

**Report of the Director of Resources and Housing**

**Report to the Executive Board**

**Date: 18th September 2019**

**Subject: Best Council Plan Annual Performance Report – looking back on 2018/19**

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open 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: N/A Appendix number: N/A	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

---

**Summary of main issues**

1. This annual report looks back on performance during 2018/19 in delivering the ambitions, outcomes and priorities set out in the Best Council Plan. It highlights the many achievements the city and the council have made, working in partnership across all sectors and with local people and communities. However, 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 2019/20 to 2020/21 Best Council Plan approved by Full Council on 13<sup>th</sup> February 2019. Initial proposals for the next update to the Best Council Plan will be brought to this Board in December.
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, Leeds Inclusive Growth Strategy, Safer Leeds Community Safety Strategy, Children & Young People’s Plan and Leeds Housing Strategy. The report draws on data publicly available through the Leeds Observatory and government and other websites, and on important information from key bodies such as Scrutiny Boards, Community Committees, service management teams and external regulatory bodies and inspectorates.

**Best Council Plan Implications** (click [here](#) for the latest version of the Best Council Plan)

3. This report brings to Executive Board a performance update on progress against the council's 2018/19 Best Council Plan and will inform the development of the next update to the Best Council Plan for consideration by this Board and subsequently Full Council in February 2020.

### **Resource implications**

4. The Best Council Plan provides the strategic context for the council's budget and financial strategies 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.

### **Recommendations**

Executive Board is asked to receive the annual performance report and note the progress made during 2018/19 in delivering the ambitions and priorities set out in the Best Council Plan.

#### **1 Purpose of this report**

- 1.1 This report presents a year-end stocktake, looking back on performance during 2018/19 in delivering the 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 Leeds Health & Wellbeing Strategy, Leeds Inclusive Growth Strategy, Community Safety Strategy, Children & Young People's Plan, Leeds Housing Strategy, Leeds 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, 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 2017/18 and was considered by this Board on 19 September 2018.

- 2.5 Assurance on the council's performance management arrangements is provided through an annual report to the Corporate Governance and Audit Committee as part of a suite of evidence to support sign-off of the Annual Governance Statement. 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 included last year's Executive Board annual Best Council Plan performance report and was considered by the Committee on 23<sup>rd</sup> November 2018. No issues were identified.

### **3 Main issues**

- 3.1 The report at Annexe 1 highlights progress during 2018/19 against the ambition and priorities set out in last year's Best Council Plan approved by Full Council on 21<sup>st</sup> February 2018. The Plan maintained the clear, strategic ambition to be the Best City in the UK, one that is compassionate and caring with a strong economy, with a clear central focus on tackling poverty and reducing inequalities. It set out seven Best City priorities: Inclusive Growth; Health and Wellbeing; Child-Friendly City; Safe, Strong Communities; Housing; Sustainable Infrastructure<sup>1</sup>; and Culture. The Best Council ambition remained as an efficient and enterprising organisation.
- 3.2 The annual report attached brings together the key successes and challenges against each of the Best City priorities and the Best Council ambition. It comprises an Executive Summary with a foreword from the Council Leader and Chief Executive and an overview of performance, and a more detailed appendix with comparative data and sources of public information provided where available. The report aims to provide an honest assessment, showcasing the many and varied achievements that the council and the city can be proud of but also where challenges remain and further improvements are needed. These successes and challenges will inform the development of the next update to the Best Council Plan with initial proposals due to be considered by this Board in December 2019.

### **4 Corporate Considerations**

#### **4.1 Consultation and Engagement**

- 4.1.1 The annual performance report at Annexe 1 has been subject to consultation with key officers and elected members. It 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 (most recently updated for 2018-22) were

---

<sup>1</sup> This priority was referred to as 21<sup>st</sup>-Century Infrastructure in the 2018/19 Best Council Plan but has since been revised to 'Sustainable infrastructure' for the updated Best Council Plan 2019/20-2020/21.

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.

### **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 2018/19 Best Council Plan. The Best Council Plan itself forms part of the council's budget and policy framework.

#### Climate Emergency

4.3.2 The annual performance report includes detail on the work carried out during 2018/19 to tackle climate change with specific information in the 'Sustainable Infrastructure priority'.

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

4.4.1 The Best Council Plan provides the strategic context for the council's budget and financial strategies 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, most recently considered by this Board on 26<sup>th</sup> June 2019.

## **5 Conclusions**

5.1 Significant progress has been made in delivering the 2018/19 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. The report also recognises areas for improvement within our own services and challenges facing the city.

5.2 These challenges, and how we and our partners in all sectors plan to address them, are explained in the updated Best Council Plan for 2019/20 – 2020/21. We will produce a performance report next year looking back on our progress in delivering the Plan during 2019/20.

## **6 Recommendations**

6.1 Executive Board is asked to receive the annual performance report and note the progress made during 2018/19 in delivering the ambitions and priorities set out in the Best Council Plan.

## **7 Background documents<sup>2</sup> - None**

---

<sup>2</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.



# **BEST COUNCIL PLAN 2018/19:**

## Annual performance report

Published September 2019





## Contents

<b>Foreword</b>	1
<b>Executive Summary</b>	3-12
<b>Appendix 1: Results in full</b>	
<i>Best City Priorities</i>	
Inclusive Growth	13-16
Health and Wellbeing	17-24
Child-Friendly City	25-28
Safe, Strong Communities	29-35
Housing	36-39
Sustainable Infrastructure	40-44
Culture	45-47
<i>Best Council Ambition</i>	
Efficient and Enterprising Organisation	48-52



## Foreword

Welcome to the 2019 Annual Performance Report. This year's report looks back on a highly successful year during for Leeds City Council as we have continued to pursue our vision for Leeds to be the best city in the UK – one that is compassionate and caring, in which everyone can benefit from a strong economy, and which tackles poverty and inequality.

Leeds enjoyed some huge successes in 2018/19. The city received national and international recognition as a vibrant, diverse and progressive place to live and work when Channel 4 announced it would be moving its national headquarters to City Square. A range of programmes and initiatives were delivered during the year aimed at helping people become more active, more often, many focused on reducing inactivity through encouraging increased participation, particularly among underrepresented groups. Our approach to tackling childhood obesity through a long-term city strategy was the subject of widespread media coverage. We have taken a major step in ensuring a positive future for all of our most vulnerable children and young people as we were rated as "Outstanding" overall by Ofsted – the only Core City to hold such a rating.

These achievements come against a backdrop of further reductions in our funding from central government and a continued increase in demand for our services in communities. In response we have once again successfully balanced our budget and maintained our focus on looking hard at what we do and how we do it to ensure we are being as efficient and enterprising as possible. This year the council has also recognised the responsibility we hold to safeguard our environment for future generations, and declared a climate emergency in March 2019. These factors each present a significant challenge for the council, but as we have year after year, we remain determined to rise to that challenge – our ambitions for the city's future are as strong as ever.

As this report demonstrates, there are lots of reasons to be optimistic. The city's economy continues to perform strongly and the council is supporting more people to benefit from that, last year helping more than 5,000 people into work. Our working age population is becoming more educated with the proportion of people holding at least a Level 4 qualification rising by 1.7%, double the national year-on-year increase. The prevalence of smoking continues to reduce and for the first time in three years the rate of alcohol-related admissions to hospital fell, now at a level below the regional average. Rates of permanent admissions to residential and nursing care homes for older people have fallen thanks to fantastic work across the city's health and care system, enabling more people to live safely and comfortably in their own homes. Once again fewer children in Leeds were subject to a child protection plan at the end of the year than were at the beginning, reflecting a journey which has seen the city safely reduce the number of looked after children over the last eight years when numbers have risen elsewhere. The city has attracted over £1.6million funding to support new and existing migrants to settle, and to alleviate pressures on services and communities with higher levels of migration. As co-chair of the national special interest group, Leeds is also leading the way on countering extremism in the UK.

We continue to invest in high quality infrastructure – our park and ride sites are growing in popularity, we are replacing over 86,000 street lights with LED bulbs, we're continuing to invest in connectivity and public Wi-Fi, and more than 3,000 residential and 500 commercial properties were moved to a lower level of flood risk over the year as a result of ongoing investment into flood alleviation measures. Our housing services continue to be of a high quality with more than 90% of repairs completed right first time and 3 out of every 4 council tenants satisfied with the quality of their home and appearance of their neighbourhood. Internationally Leeds is increasingly seen as a good place to do business as we saw new projects funded by foreign direct investment rise by 11%, in contrast with the other Core Cities where projects fell on average by 10%.

Across so many areas which matter to Leeds communities we are seeing improvements but we are not complacent and know there is much more work to do. For example, while the number of newly built and converted homes delivered last year was our best result since 2012, not enough of these

are affordable for a majority of Leeds families. The numbers of people accessing food banks have risen. Anti-social behaviour incidents fell by 10% but alongside this hate incidents have increased by 25%, with two thirds of these being related to race hate. While locally we are gearing up for the arrival of HS2, we must continue to loudly make the case in favour of the scheme to national government and to ensure local people have the skills they will need to take advantage of the huge economic opportunities it will present. On the biggest challenge our society faces, there are growing calls for the city to do more to tackle the climate emergency. As a council we are playing our part with moves such as transferring our entire fleet of vehicles to ultra-low emission by 2025, but we know we must do more and are committed to working with businesses and communities to achieve this. Importantly, our city's youngest and oldest require us to continue to focus firmly on their needs, such as improving Early Years Foundation Stage and Key Stage 2 outcomes which place pupils behind national averages, as well as rectifying a fall last year in carers' satisfaction with social care services in the city.

As the UK embarks on life outside of the European Union there will be uncertain times ahead for everyone. We are doing all we can to prepare the city for this change and are confident we have the plans in place both to deal with any negative impacts but also to maximise the opportunities to work internationally which Brexit will present to us. Knowing the talents and aspirations of all our communities in Leeds we should be confident about what lies ahead for our city.

Thank you to our dedicated staff, our supportive partners and the Leeds public who continue to work so positively with us to make Leeds such a vibrant and welcoming city in which to live, work and visit.



Cllr Judith Blake, Leader of Leeds City Council and  
Tom Riordan, Chief Executive of Leeds City Council







## Executive Summary

### Introduction

Our corporate plan, the 'Best Council Plan', for 2018/19 set out our vision to be the best city and the best council in the country, highlighting seven interconnected 'Best City' priorities and our 'Best Council' aim to be a more efficient and enterprising organisation. One year on, it is time to look back at how the city and the council have performed against these ambitions. This report considers each of the priority areas, summarising some of the key successes but also highlighting where challenges still exist. These challenges, and how the council and our partners across the city and the region plan to address them, are further explored in the latest [Best Council Plan](#) update which retains its focus on tackling poverty and inequalities.

An overview on performance during 2018/19 is provided below with the full results at Appendix 1.

### Performance Overview

#### Best City Priority: Inclusive Growth

##### *What we set out to do in our 2018/19 Best Council Plan*

Despite the continued economic success of our city, Leeds contains some of the most disadvantaged wards in the country and so our ambition remains to tackle the poverty and inequalities impacting upon so many. Launched in 2018, our Inclusive Growth Strategy is a plan for delivering an economy that benefits all Leeds' citizens and communities, supporting everyone to reach their full potential and benefit from the prosperity of the growing city. Inclusive Growth rejects the idea that wealth will 'trickle down' the economy and instead favours direct approaches to stimulating growth that promote fairness, address distributional issues and ultimately reduce inequality. The Strategy has been endorsed by our partners, with many setting out their own pledges to help us deliver our aims.

##### *How did Leeds perform in 2018/19*

The city's economy continues to perform strongly: GVA grew by 3.1% between 2016 and 2017 and with a GVA per person of nearly £30,000 – above both England and UK averages - Leeds is the largest centre of economic activity in Yorkshire and Humber. Although productivity still presents a challenge, the employment rate in Leeds remains high, boosted by increasing numbers of people working in the private sector, with particular strengths in a number of key sectors. These include the creative and digital industries, this strength being one of the factors in Channel 4's decision in October 2018 to move its new national headquarters to Leeds. The level of business rates payable across the city went up by 2.7% over the year, a good indication of economic growth and of direct benefit to the local area through the council's successful pilot bid as a member of the Leeds City Region Business Rates pool to retain 100% business rates growth. Though the number of new business start-ups fell by 7%, this fall was lower than the 8.4% drop across England. New projects funded through foreign direct investment rose by 11%, in contrast with the Core Cities where new projects fell on average by 10%. Levels of construction activity reached new highs across a range of sectors (notably office space, health, education and purpose-built student accommodation) and, in a first for Leeds, 5 'Build-to-Rent' residential units under construction. The city experienced one of its strongest years in office take-up with positive results not just for the city centre but also the out-of-town market. The number of overseas visitors coming to Leeds also grew, the city's popularity moving it up from 15<sup>th</sup> to 12<sup>th</sup> in the list of 'top towns' to visit in the country.

Last year the council helped more than 5,000 people into work, lower than the year before and below target, but with some real successes with more disadvantaged people: for example, the council supported 7,010 people to improve their skills via accredited or non-accredited courses

during 2018/19, 80% of whom were from Leeds' disadvantaged communities. The council works closely with a range of partners in these areas: in a joint project with Leeds BID and Landsec, we launched the new Ambition: Leeds Academy this year, delivering bespoke retail and hospitality training; and we helped deliver a successful Leeds Apprenticeship Recruitment Fair, featuring 134 exhibitors and attended by 6,000 visitors. Such initiatives contribute to the increase in the proportion of Leeds' working age population with at least a Level 4 educational qualification: between 2017 and 2018 this went up by 1.7% (more than 12,000 people), double the national year-on-year increase. *(For more on tackling poverty, please see the 'Safe, Strong Communities' priority below.)*

## **Best City Priority: Health & Wellbeing**

### ***What we set out to do in our 2018/19 Best Council Plan***

The vision set out in the Leeds Health and Wellbeing Strategy is that we will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest. This will enable us to become the best city for health and wellbeing. By supporting healthy lifestyles, working with communities and targeting support in the most deprived areas we can reduce premature mortality and avoidable illnesses and increase overall health and wellbeing. This vision is underpinned by a strong commitment to partnership working across health and care services and recognises that health and wellbeing start with people: our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; and the environment we create to live together all have a profound impact on the health and wellbeing of our citizens.

Helping people to be independent, live in dignity and enjoy long, happy, healthy and active lives is at the heart of Leeds' ambition to be a compassionate city with a strong economy. Our Leeds Health and Care Plan outlines how we will support people to access the right care at the right time. This is part of our 'Leeds Left Shift' approach, which describes how we are supporting a prevention-based approach and designing stronger community / third sector, primary care and mental health services. This approach frees up our social care, urgent care and hospital services to more effectively manage the people that need additional support and/or urgent and emergency care.

### ***How did Leeds perform in 2018/19***

#### **Partnership working**

We use an integrated partnership approach as 'Team Leeds' to drive improvements across the health and care system, exemplified by our newly developed Local Partnerships that bring together health and social care workers together with the third sector, housing officers and employment advisors. Our work with the Leeds Academic Health Partnership (LAHP) continues to strengthen the relationship between the city, health system and academic community. The LAHP has supported a range of projects, one of these being the new Leeds Health and Care Academy that will transform the education and training of the 57,000 health and care staff in Leeds. Through our role in the West Yorkshire and Harrogate Health and Care Partnership we succeeded in attracting both innovation and investment to Leeds, including £13m to build a Child and Adolescent Mental Health Unit that will shorten waiting times and help young people get specialist help closer to home, and a share of the extra £70m the Partnership attracted to new programmes on cancer, mental health, diabetes and urgent care.

#### **Population health and wellbeing**

A range of successful programmes and initiatives were delivered during the year aimed at helping people become more active, more often, many focused on reducing inactivity through encouraging increased participation, particularly among underrepresented groups. The number and percentage of people in Leeds classed as inactive fell from 2017 to 2018, ranking Leeds second after Bristol among the Core Cities, with a corresponding increase in the 'active' figures. In October 2018 the

council-commissioned One You Leeds (OYL) marked its first birthday as an integrated healthy living service for Leeds residents: more than 60% of referrals to the new service have been for people living in the more deprived areas of the city. Earlier this year Leeds received widespread media coverage for its success in tackling childhood obesity through a long-term city strategy, supported by programmes such as Henry (Health, Exercise, Nutrition for the Really Young): an independent review found that the prevalence of obesity among children entering primary school fell significantly between 2009/10 and 2016/17, with the biggest reduction among the most deprived children, bucking national trends.

The infant mortality rate has improved in Leeds, with a slight narrowing of the deprivation gap, but the most recent results for 'avoidable years of life lost' have worsened and life expectancy at birth rates are below both regional and national averages. Suicide rates in Leeds have gone up in recent years with figures for 2015-17 (the most recent period for which data is available) higher than the other core cities and England as a whole; for 2017, the male/female ratio was around 5:1, in contrast with England's 3:1 ratio. The rate of teenage pregnancy in the city has levelled off (2015-17) but, as has been the case since 2003, remains higher than the England average. However, smoking prevalence continues to reduce and, after two years of increasing rates, the rate of alcohol-related admissions to hospital fell between 2016/17 and 2017/18 to a level below the regional average. Over 21,000 NHS health checks were completed in 2018/19, up by 5.7% on the previous year.

### Adult social care

The national Adult Social Care Outcomes Framework (ASCOF) measures how well care and support services achieve the outcomes that matter most to people across a range of indicators. 2018/19 ASCOF data for Leeds is provisional and comparisons with regional and national performance figures are only available for 2017/18. Based on the provisional results, the headline 'quality of life' measure for people receiving adult social care services remains high (last year we ranked in the top quartile of local authorities across the country) with increases across a range of supporting measures, including: the overall satisfaction of people with their care and support; the proportion of people who had as much social contact as they like; the percentage of referrals resolved at initial point of contact or through accessing universal services; the percentage of people with learning disabilities in paid employment and living in their own home or with the family; and how safe people feel. Leeds continues to perform well for people who receive self-directed support, the proportion of carers receiving self-directed support and carers receiving direct payments; however, performance has fallen for direct payments to people and so this remains an area for improvement.

Rates of permanent admissions to residential and nursing care homes for adults over 65 continue to fall (though there has been a slight increase in the 18-64 age range) with linked good performance in levels of short-term support from hospital provided, expanded community support through Leeds' in-house providers and Shared Lives service with increasing use of asset-based community development and asset-based approaches, and ongoing improvements to reablement services. These measures have contributed to a positive fall in the overall delayed transfers of care from hospital, with a significant improvement in those cases attributable just to adult social care. The Care Quality team is now well established and continues to actively identify and support those care homes that need to improve.

A national survey of adult carers takes place in England every 2 years: the most recent 2018/19 survey found that overall carers' satisfaction with social services in Leeds fell but figures were up in terms of carers who find it easy to find information about services and those who had been included or consulted in discussion about the person they care for. A cross-city approach to supporting carers continued during the year with a key focus being on working carers. Further investment has also been made in offering short breaks to people with a significant caring responsibility and extra money to Carers Leeds to spend on those things that carers say would make a difference to them.

## **Best City Priority: Child-Friendly City**

### ***What we set out to do in our 2018/19 Best Council Plan***

Through our aspiration to be a child-friendly city, we are making a real difference in the lives of children, young people and their families. More children in Leeds are now safe and secure in their families; children and young people have greater voice and influence; and an increasing number are achieving good outcomes, including making good progress in their learning. This is an ongoing journey: we need to maintain this progress by continuing to put children and young people at the heart of the council's policies and partnership working, staying focused on keeping children safe, and working collectively to ensure that families receive the support they need. Our aim is to ensure that the needs of vulnerable children, young people and families who experience inequality of opportunity or outcomes are identified and responded to as soon as possible. Challenging child poverty is at the centre of the Children and Young People's Plan whilst the supporting Triple A Strategy (focusing on attendance, achievement and attainment) aims to ensure that all children – including those affected by child poverty – have the opportunity to reach their potential.

