

Report of the Director of Resources and Housing

Report to: Corporate Governance and Audit Committee

Date: 23rd November 2018

Subject: Assurance report on corporate performance management arrangements

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

Summary of main issues

1. This report presents assurances to the Corporate Governance & Audit Committee on the effectiveness of the council's corporate performance management arrangements: that they are up to date; fit for purpose; effectively communicated and routinely complied with.
2. In comparison with previous such reports to this Committee, it also presents the performance management report recently received by the Executive Board as a further source of assurance that the performance arrangements in place are delivering a number of improvements across the Best Council Plan outcomes and priorities.
3. Together, these reports provide key sources of assurance the Committee is able to take into account when approving the 2019 Annual Governance Statement.

Recommendations

1. Corporate Governance and Audit Committee is requested to receive this report and the attached Appendix 1 as together providing key forms of assurance on the robustness of the authority's corporate performance management arrangements.
2. The Committee is also requested to approve that future assurance reports on both the authority's corporate performance management and risk management arrangements are supplemented by the annual reports considered by the Executive Board: on performance in delivering the Best Council Plan outcomes and priorities and on management of the most significant corporate risks respectively.

1 Purpose of this report

- 1.1 This report presents assurances to the Corporate Governance & Audit Committee on the effectiveness of the council's corporate performance management arrangements. It therefore forms part of the body of evidence the Committee is able to take into account in order to approve the next Annual Governance Statement.

2 Background information

- 2.1 On 26th June 2018, Corporate Governance & Audit Committee approved the annual assurance report on the council's corporate risk and performance arrangements. This followed previous combined risk and performance annual assurance reports usually considered by the Committee at its June meetings.
- 2.2 The council's Executive Board also receives two reports each year: one on the council's corporate risks (providing an overview of the corporate risk register and detailing how each of the most significant risks are managed) and another looking back on performance in achieving the outcomes and priorities set out in the Best Council Plan. These reports differ from the assurance reports provided to Corporate Governance & Audit Committee in that they focus on the risks and key performance indicators themselves rather than the supporting risk and performance management systems and processes. The Executive Board risk report can be produced at any point in the year; however, the performance report relies on year-end data which is often not available until the summertime and so this report is usually considered at the September meeting.
- 2.3 The most recent performance report looking back on the Best Council Plan 2017/18 was considered by the Executive Board on 19th September 2018. Following member feedback from the previous year, this latest performance report provided far more detail of both a quantitative and qualitative nature and also highlighted the city's and council's performance in relation to previous time periods, to other local authorities and the regional and national picture. As such, it serves as a strong source of assurance on the council's corporate – i.e. cross-cutting and strategic - performance management arrangements and progress in delivering outcomes. It is therefore proposed that this Executive Board report should also form part of the performance management body of evidence to Corporate Governance & Audit Committee for the purposes of approving the Annual Governance Statement. The Executive Board performance report is therefore attached at Appendix 1 for the Committee's reference with the summary covering report available online [here](#).
- 2.4 Should the Committee approve, it is recommended that in future years, assurance on the council's corporate performance management arrangements is provided to the Committee in the autumn through a covering report summarising the systems and processes in place to help monitor and manage performance and with an annexed Executive Board annual performance management report that details actual performance across the prior year Best Council Plan outcomes and priorities.
- 2.5 Assurance on the council's risk management arrangements can be provided through a separate report to the Committee earlier on in the municipal year and could also in future incorporate the most recent Executive Board annual corporate risk management report (the latest risk report was approved by Executive Board at its July 2018 meeting, available [here](#)).

3 Main issues

3.1 Over the last year, assurance on the adequacy of the council's performance management arrangements was demonstrated by the following:

- a) For an organisation's performance management arrangements to be effective, its strategic objectives and supporting key performance indicators (KPIs) must be up to date, effectively communicated and monitored and action taken as appropriate. The strategic ambitions, outcomes and priorities of the council are set out in the Best Council Plan (BCP) which was updated in 2018 (covering the period 2018 to 2021) and approved by Full Council on 21st February 2018. It takes into account local and national developments, policy developments, the latest socio-economic analysis, local and regional partnership plans and the council's budget-setting processes.
- b) The BCP 2018/19 – 2020/21 was developed through engagement with partners, officers, and members, including Scrutiny members. Whilst there were no changes to the vision, ambitions, the population outcomes or the underpinning council values, some refinement was made to the Best City priorities. These updates reflect our key interconnected strategies: the Leeds Inclusive Growth Strategy and the Leeds Health and Wellbeing Strategy. Two new priorities on Housing and Culture were added.
- c) The BCP 2018/19 – 2020/21 was published on the Best Council Plan webpages on the authority's Internet (leeds.gov.uk) and Intranet ('Insite') sites and widely communicated through promotion on the front page of Insite and items in the 'Essentials' online newsletter sent to staff and members. Hard copies of the 'Plan on a Page' were distributed to elected members, senior officers and council buildings with the full 24-page document provided to Executive members, leaders of the political parties, group offices and the Corporate Leadership Team (comprising the council's directors and Chief Executive). In addition, following feedback from the Chairs of the Community Committees through the consultation process to develop this latest Best Council Plan, hard copies were distributed to the council's libraries and Community Hubs. Hard copies were shared with the trade unions through discussion at June's Corporate Joint Consultative Committee. Additional social media opportunities to promote and share the Best Council Plan priorities continue to be exploited.
- d) The BCP continues to draw on and link with a range of supporting council and partnership plans. As well as the Leeds Inclusive Growth Strategy and the Leeds Health & Wellbeing Strategy, the current BCP also makes full reference to other supporting plans including the Safer Leeds Plan; Children & Young People's Plan; Better Lives Strategy; Leeds Housing Strategy; Leeds Core Strategy; Leeds Transport Strategy and the Leeds Culture Strategy, amongst others. More internally, it links with the council's financial plans and workforce strategies. The Executive Board, Scrutiny Boards, Community Committees and partnership boards (e.g. Children's Trust Board and Health and Wellbeing Board) receive relevant performance information on the delivery of these related and supporting plans through a range of reports, including annual safeguarding reports, updates on the Equality Improvement Priorities and the Local Account on Adult Social Care performance.
- e) The current BCP incorporates the most relevant Key Performance Indicators (KPIs): a set of over 50 'Best City' KPIs - a number of which have been focused even more for 18/19 on the council's ambition to tackle poverty and inequalities - to help measure progress over time against the 8 outcomes and 7 priorities set out in the BCP. The majority of these replicate the KPIs in

supporting council and partnership plans, facilitating a consistent view of performance. The Best City KPIs are supplemented by an additional 16 'Best Council' KPIs that help measure progress against our Best Council ambition of being a more efficient and enterprising organisation. The KPIs are subject to regular review by service leads and with additional check and challenge carried out by staff in the Intelligence & Policy Service (IPS), which takes the lead on the council's corporate performance management and business planning arrangements. Through this ongoing review, KPIs are revised in-year as needed to ensure they remain up to date.

- f) Behind each of the BCP KPIs is a checklist: maintained by IPS and updated in collaboration with relevant service leads, the checklists provide additional explanatory and assurance information, including the source of the data, frequency and timing, comparative organisations/datasets plus any baselines and targets. Some of the key datasets that contribute to the BCP KPIs are subject to independent rigorous checks in terms of being complete, timely, secure and accurate through external audit (primarily of financial data) and external inspections (for example through Ofsted and the Care Quality Commission – at the time of writing, results of recent inspections from both bodies are due in the coming weeks).
- g) Performance against the BCP is reported quarterly to the council's Corporate Leadership Team (CLT) consisting of the Chief Executive and senior directors. This report facilitates cross-council ownership and discussion of specific areas and prompts follow up action as needed. Directors are also able to discuss relevant issues with Executive members.
- h) The quarterly report includes the 'BCP Scorecard': an appendix containing the KPIs that help measure progress on the BCP in delivering better outcomes for both the city and the organisation in-year and in the longer term. The BCP Scorecard shows the direction of travel against an appropriate comparator, thus providing directors with a clear insight into the council's overall performance against the BCP. The details in the scorecard continue to be improved, most recently through the inclusion of wider contextual information behind the indicators – for example, benchmarking against the results of other local authorities where available. The BCP scorecard is published quarterly on the council's website in line with our commitment towards open data and greater transparency.
- i) As noted above, year-end performance reports that highlight the progress made throughout the year in delivering the strategic objectives set out in the BCP are considered annually by Executive Board, the most recent being in September 2018. Attached at Appendix 1, it aims to provide an honest assessment, showcasing the many and varied achievements that the council and the city can be proud of but also where further improvements are needed. This is supplemented throughout the year by 'Best City' key messages from the council's Leader and Chief Executive to partners.
- j) The BCP is used to help inform appraisal objectives set for all council staff (including senior officers and directors) against which performance is monitored and managed through mid-year and end of year appraisal reviews and more regular one-to-ones.
- k) Scrutiny Boards consider additional performance reports on areas relevant to their portfolios, incorporating both BCP and wider operational performance. The content and frequency of the performance reports is determined by the requirements of each Board. IPS works with staff in services to produce and

report the majority of these Scrutiny performance reports, providing both a support and challenge role.

- l) Consideration of improvement both in outcomes and services is part of leadership and professional practice in directorates and services. This includes contributions to the BCP and associated city strategies. It includes: consideration of the voice of customers, clients and citizens; use of professional evaluation, including external challenge; and use of analysis and performance information. This is underpinned by promoting a culture of high support and challenge and enabling this through promoting the service availability, ownership and application of performance information and shared people and place intelligence.
- m) Engagement with partners in benchmarking and in sector-led improvement activity is part of this, with 'benchmarking' being one of the key workstreams established during 2018/19 to help deliver the council's medium-term financial strategy, promoting better integration and use of combined performance and financial information.
- n) To further help ensure the alignment of the council's strategic priorities with the allocation of resources, the BCP continues to be developed in conjunction with the Budget: initial proposals are considered by the Executive Board in December with final proposals and subsequent approval by Full Council the following February. A one-page document illustrating the relationship between the 2018/19 net revenue budget with the BCP 2018/19 to 2020/21 is available on the authority's internet and intranet sites and was communicated to staff and members through the internal Essentials online newsletter.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 A range of stakeholders are engaged with to help maintain and improve the council's corporate risk and performance arrangements. These include the Executive Board, Scrutiny Boards, the Corporate Leadership Team and Intelligence and Policy Service colleagues.
- 4.1.2 The annual performance report at Appendix 1 was subject to consultation with key officers and elected members. It also draws on and links with a range of published reports, including reports to the Executive Board and Scrutiny Boards, assessing performance against supporting council and partnership plans which are themselves subject to consultation and engagement with relevant stakeholders.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This is an assurance report with no decision required. Due regard is therefore not directly relevant.
- 4.2.2 Specific equality impact assessments will continue to be carried out for individual initiatives and decisions relating to the delivery of the Best Council Plan, the key strategic document informing our corporate key performance indicators. The Equality Improvement Priorities (most recently updated for 2018-22, as approved by the Executive Board at its meeting on 25th July 2018) were developed to complement the Best Council Plan outcomes and priorities. They continue to underpin our ambition to be a compassionate city with a strong economy, tackling the range of inequalities that still exist.

