

# PERFORMANCE REPORT

**2023 - 2024**



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# Introduction

During 2023/24, the council continued to operate within a difficult financial climate and the impacts of the cost of living crisis were felt by families, communities, businesses and local organisations across Leeds.

The combination of rising costs and increasing levels of need in communities, have left many organisations in the city with little option but to consider service changes and reductions. Although these are essential for organisations to remain operational, they will nonetheless result in reduced service capacity and availability.

Therefore, it is now more important than ever that we share a strong vision across the city. We aim to set a clear strategic intent and direction of travel around which our partners can convene to maximise the positive impact of the limited resources available within the city. We believe this will allow us to remain ambitious as we seek to deliver our shared goals and priorities, and support a range of activities, including seeking to bring additional investment and funding into the city.

Our Best City Ambition has been updated to provide a renewed framework for partners and communities across the whole city to work together as Team Leeds, within the priorities of the three interrelated pillars of Health and Wellbeing, Inclusive Growth, and Zero Carbon, to tackle poverty and inequality and respond to changing circumstances in our economy, society and environment. In the last year we also refreshed our Health and Wellbeing and Inclusive Growth strategies. Our aim is for Leeds to be a healthy and caring city for everyone, where those who are most likely to experience poverty improve their mental and physical health the fastest, with health and care inequalities reducing, and people being supported to thrive from early years to later life. Leeds aims to become the first net zero city in the UK, rapidly reducing carbon emissions and reversing the decline in biodiversity, while supporting people to make more sustainable choices which can improve their standard of living.

We are continuing to build on, and expand, existing work to support local people and communities to be more involved and play their full part; including through an ongoing review of Community Committees. We want to listen to the voices of citizens and communities in Leeds and understand their lived experience, and where appropriate we will maximise opportunities to do this through our key partners.

Our vision is to be the best council in the best city, with our staff supported to understand what we do, why we do it, and how we can all work together to achieve our ambitions and values. We aim to be an efficient, enterprising, healthy and inclusive organisation, supporting staff as we aim to deliver high quality services, as well as change and innovate to meet the upcoming challenges and make the most of digital opportunities, and progress their personal development.

This performance report includes a range of key indicators, and highlights from 2023/24, which provide wide coverage over our performance both as a city and a council and highlights some of our successes and achievements over the year whilst providing an insight into those areas in which we wish to continue to improve as we seek to progress our ambitions.

# Best City Ambition

The Best City Ambition (BCA) is our overall vision for the future of Leeds, setting out our commitment to tackling poverty and inequality, improving the quality of life for people across the whole city. It is built upon our Team Leeds approach and delivering shared city priorities across three interrelated pillars:

- **Health & Wellbeing**
- **Inclusive Growth**
- **Zero Carbon**



The Best City Ambition sets out a vision for the long term, and recognises the importance of our collaborative Team Leeds approach — shared priorities require shared solutions which cannot be achieved by any single organisation in Leeds. Given this, the annual performance report cannot directly cover all of the activity ongoing towards the Ambition, much of which is being led outside the council. The wider BCA progress monitoring framework (outlined opposite) is designed to provide a more complete picture through its component parts.

This report will therefore focus on those areas where the council is making a direct contribution to BCA outcomes through the services we provide for citizens and communities. Whilst we are able to capture and consistently measure this contribution, it is important to also recognise the wider convening and leadership role of the council, crucial to the BCA but not easily quantified through key performance indicators. This aspect of the council, with its broad impact on the city as a whole, is assessed periodically, for example through peer reviews, the most recent of which is highlighted in this report.

In 2024, the updated BCA was adopted, with a strengthened Team Leeds approach and refined priorities. This will be reflected in the 2024/25 annual performance report.

## Progress monitoring framework

We use a range of tools and methods to measure overall progress towards the Best City Ambition. The outcomes covered through these are affected not only by the council, but also by a range of partner organisations as well as citizens and communities themselves.

- **Best City Ambition scorecard**

A new balanced scorecard of indicators which report headline progress on the Best City Ambition in a clear and understandable way, drawing out how we focus on reducing inequalities in line with our Marmot principles. This will be incorporated into the council's annual performance report from 2024/25.

- **Leeds Social Progress Index (SPI)**

The SPI looks at the quality of life in different communities, showing whether it is improving each year — allowing for people's basic human needs, supporting their wellbeing, and providing opportunity. The SPI can be used to help make better decisions and maximise the use of our resources towards the priorities set out in the Best City Ambition.

- **Community voice**

We know that data and analysis do not always tell us about the individual experiences of people across the city. Alongside the data, therefore, we draw on the council's own engagement with citizens and our network of partners working directly with communities to capture lived experience perspectives to improve our understanding of progress and performance on the ground.

- **Joint Strategic Assessment**

The Joint Strategic Assessment (JSA) is a statutory analysis completed every three years which provides a snapshot of progress for a wide range of policy themes across the life course. The next JSA will be published in summer 2024.

# Being Our Best

Being Our Best—our organisational plan—is our plan to be an efficient, enterprising, healthy and inclusive organisation.

Our first Being Our Best Plan, published in 2023, set out our values and behaviours, and responded to the [Local Government Peer Challenge in 2022](#) recommendations. It outlined our change priorities to help us to modernise, and our manager expectations, recognising their crucial role in valuing staff and improving outcomes.

Being Our Best is currently being updated and retains the focus on our values, manager expectations, and the main areas for organisational change. It has been enhanced in line with the government’s productivity plan, which requires councils to outline their transformation plans for the design and delivery of their services, in order to make better use of resources; explain how they are taking advantage of technology and data to improve plans to balance council budgets; and to respond to other requests made by the government.

The updated plan will focus on three interlinked themes to enable everyone to understand the role and priorities of the council:

- **Well-run city**—describing local government’s unique and engaging public service leadership role so that the council can make the greatest contribution to our [Best City Ambition](#).
- **High-quality public services**—describing the continuous improvement we strive to make in the services we deliver or commission, to improve outcomes, customer satisfaction and value-for-money.
- **Well-run organisation**—describing the importance of good governance in line with our values and behaviours to help us make the most of all the resources and assets we have at our disposal, especially our staff.

These come together to shape the council’s overall contribution towards achieving the Best City Ambition.

The annual performance report sits alongside a variety of detailed delivery plans, annual reports and key performance indicators linked to the range of supporting plans and strategies which shape the council’s work. It summarises an annual snapshot of progress, but these themes are revisited much more frequently throughout each year—usually through our directorate structures, which is why this report has been organised to mirror that approach.

The Being Our Best organisational plan KPIs are mainly captured in the Strategy and Resources directorate section, reflecting the wider corporate and support service role of colleagues within that directorate.

During the year, corporate-level performance is monitored through a number of routes including:

- Quarterly consideration by Corporate Leadership Team (CLT) and each director’s own leadership teams.
- Twice-yearly reports to each of the five Scrutiny Boards, supplemented by ad hoc additional reports as required.
- Monthly financial monitoring to Executive Board.
- Regular receipt of annual reports to Executive Board for key areas of work, strategies or statutory partnerships.

Connections between the organisational plan and annual performance report will be strengthened further in future years when the updated plan has been published.

# Equality Improvement Priorities

The council is committed to tackling inequality in the city and ensuring that the council meets its legal duties under the Equality Act 2010. This is at the heart of all our strategic planning, including the Best City Ambition, Best Our Best—Organisational Plan, the Inclusive Growth Strategy, Health & Wellbeing Strategy and our Climate Emergency declaration, and is a key driver for improving performance.

The council produced a set of Equality Improvement Priorities (2021–2025) to further this aim and in February 2023 our Executive Board approved a new Vision and Action Plan for Equality, Diversity and Inclusion. The 15 high level actions in the plan are reported against in the Equality, Diversity and Inclusion Annual Report 2023/24 ([add link when available](#)) and are set out below:

- Strengthen and develop our community engagement approach including review and development of Equality Assembly and Equality Hubs.
- Celebrate the diversity of our city and its people and communities through supporting a programme of activity for International Months, Weeks and Days.
- Develop our third sector infrastructure which focuses on equality, diversity, inclusion and migration and hate crime.
- Widen our partnerships at city, West Yorkshire, regional, national and international level to ensure we can continue to be a leader in EDI and associated work and incorporate best practice wherever possible.
- Deliver a cohesion strategy for the city that brings together key stakeholders and agendas, and builds on our work around the Intercultural Cities Programme.
- Review and strengthen our approach to ‘giving due regard’ to equality,

diversity and inclusion with an improved focus on monitoring reporting outcomes.

- Deliver the council’s Equality Improvement Priorities.
- Strengthen our governance arrangements at all levels of the council and improve transparent and accessible reporting so we can clearly show progress against our priorities.
- Improve how we communicate key messages, priorities, and programmes to all council staff to ensure everyone can contribute to the equality, diversity and inclusion agenda.
- Focus on the impact of the cost-of-living crisis and the long term effects of the Covid-19 pandemic on people and communities through all of our service delivery.
- Make our approaches to recruitment and initial welcome more inclusive.
- Support people to progress.
- Deliver the right training offer for staff and managers, and ensure everyone engages.
- Tackle discrimination and unacceptable behaviour and promote speaking up and zero tolerance.
- Use data and monitoring to ensure we are clear about the difference we are making.

# Highlights 2023/24



Our **Leeds PIPES** scheme is on course to become one of the UK's largest heat networks, with its expansion into Little London and Woodhouse ward, for homes of all tenures, and Leeds Conservatoire set to connect. The scheme has also been

successful in securing grants to enable it to expand onto Wellington Street and the South Bank. In 2023/24 alone, the scheme saved customers nearly half a million pounds in reduced energy costs, and helped reduce our city's carbon footprint by 3,975 tonnes.

