



Leeds  
CITY COUNCIL



# BEST COUNCIL PLAN 2018/19 – 2020/21

Tackling poverty and reducing inequalities

– with the city's Inclusive Growth and Health & Wellbeing Strategies as key drivers



# BEST COUNCIL PLAN 2018/19 – 2020/21

## Tackling poverty and reducing inequalities

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

### About Leeds

Leeds is a growing city with a population estimated at



**781,700**

(ONS 2016), an increase of around **50,000** in the last decade.

However, it is the shift in the make-up of our population at local levels, that is most striking.

There have been rapid demographic changes during this time, particularly in some of our most deprived communities which are the **FASTEST GROWING** and with the youngest age profile.



This population increase reflects the success of the Leeds economy, both within the city and in neighbouring localities. Leeds has seen the fastest private sector jobs growth of any UK city in recent years and has the largest concentration of financial and professional services and digital jobs in any city in the UK outside London. We also have one of the highest rates of business start-ups and scale-ups in the country. Leeds is a major hub for health innovation, data analytics, innovative manufacturing and knowledge-intensive jobs: for example, the University of Leeds spins out more listed companies than any other UK university, and the city experiences a “brain gain” with more undergraduates and graduates moving into the city than leaving. Leeds is now a top five UK tourism destination, attracting over 26 million visitors a year, and was ranked fifth by the Lonely Planet in its list of the best places to visit in Europe in 2017, with the city’s urban regeneration efforts and flourishing cultural scene highlighted.

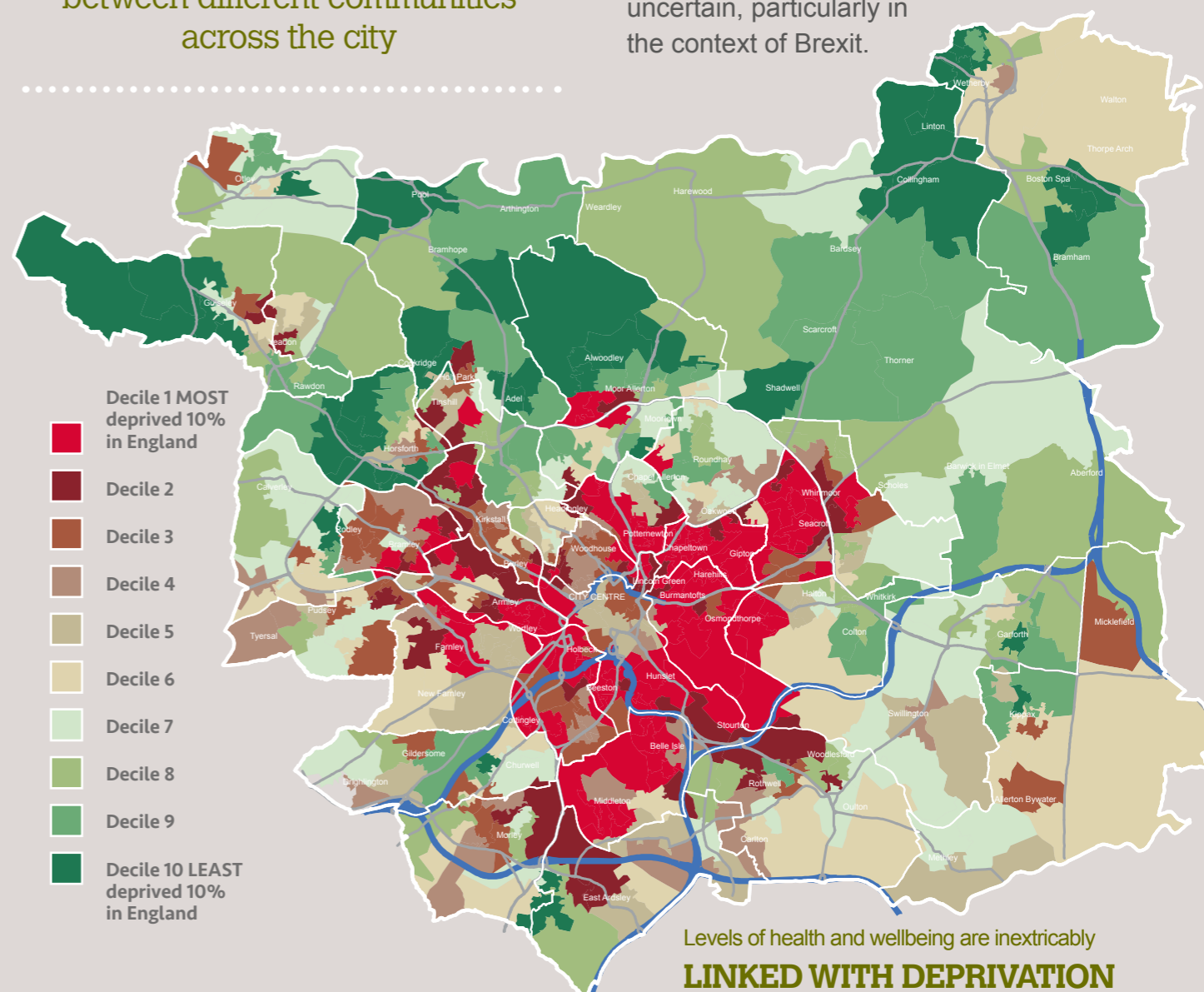


However not everyone is benefiting fully from this economic success. There remain significant issues of poverty and deprivation in the city. Low pay is an increasing problem, with people caught in a trap of low pay and low skills, with limited opportunities for career progression. Our education and skills system does not work for everyone, and we need to continue to make progress in improving our schools so that they are equipping young

people with the learning, attributes and awareness of opportunities they will need to succeed in work. In addition, there is evidence that some mental health problems are becoming more prevalent, particularly amongst older people. Depression in particular is also more common in people with a physical illness, including those living with long-term conditions.

Even so, targeted interventions have meant that some inequalities are reducing more quickly in our most deprived areas.