4.3 Council policies and the Best Council Plan

- 4.3.1 The performance management arrangements focus around the Best Council Plan: its regular refresh and ongoing review and monitoring of delivery of the Best Council outcomes and priorities form part of the council's budget and policy framework.

4.4 Resources and value for money

- 4.4.1 The Best Council Plan provides the strategic context for the council's budget and financial strategies with resources allocated in support of the Plan's ambitions, outcomes and priorities. Effectively monitoring and managing performance helps ensure that resources continue to be appropriately targeted, prioritised and deployed to help achieve value for money.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 Performance information on the Best Council Plan key performance indicators is published on the council's website as are performance management reports on specific service areas and initiatives as requested by Scrutiny Boards. Progress in delivering the Best Council Plan objectives and priorities will continue to be published through annual reports to the Executive Board.
- 4.5.2 No decision is required; therefore this assurance report is not subject to call in.

4.6 Risk Management

- 4.6.1 There are no significant risks identified in the council's performance management arrangements.

5 Conclusions

- 5.1 This report provides assurance on the council's corporate performance management arrangements as one of the sources of evidence for Corporate Governance & Audit Committee to draw upon when considering approval of the next Annual Governance Statement.

6 Recommendations

- 6.1 Corporate Governance and Audit Committee is requested to receive this report and the attached Appendix 1 as together providing key forms of assurance on the robustness of the authority's corporate performance management arrangements.
- 6.2 The Committee is also requested to approve that future assurance reports on both the authority's corporate performance management and risk management arrangements are supplemented by the annual reports considered by the Executive Board: on performance in delivering the Best Council Plan outcomes and priorities and on management of the most significant corporate risks respectively.

7 Background documents

- 7.1 None



BEST COUNCIL PLAN 2017/18: Annual Performance Report

September 2018



Foreword

Welcome to the Annual Performance Report where we are pleased to report on the progress made in delivering the priorities set out in last year's Best Council Plan for 2017/18.

The last eight years have seen unprecedented challenges across local government with the long-term trend of increasing demand for services set against significant cuts to budgets. However, throughout this period we have maintained a positive and distinctive vision for Leeds that has been embraced by the city and we have continued to strive to improve public services whilst delivering major efficiency savings: 2017/18 was no different.

Between 2010/11 and 2017/18, Leeds City Council's core funding from central government reduced by more than half (£239m). Despite ongoing austerity, we have kept our ambition for the city to be one that is compassionate with a strong economy, which tackles poverty and inequalities, is fair and sustainable, ambitious, fun and creative. December 2017 saw the city's first Compassionate City Awards, which demonstrated just how the council recognises and values the important and positive work individuals, community groups and organisations do to make their local communities and the city a better place. We carried out extensive consultation throughout the year to develop an Inclusive Growth Strategy which was formally adopted in July 2018: the strategy sets out 12 'big ideas' to act as a citywide action plan to encourage inclusive growth in Leeds.

2017/18 was also a year of many highlights: a growing economy; an increased number of visitors to the city; the re-opening of Leeds Art Gallery; hosting major events such as the Leeds Triathlon and the 50th anniversary of the Leeds West Indian Carnival; Leeds ranked highest among the largest cities outside London for health and wellbeing; improvements in the quality of adult social care services; positive Ofsted inspections for children in care; continued progress in tackling hate crime, food poverty and problem gambling; national recognition of our work towards having a council fleet of ultra-low emission vehicles; strong council staff survey results and council spending coming in on budget – to name just a few. Our response to the collapse of major public sector contractor Carillion in January 2018 further illustrated our ability to work innovatively, without the need to outsource work, and with minimal impact on our services.

We are not complacent, and we know that tough challenges remain: the stubborn nature of inequality across the city and the knock-on impact to our most disadvantaged residents has come into sharper focus over the last few years. We therefore remain committed to the aspiration that all our residents realise their full potential and maximise their contribution to their communities, whilst protecting the most vulnerable in our society. And we are doing all of this within the context of Brexit, which presents an unknown picture for the future of Leeds and the country as a whole. Working towards our vision, ambitions and priorities for Leeds will help address these challenges but we cannot do this without the invaluable contributions of communities, businesses and other partners from across the city, as well as the expertise and dedication of our elected members and council staff. We wish to pass on our thanks to all who work so hard to make Leeds such a wonderful place to live, work and visit.

Looking ahead, we remain ambitious and are confident that the prospects for Leeds remain positive: we firmly believe in the contribution the council can make to the future of the city through strong partnership working and place leadership to sustain the progress already made and take action on areas where we could perform even better. We look forward to working with the people of Leeds and all our partners now and in the future.



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

Introduction

Our corporate plan, the 'Best Council Plan', for 2017/18 set out our vision to be the best city and the best council in the country, highlighting seven interconnected 'Best City' priorities and our 'Best Council' aim to be a more efficient and enterprising organisation. One year on, it is time to look back at how the city and the council have performed against these ambitions. This report considers each of the priority areas, summarising some of the key successes but also highlighting where challenges still exist. These challenges, and how the council and our partners across the city and the region plan to address them, are further explored in the updated [Best Council Plan 2018/19 to 2020/21](#) which retains its focus on tackling poverty and inequalities.

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Best City Priority: Inclusive Growth¹

What we set out to do in our 2017/18 Best Council Plan

Leeds has recovered well from the recession with new jobs being created, falling unemployment, rising wages and increased tourism and investment in the city. However, economic productivity has not increased and there remains significant poverty in Leeds. The council is committed to ‘inclusive growth’: working with partners to ensure that supporting economic growth and tackling poverty are truly two sides of the same coin. By creating more and better jobs and by enhancing the ability of all our people to contribute to the economy to their full potential, we can boost economic productivity and competitiveness, reduce the costs of poverty to the economy and the taxpayer and improve outcomes for the people of Leeds. The public sector has a role to play in promoting trade and investment in the city, backing innovators and entrepreneurs, providing the right conditions for businesses to grow and encouraging them to invest back into their workforce and local communities.

How did Leeds perform in 2017/18 (based on latest available data)

2017/18 saw the Leeds economy grow, with strong private sector jobs growth, the highest take-up of office space ever and the second highest amount of office space constructed reported in a decade. Although the number of new business start-ups reduced slightly, this was the picture across the country and the number of people with improved skills exceeded targets, making Leeds a more highly-qualified city to boost productivity even further. Visitors to the city increased to a record high of just over 29 million in 2017, providing a more than £1.7 billion boost to the local economy, and we retained our Purple Flag status for excellence in managing the evening and night-time economy. Leeds was also ranked 5th in Lonely Planet’s Top 10 Places to Visit in Europe, the only UK listing, which serves to increase our pride in our city. Key cultural events, such as the World Triathlon Series, the Leeds West Indian Carnival (which celebrated its 50th anniversary) and Leeds Pride, continue to promote Leeds and we announced a six-year cultural programme leading to a 2023 year-long celebration of the city and its diverse cultures. Added to this, we have the largest local-authority run museum service in England and the refurbished Leeds Art Gallery re-opened during the year.

Overall, 2017/18 saw the city’s economy remain in good health, although we know there is much more to do to tackle significant poverty and inequality. Low pay is an increasing problem, with people caught in a trap of low pay and low skills, with limited opportunities for career progression, not least with the growth in temporary employment in some sectors. However, 2017/18 saw a modest fall in the number of people claiming Employment Support Allowance and we have the second lowest rate of claimants as a proportion of the working age population of all the Core Cities (the country’s largest cities outside London). There was also an increase in earnings for the lowest paid of our working residents. We need to continue to make progress in improving opportunities for young people and renewing the skills of our existing workforce. These issues, if not addressed, not only lead to inequalities across the city, they hold our economy back: they affect productivity, cause skills shortages, and create additional costs for both businesses and the public sector. This is why we are continuing to work with partners across all sectors to support growth and investment across the city and the region, helping everyone to benefit from the economy to their full potential – real inclusive growth. *(Please also refer to the Resilient Communities Priority below for more information on tackling poverty and deprivation in Leeds.)*

- In July 2017, following extensive consultation, we published a draft **Inclusive Growth Strategy**, setting out 12 ‘big ideas’ to act as an action plan to encourage inclusive growth in the city, split

¹ This priority was referred to as ‘Good Growth’ in the 2017/18 Best Council Plan. It has since been revised to ‘Inclusive Growth’ for the updated Best Council Plan 2018/19 – 2020/21, in line with the new Inclusive Growth Strategy and so this terminology is used throughout this report.

into 3 themes supporting people, places and productivity. The draft included a series of pledges from businesses and other stakeholders to support the aims of the strategy. Very much a 'city partnership' plan, the Strategy was formally adopted and launched in July 2018.

- In terms of economic output (Gross Value Added – the total value of goods produced and services provided), the **Leeds economy** grew from £21,791m in 2015 to £22,355m in 2016, a rise of 2.6%, below national average growth of 3.6%. [Source: *ONS Regional GVA Income Approach, December 2017. NB: 2016 figures are provisional.*] However, GVA per person increased in Leeds from £28,151 in 2015 to £28,597 in 2016, remaining the highest in Yorkshire & Humber and above both the England (£27,060) and UK (£26,584) figures.
- The city continues to experience high levels of **employment**, as measured by the employment rate, with 76.8% of the economically active population (16-64 year olds) in work during 2017/18, well above regional (73.5%) and UK (74.8%) rates. This compares well with the 2016/17 figure of 74.8% in Leeds (72.8% in Yorkshire and Humber and 74.0% nationally). [Source: *ONS Annual Population Survey, data relating to Apr 2017-Mar 2018, from nomis 6/9/18*]
- The number of **people working in the private sector** in Leeds went up by 0.94% between 2015 and 2016 from 363,000 to 366,400, the smallest increase in private sector employment over that period when compared to the UK's other core cities, though Leeds continues to have the highest proportion of people employed in the private sector. The number of full-time employees decreased by 2,000 (0.8%) while part-time employees increased by 5,200 (5.1%) and working proprietors up by 200 (2.5%). Across the various industries, information and communication, environmental technologies and digital all showed strong growth; numbers fell in other sectors with a 3,300 fall across manufacturing companies, 11% of employment in that sector. [Source: *ONS UK Business Register and Employment Survey (BRES); provisional results 2016, revised results 2015. Released 2 October 2017*]
- **Employment and Support Allowance (ESA)** is the main out-of-work benefit for disabled people and those with a health barrier. The most recent published figures for Leeds (relating to February 2018; published August 2018) show a claimant rate of 6.06% (as a proportion of the Leeds working age population), similar to the previous year (6.05%). The Leeds rate compares well with the other English Core Cities: although Leeds has the third highest number of claimants behind Liverpool and Birmingham we have the second lowest rate of claimants as a proportion of the working age population. A reconfiguration of the services provided by the council's Employment and Skills team saw an increase in the percentage of disabled people and those with long-term health conditions participating in targeted employment support programmes from 18% to over 34% over the year.
- 7,200 Leeds' residents were supported **to improve their skills** via accredited or non-accredited courses during 2017/18 (provisional figures), 5% higher than the 6,850 target set by the Education & Skills Funding Agency (ESFA). Support is largely through the Adult Learning Programme for residents over 19 years old and delivered by the council, further education sector, third sector and commercial training providers. The programme actively targets learners who are low skilled, have no/low level qualifications, are living in poverty, are unemployed, workless or vulnerable to social exclusion; also individuals facing specific and often multiple barriers and disadvantage, such as adults with learning difficulties and/or disabilities. The most recent Ofsted inspection of the council's Adult Learning provision took place in February 2017 with all performance areas rated as 'Good'.
- The proportion of Leeds' working age population with at least a **Level 4 educational qualification** went up by 2.8% between 2016 and 2017, from 33.6% (169,500 people) to 36.4% (185,300 people); higher than the 2017 proportions for Yorkshire & Humber 2017 (33%) but lower than that for Britain as a whole (38.6%). The 2.8% increase was the third largest increase across the 8 English core cities. Level 4 includes higher education certificates, higher apprenticeships and higher national certificates as well as level 4 awards, certificates, diplomas and NVQs. [Source: *ONS Annual Population Survey*]

