educational attainment and that economic and social deprivation remain concentrated in specific localities in the city with long-term issues around language and literacy, skills, health and care responsibilities, access to employment and poor housing. These challenges – and how we and our partners plan to address them – are explained in the 2017/18 Best Council Plan which was approved by Full Council on 22 February 2017.
- 3.4 Looking back, key achievements from 2016/17 include:
- In September 2016, Leeds was named as the best city in Britain for quality of life in a new global ranking. It placed 26th out of 100 cities around the world – and the highest in the country – in the Sustainable Cities report published by the infrastructure consultancy Arcadis. Its social sustainability index measured factors including health, education, income inequality, work-life balance, crime and living costs.
  - The most recent figures available (2015 provisional) show that the number of people employed in the private sector in Leeds was 363,000, an increase of 18,900 jobs (5.5%) on the previous year's results. Outside of London, Leeds had the second largest increase after Birmingham.
  - The council supported 6,204 people into work and helped 7,537 people gain new skills.
  - The number of families dependent on Council Tax Support (CTS) schemes continues to reduce. Since the launch of local CTS schemes, the number of families claiming CTS reduced by just under 10% from around 78,000 to

71,000. As part of Leeds' CTS, work continued in 2016/17 to develop a Personal Work Support Package and implement a reconfigured advice service that is set to help more clients.

- The number of people sleeping rough in Leeds has fallen in the last two years, when the national picture is one of substantial increase. Temporary accommodation numbers are at the lowest level since at least the 1980s and no household is placed in 'unsuitable' temporary accommodation. The number of households in emergency temporary accommodation has reduced from 439 in 2011 to 74 in 2016.
- The city has been awarded Purple Flag status for excellence in managing its evening and night time economy. Purple Flag is an accreditation process run by the Association of Town and City Management (ATCM) similar to the Green Flag award for parks and the Blue Flag for beaches, and is the benchmark for good night time destinations.
- The council committed to the Local Authority's Mental Health Challenge, a challenge set by 7 mental health charities who are working together to improve mental health across England. We funded important initiatives such as Mindful Employer – a scheme which promotes positive practice in the workplace relating to mental health, providing organisations with easier access to information, local support, mental health awareness training and other resources to support staff and still run the business. In 2016/17, the council took on the commissioning and development of this initiative and numbers of participating employers across the city have increased to 172, including some of the city's major employers.
- Working in partnership with the Leeds Teaching Hospitals NHS Trust, Leeds and York Partnership NHS Foundation Trust and the three Clinical Commissioning Groups (CCGs) in Leeds, we extended the use of the innovative Leeds Care Record. The Leeds Care Record pulls key information from several different health and social care records and stores it in one combined record, enabling health and social care professionals to find all the key up to date information for an individual's care in one place. The number of active users of the Leeds Care Record doubled to more than 4,000 in March 2017, up from around 2,000 the year before. These active users represent mental health, adult social care and community, alongside hospitals and GPs, with the wider rollout in 2016 engaging other care settings such as hospices, CCG pharmacists and Yorkshire Ambulance Service palliative care.
- Obesity levels in children aged 5 years have continued to steadily decline and are currently at 8.7%, lower than both the regional (9.4%) and national averages (9.3%). We've worked closely with schools in inner city areas, ensuring free school meals are taken by those entitled to them. We also developed and delivered food workshops designed to help schools meet the new OFSTED requirements for food and nutrition in the curriculum. Schools served by the council's Catering Leeds service have increased their fruit intake by 10%.
- Adel Beck Secure Children's Home was rated as 'outstanding' by Ofsted in April 2016. The home provides secure accommodation for up to 24 young people aged between 10 and 17 years old who are either placed there because they have been remanded or sentenced to custody or for concerns about their welfare. Government inspectors found that young people placed at the home make 'exceptional progress' and the positive impact whilst living in the home can be 'life changing' for some. The staff and leadership at Adel Beck were highlighted as particularly strong.

- Ofsted and the Care Quality Commission Special Educational Needs and Disabilities (SEND) inspection found that children and young people with SEND are 'proud to be citizens of Leeds and have a real voice in shaping their education, health and care plans'.
- We successfully bid for the Department for Education's (DfE) innovation funding and will be awarded £9.59m over the next three years. This is the largest amount awarded to any of the department's 'Partners in practice' and is a reflection of the confidence the DfE has in the city's restorative approach to working with children and families.
- 92% of primary schools in Leeds are rated 'good' or 'outstanding' by Ofsted, two percentage points above the national average.
- We developed a formal partnership with the Centre for Ageing Better that focused on Community Transport, Volunteering in BME Communities and Falls Prevention. In June 2016 the 'Make it Fallproof' campaign was launched to reduce the number of injuries caused by preventable falls – almost 4,000 people were admitted to hospital in Leeds as a result of a fall in 2014/15. The campaign was well received and achieved positive feedback from partners and customers alike.
- Through the Age-Friendly Leeds Partnership, a new Age-Friendly Charter was launched following consultation and engagement with older people across the city. The Charter is the Age-Friendly Partnership's way of saying: this is what it means to be age-friendly in Leeds. People and organisations can sign up to the Charter and make the pledges which are relevant to them and their work.
- We delivered our 3rd Winter Friends programme increasing members of the network to 70 organisations and 240 individuals who promote high impact interventions through the use of a winter wellbeing checklist.
- We delivered the £180m regeneration programme in Little London and Beeston Hill and Holbeck, constructing a mix of two, three, four and five bed houses and two bed flats across two sites.
- £174m of funding was secured for Leeds following the decision not to proceed with the New Generation Transport (NGT) trolleybus, part of a total funding package in excess of £270m that will be committed to a range of public transport schemes.
- Forming part of Phase 1 of the £50m Leeds Flood Alleviation Scheme – one of the largest river flood defence schemes in the country - three innovative movable weir gates were successfully installed at Knostrop Weir on the River Aire, helping reduce the risk of flooding to homes, businesses and communities.
- Leeds was recognised as one of the best cities for hosting world class events such as the UK round of the World Triathlon Series by sponsors, residents, businesses and visitors. We continued to host a wide range of community festivals and events across the city that brought people together, including Leeds Pride, the Leeds West Indian Carnival, Beeston Festival and many other community-level activities.
- In line with the reduced level of funding received from government (£214m between 2010/11 and 2016/17), the council had to become more efficient and had to reduce its costs further. To achieve this, in 2016/17 the council carried out a review of all its services, bringing them together in a simpler and clearer structure to better deliver priorities and create efficiencies. Since 2010/11 we've made over £400m in savings.