Local mapping highlights these issues and emphasises the different rates of progress between different communities across the city



Looking forward, overall the prospects for economic growth in Leeds remain robust, supported by the city’s skilled workforce, the growth and innovation of its firms and universities, and the progress being made with infrastructure. However, we will only fulfil this potential for growth if we sustain the progress we are making, and by taking action on areas where we could perform better. This includes tackling poverty, improving health and wellbeing, supporting greater resilience across the city, boosting housing growth and regeneration, continuing to define and express our culture, increasing productivity, attracting and retaining a skilled workforce, and enhancing transport and infrastructure. We must also be prepared for any downturn in the national economy where the outlook is uncertain, particularly in the context of Brexit.

Levels of health and wellbeing are inextricably **LINKED WITH DEPRIVATION** within the city, leading to targeted interventions.

## Best City

The Best Council Plan 2018/19 – 2020/21 maintains our long-term ‘Best City’ strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate and caring, allowing us to support our most vulnerable children and adults.

Building on the range of council and partnership strategies in place and in development, this Best Council Plan update sets out seven interconnected priority areas of work that flow from our two main cross-cutting strategies: *Inclusive Growth* and *Health and Wellbeing*.

- Inclusive growth
- Health and wellbeing
- Child-friendly city
- Safe, strong communities
- Housing
- 21st-century infrastructure
- Culture

Although they are presented as seven priorities, everyone reading this plan – or carrying it out – should see at once how interlinked and mutually supportive these priorities are. Taken together, a focus on these priorities will deliver better outcomes for everyone in Leeds.

The following pages briefly explain why and how the city will focus on these priorities and set out the key performance indicators we use to track progress. We have also signposted the most significant ‘Best City’ strategies and action plans to read for more detail on both the issues and the collaborative and innovative work that we and our partners are doing in response – and in which the whole city is invited to play its part.

## Best Council

In 2016 Leeds won the Municipal Journal’s prestigious ‘Local Authority of the Year’ award. The judges commended our “consistent and dynamic leadership” and “clear improvement vision” and noted that winning this category highlights a local authority’s success not just in one project or department but right across the organisation.

In the same year, we won the Local Government Chronicle’s Children’s Services award with judges praising our “genuinely ambitious programme reaching out to all children and young people across the city through concerted interagency drive and an obvious clarity of leadership”.

We are justifiably proud of these accolades but we are not complacent: we recognise the complex challenges facing the city, as outlined above, and that the council has a major place-shaping and leadership role in helping address them through strong partnership working and engagement with organisations across all sectors and our diverse communities. This role is strengthened by our track record of delivering highly visible day-to-day services for the city and our continuing efforts to be a more efficient and enterprising organisation with our values at the core of what we do and how we work. Our programme of organisational cultural change alongside delivery of our medium-term financial strategy remain central to this ‘Best Council’ ambition.

The vision, ambitions and priorities set out here would not be achievable without close partnership working and our skilled and dedicated councillors and staff: the elected members who serve the city, our partners and everyone who works for the council plays a vital role in delivering the Best Council Plan. We thank you all.

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**Cllr Judith Blake**  
Leader of  
Leeds City  
Council



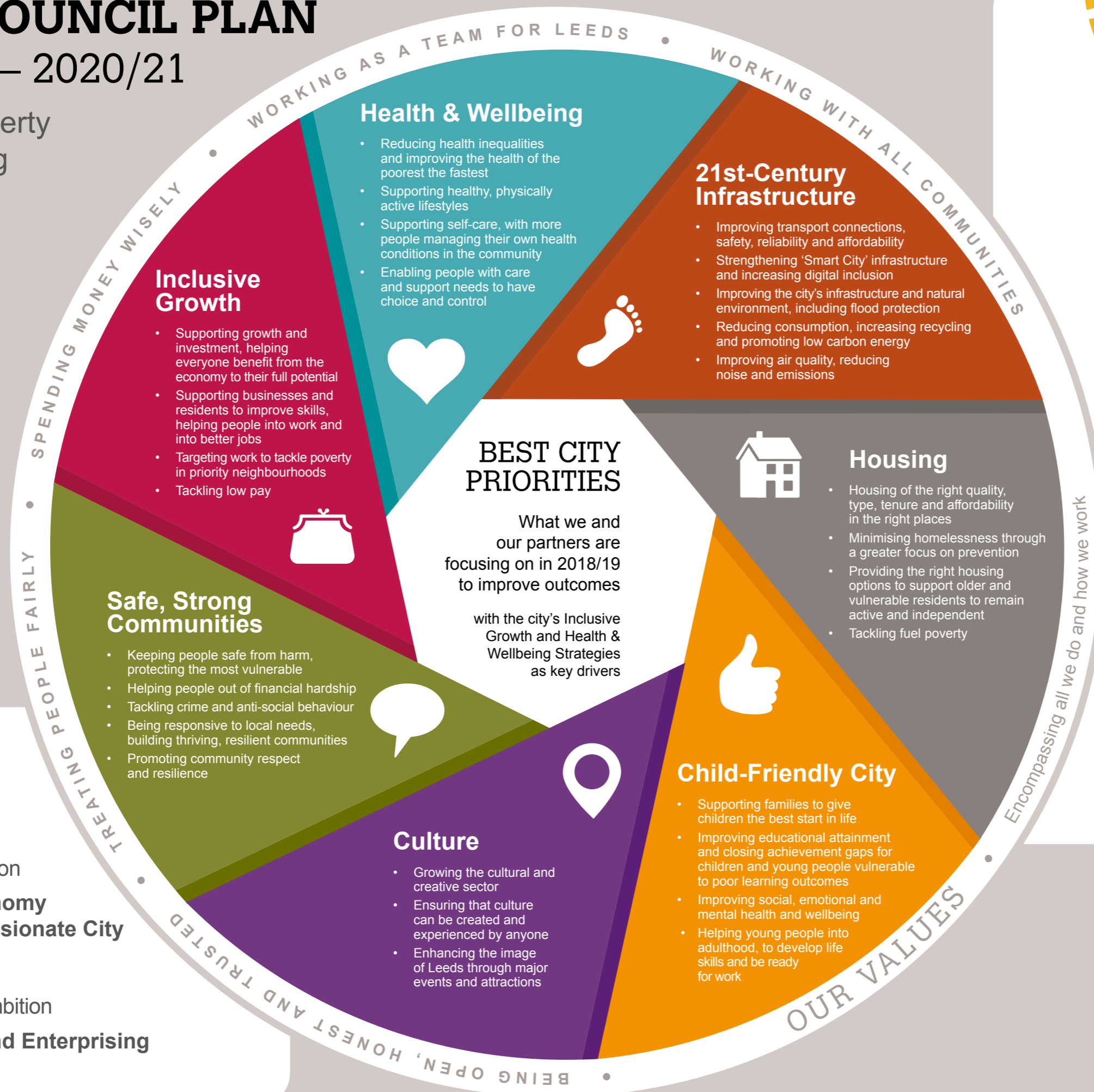
**Tom Riordan**  
Chief Executive of  
Leeds City  
Council