- Between 1st April 2017 and 31st March 2018, the level of **business rates** payable across the city (gross of appeals, discounts and reliefs) went up from £428m to £433m, an increase of 1.25%, reflecting the gains and losses to the rating list. This is a good indication not just of economic growth in Leeds but is also important in terms of that growth directly benefitting the city through the changes in the level of business rates retained in a local authority area. In December 2017, the Leeds City Region Business Rates Pool (Leeds is a member along with the other four West Yorkshire local authorities, Harrogate and York) was successful in its government bid to pilot 100% business rates retention in 2018/19, up from the previous 50% retained locally. For the region, this additional income was estimated to be in the region of £40m with the Pool retaining 50% to continue to support and enable regional economic growth and the other 50% allocated to member authorities; for Leeds, this additional business rates income was estimated to be £7.3m. *[Source: '2018/19 Revenue Budget and Council Tax' report to Leeds' Full Council 21/2/18]*
- The number of **new business start-ups** fell slightly by 1.8% from 4,684 in 2016 to 4,599 in 2017, ranking Leeds at 116 out of the 326 English districts. This fall is consistent with the Yorkshire and Humber decrease of 1% and is strong when compared to the 4.8% decrease for England. Between 2016 and 2017, Yorkshire and the Humber (-1.0%), the South West (-2.0%) and the North East (-2.7%) saw the strongest growth with the weakest growth in the East of England (-5.2%), London (-7.0%) and the North West (-8.1%). In Leeds in 2017, Real Estate, Professional Services & Support Activities accounted for 32% of start-ups (1,476), followed by Wholesale & Retail Trade at 14% (647) and Recreational, Personal & Community Services at 12% (565). *[Source: data from BankSearch]*
- **Office take-up** in the city centre exceeded 1 million square feet in 2017, its highest ever. This was more than double the amount registered in 2016 and 88% ahead of the 10-year annual average for the city. Prime headline rents increased by 9% during 2017 to £30 per square foot. *[Source: 'UK Regional Cities Office Market Review 2018' (Knight Frank)]*
- The amount of **office space under construction** in Leeds increased significantly from 460,690 square feet in 2016 to 771,331 square feet in 2017 – the second highest level reported in a decade. This includes the city's largest ever commercial property letting of 378,000 square feet of office space at Wellington Place, pre-let to the HMRC to create a new hub in Leeds for around 6,000 civil servants by 2020. *[Source: 'Leeds Crane Survey 2018' (Deloitte's)]*
- Leeds was ranked 2nd of 18 UK cities for the quality of its **co-working spaces**, helping support new and early stage businesses in particular by sharing overhead costs, offering flexibility and encouraging collaboration. Edinburgh topped the list, followed by Leeds then Bristol based on availability, cost per workstation and business insurance premiums. *[Source: 'Business Matters', November 2017 edition]* In a separate review, considering aesthetics, wifi capabilities, location and communities, Duke Studios was listed in The Huffington Post's 20 best co-working spaces worldwide - the only UK listing. *[Source: Huffington Post 21/9/17, updated 6/10/17]*
- In November 2017, Leeds' bid to be the 2023 European Capital of **Culture** had to be scrapped when the European Commission ruled that the UK would no longer be eligible to have a host city after it leaves the EU. Leeds has risen to this disappointment and in January 2018 we announced plans for a £35m six-year programme, culminating in a year-long celebration of the city's diverse cultures in 2023. The council's Leader, Councillor Judith Blake, said, "This cultural programme, a direct legacy of our bid, will see many of the ideas submitted in the Leeds 2023 bid brought together and channelled into a new and unique celebration of Leeds which will give the best of the city's culture a chance to shine on a stage it deserves."
- Leeds welcomed a record high of 29.01 million **tourist visits** in 2017, up 6.3% from 2016 and helping to generate more than £1.7bn for the local economy with the tourism industry supporting more than 20,000 full-time equivalent jobs, up 6% from 2016. Day visits went up by 6.5% and overnight stays by 3.6%, highlighting Leeds' growing popularity as a city-break destination. *[Source: Visit Leeds – figures released July 2018, based on STEAM survey]*

- In January 2018 we retained our **Purple Flag** status, awarded for the second-year running, for excellence in managing the evening and night-time economy. The accreditation celebrates a city's offer between the hours of 5pm and 5am as safe, clean, diverse, well managed and providing a positive experience. Work on achieving and retaining the award is led by Leeds BID (the Leeds Business Improvement District) and the council in conjunction with several key partners such as the police, Visit Leeds, the ambulance service and Leeds Pubwatch.
- In May 2017, the Lonely Planet ranked Leeds 5th in its **top ten places to visit in Europe**, the only UK listing. "Once defined by its industrial past, Leeds is now a confident, cultural hub in the north of England," said James Smart, Lonely Planet's UK destination editor. "To see Leeds take its place alongside some of the world's top travel destinations is testament to the vision and hard work of the many businesses, organisations and attractions who contribute so much to the continued growth of our thriving visitor economy," said Leeds City Council's Leader, Cllr Judith Blake. [Source: *Lonely Planet's Best in Europe 2017* - [here](#)]
- Passenger numbers at **Leeds Bradford International Airport** exceeded 4 million people in 2017, the third year of positive growth. For the same period, there were over 33,000 scheduled direct flights to more than 70 destinations. In August 2017 the airport experienced its busiest ever week, with more than 120,000 passengers flying out. [Source: *Leeds Bradford Airport, press release 25/1/18*]
- The city hosted **key events** throughout 2017 across Leeds, including June's World Triathlon Series which, at its peak, was watched on TV by more than 2 million people [Source: *BBC*] with an estimated 70,000 roadside spectators; August's Leeds West Indian Carnival which celebrated its 50th birthday with an estimated 150,000 spectators; in the same month, Leeds Pride – the largest Pride in the UK to still be a completely free event, the estimated boost to the city centre economy was around £3.7m, up on 2016's £3.0m [Source: *Leeds Pride Impact Survey 2017*]; and Light Night Leeds, the annual free multi-arts and light festival that takes over the city centre for two nights in October – in 2017 around 80,000 local, national and international visitors enjoyed the more than 60 events held. [Source: *Leeds Light Night page on the council's 'What's on' website [here](#).*] Working with partners across the city, the council actively promoted a full calendar of inclusion and wellbeing events throughout the year: as well as Leeds Pride, these included National Inclusion Week, International Women's Day, LGBT History Month and Black History Month. Local community events also continued, such as the Community Heroes awards ceremony, Youth Summits, Christmas Lights switch-on events and the first Compassionate City Awards – recognising and celebrating the work of the city's many unsung heroes - which were held in December 2017.
- **Visitor numbers** across a range of the city's attractions, including council-run museums and galleries, went up by 9.2% between 2016/17 (2,380,219 visitors) and 2017/18 (2,599,387 visitors). Established in 1821, Leeds Museums and Galleries remains the largest local authority-run museum service in England, caring for more than 1.3 million objects over nine historic sites and visitor attractions to which more than 1 million visitors are welcomed each year, approximately 25% of all museum visits across Yorkshire. [Source: *Museums and Galleries overview [here](#)*] A key milestone in 2017/18 was the reopening in October 2017 of Leeds Art Gallery, closed since January 2016 to carry out extensive essential repairs to the Grade II listed Victorian building.

Best City Priority: Health & Wellbeing

What we set out to do in our 2017/18 Best Council Plan

The vision set out in the Leeds Health and Wellbeing Strategy is that we will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest. By supporting healthy lifestyles, working with communities and targeting support in deprived areas we can reduce avoidable deaths, reduce avoidable illness and increase health and wellbeing. Through this work we will improve public knowledge about healthy living and encourage families to be active and take control of their own health and wellbeing. Improving health and wellbeing across Leeds needs to be everyone's business so we must work with people on what matters to them and at the same time reimagine the way services and communities intervene and work together.

How did Leeds perform in 2017/18 (based on latest available data)

2017/18 was a year of significant progress for the health and wellbeing of Leeds' residents with more adults active, fewer people smoking and fewer obese children; and in an independent study, the city was ranked highest amongst the UK's Core Cities for health and wellbeing. But it's not all good news: infant mortality and suicide rates rose slightly and life expectancy reduced for women and remained static for men. Leeds is rising to these challenges: decision-makers are working together more closely than ever before, we have a clear idea of what change is needed and we have a thriving third sector and strong community assets. However, Leeds remains a city marked by health inequalities, particularly between deprived areas and more affluent ones. Leeds should be a healthy and caring city for everyone, somewhere where people who are the poorest improve their health the fastest, and this is exactly what we as a city are striving to accomplish. We firmly believe we have the right priorities to do this and we continue to work closely with partners locally and city wide.