**Synergi-Leeds**, a partnership between the NHS, Public Health, the local community and voluntary sector organisations, was named Mental Health Innovation of the Year at the Health Service Journal Awards in November 2023, for their work reducing ethnic inequalities in mental health in Leeds.

We have a nationally recognised track record on delivering the new high-quality homes the city needs, with around 17,000 new homes delivered in Leeds in the last 5 years, equivalent to 1.5% of England's supply. Over the last 12 years, 79% of new housing has been on previously developed land with the majority of this in the most sustainable and connected locations in the city centre and inner suburbs. Alongside investment in infrastructure and community facilities, and working closely with our communities, new housing can lead to regeneration across these areas.



November 2023 saw the unveiling of a major new public artwork located in Aire Park, part of the new Leeds South Bank development. **Hibiscus Rising** is a breath-taking 10-metre-high hibiscus flower, decorated with African-inspired batik patterns, created by artist Yinka Shonibare to honour the life and legacy of David Oluwale. This artwork stands a short distance away from the previously opened David Oluwale bridge.

Our new **Homelessness and Rough Sleeping Strategy 2023-28** was approved in July 2023, outlining our four ambitions of universal prevention, targeted prevention, intervention, and recovery through strong partnership working. Leeds has a track record of performing well in maximising homeless preventions and is also making good progress in reducing the number of homeless young people. During 2023/24, approximately 6,500 households approached the council for advice and support and we were able to prevent homelessness in 80% of these cases—far higher than the national average of 54%.



Leeds graded 'A' for climate action and recognised as one of 119 cities across the globe taking bold leadership on environmental action and transparency—despite the pressures of the challenging global economic situation—by renowned international authority the Carbon Disclosure Project (CDP).

The council received the **2023 Gold Award** from the **Armed Forces Covenant Employer Recognition Scheme** in recognition of our support for the armed forces community and for our work on the Armed Forces Covenant. The council was one of only 193 new recipients for 2023 and the only local authority in the Yorkshire & Humber region to be granted the Gold Award.

**LEEDS 2023**, our very own **Year of Culture**, put on a series of creative projects collaborating with cultural partners, artists and communities to create an inspiring, inclusive year with, by and for the people of Leeds.

- Over 1,100 events, featuring more than 700 artists, took place, spread across all 33 Leeds City Council wards.
- 1,008 volunteers gave up a total of 17,766 hours of their time to make all this possible.
- Local and British contributors were joined by 86 international artists from 54 different countries and territories.
- 35,194 pupils, drawn from 228 schools, participated in activities linked to LEEDS 2023, and 808 students engaged in internships and placements.
- 2,172 pieces of media coverage and over half a million unique views of the LEEDS 2023 website.
- Total amount of investment by Arts Council England into Leeds through the National Portfolio Organisations increased from £21m to £29m.

The **Leeds Food Strategy** was launched in 2023 and at its heart is our vision for Leeds to have a vibrant food economy where everyone can access local, healthy, and affordable food that is produced in ways that improve our natural environment and embrace new techniques and technologies.

**Zero Waste winter coat campaign:** Supported by Leeds City Council, the Leeds Winter Coat Appeal collects and redistributes donations of great quality, second-hand winter coats, and passes them on to families across Leeds for free; helping to save money and reduce waste. From mid-October 2023 to the end of February 2024, over 7,600 items of winter clothing were collected and redistributed to families.

**Leeds Apprenticeship Recruitment Fair** returned to the Leeds first direct arena in February, showcasing apprenticeship opportunities across the city. Visitors had the opportunity to discover more about the different types of apprenticeships and the exhibitors included major Leeds employers and training providers from a wide range of sectors.



We recognise the added challenges children have had to face in recent years, including the pandemic and the cost of living crisis. To reflect these issues, we refreshed our **Children's and Young People Plan**, taking into account the wishes and priorities identified through an extensive consultation with 80,000 children and young people in Leeds.



The Lord Mayor of Leeds presented the **Leeds Award** to Alford Gardner, one of the nation's last surviving **HMT Empire Windrush** passengers and the city's only remaining Caribbean Second World War serviceman. The Leeds Award formally recognises the achievement of people who have made an enormous contribution to the city.

## Peer Review—Revisited

In November 2022, Leeds City Council hosted a Local Government Association (LGA) Corporate Peer Challenge, which made a number of recommendations covering our values, culture and workforce; locality and community working; transformation approaches across the organisation; financial planning; and our role and influence within and beyond Leeds. These findings and recommendations were fully accepted by the council and, in September 2023, the Peer Challenge Team made a return visit to review our progress. Observations from this visit included:

- Tangible progress had been made on the original recommendations, with the council building further on its many strengths.
- Members and officers are enthusiastic about planning further improvement, whilst being realistic about the challenges ahead.
- The concepts of Best Council, Best City and Team Leeds are widely recognised and understood, by elected members, staff and partners.
- The *Be Your Best* manager development programme was successful and consideration could be given to providing this more widely.
- The staff survey showed very positive results, but revealed that capacity and resilience need ongoing attention.
- Children’s Services pressures in Leeds are high, and consistent with the demand-led pressures in other upper tier councils.
- Strong national leadership on children’s social care, growth, housing and the future of local government.
- There is collective political and officer leadership of the budget, with an openness about the scale of the budget gap.

Leeds Christmas market brought a footfall boom in Leeds city centre, with over 5.5 million visits to the key locations, an increase of nearly 14% compared to the previous year. For the first time, the market saw stalls and attractions spread out across 13 different areas of the city centre, with a range of stalls decked out in festive lighting and featuring local and international traders.



Air quality data for Leeds shows air pollution levels have not returned to pre-pandemic levels and continue their long-term decline through city-wide action. The most recent figures showed Leeds met the national objective for having no locations exceeding national nitrogen dioxide and particulate matter limits. In Leeds centre the figures for both went down at the start of the pandemic and have stayed below those levels. Leeds’ annual greenhouse gas emissions have decreased by 38% since 2005, from 6.3 to 3.9 million tonnes of carbon. The council’s own carbon footprint has shrunk by nearly two-thirds (63%) over a similar period.

Employment and Skills service rated ‘outstanding’ by Ofsted, who reported that “Learners benefit from a highly ambitious curriculum that meets a diverse range of needs across the city, widens participation in learning, improves life chances and develops stronger communities.” Leeds becomes the first local authority in England to receive an outstanding rating in this area since the implementation of a new education inspection framework in 2019.



Exciting plans for the regeneration of Holbeck have been allocated more than £15 million, as part of the latest round of investment from the government's Levelling Up Fund. The 'Heart of Holbeck' plans will deliver transformative change through the renewal of the local high street, transformation of the local community centre and improvements to traditional terraced homes.



Our Priority Wards have adopted the **ABCD approach** (Asset Based Community Development) to improve and empower local people to act on the things that are important to them within their local neighbourhoods. This approach is helping to transform the way that we work in these wards, by creating an environment where communities, businesses, and a range of public services work better together by using their influence, knowledge, and local expertise to help shape local services and more effectively target public resources.



**Leeds City Bikes**, a fully electric public bike hire service delivered by Beryl in partnership with Leeds City Council and the West Yorkshire Combined Authority was launched in September 2023, with more than 1,600 trips taken in the first week alone. This scheme is crucial to our efforts to create a comprehensive transport network that makes Leeds a city where you do not need a car.

Our **Welcome Spaces initiative**, run in partnership by the council with Voluntary Action Leeds, Leeds Community Anchor Network and Forum Central helps to ensure support is available to those in need, especially across the winter months. During 2023/24, over 120 voluntary and faith-based organisations stepped forward to become part of the network, with the busiest months seeing over 12,000 recorded visits.

Our Children & Families directorate is the only such department in a Core City in England to be considered 'Outstanding' by Ofsted, having achieved this rating in both 2018 and 2022. Despite the challenges of the Covid-19 pandemic, inspectors found services in Leeds have continued to be delivered to an exceptionally high standard.



In February 2024, the Council announced the completion of a scheme to convert over **89,000 streetlights to new LED lamps**, in partnership with Eneveo. The scheme is expected to bring significant annual savings of £3.4 million in electricity costs as well as reducing street lighting energy consumption by approximately 62%, resulting in 7,050 tonnes of carbon savings, and supporting efforts to enhance energy efficiency and sustainability in Leeds.

# About this report

Reflecting the structure of the council, performance indicator results in this report are grouped according to the council directorate which has overall responsibility for each measure:

- Adults and Health
- Children and Families
- City Development
- Communities, Housing and Environment
- Strategy and Resources

Within each section, the results have been further divided into city outcome indicators, which reflect progress towards the Best City Ambition but are not within the direct control of the local authority, and operational performance indicators that relate directly to the activity of the council. Accompanying narrative has been given for each group of indicators.

For each measure, we have included the latest available annual result, along with the previous annual result and an indication of whether progress has been made. Where an indicator is a new measure or the method of compiling the data has changed, it is not possible to make a comparison or indicate progress.

Where an indicator has a specified numerical target, we have indicated whether that has or has not been met. In other cases, we have indicated whether an increase or decrease in the result would constitute improvement and whether that has been achieved.

Each section also includes spotlights on the Best City Ambition (BCA) Enablers that relate to that directorate and a selection of directorate highlights from 2023/24.

## Key to tables

Target column	Meaning	Progress column
	Result does not meet target	
	Result unchanged	
	Result exceeds target	
	Result is tracked	
N/A	Target not possible/required	
	Latest result worse than previous result	
	No change between previous and latest results	
	Latest result better than previous result	
	Results are neither good nor bad	
	Comparison not possible	N/A

# Adults and Health

This directorate aims to help people in Leeds, who have care and support needs, to live well and to remain living independently. It provides care and support for older people; people with mental health needs, sensory impairments, physical disabilities, or learning disabilities; and people with other specific needs. This could be through services directly provided by the council or by independent sector care and support providers.