# BEST COUNCIL PLAN

2018/19 – 2020/21

Tackling poverty and reducing inequalities



Leeds  
Best City Ambition  
**A Strong Economy and a Compassionate City**

Leeds  
Best Council Ambition  
**An Efficient and Enterprising Organisation**



## OUTCOMES

We want everyone in Leeds to...

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



## INCLUSIVE GROWTH

- Supporting growth and investment, helping everyone benefit from the economy to their full potential
- Supporting businesses and residents to improve skills, helping people into work and into better jobs
- Targeting work to tackle poverty in priority neighbourhoods
- Tackling low pay

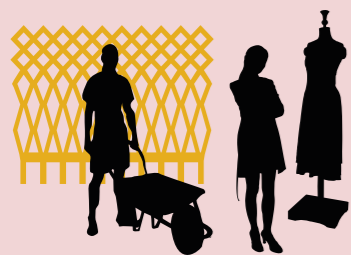
To ensure a strong economy in the longer term, Leeds needs to continue to support and attract good-quality jobs and investment. Our diverse economy has helped us to recover from the economic downturn better than many of our neighbours, and we continue to be a good place to invest and do business, with a strong performance in new business creation and expansion.



## 1 million sqft

of city centre office space taken up in 2017, more than double 2016

However our ambition is for a compassionate city as well as a strong economy. Therefore we are pursuing inclusive growth, to enable all people and places to realise their full potential in contributing to and benefiting from economic growth.



## 30,000 MORE JOBS

in Leeds and an extra 6,000 businesses now than in 2009



## 75.2%

### EMPLOYMENT RATE

higher than GB rate and other Core Cities  
(Source: Annual Population Survey, year to September 2017)



## 25 million

day visitors to Leeds in 2016, worth £1.12 billion to the local economy



## MAJOR REGENERATION

and infrastructure projects include HS2, South Bank and the Enterprise Zone



## 19,300

people aged 16+

### UNEMPLOYED

2nd highest number across the country's 14 major cities

(Source: ONS Experimental Statistics, October 2016 to September 2017)

The people of Leeds will be at the heart of everything we do, from equipping our young people with the right skills and careers advice, to enabling in-work progression, retraining and lifelong learning in our ever-changing labour market. As the UK navigates its way through Brexit, we will continue to offer support to our firms and our communities, but also further strengthen the city's international profile and its attractiveness as a location for investment.

Leeds is, and always will be, open for business and talent.

Education and skills are essential parts of our economic prosperity.

Education and skills are of economic value to individuals as workers, to the businesses that employ them and to the wider economy through greater productivity and competitiveness. There are also considerable social benefits to individuals and communities which foster more equitable communities, in turn supporting economic growth.



Educational attainment at early years, Key Stage 2 and Key Stage 4

## BELOW

national average (2016/17 academic year)

Education and skills are key factors in routes out of poverty and worklessness.

The economic and social impact can be maximised by investing in the right skills: these are the skills which achieve business success and create opportunities for individuals. A continuing challenge is clearly identifying future skills requirements of the economy, but also ensuring more equitable access to education and skills for individuals. Our focus

has three main elements: continuing to improve educational attainment across the city whilst closing the achievement gap for disadvantaged learners – one focus of our Leeds Children and Young People's Plan; encouraging greater collaboration between schools and businesses; and supporting businesses and individuals in improving skills to boost competitiveness and aid career progression.



## 28,000+

Leeds residents in full-time work earned less than the 2017

### REAL LIVING WAGE

(Estimate based on Annual Survey of Hours and Earnings – ASHE – 2017 data set)

As part of our Inclusive Growth Strategy, we have secured firm commitments from businesses and other stakeholders to offer support for our city.

Some major institutions have already set out what they will do more of or do differently, and these commitments are key elements of our approach. The Strategy identifies twelve big ideas to shape our city by boosting our long term productivity, competitiveness and social inclusion. There is a lot of good work already taking place in Leeds but there remains an opportunity for this to have renewed focus, a clearer strategic context and stronger commitment from businesses and others in the city.



## KPIs

How we will measure progress and achievements

- Jobs change in the Leeds economy (with additional quarterly proxy measures on employment rate and economic activity and inactivity)
- Productivity forecast – GVA per head
- Number of new business start-ups and scale-ups
- Business rates growth
- Visitor economic impact for Leeds
- Percentage of working-age Leeds residents with at least a Level 4 qualification
- Number of people supported to improve their skills
- Leeds as a destination for higher education leavers
- Percentages of Leeds residents and Leeds workers earning below the Real Living Wage
- Claimant rate for Employment and Support Allowance
- Number of adults of working age affected by in-work poverty
- In development: an indicator on inward investment



Leeds economy forecast to

## OUTPERFORM

the national economy over the next 20 years, increasing its output by an extra £9bn annually – growth of almost

## 50%

- and creating an extra 68,000 jobs.