- In March 2018, Leeds was ranked highest amongst the UK's Core Cities as the **best city for Health and Wellbeing** according to an independent study by the What Works Centre for Wellbeing. Leeds did consistently well across a range of indicators that link together to underpin positive wellbeing, including: self-reported happiness and life satisfaction; unemployment; income deprivation affecting older people; child subjective wellbeing; healthy life expectancy; use of natural environment; and life satisfaction inequality. Cllr Judith Blake, Leeds City Council's Leader, commented, "Leeds has a bold ambition underpinning our health and wellbeing strategy to be the best city for health and wellbeing. This independent research highlights that we are the strongest performing core city using these measures, leading on a wide range of indicators for health and wellbeing as they actually impact on the people living across our varied communities." [Source: 'Understanding local needs for wellbeing data measures and indicators', report by What Works Centre for Wellbeing released March 2018]
- 15,200 fewer adults in Leeds were classed as **inactive** (carrying out less than 30 minutes of moderate activity per week) over the year: 155,000 (24.6%) in the 12 months to November 2017, down from 170,000 (27.2%) the year before. This is lower than the England average of 25.7% and compares well to the English core cities: across these 8 largest cities outside London, Leeds has the second lowest proportion of inactive people with the reduction between 2016 and 2017 being the biggest decrease. Nearly all of this reduction has transferred into more people being deemed as 'active', defined as people undertaking at least 150 minutes of moderate activity a week: at 66.4% for 2016/17, Leeds is comparable with the English average of 66.0% and higher than the Yorkshire and Humber average of 64.6%. [Source: Active Lives Survey Nov 2016 – Nov 2017, March 2018 release]
- Contributing to this indicator, the council promoted a range of **physical activity** through a number of programmes and initiatives including our Vision for Leisure Centres Refurbishment Programme; increases in the provision of private swimming lessons and gymnastic sessions;

increases in Health & Fitness membership sales; the growing Leeds Let's Get Active community scheme; Go Tri sessions take-up; the Leeds Girl Can programme; cycling and walking programmes; and the opening of the Bike Park in Middleton. A number of these programmes focus primarily on reducing inactivity by improving opportunities for people to participate from underrepresented groups such as women and girls, those from deprived communities and disabled people.

- In April 2017, the UK's first purpose-built **triathlon training base** opened at the University of Leeds. The Brownlee Centre – named after Alistair and Jonny Brownlee – sits alongside a new 1-mile cycle circuit, enhancing facilities for cycling and triathlon in the region. Open to sports enthusiasts of all ages and abilities, the circuit has a full programme of activity including 'pay and pedal', HSBC UK Breeze Rides for women and girls and special training sessions for elite athletes, University and local clubs. Bikes for children and adults are available to hire, along with hand cycles, trikes and tandems for use by riders with disabilities. The centre is also the new home for the Leeds Triathlon Centre where most of Britain's Olympic triathletes train.
- **Obesity levels** in reception and Year 6 across Leeds' schools remained below both the regional and national averages for the 2016/17 academic year: for reception (aged 4-5 years), Leeds' rates were 8.6% compared to 9.7% regionally and 9.6% nationally; at Year 6 (aged 10-11 years), Leeds' rates were 19.1% (down from 20.4% the previous academic year) compared to 20.4% regionally and 20.0% nationally. *[Source: National Child Measurement Programme – England, 2016-17, published 19 October 2017 NHS Digital]*
- In November 2017, Leeds City Council won the Best Partnership award at the 2017 National Sustainable Travel Awards for the June 2017 **Schools Yorkshire Tour** event. Delivered by ten local authorities in Yorkshire and supported by Sustrans, the annual event aims to encourage more young people to take up cycling to better their health and wellbeing, reduce congestion and improve the city's air quality. Pupils from 95 Yorkshire schools took part in the 245-mile baton relay starting in Sheffield on 12 June 2017 and finishing in Leeds on 27 June as a celebration of National Bike Week.
- **Life expectancy** at birth for women living in Leeds fell slightly between 2012-14 and 2014-16 from 82.3 years to 82.2 years and for men from 78.3 years to 78.2 years. This places Leeds behind both the region (for 2014-16, female life expectancy was 82.4 years; male 78.7 years) and England as a whole (women 83.1 years; men: 79.5 years). *[Source: ONS Life Expectancy at Birth and at age 65 by local areas, UK – release date 7 December 2017]* Although this downturn is a concern, more results are needed before it is seen as a trend. Of concern right now, however, is the gap in life expectancy between those living in the most and least deprived areas of Leeds: between 2013 and 2015, the difference in life expectancy for women worsened by about 6 months to 4 years 8 months and for men by about 3 months to 5 years 5 months. All this means that life expectancy for both men and women in Leeds is falling further behind England as a whole. Leeds' [Director of Public Health's report for 2017/18](#) provides further information on the key factors behind this, including infant mortality, drug-related deaths in men, alcohol-related deaths in women and suicides in men. Comparing the periods 2013/15 to 2014/16, the infant mortality rate per 1,000 births increased from 4.1 to 4.4 with the number of infant deaths rising to its highest number since 2009.
- **Suicide rates** within Leeds have also risen slightly compared with previous years. The most recent figures (an aggregate for the three-year period 2014-16) show the suicide rate per 100,000 population increased from 7.2 to 7.8. In Leeds, men are five times more likely to take their own life than women, considerably higher than the national average of three times more likely. *[Source: Director of Public Health Annual Report 2017/18]* Hospital admission numbers due to deliberate self-harm increased from 1,746 in 2015/16 to 2,035 in 2016/17, significantly above the England average and against the national downward trend. *[Source: Public Health England, Public Health Profiles]*
- **Smoking prevalence** amongst the over 18 population in Leeds has reduced from 17.8% (2016) to 16.7% (2017). Local monitoring shows that smoking prevalence in 'deprived' areas of Leeds

(areas considered in the 10% most deprived nationally) was, however, much higher at 31.05%, although this also significantly decreased during the course of 2017/18 from 35.7% in 2016/17. *[Source: Leeds GP audit data]*. Successful completion of drug and alcohol dependency treatments continue to increase as does the uptake of NHS health checks.

- The rate of **teenage pregnancy** in the city (conception rate per 1,000 women below the age of 18) fell between 2014 and 2016 but remains above both the regional and national rates. In Leeds, the rate for 2016 was 27.9 (this equates to 330 conceptions in Leeds; comparable rates per 1,000 were 22 in Yorkshire & Humber and 18.8 for England as a whole), slightly above the 2015 figure of 27.3 (325 conceptions in Leeds; with Yorkshire & Humber at a rate of 24.3 and England at 20.8) but below the 2014 rate of 29.4 (358 conceptions in Leeds; rates for the region and for England respectively were 26.4 and 22.8). *[Source: ONS Conception Statistics, England & Wales. Release date 27 March 2018]*
- Leeds City Council with the NHS and the city's three universities have, through the Leeds Academic Health Partnership, launched the **Health and Care Workforce Academy**. This will enable a 'one workforce' approach and will support broader work to promote social mobility.
- All seven major Health and Care organisations across the city recognised the need for a single approach to delivering **Digital** and Information for more integrated health and care and to underpin the Leeds Plan (the local Sustainability and Transformation Plan, helping deliver the Leeds Health and Wellbeing Strategy). They therefore agreed to the joint funding and setting up of the City Digital Partnerships Team: hosted by the council, this is now operational. Through this, we are underway in building shared infrastructure. These developments led us to bid to become one of only five Local Health and Care Record Exemplars across the UK with the aim of extending the approach in Leeds across Yorkshire and the Humber: we successfully secured £7.5m with additional match funding. Implementation is now underway with a Yorkshire and Humber Digital Care Team being set up.

Best City Priority: Better Lives for People with Care and Support Needs

What we set out to do in our 2017/18 Best Council Plan

Helping people to be independent, live in dignity and enjoy happy, healthy and active lives is at the heart of Leeds' ambition to be a compassionate city with a strong economy. Through this, one of our priorities is to ensure that people with care needs are given the right care at the right time. Where people are able to be independent, we will help them get the right support and access to services that enable this for as long as possible.

How did Leeds perform in 2017/18 (based on latest available data)

Over the year, we had a clear focus on improving the quality of lives for people with care and support needs. Against the headline ASCOF (national adult social care outcomes framework) quality of life measure for people receiving social care services, Leeds improved even more in 2017/18, having been in the top quartile of authorities in 2016/17. The quality of care services improved, with an increasing percentage of Leeds residential care and nursing homes rated as good by the Care Quality Commission and more issues resolved for the public at the first point of contact. Adult Social Care service users reported an improved experience across six key satisfaction measures and more people had control over their day-to-day life, as well as a higher proportion of users saying they felt safe. More people were helped and supported to live in their own homes in 2017/18, continuing the downward trend over the last four years in admissions to residential and nursing care homes for older adults, a number benefitting from the new Skills for Independent Living reablement service (SkILs). Leeds also continues to reduce the number of Delayed Transfers of Care from acute hospital. The city's Third Sector services once again played a key role in tackling isolation and loneliness, providing practical help and support and meaningful daytime activities. Leeds has been at the forefront of developing new approaches in the provision of social work – the way we provide social care has undergone something of a quiet revolution. We moved away from eligibility and assessment towards a strengths-based and person-centred approach, with the starting point now always being to look first at what someone can do rather than what they cannot. One of the fundamental changes in our approach has been a focus on having better conversations with people and, working with a number of community organisations, we have facilitated connections between local people to better support older people in the community, encouraging them to share their skills with the aim of creating sustainable places in which to live. With the changing demographics of a growing and ageing population with more complex and costly long-term health conditions, we must continue our work alongside key partners to support the people most at need.

- The national **Adult Social Care Outcomes Framework** (ASCOF) measures how well care and support services achieve the outcomes that matter most to people based on a number of statutory national government returns, and results from an annual survey of service users and a bi-annual survey of carers; measures relating to delayed transfers of care (DTOCs – i.e. when a patient is medically deemed fit to be discharged or transferred from hospital or similar care provider but is still occupying an acute hospital bed) and people supported from hospital draw upon health-reported data. The ASCOF is used both locally and nationally to set priorities for care and support, measures progress and strengthens transparency and accountability. Data is published annually, and, at the time of writing, official 2017/18 performance figures for England and all local authorities have not yet been published. As such, all ASCOF 2017/18 data for Leeds below is provisional and comparisons with regional and national performance figures are only available for 2016/17. *[The source for all ASCOF 2016/17 data referred to below is NHS Digital's, 'Measures from the Adult Social Care Outcomes Framework, England – 2016-17', published 25 October 2017.]*