- For 2016/17 it is estimated that the city will have seen a 63% decrease on landfill compared to 2015/16 with only 30,000 tonnes of domestic general waste landfilled compared to 80,000 tonnes the year before.
- The reliability of our waste collection services have improved again, with the number of reported missed collections reducing year on year. In 2016/17, 15,833 missed collections were reported, only 0.001% of all scheduled collections. The implementation of the driver in-cab system and improved automation of back office support has delivered service efficiencies that have contributed to ongoing improvements in missed bins.
- We received positive results from two Local Government Association (LGA) peer reviews during 2016/17 on our 'Best city and 'Best council' ambitions and 'Use of Resources' by the Adult Social Care Directorate.
- Following our achievements last year in winning the Municipal Journal's 'Local Authority of the Year' and Local Government Chronicle's Children's Services awards, we have been successful across a range of other awards, including:
  - The Leeds Migrant Access Project won the prestigious EuroCities 'Participation' Award, acclaimed for its work in empowering migrant communities to support themselves, harnessing their skills, knowledge and commitment. The city was particularly praised for how it has worked with refugees and partners to promote community cohesion.
  - In the Disability Sport Yorkshire awards, Leeds received 'Outstanding local authority award' for our disability sports programme, one of the largest in the country.
  - Our Fleet Services were re-accredited with a Diamond Award for safety from the Royal Society for the Prevention of Accidents – the highest award available.
  - Legal Services won in both the people related and place related team of the year categories at Lawyers in Local Government (LLG) Awards.
  - Leeds won the HSJ (Health Service Journal) 2016 award for Integrated Commissioning for Carers for our work in partnership with Leeds' three Clinical Commissioning Groups (CCGs). With research showing the heightened risk of poor health among carers, GPs used yellow cards to speed and simplify the carer referral process. 95% of those put in touch with support body Carers Leeds perceived positive outcomes from the contact. Judges praised the "clear demonstration of how a collaborative, sustainable intervention works".
  - We won a National Council for Palliative Care award for our Dying Matters Awareness Initiative of the year – recognising events and activities that raise awareness of the importance of talking about dying, death and bereavement.
  - The Director of Public Health's '*Planning a Healthy City*' annual report was awarded first prize in the national competition run by the Association of Directors of Public Health.
  - The council supported the Leeds Health Visiting Service to achieve 'Outstanding' in their recent re-accreditation for UNICEF's Baby Friendly Award.
  - We were a finalist at the National Government Opportunities Excellence in Public Procurement Awards 2017/18 held March 2017 for two procurements: Locality Community Health Development and Improvement Services for Leeds Residents, and Community Home Care Services.

- A Domestic Violence reporting pilot undertaken in Leeds' GP surgeries was shortlisted in the finals of the British Medical Journal Awards 2017.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The draft annual report at Appendix 1 has been subject to consultation with key officers and the Corporate Leadership Team. It also draws on and links with a range of published reports, including reports to the Executive Board and Scrutiny Boards, assessing performance against supporting council and partnership plans which are themselves subject to consultation and engagement with relevant stakeholders.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 This is not a decision-making report so due regard is not directly relevant. Specific equality impact assessments will continue to be carried out for individual initiatives and decisions relating to the delivery of the Best Council Plan. The Equality Improvement Priorities were developed to complement the Best Council Plan outcomes and priorities. They continue to underpin our ambition to be a compassionate city with a strong economy, tackling the range of inequalities that still exist. The annual Equality report is on today's agenda for Executive Board's consideration.

### **4.3 Council policies and the Best Council Plan**

- 4.3.1 This report brings to Executive Board a performance update on progress against the council's 2016/17 Best Council Plan. The Best Council Plan itself forms part of the council's budget and policy framework.

### **4.4 Resources and value for money**

- 4.4.1 The Best Council Plan provides the strategic context for the council's budget and financial strategies (including the Medium-Term Financial Strategy on today's Executive Board agenda) with resources allocated in support of the Plan's ambitions, outcomes and priorities. Effectively monitoring and managing performance helps ensure that resources continue to be appropriately deployed.

### **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 All information within the report is publicly available; the report is subject to call in.

### **4.6 Risk Management**

- 4.6.1 There are no risks associated with this annual report. The key risks that could impact upon delivery of the Best Council Plan objectives and details on how they are managed are included in the Corporate Risk Management annual report on today's Executive Board agenda.

## **5 Conclusions**

- 5.1 Significant progress has been made in delivering the 2016/17 Best Council Plan with the annual performance report highlighting key achievements across all areas of the Plan within the framework of our Best City / Best Council ambitions. However, more remains to be done to tackle the range of inequalities that persist

across the city at a time of increased demand for council services and ongoing financial challenges. The council will continue to work with partners across all sectors and engage with the public to respond to these pressures and we will produce a report next summer looking back on our 2017/18 performance in doing so.

## **6 Recommendations**

- 6.1 Executive Board is asked to receive the draft annual performance report and note the progress made against the 2016/17 Best Council Plan. Also to note that further design work will take place and that some of the information included may change between this draft and the final design version being published as full-year results are finalised.

## **7 Background documents<sup>1</sup> - None**

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



## Leeds City Council Best Council Plan Annual Performance Report: Looking back on 2016/17

*Draft text and statistics prior to final design version*

### Introduction

[\[Page 1\]](#)

“Our vision is for Leeds to be the best city in the UK: one that is compassionate with a strong economy, which tackles poverty and reduces the inequalities that still exist. We want Leeds to be a city that is fair and sustainable, ambitious, fun and creative for all with a council that its residents can be proud of: the best council in the country.”

Councillor Judith Blake, Leader of Leeds City Council [\[picture\]](#)

Tom Riordan, Chief Executive of Leeds City Council [\[picture\]](#)

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This is the vision set out in our Best Council Plan. The Best Council Plan is updated each year and explains:

- The **outcomes** we want for everyone in Leeds – what difference we want to make
- Our **priorities** - what we and our partners are doing to improve outcomes; and
- Key performance **indicators** - how we are measuring progress in achieving better outcomes.

The most significant of these indicators form a ‘scorecard’ which we use throughout the year to help measure our performance in delivering the Best Council Plan as a whole and publish quarterly on the council’s website, available [here](#).

Now we’ve reached the end of the financial year, it’s time to reflect on our progress in delivering the 2016/17 Best Council Plan. The following pages highlight some of the real achievements that the council, working with our many partners across the public, private and third sectors, has made during that period. These have been framed against our Best City / Best Council ambitions:

- Best City .... A Strong Economy and a Compassionate City
- Best Council .... An Efficient and Enterprising Organisation

Despite significant progress, we are mindful of the pressures facing the council and the city in terms of the increasing demands on public services within the context of reduced funding and ongoing uncertainties related to ‘Brexit’. We recognise that inequalities persist across Leeds in terms of poverty and deprivation, health and educational attainment and that economic and social deprivation remain concentrated in specific localities in the city with long-term issues around language and literacy, skills, health and care responsibilities, access to employment and poor housing.

These challenges – and how we and our partners plan to address them – are explained in the 2017/18 Best Council Plan which was approved by Full Council on 22 February 2017.

## Key achievements *[these will be presented infographically]*

- In September 2016, Leeds was named as the best city in Britain for quality of life in a new global ranking. It placed 26<sup>th</sup> out of 100 cities around the world – and the highest in the country – in the Sustainable Cities report published by the infrastructure consultancy Arcadis. Its social sustainability index measured factors including health, education, income inequality, work-life balance, crime and living costs.
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  - In the Disability Sport Yorkshire awards, Leeds received 'Outstanding local authority award' for our disability sports programme, one of the largest in the country.
  - Our Fleet Services were re-accredited with a Diamond Award for safety from the Royal Society for the Prevention of Accidents – the highest award available.
  - Legal Services won in both the people related and place related team of the year categories at Lawyers in Local Government (LLG) Awards.
  - Leeds won the HSJ (Health Service Journal) 2016 award for Integrated Commissioning for Carers for our work in partnership with Leeds' three Clinical Commissioning Groups (CCGs). With research showing the heightened risk of poor health among carers, GPs used yellow cards to speed and simplify the carer referral process. 95% of those put in touch with support body Carers Leeds perceived positive outcomes from the contact. Judges praised the "clear demonstration of how a collaborative, sustainable intervention works".
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## **Strong Economy** *[Pages x-y]*

### *Promoting sustainable and inclusive economic growth*

A prosperous, sustainable and inclusive economy is critical to the future success of Leeds. The council is committed to “good growth”: working with partners to ensure that supporting economic growth and tackling poverty are truly two sides of the same coin. By creating more and better jobs and by enhancing the ability of all our people to contribute to the economy to their full potential, we can boost economic productivity and competitiveness, reduce the costs of poverty to the economy and the taxpayer and improve outcomes for the people of Leeds. The public sector has a role in promoting trade and investment in the city, backing innovators and entrepreneurs, providing the right conditions for businesses to grow and encouraging them to invest back into their workforce and local communities.