(Source: Regional GVA, ONS (2016); Volterra forecast)

More detail on the issues, planned activity and work in progress:

- Leeds Inclusive Growth Strategy
- Leeds Talent and Skills Plan
- Leeds City Region Strategic Economic Plan





# HEALTH AND WELLBEING

- Reducing health inequalities and improving the health of the poorest the fastest
- Supporting healthy, physically active lifestyles
- Supporting self-care, with more people managing their own health conditions in the community
- Enabling people with care and support needs to have choice and control

So many factors contribute to our health and wellbeing, meaning our challenge is to reflect the breadth of the agenda whilst being specific about the areas we need to focus on to make the biggest difference. In Leeds we believe that our greatest strength and our most important asset is our people.

**Health and wellbeing start with people:**

our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; the environment we create to live in together.

**LOWEST SMOKING LEVELS**  
among adults recorded  
(Source: Annual Population Survey 2016)

**CANCER MORTALITY**  
rates for people under 75 years  
**REDUCING**  
(2014-2016)

Our ambition is for Leeds to be the best city for health and wellbeing, underpinned by a strong commitment to partnership working across health and care services to get behind the shared vision set out in the Health and Wellbeing Strategy:

## More detail on the issues, planned activity and work in progress:

- Leeds Health and Wellbeing Strategy
- Leeds Children and Young People's Plan
- Leeds Better Lives Strategy
- Leeds Health and Care Plan
- West Yorkshire and Harrogate Sustainability and Transformation Plan



Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

There are significant health and wellbeing inequalities across Leeds, with a gap in **LIFE EXPECTANCY** between the most and least deprived areas of the city of **10+ years**

People living in deprived areas typically have **MORE YEARS OF LONG-TERM ILL HEALTH** and higher levels of poor mental health and wellbeing.



We believe we are well placed to respond. We are working with communities and partners, delivering asset-based community development approaches, to improve local support for people with care and support needs.

Proportion of people over 65 **SUPPORTED TO LIVE AT HOME** increased from 52.6% (2015/16) to **53.9%** (2016/17)

The council supported **5,935 CARERS** (2016/17)

96% of carers receiving services receive self-directed support.

Leeds is a pioneer in the use of information and technology. We have a thriving third sector and inspiring community assets. We have established strong relationships with health and care partners to continue to pursue improvement and integration aimed at making care services more person-centred, joined-up and preventative, whilst also responding to the financial challenges across the whole system.

## The Leeds Health and Care Plan is key in taking this forward:

with its focus on protecting the vulnerable and reducing inequalities; improving quality and consistency; and building a sustainable system against the backdrop of reducing resources.

**1 in 5** children say they often feel **STRESSED OR ANXIOUS**  
(Source: Leeds My Health, My School Survey 2016/17)

**TEENAGE PREGNANCY** rates continue to fall in Leeds but still above England average (2015)

**INFANT MORTALITY RATE RISING** having fallen to its lowest ever level (2014-16)

**40% OF AVOIDABLE DEATHS** due to unhealthy lifestyles

**139** people died from drug misuse in Leeds. 75% of the deaths were in men (2014-16)

## KPIs

How we will measure progress and achievements

- Infant mortality rates
- Children who are a healthy weight at age 11
- Percentage of physically active adults
- Percentage of adults who smoke
- Avoidable years of life lost
- Suicide rates
- Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage
- Reduced rate of early death for people with a serious mental health illness
- Percentage of CQC-registered care services in Leeds rated as 'good' or 'outstanding'
- Number of permanent admissions to residential and nursing care homes (a) for people aged 18-64 including 12 week disregards; (b) for people aged 65+ including 12 week disregards
- Proportion of people who use social care services who have control over their daily life
- In development: an indicator on social isolation and loneliness





## CHILD-FRIENDLY CITY

- Supporting families to give children the best start in life
- Improving educational attainment and closing achievement gaps for children and young people vulnerable to poor learning outcomes
- Improving social, emotional and mental health and wellbeing
- Helping young people into adulthood, to develop life skills and be ready for work

Our child-friendly city aspiration is visible throughout this Best Council Plan in the work we are doing to improve the homes and places in which children live and play and better their overall health and wellbeing.

We aim to improve outcomes for all our children:

while recognising the need for outcomes to improve faster for children from disadvantaged and vulnerable backgrounds.

**25,710** under 16s across the city estimated to be **LIVING IN POVERTY...**

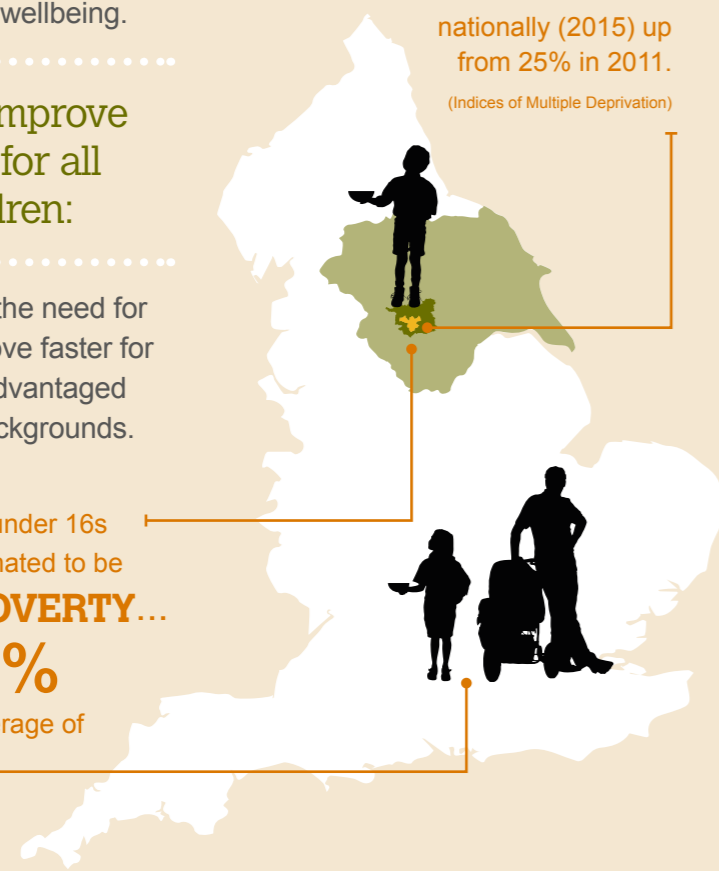
...that is **17.3%** compared to an average of **16.3%** in England (November 2017)

**31%** of key stage 2 children live in the



**10% MOST DEPRIVED AREAS**

nationally (2015) up from 25% in 2011. (Indices of Multiple Deprivation)



Research tells us that **EDUCATION IS THE KEY** to building resilient adults and improving adult outcomes.