### ***How did Leeds perform in 2018/19***

The council received an 'outstanding' overall rating from Ofsted under its new inspection framework, with inspectors noting that, "Substantial progress has been made in delivering the vision to make Leeds a child-friendly city". Shortly after the inspection we won two Children & Young People Now awards – one for social work recruitment and professional development, another for play – and were shortlisted in three other categories. Fewer children in Leeds were subject to a child protection plan at the end of the year compared to the start and over the last eight years, the city has safely and appropriately reduced the number of children looked after, bucking the national trend. As with the picture nationally, the number of children and young people in Leeds living with an education, health or care plan has risen rapidly in recent years but the council continues to perform highly in issuing more than 97% of plans within the required timescale.

Leeds children overall make good progress in learning with Progress 8 scores remaining strong, though results from the 2017/18 academic year placed pupils behind national at the Early Years Foundation Stage and at Key Stage 2. School attendance figures compare well and authorised absence in Leeds schools is amongst the lowest in the country, but persistent absence and unauthorised absence remain a challenge. During the year the council, as part of a regional consortium, successfully bid for European Structural & Investment funding for work with NEET young people; effective tracking of this cohort remains a priority.

Children and young people themselves continue to grow their influence across the city: nearly 25,000 (36% of the youth population) voted in the 2018 Make Your Mark ballot which gives young people a say on what Members of Youth Parliament will debate in the House of Commons; more than 7,500 children voted in the 2018 Leeds Children's Mayor Elections; and the 2019 Child Friendly Leeds awards were successfully planned and delivered by the 'Dynamics' – a group of 13 young people.

## **Best City Priority: Safe, Strong Communities**

### ***What we set out to do in our 2018/19 Best Council Plan***

As one of the fastest growing cities in the UK, where people of all ages and from many different backgrounds, cultures and beliefs live and work alongside each other, we want Leeds to be a place where people get on with one another and feel they are part of their local community. One of our key aims is to keep people safe from harm and protect the most vulnerable by tackling crime and anti-social behaviour, promoting community respect and resilience, and helping people out of financial hardship. Central to our ambition is a place-based, integrated approach to service delivery, combined with a focus on tackling poverty and reducing inequality in our poorest

neighbourhoods. To achieve this, we need strong local leadership that encourages conversations within communities and empowers them to resolve problems and conflict themselves; raises aspirations for the future; creates better links to both social and economic opportunities; and improves the city's resilience to extremist narratives of all kinds. Through increasing engagement and participation we aim to reduce dependence on public services and build more resilient communities across the city – communities that are safe and welcoming to all.

### ***How did Leeds perform in 2018/19***

With around one fifth of all Leeds working residents estimated to earn below the Real Living Wage in 2018 and up to 70,000 adults affected by in-work poverty (after housing costs are deducted), tackling poverty and inequalities remains a long-term priority. Our approach to locality working and priority neighbourhoods was further developed with local partnership teams ('Core Teams') introduced, working with communities to increase community involvement and participation – one success being a drop of nearly 70% in anti-social behaviour in neighbourhoods that have been suffering particular challenges. A network of 35 Community Hubs are now in place in accessible locations within the most deprived areas of the city, bringing together a range of services under one roof with a focus on reducing financial hardship and helping people into work. Funding was secured to establish a Leeds-based NHS Northern Gambling Service, the service due to start providing services in September 2019, and, following the success of the first Beat the Odds campaign in 2017, we worked closely with the gambling industry to launch a second campaign, this time targeted at problem gamblers during last summer's football World Cup. Food poverty continues to be a concern for the city, latest figures showing a rise in the numbers of people accessing a foodbank and receiving meals from the Leeds Food Aid Network and Street Outreach Service; the council has worked closely with partners to help fund and provide a series of projects aimed at tackling holiday hunger, providing food alongside games and activities to help tackle social isolation and food insecurity amongst children during the school holidays. We spent £0.5 million on goods and services in 2018/19 through the local welfare support scheme, making discretionary housing payments to customers in receipt of housing benefit but whose housing benefit does not cover their rent in full, and provided welfare advice to more than 36,000 people. We worked closely with partner organisations to prepare for the 'full service' digital platform of Universal Credit which went live in October 2018.

Across the country and in Leeds there has been an increase in police-recorded crime, going up in Leeds by 10.3% from 2017/18 to 2018/19. Figures have also risen in Leeds for the number of domestic violence and abuse incidents reported to West Yorkshire police and the repeat victim rate. The number of reported anti-social behaviour incidents fell in Leeds by 10% but there has been a 25% increase in the number of reported hate incidents, two thirds of these categorised as race hate incidents. Though these figures are attributable in part to greater awareness and willingness to report, the council continues to work closely with police and other partners through Safer Leeds (the city's statutory Community Safety Partnership) to tackle these, and other elements of crime and disorder. Responses from Leeds' residents to the Office of the Police and Crime Commissioner's 'Your Views' survey in 2018/19 again compare favourably to the broader West Yorkshire position, Leeds scoring highest across the region for the level of confidence in local community safety partners. Our work on Prevent, part of the UK's CONTEST Strategy that aims to reduce the risks of terrorism, accelerated during the year: following a joint partnership day for statutory partners in July 2018, a comprehensive action plan for the city has been developed to mitigate identified threats; as co-chair with Luton Borough Council of the national Special Interest Group on Countering Extremism, we have helped develop and deliver a number of national seminars, sharing learning and building networks between local authorities across the country; more locally, we have continued to work with third sector partners to tackle all types of extremism through the Building a Stronger Britain Together programme.

We continue to pride ourselves on being a diversely rich and vibrant city that welcomes everyone. Contributing to this, in the past two years Leeds has successfully attracted over £1.6 million of

government funding for a number of migration projects, helping people to settle in Leeds and alleviating pressures on services and communities where there are higher levels of new migrants. Leeds also took part in co-ordinating community consultation activity on Windrush and has been elected alongside five other local authorities to take part in a pilot scheme to deliver support to victims of modern slavery.

## **Best City Priority: Housing**

### ***What we set out to do in our 2018/19 Best Council Plan***

As a city, it is our ambition to provide enough good quality and accessible homes to meet the needs of our growing and ageing population. This ambition brings considerable challenges, such as: increasing the supply of affordable housing; reducing fuel poverty amongst our poorest communities; tackling homelessness; and meeting the housing needs of older residents. We are working closely with our partners to improve the quality of existing housing and regenerate neighbourhoods, to secure housing growth with a good mix of sizes and tenure types, to bring empty homes back into use and to create more energy efficient homes for the future. We are also setting the standard through our work to prevent households becoming homeless or, when that is not possible, to ensure that the transition to alternative, suitable accommodation is as smooth and as speedy as possible.

### ***How did Leeds perform in 2018/19***

The number of newly built and converted homes delivered during the year was Leeds' best result since 2012 and the number of student accommodation bedspaces under construction at the end of 2018 were nearly quadruple the annual average since 2007. The number of affordable homes delivered was a significant improvement on the previous year but below the amount needed to reduce an historical under-provision. The average re-let time of council homes has continued to improve, as has the number of untenanted void properties which remains below the 1% target. Following government's change to funding regulations in October 2018, we are expanding our programme of council housebuilding from 2019/20 onwards: 69 new council homes were built during 2018/19 and we are aiming to deliver 300 more per year in future. 6 new Extra Care schemes are now in progress across the city, helping people to live at home longer, and we have introduced a 'Homeshare' scheme, which matches someone who needs help to live independently in their own home (Homeowner) with someone who has a housing need (Homesharer). We have also worked with housing providers to influence the development of 45 new units of housing to meet the environmental needs of adults with learning disabilities and/or autism. The percentage of housing adaptations completed by Housing Leeds within target timescales in both private and public sector homes has fallen and remains below the government target of 95%.

Results for the council's 2018/19 housing tenants (STAR) survey were generally positive. The headline result of overall satisfaction level for General Needs Tenants remained the same at 76% with increases in all tenants (General Needs, Retirement Life Scheme and High Rise) being satisfied with the overall quality of the home, overall appearance of the neighbourhood and perception of Housing Leeds. Tenants also responded that their top priorities remain repairs and maintenance and overall quality of the home. The percentage of responsive repairs completed right first time remained consistently high and above the 90.5% target throughout 2018/19, and though carrying out such repairs within timescale was below the 99% target, the direction of travel is positive. The percentage of council homes meeting the decency standard increased over the year, standing at 93.19% in March 2019. The percentage of council housing complaints responded to within timescales remains an area for improvement but positive progress was made towards the end of the year.

The introduction of the Homelessness Reduction Act in April 2018 means that local housing authorities have more responsibility to take reasonable steps to help prevent any eligible person

who is at risk of homelessness from becoming homeless. In relation to the percentage of cases where homelessness has been prevented or relieved, Leeds' monthly performance consistently remained above the service standard of 80%. The council's homeless advice service, Leeds Housing Options, deals with around 15,000 households per year and in 2018/19 helped almost 1,000 cases avert the threat of homelessness. Unlike most comparable councils, Leeds has not made use of bed and breakfast accommodation for the last five years.

## **Best City Priority: Sustainable Infrastructure<sup>1</sup>**

### ***What we set out to do in our 2018/19 Best Council Plan***

Like other growing cities, Leeds faces a number of significant challenges, including improving air quality, linking people to services and employment, and increasing the numbers of people choosing public transport. Congestion and disruption on busy road and rail routes remain long standing issues, causing delays to journey time and contributing to air quality problems. A strategic approach to planning, funding and delivering an improved, sustainable infrastructure for Leeds will help us support this growth. An integral part of this priority is our desire for Leeds to be a 'green city' in which to live, work and visit. Working with partners to reduce carbon emissions will bring about benefits through cleaner air and more affordable warmth. Whilst Leeds has successfully reduced its carbon emissions by over a third in line with global agreements, there's still lots more work to be done to reach our longer term target. Technology will make homes and businesses more energy efficient, deliver more sustainable transport, help reduce waste and recycle more and give the city greater energy security. New jobs and apprenticeships can be created in the environmental arena.

### ***How did Leeds perform in 2018/19***

On 27 March 2019 the council declared a climate emergency, setting out a commitment to make the city carbon neutral by 2030 and, over time, to embed sustainability into all its decision making. We have continued to make good progress during 2018/19, working with partners across all sectors on a range of initiatives such as the Leeds PIPES district heating network which is being rolled out across the city centre sooner than anticipated, and the Warmth for Wellbeing Scheme that has supported more than 1,500 vulnerable and low income households since October 2018, contributing to a year-on-year improvement in the number of households in Leeds in fuel poverty, though the city remains behind the regional and national averages. Following public consultation, the council approved a scheme to replace around 86,000 street lights with LED bulbs over 4 years and a number of schools have also moved to LED lighting, delivering both CO<sub>2</sub> and financial savings. Recycling performance is slightly above that achieved last year, provisionally standing at 38.71%, but remaining below our target of 46.1%.

In regards to transport, in January 2019 government approved the Leeds Clean Air Charging Zone and awarded £29m to support the required infrastructure and business transition to compliant vehicles. The council has continued its own programme to replace its entire fleet with ultra-low emission vehicles by 2025, winning a number of transport industry awards in 2018/19. The percentage of journeys into the city centre using more sustainable transport has risen again through a combination of more people walking, cycling, by bus or by train with the CityConnect Cycle Superhighway and the city's park and ride sites continuing to grow in popularity. December 2018 saw these sites celebrate their two millionth passenger journey and 97% of customers surveyed across the two sites at Elland Road and Temple Green said that they would recommend park and ride to others. The number of people killed or seriously injured from road traffic accidents remains a concern though, with figures rising between 2017 and 2018, including the number of fatalities and so work continues to develop and deliver a range of road safety measures.

---

<sup>1</sup> This priority was referred to as '21<sup>st</sup> Century Infrastructure' in the 2018/19 Best Council Plan. It has since been revised to 'Sustainable Infrastructure' for the updated Best Council Plan 2019/20 – 2020/21.

Significant investment and work to redevelop Leeds Station continues in preparation for a forecast doubling of train passenger numbers over the next 30 years and in readiness for High Speed 2 and 3 rail networks. As Leeds City Council Leader Judith Blake commented, “The evidence for HS2’s economic and social benefits is irrefutable. It will help rebalance the UK, pump millions of pounds of investment into local economies and is already supporting 9000 jobs. It is the largest infrastructure project in Europe and should be seen as a statement of UK ambition that will pay for itself many times over in terms of increased productivity.”

More than 3,000 residential and 500 commercial properties were moved to a lower level of flood risk between 2017 and 2018 and the innovative moveable weir on the River Aire (part of Phase 1 of the Flood Alleviation Scheme) was used for the first time in March 2019; Phase 2 is now underway alongside local schemes. Investment in full fibre broadband accelerated over the past year with the Full Fibre Network Programme aiming to make Leeds the largest Gigabit and 5G-capable city outside of London, boosting investment and closing the digital/social divide in some of the city’s poorest areas. Our ‘100% Digital Leeds’ initiative is helping to make sure everyone in the city has the digital skills they need with free Wi-Fi in libraries and a tablet lending scheme in inner city communities amongst our successes.

## **Best City Priority: Culture**

### ***What we set out to do in our 2018/19 Best Council Plan***

We believe that culture can make a positive contribution to the city’s confidence, profile, economy and wider community cohesion, an ambition that underpins the Leeds Culture Strategy. Since the city’s bid to be the European Capital of Culture came to an end, Leeds has forged ahead with its plans to host an alternative year-long celebration of culture in 2023. Although no longer a European event, this festival of culture will continue to have a strong international focus and will celebrate the diverse cultures from across the globe to be found in Leeds. Our aims are to ensure that culture can be created and experienced by anyone, to enhance the image of Leeds as a location for major events and attractions and maintain quality accreditations for our day-to-day services such as council-run attractions, parks and green spaces.

### ***How did Leeds perform in 2018/19***

2018/19 was another year of cultural success for Leeds, reflected by Leeds winning the prestigious EUROCITIES prize for Co-operation and securing the hosting of the EUROCITIES Culture Forum this October. The city once again delivered a wide range of cultural events which were enjoyed by thousands of people, families and communities: well-established events such as the Leeds West Indian Carnival, Leeds Pride and Light Night sat well alongside newer offerings such as the historic Armistice 100<sup>th</sup> anniversary commemorations. The Leeds Cultural Education Partnership was established with an objective to ensure that culture remains a key feature within education and can be enjoyed by anyone, regardless of their background; and in March 2019, the first annual City Music Forum was held, bringing people together to help develop and deliver a city-wide music strategy.

The council maintains the city’s parks, several of which were recognised as some of the best green spaces in the UK and awarded Green Flag status, an accreditation that recognises high environmental standards, excellent visitor facilities and a beautifully maintained environment. Leeds also retained its prestigious Purple Flag status for a third successive year, a benchmark for good night time destinations, acknowledgement of the positive and joined-up partnership approach taken and initiatives such as the council’s introduction of a dedicated Street Support Team.

Leeds Museums and Galleries remains the largest local authority-run museum service in England and 2018/19 saw the service welcome a record number of visitors: 1.7m across its nine sites; all nine have this year maintained their accreditation with the Arts Council UK Accreditation scheme. In



October 2018 Leeds City Museum won the national Kids in Museums Family Friendly Museum of the Year award: an annual award based on public nominations, this is awarded to one museum, gallery, historic home or heritage site that has made outstanding efforts to welcome children and families and respond to their feedback. These successes are helping to build and maintain momentum for our 2023 year-long celebrations.

## **Best Council Ambition: Efficient and Enterprising Organisation**

### ***What we set out to do in our 2018/19 Best Council Plan***

Our journey to become a more efficient and enterprising organisation centres on a programme of organisational cultural change. This is aimed at making the best use of resources within the council and strengthening our leverage, influence and partnerships across the city, the region, and nationally. To date, we have responded to the financial challenges facing local government and been able to balance the budget each year, protecting front-line services and avoiding large-scale compulsory redundancies. This has been achieved by stimulating good economic growth, creatively managing demand for services, increasing trading and commercial income, growing council tax from new properties and a significant range of organisational efficiencies. These efforts will continue.

We remain confident we can deliver our Best Council Plan priorities through investing in our staff's wellbeing as well as skills, helping them perform at their very best. We encourage a 'can do' culture across the organisation where people feel more confident and empowered. This aims to eliminate barriers, celebrate differences and create a workforce more representative of our communities. Underpinning everything we do – our policies, strategies, processes, communications and resilience – and how we work are our values. They provide a reference point for staff on how they are expected to behave and what they, and our customers and partners, can expect from us.

### ***How did Leeds City Council perform in 2018/19***

We maintained our focus during the year on looking hard at what we do and how we do it as part of our ongoing journey to become a more efficient and energising organisation, carrying out a range of activities to help deliver our medium-term financial strategy and maintaining a high level of day-to-day service performance. Together with inflationary and other pressures on spending, 2018/19 was another year of significant financial challenges and uncertainties, but once again, we delivered our services within a balanced budget. Our council tax and business rates income collection rates remained high and though rent collection across council housing slightly fell compared to 2017/18, it is a positive position given the significant increase in the numbers of tenants moving to Universal Credit since October 2018. We also increased the proportion of invoices we pay promptly to suppliers, up by 5% and exceeding the target of 92%. Flavour and PRESTO, the council's commercial services for catering and home cleaning/companionship, grew their number of customers and we expanded our offer, introducing home gardening and window cleaning services. Our Changing the Workplace programme continued, improving staff's working environments and delivering better services for customers. The programme has led to significant savings too through the release of buildings (13 since 2016 at a cost saving of £8.6m) and recycling furniture and other assets.

The council has operated a voluntary retirement and severance scheme since 2010/11 which has generated savings and contributed to a reduction in the workforce: as at the end of March 2019, the council employed 12,636 full-time equivalent members of staff, down from 15,000 in 2010. As part of our overall approach to recruit and retain a skilled and diverse workforce for the future, we have increased the number of apprentices employed to 636, above our target of 2.3% of the workforce and across a range of roles, including childcare, healthcare, craft roles, civil engineering, finance, legal and leadership and management. Work is underway to explore what more can be done to engage communities and offer opportunities to priority groups to increase diversity. We remain committed to paying our staff in line with the Leeds City Council minimum wage, which is above the Real Living Wage. During 2018/19 we carried on working in readiness for implementing a pay award and new pay scales from 1<sup>st</sup> April 2019: a key feature of this revised pay structure is ensuring that

our lowest paid employees transfer to a minimum pay rate of £9.18 per hour – an investment that will be of particular benefit to our female members of staff in jobs like school catering and cleaning, thereby helping to close the gender pay gap. Though there is more to be done, the gap closed by 2% between 31<sup>st</sup> March 2018 and 2019.

We recognise the importance of looking after our staff to make sure they are safe and well, both for their own physical and mental health and wellbeing but also to deliver better services and outcomes for the people of Leeds. In February 2019, in recognition of this, the Best Council ambition was updated to become ‘An Efficient, Enterprising **and Healthy** Organisation’. Our average staff sickness level in 2018/19 fell slightly from the year before but remains above the 8.5 days target. The highest cause of absence is mental health and so we have expanded the support we offer in this area, including increasing mental health first aid training throughout the organisation. Support for staff is also provided through our range of staff networks which help promote increased understanding and awareness around their themes (Disability and Wellbeing; Healthy Minds; LGBT+; Women’s Voice; Carers; Early Careers) and also support ongoing improvement in our organisational development and cultural change work. Our staff appraisal figures present a mixed picture: 93% of staff had a mid-year appraisal, down from 96% in 2017/18, but our year-end appraisal figures went up from 96% to 98%. These figures show there is more to do if we are to hit our 100% target.

Telephone performance declined during the year in our Contact Centre: 84% of calls answered with an average wait time of over 6 minutes, against a target of 90% and 3 minutes. We are continuing to focus on addressing ‘avoidable contact’ and developing our online self-service options. The proportion of customers using self-service went up by 5% over the year and to help increase this further, we engaged with customer to find out more about how they interact with us digitally. In 2018/19 our IT systems availability again exceeded the target of 99% across the c. 600 business applications supported. We also carried out a major programme of work to ensure compliance with the requirements of the government’s Public Services Network (PSN), a network which helps public sector organisations work together, reduce duplication and share resources and were awarded PSN accreditation in July 2018.

We continued to keep data held on the council’s network secure and available with additional work carried out in readiness for the introduction in May 2018 of the General Data Protection Regulations (GDPR) and the Data Protection Act, the most significant developments to data protection law for a decade. The number of statutory requests for information went up following the introduction of GDPR which has impacted on our response times within the timescale specified by legislation though remaining in both cases above 90%.