- Against the headline ASCOF 1A **quality of life measure for people receiving adult social care services**, Leeds improved again in 2017/18. The measure is an average quality of life score based on responses to eight questions in the Adult Social Care Survey. Against a maximum possible score of 24, in 2016/17 Leeds scored 19.4 (compared to the regional and national average 19.1), placing it in the top quartile of local authorities across the country and in 2017/18 this has provisionally increased to 19.7.
- The proportion of people who use services who have **control over their daily life** (ASCOF measure 1B) has increased over the last three years from 77.3% in 2014/15 to 79% provisional in 2017/18. This compares well with the 2016/17 rates for England (77.7%) and the region (77.4%).
- The proportion of people who use services and reported that they had **as much social contact as they like** (ASCOF 1I) went up from 45.5% in 2016/17 (slightly above the national average 45.4%) to 51% in 2017/18.
- The proportion of Care Quality Commission (CQC)-registered **care services rated as 'good' or 'outstanding'** by the CQC rose significantly from 65.2% in 2016/17 to 75.9% in 2017/18. Whilst the data is a snapshot of performance at a given time, the improvement over the last year is based on a clear commitment in Leeds for supporting the quality of provision in the sector, including the reshaping of support and investment in the Care Quality Team.
- The percentage of new client referrals for specialist social care **resolved at the initial point of contact** or through accessing universal services improved throughout the year: at March 2018, performance was 24.1%, above the 2016/17 year-end figure of 20.8%. This local measure focuses on evidencing the impact of the strengths-based approach and the benefit of having the right conversations at the right time.
- Leeds continues to perform well against the national ASCOF measure 1c for **service users who receive self-directed support** (98.3% in Leeds in 2016/17 compared to the England average 89.4%; though this has provisionally fallen slightly in Leeds in 2017/18 to 98.1%). Leeds also performs well when looking at the percentage of **carers receiving self-directed support and carers receiving direct payments** (for self-directed support: Leeds' figure was 95.6% in 2016/17 compared to 83.1% across England, slightly falling in Leeds provisionally to 94.6% in 2017/18; for direct payments: Leeds' figure was 89.2% in 2016/17 compared to 74.3% across England, slightly falling in Leeds provisionally to 88.4% in 2017/18). However, Leeds performs less well when looking at **direct payments to service users** (21.1% in Leeds in 2016/17 compared to the England average of 28.3%; this has provisionally fallen in Leeds in 2017/18 to 20.1%, short of the local target we have set ourselves of at least 25%). Part of promoting greater uptake of direct payments is to streamline the process for accessing and facilitating payments, including the introduction of prepaid cards. This will provide a basis for increasing uptake in future.
- Over the last year there have been improvements in results related to **people with learning disabilities in paid employment and living in their own home or with their family** (ASCOF measures 1E and 1G respectively). The former saw a rise from 6.1% in 2016/17 (5.7% nationally) to 6.7% provisionally in 2017/18; the latter has significantly increased from 61.9% in 2016/17 to 71% in 2017/18 - in 2016/17 the result was well below the England average of 76.2%, placing Leeds in the fourth quartile nationally, leading to an increased focus.
- The Leeds rate of adults aged 65 and over who best have their **long-term support needs met through admission to residential and nursing care homes** (ASCOF 2A) continues to reduce (from 615.6 per 100,000 population in 2016/17 down to 601.5 provisionally in 2017/18; this compares to 610.7 for 2016/17 across England), continuing the downward trend over the last four years. 2017/18 though has seen an increase in the admission rate for the 18-64 age range: from 7.7 per 100,000 population in 2016/17 to provisionally 11.7 a year later. While Leeds' performance remains good in comparative terms (in 2016/17 the England average was 12.8 per 100,000 population, placing Leeds in the top quartile), this is an area of focus to understand and address. The number of people provided with long-term social care support in Leeds has remained relatively static between 2016/17 and 2017/18 at around 11,000.

- **Delayed transfers of care from hospital** (ASCOF 2c) remains a national priority and in Leeds, performance for 2017/18 was mixed. On the positive, for March 2018, delays in Leeds attributable to social care were just over half the national rate (1.9 daily beds per 100,000 population in Leeds compared to 3.5 nationally). But when social care only delays are combined with those attributable to both the NHS and social care, the Leeds rate at the end of March 2018 is 9% above national at 4.8 beds per 100,000 in Leeds compared to 4.4 nationally. The overall Leeds rate was 17.5 daily beds per 100,000 population for March 2018, 54% above the England mean of 11.4. A majority of the delays attributable to both social care and the NHS relate to Leeds Yorkshire Partnership Foundation Trust and the availability of appropriate provision, especially nursing home provision for people with complex needs. The number of DToCs from Leeds Teaching Hospital Trust (LTHT) fell from 418 in April 2017 to just 23 in March 2018, following significant work with LTHT to improve multi-agency working, implementation of the Integrated Discharge Service and improvement to the reablement pathway direct from hospitals.
- Leeds' performance remained good in 2017/18, though slightly down on the previous year, in relation to the percentage of older people aged 65 and over who are supported with reablement or rehabilitation services when leaving hospital and were **still at home 91 days after discharge** (ASCOF 2B). In 2017/18, the provisional figure for Leeds was 85.8%, down on the 2016/17 figure of 89.2%; compared to the England rate of 82.5%, this placed Leeds in the top quartile nationally in 2016/17.
- The implementation of the new SKiLs **reablement** service following a system redesign has led to an increase in referrals to reablement, an outcome of the direct referral process from hospital ward to the SKiLs service. The improved referral process means fewer inappropriate referrals and there has also been an increase in the number of people completing reablement from 161 in March 2017 to 242 completing in March 2018. During the 8 months of 2017/18 during which the new service was operational, 1,868 people completed a re-ablement service, up from 1,717 for the 12 months of 2016/17.
- Overall, more adults and older people were helped to **live at home** in 2017/18, continuing the upward trend of recent years. Based on the ratio of people receiving community-based support versus those supported in care homes, the ratio has gone up from 1.81 in 2015/16 to 1.87 in 2016/17 and 1.99 in 2017/18. This is a local measure and, whilst it does not capture the breadth of more preventative community-based support, is going in the right direction.
- Many are supported to stay at home through **home adaptations**. The target timescales are 70 days for high priority cases and 182 days for lower priority cases - the time measure begins when the case is received following completion of the social care assessment and ends upon completion of the adaptations. The target for Leeds, reflecting that set out in government best practice guidance, is to achieve 95% of adaptations within target timescales. In 2017/18, 94% of council housing and 95% of private sector jobs (this includes housing associations) in Leeds were completed within the target timescales.
- ASCOF measure 2d - 'The **outcome of short-term services**' - measures the percentage of new service users who go on to receive no further long term services. In Leeds this rose from 54.9% in 2016/17 (below the national figure of 77.8% for that year) to provisionally 59.5% for 2017/18.
- There has been a small improvement in the ASCOF 3a measure for **overall satisfaction of people with their care and support**, up from 60.9% in 2016/17 to provisionally 62% in 2017/18 (this compares to the England average of 64.7% in 2016/17). There was a small decrease in the **proportion of people who use services who find it easy to find information and support** (ASCOF 3D), down from 75.7% in 2016/17 to provisionally 74% but this remains in line with the 2016/17 England average of 73.5%.
- The latest Personal Social Services Survey of **Adult Carers** in England was carried out in 2016/17: Leeds performed well, reporting the lowest number of respondents who felt that they had no control over their daily life (4.9%) and the lowest number of respondent who felt socially isolated (4.8% compared to the Yorkshire and Humber average of 5.6%, the England average of

5.7% and the comparator average of 5.5%). [Source: 'Personal Social Services Survey of Adult Carers in England (SACE)', published 3 August 2017 NHS Digital] The next carers' survey will take place in 2017/18. In the interim, local figures show an increase of 49% in the number of carers provided with a service to support them in their role as carers: up from 474 in 2016/17 to 707 in 2017/18.

- Survey results for **how safe people feel** (ASCOF 4A) and how their services help them to feel safe (ASCOF 4B) have remained stable. In 2017/18, 73% of respondents felt safe (slightly up on 72.8% in 2016/17 which was above the England average of 73.5%) and 87% say their services have made them feel safe and secure (again, slightly up on 2016/17's result of 86.9%, above the England result of 86.4% for that year); these results have improved year on year in Leeds since 2013/14. Improvements in experience reported in the annual survey link in with a greater awareness of and ongoing review of user experience through the safeguarding process. Leeds has introduced 'Making Safeguarding Personal' which includes recording and monitoring how well we are able to make vulnerable adults feel safe from their perspective. Over the past year the percentage of safeguarding cases in which people's view have been sought has risen from 93.8% to 96.5%. In both last year and the previous year the proportion who said that their desired outcomes were met was around 95%.
- Leeds has been at the forefront of developing **new approaches in the provision of social work**. The aim is to ensure people are supported earlier and the use of existing networks, community-based and rehabilitative services are maximised to support independence. Between 2016/17 and 2017/18 the pattern of support started to shift with a higher proportion of people being signposted or referred for short-term support (up from 56% in 2016/17 to 63% the following year). The percentage who went on to have a full adult social care assessment dropped from 44% to 37%, and of those assessed the proportion with eligible needs increased from 83% to 90%.

Best City Priority: Child-Friendly City

What we set out to do in our 2017/18 Best Council Plan

Through our aspiration to be a child-friendly city, we are making a real difference in the lives of children, young people and their families. More children in Leeds are now safe and secure in their families; children and young people have greater voice and influence; and an increasing number are achieving good outcomes, including making good progress in their learning. This is an ongoing journey: we need to maintain this progress by continuing to put children and young people at the heart of the council's policies and partnership working, staying focused on keeping children safe and working collectively to ensure that families get the support they need. Our aim is to ensure that the needs of vulnerable children, young people and families who experience inequality of opportunity or outcomes are identified and responded to as soon as possible.

How did Leeds perform in 2017/18 (based on latest available data)

Child-Friendly Leeds marked its fifth birthday in July 2017 with a big birthday bonanza celebration. Not only is Leeds committed to making a real difference to the lives of children and young people, but we are making a real difference too. Ofsted has reported that 'social work is flourishing' and fewer children are on child protection plans; however we still have a number of concerns that we remain focussed upon improving. Educational attainment, particularly of more disadvantaged children, is still a huge challenge and moving forward the refreshed Children and Young People's Plan 2018-2023 acknowledges this with a greater focus on learning and readiness for learning. School attendance has stayed at the same level but we remain committed to good attendance by our pupils – the fact our authorised absences compare well indicates this. This year saw a slight increase in both the number of looked after children and the number of NEETs (those not in employment, education or training) but significant progress is being made in improving outcomes for children and young people, although we know that this is not always consistent across the city and for different groups and communities. We want our children to have the best opportunity for successful and fulfilling adult lives and this is exactly what we are working for.

- In January 2018, Leeds City Council was in the first cohort of local authorities to receive a focused visit from Ofsted under their new **Inspection of Local Authority Services (ILACS)** framework. This visit looked at children in care with specific reference to the quality of matching, placement and decision-making for children in care including, for example, the quality of planning and the identification and management of risks. The focus was on children with particular vulnerabilities, including those experiencing mental health or emotional wellbeing difficulties, those involved in offending behaviour and/or substance misuse, those at risk of child sexual exploitation (CSE) and those with repeated missing episodes. Inspectors noted that they would also consider the effectiveness of management oversight including performance information and quality assurance systems, the quality of corporate parenting and the capacity of in-house and commissioned services. Ofsted's outcomes letter was positive, noting that, "The local authority clearly understands its strengths and areas for development. It takes its corporate parenting responsibilities very seriously. Senior leaders have created an environment in which social work is flourishing." [Source: *Ofsted letter to Leeds' Director of Children and Families 22 February 2018 – available [here](#).*]
- In July 2017 and for the second year running, **Adel Beck secure children's home** was rated by Ofsted as outstanding overall; in 2017, the home's leadership was also rated as outstanding, building on the previous assessment. Inspectors commented, "This is an establishment that totally focuses on getting the best for young people, and, as a result, all young people make exceptional progress relative to their starting points and time spent in the home."
- Since 2011, the focus on safely and appropriately reducing the number of **children looked after** has seen a 12% reduction in looked after numbers in Leeds (from 1,450 children and young

people in March 2011 to 1,275 in March 2018) compared to an 11% rise over that period across England. Numbers in Leeds have risen slightly over 2017/18 from 1,253 (76.6 per 10,000 children and young people) to 1,275 (77.4 per 10,000) at the end of March 2018, broadly tracking the general increase in the under-18 population in the city; the 1,275 includes 51 unaccompanied asylum-seeking children.