However, the educational progress and achievement of children and young people who could be classed as

**DISADVANTAGED OR VULNERABLE LEARNERS** is below national levels.



Realising this aspiration will require progress across all the Best Council Plan priorities, with renewed action to integrate initiatives across policy areas, for example: through the Health and Wellbeing Strategy we will promote healthy, physically active lifestyles for our young people; our pursuit of safe, strong communities will endeavour to keep young people safe from harm, protecting the most vulnerable; our approach to transport will aim to address the specific requirements of young people; and, improving the skills and education of our young people as they enter the world of work is central to our approach to inclusive growth.

The Leeds Children and Young People's Plan explains our child-friendly approach.

The Plan sets out eleven priority areas of work:

1. Help children and parents to live in safe and supportive families
2. Ensure that the most vulnerable are protected



**1,255 CHILDREN LOOKED AFTER** (March 2017) down from 1,450 (March 2011) a **13.4%** reduction compared to a rise of **11%** nationally.

3. Support families to give children the best start in life
4. Increase the number of children and young people participating and engaging in learning
5. Improve achievement and attainment for all



**65%** of pupils achieved a **GOOD LEVEL** of development, up from **51%** in 2013 but below national average of **71%** (2016/17 academic year)



**56%** of pupils achieved **EXPECTED STANDARD** in reading, writing and maths, up **8%** points from the year before but **5** points below national. (2016/17 academic year)



**39.3%** of pupils achieved a **STRONG PASS** (grade 9 to 5) in English and Maths, **3.6%** points below national. But Progress 8 score 0.07 compared to national score of -0.03, ranking Leeds 37 of 151 local authorities. (2016/17 academic year)

6. Improve at a faster rate educational outcomes for vulnerable children and young people
7. Improve social, emotional, and mental health and wellbeing
8. Encourage physical activity and healthy eating



**33.7%** of children aged 10-11 classified as **OVERWEIGHT OR OBESE** compared to **34.2%** nationally (2016/17)

9. Support young people to make good choices and minimise risk-taking behaviours
10. Help young people into adulthood, to develop life skills, and be ready for work



## KPIs

How we will measure progress and achievements

- Number of children looked after
- Number of children and young people subject to a child protection plan
- Attendance at primary and secondary schools
- Percentage of pupils reaching the expected standard in reading, writing and maths at the end of Key Stage 2 (end of year 6)
- Progress 8 score for Leeds at the end of Key Stage 4 (end of year 11)
- Percentage and number of young people who are not in employment, education or training or whose status is 'not known'



**6%**

of 16 and 17 year olds (870 young people)

**NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NEET)**

or whose activity is not known (**2.9%** NEET, **3.1%** not known), in line with national. (DfE 2016 local authority NEET figures)

11. Improve access to affordable, safe, and reliable connected transport for young people



More detail on the issues, planned activity and work in progress:

- Leeds Children and Young People's Plan

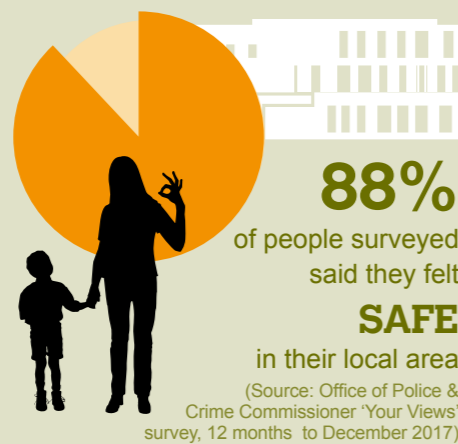


## SAFE, STRONG COMMUNITIES

- Keeping people safe from harm, protecting the most vulnerable
- Helping people out of financial hardship
- Tackling crime and anti-social behaviour
- Being responsive to local needs, building thriving, resilient communities
- Promoting community respect and resilience

Leeds is a growing and richly diverse city, with people of different ages and from many different backgrounds, cultures and beliefs living and working alongside each other. As a City of Sanctuary, we celebrate this diversity and want Leeds to be a welcoming city for all, where people get on with each other and feel they are part of their local neighbourhood. To achieve this, we need strong local leadership, to increase community conversations to resolve problems and conflict locally, raise aspirations, create better links to social and economic opportunities, and improve the city's resilience to extremist narratives. Increasing community engagement and participation will reduce dependency on public services,

building thriving, more resilient communities across the city that make the best use of their strengths and assets to overcome challenges.



Central to our ambition is a new place-based, integrated approach to service delivery, combined with a renewed focus on tackling poverty and reducing inequality in some of our poorest neighbourhoods.

### More detail on the issues, planned activity and work in progress:

- Safer Leeds Plan
- Leeds Children and Young People's Plan
- Leeds Better Lives Strategy
- Citizens@Leeds – Supporting communities and tackling poverty
- Leeds City Council Equality Improvement Priorities



**66%** felt confident their Community Safer Partnership (Safer Leeds) **'KEPT PEOPLE SAFE'**

(Source: Office of Police & Crime Commissioner 'Your Views' survey, 12 months to December 2017)

**We are bringing people together to make a difference and help them to do more for themselves and others so that their communities can thrive, making sure that:**

- Residents, communities, businesses and organisations are equal partners;
- Local people are engaged to achieve things that we cannot achieve alone and we add value to their activities;
- The city's strategic priorities are aligned to local communities to deliver joint action;
- Tools and support are provided so local people can take action and we share information, skills and resources.