Like any other major city, Leeds can suffer disruption caused by a major incident or emergency and the council works hard with partner agencies, businesses and communities to build resilience. Along with dealing with a major gas leak and other incidents affecting the city’s road network in 2018/19, we have continued to prepare for the UK’s withdrawal from the EU, developing contingency plans for a range of scenarios. Our Chief Executive, Tom Riordan, was also appointed by government in February 2019 as part of a network of nine local authority chief executives across England tasked with engaging with other councils in their regions on preparations. The council’s own continued preparations centre on a strategic response plan which has been put together to provide a framework to deal with the uncertainty in the build up to and the response phase after the UK’s exit. The response plan can be scaled up or down depending on the nature of the UK’s final exit from the EU. More information can be found in a series of reports considered by our Executive Board, most recently on 4 September 2019 (report available [here](#)).



## Appendix 1: Performance data in full

### Best City Priority: Inclusive Growth

#### *What we set out to do in our 2018/19 Best Council Plan*

Despite the continued economic success of our city, Leeds contains some of the most disadvantaged wards in the country and so our ambition remains to tackle the poverty and inequalities impacting upon so many. Launched in 2018, our Inclusive Growth Strategy is a plan for delivering an economy that benefits all Leeds' citizens and communities, supporting everyone to reach their full potential and benefit from the prosperity of the growing city. Inclusive Growth rejects the idea that wealth will 'trickle down' the economy and instead favours direct approaches to stimulating growth that promote fairness, address distributional issues and ultimately reduce inequality. The Strategy has been endorsed by our partners, with many setting out their own pledges to help us deliver our aims.

#### *How did Leeds perform in 2018/19 (based on latest available data)*

- In terms of economic output (Gross Value Added – the total value of goods produced and services provided), the **Leeds economy** grew from £22.55bn in 2016 to £23.25bn in 2017, a rise of 3.1%. Though slightly less than the average national growth of 3.6% for the same period, compared with other major cities and conurbations outside London, Leeds' GVA is exceeded only by Birmingham (£28.1bn). *[Source: ONS Regional GVA (Balanced by local authority), released December 2018. NB: 2017 figures are the most recent available and are provisional]*. Looking at GVA per person, Leeds is the largest centre of economic activity in the Yorkshire and Humber region: the GVA (balanced) per head in 2017 was £29,626, above the England average of £28,096 and the UK average of £27,555.
- **Productivity**, however, continues to be a challenge. A key area for concern is the 'hollowing-out' of skilled and semi-skilled occupations, traditionally in the manufacturing sector, but increasing across a wider range of sectors. Although Leeds produces a range of highly skilled jobs, recent employment and output growth has seen a rise in 'lower productivity' sectors such as consumer-services and this continues to impact on growth and productivity.
- The city continues to experience high levels of **employment**, as measured by the employment rate, with 78.4% (around 418,000 people) of the economically active population (16-64 year-olds) in work during 2018/19, up 1.6% from 76.8% in 2017/18. This is 1.1% above the results for the region (77.3%) but slightly down on the UK rate (78.7%). *[Source: ONS Annual Population Survey, data relating to April 2018 to March 2019, from Nomis 15/8/19]*.
- Once again, the number of **people working in the private sector** in Leeds went up, increasing by 3.8% from 363,400 (2016) to 377,200 (2017 – provisional). When compared to the other UK core cities<sup>2</sup>, Leeds has the highest percentage of private sector employment as a proportion of all employment (83%). Considering the number of employees in both the public and private sectors outside of London, Leeds ranked 1st for these sectors: Digital; Export Intensive; Creative; Construction; Information and Communication; Finance and Business Services; and Business Administration and Support. *[Source: ONS UK Business Register and Employment Survey (BRES); provisional results 2017]*.
- Last year the council helped 5,127 **people into work**, 93% of the 5,500 target and below the 2017/18 figure of 5,624. Half of those helped during 2018/19 were through the Jobshops, and

<sup>2</sup> Core Cities UK is a partnership of ten city councils (Birmingham, Bristol, Cardiff, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield) with a wide range of shared interests encompassing transport and connectivity, innovation and business support, skills and employment, sustainable communities, culture and creative industries, climate change, finance and industry, and governance. Leeds City Council's Leader, Councillor Blake, currently chairs the Core Cities Cabinet, comprising the Leaders of each member local authority.



over 1,000 through Adult Learning – at the end of March 2019 there were around 5,000 enrolments on 1,237 courses at 154 venues across the city. 220 of the hardest to reach Leeds residents were helped into work since April 2018 through STEP (Skills, Training and Employment Pathways) and 283 customers gained employment via the Personal Work Support Package – exceeding the target of 200 by 42%. In March 2019, the first direct Arena hosted the Leeds Apprenticeship Recruitment Fair: 134 exhibitors, 400 live vacancies and 6,000 visitors helped to make this a success, with 98% of those surveyed saying they would recommend the fair to others and 95% that they are more likely to start an apprenticeship having attended the event.

- 7,010 people were supported to **improve their skills** via accredited or non-accredited courses during 2018/19 (provisional figures), exceeding the target of 7,000 set by the Education & Skills Funding Agency (ESFA). 8 in 10 of those supported were from Leeds' disadvantaged communities. Support is largely through the Adult Learning Programme which actively targets learners who are: low skilled; have no or low level qualifications; are living in poverty; unemployed, workless or vulnerable to social exclusion; and individuals facing specific and often multiple barriers and disadvantage, such as adults with learning difficulties and/or disabilities, those with mental ill health and people who are vulnerably housed. The government recently announced that those working but earning less than £16k annually would be eligible to access provision at no cost.
- In response to direct demand from retailers looking for skilled recruits to join their workforce, in October 2018 a retail and hospitality training academy was launched in Leeds. The **Ambition: Leeds Academy**, a joint project between the council, Leeds BID and Landsec, delivers bespoke training courses, qualifications and masterclasses by some of the region's most respected education partners. In its first three months, the academy supported over 250 businesses and 500 individuals with a wide range of skills to improve the sector.
- The proportion of Leeds' working age population (WAP) with at least a **Level 4 educational qualification** once again increased, going up by 1.7% between 2017 and 2018, from 36.5% (185,500 people) to 38.2% (197,600 people). This was higher than the regional (0.3%) and national (0.8% across Great Britain) year-on-year increases. When comparing the 2018 rates, Leeds fared well in comparison to the Yorkshire and Humber average of 33.3%, though below the national average of 39.3%. Level 4 qualifications include higher education certificates, higher apprenticeships and higher national certificates as well as level 4 awards, certificates, diplomas and NVQs. *[Source: ONS Annual Population Survey, Jan-Dec 2018 figures released April 2019]*
- The annual **#InLeeds Day** held in February 2019 promoted Leeds as a career destination to 60 undergraduates. Delivered in partnership with Ahead, the University of Leeds, Leeds Beckett and Leeds Trinity Universities, it showcased 11 Leeds-based employers. Following workplace visits, students presented their findings and recommendations on attracting and retaining graduate talent and ensuring the health and wellbeing of their workforce. The University of Leeds, supported by the council's Employment and Skills Service, has also been shortlisted in the Institute of Student Employers Awards 2019 in the category of 'Outstanding University Partnership with an Employer and/or Supplier'.
- Leeds continues to buck the trend in **Foreign Direct Investment (FDI)** which has been a real success story for the city in recent years. According to the 2018 EY Attractiveness Survey, Leeds had a strong year with 21 new projects, a rise of 11% compared to 2017. This compares favourably against the other Core Cities, where new projects fell by 10% overall for the same period, making Leeds the third best performing UK city outside of London, up from fifth position in 2017.
- On 31st October 2018, **Channel 4** announced that Leeds would be the new location of their new national headquarters, including a new Channel 4 Digital Creative Unit and a new major Channel



4 news hub. This represents a significant success for Leeds and the wider city region as a national public service broadcaster relocates to the city, creating opportunities for new local jobs, opportunities for young people and to enhance the diversity of the TV/ Film sector. Every major city outside of London in the country participated in the bidding process to secure the new headquarters, and Leeds was one of only three locations, along with Birmingham and Greater Manchester, to be shortlisted.

- Between 1st April 2018 and 31<sup>st</sup> March 2019, the level of **business rates** payable across the city (gross of appeals, discounts and reliefs) went up from £433m to £445m, an increase of 2.7%, reflecting the gains and losses to the rating list. This is a good indication not just of economic growth in Leeds but is also important in terms of that growth directly benefiting the city through the changes in the level of business rates retained in the local authority area. As part of a successful pilot bid made by the Leeds City Region (LCR) Business Rates pool, Leeds City Council was able to keep 100% business rates retention in 2018/19, an increase from the 50% previously allowed. During the year, the council was part of a successful joint bid with the LCR and North Yorkshire County Council and Districts to retain 75% of additional growth in business rates for 2019/20. As a result the council will become a member of the new North and West Yorkshire Business Rates Pool and will act as its lead authority. *[Source: 2019/20 Revenue Budget and Council Tax Report to Leeds' Full Council 27/02/19]*
- The number of **new business start-ups** in Leeds is slightly lower than reported last year. In 2018, there were 4,277 business start-ups, 322 (7%) fewer than in 2017 but comparing favourably with the national picture where the growth in start-ups across England fell by 8.4%. Leeds is ranked 134 out of the 326 English districts, a fall in ranking from 116 in 2017. *[Source: BankSearch, which compiles information from Companies House and High Street business bank account opening data].*
- Levels of **construction activity** across Leeds reached new highs during 2018, according to the latest Leeds Crane Survey published annually by Deloitte's: 21 new starts, 15 completions, over 800,000 square feet of office space under construction and almost 600,000 square feet completed. Health, education and purpose-built student accommodation also boomed: nearly 750,000 square feet of health and education floor space under construction (including the new Leeds City College Campus at Quarry Hill and the £40m Nexus research and innovation hub at the University of Leeds), plus 2,768 student accommodation units – well above the annual average of just over 700 units since 2007. Residential development saw 3 new starts, with 5 of the developments under construction 'Build-to-Rent' units – a first for Leeds. Numbers 7 and 8 Wellington Place were completed, creating a new government hub for NHS Digital and HMRC. Nolan Tucker, director at Deloitte Real Estate in Leeds, described this investment as, "establishing the perfect environment to support significant economic growth". *[Source: 'Leeds Crane Survey 2019' (Deloitte Real Estate)]*
- Leeds recorded one of its strongest years in **office take-up** in 2018: in the city centre, occupier take-up was 663,000 square feet, consistent with the 5-year average (667,000 square feet) and 18% above the 10-year average (561,000 square feet). Results for the out-of-town market (which includes Kirkstall Forge, Thorpe Park and the White Rose Office Park) were also positive, with a take-up of nearly 400,000 square feet, 24% higher than 2017. *[Source: Leeds Office Agents' Forum].*
- Leeds' popularity with **overseas visitors** remained high, numbers going up from 294,000 visits in 2017 to 344,000 in 2018, ranking Leeds as the 12<sup>th</sup> 'top town' to visit (up from 15<sup>th</sup> in 2017). *[Source: ONS International Passenger Survey 2018, final data published 24 May 2019]* Passenger numbers at Leeds Bradford Airport are set to increase in the future following approval in December 2018 to expand the airport's terminal building; construction is now underway.



- Leeds was voted the 4th most popular UK **conference destination** (up from 7th the previous year) amongst the domestic, corporate and association market in the British Meeting and Events Industry Survey 2019. The city comfortably competes with other conference destinations, many of which have dedicated, large scale conference facilities including London, Manchester and Birmingham.



## Best City Priority: Health & Wellbeing

### *What we set out to do in our 2018/19 Best Council Plan*

The vision set out in the Leeds Health and Wellbeing Strategy is that we will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest. This will enable us to become the best city for health and wellbeing. By supporting healthy lifestyles, working with communities and targeting support in the most deprived areas we can reduce premature mortality and avoidable illnesses and increase overall health and wellbeing. This vision is underpinned by a strong commitment to partnership working across health and care services and recognises that health and wellbeing start with people: our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; and the environment we create to live together all have a profound impact on the health and wellbeing of our citizens.

Helping people to be independent, live in dignity and enjoy long, happy, healthy and active lives is at the heart of Leeds' ambition to be a compassionate city with a strong economy. Our Leeds Health and Care Plan outlines how we will support people to access the right care at the right time. This is part of our 'Leeds Left Shift' approach, which describes how we are supporting a prevention-based approach and designing stronger community / third sector, primary care and mental health services. This approach frees up our social care, urgent care and hospital services to more effectively manage the people that need additional support and/or urgent and emergency care.

### *How did Leeds perform in 2018/19 (based on latest available data)*

#### Partnership working

- We use an integrated partnership approach as '**Team Leeds**' to drive improvements across the health and care system. This involves creating the conditions for people of all ages to thrive by integrating health with economic development, employment, housing and communities. Our newly developed Local Care Partnerships that bring together GPs, nursing teams and social workers together with the third sector, housing officers and employment advisors exemplify this approach.
- Our work with the **Leeds Academic Health Partnership (LAHP)** has deepened the relationship between the city, health system and the academic community. We have promoted an approach rooted in 'innovation through collaboration' that has helped us consolidate our position as the most forward-thinking health and care system in the country. The LAHP has supported projects on health technology, digital, personalisation, genomics and cancer. One of these is the new Leeds Health and Care Academy that will help us deliver our priorities by transforming the education and training of the 57,000 health and care staff in Leeds. It will also support our plans to 'grow our own' workforce by working with schools and colleges across the city and in priority neighbourhoods. An innovative 'Lead to Succeed' programme for aspiring/newly registered managers has also been developed and work is underway to develop provider awards, the first event due to take place in April 2020 aimed at helping to recognise excellence across the sector.
- Leeds maintained a pivotal role in the **West Yorkshire and Harrogate Health and Care Partnership** in 2018/19 and succeeded in attracting both innovation and investment to Leeds. As a council, we are uniquely placed to drive integration between health and social care but also to act on many of the factors that promote good health for everyone: access to green space, decent housing and the kind of inclusive growth that expands employment and opportunity. Working in collaboration at this level also helps to drive the regional health economy, ensuring that the benefits of innovation are shared across all our communities. In 2018/19 through working as an Integrated Care System, Leeds succeeded in attracting a range of funding: £13m to build a much needed Child and Adolescent Mental Health Unit that will shorten waiting times and help young people get specialist help closer to home; £25m for investment in Laboratory



Information Management Systems, including Scan for Safety to increase data accuracy and reliability and saving lives by helping people get from diagnosis to treatment more quickly; and over £2m in additional monies to help deliver the Leeds Plan. Leeds residents also benefited from a substantial share of the extra £70m that the Partnership attracted to new programmes on cancer, mental health, diabetes and urgent care.

- Within Health and Wellbeing transformation, and working across directorates within the council, we are increasingly using **Asset-Based Community Development** (ABCD) and asset-based approaches. Asset-Based Community Development and asset-based approaches begin by finding out what the people living in a community care enough about to work on together to change, develop and/or sustain. ABCD recognises and celebrates the uniqueness of neighbourhoods and the interdependencies of communities. Key to the approach is finding and recognising the assets of an area; these can be anything that can be used to benefit the local community. They will be different in every area, but whatever they are, these community assets are the key building blocks of sustainable community building efforts. The assumption is that, given the tools and the opportunity, small groups of local residents can change the things that they believe need changing in their community better than anyone else. ABCD and asset-based approaches are about building sustainable communities, building connections between people that live in the area so that people can take action on things that are important to them.
- The council continues to invest in a significant amount of Third Sector services which help people have social contact and practical support to tackle loneliness and isolation and maintain their independence. This includes an additional £564K investment into the city's **Neighbourhood Networks** which provide services to support older people living in their own homes for as long as possible. The Networks, which are governed by local people who represent their communities, serve around 20,000 older people across the city. Services provided by the networks include luncheon clubs, dementia cafes, gardening, shopping, befriending, money advice, advocacy and a wide range of leisure and fitness activities. The Networks help reduce pressures on statutory health and care services, as well as enabling local people to get involved in using community assets in ways local people want. In 2018 the Neighbourhood Networks schemes were awarded funding for five years (just over £3m per year, over £15 million in total) to continue their work.

### Population health and wellbeing

- Leeds aims to be the most active big city in England and we want to encourage and support people at every age to become **more active, more often**, resulting in improved physical and mental wellbeing. Active Leeds, Public Health and Health Partnerships have been working together to develop a **Physical Activity Social Movement and Ambition** which will support this aim. In order to shape the Social Movement Campaign and future ambition, a new engagement plan has been launched called Get Set Leeds which encourages a city-wide conversation about physical activity. It is a chance for people to share ideas on what getting active means to them and what might support them to move more. Other council programmes and initiatives to increase physical activity include the growing Leeds Let's Get Active Community Scheme; improving Go Tri sessions take up; the Leeds Girl Can programme; promoting cycling and walking and an increase in health referrals in our health programmes, especially those targeting long-term health conditions. A number of these programmes focus primarily on reducing inactivity by expanding opportunities for people to participate, in particular among underrepresented groups such as women and girls, disabled people and those from deprived communities. The indicator is also a reflection of activities outside of the council's remit such as the growth of private sector provision (for example, the increase in budget gyms in Leeds) and work to engage with community groups and the third sector.
- In the 12 months to November 2018, the number and percentage of people in Leeds classed as **'inactive'** (carrying out less than 30 minutes of moderate activity per week) improved compared





to the previous year: at 143,900 people (22.7%), this is down by 1.86% (11,600 people) from the previous year and by 4.49% since 2015/16. This continues to reflect well against the England national average of 25.1% and ranks Leeds second highest after Bristol (18.3%) among the core cities in 2018. The number and percentage of **'active'** (carrying out at least 150 minutes of moderate activity per week) also rose, from 63.1% (399,700 people) in 2016/17 to 66.1% (419,500 people) in 2017/18, higher than the England averages (61.8% in 2016/17; 62.6% in 2017/18). [Source: Active Lives Survey Nov 2017 - Nov 2018, April 2019 release].