The Adults and Health Directorate also has a responsibility for keeping people safe from abuse, harm or neglect. Adults and Health colleagues work as part of Team Leeds with a wide range of partners including NHS organisations, care providers and voluntary and community organisations to support the delivery of high-quality services which deliver the best outcomes possible for local residents.

The following strategies and plans set out our strategic vision and priorities:

**Better Lives Strategy** – Leeds City Council strategy for people with care and support needs. It has the following vision “We want every person in Leeds that needs care and support to live in the place they call home with the people and things they love, in communities that look out for one another, doing the things that matter most to them.”

**Health and Wellbeing Strategy** – Part of the Best City Ambition, this strategy sets out the vision that “Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.”

**Healthy Leeds Plan** – sets out how Leeds City Council and care partners will support the delivery of the Health and Wellbeing strategy.

**Adult Social Care Plan** – sets out the priorities for the Adult Social Care services for the next three years.

**Market Position Statement** – sets out the strategic drivers, market overview and the directorate’s future commissioning intentions.

Services within the Directorate include:

- **Social Work and Social Care Services** – which has responsibility for assessment and care management, community support, independent living, safeguarding, equipment at home and disability services.
- **Integrated Commissioning** – responsibilities include Commissioning, care market management, consultation and involvement and performance quality assurance.
- **Public Health** – Working to improve the health and wellbeing of the people of Leeds.
- **Health Partnerships** – Working together with partners including the NHS to develop and deliver a Health Leeds Plan via the Health Leeds Partnership.
- **Resources and Strategy** – Directorate support services including workforce development, intelligence and complaints .
- **Transformation and Innovation** – Supports the directorate to deliver transformational change projects to achieve its priorities

The city outcomes performance measures for this directorate all relate to the work of Public Health, whilst the operational performance measures are associated with Adult Social Care.

## City Outcome Indicators

The data included in this latest report shows that there has been a slight increase in life expectancy for both men and women in the most recent period and this will be monitored closely to assess whether this is the start of an upward trend. There remains a significant gap in life expectancy between the poorest and wealthiest parts of the city - around a ten-year difference for men and nine years for women.

In line with the national picture, overall life expectancy in Leeds remained largely unchanged between 2011/13 and 2018/20, after which life expectancy in the city declined slightly. The downward trend started before the onset of Covid-19 so it cannot be wholly attributed to the impact of the pandemic. However, it is likely that deaths from Covid-19 contributed to this trend.

There is a mixed picture in terms of the impact of major diseases including circulatory diseases such as heart disease and stroke; respiratory conditions like COPD; cancer; and alcoholic liver disease.

Overall, there is a continued reduction in the rates of death for people under 75 years old from preventable causes. This may represent a genuinely positive trend - possibly in part attributable to the impact of preventative services and interventions. However, it may also be due to vulnerable populations dying from Covid-19 rather than from these preventable conditions.

### Areas where progress has already been seen:

- The decrease in rates of obesity in primary school aged children - most notably in 10 – 11-year-olds.
- Deaths from preventable causes in people aged under 75 years are falling most quickly in the most deprived parts of the city. Deaths from respiratory disease, cancer, and alcoholic liver disease (all age and in under 75s) are following a similar pattern.
- The number of people taking up an offer of an NHS Health Check continues to recover after Covid and the rate in Leeds remains above both the regional and England averages.
- The proportion of people successfully completing alcohol treatment has

continued to increase and is significantly higher than the rate in Yorkshire and the Humber and for England as a whole.

- The overall trend for successfully completing drug treatment (opiate users), is positive and Leeds continues to have significantly higher success rates than in Yorkshire and the Humber or in England.

### Areas for continuous improvement:

- There has been a small increase in the rate of deaths from circulatory disease in some of our inner city communities. This continues the worsening trend (in deprived areas) for this indicator and the gap continues to increase between the most and least deprived areas of Leeds.
- Excess weight in adults has also increased slightly. This indicator also shows a marked increase compared to pre-Covid rates.
- Entrenched inequalities between the most and least disadvantaged communities remain across a range of other indicators including those for alcohol, smoking, serious mental illness, and physical inactivity in adults.

## BCA Enabler—fairer, healthier: becoming a Marmot City

Being a Marmot City means Leeds has made a commitment to building a fairer city and reducing inequalities in health and wellbeing. It is about ensuring everyone has access to the right ‘building blocks’ to good health, including high-quality and secure housing, better education, reliable and well-paid jobs, and a clean environment. A fairer, healthier city is essential if we are to meet our ambition to be the best city and is connected to all 3 pillars of the Best City Ambition.

We will work in partnership with the Institute of Health Equity, which is led by the world-renowned expert in this field Professor Sir Michael Marmot. Together, we will develop approaches which focus on supporting people at every stage of life and help meet the needs of different communities.

City outcome indicators		Target	Previous result	Latest result	Progress
Life expectancy:	Male	Increase	77.7 years	77.8 years	
	Female	Increase	81.8 years	82.0 years	
Infant mortality (rate per 1000 births)		Decrease	5.0	5.0	
Prevalence of childhood obesity (including severe obesity):	Reception	Decrease	9.9%	9.4%	
	Year 6	Decrease	25.0%	23.3%	
Under 18 conception (rate per 1,000)		Decrease	19.8	19.3	
Breastfeeding maintenance at 6-8 weeks		Increase	48.4%	46.0%	
Number of under 2s taken into care		Decrease	94	96	
Smoking prevalence (current smokers) in adults (18+)		Decrease	12.1%	12.4%	
Increased likelihood of current smoking (self-reported) among adults aged 18-64 with a routine and manual occupation		Decrease	1.9	1.8	
Adults who have a BMI of over 30		Decrease	24.1%	24.6%	
Physically inactive adults aged 19+ (<30 moderate intensity minutes per week)		Decrease	34.8%	34.2%	
Prevalence of severe mental illness 18+ (DSR per 100,000)		Decrease	1,378.7	1,308.5	

City outcome indicators		Target	Previous result	Latest result	Progress
Gap in employment rate with overall employment rate: Aged 18 to 64 with a learning disability		Decrease	69.6	67.5	
Mortality rates (DSR per 100,000)	Circulatory disease – all ages	Decrease	236.6	235.7	
	Circulatory disease – under 75	Decrease	77.9	77.2	
	Respiratory – all ages	Decrease	84.4	78.0	
	Respiratory – under 75	Decrease	30.9	28.2	
	Cancer – all ages	Decrease	277.0	270.0	
	Cancer – under 75	Decrease	138.2	132.6	
	Alcoholic liver disease – under 75	Decrease	12.4	12.9	
Excess under 75 mortality in adults with severe mental illness		Decrease	380%	354%	
Under 75 mortality from causes considered preventable (DSR per 100,000)		Decrease	198.2	193.3	
Recorded diabetes type 1 and 2 (DSR per 100,000)		Decrease	6,765.8	6,883.4	
Percentage of NHS Health Checks offered which were taken up		Increase	48.0%	71.4%	

City outcome indicators		Target	Previous result	Latest result	Progress
Successful completion of drug treatment – opiate users		Increase	7.9%	7.3%	
Successful completion of alcohol treatment		Increase	43.1%	45.8%	
Admissions for alcohol-specific conditions:	All ages (DSR per 100,000)	Decrease	687.5	702.7	
	Under 18s (Crude rate per 100,000)	Decrease	6.3	5.0	
Emergency admissions from intentional self-harm (DSR per 100,000)		Decrease	150.0	107.1	
Emergency admissions due to falls for aged 65 and over (DSR per 100,000)		Decrease	1,796.1	1,385.7	
Suicide Rate (DSR per 100,000)		Decrease	13.7	12.1	
New HIV diagnosis rate – all ages (Crude rate per 100,000)		Decrease	8.9	16.2	
New STI diagnoses (excluding chlamydia aged under 25) – all ages (Crude rate per 100,000)		Decrease	370.0	437.0	

# Operational Performance Indicators

As of 31st March 2024 Adult Social Care provided long term support to approximately 8,800 people. This figure continues an increase in older people supported and in particular older people in care homes which rose by 8.6%.

Adult social care continues to experience pressure on its services and there remains a high volume of requests for support. In addition, people's needs are often more complex and as a result they need more support than they did previously. Whilst there has been a reduction in the number of vacancies Adult Social Care continues to face pressures around staffing both within the Council and independent sector.

The overall picture in relation to the national suite of performance measures compared to the last available result is positive with 12 measures out of 22 having improved. In particular, those relating to activity have improved (5 of 7). The picture is more mixed regarding those obtained from surveys of service users and carers where 6 have improved and 7 declined compared to the previous survey.

## Areas where progress has already been seen:

- The reablement service where the number of people completing the service has increased from an average of 121 per quarter in 2022/23 to 127 per quarter in 2023/24. The effectiveness of the service has also improved with the proportion of people who after completing reablement do not need further support increasing from 70.3% to 75.3%.
- Results related to the safeguarding process show improved outcomes for people going through the safeguarding process, the proportion of safeguarding enquiries where the risk was reduced or removed increased from 87.2% in 2022/23 to 88.7% in 2023/24 whilst the proportion of people who had their desired outcomes met also improved from 93.7% to 94.4%.
- Progress has been made on tackling backlogs and waits for service with a reduction of approximately 200 people over the last year and the mean waiting times for an assessment reducing from 29 to 22 days. Local measures on the use and take up of preventive and low level services also

shows increases with more use of the Leeds Directory, which increased by 28% last year and more people supported by being provided with telecare equipment.

## Areas for continuous improvement:

- A low proportion of service users are supported through a direct payment compared to other local authorities, however the result of 14.8% is consistent with previous years. Information provided to promote the use of direct payments is being refreshed and specific groups identified who may benefit from the approach.
- The percentage of people receiving long term service who have had a review in the last 12 months has fallen and stands at 41.9%. This is linked to demand across social care impacting on the ability to carry out annual reviews. An action plan is in place and is displaying early signs of impact.