This approach expands on the work of Community Committees by outlining a more joined-up service offer in a number of priority wards in the inner areas and priority

Each year, Community Committees are allocated wellbeing and youth activity funding.

**Value of wellbeing projects approved and funded**

**£1.7m** attracting match funding of **£900k**

This supported

**469 PROJECTS** generating

social housing estates in the outer areas, and importantly those neighbourhoods who fall into the 1% most deprived nationally.

We will work seamlessly with partners from all sectors to meet the needs and demands of communities, regardless of responsibility for resources.

**We will continue to work to make all our communities safe for everyone:**

tackling and working to prevent risks, threats and harms, whether it is anti-social behaviour, hate crime, domestic violence or theft and burglary.

**19,951 DOMESTIC INCIDENTS**

reported to police (12 mths to Sept 2017) **45%** of these included a repeat victims (8,719 incidents); **31%** had children present (5,991 incidents)

**Value of youth activities approved and funded**

**£0.5m** attracting match funding of **£386k**.

This generated over

**11,000 VOLUNTEER HOURS**

providing local activities for 8-17 year olds.

**44,000 VOLUNTEER HOURS**

(Source: Leeds Community Committees Annual Report 2016/17)



**19,967 ANTI-SOCIAL BEHAVIOUR**

(ASB) incidents reported to police (12 months to December 2017), up **12%** from the previous year.

Most frequent ASB incidents reported concern youth and neighbour nuisance

**!@\*\*\*!!**

**1,692 RACIAL HATE**

incidents reported to police, over **70%** of all hate incidents reported (12 months to December 2017)



This includes a continued commitment to meeting the statutory Prevent Duty: ensuring the city's safeguarding arrangements are fit for purpose in order to protect and support those most vulnerable from being drawn into extremism and terrorist-related activities.



## KPIs

How we will measure progress and achievements

- Percentage of people with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met
- Increased self-reporting of domestic violence and abuse incidents
- Number of people killed or seriously injured in road traffic accidents [total number and the number of children]
- Council tenant satisfaction with the neighbourhood as a place to live
- Percentage of Leeds residents who say they feel safe in their local area
- Proportion of households reporting repeated anti-social behaviour / nuisance concerns
- Number of reported hate incidents

We will also look to take a wide approach to inclusive growth, working to make the connections between tackling low pay and promoting skills and career progression, with the challenges of welfare reform and financial hardship.



People accessed **FOODBANKS 26,861** times in Leeds (12 months to April 2017), up **6%** on the year before.



**30,000** food parcels (estimated) handed out, up **3%**

(Source: Leeds Food Aid Network 'FAN' report for January to December 2017)





# HOUSING

- Housing of the right quality, type, tenure and affordability in the right places
- Minimising homelessness through a greater focus on prevention
- Providing the right housing options to support older and vulnerable residents to remain active and independent
- Tackling fuel poverty

One of the biggest challenges Leeds faces is to provide enough quality and accessible homes to meet the city's growing population, whilst protecting the quality of the environment and respecting community identity. The need for affordable housing and affordable warmth are key issues in meeting this challenge.

The Leeds Housing Strategy sets out our ambitions for effectively meeting housing need to make Leeds the best place to live.



**BILL**  
£££

**13.5%**  
(43,871) of Leeds households live in

**FUEL POVERTY**  
meaning their energy costs are high relative to their incomes.

This is above the **11%** English average and up from 11.9% (38,613 households) in Leeds the year before.

(Source: Dept for Energy and Climate Change, 2015 figures released June 2016)



More detail on the issues, planned activity and work in progress:

- Leeds Housing Strategy
- Leeds Core Strategy
- Leeds Site Allocations Plan

We continue to work to deliver six priorities:

- affordable housing growth;
- improving housing quality;
- promoting independent living;
- creating sustainable communities;
- improving health through housing
- meeting the needs of older residents.

In practice, we are co-ordinating activity to meet housing needs, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size and tenure) and quality.

Working with developers and housing associations we identify opportunities to build new homes – including affordable homes – and convert empty homes back into use.



**11,355**  
newly built and converted homes delivered  
(April 2012 to March 2017)



The average house price is **5.76 x HIGHER** than the average single income, similar to the rest of Yorkshire & the Humber  
(Source: ONS 2016)

New council homes, including specialist Extra Care housing schemes, are built to the Leeds Standard: better urban design, meeting space standards and using sustainable construction.



**55,364**  
**COUNCIL HOMES**  
across the city

**4,239**  
of these are sheltered or **EXTRA CARE PROPERTIES**  
(Feb 2018)

**76%**  
of general needs tenants **SATISFIED** with the overall service from the council  
(2016/17 survey)

Through a mixture of self-regulation and enforcement we encourage landlords to sign up to the Leeds Rental Standard: an accreditation scheme aimed at driving improvements in quality across the private rented sector. These initiatives also provide employment opportunities in construction and increase the energy-efficiency of homes.

We continue to address homelessness through prevention initiatives, ensuring that no person needs to sleep rough in Leeds.

**45**  
households in **TEMPORARY ACCOMMODATION**  
(end October 2017), down from **439** in 2011.

Vulnerable young people, adults and families are helped further through our Housing Related Support Programme, providing support and emergency accommodation. We carry out adaptations to housing to help disabled people live independently and prevent admission to hospital or residential care. Our Accessible Housing Register makes it easier for disabled applicants and housing officers to match properties to people's needs.