- In September 2018, Leeds City Council was the first local authority in Yorkshire to formally adopt the **Healthy Weight Declaration**. The declaration is a council commitment to promote healthy weight across all areas of the organisation with the aim of improving the health and wellbeing of the local population.
- In October 2018, the council-commissioned **One You Leeds (OYL)** completed its first year as an integrated healthy living service for Leeds residents, providing a range of free and personalised support – such as physical exercise activities, healthy eating support, weight management services and smoking cessation support – aimed at helping individuals make positive changes to their lifestyle and behaviour to improve their health and wellbeing. More than 60% of referrals to OYL have been for people living in the more deprived areas of Leeds. OYL's highlights during the past year included more than 1,550 people signing up for a weight management course and 200+ people taking part on the Move More programme. Linked to this, Public Health England's **Active 10 campaign** - encouraging a brisk 10 minute walk every day as a way of improving health – continued to be promoted across the city.
- Programmes such as Henry (Health, Exercise, Nutrition for the Really Young), which equip parents with the skills, knowledge and confidence to provide a healthy and active family environment, continue to help tackle the city's **childhood obesity** rates. Leeds received widespread media coverage earlier this year for its strategy in this area following the findings from an independent paper that analysed childhood obesity figures between 2009/10 and 2016/17. The report authors found that the prevalence of obesity among children entering primary school (aged 4-5 years) fell from 9.4% to 8.8%, representing a 6.4% drop in the proportion of obese children. The biggest reduction was among the most deprived children in reception, bucking national trends. For Year 6 children, they found that the prevalence of obesity remained the same in Leeds over this time period but increased in comparable cities and England; however, obesity increased among the most deprived children, up by 1.4% compared to 1.3% in comparable cities and 1% across England. [Source: 'Observational analysis of disparities in obesity in children in the UK: Has Leeds bucked the trend?' *Pediatric Obesity*, Volume 14, Issue 9. Authors: M. Rudolf, R. Perera, D. Swanston, J. Burberry, K. Roberts, S. Jebb] Looking at the 2017/18 academic year, the prevalence of obesity among children of Year 6 age in Leeds was 19.9%, below both the regional (20.6%) and England (20.1%) averages. At reception age, Leeds compares well against other local authorities in Yorkshire and Humber (9.5% in Leeds; 9.9% across the region) and matches the England average. [Source: *National Child Measurement Programme – England, 2017-18, published October 2018 NHS Digital*]
- Leeds has been selected as one of four national exemplar sites for **Population Health Management**. A development programme began in January 2019 which tested new models of care with a focus on people living with frailty. A copy of Leeds' plans can be seen [here](#).
- The **Infant Mortality Rate** per 1,000 live births is the over-arching indicator for the multi-agency Leeds Best Start programme, which aims to promote the best start in life for every child from conception to age 2. The rate has improved for the latest reporting period (an aggregate for the three-year period 2015-17) driven by a low number of infant deaths reported in 2017 (32). The Leeds rate was 4.24 down from 4.45 in 2014-16; for Leeds deprived the rate was 5.42, down from 6.01 in 2014-16, with a slight narrowing of the deprivation gap. Leeds remains slightly



higher than England (3.9) but not significantly so. *[Source PHE Fingertips/ Public Health England.]*

- The most recent results for **Avoidable Years of Life Lost** (2015-17) are showing a small narrowing of the gap since the previous period (2014-16) as a result of a small improvement in Leeds deprived (9,253 per 100,000 people, down from 9,270 in 2014-16), though the figures have worsened in Leeds overall (5,547 per 100,000 people, up from 5,475 in 2014-16) and the gap between Leeds overall and deprived areas remains large. *[Source: ONS Mortality data.]*
- **Life Expectancy** at birth for women living in Leeds fell slightly between 2014-16 and 2015-17 from 82.2 years to 82.1 years; for men it remained unchanged at 78.2 years. This places Leeds behind both the region (for 2015-17, female life expectancy was 82.4 years; male 78.7 years) and England as a whole (women 83.1 years; men 79.6 years). *[Source: ONS Life Expectancy at Birth and at age 65 by local areas, UK – release date 12<sup>th</sup> December 2018].*
- **Suicide rates** per 100,000 population (persons aged 10+) within Leeds have risen in recent years: from 10.3 (2012-14) to 10.5 (2013-15), 10.9 (2014-16) and, most recently, 11.8 (2015-17). Leeds' results are higher than those for the same 2015-17 period for England (9.6) and are the highest of the English core cities, in particular when compared to Birmingham (7.6) and Sheffield (7.7). In 2017 (the most recent year for which mortality figures are available) there were 71 deaths attributed to suicide and undetermined intent, 56 of whom were males and 15 females. At a male/female ratio of approximately 5:1, the Leeds results contrast with England's 3:1 ratio. *[Source: PHE Fingertips/ ONS Source Data].*
- **Smoking prevalence** across the city continues to reduce, from 19.41% (2017) to 18.81% (2019) with more men smoking (18.2% as compared to 17.5% for women). *[Source: Leeds GP Audit Data]* As a consequence of lower smoking prevalence there has been a slow reduction in mortality from smoking-attributable deaths in Leeds. Progress continues to be made towards the aim of creating a smoke free generation, with over 35,000 fewer smokers in Leeds than there were in 2011. 2018's Stoptober campaign resulted in 1,206 referrals to the One You Leeds smoking cessation service.
- Following two years of increasing rates, the rate of **alcohol-related admissions to hospital** per 100,000 in 2017/18 showed a reduction of 16 to 646, when compared to 662 for 2016/17. Leeds's 2017/18 result is lower than 697 for Yorkshire and the Humber and slightly higher than 632 for England for the same period. *[Source: PHE Fingertips/ Hospital Episode Statistics and ONS Mid-Year Population Estimates.]*
- 2018/19 saw a total of 21,679 **NHS Health Checks** completed, an increase of 1,174 (5.7%) on the 2017/18 result of 20,505. *[Source PHE Fingertips/ Public Health England.]*
- The rate of **teenage pregnancy** in the city (conception rate per 1,000 women below the age of 18) has levelled off over the three years between 2015 and 2017 (the most recent year for which results are available). For the calendar year 2017, Leeds had a rate of 27.3 per 1,000, 57% higher than for England (17.8) and the region (20.6). Though the rate has been in decline nationally for the last 20 years (also reflected in Leeds' results), since 2003 Leeds rate per 1,000 women has been statistically significantly higher than for England. *[Source: ONS Conceptions in England and Wales, 2017. Release date April 2019.]*

### Adult social care

- The national **Adult Social Care Outcomes Framework** (ASCOF) measures how well care and support services achieve the outcomes that matter most to people based on a number of statutory national government returns, and results from an annual survey of service users and a bi-annual survey of carers; measures relating to delayed transfers of care (DToCs – i.e. when a patient is medically deemed fit to be discharged or transferred from hospital or similar care



provider but is still occupying an acute hospital bed) and people supported from hospital draw upon health-reported data. The ASCOF is used both locally and nationally to set priorities for care and support, measures progress and strengthens transparency and accountability. Data is published annually, and, at the time of writing, official 2018/19 performance figures for England and all local authorities have not yet been published. As such, all ASCOF 2018/19 data for Leeds below is provisional and comparisons with regional and national performance figures are only available for 2017/18. *[The source for all ASCOF 2017/18 data referred to below is NHS Digital's, 'Measures from the Adult Social Care Outcomes Framework, England - 2017-18', published 23 October 2018.]*

- For the headline ASCOF 1A **quality of life** measure for **people receiving adult social care services**, provisional results for 2018/19 were similar to those for the previous year. The measure is an average quality of life score based on responses to eight questions in the Adult Social Care Survey. Against a maximum possible score of 24, Leeds scored 19.7 in 2017/18 (compared to regional and national averages of 19.2 and 19.1 respectively), placing us again in the top quartile of local authorities across the country. Although provisional results for 2018/19 show a slight decrease in the score to 19.6, the trend in recent years has been upwards.
- After three years of increasing performance, provisional results for the proportion of people who use services who have **control over their daily life** (ASCOF 1B) showed a decline from 79.3% in 2017/18 to provisionally 75.1% in 2018/19. Our result of 79.3 for 2017/18 compared favourably against results for England (77.7%) and the region (78.2%).
- The proportion of people who use services and reported that they **had as much social contact as they like** (ASCOF 1I) continued an upward trend seen in recent years, increasing from 50.8% in 2017/18 to provisionally 51.6% in 2018/19. Leeds' 2017/18 results placed us in the top quartile of local authorities across the country and also compares favourably with the results for England (46.0%) and the region (47.5%) for the same year.
- The percentage of **referrals for social care resolved at initial point of contact or through accessing universal services** increased by 1.4% from 24.1% in 2017/18 to 25.5% for 2018/19.
- Leeds continues to perform well against the national ASCOF measure 1C for **people who receive self-directed support**, with 98.1% in 2017/18 compared to the England average 89.7% and regional 89.3% (although provisional results for 2018/19 show a slight fall to 98.0%). Leeds also performs well when looking at the proportion of **carers receiving self-directed support** and **carers receiving direct payments**: for self-directed support, Leeds' figure was 94.6% in 2017/18 compared to 83.4% across England, falling slightly in Leeds provisionally to 94.0% in 2018/19; for direct payments, Leeds' figure was 88.4% in 2017/18 compared to 74.1% across England but falling in Leeds provisionally to 87.4% in 2018/19. However, Leeds still performs less well when looking at **direct payments to people**: 20.1% in 2017/18 compared to the England average of 28.5% and this has provisionally fallen further in 2018/19 to 17.8%. Promoting people's independence and control through enabling and promoting the greater use of direct payments remains an area for improvement. Greater use of pre-paid cards is being developed as part of a broader reshaping of how access to services through direct payments is undertaken and we are improving the support to recruit personal assistants.
- Improvements continue in results related to **people with learning disabilities in paid employment** and **living in their own home or with their family** (ASCOF measures 1E and 1G respectively). The former saw a continuation of the upward trend from 6.7% in 2017/18 (6.0% nationally) to 7.7% provisionally in 2018/19. The latter has also seen a continuation in the upward trend from 71.9% in 2017/18 to provisionally 73.0% in 2018/19 – though Leeds remains below the national average (77.2% in 2017/18), we are heading in the right direction.
- **Permanent admissions to residential and nursing care homes** (ASCOF 2A) shows a mixed picture. The Leeds rate of adults over 65 who best have their needs met through admission to



nursing and care homes reduced again, continuing the positive downward trend over the last five years with a provisional result for 2018/19 of 513.0 per 100,000 people - below the previous year's result (594.6 per 100,000) and national, regional and comparator rates. This is as a result of continued improvement in support to help people remain living in their own homes.

However, there is a continuing increase in the admission rate for the 18-64 age range with provisionally 13.5 per 100,000 people, up from 11.7 the previous year; but in comparative terms, Leeds' performance remains good with the figures relating to ten people with highly specialised needs.

- Leeds performance remains good, if not as high as the previous year, in relation to the **proportion of older people who are provided with short-term support from hospital** (ASCOF 2B1) that enables them to remain at home 91 days later. At the end of March 2019 the provisional annual figure for Leeds was 82.6%, down 3.2% on the 2017/18 result of 85.8% (the England 2017/18 average was 82.9%).
- **Delayed transfers of care from hospital** (DToC – ASCOF 2C (1, 2 & 3)) continue to have national focus. For those cases attributable just to adult social care, there has been a significant improvement: falling from 4.2 daily beds per 100,000 population in 2017/18 (compared to the regional rate of 3.4 and England rate of 4.3) to 1.3 provisionally in 2018/19. However there remains a challenge across the wider system with the overall DToC per 100,000 population going down from 16.9 daily beds in 2017/18 to 16.4 provisionally in 2018/19, and DToC attributable to both the NHS and adult social care rising from 1.0 in 2017/18 to 2.8 provisional.
- In October 2018, the Care Quality Commission (CQC) undertook a **Local System Review (LSR)** of Leeds on how services are working to care for people aged 65 and over, including those living with dementia, in response to local system pressures particularly around patient flow. The LSR results, published in December 2018, recognised a range of strengths in Leeds while acknowledging a number of system challenges to address, including around DToC. *[Source: CQC 'Leeds Local system review report, Health and Wellbeing Board – Summary of Findings' (published December 2018). The full report can be read on the CQC website [here](#).]*
- Work continued in 2018/19 to provide easier, direct access to **reablement** services through the further development of a new service that provides short-term bed-based support to people who are leaving hospital or to prevent them from entering hospital. Launched in 2017/18 as a joint venture between the council and NHS colleagues, the Leeds Recovery Service is an integrated service offering assistive technology, short-term support in the home and recovery beds. It is now fully operational with three bed-based recovery hubs across the city, an expanded reablement service (Skills for Independent Living service or SKILs) and community alarms. The impact has been a significant decrease in admissions to permanent care home placements, in particular from hospital. In 2018/19 the number of people completing a SKILs reablement service was 1,330 - although this initially appears to be lower than the 1,724 completions reported in 2017/18, this is due to changes in the way that reablement completions are accounted for.
- There has been a small improvement in the **overall satisfaction of people with their care and support** (ASCOF 3A) from 62.4 in 2017/18 to provisionally 63.3 in 2018/19. The proportion of **people using services who find it easy to find information and support** (ASCOF 3D(1)) has seen a decrease from 74.1 in 2017/18 to provisionally 69.8 in 2018/19.
- A national **survey of Adult Carers** in England takes place every 2 years providing the data for several ASCOF measures. The most recent 2018/19 survey found that the overall carers' satisfaction with social services (ASCOF 3B) had fallen to 38% in Leeds from 41.6% in 2016/17; the 2016/17 result compared well with the England average (39%) and regional (41.3%). Figures had improved in both the proportion of carers who report they have been included or consulted in discussion about the person they care for (ASCOF 3C: from 70.2% in 2016/17 to 73.1% in



2018/19; in 2016/17 Leeds' results were lower than regional and England averages - 73.6% and 70.6% respectively) and the proportion of carers who find it easy to find information about services (ASCOF 3D(2): from 64.5% in 2016/17 – against the regional 66.4% and England 6.2% results - to 65.4% in 2018/19). [Source: *Personal Social Services Survey of Adult Carers in England, 2018-19, published June 2019 by NHS Digital*]

- In 2017, health, care and voluntary sector leaders endorsed a **Leeds Commitment to Carers** as part of wide-ranging work to link up and improve the way care is provided across the city, with lead responsibility for proactively promoting and co-ordinating the Commitment moving to a new Information, Advice and Support Service from April 2019. A significant focus during 2018/19 was on working carers – those who balance work with caring – in partnership with the Leeds Working Carers Employers Network: a forum of Leeds-based employers who proactively support working carers for the benefit of both employee and employer. In October 2018, Carers Leeds launched a new service, 'Carers Connections', targeted at socially isolated carers aged 50+ to help them make connections with other people, services and communities. Further investment has also been made in offering short breaks to people with a significant caring responsible and extra money to Carers Leeds to spend on those things that carers say would make a difference to them.
- Survey results for **how safe people feel** are positive (ASCOF 4A): 73.0% of respondents saying they felt safe in 2018/19, slightly up on 72.7% in 2017/18 when the England average was 69.9%. 91.1% of those who use services said that those services have made them feel safe and secure in 2018/19, up on 2017/18's result of 86.9% which was comparable with the England average (86.3%). The council also continues to monitor how well we are able to make vulnerable adults feel safe from their perspective: results have remained high with 96.5% of people saying that their needs were fully or partially met when being the subject of a safeguarding inquiry, up from 94.8% in 2017/18.
- ASCOF Measure 2d – 'The **outcome of short-term services**' – measures the percentage of new service users who go on to receive no further long-term services. In Leeds this rose from 59.5% for 2017/18 to provisionally 60.0% for 2018/19, though the 2017/18 results were below the England average of 77.8% and regional average of 72.2%.
- The **Care Quality** team is now well established, continuing to actively identify and support those care homes that need to improve. This has positively impacted upon Leeds' Care Quality Commission (CQC) local provision inspection results: based on a snapshot at the end of March 2019, 82.1% of Leeds providers were rated as good or better, up slightly on the 79.2% snapshot 12 months before. This result accepts that care home performance is stronger than that for domiciliary care and that continued improvement in nursing provision is needed.
- An alternative to residential care and day services is the **Shared Lives** service, which identifies and supports people to provide placements or day support in their own homes and families, either on a short- or longer-term basis. The service has expanded, increasing the number of carers and therefore services. The council has also introduced a 'Homeshare' scheme which matches someone who needs some help to live independently in their own home (Homeowner) with someone who has a housing need (Homesharer).
- Leeds' **in-house provider services** (e.g. day time support, transitional housing support, long term residential care for older people) provide essential support in the community to vulnerable adults across ages and user groups. The service has modernised to provide a 'strengths-based' approach. Free at the point of delivery, the service provides support as needed and builds upon people's strengths and assets to maximise independence and quality of life. The service has a two tiered offer, providing intensive support when required or a 'light touch' approach, for example engaging in preventative work, information and signposting, peer support and



customer-led groups and activities. Specialist elements of the service are now provided with, and for, the LGBTQ+ community with an emphasis on peer support.

- Work is ongoing to improve the way that people who require assistance are transported to services. People are already experiencing a more personalised and flexible service in areas such as Complex Needs and the Black, Asian and Minority Ethnic (BAME) Health & Wellbeing Hub. Service users are now able to use **transport services** throughout the day to access local communities and mainstream services with staff support and there is more flexibility with regards to what time people can arrive/leave the service. This is important as in the past if homecare providers were late delivering their support in someone's home, they would invariably miss the fixed pick up time to attend the service.
- Leeds City Council made a formal commitment to becoming a dementia-friendly community back in March 2012. Working in partnership with Leeds Older People's Forum and the Alzheimer's Society, **Dementia Friendly Leeds** is an ongoing campaign aimed at raising awareness of dementia and also making services more accessible to those living with dementia, helping those living with dementia and their carers remain active, independent and remaining in their communities. The scheme offers support to individuals and organisations who want to work towards being dementia friendly. The Leeds Dementia Action Alliance – consisting of organisations pledging to carry out three practical actions – now consists of many local businesses, transport providers, community organisations, arts and leisure providers, faith groups, older people's groups, schools and higher education providers.



## Best City Priority: Child-Friendly City

### **What we set out to do in our 2018/19 Best Council Plan**

Through our aspiration to be a child-friendly city, we are making a real difference in the lives of children, young people and their families. More children in Leeds are now safe and secure in their families; children and young people have greater voice and influence; and an increasing number are achieving good outcomes, including making good progress in their learning. This is an ongoing journey: we need to maintain this progress by continuing to put children and young people at the heart of the council's policies and partnership working, staying focused on keeping children safe, and working collectively to ensure that families receive the support they need. Our aim is to ensure that the needs of vulnerable children, young people and families who experience inequality of opportunity or outcomes are identified and responded to as soon as possible. Challenging child poverty is at the centre of the Children and Young People's Plan whilst the supporting Triple A Strategy (focusing on attendance, achievement and attainment) aims to ensure that all children – including those affected by child poverty – have the opportunity to reach their potential.

### **How did Leeds perform in 2018/19 (based on latest available data)**

- In October 2018, Leeds City Council was subject to an **Ofsted inspection** based on the new Inspection of Local Authority Services (ILACS) framework which has a strong emphasis on the quality of practice and outcomes for children. The outcome of the inspection rated Leeds as Outstanding overall: an exceptional outcome and recognition of the continued improvements to services and outcomes for children and families in Leeds. Only three councils have previously been judged 'outstanding' overall under this new inspection framework and only six councils have an overall 'outstanding' judgement in their most recent inspection; Leeds is the first core city to achieve this standard.
- The inspection judgement letter (available in full [here](#)) was hugely positive about Leeds, with Ofsted commenting that:
  - "Children and families in Leeds are receiving a consistently good service which ensures that their needs are met at the right time by the right service. Well established multi-agency partnerships aim to meet the needs of children and families at the lowest level of intervention."
  - "Children are placed at the centre of work within the city and strong multi-agency strategic partnerships are promoting effective practice among their practitioners. Leaders are committed to continuous improvement, invite feedback and engage in innovations to further enhance services."
  - "The local authority has maintained a network of children's centres across the city. This helps to ensure that families are offered support when needs are first identified. The early help support has been further enhanced by the introduction of the Restorative Early Support (RES) teams who work intensively with families, setting clear goals that are reviewed weekly."

*[Source: Leeds Inspection of children's social care services, Inspection dates: 29 October 2018 to 2 November 2018, (Ofsted) pp. 1-2]*
- **Improvement** remains a focus and we have developed the Leeds Children and Families Improvement Plan 2018-2020. This incorporates the areas highlighted by Ofsted for improvement, such as strengthening: the focus on culture and identify in assessments; the outcome focus in personal education plans; and the connection to the young person in pathway plans.