- At the end of March 2018 there were 527 children and young people subject to a **child protection plan**, down from 533 the year before. 96% of child protection reviews in March 2018 met timeliness criteria. Initial child protection conference (ICPC) timeliness for 2017/18 was just over 78%, with timeliness for reviews completed in March dropping to just below 50% - this was due to the heavy snow this spring; this figure is being closely monitored.
- In Leeds primary schools, **attendance levels** have remained the same at 96.0% for the academic years 2015/16 and 2016/17, matching the national average and slightly above the Yorkshire and Humber regional average of 95.8%. Within this, persistent absence for 2016/17 was 8.4%, above the England average of 8.3% but well below the regional average of 9.4%. In secondary schools, the absence rate also remained the same over the two academic years at 94.3%, matching the regional average but below the England rate of 94.6%. Within this, persistent absence for 2016/17 was 15%, above the England average of 13.5% but slightly below the regional average of 15.1%. Of particular concern are those classed as 'Children in Need': of this group, one quarter of all primary age pupils were persistently absent in 2016/17 and almost one half of all secondary age pupils. Authorised absences in Leeds compare well at both primary and secondary levels (primary: 2.7% in Leeds, below England's 3.0% and the region's 2.9%; secondary: 3.4% in Leeds, below England's 3.8% and the region's 3.7%), reflecting our schools' commitment to good attendance. *[Source: Department for Education 'Pupil Absence in Schools in England 2016 to 2017' national and local authority tables, published 22 March 2018, updated 20 June 2018]*
- There has been a considerable increase in the proportion of children achieving a good level of development in Leeds at the **Early Years Foundation Stage**: from 51% in 2013 to 65% in 2017, though still below the national levels of 69.3% and 71% in 2016 and 2017 respectively. In 2013, Leeds was the poorest performing local authority on the 'gap for lowest attaining children' measure but the gap to national has reduced in every year since then, now standing at 1.6 percentage points. *[Source: Department for Education 'Early years foundation stage profile results in England, 2017', Statistical First Release 19 October 2017]*
- The percentage of children reaching the **expected standard at the end of primary school** (Key Stage 2) in reading, writing and maths significantly improved in Leeds from 48% in the 2016 academic year to 55% in 2017, though remains below the national figures which went up from 53% in 2016 to 61% in 2017 and the Yorkshire and Humber regional 58% for 2017. *[Source: Department for Education National Curriculum Assessments at key stage 2 in England, 2017. Statistical First Release 31 August 2017. NB: 2017 figures are provisional.]*
- **Progress 8** aims to capture the progress a pupil makes from the end of key stage 2 (Year 6) to the end of key stage 4 (Year 11). It compares pupils' achievement – their Attainment 8 score – with the average Attainment 8 score of all pupils nationally who had a similar starting point (or 'prior attainment'), calculated using assessment results from the end of primary school. Progress 8 is a relative measure, therefore the national average Progress 8 score for mainstream schools is very close to zero; a Progress 8 score above zero indicates a school is making above average progress. Leeds schools have performed well with a Progress 8 score of +0.07 for the 2016/2017 academic year, placing Leeds as the 37th best performing authority in the country. However, the percentage of pupils achieving a strong pass (9-5) in their GCSEs at the end of key stage 4 was 39.3% for the 2016/17 academic year, below the Yorkshire and Humber regional rate of 40.7% and the national average of 42.9%, placing Leeds in the third quartile nationally (98 of 147 local authorities). *[Source: Department for Education Revised GCSE and Equivalent Results in England, 2016 to 2017. Statistical First Release 25 January 2018]*

- At all key stages in Leeds, non-disadvantaged pupils perform either broadly in line with, or better than, their peers nationally, but the attainment of the disadvantaged group in Leeds lags far behind. The refreshed Children and Young People's Plan 2018-23 acknowledges this ongoing challenge with a disproportionate focus on learning, and readiness for learning, to narrow the gap, enabling all children and young people to achieve, particularly those learners who are more vulnerable to poor outcomes.
- The national **NEET** (young people who are not in employment, education or training or whose status is 'not known') measure changed in September 2016 when government changed the definition, timing and the cohort to be tracked. The most recent published national data (the three-month average for December 2016 to February 2017) shows that Leeds ranked 98th amongst local authorities at 6% (2.9% NEET, 3.1% 'not known' – 870 young people) in line with the national average of 6%. [Source: *Department for Education 2016 Local Authority NEET figures*] Locally-calculated year-end figures suggest that the provisional Leeds measure for 2017/18 will be 7%, largely due to a rise in 'not known' numbers. Work has been ongoing to reduce these: comparing December 2017 with April 2018 shows that the perception of 'not known' has fallen from 5% to 2.9%, with the majority of young people whose status is now known being in employment, education or training.
- 2017/18 marked the fifth birthday of **Child Friendly Leeds**. Nearly 800 people are now child friendly ambassadors, helping to promote Child Friendly Leeds, and supporting young people to have their voices heard. Over 6,300 young people voted in the most recent Leeds Children's Mayor ballot, and more than 17,000 young people voted in the 'Make Your Mark', an annual ballot that decides a topic for the UK Youth Parliament to debate. Young people 'took over' the Children and Families Trust Board as part of the annual Takeover Challenge, and led a discussion about the refresh of the Children and Young People's Plan. As a result, an eleventh priority on affordable, safe, and reliable connected transport for young people has been added to the Plan.

Best City Priority: Resilient Communities

What we set out to do in our 2017/18 Best Council Plan

Leeds is one of the fastest growing cities in the UK 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 rich diversity and want Leeds to be a welcoming city for all, where people get on with each other and feel like 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 more resilient communities across the city that make the best use of their strengths and assets to overcome challenges.

How did Leeds perform in 2017/18 (based on latest available data)

2017/18 saw our ongoing commitment to enabling communities to become stronger and more resilient to economic change in particular, a real reflection of the people that live and work within them. Poverty remains a challenge – illustrated for example by the annual demand for emergency food provision continuing to increase – but we are working hard to tackle this: in particular through our ongoing provision of welfare support and advice and a new Locality Working model, whereby we seek to adopt new, flexible and collaborative working practices, focused on our most deprived communities; having at its heart a more joined-up and effective service provision. This needs to be seen hand in hand with our approach to Inclusive Growth, particularly how we increase earnings and opportunities for our lowest paid working residents. *(For more information, please also refer to the Inclusive Growth Priority section above.)*

Although 'serious acquisitive crime' increased slightly and the number of anti-social behaviour and nuisance concerns reported increased too, the relative stability in the rate of the self-reporting of domestic violence reflects the confidence victims have in West Yorkshire Police and the Safer Leeds Partnership. The number of hate incidents has risen and so we continue to work hard to promote Leeds' clear no tolerance message towards hate crime: of particular note was the National Hate Crime Awareness Week which took place in October 2017, during which the updated Leeds Hate Crime Strategy, 'Responding to Hate' was launched. October also saw National Responsible Gambling Week, where the council joined forces with the gambling industry to launch a high-profile campaign across the city called 'Beat the Odds'. This aimed to raise awareness of gambling-related harm, reduce the risk of problem gambling and provide advice on how to get help and support.

- The DWP estimates that 3.6 million adults living in relative poverty are from households where at least 1 person is in work, affecting almost 9.3% of all working age adults in the UK in 2016/17. Applying this to the working age population of Leeds, around 47,000 Leeds adults could be affected by **in-work poverty** before housing costs. After housing costs are deducted, the figure rises to 13.9%; applied to Leeds, this would be around 71,000 adults. *[Source: DWP, 'Housings below average income (HBAI)' March 2018]*
- It is estimated that 19.8% of all Leeds working residents earned less than the **Real Living Wage** in 2017 (a decrease from 2016's estimate of 20.4%), affecting around 65,000 full-time-equivalent (FTE) residents; 11% of them working full time, 44% part-time. *[Source: based on ONS Annual Survey of Hours and Earnings (ASHE), November 2017]* The council remains committed to paying its own staff in line with the living wage.
- The aim of the council's **Local Welfare Support Scheme** is to help support the most vulnerable people in Leeds by way of goods or services rather than direct cash payments. This includes families under exceptional pressure, homeless people or rough sleepers, vulnerable older people, people fleeing domestic violence, young people leaving care or living independently, people moving out of institutional or residential care into the community, ex-offenders leaving

prison or detention centres and people with disabilities. In 2017/18 the number of eligible applications that sought assistance from the £800k scheme was 2,841, of whom 76% (2,150) were successful in receiving an award.

- Leeds Food Aid Network (FAN) exists to help bring different people, initiatives and institutions together who are involved in tackling **food poverty** in the city. As well as the Welfare Support Scheme, there are 6 foodbanks and 6 organisations providing food parcels as an added service in Leeds. There are also 11 drop-ins/soup kitchens, 4 street outreaches, 2 specialised services providing food for asylum seekers/refugees, a number of informal parish pantries and social enterprises such as the Real Junk Food Project. Latest figures show that 26,831 people accessed a foodbank in 2016/17, up almost 7% on 2015/16 (25,168). During 2016/17, 60,474 meal packs were handed out through a drop in/soup kitchen or through street outreach, up almost 11% from 54,546 the year before. *[Source: Leeds Food Aid Network, August 2017]* Breakfast provisions including cereal and bakery items are being provided for clubs at 92 schools across Leeds, involving around 6,000 children. This partnership is supported by Kellogg's who provide much of the breakfast cereal. The scheme is also providing fresh fruit to school from a new partnership with International Procurement and Logistics, the Fruit and Veg supplier to ASDA. In the last 12 months, enough food has been supplied to provide 383,175 breakfasts.
- To help tackle '**holiday hunger**' – the times during the school holidays when many families' budgets are particularly stretched – the council provided £75,000 to the Leeds Community Foundation (LCF) to run a grant scheme providing activities, including the provision of a meal, to school children during the 2018 Easter and summer holidays. Launched as the 'Healthy Holidays' project, 42 of the 50 applications received were approved. The scheme has been praised by FareShare (the UK charity aimed at relieving food poverty and reducing food waste) who believe this is the most comprehensive programme of its kind anywhere in the country.
- The council's Welfare Rights team provided **welfare advice** to 36,673 customers in 2017/18, down by 2.8% on the 37,720 customers seen during 2016/17, though some of this reduction may be due to data discrepancies arising from the introduction of a new case management system in September 2017. 1,165 welfare appeals were received in 2017/18 (49.7% in connection with a PIP – personal independence payment – claim; 44.0% with regard to an ESA – employment and support allowance - claim), an increase of 11% from 2016/17 when 1,049 appeals were received. The increase in number of appeals continues to put pressure on the team, causing a number of clients having to wait for longer periods of time to be seen and/or having to be helped over the telephone as no appointments are available prior to the appeal hearing. Despite this, 92.6% of clients rated the service as 'excellent' and a further 6.7% as 'good'. Looking forwards, it is estimated that the number of appeals will remain high due to the ongoing migration of disability living allowance to PIP and that the demand for advice will also stay high as Universal Credit moves to full digital service in Leeds on 10th October 2018 (meaning all new claims from any new claimant will be a claim for Universal Credit).
- The council's **Housing Benefit** caseload fell slightly between April 2017 and March 2018 from 75,565 cases (62,004 housing benefit cases; 13,561 Local Council Tax Support cases) at the start of the year to 73,610 (60,414 housing benefit cases; 13,196 Local Council Tax Support cases). The average speed for processing claims improved, dropping from 18.46 days for new claims and 9.23 days for changes in 2016/17 to 15.78 days for new claims and 7.38 days for changes in circumstances. The most recent nationally published performance figures are for the third quarter of 2017/18 against which Leeds compares well: for that quarter, the average speed for processing new claims in Leeds was 16 days, well below the Yorkshire & Humber and England figures of 22 days. The average speed of processing changes in Leeds was 10 days, matching the national and regional figures.
- **Discretionary Housing Payments (DHP)** can be awarded to customers in receipt of Housing Benefit but whose benefit does not cover their rent in full. Awards are primarily made to customers adversely affected by welfare reform. In 2017/18, the total budget available for DHP

was £2.8m, including contributions both from central government and the ring-fenced Housing Revenue Account.