## Team Leeds Highlights 2023/24

The **Home First Programme** – a partnership between NHS services and Adults and Health has delivered significant reductions in bed occupancy due to delays in discharge from Leeds Teaching Hospitals Trust; increased numbers of people accessing intermediate care services; and improved independence at the end of a reablement episode.

As part of a consortium of West Yorkshire local authorities, we successfully bid for the Department of Health and Social Care **Accelerating Reform Fund**, aimed at supporting innovation in adult social care. This funding will be used to support unpaid carers focusing on digital innovation and the provision of short breaks for carers.

Operational performance indicators		Target	Previous result	Latest result	Progress
Social care-related quality of life score (maximum score: 24)		Increase	19.5	19	
Carer reported quality of life score (maximum score:12)		Increase	7.4	7.1	
The proportion of people who use services who have control over their daily life		Increase	71.4%	70.9%	
The proportion of people who use services who receive direct payments		22%	14.9%	14.8%	
The proportion of carers who receive direct payments		Increase	80.5%	85.6%	
Proportion of adults with a learning disability who live in their own home or with their family		Increase	79.4%	80.5%	
Proportion of people who use services who reported that they had as much social contact as they would like		Increase	49%	49.2%	
Proportion of carers who reported that they had as much social contact as they would like		Increase	30.8%	29.2%	
Adjusted Social care-related quality of life (impact of Adult Social Care services)		Increase	0.426	0.377	
Long-term support needs met by admission to residential / nursing care homes, per 100,000 population	Younger adults (aged 18-64)	Under 15	13.3	18.2	
	Older adults (aged 65 and over)	Under 550	531.5	519	
Older people still at home 91 days after discharge from hospital into reablement/ rehabilitation services		Increase	83.4%	84.9%	
Proportion of older people (aged 65 and over) who received reablement/ rehabilitation services after discharge from hospital		Increase	0.9%	1.3%	

Operational performance indicators	Target	Previous result	Latest result	Progress
The outcome of short-term services (sequel to service)	75%	70.3%	75.3%	
Overall satisfaction of people who use services with their care and support	Increase	65.8%	62%	
Overall satisfaction of carers with social services	Increase	32.5%	39.7%	
Proportion of carers who report that they have been included or consulted in discussion about the person they care for	Increase	58.4%	60.7%	
Proportion of people who use services who find it easy to find information about support	Increase	71.8%	71.4%	
Proportion of carers who find it easy to find information about services	Increase	57.1%	58.1%	
Average time taken for phone calls to be answered in the contact centre	Decrease	236 seconds	225 seconds	
Proportion of people who use services who feel safe	Increase	70.4%	71.5%	
Proportion of people who use services who say that those services have made them feel safe and secure	Increase	87.7%	90.7%	
Percentage of referrals for social care resolved at initial point of contact or through accessing universal services	27%	27%	29.4%	
People completing a re-ablement service (average per quarter)	Increase	121	127	
Service users who have had a service for more than 12 months and have received a review in the last 12 months	50%	43.5%	41.9%	
Number of telecare installations	Increase	3,931	4,063	

Operational performance indicators	Target	Previous result	Latest result	Progress
Numbers of carer's assessments carried out (average per month)	Increase	126	309	
Proportion of Care Quality Commission registered care services in Leeds rated overall as good or outstanding	87%	74.3%	79.5%	
Percentage of people with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met	93%	93.7%	94.4%	
Number of safeguarding concerns	Track	13,527	13,209	
Percentage of safeguarding concerns that meet S42 threshold	Track	24.1%	30.7%	
Average Leeds Directory Users per quarter	Increase	10,938	13,982	
Percentage of current service users that have accessible information needs record updated	Increase	95.6%	95.6%	
Ratio of people who receive community-based support vs people who are supported in care homes	Increase	2.4	2.4	
Percentage of individuals lacking capacity who were supported by advocate, family or friend	Increase	92.6%	92.5%	
Numbers waiting for assessment	Decrease	1,457	1,254	

# Children and Families

Leeds is home to 172,650 children and young people under the age of 18. Our ambition is for Leeds to be the best city in the UK for them to grow up in and we aim to do this by listening and responding to the voice of children and young people, putting their views at the heart of everything we do.

Child Friendly Leeds is the initiative for everyone who shares this ambition. We want Leeds to be an inclusive and welcoming child friendly city where children live in loving and nurturing families, and where they are valued, supported, enjoy growing up, and look forward to a bright future. Everyone growing up in Leeds will have a voice and be involved in decisions about their city. If we nurture and support our children today, we'll have a better city tomorrow. This will only be achieved by working in partnership. The Director of Children's Services and Executive Member have a statutory responsibility to ensure that all key partners work together. The Children and Young People's Partnership oversees and co-ordinates our work.

Our Children and young people's plan sets out the outcomes and priorities that shape the directorate's work, and explains how it will be accomplished. A series of performance measures is used to show the progress against the outcomes and priorities. These measures include the directorate's three 'obsessions':

- Safely and appropriately reduce the number of children looked after
- Young people in Leeds attend school, achieve, and attain well, and continue their route of a sustained education, apprenticeship or employment destination
- Leeds is a healthy place for all children; and improve the timely access to healthcare when needed

Services within the Children and Families directorate:

- **Learning** – including Learning Inclusion and Learning Improvement

- **Social Care** – including Children's Social work services, Family Help (Early Help, and Safeguarding)
- **Resources and Strategy** – including Intelligence and Policy and Learning Systems
- **Transformation and Partnerships** – including Children and Families Transformation Team, and Commissioning and Market Management

## BCA Enabler—12 wishes for a Child Friendly Leeds

We want to be the best city in the UK for children and young people to grow up in. Over 750 businesses, organisation and individuals have joined our campaign to make Leeds a Child Friendly City and have signed up to be a Child Friendly Leeds ambassador.

The voices and views of children and young people are at the heart of making Leeds a Child Friendly city and are crucial to achieving our Best City Ambition. Child Friendly Leeds has captured the views of over 80,000 children and young people in the city to identify top issues and priorities. Through a Team Leeds approach, the Child Friendly 12 Wishes have been created in partnership with children and young people from Leeds, as well as key stakeholders. Each year the council will publish an update on their progress, which will also be overseen by the Children and Young People Partnership, alongside the Children and Young People's Plan. The 12 Wishes are focussed on making Leeds a better city for children and young people to play, live and grow up in, where their voices are heard.

## City Outcome Indicators

The Children and Young People’s Plan contains a small number of health-focused measures which, although monitored by Children and Families, reflect work carried out by a range of partners across the city.

### Areas for continuous improvement:

- Infant mortality rates in Leeds, at 4.9 deaths per 1,000 live births, were below (better than) our statistical neighbour average of 5.09, but above the national figure of 4.0.
- The prevalence of children at age five (9.4%) and at age 11 (23.5%) who are obese, are both were below the regional averages but above national figures.

- The under-18 conception rate in Leeds continued and stood at 19.3 per 1,000 in the latest reporting period. The long-term trend in Leeds shows a reduction in conceptions, but the figure ws still above both statistical neighbours and the England average.

More detailed background information is available in the [Leeds Children and Families Health Needs Assessment 2022](#), which provides a snapshot of information that describes life for children and families in Leeds in 2022. Developed in partnership with colleagues from across the city, it brought together existing knowledge and data from a national, regional, and local level into a single document.

City outcome indicators	Target	Previous result	Latest result	Progress
Infant mortality rates	Decrease	New methodology	4.9 per 1,000	N/A
Children that are obese in reception	Decrease	9.9%	9.4%	
Children that are obese in year 6	Decrease	25.0%	23.3%	
Teenage conceptions (rate per 1000)	Decrease	19.8 per 1,000	19.3 per 1,000	

## Operational Performance Indicators

44% of Leeds pupils (57,329) live within the most deprived 20% localities in the city. These areas have seen by far the greatest growth in the population of 0- to 17-year-olds over the last decade (two thirds of the growth). They are also the most diverse localities, accounting for nearly two-thirds of pupils from ethnically diverse communities, and 70% of all pupils who speak English as an additional language. 70% of children looked after are from the 20% most deprived areas in the city; with a 20% increase in the number of children looked after in 2023 from the 20% most deprived areas in Leeds. There is also a clear correlation between lower attendance rates and deprivation, with attendance rates in the most deprived areas well below the city averages. *Thriving: The Child Poverty Strategy for Leeds*, launched in 2019, was refreshed in 2023, with new and emerging themes including addressing the stigma of poverty, improving access to food and other basic needs, and increasing our communication around available services.

### Areas where progress has already been seen:

There was a 6.6% rise in the number of children looked after in the 2023/24 financial year, and the number of children subject to a child protection plan rose by 12.9%. This increase, which is likely to reflect national trends (data will be available in November), indicates the increased demand for formal social care intervention at the higher end of support. The number of child in need plans remained stable, and the percentage of parents that have had more than one child enter care at different times rose modestly, by 0.4 percentage points.

### Areas for continuous improvement:

Attendance levels across the country have not returned to pre-Covid levels and this is reflected in Leeds. Primary school attendance in Leeds is in line with, or above, all comparator groups; secondary school attendance reduced by 0.5 percentage points in the last academic year to 90.3%, which is below the latest national figure of 91.0%.

The March 2024 NEET figure higher than the March 2023 figure, and the March 2024 Not Known figure is lower than the March 2023 figure. The key driver behind the reduction of the overall combined NEET/Not Known figure has been the reduction in the Not Known cohort; this has had the effect of increasing the NEET

cohort due to NEET young people being identified through tracking the Not Knowns. The 14-19 strategic partnership has a focus on NEET reduction and raising participation, and through its ten workstreams will improve accountability of all partners in tracking and monitoring, and the provision of high-quality, impartial careers information, advice, and guidance.