- In November 2018 the council won two **Children & Young People Now<sup>3</sup> Awards**: recruitment and professional development - the social work career pathway; and the play award - Leeds Play Streets. It was also shortlisted in three other categories: Family Support - Multi-Systemic Therapy; Early Intervention - Innovation and Partners in Practice Programme Restorative Early Support Teams; and Youth Volunteering and Social Action - Leeds Young People's Peer Inspection Group.
- Since 2011, when the number of **children looked after** became one of the council's children and young people's 'obsessions', this focus has led to more than an 11% reduction in looked after numbers in Leeds whilst national rates have continued to rise. In March 2011, 1,450 children and young people in Leeds were looked after; in March 2019 this had fallen to 1,284. Though this represents a growth of 1% from the previous year, this is broadly in line with the 0.9% increase in the under-18 population in the city.
- The number of children subject to a **child protection plan** continues to safely and appropriately reduce, with the March 2019 figure of 414 lower by 113 (27%) than the March 2018 figure. Fewer children are becoming subject to a child protection plan due to the increasing range of early help options, and throughout the year a number of large sibling groups have ceased to be subject to a plan, contributing to the reducing numbers.
- The Annual Standards report<sup>4</sup> summarises the **educational performance** of Leeds pupils at all key stages in the 2017/18 academic year<sup>5</sup>. The report highlights the successes and challenges, identifying where the gaps are between groups of Leeds pupils and their national peers. Headline performance includes:
  - 65.7% of pupils achieved a good level of development at the Early Years Foundation Stage (5.8 percentage points behind national).
  - 61% of pupils achieved the expected standard in reading, writing and maths at Key Stage 2 (4 points behind national).
  - 40.9% of pupils achieved a strong pass (grade five and above) at Key Stage 4 (2.6 points behind national). This result places Leeds equal 88th of 151 local authorities (up from 98<sup>th</sup> of 147 local authorities in 2016/17), in the third quartile nationally.
  - The Leeds Progress 8 score (which demonstrates institutional effectiveness by showing progress made by pupils between Key Stage 2 and Key Stage 4) is -0.02 (this is the same as the national figure). This result places Leeds equal 65th of 151 local authorities (down from 37<sup>th</sup> in 2016/17), in the second quartile nationally.
- **Primary school attendance** remained good in the 2017/18 academic year, with Leeds' result of 95.9% above comparator averages (national 95.8%; statistical neighbours at 95.6%, and Yorkshire and the Humber at 95.7%). 8.9% of primary age pupils were persistently absent in 2017/18, half a percentage point higher than 2016/17. This increase is in line with the national rise. Leeds's persistent absence rate is slightly above the national average of 8.7%, but below statistical neighbours (9.5%) and Yorkshire and The Humber (9.3%).
- **Secondary school attendance** remains in line with statistical neighbours (94.2%), above the Yorkshire and Humber region (94.1%) and below the national average of 94.5% at 94.2%. Both figures reflect the national trend in showing a marginal decline since a peak in 2014. The persistent absence figure for Leeds in 2017/18 is 14.8%, which is almost one percentage point higher than the national average of 13.9%. However, Leeds' rate decreased between 2016/17 and 2017/18, whereas all comparator figures rose, so the gap to national closed. The statistical

<sup>3</sup> A leading publication for practitioners working with children, young people and their families.

<sup>4</sup> The full report is available [here](#), as reported to the council's Scrutiny Board (Children and Families) in April 2019.

<sup>5</sup> Provisional educational performance figures for the 2018/19 academic year will be available in autumn 2019, with final figures confirmed early 2020.





neighbour average was 15.04%, and the Yorkshire and Humber average was 15.6%. [Source: Department for Education Local Authority Interactive Tool, updated 30 July 2019<sup>6</sup>]

- The latest national data show that **authorised absence** in Leeds schools is amongst the lowest in the country, with results for both primary (2.7% - no change from last year; ranked 8th) and secondary (3.3% - a small improvement from the previous year's 3.4%; now ranked 19th) being in the top quartile nationally. Both are lower than the national averages (primary: 3.0%; secondary: 3.9%). These results reflect the seriousness with which the children's partnership and the city view school attendance. **Unauthorised absence**, however, remains a challenge, particularly in a small number of secondary schools, and for more vulnerable groups of young people being closely connected to higher rates of persistent absence. [Source: Department for Education Local Authority Interactive Tool, updated 30 July 2019]
- The published 2018/19 **NEET** (young people who are Not in Education, Employment or Training or whose status is 'not known') figure for Leeds is 9.9% (based on a three-month average of December 2018 to February 2019). This is predominately made up of young people whose status is not known. The annual change in the cohort in September 2018 resulted in an increase in this number and a consequent challenge in reducing the rate to expected levels. Though complex, the inaccuracy is largely related to data processing and quality assurance systems rather than changing patterns of young people's participation in education and training. Some of the young people included in the figure had left the authority area and many others were in learning. Remedial action was taken and by the end of the academic year this figure had reduced to 6.7%. Effective tracking of the cohort is a priority, based on obtaining and utilising information from all relevant sources, ensuring that all young people who need it are identified and receive targeted information, advice and guidance and support into activity that is suitable to them. Additional resources have been identified including a regional consortium bid, as part of this, Leeds has been successful in bidding for European Structural and Investment funds (ESIF) for work with NEET young people. Two ESIF-funded programmes commenced delivery in March 2019 with a further £3.8m available over three years to enable the council to strengthen its targeted work to support vulnerable young people that are NEET and the wider group of young people up to 25 years that have yet to find work. The programmes aim to support up to 3,000 young people to better connect to opportunities.
- In January 2019, there were 3,836 children and young people living in Leeds with an **education, health or care plan** (EHCP). Since 2016 there has been a rapid increase (73%) in Leeds' EHCP numbers. This growth is evident nationally over the same period, 2016-2019, where national and other comparators had increases of between 40-50%. As in previous years, Leeds' 2018 performance in the issuing of health and care plans continued to be significantly better than national and regional comparators: in 2018 Leeds issued 97.3% of plans within 20 weeks compared to 60.1% nationally and 61.5% for Yorkshire and The Humber. [Source: DfE statistical first release *Statements of SEN and EHC plans<sup>7</sup>: England, 2019, 30 May 2019*]
- In addition to children with EHCPs, as at January 2019 there were 10,334 (14.9%) primary and 4,466 (10.9%) secondary statutory school age pupils on **Special Educational Needs (SEN) Support**. Leeds' attainment at key stage 2 and 4 for the SEND group is below national rates. This is a key group in our Triple A Strategy and in our child poverty work (see below), with the relationship between some types of SEN primary need and disadvantage recognised.
- Leeds has developed a new model of **transport assistance** to families across the city. Personal Travel Allowance (PTA) gives eligible families with SEND children the opportunity to choose how they transport their child to school rather than being told what level of provision will be provided and how it will be delivered. Since the scheme started in 2018 over 130 families have

<sup>6</sup> <https://www.gov.uk/government/publications/local-authority-interactive-tool-lait>

<sup>7</sup> <https://www.gov.uk/government/statistics/statements-of-sen-and-ehc-plans-england-2019>



chosen a PTA which has given them much more freedom of choice and control, whilst at the same time helping to reduce costs.

- Challenging **child poverty** is a key focus within our broader inclusive growth and poverty agendas and is at the centre of the Children and Young People's Plan, which acknowledges the scale and the impact of poverty on families, and on children's outcomes. The under-18 population of Leeds continues to grow: the ONS's latest mid-year population estimates released in June 2019 show just over 168,000 children in Leeds. The number of children born each year in Leeds has been stable at around 10,000 for a number of years following a sustained period of a rising birth rate. The increased birth rate in the last fifteen years is now evident in older children and the pressure on secondary school places across the city. The increase in the child population is most prevalent in some of the city's most deprived areas. Whilst the impact of poverty can be found in all areas of the city, there are specific concentrations of poverty within the inner city, reflecting the increasing child population. The city strives to mitigate both the causes and impact of poverty and this is integral to all work with children and families.
- The development of the **Triple A Strategy** for the city, focusing on attendance, achievement and attainment, is intended to ensure that all children including those affected by child poverty and disadvantages have the opportunity to reach their potential. It recognises more children should be reaching national expectations and all children should be making good progress and that where this is not the case disadvantage is often evident. There is a relationship with the growth in the child population being greatest in areas considered in the 10% and 3% most deprived nationally. This will be a key strategy for Leeds as it strives to improve educational outcomes across the board.
- **Voice and Influence of Children and Young People** included the following highlights during the year (for full details, please see the Citywide Report, Oct 2018 to March 2019 available [here](#)):
  - The **Make Your Mark** ballot gives young people from across the country a say on what is to be debated on the green benches of the House of Commons by Members of Youth Parliament. In 2018, 24,708 young people (11 to 18 years old) from Leeds (36% of the city's youth population) voted in the ballot.
  - Leeds has four **Members of Youth Parliament (MYPs)** aged 11-18, elected to represent the city's young people at local, regional and national levels. On Friday 9th November 2018, the four Leeds MYPs joined other MYPs from across the UK at the House of Commons in London to debate the top five issues before voting what would be their campaigns for 2018/19. 'Votes at 16' was voted the UK Campaign and 'Put an end to Knife Crime' was voted the England only Campaign.
  - 7,770 children voted in the **Leeds Children's Mayor Elections**. The elected Leeds Children's Mayor, Rio, deputised to full Council in November 2018.
  - 132 young people representing 19 different youth and community groups participated in the **Citywide Youth Voice Summit**.
  - The **Community Youth Ambassadors** group was shortlisted for peer inspection work in Children Young People Now national awards.
  - 13 young people formed the group 'Dynamics' and successfully planned and delivered the 2019 **Child Friendly Leeds** awards.
  - Members of the **Leeds Youth Council Working Group** took part in a variety of consultations and focus group sessions, giving a youth perspective on topics such as: Colourful pedestrian crossings in the city centre; the "Our Spaces" public realm strategy and "Is Leeds a child friendly city?"



## Best City Priority: Safe, Strong Communities

### What we set out to do in our 2018/19 Best Council Plan

As one of the fastest growing cities in the UK, where people of all ages and from many different backgrounds, cultures and beliefs live and work alongside each other, we want Leeds to be a place where people get on with one another and feel they are part of their local community. One of our key aims is to keep people safe from harm and protect the most vulnerable by tackling crime and anti-social behaviour, promoting community respect and resilience, and helping people out of financial hardship. Central to our ambition is a placed-based, integrated approach to service delivery, combined with a focus on tackling poverty and reducing inequality in our poorest neighbourhoods. To achieve this, we need strong local leadership that encourages conversations within communities and empowers them to resolve problems and conflict themselves; raises aspirations for the future; creates better links to both social and economic opportunities; and improves the city's resilience to extremist narratives of all kinds. Through increasing engagement and participation we aim to reduce dependence on public services and build more resilient communities across the city – communities that are safe and welcoming to all.

### How did Leeds perform in 2018/19 (based on latest available data)

- The DWP estimates that 3.8 million adults living in relative poverty are from households where at least one person is in work, affecting almost 9.7% of all working age adults in the UK in 2017/18 (the most recent figures available). Applying this to the working age population of Leeds, around 49,700 Leeds adults could be affected by **in-work poverty** before housing costs. After housing costs are deducted, the figure rises to 13.7%; applied to Leeds, this would be around 70,000 adults. [Source: DWP, 'Housing below average income (HBAI)' March 2019]
- It is estimated that 20.5% of all Leeds working residents earned less than the **Real Living Wage** in 2018 (an increase from the estimate of 19.8% in 2017), affecting around 67,000 full-time-equivalent (FTE) residents; or 11.6% of all full-time workers and 43.6% of all part-time workers resident in Leeds. [Source: based on ONS Annual Survey of Hours and Earnings (ASHE), November 2018] The council remains committed to paying its own staff in line with the **Leeds City Council minimum wage**, which is higher than the Real Living Wage.
- The council's **Local Welfare Support Scheme** continued to help support the most vulnerable people in Leeds by way of goods or services rather than direct cash payments. The types of vulnerable people the scheme aims to help include families under exceptional pressure, homeless people or rough sleepers, vulnerable older people, people fleeing domestic violence, young people leaving care or living independently, people moving out of institutional or residential care into the community, ex-offenders leaving prison or detention centres and people with disabilities. In 2018/19, £538,922 was spent on support of this nature, resulting in 2,616 direct awards from the scheme covering items such as fuel, white and brown goods, flooring and removals.
- **Food poverty** remains a concern for the city, with the latest figures (2017/18) revealing that 27,902 people in Leeds accessed a foodbank, up by 4.3% on the previous year. Between them, the Leeds Food Aid Network (FAN) and Street Outreach Service gave out 81,024 meals over the year, an increase of almost 40% from 60,474 in 2016/17. [Source: Leeds Food Aid Network] FareShare Yorkshire – part of Leeds FAN – prioritises getting food distributed to where it is needed by taking surplus food from the food industry and distributing it fairly to different food aid providers.
- We know from our communities that feeding children in school holidays (termed '**holiday hunger**') is a growing challenge for parents. Returning to school in poor physical and mental condition can have a high detrimental impact on children's wellbeing as well as educational



attainment. In 2018 the council provided funding to the Leeds Community Foundation (LCF) to run a grant scheme providing activities, including the provision of a meal, to school children during the 2018 Easter and summer holidays. A series of projects, delivered under the 'Healthy Holidays' title, were supported by many partners from across the city including FareShare, Fuel for Schools, Public Health and StreetGames. Healthy Holidays provided food alongside games and activities to help tackle social isolation and food insecurity amongst children. In total, over 4,000 children were reached and 5 tonnes of food was distributed by FareShare. The Dewsbury Road Community Hub, in partnership with FareShare, delivered another holiday hunger initiative under the 'Happy Holidays' title. This scheme ran over the summer holidays for 5 weeks and involved food being provided to children within the library setting at Dewsbury Road. In total 340 meals over 15 sessions were served to the benefit of children and families living in a community amongst the most deprived in country. The Healthy and Happy Holiday schemes were one of Leeds' success stories in 2018 and this has led to further funding and investment for similar work in 2019.

- The council's Welfare Rights team provided **welfare advice** to 36,622 customers in 2018/19, comparable to the numbers seen during 2017/18. 980 welfare appeals were received in 2018/19 (52.6% in connection with a PIP – personal independence payment – claim; 38.7% with regard to an ESA – employment and support allowance - claim), a decrease of 15% from 2017/18 when 1,165 appeals were received. The high volume of appeals continues to put pressure on resources, causing a number of clients having to wait for longer periods of time to be seen and/or having to be helped over the telephone. Despite this, 91% of clients rated the service as 'excellent' and a further 7% as 'good'.
- The council's combined **Housing Benefit/Local Council Tax Support** (HB/LCTS) caseload fell between April 2018 and March 2019. As at 11<sup>th</sup> April 2018<sup>8</sup> the caseload was 73,120 (59,964 HB/LCTS cases; 13,156 Local Council Tax Support Only cases) which reduced in total to 70,181 (54,132 HB/LCTS cases; 16,049 Local Council Tax Support Only cases) by the 6<sup>th</sup> March 2019. [Source: SHBE, a statutory return to the DWP based on results from Leeds' benefits system, Academy] The decrease in HB Caseload is due to Leeds moving to Universal Credit Full Service, which also accounts for the increase in Council Tax Support Only cases, since claims that previously received both HB and LCTS became LCTS only claims.
- The average **speed for processing new claims** improved, falling from 15.78 days in 2017/18 to 15.14 days in 2018/19, though there was a small year-on-year increase in the number of days to process changes in circumstances, rising from 7.38 days to 7.71 days. The most recent nationally published performance figures are for the third quarter of 2018/19 against which Leeds compares well: for that quarter, the average speed for processing new claims in Leeds was 17 days, well below the Yorkshire & Humber and England figures of 22 and 21 days respectively. The average speed of processing changes in circumstances Leeds was 10 days, 1 day slower than the Yorkshire & Humber and England averages.
- **Discretionary Housing Payments** (DHP) can be awarded to customers in receipt of Housing Benefit, but whose housing benefit does not cover their rent in full. Awards are made primarily to customers adversely affected by Welfare Reform. In 2018/19 a total of £2.602m was spent from a total DHP budget of £2.686m (this included a central government contribution of £2.186m, of which all was spent).
- In October 2018, Leeds moved into the 'full service' digital platform of **Universal Credit** (UC) meaning that all new claims to the benefits that UC is replacing, known as 'legacy benefits' (i.e. Job Seekers Allowance, Employment Support Allowance, Income Support, Child Tax Credit, Working Tax Credit, Housing Benefit) will change to become a UC claim. From April 2019 the

<sup>8</sup> Caseloads are as at pre-determined dates specified by the DWP. The caseloads and dates used in this report are the first earliest and latest relating to the 2018/19 financial year.



council no longer has responsibility for providing Universal Support, with the national contract for its replacement being awarded to the Citizens Advice service. This significant change meant that the council had to work closely with relevant partner organisations to ensure they were all aware of and prepared for the implementation of UC. This involved handover meetings with Citizens Advice, regular progress meetings and updates, delivering presentations and working with Social Landlords.

- **Leeds Credit Union (LCU)** is one of the key partners in the city working alongside the council to help combat the problems brought about by financial exclusion. Residents and households who are deemed to be financially excluded often lack easy access to affordable banking services and are unable to access cheaper goods and services. This can lead to debt issues, including getting into arrears with rent and other priority payments. The council has continued to support the Credit Union through marketing campaigns, providing a presence in a number of Council One Stop Centres (now Community Hubs) and Housing Offices, and the improvement of 'back office' infrastructure. LCU membership as at June 2019 stood at 31,383 (36,493 total members when taking into account members of the former White Rose Credit Union which amalgamated with the LCU). The total 'gross loan book' for the Credit Union has now increased from £8m in 2012 to £9.7m.
- The rollout of **Community Hubs** continued during 2018/19 and there is now a network of 35 Hubs available across the city to support the public. Located in accessible locations within the most deprived areas of the city, they bring together libraries, One Stop Centres, Jobshops and other partner services under one roof with a focus on reducing financial hardship and helping people into work. The Community Hubs have brought a range of new services to local people including the Leeds Credit Union, Housing Options, Social Prescribing and a range of Health and Wellbeing services, Money Buddies, Legal Clinics, Community Learning, Bike Libraries and, in some, cafes; at two sites the Post Office is delivering a service.
- Over the year, the council and partners continued to develop the arrangements for the new approach to **Locality Working and Priority Neighbourhoods**. Local partnership teams, known as 'Core Teams', were introduced, working with communities to increase community involvement and participation, develop local action plans, and build collaborative projects around key community issues. Success stories include a drop by almost 70% in anti-social behaviour in neighbourhoods that have been suffering particular challenges and increasing community engagement in areas where community contact has traditionally been poor. Several hundred people have been contacted through this neighbourhood approach, through a mix of door knocking, social media, consultation exercises and community drop in sessions, resulting in greater reach into isolated communities and increasing access to support services. (Further details on the progress made in the Priority Neighbourhoods can be seen in the '*Locality Working and Priority Neighbourhood Update*' report to the council's Environment, Housing and Communities Scrutiny Board in November 2018, available [here](#).)
- In 2017 the council joined forces with the gambling industry to launch the high profile '*Beat the Odds*' campaign, aimed at raising awareness across the city of **gambling-related harm**, mitigating the risk of problem gambling and providing advice on how to get help and support. Building on its success, a second campaign strand was launched in summer 2018 to coincide with the football World Cup. The campaign delivered messages about gambling-related harm and was targeted at problem gamblers, especially those fans likely to use betting apps throughout the World Cup. The campaign also raised awareness of gambling support services in Leeds and increased traffic to the Money Information Centre website. Tweets generated by Beat the Odds were seen 99,900 times in 38 days, an average of 2,300 a day.
- Work is also being developed to improve **referral links** between the general advice network and specialist problem gambling counselling service through frontline training and awareness session. On the strength of the proactive partnership approach adopted by the council, in November 2018



GambleAware (the national charity that funds research, education and treatment) announced funding for the establishment of a Leeds-based NHS Northern Gambling Service led by Leeds and York Partnership NHS Foundation Trust, and Leeds Community Gambling Service - led by Gamcare. The services will begin to be delivered in Leeds from September 2019, with up to £1.2 million being invested on an annual basis.

- **Safer Leeds** is the city's statutory Community Safety Partnership (the council, alongside the Police and other partners, is a 'responsible authority'), responsible for tackling crime, disorder and substance misuse. The shared priorities of Safer Leeds are detailed in the Community Safety Strategy (2018-2021): Keeping people safe from harm (Victim); Preventing and reducing offending (Offender) and; Creating safer, stronger communities (Location).
- Over 5,200 Leeds respondents completed a '**Your Views**' survey conducted by the Office of the Police and Crime Commissioner (OPCC) in 2018/19, with responses from Leeds' residents comparing favourably to the broader West Yorkshire position:
  - 81.4% of respondents in Leeds said that they felt 'safe or very safe' in their local area (78.6% for West Yorkshire).
  - 76.1% of respondents in Leeds were satisfied with their local area (72.5% for West Yorkshire).
  - 57.9% of respondents in Leeds agreed that people from different backgrounds get on (53.3% for West Yorkshire).
  - 23.2% of respondents in Leeds were satisfied with the level of police presence in their area (19.9% for West Yorkshire).
  - Ratings for 'how good a job do you think the police are doing in your local area' remain strongest in Leeds compared to the other West Yorkshire areas: during the final quarter of 2018/19, Leeds 'good/excellent' response rate to this question was the highest at 40.8%, compared to the West Yorkshire average of 35.5%.
  - For the 12 months to March 2019, Leeds' results were the highest across the region for each of the categories applied to the question 'How confident are you that local community safety partners will ...? [Keep people safe, Protect Vulnerable People, Support Victims, Prevent crime/ASB, Local area clean and Listen to concerns]. However, the fall in proportion of residents giving a positive response (% 'confident or very confident') to these indicators has been the greatest in Leeds and Kirklees.