## **KEY ACHIEVEMENTS DURING 2016/17**

### *Growing the Leeds Economy*

- In September 2016, Leeds was named as the best city in Britain for quality of life in a new global ranking. It places 26<sup>th</sup> out of 100 cities around the world – and the highest in the country – in the Sustainable Cities report published by the infrastructure consultancy Arcadis. Its social sustainability index measured factors including health, education, income inequality, work-life balance, crime and living costs.
- Outside of London, Leeds is the largest centre for finance and business services, creative industries, digital, publishing and broadcasting and the second largest centre for knowledge intensive industries and manufacturing. Leeds is the UK’s 3<sup>rd</sup> largest retail centre outside London.
- 26 million visitors were welcomed to Leeds in 2015 (the most recent figures available) – worth £1.5m to the local economy.
- In 2016 we re-launched the Leeds City Region Revolving Investment Fund, providing commercial loans across the region where traditional sources of funding are unavailable to create jobs in the region and improve economic development.
- Business rate growth increased 0.93% (compared with the 2012/13 baseline when the Rates Retention Scheme started) reflecting continued growth in the take up of business properties across Leeds. Notable developments in the past year that contributed to this include the 42,000m<sup>2</sup> Victoria Gate retail and leisure development and Wellington Place office complex.
- We launched consultation to develop a new Growth Strategy for Leeds. During the ‘Call for Evidence’ the webpage received 1,600 hits and 120 people attended the Growth Strategy Summit in January 2017.
- Victoria Gate opened in the autumn of 2016, bringing new businesses to Leeds and creating new jobs. In March 2017 it was named as the world’s best new shopping centre at MIPIM, the annual international property conference.
- The city has seen significant investment in the past year, notably from John Lewis (part of the Victoria Gate development) and Burberry announcing that their Business Services Centre is to be located in Leeds. In addition to John Lewis, through the Victoria Gate opening, there are 20 new brands to Leeds in the arcades.
- For the second consecutive year, Leeds Kirkgate Market was voted Britain’s Favourite Market at the ‘Great British Market Awards’. The Market has seen an increase in footfall following its major renovation.
- Generally, city centre footfall continues to thrive: up by 12.4% comparing Oct-Dec 2015 to the same period in 2016.

- A year on from the launch of Sky's world-class technology hub at Leeds Dock, Sky said it has surpassed its initial targets by hiring over 650 highly-skilled employees, 250 more than the 400 jobs that it expected to create at the site.
- IT managed service provider Firstnet has launched its £24 million Leeds data facility, creating 100 new jobs. The company said this would increase its capabilities in collocation, cloud platforms and disaster recovery.
- Yorkshire has seen the highest level of growth in new public sector construction projects over the past three years. The region saw a 42% rise in public sector construction tenders available to private contractors, greater than the growth of other regions combined.
- The most recent figures available (2015 provisional) show that the number of people employed in the private sector in Leeds was 363,000, an increase of 18,900 jobs (5.5%) on the previous year's results. Outside of London, Leeds had the second largest increase after Birmingham.
- The council supported 6,204 people into work and helped 7,537 people gain new skills. Over the year we held 49 recruitment events attended by 8,059 people and 64 school events attended by 3,234 young people and 860 parents. 95% of customers rated the service provided as 'outstanding' or 'good'.
- The city hosted a record number of international association meetings in 2016.
- Leeds City Region Enterprise Zone delivered 450,000 square feet of new employment floor space with a further 75,000 square feet currently under construction. The zone is estimated to generate £10m per annum in business rates.

### ***Building homes, regenerating areas***

- In 2016/17, 3,306 new and converted homes were delivered, the highest number since the council's Core Strategy was adopted in April 2012, and nearly 2,000 empty homes have been brought back into use since April 2012, providing much-needed housing for Leeds' growing population.
- Work progressed on the council's Site Allocation Plan which identified sites to ensure that sufficient land is available in appropriate locations to meet our growth targets. The Plan is essential for Leeds in identifying specific allocations for housing, employment, retail and greenspace from 2012 to 2028. The council submitted the Submission Draft Plan to the Secretary of State by the council on 5th May 2017.
- We delivered the £180m regeneration programme in Little London and Beeston Hill and Holbeck, constructing a mix of two, three, four and five bed houses and two bed flats across two sites. Incorporated into the design of the new build properties are solar panels, cavity wall insulation, external insulating render, double glazed windows and roof insulation, improving energy efficiency and helping tackle fuel poverty.
- The regeneration of Leeds' South Bank of the River Aire is making good progress and, once complete, will be the biggest change the city has seen in more than a hundred years. The size of the city centre will double by transforming this area into a distinctive European destination for investment, living, learning, creativity and leisure. The regeneration will be one of the largest city centre regeneration initiatives in Europe and aims to provide over 35,000 jobs and 4,000 homes.
- Sovereign Square became the first new city centre greenspace in Leeds for decades. The square, designed for everyone to use, features raised lawns with seating at different levels for social gathering, eating, relaxation and play; a tree grove with timber-topped granite benches to work, read or chat; water features and a rain garden. These are part of the site's water management system that cleans rainwater and run-off from the viaduct, can absorb extra water in storms and provides eco-friendly plant support. It also supplies what is the most striking aspect of the site: the fun-packed water feature system of mists, pools and water jets for children to play in. The water feature was designed by Fountain Workshop, who used the area's natural geology of river courses and canals as their inspiration.

### ***Improving transport***

- £174m of funding was secured for Leeds following the decision not to proceed with the New Generation Transport (NGT) trolleybus, part of a total funding package in excess of £270m that will be committed to a range of public transport schemes. Plans include investment by First in new environmentally clean buses, development of the High Frequency Bus Network, 3 new rail stations at Thorpe Park, the White Rose and LBIA, a new Park & Ride with 2,000 spaces at Stourton and a further Park and Ride north of the city. More details will be available later in 2017 through our Leeds Transport Strategy.
- A new rail station at Kirkstall Forge rail opened in June 2016 built by a partnership of the West Yorkshire Combined Authority (WYCA), Network Rail, Northern Rail and Commercial Estates Group. The new station includes a 129-space station car park and fully-accessible platforms with staircases and lifts and is part of a larger, pioneering scheme bringing together Grade A office buildings, contemporary housing, green spaces, cafés, bars and restaurants.
- The long-term project to strengthen Woodhouse Tunnel was successfully completed. The three-year programme of repairs to the tunnel, costing c£21m, is part of a broader project of essential maintenance on the Leeds Inner Ring Road (A58M) to ensure the road can continue to be a key part of the highway network in Leeds used by more than 80,000 vehicles a day.
- The most recent figures (2015) for 'Access to employment by public transport' show a 2% increase on the previous year. This indicator is based on the % of working population able to access key employment centres across West Yorkshire within 30 minutes using the core public transport service.
- The council, alongside our partners, has supported bus passengers through improved bus routes including the A65 Quality Bus Corridor.
- Our Park and Ride scheme at Elland Road was extended with an average of 11,000 cars and 24,000 patrons now using this facility each month.
- In conjunction with the West Yorkshire Combined Authority, we helped develop City Connect: 23km of segregated cycle superhighway connecting Bradford to east Leeds via the Leeds City Centre.