- **Leeds Credit Union** (LCU) is one of the key partners in the city working alongside the council to help combat the problems brought about by financial exclusion. Residents and households who are deemed to be financially excluded often lack easy access to affordable banking services and are unable to access cheaper goods and services. This can lead to debt issues, including getting into arrears with rent and other priority payments. The LCU has an ambition to build its loan book to £20m and membership to 41,000 by 2020 in order to significantly increase its ability to offer affordable lending and banking services to Leeds' citizens, particularly those living in more deprived communities. The council has continued to support the Credit Union's ambition through marketing campaigns, providing a presence in One Stop Centres, the improvement of back office infrastructure and the opening of high street Loan Shops across the city. Membership for the quarter ending March 2018 stood at 31,778 (36,696 total members), up by nearly 2.5% on the same period last year. The total 'gross loan book' for the Credit Union has now increased from £8m in 2012 to £9.6m.
- The rollout of **Community Hubs** continued during 2017/18, bringing together libraries, One Stop centres and other partner services under the one roof with a focus on reducing financial hardship and helping people into work. 14 Community Hubs out of the proposed 37 are now open. The Community Hubs have brought a range of new services to local people including the Leeds Credit Union, Money Buddies, Legal Clinics, Community Learning, Bike Libraries and, in some, cafes; at two sites the Post Office is delivering a service. During the year the Hubs helped 2,773 residents into work, and a further 415 residents moved into work after taking part in the council's Personal Work Support Package, aimed at people who have been long-term unemployed.
- Expanding on the work of our Community Committees, 2017/18 saw us further progress plans for a more joined-up service offer in a number of priority wards in the inner areas of the city and those neighbourhoods which fall into the 1% most deprived nationally (based on government's Indices of Multiple Deprivation for England, most recently updated in 2015). New delivery arrangements for the **Locality Working Priority Neighbourhoods** are now in place with oversight from the Community Committees in terms of local implementation and, at a strategic level, from a new Neighbourhood Improvement Board. Central to our ambition is a place-based, integrated approach to service delivery, combined with a targeted focus on tackling poverty and reducing inequality in some of our poorest neighbourhoods.
- From Leeds Beckett University's research commissioned by the council in 2016, it is estimated that in Leeds, around 10,000 people are problem gamblers with a further 30,000 at risk of developing a problem. In October 2017, to coincide with National Gambling Week, the council joined forces with the gambling industry to launch a high profile marketing campaign. 'Beat the Odds' was aimed at raising awareness of gambling-related harm, reducing the risk of **problem gambling** and providing advice on how to get help and support through signposting people to the national gambling support helpline and Leeds' Money Information Centre website - <https://www.leeds.gov.uk/leedsmic>. We have carried out a range of training and awareness sessions to our own frontline staff and also those in partner agencies to increase understanding and referrals. Plans to increase and better integrate the support available locally for those suffering from, or at risk of, gambling-related harm are now being considered by GambleAware, the charity that funds treatment and support across the country.
- In June 2017, the Office of the Police and Crime Commissioner (OPCC) for West Yorkshire launched a new '**Your Views**' survey. From data collected over the three quarters July 2017 to March 2018, 82.5% of people in Leeds said that they felt 'safe or very safe' in their local area, 1.2 percentage points above the average for West Yorkshire. Across West Yorkshire, 74.6% of respondents said they were satisfied with their local area as a place to live (defined as a 15 minute walk from your home) with 11.2% dissatisfied. Leeds compares favourably with 78.8% being satisfied and 9.7% dissatisfied. To try to understand residents' sense of positive

community cohesion and wellbeing, they were asked, 'do people from different backgrounds get along well in your area?' Across West Yorkshire, just over half (54%) felt that they did get on well together (12.0% disagreed and 33.5% of respondents were unsure). Leeds (58.0%) and Kirklees (58.6%) gave the strongest positive scoring. When asked, 'Overall, how good a job do you think the police are doing in your local area?' 43.2% of respondents across West Yorkshire felt that the police were doing a good or excellent job. The best results were seen in Leeds with 50.4% stating that the police were doing a good or excellent job, significantly higher than the other districts in West Yorkshire. To questions assessing residents' confidence in their local community safety partnership's approach to dealing with a range of issues (including keeping people safe, protecting the most vulnerable, listening, supporting victims and preventing crime), respondents in Leeds had the highest confidence across all issues compared to the other districts. Residents were also asked, 'Overall, how good a job do you think the community safety partnerships are doing in your local area?' 41.6% of Leeds' residents felt it was doing a good or excellent job, well above the West Yorkshire average of 34.6%. [Source: 'Your Views Survey Analysis Quarter 4 – 2017/18, January – March 2018', Office of the Police and Crime Commissioner West Yorkshire] These figures highlight the strength of Leeds' Community Safety Partnership, Safer Leeds, of which the council, alongside the Police and other partners, is a 'responsible authority'.

- The volume of **domestic violence and abuse** incidents reported by the victim to police in Leeds rose by 9% between 2016/17 and 2017/18: 20,434 incidents were reported in the 12 months to March 2018 with a repeat victim rate of 46%. The level of self-reporting of domestic violence and abuse recorded by West Yorkshire Police fell slightly to 30.4% during 2017/18 compared to 32.0% in 2016/17. The relative stability in the rate of self-reporting is a reflection of the confidence that victims have in West Yorkshire Police and the Safer Leeds Partnership [Source: Dataset provided by West Yorkshire Police with manual calculation applied by Safer Leeds].
- 18,709 '**serious acquisitive crime**' (SAC) offences were recorded in Leeds in 2017/18 (equivalent to 25 offences per 1,000 population), an increase on the 18,334 offences (24 per 1,000 population) in 2016/17. Based on provisional figures - which do not represent the official data provided by the Home Office - the greatest increases in offences in 2017/18 were for burglary (up by 37%), and theft of a motor vehicle (up by 9%). (The Home Office uses a different measure of 'serious acquisitive crime' offences which excludes 'burglaries'.) [Source: Calculated from West Yorkshire Police crime figures and CSP (Leeds) population reported by the Home Office].
- During 2017/18, the number of reported incidents of **anti-social behaviour / nuisance** concerns rose by 11% to 19,727, compared to 17,807 incidents reported during 2016/17. Of the total number of reported incidents, the two most frequently recorded categories were 'Youth Related' (38% of the total - 7,568 incidents – up from 36% the year before) and 'Neighbour Related' (17% of the total - 3,354 incidents – down from 19% in 2016/17). [Source: Dataset provided by West Yorkshire Police. Manual calculation applied by Safer Leeds].
- A **hate crime** is defined as a crime which is committed against someone due to their race, religion, gender, sexual orientation, age or disability. 2,432 incidents were reported in the 12 months to March 2018, up by 11% on the year before (2,192 incidents reported) but considerably lower than the rate of increase of 27% two years ago. During 2017/18, Police in Leeds recorded 1,892 Race hate incidents, 280 Sexuality hate incidents, 258 Disability hate incidents, 168 Faith hate incidents, and 51 Transphobic hate incidents (NB a single incident may be recorded in more than one category). In March 2018, 257 hate incidents were reported compared to 199 in March 2017. This recent increase may be influenced by international and national events: for example, repeated malicious communications targeting a specific faith group were reported in national media and widely condemned. Activity was carried out across Leeds to reassure communities. [Source: Dataset provided by West Yorkshire Police. Manual calculation applied by Safer Leeds].
- Safer Leeds' Strategic Action Plan includes a focus on preventing hate crime, increasing reporting, responding to hate crime in our communities and supporting the victims affected. As

part of **National Hate Crime Awareness Week** in October 2017, Councillor Debra Coupar (the Executive Member for the council's Communities portfolio) officially launched the updated Leeds Hate Crime Strategy, 'Responding to hate'. A series of events took place across the city where residents were able to discuss and offer their thoughts on hate crime with representatives of the council's Safer Leeds team, West Yorkshire Police and partners, and also find out more about the support which is available in the city to tackle the issue. The events promoted Leeds' clear no tolerance message towards hate crime and stressed the importance of immediately reporting any instances.

- Building on our Eurocities award-winning Migrant Access Project, in the winter of 2017 we successfully secured £525k grant funding from government's Controlling **Migration** Fund. The Migrant Access Project 'Plus' will allow work to take place with settled and new communities to improve their understanding of how systems and processes work. This will help them to become better informed to form strong and supportive relationships across communities. In February 2018 a new Leeds Migrant Health Board met for the first time, established to address issues impacting on communities through the introduction in October 2017 of upfront charges for health services for those migrants and visitors to the UK not eligible for free healthcare.
- We have continued our work with the Police and third sector organisations in particular to meet 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. A review of 'Channel in Leeds' – a multi-agency partnership that develops a proportionate package of support and interventions to draw a vulnerable individual away from becoming radicalised and involved in extremist activity – was completed and a plan is now in place to take forwards the recommendations made. In February 2018, Councillor Debra Coupar and the Leader of Luton Council co-chaired the first meeting of a Special Interest Group on Counter Extremism (SIGCE), the theme being, 'Distinct but Complementary: Differences and Overlaps between Prevent, Counter-Extremism Strategy, and Cohesion and Integration.'

Best City Priority: Transport & Infrastructure

What we set out to do in our 2017/18 Best Council Plan

Leeds is a growing city. We have a population of more than 784,000 [Source: ONS mid-year estimate 2017] that is forecast to rise further as the city expands and the economy strengthens. A strategic, integrated approach to planning, funding and delivering improved infrastructure for Leeds will help us support this growth. Improving connectivity will bring new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers. In line with being a compassionate city, we need to do this in a way that ensures Leeds is liveable and healthy, as well as prosperous. We need: a transport system that's fit for the twenty-first century, connecting people and places and helping us improve air quality; a digitally connected and enabled city and infrastructure that can cope with extreme weather and unexpected events; and enough quality, affordable and accessible homes that cater for our growing population, protect the quality of the environment and respect community identity.