*[Source: '[Your Views Survey](#)', Office of the Police and Crime Commissioner West Yorkshire, January to March 2019 release].*

- There has been an increase in **police-recorded crime**, both nationally and in Leeds. Crime volume can be affected by changes in recording practices, policing activity and willingness of victims to report. In 2018/19, there were 106,506 police recorded crimes in Leeds, an increase of 10.3% on the previous year (96,585). The nature and type of crime has changed in recent years: cyber-related crime has become more prevalent, and there have been changes in some of the less frequently occurring but higher-harm types of violence, including offences involving knives and sharp instruments. Positive trends include a reduction of burglary in Leeds to 10,135 offences in 2018/19 (of which 7,710 were recorded as residential premises), down 1.8% from 10,318 in 2017/18 (of which 7,620 were recorded as residential premises).
- **Domestic violence and abuse** is any incident of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members, regardless of their gender or sexuality. Domestic abuse is rarely a one-off incident and is the cumulative and interlinked types of abuse that have a particularly damaging effect on the victim.
  - In 2018/19, 22,176 domestic incidents were reported to West Yorkshire police, an increase in volume of 8.5% compared to 2017/18 when 20,434 incidents were reported. The repeat



victim rate was 48.6%, up from 46.1% in 2017/18). 31.7% identified that the victim 'self-reported' (up from 29.5% the year before), indicating increased victim confidence in reporting domestic violence and abuse. *[Source: Dataset provided by West Yorkshire Police with manual calculation applied by Safer Leeds].*

- Leeds once again took part in **16 Days of Action**, a global campaign running every year from 25th November to 10th December which strives to eliminate violence and abuse against women and girls around the world. The theme to 2018's 16 days of action focused upon on raising awareness around domestic violence and abuse with older people, and improving agency responses and support for victims. As part of this work, information packs were emailed to over 500 groups and organisations in Leeds.
- In 2018/19 five **Caring Dads** programmes were completed in Leeds. The 39 men who completed the programme held responsibility for a combined total of 102 children. **Caring Dads** exists to change current practice to better include fathers in efforts to enhance the safety and well-being of their children.
- Behaviour that has caused, or is likely to cause, harassment, alarm or distress to any person may be defined as **anti-social behaviour**. The partnership response to anti-social behaviour in Leeds combines prevention, enforcement and support activity and is responsive to levels of risk / harm to individuals, communities and the environment. 17,677 anti-social behaviour incidents were recorded by Police in Leeds in 2018/19, a 10.0% reduction from the year before. Anti-social behaviour incidents recorded by the Police in 2018/19 were predominantly sub-categorised as 'Youth related' (5,714 incidents, a reduction of 24.5% from 7,568 incidents in 2017/18) and 'Neighbour related' (3,402 incidents, up by 1.4% from 3,354 incidents in 2017/18). *[Source: Dataset provided by West Yorkshire Police with manual calculation applied by Safer Leeds].*
- Any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice towards someone based on a personal characteristic is a **Hate crime**. Leeds' priorities in relation to Hate crime are: Preventing hate crime; Responding to communities; Increased reporting; and Building understanding.
  - In 2018/19, 3,035 hate incidents were reported to police in Leeds, up by 24.6% from the 2,435 incidents reported in 2017/18. The local and national rise in police-recorded hate crimes is partially attributable to an improvement in the recording and awareness of this year as well as a greater awareness in identifying hate crime.
  - Incidents are categorised into one or more of 5 centrally monitored strands. For 2018/19, the 3,035 reported were recorded as: 2,366 Race hate incidents, 373 Disability hate incidents, 338 Sexuality hate incidents, 217 Faith hate incidents, and 93 Transphobic hate incidents. *[Source: Dataset provided by West Yorkshire Police with manual calculation applied by Safer Leeds].*
  - Safer Leeds promoted National Hate Crime Awareness Week in October 2018.
- **Operation Nightsafe** involved Safer Leeds working with a range of agencies and venues to increase public safety in Leeds city centre, particularly in relation to the night-time economy. Priorities included safeguarding young people, anti-social behaviour, road safety, drugs and violence, and transport.
- **Leeds Watch** provides CCTV coverage across Leeds, including city and district town centres and some industrial and local authority housing estates. Leeds Watch CCTV operators currently monitor over 1,000 public surveillance cameras providing reassurance to partners, businesses, other local authority departments and the general public, enabling prompt, appropriate responses to incidents and presenting accurate details of events. CCTV assists greatly with the prevention, detection and reduction of crime and the fear of crime in order to make communities feel safer. In 2018/19 Leeds Watch supported the **City Centre Vehicle Access Scheme** which



included the introduction of an intercom system, card reader/fob system, controlled bollards and additional cameras to assist observation.

- Along with five other local authorities, Leeds received funding and was elected to take part in a pilot scheme to deliver support to ‘Victims of **Modern Slavery**’ leaving the National Referral Mechanism (NRM)<sup>9</sup>. Support includes ensuring victims have access to housing and providing pathways to help them move towards independence.
- Leeds continues to pride itself as a pioneering, diversely rich and vibrant city with international acclaim. We recognise the challenges in ensuring fair access for all in the city and we continue to strive to tackle inequalities in a number of ways, through a strategic, coordinated and inclusive approach to **migration**. The work carried out under the council’s migration programme contributes to Leeds being a welcoming and compassionate city. In the past two years, Leeds has been successful in attracting over £1.6 million in funding from the government for use in supporting projects including:
  - The Leeds Migrant Access Project (MAP) which aims to alleviate pressures on services where there is impact from migration and new arrivals to the city, and also helps new migrants to settle in Leeds;
  - The Migrant Access Project ‘Plus’ extended the work of the MAP and helped to improve access to services in key target wards experiencing higher levels of new migrants and alleviate pressures on the settled community;
  - Online Welcome to Leeds websites were launched during the past year. These provide guidance to people who have recently moved to Leeds from another country and also a wealth of information on how they can access services available in the city;
  - A two-year project to develop an English Language programme with key providers including Leeds City College. The programme aims to support communities to build their language skills through activities and has been promoted widely through community networks and the wider voluntary community and faith sector;
- Leeds hosted a two-day event in September 2018 led by EURO CITIES on **Roma Inclusion**. The event was reported as being a huge success that showcased the city’s strategic, co-ordinated and inclusive approach to migration in Leeds.
- Leeds took part in co-ordinating community consultation activity on **Windrush**<sup>10</sup>, providing local residents and families affected an opportunity to share their stories and inform the lead officers looking at the development of the compensation scheme. National Windrush Day was announced in December 2018 to take place annually on 22<sup>nd</sup> June to encourage communities across the country to celebrate the contribution of the Windrush Generation and their descendants. Leeds is supporting communities to develop local celebration events.
- **Leeds Compassionate City Awards**, held in November 2018, once again celebrated the city’s many unsung heroes and the positive work that individuals, community groups and organisations do to make their local communities and the city a great place to live, work and visit. Awards were made across seven categories: Cultural Achievement, Health and Wellbeing, Young Person of the Year, Unsung Hero of the Year, Woman of the Year, Community Organisation and an award in memory of Jo Cox.

<sup>9</sup> The NRM is a framework for identifying victims of human trafficking and ensuring they receive the appropriate protection and support.

<sup>10</sup> ‘Windrush’ is the term used concerning people who were wrongly detained, denied legal rights, threatened with deportation and wrongly deported from the UK by the Home Office. Many of those affected had been born British subjects and had arrived in the UK before 1973, particularly from Caribbean countries as members of the ‘Windrush generation’, so named after the *Empire Windrush*, the ship that brought one of the first groups of West Indian migrants to the UK in 1948.





- **Prevent** is part of the UK's CONTEST Strategy that aims to reduce the risk to the UK and its citizens and interests overseas from terrorism. Our work on Prevent accelerated during the year as we delivered a range of projects within communities and schools, including a series of educational sessions aimed at staff who have contact with children and young people and/or their carers. The sessions allowed participants to explore the factors that might increase the susceptibility of children and young people to extremism and terrorism and provided an opportunity to think about who might be vulnerable to radicalisation and how some could be influenced to get involved in such activity. Our Prevent work has increased community resilience in our priority neighbourhoods too, helping raise awareness of radicalisation and building resilience to extremist narratives and groups. A joint partnership day for a range of statutory partners was held in July 2018 to assess risks and vulnerabilities in the city that has led to a comprehensive action plan for the city that aims to mitigate identified threats.
- Leeds continues to co-chair the national **Special Interest Group on Countering Extremism** (SIGCE) with Luton Borough Council, and has been instrumental in developing and delivering a number of national seminars covering issues related to tackling extremism. These have helped to share learning and build networks between different local authorities in a national context.
- We also continued to work with Third Sector partners in 2018/19 to develop projects which seek to tackle all types of extremism through the **Building a Stronger Britain Together** programme. Projects themes include: tackling hate crime; providing training to frontline professionals on how to have challenging conversations; developing an advocate network to support the victims of force marriage and honour-based abuse; and promoting the unity of the city through the 'Stronger Together' publicity campaign in July and August 2018 – the video produced as part of this campaign was viewed more 125,000 times.



## Best City Priority: Housing

### **What we set out to do in our 2018/19 Best Council Plan**

As a city, it is our ambition to provide enough good quality and accessible homes to meet the needs of our growing and ageing population. This ambition brings considerable challenges, such as: increasing the supply of affordable housing; reducing fuel poverty amongst our poorest communities; tackling homelessness; and meeting the housing needs of older residents. We are working closely with our partners to improve the quality of existing housing and regenerate neighbourhoods, to secure housing growth with a good mix of sizes and tenure types, to bring empty homes back into use and to create more energy efficient homes for the future. We are also setting the standard through our work to prevent households becoming homeless or, when that is not possible, to ensure that the transition to alternative, suitable accommodation is as smooth and as speedy as possible.

### **How did Leeds perform in 2018/19 (based on latest available data)**

- 3,521 **newly built and converted homes** were delivered in 2018/19 (a total of newly built homes, net conversions of existing homes, extra care elderly housing and deducting in-year demolitions). This was Leeds' best result since 2012 and exceeds the proposed Core Strategy Selective Review<sup>11</sup> target of 3,247 new homes.
- Leeds has seen a high level of **residential construction** activity with 3 new city centre developments starting in 2018 including: Mustard Wharf (250 units); the former Yorkshire Post site (204 residential units); and Centenary House (80 units). The most recent Deloitte Crane Survey<sup>12</sup> highlights that despite little city centre growth for a number of years, Leeds is now seeing a resurgence of the residential market with 2,232 units under construction in 2018.
- The same survey found that 2,768 **student accommodation** bedspaces were under construction at the end of 2018, almost four times the annual average since 2007 of 704. Two of the tallest building schemes with over 750 units are under construction: Unite's White Rose View (which has up to 27 storeys) and Olympian's Hume House (36 storeys), demonstrating continued confidence in investment in the Leeds student housing market. [Source: Deloitte 'Building Blocks of the Future' Leeds Crane Survey - February 2019].
- At the end of 2018/19 there were 307 more **long-term empty homes** (3,647) relative to the end of 2017/18. However, there appears to have been a levelling off in reduction of long-term empty properties over the past few years and the result remains below the target of no more than 3,776 long-term empty homes.
- 433 **Affordable Homes** were delivered during 2018/19, only 5 short of the Core Strategy in-year target of 438. Although this result is a significant improvement on 2017/18 when only 238 were delivered, no contribution was made to the 720 affordable homes per annum required to reduce an historical under-provision. [Source: Affordable Housing Provider (AHP) quarterly returns submitted to Leeds City Council in regards Planning Section 106 delivery; direct delivery and Homes England and Right to Buy Replacement Programme grant funded schemes; and delivery through the Council Housing Growth Programme]. In terms of house purchases, the ONS's **house price** to residence-based earnings ratio indicates that between 2017 and 2018 the ratio went up from 6.11 to 6.26, higher than the Yorkshire and Humber averages (5.90 in 2017; 5.95 in

<sup>11</sup> The Leeds Core Strategy was adopted in 2014 and set out the long-term strategic town planning policy framework for the district up to 2028. Following consultation and external inspection, an updated 'Leeds Core Strategy Selective Review' covering the period 2017-33 is, at the time of writing, due to be considered for adoption by Full Council. (Please see [here](#) for the report considered by Executive Board at its meeting on 4 September 2019.)

<sup>12</sup> The survey measures the volume of development taking place across central Leeds and its impact. Property types include office, retail leisure, residential, student accommodation, education and hotels.



2018) but remaining below the national average (7.77 in 2017; 7.83 in 2018). [Source: [ONS House price to residence-based earnings ratio](#)]

- December 2018 saw the opening of the Kidacre Park **traveller site** which is home to 8 families, expanding the city's provision for traveller families (the existing Cottingley site houses 41 families).
- The changes to funding regulations announced by government in October 2018 enable the local authority to begin a more ambitious programme of **council housebuilding** from 2019/20 onwards. Plans are being progressed to support our aspiration to deliver 300 new council homes per year over the next 5 years and beyond. During 2018/19, 69 new council homes were built across three sites at Broadleas (Bramley), the Garnets (Beeston) and at Red Kite Row (Whinmoor).
- The number of untenanted council housing **void properties** remains below the 1% target, at 0.63% at the end of March 2019, a further improvement on the 0.78% a year before.
- Results for the **council's housing tenants (STAR) survey** conducted in 2018/19 were generally positive. Tenants classed as General Needs, Retirement Life Scheme and High Rise were asked 12 questions to find out how satisfied they were with different aspects of Housing: 'overall'; 'the home'; 'the neighbourhood'; 'customer service'; and 'perceptions'. Tenants responded that their top priorities remain repairs and maintenance and overall quality of the home, followed by their neighbourhood as a place to live: key issues raised were car parking, rubbish/litter, drug use or dealing and dog mess. Compared to the previous survey undertaken in autumn 2016, the results show that:
  - The headline result of **overall satisfaction** level for General Needs Tenants remained the same at 76%.
  - In relation to 'the home', satisfaction with the **overall quality of the home** increased by 2% to 73% and **repairs and maintenance** stayed the same at 69%, although some aspects of repair showed decreased levels of satisfaction: ease of reporting, repair 'done right first time' and the speed of the repair.
  - In the 'neighbourhood' category, three quarters of General Needs tenants **feel safe in their own area**, with this score rising to 89% for Retirement Life Scheme tenants (this question was not asked in the previous survey). Satisfaction with the **overall appearance of the neighbourhood** increased by 3% to 69% and satisfaction with the way that the landlord deals with anti-social behaviour remained the same at 56%.
  - Customer service results showed 69% agreeing Housing Leeds is approachable if needing advice and support (again, this question was not asked in the previous survey). Whilst satisfaction with **advice and support on managing finances and paying rent/service charges** increased (up 3% to 69%), results for queries being answered within a reasonable time decreased (by 3% to 68%).
  - The results for all three questions around **tenants' perception of Housing Leeds** increased this year: good reputation (up 3% to 60%), trust (up 3% to 66%) and treating tenants fairly (up by 2% to 74%).
- The **Average Re-let Time** of council housing properties has shown a continual improvement over the year, reducing from 40.7 days in April 2018 down to 34.43 days by the end of March 2019. Housing Leeds continues to work with contractors to identify where further improvements can be made.
- The level of Leeds' **council homes meeting the decency standard** in March 2019 stood at 93.19%, an increase from 92.82% in March 2018. Decency is measured using the standard set out in section five of the Government's Decent Homes Guidance 1 and in practice the service aims to keep the level of decent homes above 90%.



- The percentage of **responsive repairs** completed right first time has remained consistently high and above the 90.5% target throughout 2018/19, with the figure for March 2019 standing at 93.77%. The responsive repairs within timescale indicator has remained below the 99% target during the year but is showing a positive direction of travel, with March's figure of 96.35% being at its highest level since July 2017. The recent positive direction of travel for this indicator corresponds with the high citywide customer satisfaction levels reported over the same period – March stood at 96.83% (above the 90% target and the highest level of performance in 2 years).
- **High rise** housing is a substantial part of council housing in Leeds, with over 7,500 households living in 116 blocks across the city. During 2018/19 work undertaken on high rise properties in the city included undertaking urgent fire safety checks, a programme to deliver sprinkler systems to all sheltered blocks and a number of other priority blocks and working with internet service providers look at providing free Wi-Fi to residents living in high rise in return for providers being able to install equipment on the roof of blocks.
- Enabling people to live at home longer, including investing in and increasing supported housing options for people, remains a priority. In 2018/19 the council made progress in increasing the level of **Extra Care housing** in the city, offering older people independent living in a home of their own with services on hand if they need them, thereby enabling people to self-care for longer. 6 new Extra Care schemes across the city are now in progress, with 200 homes at an early stage of development.
- We are also working with partners to help improve people's access to housing including bespoke schemes based on the principle of '**ordinary lives**'. Over the last 12 months we have worked with housing providers to influence the development of 45 new units of housing which will meet the environmental needs of adults with learning disabilities and/or autism. This will enable some people to move back to Leeds who have been placed outside the city and other people from having to move out of the city to have their needs met, particularly young people with complex needs moving to adulthood. All of these individuals will be tenants in their own properties. As noted above under our 'Health and Wellbeing' priority, an alternative to residential social care is the Shared Lives service, which identifies and supports people to provide placements in their own homes and families, either on a short- or longer-term basis. The service has expanded, increasing the number of carers and therefore services. The council has also introduced a 'Homeshare' scheme which matches someone who needs some help to live independently in their own home (Homeowner) with someone who has a housing need (Homesharer).
- Government's best practice guide on **adaptations** suggests that housing authorities should aim to achieve 95% completion within target timescales: for urgent cases, the target is 70 calendar days; for non-urgent cases, 170 calendar days. In March 2019, Housing Leeds completed adaptations at 91% for installations in the private sector (down from 98% in March 2018) and 82% for installations in the public sector (down from 93% in March 2018). In 2018/19, Care and Repair Leeds assessed 2,159 people and fitted home improvements to help minimise the risk of falling at home.
- The percentage of **housing complaints** responded to within timescales remains an area for improvement but positive progress was made towards the end of the year, showing a month-on-month increase. The percentage of stage 1 complaints responded to within timescales in March 2019 stood at 89.67% (up from 81.48% in March 2018). For stage 2 complaints, in March 2019 86.36% were responded to within timescales (up from 85.71% at March 2018). Performance should be put into the context of the enhanced service standard within Housing, working on a 10-working day target for housing related complaints as opposed to 15 working days for all other complaints received by the council. Housing Leeds has received an increased number of complaints this year with over 180 more stage 1 complaints in quarter 3 compared to the same



period in 2017/18 and 130 in quarter 4, mainly due to a recent change in process which has seen many more general repair enquiries being logged and tracked through to completion through the formal complaints process. The Government's Green Paper on social housing published in August 2018 has prompted a national conversation about the quality of social landlords' complaints' handling, with consultation running up to November 2018. Housing Leeds welcomes what is likely to be forthcoming national good practice guidance in complaints management.

- The introduction of the **Homelessness Reduction Act** in April 2018 meant that local housing authorities have more responsibility to take reasonable steps to help prevent any eligible person who is at risk of homelessness from becoming homeless, up to 56 days before they are likely to become homeless. The Act includes A new 'duty to refer' requirement, where public services have to a local authority if they come into contact with someone they think may be homeless or at risk of becoming homeless. Between October 2018 and end March 2019, there have been a total of 266 'duty to refers' from sources including Job Centre Plus, Probation, Prison and Social Services.
- Leeds has maintained high levels of **homeless prevention** activity. As a result of changes in the way preventions are recorded following the implementation of the Act, Leeds moved from presenting a prevention figure to a more meaningful statistic: the percentage of cases where homelessness has been prevented or relieved. The service standard for good performance is 80% of cases having homelessness prevented and our monthly performance has consistently remained above 80%, with the March 2019 figure reaching 87%.
- **Leeds Housing Options** (our homeless advice service) deals with around 15,000 households each year and last year helped almost 1,000 cases avert the threat of homelessness. The service typically deals with 330 contacts per day and makes use of a wide range of measures to help people gain accommodation they need. Unlike most other comparable councils, Leeds has not made use of bed and breakfast accommodation for the last five years. This not only means people have more appropriate places to stay, but funding that would have been spent on this can be invested in better value alternatives. Other recent successes in this area include providing specialist accommodation for young people, extra 'street sweeps' to check rough sleepers (particularly in cold weather) and daily surgeries at St George's Crypt and St Anne's Resource Centre.
- Councils are obliged by government to carry out full city **Rough Sleeper** headcounts in September, November, January and March each year. The figures for the last two counts in Leeds in January and March 2019 were 25 and 32 rough sleepers respectively. Of the 32 rough sleepers counted in March: 5 were not known to the service (new presentations); 6 had accommodation available to them; 4 had Leeds City Council tenancies and 2 had supported accommodation; 10 rough sleepers were band 'A' priority, awaiting allocation and temporary housing offered to them but not taken up; tenancy information was not available for the remaining 5.