### ***Improving air quality, reducing carbon emissions***

- We now have 10 automatic monitoring stations across the city, including 3 city centre sites, which continuously monitor air quality in real time with approximately 70 sites monitored using nitrogen dioxide (NO<sub>2</sub>) diffusion tubes. Data taken from these monitoring stations show that the vast majority of the city enjoys pollutant concentrations well below the levels requiring action to be taken. However, Leeds currently has 6 Air Quality Management Areas where the annual average NO<sub>2</sub> concentrations are above those set out in the national Air Quality Objective.
- Leeds is one of five cities where Clean Air Zones are required by 2020 - delivering on the government's commitment to create cleaner air and reduce emissions. Consultation is underway on a Clean Air Zone Framework which aims to help local authorities across the country provide a consistent approach, while giving businesses and individuals a clear understanding of what a zone will deliver and the impacts and benefits for them.
- We've continued to make progress on developing the city wide district heating network, the first phase of which will connect almost 2,000 council flats as well as corporate buildings and other public and private sector businesses taking heat from the city's newly opened Recycling and Energy Recovery Facility.
- The council-backed solar photovoltaic (PV) scheme continues, aiming to save 1,200 tonnes of CO<sub>2</sub> per year as well as saving tenants £130,000 per year on their fuel bills. Solar panels were installed on a number of council buildings and over 1,000 council homes between 2012 and 2015.
- Activity to promote sustainable travel and improve air quality in schools has seen 80 schools across the city register for the 'Mode Shift Stars' scheme: an externally assessed scheme that analyses schools' travel plans and home to school travel profiles and awards schools for developing low impact travel

behaviours. Currently 27 schools have achieved accreditations, with 5 of these attaining the 'gold' level award. This work will form part of wider programmes to promote more sustainable travel, emphasising the health and environment benefits.

### ***Increasing flood risk resilience***

- Forming part of Phase 1 of the £50m Leeds Flood Alleviation Scheme – one of the largest river flood defence schemes in the country - three innovative movable weir gates were successfully installed at Knostrop Weir on the River Aire, helping reduce the risk of flooding to homes, businesses and communities. The weirs can be lowered in flood conditions to reduce river levels and the threat of flooding, marking the first time that moveable weirs have been installed in the UK for flood defence purposes.
- In addition to the building of the moveable weir gates, Knostrop Cut Island has been removed allowing the canal to merge with the River Aire. This creates additional flood water storage and helps to facilitate the flow of water along this stretch of the river which will help to lower water levels in flood conditions.

### ***Managing the city's waste***

- In 2015/16 we recycled 38.4%, and the latest estimate indicates that this figure will be maintained for 2016/17. Improvements to the Recycling and Energy Recovery Facility's (RERF) mechanical pre-treatment process in particular are expected to produce an increase in this figure in 2017/18 by improving black bin waste recycling. Kerbside recycling has increased this year, with the volumes of dry recyclables in green bins increasing by around 1%.
- £7.5 million has been saved every year by the RERF recycling facility compared to the costs of landfill. The RERF processed a total of 164,000 tonnes of black bin waste and, a further 10,000 tonnes of Leeds commercial waste. From the waste the council delivered, 2,139 tonnes (1.3%) was recycled prior to processing, with a further 2,129 tonnes (1.3%) of metals and 33,450 tonnes (20.4%) of bottom ash recycled after processing. With minimal waste going to landfill, the RERF has a landfill diversion rate of around 99%. The RERF exported 84,300 MWh of electricity to the national grid and saw over 1,719 visitors to the education centre, including 20 school visits.
- For 2016/17 it is estimated that the city will have seen a 63% decrease on landfill compared to 2015/16 with only 30,000 tonnes of domestic general waste landfilled compared to 80,000 tonnes the year before.
- The Kirkstall waste site, including the new Revive Leeds Re-use shop, reopened in March 2017 after a major redevelopment costing £5.2m. Revive is a third sector charity providing work-based training, apprenticeships and volunteering opportunities to the local community.
- The reliability of our waste collection services have improved again, with the number of reported missed collections reducing year on year. In 2016/17, 15,833 missed collections were reported, only 0.001% of all scheduled collections. The implementation of the driver in-cab system and improved automation of back office support has delivered service efficiencies that have contributed to ongoing improvements in missed bins.
- 75% of the city is covered by alternate weekly bin collections. For the other 25%, primarily in the inner city areas, a progressive review is being completed to consider alternative collection systems and establish the most appropriate methods.
- The amount of contaminated waste within the overall material collected in green bins fell by over 15% between March 2016 and March 2017. Every additional tonne of good quality recycling and every tonne of non-recyclable materials eliminated from green bins saves £90-100 per tonne in disposal costs.



## ***Promoting culture, hosting world class events***

- Leeds is recognised as one of the best cities for hosting world class events by sponsors, residents, businesses and visitors. We want to go further and support Leeds to be the 'European Capital of Culture 2023'. Building on the city-wide conversations that began in 2016/17 to develop a new Leeds Culture Strategy, the bid will be submitted later in 2017 with the winning UK city announced in 2018. As part of the culture conversation, we engaged with over 1,500 groups via focus meetings and workshops and the culture conversation 'blog' received over 40,000 views in 14 months. More than 130 organisations have adopted the 2023 branding since its launch on November.
- When asked as part of the annual Citizens Panel Survey, 'How would you rate your level of overall satisfaction with the cultural provision in Leeds?' 75% of respondents indicated they were 'very satisfied' or 'satisfied'. The results show a general positive upward trend since 2012/13. 76% of respondents to the survey support Leeds' Capital of Culture bid.
- In 2016 Leeds once again hosted a wide range of community festivals and events across the city, bringing people together, such as Leeds Pride, the Leeds West Indian Carnival, Beeston Festival and many other community-level activities.
- In the city centre, 8,000 people took part in the 2016 Leeds Sky Ride, enabling cyclists of all ages and abilities to ride safely together on a traffic-free route, and around 30,000 people watched the Homecoming Parade in Leeds for the Yorkshire-based 2016 Olympians and Paralympians. Around 9,000 people signed up for the Leeds Half Marathon which is now celebrating its 33<sup>rd</sup> anniversary.
- Leeds hosted the UK round of the World Series Triathlon in 2016: with 5 hours of BBC coverage and a double sell-out of tickets, the event saw in excess of 80,000 spectators line the streets as the world's best – including Yorkshire's own Brownlee brothers - were roared home by a huge and passionate Leeds crowd. On the back of this success, the city was selected to host the event again in 2017.
- Our 84 static libraries and 34 mobile libraries continue to be popular with nearly 3 million visits to the static libraries. Total issues during the year were over two million and 28,550 people joined the library service. Our library app was used 84,480 times.
- Our museums and galleries continue to create and host major exhibitions. We run an active community and life-long learning programme. Overall our nine sites received 1.17m visits and proved particularly popular with 0-19 year olds:
  - 29,576 took part in school visits to workshops held in our museums and galleries.
  - A further 6,921 attended as part of a school group without a workshop provided.
  - An additional 11,709 partook of outreach sessions/workshops.
  - 184,319 took part in workshops in museum as part of a family or holiday activity.
  - Our youth engagement programme worked with 4,779 young people.
  - We interacted with 7,938 teachers.

## **KEY FACTS AND FIGURES *[infographics running along bottom of page]***

- 6% increase in average earnings in Leeds – biggest increase anywhere in UK
- 415,000 jobs in Leeds – back to pre-recession levels
- 384 apprenticeship starts
- Over 10,000 people employed in Leeds' digital sector
- 321,000 households in Leeds: 78% houses, 22% flats
- 3,306 new and converted homes delivered in 2016/17, up 30% on 2015/16
- 2,757,847 visits to our 84 static libraries with 2 million issues
- South Bank regeneration covers 185 hectares of land, equivalent to 250 football pitches in size
- 8,169 responses to Leeds Transport Conversation online survey
- 3.66m tonnes of carbon dioxide emitted citywide in 2014, down by 27.7% since 2005
- Free parking offered to owners of zero and ultra-low emission vehicles at council operated car parks

- 500,000 waste collections every week; 26 million per year
- Leeds Town Hall awarded Trip Advisor Certificate of Excellence
- 120,000 people attended 2016 Leeds West Indian Carnival; 60,000 Leeds Light Night

## Compassionate city *[Pages x-y]*

### *Tackling poverty and reducing inequalities*

Leeds is experiencing strong economic growth with potential for even more. However, we know that the benefits of this economic growth are not reaching everyone and that inequalities persist across the city in terms of poverty and deprivation, health and educational attainment. Strengthening the economy and doing this in a way that is compassionate, that allows us to support the most vulnerable, will help us build a more prosperous, sustainable and inclusive city.