The number of EHCPs maintained by Leeds City Council rose by 6.0% in the 2023 calendar year, with more requests, and more assessments completed in 2023 than in any other year. This reflects pupil demand for additional support within the Leeds educational system, which itself reflects the national picture. 8.4% of Leeds plans were issued within timescales in 2023, compared to 12.3% in 2022; 18.8% issued within timescales between January and March 2024. External resources were commissioned to undertake a rigorous review and to provide independent challenge, to better understand the opportunities and challenges around securing improvements in outcomes for children and young people, whilst considering the Council's position in relation to operating in accordance with the overriding legislation and relevant codes of practice.

## Directorate Highlight 2023/24

**Thriving: The Child Poverty Strategy for Leeds** — refreshed in late 2023, its purpose remains the moral imperative to reduce the impact of poverty on young people. The seven workstreams have been updated to reflect emerging and existing priorities, including addressing the stigma of poverty, improving access to food and other basic need, and increasing communication around available service.

Operational performance indicators		Target	Previous result	Latest result	Progress
Number of children who need to be looked after		Track	1,450 84.0 per 10K	1,548 89.7 per 10K	
Number of education health and care plans		Track	5,137	5,508	
Percentage of education health and care plans completed in timescale		Increase	12.3%	8.4%	
Number of children subject to a child protection plan		Track	601 35.2 per 10K	690 40.4 per 10K	
Number of children with a child in need (CIN) plan		Track	2,865 168.0 per 10K	2,867 168.1 per 10K	
Percentage of parents that have had more than one child enter care at different times		Decrease	25.9%	26.3%	
Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage		Increase	61%	63.2%	
School attendance rates:	Primary	Increase	93.9%	94.1%	
	Secondary	Increase	90.8%	90.3%	
Rate of Suspensions (formally fixed-term school exclusions):	Primary	Decrease	0.59 per 100 pupils	1.09 per 100 pupils	
	Secondary	Decrease	8.71 per 100 pupils	18.99 per 100 pupils	
Percentage of pupils reaching the expected standard in reading, writing, and maths at the end of Key Stage 2		Increase	58%	58%	
Progress 8 score for Leeds at the end of Key Stage 4		Track	+0.12	+0.12	

Operational performance indicators		Target	Previous result	Latest result	Progress
Percentage of Key Stage 4 cohort with SEN going to a Sustained Education, Employment or Training Destination		Increase	85.8%	85%	
Level 3 Attainment (2 A Levels or equivalent) by age 19		Increase	53.8%	52.5%	
Proportion of young offenders who re-offend		Decrease	40.1%	40.9%	
Alcohol-related hospital admissions for under-18s (rate per 100,000)		Decrease	No earlier data	24.6	N/A
Young people not in education, employment or training (NEET):	Known to be NEET	Decrease	691 3.9%	800 4.3%	
	Status is not known	Decrease	954 5.3%	742 4.0%	

During 2023/24, we carried out a **Play Sufficiency Assessment** to assess, improve, and protect children’s opportunities for play. We are now taking steps to secure opportunities for play, from innovating our thinking about public realm (spaces for play, not just playgrounds), to embedding play in urban planning policies, to active travel and zero carbon initiatives.

We reviewed our approach to meeting the needs of children requiring **Education, Health and Care Plans** and set out a change programme to deliver improvements in the arrangements that support delivery, including setting out changes to assessment, and funding and joint working with schools and other settings.

In 2023/24, we undertook an **audit of children with complex needs**, alongside Leeds Integrated Care Board (NHS), followed by a review of funding and operational improvements to ensure statutory obligations are met.

The **Empowering Parents, Empowering Communities (EPEC) programme** is an evidence-based parenting programme delivered by volunteers to local parents in their own communities. EPEC continues to go from strength to strength and 2023/24 saw the delivery of the courses “Being a Parent” and “Living with a Teenager”.

# City Development

City Development provides a wide and diverse range of services which, working alongside our partners, make a significant contribution to shaping the future of the city, and making it a great place to live, visit and do business. City Development comprises the following services:

- **Asset Management and Regeneration** leads on the delivery of a range of place-based projects and programmes to support regeneration and the city's ambitions. The service is also responsible for the strategic planning of the council's property portfolio, including the disposal and leasing of properties.
- **Culture and Economy** programmes and supports arts, cultural activities and events across the city and manages all our museums and venues. It leads the work to grow the Leeds economy, including coordinating work aimed at creating new jobs, supporting businesses, growing economic sectors promoting enterprise, and developing economic policy. The service works with a range of partners to support local people into employment, training or education opportunities, and with businesses to help them recruit, retain and develop a skilled and inclusive workforce and contribute to the city's economic growth .
- **Highways and Transportation** provides a highway maintenance service, including street lighting and road sign installation, a winter service, a highway traffic management system and road space management .
- **Planning and Sustainable Development** deals with planning and building regulations applications including enforcement. Deals with dangerous structures, safety at sports grounds, minerals and waste and provides specialist advice on contaminated land, urban design, landscape, conservation, trees and ecology. The service is responsible for statutory development plans and policies, the community infrastructure levy and facilitating neighbourhood plans .

- **Operations and Active Leeds** manages and oversees retail markets and street trading, managing Leeds city centre including co-ordination with Leeds BiD/Leeds 2023 Year of Culture, leading on the directorate's change activity and works with colleagues in Strategy & Resources, including Human Resources, Finance, Performance, and Digital Information Services, to ensure effective support to the directorate. Active Leeds provides opportunities for people living in Leeds to enjoy the benefits of an active lifestyle .

## BCA Enabler—Age Friendly Leeds

Leeds has a longstanding ambition to be the best city to grow old in and a place where people age well. The Age Friendly Strategy and Action Plan sets out this vision, focussing on the key factors that support healthy ageing, aligned to the World Health Organisations Age Friendly domains:

- **Housing**
- **Public and Civic Spaces**
- **Travel and road safety**
- **Active, included and respected**
- **Healthy and independent ageing**
- **Employment and learning**

The strategy and plan represent the insights and experiences of older people in Leeds, forming a key driver of our Best City Ambition. This work is co-produced and co-delivered in a Team Leeds way by the Age Friendly Leeds Board in collaboration with statutory organisations, voluntary and community sector and private partners.

# City Outcome Indicators

With a population of 812,000, Leeds is the economic heart of West Yorkshire. 77.3% of the city's working age population is in employment – the highest rate of the core cities and above regional and England averages, and the unemployment rate (2.8% for the calendar year 2023) was lower than regional, national and core city averages.

## Areas where progress has already been seen:

There are over 33,000 businesses in Leeds and business-start ups increased 3% in 2023/24 compared to the previous year. During 2022, there were 580 business scale-ups, a 23% increase on the previous year. For the same period, the survival rate was 42.9%, an increase of 5.3% points, putting Leeds in third place amongst the core cities.

Footfall throughout 2023 was up 2.7% compared to 2022 and, during the first 3 months of 2024, footfall was up 1.6% compared to 2023. Footfall levels remain around 13% lower than pre-Covid levels, largely due to lower weekday footfall brought about by new working habits.

There were 365,399 dwellings and 341,476 households across the city in 2023 with a vacancy rate of 3.3%. During 2023/24, 4,441 completed new dwellings were built in Leeds and 704 new affordable homes were delivered. This was the greatest level of delivery of new housing in a financial year since recording began in the 1970s and a 10-year high for affordable housing delivery in Leeds, significantly higher than the average delivery over the last 10 years, of 484 per annum. In 2023/24, the Council Housing Growth Team were responsible for 41% of affordable housing delivery in Leeds, with the completion of 204 new build homes, and also acquired, refurbished, and let a 87 homes to meet the diverse housing needs of customers across the city.

'A vision for Leeds: a decade of city centre growth and wider prosperity' was published by government in March 2024 outlining a 10-year partnership vision between the Council, WYCA, Homes England and government, for comprehensive regeneration in Leeds with a focus on the City Centre and six City Rim neighbourhoods; Mabgate, Eastside & Hunslet Riverside, South Bank, Holbeck, West End Riverside and the Innovation Arc – anchoring each with robust

transport, cultural, community and economic infrastructure. SAP allocated housing sites identified in these six neighbourhoods, have the capacity for c20,000 new homes, including c1,500 affordable homes. Government has granted revenue funding of £2.7 million to the Council to support feasibility and planning, with a view to unlocking housing delivery.

The Leeds Vision Zero 2040 Strategy and Action Plan were adopted in September 2022 and 53 actions for delivery were set out for the first 3 years of the plan. The Leeds Vision Zero Partnership (LVZP) is responsible for delivery and a new governance arrangement was created to ensure all targets in the action plan are delivered and monitored. Progress has included:

- Implementation of the first average speed safety camera scheme in Leeds, extending to Bradford boundary and Stanningley Bypass.
- Ongoing delivery of pedestrian skills, scooter and bikeability training in schools.
- Progress on City Region Sustainable Transport Settlement (Safe Roads) work programme targeting capital interventions for reactive and preventative infrastructure schemes to improve road safety.
- Re-investment in Operation SPARC for targeted police enforcement.

## Areas for continuous improvement:

The physically inactive rate for Leeds fell to 23.9% for the period November 2022 to November 2023 (from 24.3% the previous year), lower than the National (25.7%), regional (27.7%) and core cities (25%) averages. Inactivity remains highest in the most deprived areas of the city and improvements in activity levels were greater in the least deprived areas (1.8% change) compared with the most deprived (0.7% change). There is a need to understand what is preventing activity levels from increasing in these areas and what measures could be taken to improve the situation.