## Best City Priority: Sustainable Infrastructure<sup>13</sup>

### *What we set out to do in our 2018/19 Best Council Plan*

Like other growing cities, Leeds faces a number of significant challenges, including improving air quality, linking people to services and employment, and increasing the numbers of people choosing public transport. Congestion and disruption on busy road and rail routes remain long standing issues, causing delays to journey time and contributing to air quality problems. A strategic approach to planning, funding and delivering an improved, sustainable infrastructure for Leeds will help us support this growth. An integral part of this priority is our desire for Leeds to be a 'green city' in which to live, work and visit. Working with partners to reduce carbon emissions will bring about benefits through cleaner air and more affordable warmth. Whilst Leeds has successfully reduced its carbon emissions by over a third in line with global agreements, there's still lots more work to be done to reach our longer term target. Technology will make homes and businesses more energy efficient, deliver more sustainable transport, help reduce waste and recycle more and give the city greater energy security. New jobs and apprenticeships can be created in the environmental arena.

### *How did Leeds perform in 2018/19 (based on latest available data)*

- **Climate change** and environmental challenges have increased in priority for the city and the council, leading to the council's climate emergency declaration earlier this year. The Leader of Leeds City Council, Councillor Blake, has also worked with colleagues in other UK cities, including Bristol and Liverpool, to secure a motion at the 2019 Local Government Association (LGA) Conference, which sought to promote the role local government could play in enabling the UK to deliver on the UN Sustainable Development Goals<sup>14</sup>.
- Bringing together partners from across Leeds' public, private and third sector organisations, the **Leeds Climate Commission**, launched in 2017, helps the city make positive choices on issues relating to energy, carbon, weather and climate. The Commission is an independent voice in the city, providing authoritative advice on steps towards a low carbon, climate resilient future, informing inform policies and shaping the actions of local stakeholders and decision makers. The Commission also monitors progress towards meeting the city's carbon reduction targets and recommends actions to keep the city on track. Some of the Commission's achievements during 2018/19 include:
  - In May 2018 over 100 representatives of private, public and investment companies, financial services, consultancies and organisations were brought together for a networking event in the city. The event helped to create a programme of project development workshops for medium-sized enterprises.
  - In January 2019 Leeds hosted a national conference on energy and green finance centred on the theme of 'Investing in Local Energy'.
  - A range of local events and activities were also supported and promoted over the year, including undertaking a climate change survey at Leeds station and a slideshow on the Leeds Big Screen.
  - A 'roadmap' was prepared to deliver city-wide carbon reduction targets and bring forward proposals for city level carbon budgets.
- The council will use this Leeds Climate Commission roadmap to determine how we can become **carbon neutral by 2030**. This will include looking at areas such as our current building stock, the

<sup>13</sup> This priority was referred to as '21<sup>st</sup> Century Infrastructure' in the 2018/19 Best Council Plan. It has since been revised to 'Sustainable Infrastructure' for the updated Best Council Plan 2019/20 – 2020/21.

<sup>14</sup> The UN Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The UN aims to achieve each Goal and target by 2030.



way that our staff move around the city, our fleet policy and how we can invest in our social housing stock to maximise its fuel efficiency. As part of producing the detailed roadmap, we will also identify any barriers to success and work collectively with other local authorities across the country to ensure that our 'asks' to government to support the climate emergency are cohesive.

- Many public sectors organisations such as local authorities, NHS Trusts and Universities are now subject to the **Emissions Reduction Pledge 2020**, a set of principles committing organisations to work towards a voluntary target to reduce their greenhouse gas emissions by 30% (from a 2009/10 baseline) by 2020/21. The council was able to achieve its Emissions Reduction Pledge three years early but in order to continue contributing towards the achievement of the city-wide carbon reduction targets, we are leading a range of long-term projects.
- These include the **Leeds PIPES district heating network**, which is being rolled out across the city centre sooner than expected thanks to the opportunity to coordinate with transport and road network proposals for the Headrow. Nearly 2,000 council homes and numerous businesses around the city centre will be connected to the heat network that provides low carbon heat and hot water, reusing heat which is already being produced at Leeds's Recycling and Energy Recovery Facility (RERF) in Cross Green. The network is projected to make an annual reduction of 22,000 tonnes from the city's carbon dioxide emissions (estimated at 3.95 million tonnes in 2018). *[Source: Leeds Climate Commission]*
- Linked to this, we have continued to work with partners including Better Homes Yorkshire and the West Yorkshire Combined Authority (WYCA) to deliver a number of **Domestic Energy Efficiency Initiatives** that help keep people warm in winter and cool during summer. The Warmth for Wellbeing scheme, jointly funded by Public Health Leeds and the council and delivered by Groundwork Leeds and Care & Repair Leeds, has continued to provide face-to-face advice on energy efficiency and fuel bills as well as small scale measures and heating repairs to 1,532 vulnerable and low income households from October 2018. This scheme has recently been relaunched along with additional services as part of the **Home Plus Leeds** scheme.
- Statistics relating to **fuel poverty** are published by the government two years in arrears and so the most recent data available relates to 2017. A household is considered to be 'fuel poor' if their required fuel costs are above average (national median) and, if they were to spend that amount, they would be left with an income below the official poverty line (the 'Low Income High Cost' definition). In 2017, 36,926 (11.1%) of Leeds households were estimated to be in fuel poverty, an improvement from 49,929 households (13.1%) in 2016. Results remain higher than both England (10.9% in 2017; 11.1% in 2016) and the region (10.6% in 2017; 12.1% in 2016). *[Source: 'Sub-regional fuel poverty, England 2019 (2017 data)' published 13 June 2019; 'Sub-regional fuel poverty, England 2018 (2016 data)' published 26 June 2018. Department for Business, Energy and Industrial Strategy]*
- As reported last year (no more recent figures are available), the average city-wide SAP (Standard Assessment Procedure) **energy efficiency** rating for 2017 was 63.4 (based on a rating of 1-100 with 1 being extremely poor and 100 representing a completely energy efficient dwelling), an improvement on 62.6 in 2016. Energy efficiency is also presented in an 'A' to 'G' banding system for energy performance certificates where band 'A' is the most efficient and 'G' the least. In 2017, 2.2% of Leeds properties were rated below SAP band 'E' (minimum SAP 39), better than in 2016 (2.4%). (Comparison with other local authorities is not possible as the results are dependent on the level at which SAP values have been calculated and the version of SAP used – in Leeds, we use a simplified form of the 2009 methodology.)
- The council has the largest **local authority electric fleet** in the country and we have an ambition for the entire fleet to consist of ultra-low emission vehicles by 2025. As part of our fleet replacement programme, 95 council diesel vans so far have been replaced with fully electric vehicles (53 of these in 2018/19), saving on average almost 2 tonnes of CO2 for every 10,000



miles travelled. The average annual mileage for the council's small van fleet is 14,000 miles per annum, equating to a carbon saving of 255 tonnes of CO<sub>2</sub>. In reflection of the work we've done on our electric fleet, during 2018/19 the council won a series of **transport industry awards** including 'Green Fleet of the Year' - winning both the Business Car Awards 2018 and What Van Awards 2019 - and 'Most innovative fleet management strategy' at the LAPV Future Fleet Awards 2018. We also won in the category of 'Public Sector Fleet Manager of the Year' at the Green Fleet Awards 2018 and were highly commended in the same category in the Ultra-Low Emission Fleet Heroes (Energy Saving Trust Awards, 2018).

- Following public consultation, in October 2018 a scheme was approved to swap out all non-LED bulbs within Leeds' 92,000 **street lights** (approximately 86,000 in total) and to introduce more part-night operation into a further 8,000 street lights. Although the work will take approximately four years to complete, it should eventually result in a carbon saving of approximately 8,800 tonnes of CO<sub>2</sub> per annum. During 2018, eight schools also had their lighting updated to LED, delivering savings of £30,000 in cost and 7 tonnes of CO<sub>2</sub>.
- **Recycling** performance for 2018/19 year-end stood at 38.71% (provisional figure pending Environment Agency verification), slightly above that achieved last year (38.40%) but remaining below our target of 46.1%. The rise is primarily due to small upturns in tonnages captured across a range of different recycled materials (for example, items for re-use, glass, timber, scrap metal, recycling from household waste site general waste etc.). However, this increase has in part been offset due to a shortfall in garden waste tonnages in early summer 2018 as a result of the heatwave, and also underperformance at the RERF impacting upon recycling.
- In January 2019 government approved the council's full business case for a **Leeds Clean Air Charging Zone (CAZ)**. £29 million was awarded: £6 million for the required infrastructure and £23 million to support businesses transition to compliant vehicles. However, despite the good news, challenges still exist as Leeds progresses towards a cleaner city centre. Government is proposing that local authorities develop an element of the charging service that previously it had committed to implement but has not yet reached a design freeze on its own elements. This means the council is unable to begin to develop the required element of the central database. It is anticipated the CAZ will still go live in 2020 but will be delayed beyond the original go-live date of 6 January. To complement the Leeds CAZ, a range of other positive actions aimed at improving the city's air quality are being developed with future activities in the pipeline, including imminent procurement work to install publically accessible Electric Vehicle Charge Point infrastructure.
- In 2017, the Department for Transport gave its support for £173.5m of funding to be invested in a range of **transport improvements** in Leeds featuring new and improved rail stations, new and enhanced park and ride services, bus priority measures along key corridors and modernised transport hubs across the city. With additional support from WYCA and private sector stakeholders, the total funding package is in excess of £270m. During the past year design and planning work took place with significant schemes due to begin during 2019 including bus route improvements along the A61 and A647 corridors, a new Park and Ride site at Stourton and further expansion of the Elland Road Park and Ride site.
- **Park and Ride** is an essential component of the city's transport strategy, enabling improved access to the city centre, reducing the number of vehicles using the road network and in turn supporting the growing economy. The existing park and ride sites are continuing to grow in popularity and in December 2018 celebrated the recording of their two millionth passenger journey; the average daily number of passengers at the Elland Road and Temple Green sites are





1,000 and 850 respectively<sup>15</sup>. The results of a 2018 satisfaction survey carried out across the two sites were positive, with 97% of customers surveyed saying they would recommend park and ride to others and 94% saying park and ride has had a positive impact on their commute to work. As more than 65% of park and ride users previously travelled to and from work by car, this means that the two sites are removing around 8,000 car journeys from city centre roads every week. Almost 90% of those surveyed also felt that park and ride has had a positive impact on pollution/congestion and the environment, with the sites now served by hybrid-electric ultra-low emission buses. *[Source: WYCA Park and Ride Survey 2018]*

- Reducing the number and length of car journeys and increasing the use of more **sustainable transport** means is an important factor in tackling air quality and congestion issues in the city. 45.6% of all journeys into the city centre during 2018/19 were made using sustainable transport methods (walking, cycling, by bus or by train), up from 43.9% in 2017 and the baseline figure of 41.5% in 2011. More than a million trips have been recorded on the award-winning 23km CityConnect Bradford Leeds Cycle Superhighway since it opened in 2016, with usage increasing by 15% from 343,728 in 2017/18 to 396,372 in 2018/19. Overall traffic levels in the city appear to have increased between 2017 and 2018: based on 30 recorders around Leeds that count the number of vehicles passing, figures rose from 65 million to 67.5 million. *[Source: Leeds City Council, Leeds annual traffic growth, updated 19 February 2019 – available on data.gov.uk]*
- The number of people **killed or seriously injured** (KSI) from road traffic accidents in Leeds remains a concern. During the 2018 calendar year, a total of 337 people (40 of whom were children or young people) were KSI in Leeds, an increase from 324 people (39 children or young people) in 2017. Of the 337, 91 were pedestrians (down from 98 in 2017), 62 were pedal cyclists (up from 55 in 2017), 70 were powered two-wheel motor cyclists (up from 68 in 2017) and 101 were car occupants (up from 88 in 2017), 13 were in other types of vehicles, including buses and goods vehicles (down from 15 in 2017). In 2018 there were 26 fatalities, 11 more than in 2017 and greater than the average of the last 6 years of 15 per year. *[Source: Department for Transport statistical release ‘Reported Road Casualties in West Yorkshire’ – May 2019 based on figures provided by West Yorkshire Police].*
- Work continued over the year to develop and deliver a range of **road safety measures**, including the expansion of more 20mph zones around residential areas and schools, city-wide publicity of road safety campaigns such as the @SaferRoadsLeeds Twitter account and a new scheme with the West Yorkshire Camera Partnership, the ‘Ransom Road Watch Initiative’ which deploys mobile speed cameras to roads within the city. Bikeability Training levels 1, 2 and 3 were delivered to 10,904 children at schools across Leeds during 2018/19 (up from 9,121 in 2017), Pedestrian Skills Training to 10,971 pupils (up from 9,440 children the year before) and a Scooter Training Programme also rolled out.
- A major challenge facing Leeds is the reliance of the whole city centre on a single railway station. With over 31 million passengers passing through it each year, Leeds Station is the busiest piece of transport infrastructure in the North of England and the third busiest station outside of London. With passenger numbers using the station forecast to more than double over the next 30 years and plans for the High Speed 2 and 3 rail networks to come to the city, there is a need for significant investment and redevelopment to be made. The redevelopment of the station provides an opportunity to create a gateway that will drive economic growth and regeneration for both Leeds city centre and the Leeds City Region. Working in collaboration with a range of partners, the **Leeds Integrated Station Masterplan** is helping guide this future transformation and in autumn 2018 the council and partners submitted a Strategic Outline Business Case to

<sup>15</sup> Source: West Yorkshire Combined Authority (WYCA) based on average number of cars parked weekdays at the park and ride sites between 27<sup>th</sup> May 2018 and 1<sup>st</sup> June 2019.



government. Included in this submission was an **HS2 Growth Strategy**, which sets out a package of infrastructure proposals to become HS2-ready.

- The changes to the station and the introduction of HS2 will serve to facilitate connectivity through the city centre, better connecting **South Bank** with the city centre core. South Bank is already a successful and growing business, educational and residential destination and the aim is to further transform the area. Building upon the vision, objectives and policies of the Core Strategy, the ambition is to double the economic impact of the city centre by transforming the South Bank into a distinctive and leading destination for investment, sustainable living, learning, culture, creativity and leisure.
- Following the completion of Phase 1 of the River Aire **Flood Alleviation Scheme** (a joint project between Leeds City Council and the Environment Agency to protect the city from the risk of flooding) its innovative movable weir at the Knostrop site was used for the first time in March 2019. Linked to this, the number of properties moved to a lower level of flood risk between April 2017 and September 2018 (the most recent results available) was 3,134 residential and 501 commercial properties. Phase 2 of the Flood Alleviation Scheme is now underway, with its focus on intervention measures north of the city centre such as creating new woodland areas, the removal of existing obstructions along the river to help reduce water levels, lowering the riverbed in places to improve capacity and flow and active floodwater storage areas to hold water and then release it back into the river when safe to do so. Other local flood alleviation schemes in Otley, Wyke Beck and Killingbeck Meadows are also progressing well.
- In spring 2019, the council began work to procure a partner to help deliver the **Full Fibre Network Programme** which will see the wider rollout of fibre to residential and commercial premises adjacent to council buildings and routes, as well as residents within the council's social housing portfolio, 297 schools across the Leeds district and 156 NHS buildings. The programme aims to make Leeds the largest Gigabit and 5G-capable city outside of London, helping to attract inward investment and close the digital/social divide in some of the city's poorest areas. Openreach (BT) has named Leeds as one of their 'Fibre First' cities, Virgin Media's ultrafast cable network has a high level of coverage and Vodafone UK and Cityfibre have pledged to invest £120m to expand coverage of their 1Gbps fibre network across the city by the end of 2021.
- Thousands of adults in Leeds lack basic **digital skills** and this can have a huge negative impact on a person's life. Those who are already at a disadvantage – through age, income, disability, unemployment or education – are most likely to be digitally excluded. Leeds Libraries and Good Things Foundation (the UK's leading digital inclusion charity) have worked together to create 100% Digital Leeds, a cross-sector collaboration ensuring everyone in the city has the digital skills they need. Amongst the successes during 2018/19 was a tablet lending scheme which made over 300 iPads available for organisations to give internet access to adults, helping them to understand the positive changes that can be made to their lives through being online. Enabling non-users and limited users to become digitally included will bring wider social benefits: helping them to be better informed, more confident using online tools, and feeling more independent and less isolated.



## Best City Priority: Culture

### **What we set out to do in our 2018/19 Best Council Plan**

We believe that culture can make a positive contribution to the city's confidence, profile, economy and wider community cohesion, an ambition that underpins the Leeds Culture Strategy. Since the city's bid to be the European Capital of Culture came to an end, Leeds has forged ahead with its plans to host an alternative year-long celebration of culture in 2023. Although no longer a European event, this festival of culture will continue to have a strong international focus and will celebrate the diverse cultures from across the globe to be found in Leeds. Our aims are to ensure that culture can be created and experienced by anyone, to enhance the image of Leeds as a location for major events and attractions and maintain quality accreditations for our day-to-day services such as council-run attractions, parks and green spaces.

### **How did Leeds perform in 2018/19 (based on latest available data)**

- Leeds2023 won the **EUROCITIES** (network of major European cities) prize for Co-operation in November 2018 after impressing the judges with a pledge to harness culture and creativity to transform the city's economy. These awards recognise outstanding achievement by member cities in the delivery of local activities or practices which improve the quality of life for citizens. Leeds' award recognised that the city is continuing to take the inclusive community and partnership approach that characterised its initial 2023 bid by undertaking many activities, including co-creating cultural proposals with people in the most deprived areas and deepening European and international connections (for example, through the Tour de Yorkshire). Leeds was also successful in its application to host the EUROCITIES Culture Forum from 9<sup>th</sup> to 11<sup>th</sup> October 2019, coinciding with Light Night.
- Some of the projects developed over the past year as part of Leeds' culture offer include:
  - The **Leeds Cultural Education Partnership** was established which aims to ensure that culture remains a key feature within education and can be enjoyed by anyone regardless of their background.
  - The **arts@Leeds** grants programme which helps provide funding and business support for arts organisations, centred around three themes of Investment, Development and Engagement.
  - **Music:Leeds**, focusing on developing and delivering a city-wide music strategy. The first annual City Music Forum was held in March 2019, during which attendees were able to give feedback on proposed activities, discuss common issues and highlight opportunities for collaboration. The event launched a Gender Rebalance Equality Action & Advisory Team (an advisory group focusing on gender equality); and 'Launchpad', an artist development programme.
- Several of **Leeds' parks** were once again recognised as some of the best green spaces in the UK during 2018/19: Otley Chevin, Pudsey Park, Golden Acre Park, Kirkstall Abbey, Roundhay Park, Temple Newsam estate and Middleton Park were all awarded **Green Flag** status, a UK-recognised quality accreditation given to parks and green spaces that provide the highest environmental standards, excellent visitor facilities and a beautifully maintained environment.
- Parks and green spaces in Leeds are assessed annually against the **Leeds Quality Park (LQP) standard**, based upon the national Green Flag Award field-based criteria. In 2018/19, 44 of 63 Community parks met the LQP Standard giving a performance score of 70%, below the target of 87%, but slightly up on the previous year when 42 parks met the standard. Overall for all 144 green spaces assessed, 52% of sites passed the LQP standard against a target of 45.4%, and up on the previous year's 50%.