### **KEY ACHIEVEMENTS DURING 2016/17**

#### ***Tackling poverty***

- Between December 2015 and June 2016, the number of people in Leeds estimated to be in 'absolute poverty' reduced from 175,000 to 155,000.
- The number of families dependent on Council Tax Support (CTS) schemes continues to reduce. Since the launch of local CTS schemes, the number of families claiming CTS reduced by just under 10% from around 78,000 to 71,000. As part of Leeds' CTS, work continued in 2016/17 to develop a Personal Work Support Package and implement a reconfigured advice service that is set to help more clients.
- Local Welfare Support (LWS) and Discretionary Housing Payment schemes have been critical in enabling vulnerable tenants to deal with emergencies and maintain tenancies in the face of reductions in Housing Benefit support. Funding of £800k for LWS schemes during 2016/17 resulted in approximately 5,000 awards being made covering items such as white goods, floor covering, food and fuel support.
- The city's three advice agencies helped 72% more people than in the previous year and assisted 45,549 people with free and independent advice.
- Leeds Credit Union (LCU) plays a significant role in tackling financial hardship across the city. With the support of the council, LCU has more than trebled its membership from 11,000 in 2005 to 31,049 as at March 2017.
- FareShare is an organisation working in partnership with the council to support food aid providers in the city to feed vulnerable people. Since the launch of FareShare in 2014 (to 1<sup>st</sup> March 2017) the service has provided over 244,530 kg of food over 580,000 meals.
- White Rose Energy was launched, a not-for-profit energy company providing low cost energy to all households with pricing that is fair and transparent. Over 3,000 customers have joined White Rose Energy since its launch.
- During 2016/17 the Leeds Rental Standard, an accreditation mark supported by the council, was developed ready for its launch in May 2017. The Leeds Rental Standard brings unity to accreditation in the city by incorporating the several existing schemes under one certification badge.
- The council continues to work closely with gypsy and traveller communities at two sites in Leeds, offering 41 units of accommodation. Through the Leeds Core Strategy, we have committed to providing 62 pitches by 2028. A Site Allocations Plan is currently being developed to identify suitable sites.
- In 2016 the council launched the Homelessness Strategy 2016-19 which included the vision to 'Create opportunities and choice to enable people to stay in their homes or to find alternative quality housing options so as to minimise homelessness in the city'. The council and our partners have made significant progress in tackling homelessness:
  - The number of people sleeping rough in Leeds has fallen in the last two years, when the national picture is one of substantial increase.
  - The city is getting increasingly effective at preventing homelessness by either helping people to stay in their existing homes or help to find a new home before they become homeless.

- Temporary accommodation numbers are at the lowest level since at least the 1980s and no household is placed in 'unsuitable' temporary accommodation. The number of households in emergency temporary accommodation has reduced from 439 in 2011 to 74 in 2016.
- A partnership approach has been strengthened and tackling homelessness is increasingly contributing to wider social care priorities around helping vulnerable people and families to live independently in communities.

### ***Building stronger communities***

- The council's innovative Leeds Migrant Access Project (MAP) won international recognition by claiming the EuroCities 'Participation' award in 2016. Representing 130 cities across Europe, judges of the EuroCities network, which aims to improve people's quality of life by sharing knowledge and good practice, reserved special praise for how the city has worked with refugees and partners to promote community cohesion. The project was praised for its work in empowering migrant communities to support themselves; harnessing their skills, knowledge and commitment.
- Over 150 Syrian refugees were welcomed to Leeds as part of the government's national resettlement programme.
- 2016/17 was a significant year of progress in dealing with Hate Crime, with both our strategic and operational structures being strengthened. A new multi-agency Hate Crime Strategic Board and Operational Hate Crime Group were set up, responsible for driving forward a revised 'Responding to Hate Crime Strategy' and 'Operational action plan' to ensure a partnership approach to tackling Hate is embedded across the city.
- Existing Hate Incident Reporting Centre's (HIRC's) were provided with refresher training and improved guidance/reporting forms, establishing new links with frontline organisations, (such as Leeds Migration Partnership and the Leeds Jewish Housing Association), and reviewing guidance to schools to encourage greater reporting through the Hate Incident Reporting in Schools (HIRS) initiative. Schools have now shared information on 1,184 hate reports since September 2014. Providing refresher training has been an important means of ensuring frontline staff continue to be aware of the need to identify and report hate, but also to improve their awareness of the less reported strands of religion, disability and gender.
- We delivered a series of introductory sessions on 'West Yorkshire Police' to migrant access projects and refugee organisations across Leeds, aimed at improving people's confidence in and their perceptions of the police.
- The council has raised the profile of key events such as Pride, International Women's Day, Inclusion Week, Mental Health Awareness week and Black History month.
- We have been successful in securing funding from the Office of Counter Extremism to appoint a Community Coordinator. The post holder commenced in January 2017 and is responsible for co-ordinating the city's response to the National Counter Extremism strategy.
- In the last 12 months we have provided seventy two Stay Safe training sessions to over sixteen hundred people. These sessions have been attended by council staff and elected members, market traders, the Leeds Street Angels, John Lewis staff, grand theatre staff, and managers at First Direct Bank, Bridgewater Place and Yorkshire Building Society. Over the last four years over 4,000 people from a number of Leeds based groups and businesses attended the sessions.
- The city has been awarded Purple Flag status for excellence in managing its evening and night time economy. Purple Flag is an accreditation process run by the Association of Town and City Management (ATCM) similar to the Green Flag award for parks and the Blue Flag for beaches, and is the benchmark for good night time destinations. The award celebrates the city's offer as vibrant, diverse, clean, safe, well managed and providing a positive experience to customers. Leeds was only the second place in West Yorkshire to be awarded Purple Flag status.
- The Leeds Youth Panel continues to meet weekly to discuss on average 10 cases/ week. The discussion is based around partnership assessments of the offender, the victim's views and community impact. Of

particular significance, since the Panel commenced in May 2016 there have been no looked after children entering the criminal justice system for the first time ('FTEs').

- Work continues to strengthen links with employers in supporting young offenders into work. It is recognised there is more to do on this and Leeds's Youth Offending Service hopes to further develop the Skill Mill programme in the city, providing training, support and employment for young offenders. We have successfully forged a partnership with local building firm CEG at the Kirkstall Forge development in Leeds and aspire to create similar partnerships with other organisations.
- Work has progressed around enforcement action, including seeking Criminal Behaviour Orders (CBOs) when people begging repeatedly ignore the offers of support that are available from a number of partner agencies.