City outcome indicators		Target	Previous result	Latest result	Progress
Unemployment in Leeds		Below 4.2%	2.5%	2.8%	
Number of new business start-ups		Over 5,500	4,950	5,102	
Number of business scale ups		Over 550	470	580	
5-Year business survival rate		Over 43%	37.6%	42.9%	
Number of newly built & converted homes		3,247	2,703	4,441	
Number of affordable homes delivered		434 (+796 pa backlog)	633	704	
Planning permission approvals that are H10 new build homes:	MH (2) Accessible & adaptable dwellings	30%	40.9%	33.0%	
	MH (3) Wheelchair user dwellings	2%	2.2%	2.2%	
Killed and Seriously Injured:	All age groups	Decrease	556	494	
	Children & young people	Decrease	71	62	
Satisfaction with transport services		6.7 out of 10	6.6 out to 10	6.5 out to 10	
City Centre footfall		Track	New measure	+2.7%	
Percentage of physically active adults		Below 20.9% inactive	24.3% inactive	23.9% inactive	

## Highlights 2023/24

We have broadened our work with the Leeds Anchor Network to include the private sector through a **Leeds Business Anchor Network**, launched in September 2023. This work is essential for shaping the whole Leeds economy, by ensuring tools and resources are available to any business in Leeds that wants to reinvest in Leeds to create benefits for residents and communities.

3,000 children from over 89% of schools in Leeds continued **learning to swim** in one of our facilities each week.

During 2023/24 **Connecting Leeds** completed £750million of investment in decarbonising transport, creating healthier streets, spaces and communities, flood alleviation and transforming the city centre.

The **UK Real Estate Investment and Infrastructure Forum (UKREiIF)**, established here in Leeds in 2021, was held again in 2023, providing a major economic impact and showcasing the potential of Leeds to host large scale conferences. With over 6,000 people attending, the event is estimated to have contributed [£12.1 million](#) to the local economy.

## Operational Performance Indicators

Performance against all application types has remained consistently good over the course of 2023-24 with figures over the statutory timescales for determination. The service has been implementing a range of measures, processes and system changes to ensure applications are determined in the most expeditious way possible, despite the complexity and volume of applications received in Leeds. Further improvements are planned for 2024-25 to further streamline processes.

It should be noted that whilst the service performs very highly on all application types, it currently makes high use of extension of time agreements which ensures there is certainty and communication with applications on determination timescales. However, the Government has recently published a consultation “An Accelerated Planning Service” which proposes to curtail the use of extension of time agreements. These proposals are expected to have a significant impact on performance and the service is reviewing the position.

Operational performance indicators		Target	Previous result	Latest result	Progress
Planning Applications determined on time:	Major	60%	85.4%	93.9%	
	Minor	70%	83%	89.3%	
	Other	70%	89.7%	93.1%	

# Communities, Housing & Environment

The Communities, Housing and Environment directorate provides a range of services and works directly with the public, delivering services that have a direct impact on the people of Leeds and looking after the city's environment to make sure it is a pleasant place to live:

- **Climate, energy and greenspaces** – committed to ensuring a sustainable city, with clean air and accessible nature-rich green spaces, to benefit Leeds' communities and our local wildlife.
- **Community Hubs, Welfare & Business Support** – delivering face-to-face services across the city, managing customer contact for our key services, helping people financially, and working to improve service delivery across the directorate.
- **Elections and Regulatory services** – ensuring the smooth running of democracy in the city and ensuring a wide range of services are well-regulated and well-run.
- **Environmental Services** – providing a number of essential, front-line services across the city to manage household waste, recycle more and keep our neighbourhoods and city centre clean.
- **Housing** – maintaining the city's social housing stock and associated services and supporting landlords and tenants in the private rented sector.
- **Safer Stronger Communities** – playing a pivotal role in enhancing community safety and wellbeing. Our service is responsible for a range of functions, including crime prevention strategies aimed at reducing antisocial behaviour and criminal activity within our communities

Over 186,000 households were supported through the Household Support Fund which is managed by our Financial Inclusion Team. Further funding has been secured for 2024/25.

## BCA Enabler—locality working & community investment

Working at a community and neighbourhood level is how partners across Leeds are able to listen to and work with local people to deliver the most meaningful change, especially in areas where people are facing the most disadvantage. Locality working in Leeds is organised through a range of governance arrangements – including community committees, local care partnerships, priority neighbourhoods and clusters. As part of our collective efforts to achieve the Best City Ambition these different forums will strive to work effectively together, multiplying the positive difference they can make alongside a wider group of partners, especially those in the Third Sector.

Through locality working and priority setting – including by using local area plans where they exist – we will pursue opportunities to achieve additional investment at a community level. Great progress is already being made with the £24m Morley Town Deal ongoing, £15.9m secured for community investments in Holbeck, and West Yorkshire being home to the country's third Investment Zone.

**“We're here to help”.** Under this strapline, Housing staff provided support to 5,143 households during the year, supporting them to increase their income by an average of £694. Alongside this, we also worked with our gas contractor, PH Jones, as part of social value arrangements to partner with British Gas to offer £300K in fuel vouchers to council tenants on prepayment meters who were experiencing financial hardship.

## City Outcome Indicators

Across the Leeds district, services from Communities, Housing and Environment play a pivotal role in tackling climate change and enhancing community safety.

### Areas where progress has already been seen:

- In addition to a wide range of community engagement and preventative work undertaken alongside our partners, we streamlined our Anti-Social Behaviour (ASB) customer contact process and incorporated a 24-hour online reporting process. This enabled us to listen to our communities and respond where we have a power or responsibility to act, and to direct issues that arise to the service that can resolve them most efficiently.
- Different opportunities for reporting Hate Crime have been developed, including improved third-party reporting in schools and strengthened hate crime reporting centres in a range of community-based settings, educational establishments, and businesses; these are settings that were proven to be high-risk environments for hate crime.
- Our Front Door Safeguarding Hub developed safety plans for 4,672 domestic violence victims, many of them experiencing exceptionally high-risk circumstances.

### Areas for continuous improvement:

- #LeedsNoPlaceForHate — Under this banner, our city-wide targeted campaigns prioritise the prevention of hate crime by tackling the beliefs and attitudes that can lead to hate. We urged people be to “Upstanders not Bystanders” and to stand with those who have experienced hate crime. Important conversations took place about the rise in both Anti-Semitism and Anti-Muslim prejudice and how the city could best respond.
- To prevent people from needing to sleep rough, we consistently accommodate over 100 people a month in off-street provision. Nevertheless, in line with national trends, recent monthly single night headcounts identified increasing numbers of rough sleepers. The Leeds Street Support Partnership seeks to respond to the high proportion of long-term rough sleepers who all have multiple-complex needs which are

difficult to address whilst living street-based lives.

- Integrated Locality Working - Using the learning from the Priority Ward model, the Locality Service Review will seek to consider how, through better service integration across the Council, key partners and the Third Sector, we can deliver better outcomes for local people, particularly to the city’s most vulnerable residents. The review will consider how the Council needs to redesign Locality based services and structural arrangements.
- The Communities Team have undertaken a Community Committee Review, which has engaged with all 99 elected members. The review focused on the four key strands of the committees’ work: Community Engagement & Empowerment; the role of Community Champions; delegated budgets; and their delegated functions, to modernise how Community Committees operate and ensure local participation and inclusive engagement. Work is ongoing on the review's recommendations.

## Team Leeds Highlight 2023/24

Our Entertainment Licensing team, along with a range of partners including West Yorkshire Police, Trading Standards, HMRC, Immigration and Leeds Anti-Social Behaviour Team, has been involved in a major initiative — “Clear, Hold, Build”. Developed by the Home Office, this is an innovative framework to help police forces tackle serious and organised crime. It aims to reclaim and rebuild neighbourhoods affected by organised crime, make areas safer and increase public confidence in the police and partner agencies.

In Leeds alone, ten premises have already had their alcohol licences revoked for selling illicit goods, counterfeit tobacco, and non-duty alcohol, and for storing stolen goods. An further three only retained their licences with stringent conditions, and one of these continued to offend and is now due for their second appearance before the Licensing Sub Committee.

City outcome indicators		Target	Previous result	Latest result	Progress
Percentage reduction in carbon emissions against 2005 baseline	Citywide carbon emissions	Increase	37%	38%	
	Council's operational emissions	Increase	New methodology	62.9%	N/A
Percentage of premises at EPC C or better		Increase	New methodology	38.81%	N/A
Independent rating of the city's climate action by the Carbon Disclosure Project		Maintain	A grade	A grade	
Residents who say they feel safe in their local area		Increase	New methodology	70.60%	N/A
Anti-social behaviour incidents		Decrease	New methodology	9,028	N/A
Domestic violence incidents		Decrease	New methodology	23,153	N/A
Hate crime incidents		Decrease	New methodology	3,419	N/A
Rough Sleeping (monthly single night headcounts)		Track	48	62	
Anti-social behaviour cases relative to the size of the landlord	Overall (per 1,000 homes)	Decrease	New measure	16.7	N/A
	Involving hate incidents (per 1,000 homes)	Decrease	New measure	1.0	N/A

## Operational Performance Indicators

Our directorate plan highlights the importance of providing easy to access services and support, particularly for those who are vulnerable. Operationally, this requires us to deliver efficient and responsive services to every community, household, and business in the city, with a clear focus on early intervention and prevention measures to reduce future demand on services.

### Areas where progress has already been seen:

- Our Welfare Rights Service saw an increase in customers contacting them for financial support and the total value of benefits gained through our support was £28.29 million.
- In processing claims, we were among the top performers in the country, on average processing new benefits claims in 14.27 days and changes in circumstances in 5.84 days.
- Council Tax Support was provided to 43,021 working-aged households and 19,694 pensioner households. The total value of support awarded was £57,312,144, equivalent to 98% of the annual budget.
- A total of 1,637 people registered with one of our Jobshops and we supported 198 customers into employment.
- During 2023/24, the number of Housing Leeds void properties reduced from approximately one thousand to just 534 (or 1.03% of all properties). In turn, this enabled people on our housing register to find a home more quickly.
- Effective household waste management and food business inspections work is integral to ensuring that our communities are safe and clean to both live in and visit.