**1,696**  
individual adaptations installed in council homes to meet tenants' needs



## KPIs

How we will measure progress and achievements

- Growth in new homes in Leeds
- Number of affordable homes delivered
- Number of new units of extra care housing
- Improved energy and thermal efficiency performance of houses
- Number of households in fuel poverty
- Number of homeless preventions and number of rough sleepers in Leeds
- Percentage of housing adaptations completed within target timescale
- Percentage of council housing repairs completed within target

**210,192**  
repairs carried out on council housing across the city,

**97.5%**  
completed within target timescales (2016/17)



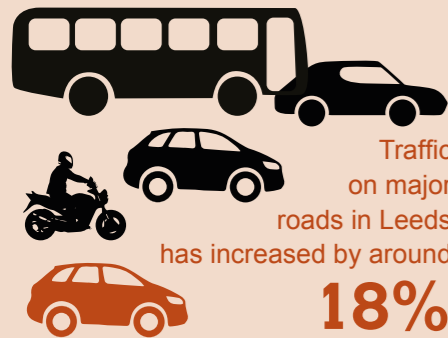
# 21ST-CENTURY INFRASTRUCTURE

- Improving transport connections, safety, reliability and affordability
- Strengthening 'Smart City' infrastructure and increasing digital inclusion
- Improving the city's infrastructure and natural environment, including flood protection
- Reducing consumption, increasing recycling and promoting low carbon energy
- Improving air quality, reducing noise and emissions

Like other growing cities, Leeds faces a number of significant challenges, including improving air quality, linking people to services and employment, and increasing the numbers of people choosing public transport.

Congestion is an issue on busy junctions causing journey time delays and contributing to

## AIR QUALITY ISSUES



(Source: Department for Transport)

To address these challenges and support our Best City ambition, we require 21st-century infrastructure. This means further integration in planning, funding and delivering improved infrastructure for Leeds that will help us support growth and improve connectivity, bringing new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers.

Our approach needs to go beyond a narrow pursuit of growth; rather we need to do this in a way that ensures Leeds is liveable and healthy, as well as prosperous.

More detail on the issues, planned activity and work in progress:

- Leeds Transport Strategy
- Leeds Inclusive Growth Strategy
- Leeds Local Flood Risk Management Strategy
- West Yorkshire Low Emissions Strategy
- West Yorkshire Local Transport Plan
- Transport for the North Strategic Transport Plan



Visualisation of Leeds Integrated Station Connectivity

- KEY
- Existing lines
  - HS2 lines
  - Roads



A step change in the level of public transport use is needed; employment and housing growth areas in the city need to be advanced and problems such as poor air quality need to be tackled. Local and regional solutions need to be aligned with national projects such as HS2 and Northern Powerhouse Rail to spread the benefits.

The renewed commitment to HS2, the Northern Powerhouse agenda, the potential of further devolution deals and the West Yorkshire Transport Strategy create a

unique opportunity to invest in new transport initiatives

to support growth in the city; using government funding originally earmarked for the New Generation Transport (NGT) trolleybus system.

With local and private sector contributions the total investment package is worth almost double.



## INITIATIVES INCLUDE:

Investing in a new Leeds High Frequency Bus Network, aiming for **90%+** of core bus services **RUNNING EVERY 10 MINUTES** 7am–8pm.



## REDUCED BUS DELAYS

through signal technology and bus priority measures, reduced waiting times and improving stop facilities.



New buses that meet **EURO 6 AIR QUALITY STANDARDS** and offer a better passenger experience by 2020.



We want Leeds to be a healthy city in which to live, work and visit. Working with partners to reduce carbon emissions will bring about health and wellbeing benefits. Subject to consultation, proposals to address this include the potential introduction of a Clean Air Zone that would charge buses, HGVs, taxis and private hire vehicles that fail to meet the latest emissions standards for entering a defined area within the city centre.

Leeds' digital infrastructure is vital to our future success.

This connectivity underpins growth, not only in our flourishing digital sector but across all parts of our economy. Our Smart Cities work is a key priority, working



## KPIs

How we will measure progress and achievements

- Satisfaction with a range of transport services
- Number of passengers boarding buses in the Leeds district
- Increase in city centre travel by sustainable travel (bus, train, cycling, walking)
- Percentage of waste recycled
- Carbon emissions across the city
- Level of CO2 emissions from council buildings and operations
- Number of residential and commercial properties moved to a lower level of flood risk
- Percentage of adults in Leeds who have all 5 basic digital skills
- Percentage of adults in Leeds who have not been online in the last 3 months

with business, universities and local partners in establishing Leeds as a leader in the application of big data, building on the assets such as the Open Data Institute, Data Mill North and Leeds Institute for Data Analytics (LIDA).



**11,000** people employed in the digital sector (Source: ONS 2015)



## CULTURE

- Growing the cultural and creative sector
- Ensuring that culture can be created and experienced by anyone
- Enhancing the image of Leeds through major events and attractions

We believe culture has a vital role to play in realising our Best City ambition.

Our approach set out in the Leeds Culture Strategy is to promote a positive attitude towards culture, focussing on the contribution it can make to the city's confidence, profile and economy and to wider community cohesion.

Cześć HOLA 今日は  
170  
different languages spoken in the city

नमस्ते ПРИВЕТ



In 2016 the creative industries in Leeds provided

**22,500 JOBS**

Leeds has been selected to be part of the prestigious 'Pilot Cities' European project, a peer-learning programme which will help us benchmark key elements of our Culture Strategy with other cities, learning from each other.

Our approach is rooted in our communities and takes a wide definition of culture.

We aim to embed it across such diverse areas as urban regeneration, education and health and wellbeing.