### ***Improving health and wellbeing***

- We designed and re-commissioned a new integrated Healthy Living service called One You Leeds which will provide support to adults to achieve lifestyle behaviour change, particularly focusing on smoking cessation, weight management, cooking skills, healthy eating and drinking and physical activity. This will be done by working with other services across the city, including community health development and social prescribing services.
- We led on a number of healthy eating initiatives during the year including: a Tour de Yorkshire themed menu competition; delivery of Future Foodies Workshops (designed to help schools meet the new OFSTED requirements for food and nutrition in the curriculum); the Fruit Programme (to increase the uptake of fruit and vegetables in primary school children) and, through partnership working, encouraging children to swap desserts with starters twice a week.
- 10,302 children are on the council's Learn to Swim programme, up 4.3% on the previous year, and 85% of schools in Leeds access our School Swimming Programme.
- Obesity levels in children aged 5 years have continued to steadily decline and are currently 8.7%, lower than both the regional (9.4%) and national averages (9.3%).
- In January 2017 the council stepped in to provide funding for the popular Leeds Let's Get Active scheme after the initial funding for the pilot came to an end. Offering subsidised sessions at council leisure centres, the scheme had 103,000 registered members at 31<sup>st</sup> December 2016, with around 348,000 session visits made during the year. 45% of Leeds Let's Get Active members were inactive before joining the scheme.
- In the Disability Sport Yorkshire awards, Leeds received 'Outstanding local authority award' for our disability sports programme, one of the largest in the country.
- Leeds is a case study of good practice in the Local Government Association's and Public Health England's national guidance on developing local suicide prevention plans, in particular relating to the Leeds Suicide Audit and Leeds Suicide Bereavement Service. We have also now developed a pathway for bereavement support for children and young people.
- The council committed to the Local Authority's Mental Health Challenge, a challenge set by 7 mental health charities who are working together to improve mental health across England. We funded important initiatives such as Mindful Employer – a scheme which promoted positive practice in the workplace relating to mental health, providing organisations with easier access to information, local support, mental health awareness training and other resources to support staff and still run the business. In 2016/17, the council took on the commissioning and development of this initiative and numbers of participating employers across the city have increased to 172, including some of the city's major employers.
- Working in partnership with the Leeds Teaching Hospitals NHS Trust, Leeds and York Partnership NHS Foundation Trust and the three Clinical Commissioning Groups (CCGs) in Leeds, we extended the use of the innovative Leeds Care Record. The Leeds Care Record pulls key information from several different health and social care records and stores it in one combined record, enabling health and social care

professionals to find all the key up to date information for an individual's care in one place. The number of active users of the Leeds Care Record doubled to more than 4,000 in March 2017, up from around 2,000 the year before. These active users represent mental health, adult social care and community, alongside hospitals and GPs, with the wider rollout in 2016 engaging other care setting such as hospices, CCG pharmacists and Yorkshire Ambulance Service palliative care.

- Bringing together the three Leeds universities, NHS organisations and the council, the Leeds Academic Health Partnership (LAHP) continues to deliver ambitious, transformational projects. A new centre for Personalised Medicine and Health was set up to focus on tailored health and care solutions using in vitro diagnostic technologies; the centre is attracting research resources and potential investment from global companies. The LAHP has also worked with Yorkshire Cancer to support the launch and delivery of a new lung cancer screening service in the city, part of a £5m programme to enable early detection of the disease which disproportionately affects populations in more deprived areas of Leeds.
- A new three-year Community Awareness Cancer Service was commissioned, focused around reducing cancer inequalities and increasing screening uptake through increased public awareness of the signs and symptoms of cancer. Through leading and co-ordinating a primary care cancer screening champions programme in areas of low bowel screening uptake and high deprivation, screenings have gone up and the health inequalities gap narrowed.
- Our other important public health initiatives continued: we launched the Tuberculosis Champions Programme to raise awareness of TB amongst high risk communities; working with the NHS, we led a programme to reduce the number of needles being disposed of in household waste; we successfully commissioned a new Leeds Integrated Sexual Health Service with a city centre hub and community settings; in 2016 we and our partners successfully responded to a community outbreak of Hepatitis A in Leeds and our experience has been used by the Health Select Committee to raise issues of national significance; we succeeded in a bid to the British Heart Foundation to roll out a community blood pressure screening programme within specific council services and also working with 10 pharmacies in the most deprived areas of the city; in partnership with the NHS we rolled out the NHS Diabetes Prevention Programme in Leeds as a first wave site with 1,492 people referred since its September 2016 launch.
- A Blood Borne Virus Screening Pilot for new patients was successfully delivered within high HIV prevalence GP practices, contributing to the de-stigmatisation of HIV and normalising testing. One of only two innovation pilots funded by the Elton John AIDS Foundation and Public Health England, and the only project funded outside of London, it was received positively by patients with healthcare staff assessing their skills and confidence to have grown.
- In January 2017 we awarded a contract to the British Lung Foundation to undertake 'breathe easy' peer support groups for people with lung disease. By the end of 2017 there will be six integrated breathe easy groups in areas with high prevalence of respiratory disease. Sixty people in Middleton attended the launch of the first group.
- We successfully hosted a national Kings Fund Policy Conference, bringing together over 150 delegates from across England and influencing responses to the Sustainable and Transformation Planning (STP) process launched by NHS England earlier in the year. (STPs are 5-year plans, developed by NHS organisations and local authorities on the future of health and care services in their area; at the time of writing, these are at draft stage.) Until this point, these national conferences had only been hosted in Leeds.

### ***Supporting children to have the best start in life***

- As part of our Best Start Plan we launched the Best Beginnings across Leeds – a range of digital resources for use in pregnancy and the early stages of parenthood – and delivered the 'No thanks, I'm Pregnant' alcohol in pregnancy campaign to raise awareness that the safest option is no alcohol during pregnancy.

- The council supported the Leeds Health Visiting Service to achieve 'Outstanding' in their recent re-accreditation for UNICEF's Baby Friendly Award.
- We successfully secured £1.3m from the Leeds South & East Clinical Commissioning Group to fund an enhanced Best Start offer for disadvantaged families with babies under 2 years old to be developed over the next three years.

### ***Keeping children safe, raising aspirations***

- Leeds Safeguarding Week was held in October 2016, part of a wider campaign across West Yorkshire to raise the profile of safeguarding through a range of activities and promotional events.
- Adel Beck Secure Children's Home was rated as 'outstanding' by Ofsted in April 2016. The home provides secure accommodation for up to 24 young people aged between 10 and 17 years old who are either placed there because they have been remanded or sentenced to custody or for concerns about their welfare. Government inspectors found that young people placed at the home make 'exceptional progress' and the positive impact whilst living in the home can be 'life changing' for some. The staff and leadership at Adel Beck were highlighted as particularly strong.
- As at April 2017, around 66% of Leeds' 6,000 taxi drivers had taken part in compulsory child protection training, delivered over 133 sessions. The remainder, and any new applicants, are scheduled to attend the course by mid-October 2017.
- 1,253 children were in care at the end of March 2017, nearly 200 fewer than at the start of the Children and Young People's Plan in 2011; this represents a 14% reduction compared to a 7% national increase over that period.
- Leeds worked in collaboration with other local authorities in the region and the Voluntary Adoption Alliance (VAA) to create a new model of service delivery for adoption services. This is in line with the government's proposals that all local authorities be part of a Regional Adoption Agency (RAA) or will have delegated their adoption functions to a RAA by 2020.
- In December 2016 Ofsted and the Care Quality Commission carried out a Special Educational Needs and Disabilities (SEND) inspection. The inspection team found that children and young people with SEND are 'proud to be citizens of Leeds and have a real voice in shaping their education, health and care plans'.
- 92% of primary schools in Leeds are rated 'good' or 'outstanding' by Ofsted, two percentage points above the national average. 71% of secondary schools are good or better, seven points below the national average but 19 points higher than the position at March 2011 prior to the launch of Leeds' Children and Young People's Plan.
- The number of children and young people in the city classed as NEET (not in education, employment, training or 'not known') fell to 777 in March 2017, a reduction of 319 (2.2%) on the previous period (January 2017) when this revised indicator was first reported.
- The council's Learning Places Programme continues to deliver at a pace to meet the demand for good quality learning places in the city with over 1,600 additional permanent places have been delivered to date. In addition the projects delivered within the programme since 2014 have generated 72 new and or existing apprenticeship opportunities whilst assisting a further 102 people into full time employment.

### ***Helping people with care and support needs***

- Leeds won the HSJ (Health Service Journal) 2016 award for Integrated Commissioning for Carers for our work in partnership with Leeds' three Clinical Commissioning Groups (CCGs). With research showing the heightened risk of poor health among carers, GPs used yellow cards to speed and simplify the carer referral process. 95% of those put in touch with support body Carers Leeds perceived positive outcomes from the contact. Judges praised the "clear demonstration of how a collaborative, sustainable intervention works".