### Areas for continuous improvement:

- The Customer Transformation Programme aims to deliver excellent, modern customer services, that are digital first, across the council.
- The ongoing Welfare & Benefits review aims to make the best use of resources to ensure the delivery of support to low-income households.

- The quality of data from which Decency is calculated continues to improve significantly, meaning that, although the level of Decency has dropped slightly due a reduced investment capacity, our assurance in the accuracy of that calculation is much improved.
- An updated Waste Strategy will be produced focusing on how we will meet the national requirements through minimising the number of bins required, increasing recycling rates and supporting waste reduction through greater re-use. The Strategy will also contribute towards the zero-carbon ambitions of the city.
- The Social Housing Regulations Project will oversee our preparations for changes to social housing regulation, and support Housing Leeds to transition to the new arrangements.

## Highlights 2023/24

Leeds residents put approximately 11,400 tonnes of glass in black bins each year. If recycled there would be huge environmental benefits, including a saving of 2,600 tonnes of carbon emissions per year. We are working on plans to introduce kerbside glass recycling collections for the first time in Leeds, enabling residents to use their green bin for glass bottles and jars. This will make it easier for residents to recycle glass from their home, without the need for more bins and at no additional cost.

Just 0.09% of all household waste collected in from black, green and brown bins; and at the household waste and recycling sites; the contents of litter bins; and bulky collections, ends up in landfill.

Fly-tipping in Leeds has reduced by 15%, compared to 1% nationally, since we set up our **Serious Environmental Crime Team** in 2022 with the remit to target, investigate and prosecute organised and industrial-scale environmental crime. The team have taken 34 cases to court and crushed 10 vehicles involved in environmental crime in the last 12 months alone.

Operational performance indicators		Target	Previous result	Latest result	Progress
Welfare support customers assisted		Track	29,108	28,424	
Total value of benefits gains		Track	£24.94 million	£28.29 million	
Average benefits processing time	New applications	Decrease	14.64 days	14.27 days	
	Reported changes in circumstances	Decrease	6.13 days	5.84 days	
Council tax support caseload expenditure against what the council has budgeted		£58.8m budget	£58 million	£57.3 million	
Jobshop	Number of registers	Increase	4,218	5,278	
	Number of outcomes	Track	1,025	986	
Percentage all household waste the council manages across Leeds re-used, recycled, composted, or used to create energy (electricity and heat)		Track	99.2%	99.91%	
Cumulative kerbside bin collections made on scheduled date		Track	99.89%	99.81%	
Residual household waste collected from black bins per household per week		Track	9.2kg	9.1kg	
Percentage of food businesses which have hygiene ratings of satisfactory to very good		95%	98%	98.3%	
Housing rent collection rate		Increase	95%	95.45%	
Number of tenancy check-in visits made		Increase	17,093	23,413	

Operational performance indicators		Target	Previous result	Latest result	Progress
Number of void properties		Decrease	916	686	
Repairs completed within target timescale	Emergency repairs	Increase	New methodology	93.7%	N/A
	Non-emergency repairs	Increase	New methodology	82.3%	N/A
Homes that do not meet the Decent Homes Standard		Decrease	3.05%	3.3%	
Proportion of homes for which all required safety checks have been carried out	Gas safety	Increase	New methodology	99.35%	
	Fire safety	Increase	New methodology	100%	
	Asbestos safety	Increase	New methodology	100%	
	Water safety	Increase	New methodology	100%	
	Communal passenger lift safety	Increase	New methodology	100%	
Number of complaints received for each 1,000 LCC homes owned	Stage 1	Decrease	New measure	41.1	N/A
	Stage 2	Decrease	New measure	10.4	N/A
Housing tenant complaints responded to within target and agreed extended timescales	Stage 1 (within 10 days)	Increase	New methodology	88.0%	N/A
	Stage 2 (within 20 days)	Increase	New methodology	87.6%	N/A

Operational performance indicators		Target	Previous result	Latest result	Progress
Overall tenant satisfaction		Increase	60%	66%	
Satisfaction with repairs	Overall repairs service received in the last 12 months	Increase	66%	70%	
	Time taken to complete most recent repair	Increase	61%	67%	
Satisfaction with the home	Well-maintained	Increase	61%	68%	
	Safe to live in	Increase	61%	74%	
Satisfaction with the landlord	Approach to handling of complaints	Increase	24%	29%	
	Easy to deal with	Increase	56%	66%	
	Keeps communal areas clean, safe, and well maintained	Increase	56%	65%	
	Makes a positive contribution to neighbourhoods	Increase	44%	60%	
	Approach to handling of anti-social behaviour	Increase	42%	53%	
	Listens to tenant views and acts upon them	Increase	44%	55%	
	Keeps tenants informed about things that matter to them	Increase	53%	67%	
Agreement that the landlord treats tenants fairly and with respect		Increase	62%	74%	

# Strategy and Resources

This directorate provides organisational leadership on strategy, internal culture, finance, and legal and digital services, through excellent and coordinated professional services that support colleagues, and delivers a wide range of high-quality front-line services. The directorate leads on the major plans that drive the organisation and its role as part of Team Leeds, such as the Best City Ambition, our Organisational Plan, and the council's financial and people plans.

Strategy and resources, provides strategic leadership, vision and drive for the effective management of change across the council and sets the ambitions and values for the council and the city more broadly. It also works to maximise the resources available to the council and ensure that value for money is achieved.

The directorate incorporates the following services:

- **Civic Enterprise Leeds** – Providing direct services to the public, the council and external organisations, include cleaning, catering, fleet and facilities management, passenger transport and Leeds Building Services.
- **Financial Services** – Providing financial services to the directorates, schools and the corporate centre, including financial planning and management functions, internal audit, procurement and commercial services, a large revenues service area, insurance services and leadership for Core Business Transformation.
- **Human Resources** – Working in close partnership with a range of stakeholders, this team is responsible for our people strategy, employment policies and practice, and the delivery of HR services, including recruitment & resourcing, pay & benefits, staff wellbeing, EDI, training & development, health & safety, and employee relations.
- **Integrated Digital Services** – Providing leadership to the council and NHS on the full range of information and digital services, from the website to automation, all our major systems that support service delivery and information governance.

- **Legal and Democratic Services** – Administering the democratic process and ensuring the law is correctly applied. Providing the full range of legal support for council services from adults to children's to planning and property, as well as governance services to all the council's committees, members and the Lord Mayor.
- **Shared Services** – The Business Support Centre and business administration provide support functions across the council.
- **Strategy and Performance** – Leading on achieving our Best City Ambitions for Leeds through Communications and Marketing, Corporate Support, and Intelligence and Policy.

## BCA Enabler—city research

Socio-economic, cultural and environmental factors drive the success of our city and the health and wellbeing of our people. Building on the Team Leeds approach taken to the Leeds JSA, we will develop a shared research strategy for the council and city, embedding this within the Best City Ambition and providing a platform for partnership-based conversations about research and evaluation which can improve the positive impact we make.

Leeds has the knowledge across our partnerships to help shape and inform realistic priorities which can be delivered, the expertise to attract significant additional funding into the city, and the relationships to develop a strong strategy rooted in engagement with communities. Embracing research and enabling more people to participate and contribute to it has huge potential to help us maximise resources and ultimately achieve more of the goals set out in the Best City Ambition.

# Operational Performance Indicators

Council wide workforce representation levels are very static, and our degree of representation varies amongst the protected characteristics. Although the demographics of our workforce change very slowly, we are actively promoting a better understanding of Equality, Diversity and Inclusion within the workplace.

## Areas where progress has already been seen:

The latest published data for the gender pay gap amongst Leeds City Council employees relates to a snapshot taken on 31st March 2023. This revealed a further small reduction in the difference between the mean average hourly rate of pay for women and men. The gender pay gap has now fallen from 8.6% to 3.4% over the six years that data has been published.

The financial situation for all local authorities remains extremely difficult, but we have finished the year with a balanced budget as required by law. Our year-end financial position was reported to the council's Executive Board on 19th June 2024 and the full report can be read [here](#).

During 2023/24, the contact centre received 110,000 fewer calls than in 2022/23. This was due to several factors:

- 17 service telephone lines moved to our new multi-channel communication platform Genesys—contributing significantly to our intention to keep improving engagement with our customers and ensuring there is no "wrong front door" for how they want to interact with us.
- Digital improvements allowing customers to register births, marriages, civil partnerships, and deaths, or request copy certificates online
- Digital improvements in council tax that allow customers to set up direct debits, change their address and apply for some discounts and exemptions online
- Changes in the award criteria for the local welfare scheme resulting in a reduction in demand on this service
- The introduction of an online form for professionals to make referrals into Adult Social Care

There were significant improvements in call handling performance in the service this year, with wait times almost halving from 11 minutes in 2022/23, to 6 minutes in 2023/24. This was despite a sizeable reduction in the number of staff working in the service. Since 1st April 2024, the Contact Centre has fallen within the Communities, Housing and Environment directorate, but is included here to reflect the circumstances that prevailed during the period covered by this report.

## Areas for continuous improvement:

Average levels of staff sickness increased considerably during the pandemic, peaking at 13.65 days per Full Time Equivalent member of staff in July 2022. The overall average has now reduced to 11.29 days per FTE, but this is still too high. Human Resources provided enhanced levels of support to those services with the highest levels of absence, resulting in some the large reductions in the last 12 months, and offer wellbeing programmes to assist individuals.

During 2023/24, the proportion of complaints responded to within the requisite timescale, rose to 80% compared to 72% in 2022/23. Nevertheless, this remains below our target of 85%. Moreover, there is considerable variation in the performance of different directorates within the council.