- Leeds retained its prestigious **Purple Flag** status for a third successive year. The Purple Flag accreditation is the benchmark for good night time destinations and recognises the city's excellence in managing its evening and night time economy. A key element in Leeds retaining its Purple Flag status has once again been the positive and joined-up approach displayed by a wide range of partners including Leeds City Council, LeedsBID, Business against Crime in Leeds (BACIL) and West Yorkshire Police who are involved in the day-to-day management of the city's evening economy. Initiatives included the introduction by the council of a dedicated Street Support Team, the continued good work of evening ambassadors providing help and advice to visitors and close partnership support with groups such as Leeds Street Angels and the Angels of Freedom that work closely with the LGBT+ community.
- **Leeds Museums and Galleries (LMG)** is the largest local authority-run museum service in England:
  - In 2018/19 the service welcomed a new record of 1.7m **visitors** across its nine sites.
  - It has one of the most significant multidisciplinary **collections** in the UK and in 2018/19 loaned 490 objects from its collections to 85 venues in 5 other countries, in addition to others in the UK (Spain, Italy, Finland, China and Australia).
  - In 2019 all nine LMG sites successfully maintained their **accreditation with the [Arts Council UK Accreditation scheme](#)**. The scheme is managed as a UK Partnership between Arts Council England, the Welsh Government, Museums Galleries Scotland and Northern Ireland Museums Council and sets out nationally-agreed standards.
  - In February 2019 Leeds City Museum hosted **OUTing the Past**, a one-day conference, followed by a takeover day by West Yorkshire Queer Stories which was attended by over 2,000 people contributing to celebrations for LGBTQ+ history month.
  - Leeds City Museum won the national **Kids in Museums<sup>16</sup> Family Friendly museum of the year** award in October 2018. The award, made by public nominations, is made annually to one museum, gallery, historic home or heritage site that has made outstanding efforts to welcome children and families and respond to their feedback.
  - In June 2018, the **Leeds Curriculum** launched, a one-stop resource for primary school teachers across Leeds: using 'stories' taken from the city's rich cultural history, these can be used by teachers to deliver any curriculum topic. Led by LMG, this was developed with over 40 arts, community and cultural partners and more than 30 primary schools. It is now being used in around one third of the primary schools in Leeds and won the Educational Initiative of the Year at the Museums and Heritage Awards 2019.
  - In autumn 2018, the LMG programme '**Armistice and After**' was the culmination of the World War One (WWI) programme. From a mass participation crafting for 'Peace' at Leeds City Museum to the launch of 'The Leeds Pals: A Handbook for Researchers' - a book researched and written by a group of volunteers; from a lone piper marking dawn on 11<sup>th</sup> November at Temple Newsam to commissioned artwork by Suman Kaur co-curated by the Leeds Interfaith Forum at Kirkstall Abbey. Over 60,000 people took part in Armistice and After with local data showing an audience reach of nearly 3m people over the five years of the overall WWI programme through exhibitions, events, outreach and satellite displays.
- A range of other cultural events across the city continued to be popular during 2018/19:
  - Leeds' **Light Night** is one of the UK's largest annual arts and light festivals. Over two nights in early October some of Leeds's most recognisable indoor and outdoor spaces are transformed by artworks and performances by local, national and international artists. 2018's event attracted more than 80,000 people to over 70 art events across the city

<sup>16</sup> Kids in Museums is an organisation that works with museums nationwide to make them more welcoming for children, young people and families.



centre. Light Night celebrated the themes of Progress and Innovation, and included an illuminated parade celebrating 100 years of social change since (some) women got the vote, the Civic Hall forming part of an abstract digital projection that used the historic stonework of the building as its canvas.

- Running since 2006, **Leeds Pride** is now the largest Pride in the UK to still be a completely free event. In recent years attendance has increased from an estimated 35,000 in 2016 and 40,000 in 2017 to over 55,000 for the 2018 event. The highlight of the day was the parade which saw around 120 floats wind their way through the city centre. The economic impact of the event was a conservative estimate of over £4.3million in 2018, up from £3.8m the previous year. The majority of people attending Leeds Pride rated it as being better than the year before, with nearly 43% having attended for 4 years or more. *[Source: Leeds Pride Impact Surveys 2016, 2017 and 2018]*
- Millennium Square maintained its popularity by hosting a wide range of **cultural events** including the annual summer series of concerts, the Ice Cube skating rink and the Leeds Food and Drink Festival amongst many others.
- The city also hosted many **community, inclusion and wellbeing events** including the annual Leeds West Indian Carnival, Kirkstall Festival and a range of galas and fun days, such as the Burmantofts Gala which in 2018 was based around music and dance from local refugee groups. LMG's work with communities in 2018/19 included acting as a host for events such as Community History Fayre, Leeds Trans Festival, Leeds Science Festival and many more.
- In October 2018 the **Big Leeds Chat** city-wide engagement event took place. It brought around 500 local people together with key decision makers and leaders, to have a conversation about what matters to them and to better understand their needs and preferences. Feedback from the event was positive, with people saying that they love living in Leeds and that they enjoy living in a big and diverse city which offers both great shopping and access to green spaces.
- Work undertaken during the year helped secure a number of prestigious cultural events for the city in the future: the **Road Racing Championships** (cycling) will visit Leeds in September 2019; Headingley Stadium secured **Cricket World Cup** matches and an Ashes Test Match; **Roundhay Park** hosted two major concerts by Ed Sheeran in August 2019 and, following another successful event in 2018, the city secured the rights to host the **World Triathlon Championships** in 2019 and 2020.



## Best Council Ambition: Efficient and Enterprising Organisation

### **What we set out to do in our 2018/19 Best Council Plan**

Our journey to become a more efficient and enterprising organisation centres on a programme of organisational cultural change. This is aimed at making the best use of resources within the council and strengthening our leverage, influence and partnerships across the city, the region, and nationally. To date, we have responded to the financial challenges facing local government and been able to balance the budget each year, protecting front-line services and avoiding large-scale compulsory redundancies. This has been achieved by stimulating good economic growth, creatively managing demand for services, increasing trading and commercial income, growing council tax from new properties and a significant range of organisational efficiencies. These efforts will continue.

We remain confident we can deliver our Best Council Plan priorities through investing in our staff's wellbeing as well as skills, helping them perform at their very best. We encourage a 'can do' culture across the organisation where people feel more confident and empowered. This aims to eliminate barriers, celebrate differences and create a workforce more representative of our communities. Underpinning everything we do – our policies, strategies, processes, communications and resilience – and how we work are our values. They provide a reference point for staff on how they are expected to behave and what they, and our customers and partners, can expect from us.

### **How did Leeds City Council perform in 2018/19 (based on latest available data)**

- As at the end of March 2019, the council employed **12,636 full-time equivalent (FTE) members of staff**, down from 15,000 in 2010 and slightly up on 2018 (12,376). The majority are women (61%) and aged 40 years and over (64%). Where staff have provided additional detail, we know that: 14% are from Black and Minority Ethnic (BAME) backgrounds (compared to 19% of Leeds citizens); 6% are disabled (compared to 16.7% of Leeds citizens); 8% are carers (compared to 10% of Leeds citizens) and 3% are LGBT+ (this question was not asked in the 2011 census so cannot be compared with the Leeds population).
- **Apprenticeships** form part of our overall approach to recruit and retain a skilled and diverse workforce for the future. Since May 2017 when we started collecting figures on this, we have increased the number of apprentices employed from 232 to 636, which is above our target of 2.3% of the workforce. In 2017 the majority of the apprentices were staff who were new to the council and related to traditional roles such as craft roles, gardeners, childcare and healthcare. Two years on, apprenticeships now cover more diverse areas such as Civil Engineering, Solicitor, Digital and Finance and work is underway to explore what can be done to engage communities and offer opportunities to priority groups to increase diversity – especially with entry level apprenticeships. We also continued our graduate recruitment programme, taking on 14 graduates in 2018/19.
- The council remains committed to paying its own staff in line with the **Leeds City Council minimum wage**, which is above the Real Living Wage. The council implemented a pay award and new pay scales on the 1st April 2019. A key feature of this revised pay structure was ensuring that our lowest paid employees transferred to a **minimum pay rate** of £9.18 per hour (p/h). This exceeds both the national minimum wage of £8.21 p/h and the Living Wage Foundation rate of £9 p/h. This investment will primarily benefit women in jobs like school catering and cleaning and helps close the **gender pay gap**. The most recent results (a snapshot as at 31<sup>st</sup> March 2018) show that when comparing mean hourly wages earned by Leeds City Council employees, the women's mean hourly wage remains lower than men's by 6.3%, but the gap has closed by 2% from a year earlier. [Source: Gov.uk - Gender Pay Gap Service]
- A wide range of **staff networks** operate within the council, representing staff on issues or topics they relate to, or associate with. The networks help promote increased understanding and



awareness around their theme and also support ongoing improvement in our organisational development and cultural change work. Highlights from the staff networks in 2018/19 included:

- The Disabled Staff Network was relaunched to become a **Disability and Wellbeing Network (DAWN)** which has a remit of improving the experience of disabled colleagues. The council has already achieved Disability Confident status level 2 - an accreditation awarded by the Department for Work and Pensions which helps organisations employ and retain disabled people and those with health conditions and is currently working to reach level 3 - Disability Confident Leader.
- The **Healthy Minds** network celebrated World Mental Health Day 2018 with events across the city including presentations, tea and talk sessions and guided meditations. At Civic Hall, Healthy Minds also hosted a conference, where attendees were treated to informative, engaging and often emotional presentations.
- Linked to the DAWN and Healthy Minds networks, the council is also leading on a collaboration between all health and care providers across Leeds relating to **Mental Health First Aid Training**. To date nearly 250 people have trained to become Mental Health First Aiders.
- The **LGBT+** network promoted events including the annual LGBT history month in February 2019 and also the Trans Day of Remembrance in November 2018. Leeds City Council retained its position in the top 100 inclusive employers in the country by LGBT+ charity Stonewall.
- 2018/19 was a busy year for the **Women's Voice** network, which launched its manifesto and developed an ambassador programme and mentoring scheme. Success was made in working with uniform suppliers to ensure women's cut clothing were provided.
- The **Carers** staff network undertook awareness sessions to help support working carers achieve a work/life balance between their employment and caring responsibilities.
- The **Early Careers Network (ECN)** focuses on the professional development of council employees in the early stages of their career. Last year the ECN was re-established with a new mission statement and priorities.
- All our staff networks participated in September 2018's **National Inclusion Week** from and in the same month, we held our second annual **Staff Network Conference** which included discussions on 'everyday inclusion' and how to bring this about in the workplace.
- Our average **staff sickness level** in 2018/19 was 9.61 days per FTE (10.78 days when schools are excluded) compared with a target of 8.5 days, slightly lower than the 2017/18 result of 9.75 days per FTE (10.78 days again last year when schools are excluded). The highest cause of absence among our staff is mental health (comprising a number of categories including stress, anxiety and depression) and so we have expanded the support we offer in this area, including expanding mental health first aid training across the organisation.
- During 2018/19, 93% of staff had a mid-year **appraisal** review, down from 96% in 2017/18; over 98% of staff completed their year-end appraisal by the end June 2019 deadline, up from 96% in 2017/18). These figures show that there is more to do though if we are to hit our 100% target.
- During 2018/19 essential pro-active **health and safety** maintenance carried out included: fire risk assessments, management of asbestos, Legionella control, inspections of lifts and other equipment and security. Work was also done to improve the physical security of council buildings and to address aggression directed at members of staff in front-facing services. This included delivering training for elected members and providing lone working safety devices for staff where required. Schools must always be safe environments for children, young people and staff. Much work was carried out in 2018/19 to support this: regional workshops on school



security; work to address the issue of weapons in schools; helping staff to address increasing levels of violence and aggression and a conference to support the health and wellbeing of school leaders.

- Our **Changing the Workplace programme** continued into 2018/19, helping the council improve how and where it works to deliver better services for customers and to improve staff's working environments. Since the start of the programme in 2012 we have moved from workstation: staff ratios of 1:1 in 2010 to an average of 6:10 in 2018 which ultimately allowed us to release whole buildings. 13 buildings have been released since 2016 at a cost saving of £8.6m. We have also successfully reduced our anticipated delivery costs by around £9m since 2012, mainly through use of existing assets for displaced staff as we refurbished Merrion House, recycling higher levels of furniture than originally intended. During 2018/19, 290 staff relocated from the Middleton Park Complex, enabling plans for the Laurence Calvert Academy Free School to be built on the site to provide education for secondary school age children in Inner South Leeds.
- 2018/19 was the penultimate year covered by the government's 2015 Spending Review, which set out plans for spending on public services by all government departments through to the end of 2019/20. Together with inflationary and other pressures on spending, the environment in which we operated continued to be one with significant financial challenges and uncertainties. Despite this, we once again delivered our services within a **balanced budget**.
- The council has operated a **voluntary retirement and severance scheme** since 2010/11 which has contributed to a reduction in the workforce and subsequent savings which have contributed towards being able to deliver balanced budget positions. In 2018/19 approval was given for 66.74 FTEs to leave the authority through the 'Early Leaver's Initiative' (ELI), generating savings of £5.9m over the five year period up to and including 2023/24.
- The council's income **collection rates** remained high in 2018/19: for council tax and business rates these were 96.1% and 97.77% respectively, both similar to the previous year results (96.1% and 98.0%). At the end of March 2019, rent collection across council housing stood at 97.27%, slightly down on the 97.44% collected during 2017/18 - although this is lower than the target of 97.50%, it is a positive position given the significant increase in the numbers of tenants moving to Universal Credit since October 2018.
- During 2018/19, the proportion of **invoices paid promptly** by the council (i.e. paid within 30 days of the invoice being received in the council or paid within longer contractual terms offered by the supplier) increased to 92.98% from 87.96% in 2017/18, exceeding the prompt payment target of 92%.
- **Flavour and PRESTO**, the council's commercial services for catering and home cleaning/companionship both grew over the year, with the number of customers using these services increasing from 134 to 201. Home gardening and window cleaning services were introduced and we have also increased the amount of school contract cleaning work provided by the council, competing successfully against private contractors to be awarded this work.
- Trading with schools has also grown through **Catering Leeds**, the council's school meals provider. In 2018/19 a targeted marketing campaign delivered results, with five schools returning to Catering Leeds from private contractors and three more that had previously managed their own catering. As at the end of March 2019, Catering Leeds held 72% of the primary school catering market and a client satisfaction rating of 88% assessing the service as being good/very good/excellent (results for the period January to March 2019).
- Performance in relation to **bin collections and street cleanliness** remained strong in 2018/19. Winter's adverse cold weather and an increase in garden waste due to the warm spell that followed led to a slight fall (0.02%) in bin collections but performance remained high at 99.94% (12 month rolling average to end March 2019). On street cleanliness, when combining the





winter and summer cleaner streets surveys for 2018/19, 92.5% of sites were deemed to have acceptable litter levels, slightly higher than in 2017/18 when 92% were rated as acceptable. This is a good achievement taking into account that 2 of the 5 wards surveyed last winter are some of our most challenging inner city wards which have been historically low scoring. *[Source: Cleaner Streets Surveys conducted by Leeds City Council].*

- In the council's **Contact Centre**, telephone performance declined during 2018/19, with 84% of calls being answered with an average wait time of over 6 minutes, against a target of 90% and 3 minutes. This was due to the reduction in staff numbers from an average 158 in 2017/18 to 132 in 2018/19, while contact volumes have not decreased proportionally. We are continuing to focus on addressing 'avoidable contact', taking away the need for customers to have to contact us in the first place, as well as developing our on-line self-service options to fully resolve their query. Additional funding has also been provided temporarily to recruit more staff to improve call answer rates during 2019/20.
- More people are using the council's [Leeds.gov](http://Leeds.gov) website, with the proportion of customers using **self-service** to get in touch with us increasing from 68% in 2017/18 to 73% for 2018/19. To help maintain and increase this momentum, during 2018/19 we have involved our customers in research to find out more about how they interact with us digitally.
- We have continued to work hard on our web and social media customer contact. The LCC-help (Twitter and Facebook) **social media** presence continues to grow, with our number of Facebook followers increasing by 26% from 23,800 in April 2018 to 30,000 in July 2019. On Twitter, the number of followers for @LeedsCC\_Help account at July 2019 was 24,700 and over 106,400 for the @LeedsCC\_News account. As our presence has grown, so has the number of enquiries received: 1,196 enquiries came in in April 2019, compared to an average of 741 enquiries per month between September and December 2018. In April 2019 our average social media customer service response time was under 19 minutes.
- Our Electoral Services migrated to their **new electoral software** and using this, successfully carried out the council's local all-out elections in May 2018 and the annual canvass from August to December 2018.
- The council's **Digital and Information** Service ensures that 12,000 council computer users are switched on each day and connected to our network; manages 23,000 telephony connections; ensures that 19 million council emails get to their destination each year and around 600 business applications are supported - one of the most diverse set of applications in the country. In 2018/19 our systems availability continued to exceed the target of 99%. Where council staff had reported issues with their equipment or connectivity, these were resolved at the first point of contact in 85.24% of cases during January to March 2019, an increase of more than 8% compared to the same period in the previous year (77.05% January to March 2018).
- We continued to keep **data** held on the council's network secure and available through technology filtering and blocking and by ensuring that staff are aware of their responsibilities to be vigilant about e-mail attachments and web links. Additional work was carried out to ensure the council was ready for the new national data protection framework which came into effect in May 2018 - the General Data Protection Regulation ('the GDPR') and the Data Protection Act 2018 ('the DPA 2018'). To implement the new framework, work focused on areas where compliance with the relevant articles in the GDPR was required and to ensure that appropriate policies, procedures and guidance were updated or created.
- The **Public Services Network (PSN)** is the government's high-performance digital network, which helps public sector organisations work together, reduce duplication and share resources. PSN acts as a compliance regime that serves as both a commitment to a basic level of information security for connecting government departments and local authorities and also a level of trust between the council and other public services. Following the introduction of more stringent



compliance controls brought in by government, the council undertook a programme of work to ensure it meets PSN compliancy and was awarded PSN accreditation in July 2018.

- Following the introduction of GDPR, the number of **statutory requests for information** from the council rose considerably, which had an impact on our ability to respond to those requests within the timescale specified by legislation. The number of Subject Access Requests (SARs) rose by 43% from 590 in 2017/18 to 845 in 2018/19, leading to a drop in the percentage responded to in time from 97.2% in 2017/18 to 91.8% in 2018/19. The number of Freedom of Information and Environmental Information Regulation requests (FOIs and EIRs) rose by 19.6% from 2009 in 2017/18 to 2,402 in 2018/19, whilst those responded to in time fell from 97.2% in 2017/18 to 93.5% in 2018/19.
- Like any other major city, Leeds can suffer **disruption** caused by the impact of a major incident or emergency such as a severe weather event, major fire or public protests. The council, along with partner agencies, businesses and organisations work together to build city resilience: developing plans, preparing to share resources and assets to protect ourselves and having the capability 'ready to go' to provide an effective response and recovery to major incidents and emergencies should it be required. Examples of emergencies and disruptive events dealt with by the council and partners during 2018/19 included a major gas leak requiring evacuation of properties/closure of roads, several major water main bursts requiring road closures and diversions, several suicide attempts affecting road network/transport infrastructure (City Centre, M621 and A64), road traffic accidents/fuel spillages causing congestion and Bridgewater Place closures and high-sided vehicle diversions due to high winds.
- 2018/19 has also seen us continue to prepare for the **UK's withdrawal from the EU**, developing contingency plans for a range of scenarios and with our Chief Executive, Tom Riordan, being appointed by government in February 2019 as part of a network of nine local authority chief executives across England tasked with engaging with other councils in their regions on preparations. The council's own preparations centre on a strategic response plan which has been put together to provide a framework to deal with the uncertainty in the build up to and the response phase after the UK's exit. The response plan can be scaled up or down depending on the nature of the UK's final exit from the EU and it is linked to the planning at a West Yorkshire level through the Local Resilience Forum. The response work will continue locally in what is a fast moving and developing policy landscape, ensuring local plans are updated where necessary. More information can be found in a series of reports considered by our Executive Board, most recently in September 2019.