- We developed a formal partnership with the Centre for Ageing Better that focused on Community Transport, Volunteering in BME Communities and Falls Prevention. In June 2016 the 'Make it Fallproof' campaign was launched to reduce the number of injuries caused by preventable falls – almost 4,000 people were admitted to hospital in Leeds as a result of a fall in 2014/15. The campaign was well received and achieved positive feedback from partners and customers alike. The Facebook advert campaign drove over 800 clicks to the web page, and reached over 21,000 people. As part of this, we delivered a successful partnership in the delivery of community falls exercise prevention programmes where 59 older adults have engaged in falls specific exercise which has resulted in an increase in functional fitness and increased their mobility and walking speed. We also collaborated with Yorkshire Dance on a Dancing in Time programme which has shown a reduction in falls in older people. The council has been recognised nationally for its work on falls prevention which is now being replicated in other areas.
- Through the Age-Friendly Leeds Partnership, a new Age-Friendly Charter was launched following consultation and engagement with older people across the city. The Charter is the Age-Friendly Partnership's way of saying: this is what it means to be age-friendly in Leeds. People and organisations can sign up to the Charter and make the pledges which are relevant to them and their work.
- We delivered our 3rd Winter Friends programme increasing members of the network to 70 organisations and 240 individuals who promote high impact interventions through the use of a winter wellbeing checklist.
- We opened the Wharfedale View extra care housing scheme, providing 45 apartments in state of the art premises, enabling people to stay active and independent in their own homes with the reassurance of support provided a 24-hour care and support team.
- Our Assisted Living Leeds Innovation Lab delivered a number of sessions to support people with particular health or equipment needs; bringing together citizens with relevant professionals, such as academics and occupational therapists, to co-design and develop products to help meet those needs. Examples during 2016/17 include a session to develop a new product to help open doors for people with arthritis and reduced grip –two brand new products were put forward to prototype stage; co-designing and consulting on plans for one company's next generation of Telecare devices; working with another company to consult on the launch of their home management and care product, bringing together tenants of social housing of various ages and with caring responsibility as well as colleagues from housing; holding the first of a series of sessions with a company looking at user needs for a product to support people with dementia and their carers – future sessions will consult on the design as it evolves to ensure a truly co-designed solution.
- A large EU Horizon 2020 project began in January 2017 with the council as the customer-facing partner and Samsung as the lead technology provider. Over three years, the project will work with 1,000 older people across Leeds to deliver wearable and mobile technology as well as home sensors, aimed at reducing social isolation and improving their health and care outcomes through daily activity monitoring.
- We won a National Council for Palliative Care award for Dying Matters Awareness Initiative of the year – recognising events and activities that raise awareness of the importance of talking about dying, death and bereavement.

### ***Tackling domestic violence***

- Over 4,500 cases have been discussed at the Front Door Safeguarding Hub since it became operational in 2015 with increased referrals from a range of sources. The school notification process has been in place since April 2016 with more than 1,200 notifications completed.
- A range of council services attained the Domestic Violence (DV) Quality Mark. Services were required to demonstrate responses that covered a broad range of DV standards / requirements for marginalized groups such as BME women and disabled women.



- In November 2016, we delivered a Domestic Violence Campaign (including the White Ribbon Campaign) which targeted men and encouraged them to become involved in the domestic violence agenda. The campaign took to the streets of Leeds and involved thousands of members of the public taking the White Ribbon Pledge.
- A network of Ambassadors has been established to involve new partners in this agenda. The Ambassadors are made up of individuals from a range of sectors including the council, health, police, third sector and others.
- A pilot exercise was carried out across Leeds' GP surgeries, introducing GP routine enquiries of women they see alone if she is experiencing abuse. Moorfield House Surgery in Garforth was subsequently shortlisted in the finals of the British Medical Journal Awards 2017.

## **KEY FACTS AND FIGURES** *[infographics running along bottom of page]*

- 50% reduction to hospital delayed discharges due to social care related reasons
- Over 130 adults, children and young people with special educational needs and disabilities successfully completed independent travel training
- 65% of all registered social care services in Leeds rated as 'good' or 'outstanding'
- 711 fostering households supported by the council
- 11,658 school places created between 2009/10 and 2015/16; around 2,230 more needed to meet demand in 2018/19
- 38.9% of adults active, up on target of 36% and last year's result of 36.4%
- Schools served by council's Catering Leeds increased fruit intake by 10%
- 3,750,406 visits to council leisure centres in 2016/17, up 2.6% on 2015/16
- Over 400 health and care workers trained in 'better conversations- working with approach'
- Adult smoking rates in Leeds dropped to 18.5% - first time below 20% since routine recording began
- 114,339 NHS Health Checks carried out in Leeds since 2011, through which 16,054 New Diagnosis/High Risk cases of cardiovascular disease identified
- 57,000 people work in health and care in Leeds
- 4,059 active users of Leeds Care Record in March 2017, up from around 2,000 the year before
- Non-domestic burglaries fell by 8% between 2015 and 2016

## **An efficient and enterprising organisation** *[Pages x-y]*

*Developing our people, delivering value for money and working with partners innovatively to effect change*

Public resources continue to face significant financial challenges through reducing levels of funding and rising demand for services, particularly from an expanding and ageing population. In response, we need to work differently, change our approaches and embed our 'Doing Our Best / Can Do' culture; we need an agile, skilled and diverse workforce with the ability to respond flexibly; we need to maximise income generation and develop services in new markets, whilst ensuring that there are no unintended consequences for vulnerable citizens: we need to continue our efforts to become a more efficient and enterprising organisation.

### **KEY ACHIEVEMENTS DURING 2016/17**

- In July 2016, the Local Government Association (LGA) peer challenge team spent four days in Leeds meeting with a range of council stakeholders as well as touring the city to assess the council's progress towards the 'Best city and 'Best council' ambitions. The review team findings are very positive, for example: strong engagement from council staff; the council's vision and ambitions being clear and well-articulated; the degree of trust and confidence in the council and its senior leadership; and a good level of self-awareness at strategic level which is evident in plans and strategies. The team were impressed with the council's ambitions and made recommendations including being bolder in communicating successes, greater prioritisation, revisiting locality working, investing in more innovative and radical change and reviewing the processes in place to support this.
- The LGA Peer Challenge Review of 'Use of Resources' by the Adult Social Care Directorate concluded that we're focussing on appropriate areas for improvement and are "a self-aware organisation driven by data with clear transformational plans in place, supported by a strong corporate and member ethos and structure".

### ***New ways of working***

- In line with the reduced level of funding received from government, the council had to become more efficient and had to reduce its costs further. To achieve this, in 2016/17 the council carried out a review of all its services, bringing them together in a simpler and clearer structure to better deliver priorities and create efficiencies. As a result of the review, from April 2017 the number of directorates in the council reduced from seven to five.
- The ten community committees continue to operate across the city, providing a forum for local people to have their say in discussions about issues, involving them in decision making on key areas such as environmental improvements, community safety, health and wellbeing and employment. The community committees also continued to allocate money for local projects and activities.
- The council's Changing the Workplace (CTW) programme continued into 2016/17, helping the organisation improve how it works to ultimately deliver better services for customers. As a consequence of staff working in new ways, significant savings are being made by reducing the number of buildings that we need. The Merrion House refurbishment and construction is progressing, with the building due to reopen in 2018.
- A significant achievement has been the ongoing work to keep data held on the council's network secure and available through technology filtering and blocking and ensuring staff are aware of their responsibilities to be vigilant about e-mail attachments and web links. We raised staff awareness around information governance through a new e-learning package introduced in 2016/17, mandatory for all staff to complete. We are currently the only council in the country to have passed the NHS Digital Audit without any issues.