The law sets out timescales for responding to various types of requests for information, including Subject Access and Freedom of Information Requests. For the first time since 2018/19, the latest year-end results have exceeded our target for both types of requests, and now fall within the range of 90-95% which the Information Commissioners Office (ICO) considers to be "adequate". Development work continues to meet the 95% threshold at which the ICO would classify our performance as "good".

For the tenth successive year, council employees will be paid a minimum of the Real Living Wage of £12 an hour in 2024/25. The council is signed up to the Ethical Care Charter and our budget includes provision to ensure commissioned residential and home care staff are also paid at least this amount.

Operational performance indicators		Target	Previous result	Latest result	Progress
Demographic comparison of the council workforce against the Leeds working age population from Census 2021	Female	Track	60.9%	60.4%	
	Older workers (Aged 50-64)	Track	38.8% estimated	38.7% estimated	
	Ethnically diverse	Track	15.2%	16.1%	
	Disabled	Track	6.1%	6.0%	
	Carer	Track	8.8%	8.8%	
	LGBTQ+	Track	3.7%	4.0%	
	Gender identity not as assigned at birth	Track	0.4%	0.3%	
“How likely would you be to recommend working for Leeds City Council?”		Increase	7.5 out of 10	7.4 out of 10	
Average number of days sick per Full Time Equivalent member of staff	LCC	10 days	12.84 days	12.93 days	
	Schools	10 days	9.49 days	9.12 days	
	Combined	10 days	11.42 days	11.29 days	
Percentage of council staff who feel their manager looks out for their general health and wellbeing		Increase	77%	76%	

Operational performance indicators		Target	Previous result	Latest result	Progress
Gender pay gap across council staff	Mean hourly pay	Decrease	3.8%	3.4%	
	Median hourly pay	Decrease	9.4%	8.5%	
Percentage of staff appraisals and mid-year reviews completed		100%	Mid-year: 92% Year-end: 94.4%	Mid-year: N/A Year-end: TBC	N/A
Percentage of staff who agree there are opportunities to progress their career		Increase	New measure	54%	N/A
Workplace safety: LCC	Specified (major) injuries	Track	12	4	
	Over 7 days injuries	Track	12	12	
	Reportable diseases	Track	0	0	
Workplace safety: Schools	Specified (major) injuries	Track	13	8	
	Over 7 days injuries	Track	17	31	
	Reportable diseases	Track	0	0	
Percentage of budget overspend		0%	2.38%	0%	
Percentage of directorate budget action plans delivered		100%	67.93%	77.9%	

Operational performance indicators	Target	Previous result	Latest result	Progress
Council tax collection rate	96.11%	94.32%	94.26%	
Business rates collection rate	98.00%	95.94%	96.37%	
Customer complaints responded to within target timescale	85%	72%	80%	
Number of complaints with the Ombudsman	Decrease	259	323	
Customers who say they are 'satisfied' or 'very satisfied' with the service received through the contact centre	Increase	82%	84%	
Number of calls received at the contact centre	Track	868,236	758,307	
Average call waiting time	Decrease	668 seconds	377 seconds	
Percentage of subject access requests received responded to within statutory timescales	88%	74.67%	90.82%	
Percentage of FOI and EIR requests received responded to within statutory timescales	90%	84.35%	93.49%	
Percentage of orders placed with suppliers based in Leeds	Over 51.97%	46.7%	47.3%	
Invoices paid within 30 days of receipt or according to supplier payment terms	92%	95.02%	98.39%	

# OFLOG

The Office for Local Government (OFLOG) was launched by the government during the LGA Conference in Bournemouth in July 2023. Its aim is to provide authoritative and accessible data and analysis about the performance of local government, and support improvement.

The OFLOG Data Explorer brings together a key selection of existing measures that are available at different levels of local authority, from Mayoral Combined Authority to District Council level and will ensure that results in the same format, calculated using the same methodology, are available for all comparable local authorities in England. This will enable comparison between authorities to be carried out more effectively.

Over time, the service areas covered, and the number of individual measures contained within in each, will increase. However, the measures currently included are divided into the following groups:

- **Corporate and finance** – Local authorities are responsible for the financial accounting, control and decision-making for their authority. These metrics support the other themes by providing wider context on a local authority.
- **Adult social care** – Adult social care provides care and support to adults of all ages who require assistance to live their lives independently and the way they want.
- **Adult skills** – Adult skills comprise a range of education services for adults that support individual learning and progression of workplace skills, as well as economic growth. N.B. This group of measures is reported by the Mayoral Combined Authority, therefore, Leeds is included within the results for West Yorkshire.
- **Waste management** – Waste management comprises a range of services relating to the collection and disposal of recyclable and residual waste.

- **Planning** – Planning is a crucial enabler of sustainable development. Local Planning Authorities have the power to determine the form and location of development in their area.
- **Roads** – Local authorities are central to the effective functioning of much of the country's road network, responsible for maintaining local roads and supporting road safety outcomes.

The results presented here contain the latest data published on the OFLOG [website](#). Mirroring the presentation found on the website, we have provided the latest result for Leeds alongside the median result for similar local authorities and the median for Unitary Metropolitan authorities across England, including London Boroughs. In the case of Adult skills, which falls within the remit of the West Yorkshire Combined Authority, the results for South Yorkshire and Great Manchester have been included for comparison. We have also included an indication of whether a high or low figure would constitute the best result.

OFLOG's remit and the breadth of its analysis is still an emerging picture. As it develops, and once more clarity about the scope has been received, we plan to integrate OFLOG measures into our standard performance framework.

<b>Corporate and finance indicators</b>	<b>Desired result</b>	<b>Period</b>	<b>Leeds</b>	<b>Similar LAs median</b>	<b>England median</b>
Debt servicing as percentage of core spending power	Low	2021/22	12.90%	7.40%	9.00%
Non-ringfenced reserves as percentage of net revenue expenditure	High	2021/22	27.80%	47.70%	54.90%
Non-ringfenced reserves as percentage of service spend	High	2021/22	21.10%	38.50%	44.60%
Total core spending power per dwelling	High	2021/22	£1,667.58	£1,802.39	£1,885.14
Council tax revenue per dwelling	-	2021/22	£1,215.60	£1,190.18	£1,293.42
Level of Band D council tax rates	-	2021/22	£1,521.29	£1,556.77	£1,554.02
Social care spend as percentage of core spending power	Low	2021/22	70.20%	70.50%	66.40%
Total debt as percentage of core spending power	Low	2021/22	486.80%	224.90%	226.70%
Council tax collection rates	High	2021/22	94.60%	94.60%	95.20%
Non-domestic rates collection rates	High	2021/22	93.70%	95.90%	96.20%
Number of upheld Ombudsman complaints per 100,000 population	Low	2021/22	3.2	3.3	4.6

<b>Adult social care indicators</b>	<b>Desired result</b>	<b>Period</b>	<b>Leeds</b>	<b>Similar LAs median</b>	<b>England median</b>
Requests resulting in a service per 100,000 population	-	2021/22	1,735	2,006	1,708
Workforce turnover rate	Low	2021/22	30.40%	30.60%	29.00%
Carers of people in adult social care quality of life (Range: 0 to 12)	High	2021/22	7.4	7.3	7.2
People in adult social care quality of life (Range: -0.8 to 1.0)	High	2021/22	0.406	0.411	0.409
People who use services who found it easy to find information	High	2021/22	57.80%	62.90%	65.20%
Carers who found it easy to find information about services	High	2021/22	57.10%	58.20%	57.30%
Short term service provision		2021/22	71.40%	68.30%	76.40%

<b>Adult skills indicators</b>	<b>Desired result</b>	<b>Period</b>	<b>West Yorkshire</b>	<b>South Yorkshire</b>	<b>Greater Manchester</b>
19+ further education and skills achievements per 100K population	High	2021/22	3,572	2,966	3,485
19+ further education and skills achievements per 100K population (excluding apprenticeships)	High	2021/22	3,222	2,658	3,144
Adults with a Level 3 or above qualification	High	2021	57.9%	56.8%	57.9%

<b>Waste management indicators</b>	<b>Desired result</b>	<b>Period</b>	<b>Leeds</b>	<b>Similar LAs median</b>	<b>England median</b>
Recycling contamination rate	Low	2021/22	7.70%	6.80%	5.50%
Household waste recycling rate	High	2021/22	36.00%	41.10%	41.90%
Residual household waste per household	Low	2021/22	559.2 kg	559.4 kg	501.1 kg

<b>Planning indicators</b>	<b>Desired result</b>	<b>Period</b>	<b>Leeds</b>	<b>Similar LAs median</b>	<b>England median</b>
Percentage of major planning applications decided on time	High	2020-22	86.40%	89.60%	89.80%
Percentage of major planning applications overturned on appeal	Low	2020-22	0.40%	0.50%	1.40%
Percentage of non-major planning applications decided on time	High	2020-22	78.20%	90.50%	88.20%
Percentage of non-major planning applications overturned on appeal	Low	2020-22	1.00%	0.60%	0.70%

<b>Roads indicators</b>	<b>Desired result</b>	<b>Period</b>	<b>Leeds</b>	<b>Similar LAs median</b>	<b>England median</b>
Percentage of local authority motorways and A roads that should be considered for maintenance	Low	2022/23	3.00%	3.00%	3.00%
Percentage of local authority B and C roads that should be considered for maintenance	Low	2022/23	3.00%	4.00%	4.00%

# Further Information

More detailed information relating to the indicators shown in this report is reported twice-yearly to the council's five Scrutiny Boards, which each cover a portfolio broadly equivalent to our five directorates. The main performance updates are presented at the meetings that occur in January and June, with more focused reports on specific issues being presented as and when required. These reports are public documents and can be accessed [here](#).