More detail on the issues, planned activity and work in progress:

- Leeds Culture Strategy



Leeds West Indian Carnival celebrated its **50th ANNIVERSARY** in 2017

Our objectives are:

- For the city to value and prioritise cultural activity, using it as a means of improving the quality of life of every person and every community in Leeds;
- For culture to build respect, cohesion and coexistence between and within communities and individuals;
- For people, whatever their background, to be supported to be creative through school, informal learning, training, volunteering and employment, ensuring that culture can be created and experienced by anyone;



The Times voted Leeds as the **NUMBER ONE CULTURAL PLACE** to live in Britain (The Times March 2017)



Leeds has **3 SPECIALIST COLLEGES CREATING FUTURE ARTISTS**

who will help deliver the city's cultural ambitions – it is the only city outside London to offer three fine art degrees

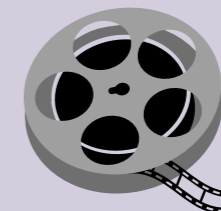
- For Leeds to be nationally and internationally recognised as a liveable city, and a thriving, internationally connected cultural hub open to collaboration;

Leeds College of Music and Northern School of Contemporary Dance

Leeds City College

The Leeds International Film Festival is the **LARGEST FILM FESTIVAL**

in England outside London (Source – BBC 'Lights, camera, action')



**1st EVER**

film was shot in Leeds by Louis Le Prince in 1888

- For Leeds to be at the forefront of cultural innovation, making the most of new and emerging technologies;

- For the culture sector to grow and increase its contribution to Leeds' economy, by placing culture at the heart of the city's narrative; and
- For established cultural organisations to be resilient, and to create an environment where new cultural organisations can flourish.

### LEEDS 2017 TRIATHLON HIGHLIGHTS:



According to the BBC, the viewing figures for the event peaked at **2 million+**

Live TV coverage by the BBC for **6 hours** on the Sunday, including edited highlights of the Saturday events held at Roundhay Park

Estimated additional spend in the city (excluding residents) of **£1.2m+**



**3,000 PEOPLE** took part in the amateur events from juniors and novices, to leading amateur athletes (Source: WTS website).



**LARGEST CITY PARKS** in Europe

Roundhay Park is the largest park in Leeds and is one of the

Estimated **70,000+ ROADSIDE SPECTATORS**



### KPIs

How we will measure progress and achievements

- Number of visitors at a range of venues and events
- Number of employees in the creative industries in Leeds
- The Leeds Culture Strategy delivery plan is in development at the time of writing; this may lead to additional KPIs being added to the Best Council Plan in-year in relation to this priority.



# BEST COUNCIL

## Our journey to become a more efficient and enterprising organisation centres on an ongoing programme of organisational cultural change

This is aimed at making the best use of the resources within the council and strengthening our leverage, influence and partnerships across the city, the region, and nationally.

To date, we have responded to the financial challenges facing local government and been able to balance the budget each year, protecting front-line services and avoiding large-scale compulsory

redundancies. This has been achieved by stimulating good economic growth, creatively managing demand for services, increasing trading and commercial income, growing council tax from new properties and a significant range of organisational efficiencies, including reducing staffing levels by over 3,200 'FTEs' (full-time equivalent members of staff) between 2010/11 and 2017/18. These efforts will continue. For 2018/19, this includes the introduction of 100% business rates retention as part of the government's pilot programme.

Though we employ fewer people, we remain confident we can deliver our Best Council Plan priorities through investing in our staff's wellbeing as well as skills, helping them perform at their very best. We encourage a 'can do' culture across the

organisation where people feel more confident and empowered.

## We maintain our focus on inclusion and diversity

This aims to eliminate barriers, celebrate differences and create a workforce more representative of our communities.

The 'breakthrough' approach that has served us so well in bringing together multi-disciplinary teams from across council services, partners and communities to tackle key challenges also continues, with a specific 'task and finish' focus on programmes and projects that support our strategic priorities and help address future financial challenges.

With the reopening of a refurbished Merrion House in 2018, many of our front-line council services are in one place, improving customer access in the city; the ongoing rollout of Community Hubs serving as focal points for members of the public in

other parts of Leeds. While face-to-face customer contact remains important, we are using technology and training to grow people's digital skills, making it easier for staff and citizens to self-serve online and enabling a quicker, more streamlined response to customers who can access services at times that best suit them. This is supported by our work to improve the quality and availability of information provided to customers, staff and elected members based on a range of insight, including stakeholder engagement and data analysis; we remain committed to 'open data' where possible and in compliance with the General Data Protection Regulations. Improved data and insight informs our decision-making, enabling us to better prioritise interventions and resources to where they are most needed.

Underpinning everything we do – our policies, strategies, processes, communications and resilience – and how we work are our values. They provide a reference point for staff on how they are expected to behave and what they, and our customers and partners, can expect from us.



## KPIs

How we will measure progress and achievements

- Workforce more representative of our communities
- Number / percentage of apprentices employed by the council
- Score out of ten given by staff for working for Leeds City Council [part of staff survey]
- Average staff sickness levels [reported overall and broken down into Mental health; Musculo-skeletal disorders and Back & neck; Heart & blood pressure]
- Reduction in workplace accident and incident reports [with a specific reduction in absence related to violence & aggression and manual handling]
- Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing
- Percentage of staff appraisals and mid-year reviews completed
- Gender pay gap across council staff
- Level of over/underspend for this financial year
- Collection rates: council tax, business rates and council housing rental
- Percentage of orders raised through the council's financial management system that are placed with local suppliers, the third sector and small and medium-sized enterprises
- Prompt payment of invoices against target
- Percentage of ICT service desk calls fixed at the first point of contact
- Level of customer complaints
- Proportion of customers using self-service when getting in touch with the council
- Percentage of information requests received responded to within statutory timescales [both Freedom of Information and Subject Access Requirement requests]

Leeds City Council: a council which is honest, fair, good with money, joined up and proud to make a difference – the Best Council in the UK.

## Our Values – underpinning everything we do and how we work

**Being open, honest and trusted**

*– I can be my best*

**Treating people fairly**

*– It feels like I count.*

**Spending money wisely**

*– I make every pound go further*

**Working as a team for Leeds**

*– I am part of a team with a 'can do' attitude*

**Working with people, engaging all communities**

*– I am proud to make a difference*



Leeds  
CITY COUNCIL

You can stay up to date with all our news  
and services throughout the year.

 [www.leeds.gov.uk](http://www.leeds.gov.uk)

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