- We successfully completed a 3-year project to upgrade our waste management major systems and improve associated business processes. This significant project involved the migration from a number of live disparate systems into one unified system developed specifically to support waste operations. Using the new technology, these changes have supported a reduction in the number of missed bin collections, and therefore customer complaints, along with the general efficiency gains a single system creates.
- In 2016/17 we introduced a new procurement framework for fleet purchases. All procurements of this nature are now considered with reference to the availability of ultra-low emission vehicles; life time costs and environmental factors are considered, rather than a simple up front cost. As a result an increasing number of the corporate fleet are being replaced with zero or ultra-low emission vehicles.
- Across the Education Private Finance Initiative (PFI) portfolio, we have realised greater efficiencies through the supply of gas and electric to our PFI providers by using the council's energy framework provider (Engie). This in turn has given the council lower tariffs and cheaper energy bills.

### ***Financial management***

- We came in within budget in 2016/17, through a combination of efficiencies, income generation and sound investment. Significant savings were made from reducing staff numbers with 488 full-time equivalent staff leaving the organisation in 2016/17 and a number of posts being held vacant.
- Our council tax in-year collection rate was 96.1%, up on 95.9% the previous year and exceeding the target of 95.9%. £303.9m was been collected in respect of 2016/17 bills, an increase of £16.4m compared to the previous year.
- Against a budget of £0.5m, some £0.3m of local discounts were approved in 2016/17 under our Discretionary Business Rate Relief Scheme to support the creation of employment and economic growth and to increase the business rates base.
- We generated over £ 13m of capital receipts from the sales of 3 Sovereign Square, the Elmete Centre, Musgrave Court and 26-34 Merrion Street, among others, and a preferred purchaser has now been identified for the council-owned Leonardo, Thoresby and Great George Street complex. We also successfully completed the extension to the Leeds Local Education Partnership Contract for a further five years; an arrangement that has already helped the council deliver over £400m of capital investment in the city.

### ***Our workforce***

- In 2016 our staff engagement survey achieved a response rate of 53% (up on returns in the previous two years of 44% and 45%). We achieved an overall engagement score of 7.5 out of 10 (similar to 2015's result) based on responses to the question, 'If a friend asked you to give a score from 1 to 10 working for Leeds City Council, what would it be?' Given the tough climate we continue to work in, it's hugely encouraging to see such results.
- Working with partners across the city, the council actively promoted a full calendar of inclusion and wellbeing events throughout the year including National Inclusion Week, International Women's Day, LGBT History Month, Leeds Pride, Black History Month, Leeds West Indian Carnival and Mental Health Awareness Week / World Mental Health Day. We also reviewed, updated and published our Equality and Diversity Policy.
- We have increased the number of apprentices we employ from 150 to 287 – a near 50% increase - with around 160 new apprentices aged below 24. At 1.7%, Leeds employs more apprentices as a percentage of our work-force headcount than other local authorities.
- The council's Healthy Minds Group launched, supporting positive mental health in the workplace. The group, which is open to all council staff, holds regular sessions giving members relevant information and self-help tips for improving their mental health.

- We ran a successful work experience programme for undergraduate care leavers from Leeds who are doing law or associated degrees. Positive feedback was received from all three undergraduates who took up this opportunity in summer 2016. In a competitive market for this type of training, for Leeds to equip these young people with work experience in a legal practice is important and will encourage these young people to think about pursuing their legal careers in Leeds.
- Working with the Leeds Law Society, the council has jointly facilitated a review into the socio-economic contribution of the legal sector to the Leeds economy, which is due to be launched at a major conference in mid-June.

#### **Key statistics** *[infographics running along bottom of page]*

- 99 elected members across 33 wards with 10 Community Committees
- 12,400 FTE (full-time equivalent) council staff at end 2016/17, down from 15,000 in 2010
- 13% of workforce are Black Asian Minority Ethnic (BAME)
- 96.7% of council staff had a year-end appraisal in 2015/16, down from 97.3% in 2014/15
- 97.8% of council staff had a mid-year appraisal review in 2016/17, up from 97.6% in 2015/16
- 7,500 colleagues completed our 2016 staff engagement survey
- 400 more staff trained in fundamentals of New Ways of Working
- Over £400m in savings made by the council since 2010/11 despite £239m reduction in government funding over that period
- 91.79% of invoices processed for payment within 30 days
- 12,000 computer users switched on each day and connected to council network; 23,000 telephony connections managed; 30 million council emails get to their destination each year
- Council supports around 500 business applications, one of the most diverse set in the country
- Council's Catering Leeds provided 6.4m primary school meals in 2016/17, up by 0.3m (295 meals per day) on the previous year
- Council emitted 110k tonnes of CO2 in 2014/15 (most recent figures), down by 137k tonnes or 20% from 2008/09
- 1,109 tonnes of carbon saved in 2016 from solar panels on council buildings and 1,000 council homes

## Objective 1:

### Supporting communities and tackling poverty

*– involving people in shaping their city and tackling the challenges of poverty, deprivation and inequality*

The council and partners have continued to provide inclusive, local citizen-based services to tackle poverty, inequality and related issues and to improve people's physical and mental health and wellbeing.

#### KEY ACHIEVEMENTS

Providing accessible and integrated services

- Expanded Community Hubs approach to nine sites across the city, providing integrated services and broader provision across extended opening hours. A further nine sites are planned for opening in 2016/17.
- Achieved the highest available rating (4\*) from the Society of Information Technology Management's (SocITM) Better Connected survey for the council's website – SocITM promotes the effective and efficient use of Information Technology in Local Government and the Public Sector.

#### KEY STATISTICS

More than £1m spent through Local Welfare Support Scheme

4,877 people supported into jobs, 12,176 people gained new skills

£0.3m initiative Funding spent on financial inclusion, including debt support & advice

Incidents of burglary reduced by 45% from 9,000 in 2011 to 5,000 in 2015



- Launched self-serve, on-line capability for a number of environmental services so citizens can access services 24/7 via the council website.

#### Helping people out of financial hardship

- Worked to reduce the burden of debt through tackling high-cost lenders, including successfully lobbying for changes to the market, introducing the online Money Information Centre and launching a web-based Pay Day loan product that charges credit union rates, much lower than the rates still charged by the commercial payday sector.
- Discretionary Housing Payments (DHP) are extra payments to help people pay their rent. We give DHPs to people receiving Housing Benefit or the housing costs element of Universal Credit who need more help with their housing costs. In 2015/16, Leeds made 5,620 DHP awards totalling nearly £2m.
- Launched a scheme to support the expansion of Credit Union School Savings Clubs within primary schools across Leeds. Under the scheme, all pupils entering key stage two will be offered a £10 contribution towards opening a credit union account.
- The Food Assistance/Fareshare work has been very successful in providing clients with food assistance,

during 2015/16 and this work will continue throughout 2016/17.

#### Helping people into work

- Job Shops (facilities provided by the council to help people into work) supported over 2,700 people into work through advice and guidance, skills training, work experience and brokerage with employers.
- Delivered 471,000 ICT skills training sessions across the Community Hubs throughout the year. These sessions cover a wide range of ICT skills that help to develop a person's potential, assisting them when applying for jobs and then in the workplace.
- Launched the country's first Person at Work Support Package to help residents applying for Council Tax support who are also in receipt of Job Seekers Allowance for 6 months or more to become work ready and to find employment. Since October 2015, 390 people have started in the scheme and 46 people have been supported into work to date.
- Signed Employment & Skills Charter with John Lewis and Hammerson, marking their commitment to support Leeds residents to access new employment opportunities created through the £165 million Victoria Gate development.

20,109 NHS Health Checks carried out

7,000 people took part in Leeds Sky Ride 2015

More than 8,000 in Leeds half marathon 2015

Established multi-agency Front Door Safeguarding Hub to better respond to cases of domestic violence reported to the police

47% increase in customer contact received via self-service digital channels