How did Leeds perform in 2017/18 (based on latest available data)

2017/18 was a huge year for transport and infrastructure in our city. It saw the approval of the Leeds Public Transport Investment Programme, totalling £270m, which will transform the bus network, provide and improve rail stations at key economic, housing and employment locations and create a world-class city centre gateway. Fewer people were killed or seriously injured on our roads and 46% of all journeys into the city centre were by sustainable transport methods. There has been a focus on further improving the sustainable travel offer in the city, including additional park and ride provision and proposals, the launch of electric buses by First Leeds and the next phase of the City Connect Cycle Superhighway scheme from the city centre to Seacroft. We have also focused on implementing our High Rise Strategy, including a new standard Housing Management Model and investment through the 10-year investment programme (with £19 million being spent in 2016/17 and 2017/18). Following the Grenfell Towers tragedy in June 2017 the council responded quickly to assure itself and residents that fire safety was being managed effectively in high-rise blocks. We have continued to prevent homelessness and have brought empty properties back into use and delivered new homes, such as through our Brownfield Land Programme, delivering more than 1,000 new homes in Seacroft and Halton Moor. Across the district, a programme of infrastructure improvements has been delivered, including the opening of Linton Bridge in September 2017 following damage caused during the devastating floods in December 2015, and the opening of Phase One of the Flood Alleviation Scheme in the city centre. As a council, we invested heavily in the city's infrastructure and assets with £381m earmarked to spend in 2017/18 from our £1.6bn capital programme for 2016-20. Overall, 2017/18 was certainly a year of progress for Leeds' transport and infrastructure, providing a strong foundation for continued growth and improvements.

- In April 2017, the Department for Transport gave its support for £173.5m of funding to be invested in a range of **transport improvements** in Leeds featuring new and improved rail stations (including an airport parkway station), new and enhanced park and ride services, bus priority measures along key corridors and modernised transport hubs across the city. Together with the £173.5m, additional support from the West Yorkshire Combined Authority and private sector stakeholders - including £71m investment from First West Yorkshire to provide at least 284 new low-emissions buses for Leeds by the end of 2020 - the total funding package available is in excess of £270m. Following 2016's biggest ever transport conversation held with residents, businesses and visitors to the city and with more than 8,000 survey responses informing the development of the Leeds Transport Strategy, the Leeds Public Transport Investment Programme is now underway to make the best use of this once-in-a-lifetime funding opportunity.

- The programme complements the region's **HS2 Growth Strategy** which went out to consultation between January and March 2018. Designed to transform connectivity between major cities and rebalance the economy across the UK, construction has begun on HS2 Phase 1 between London and Birmingham with the line to Leeds planned to start in 2024, opening in 2033. Working in collaboration with a range of partners, 2017/18 saw the development of a new 'masterplan' for Leeds train station that aims to completely transform it, both to accommodate HS2 and anticipated rail growth but also create a world class hub that the city can be proud of.
- The Leeds Integrated Station Masterplan forms part of one of Europe's largest regeneration schemes: **South Bank**. This ambitious scheme aims to double the size and economic impact of the city centre through creating new jobs and homes, but also make the area a major leisure, event and recreation space for people of all ages to enjoy. Through city-wide collaboration and following a public consultation last year that received more than 32,000 individual responses, the South Bank Leeds Framework Plan was produced. This provides a clear vision and guidance for the future development of the South Bank and establishes principles to drive the area's growth.
- Traffic on major roads in Leeds increased by 20% between 2000 and 2017 [*Source: using latest figures from the Department for Transport's 'Leeds traffic profile for 2000 to 2017'*], contributing to congestion and **air quality** issues. To help tackle this – and also ensure Leeds meets the targets set in the UK Air Quality Regulations for Nitrogen Dioxide (NO₂) concentrations which, at some specific locations across the city, are currently exceeding the annual average limit – in 2017/18 we focused on developing a comprehensive package of air quality improvement measures. We held an extensive two-month consultation from 2 January 2018 on a range of proposals, including 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. More than 8,750 responses were received. Following the consultation, we re-ran our transport and air quality models to ensure they reflected the latest position in terms of planning applications, traffic growth, park and ride capacity, rail rolling stock improvements due in 2019, the City Connect impact as well as including the latest background figures supplied by JAQU (the Government's Joint Air Quality Unit). We are continuing our investment in the city's electric vehicle charging infrastructure and have extended our offer of free ultra-low emission parking to Leeds' residents in council car parks to March 2020.
- Reducing the number and length of car journeys and increasing the use of more **sustainable transport** means is another important factor in tackling air quality and congestion issues. In 2017/18, 46% of all journeys into the city centre were made using sustainable transport methods (walking, cycling, by bus or by train), the highest level since 2011. Across these four types of transport, bus usage grew in particular, up to 26.1% in 2017/18 from 22.8% the previous year. Automated counters along the Western Section of the City Connect Cycle Superhighway show increased use of cyclists compared to the 2014 baseline: for example, at Kirkstall Forge and Armley Mills, numbers are up by 56% (representing around 9,600 cyclists) and 55% (15,100 cyclists) respectively. Park & Ride use also continues to show an upward trend: in 2017/18, the number of two-way trips to the Elland Road Park & Ride facility went up by 29% on the year before; the 1,000-space Temple Green facility opened in June 2017 and since October of that year has been used by more than 500 cars per day on average; feasibility studies are underway for additional facilities at Stourton and Alwoodley Gates.
- During the 2017 calendar year, 324 people (39 of whom were children or young people) were **killed or seriously injured (KSI)** on Leeds' roads, slightly below the 331 people (43 children or young people) KSI in 2016. Of the 324 total last year, 98 were pedestrians (up from 94 in 2016), 56 pedal cyclists (down from 64 in 2016), 68 were powered two wheeled motor cyclists (70 in 2016) and 88 were in cars (92 in 2016). 15 were in other types of vehicles, including buses and goods vehicles, up from 11 in 2016. There were 15 fatalities during 2017 (up from 9 in 2016), 5 of whom were involved in a single incident on Stonegate Road. [*Source: 'Reported Road Casualties West Yorkshire' – statistical release May 2018, based on figures provided by West*

Yorkshire Police] Work continued in 2017/18 to develop and deliver a range of road safety interventions, including speed reduction measures (we completed 12 new 20mph zones in 2017/18 with 90 more planned for 2018/19) and new and improved dedicated cycle lanes and pedestrian facilities. We have also continued to support education and awareness-raising initiatives which play a key role in protecting vulnerable road users in particular: for example, working with West Yorkshire Police, we have delivered a number of 'Close Pass' publicity and promotion events, encouraging cars to give a safe level of space to cyclists when overtaking. Bikeability Training levels 1, 2 and 3 were delivered to 9,121 children at schools across Leeds with Pedestrian Skills Training provided to 9,440 pupils in 2017.

- Phase 1 of the River Aire **Flood Alleviation Scheme** - a joint project between Leeds City Council and the Environment Agency to protect the city from risk of flooding from the River Aire - was opened in October 2017, including innovative movable weirs at Knostrop and Crown Point; linear defences to close and defend individual flood cells; and a new pedestrian and cycle footbridge at Knostrop Weir. Phase 1 recently secured two industry awards: in April 2018, the project team secured a Considerate Constructors Silver Award, given to the UK's most considerate sites for the contribution they have made towards improving the image of construction; the scheme also won the regional Royal Institution of Chartered Surveyors Awards for Design through Innovation at the RICS Awards 2018 event held in May 2018. Phase 2 is now underway with a range of proposals focused on natural flood management measures, such as creating new woodland areas, the removal of existing obstructions along the river to help reduce water levels, lowering the riverbed in places to improve its capacity and flow and active floodwater storage areas to hold water and then release it back into the river when safe to do so.
- The Superfast West Yorkshire and York Local **Broadband** Programme – part-funded by Leeds City Council - has continued to deliver faster, more reliable broadband across the region. The project, now in Phase 2 of delivery, aims to increase superfast broadband to >98% of the project region by the end of 2018, building on the success of Phase 1 which saw 67,500 homes and businesses achieve access to fibre broadband.
- The council has invested significantly in **fire safety** in our high rise properties, spending in excess of £10m in the last 3 years to upgrade fire doors, deliver compartmentation, emergency signage and lighting. A programme to deliver sprinklers to all sheltered blocks is nearing completion.
- Following the Grenfell Tower tragedy in June 2017, we responded quickly to assure ourselves and residents that fire safety is being managed effectively in Leeds' **high rise blocks**. While no council-owned blocks have the aluminium composite material (ACM) cladding present at Grenfell, all 23 blocks with cladding or rendered insulation were tested to check the fire safety; all met relevant standards. Urgent fire safety checks were undertaken of all council-owned blocks, with procedures reviewed and strengthened, refresher training provided to staff and targeted communication undertaken with residents about the importance of waste not being left in communal areas. In the private sector, 144 blocks over 18 metres high were identified. Of these, 72 were identified as having cladding that could pose a risk to residents. In partnership with the West Yorkshire Fire and Rescue Service (WYFRS) the council targeted these 72 blocks to determine the presence of ACM: 12 blocks were identified as potentially having ACM and all were visited by officers from Private Sector Housing, Building Control and WYFRS to determine what, if any, further actions were required. Following these visits and further testing of the cladding, only 5 private residential blocks have been identified as having ACM.
- The council's **Empty Homes Strategy** sought to reduce empty homes by 2,000 between 2012 and 2017, and this was achieved in March 2017 when the number of empty homes had been reduced by 2,437 to 3,777. From April 2017, the Strategy's aim has been to maintain the reduction below the 3,777 figure and this was delivered in 2017/18: at the end of March 2018 the number of empty homes was 3,358, representing a further reduction of 419 during the year. (The number is based on the net reduction in long-term empty homes - those empty for longer than six months - and the number of newly built / converted homes.)

- In 2017/18, 2,351 **newly built / converted homes** were delivered (this is a cumulative total of newly built homes, net conversions of existing homes, extra care elderly housing and deducting in-year demolitions). This number amounts to around 50% of the target for 2017/18 of 4,700 new homes set in the original Core Strategy. In recent months it is evident that there has been a meaningful increase in city centre and brownfield land delivery, including the Dandara development in Holbeck (744 units), Hunslet Mill (300 +units) and the Brownfield land Programme in East Leeds which will deliver 1,000 new homes and will feed through into next year's figures. In addition, the [Core Strategy Selective Review](#) (due for adoption this winter 2018/19 following February/March 2018's consultation) proposed a lower annual target of 3,247 dwellings, whilst a recent government consultation suggested Leeds' base housing need is 2,649 per annum (42,000 over a 16-year period); it is likely that the 3,247 figure will be locally adopted as the minimum required for Leeds.
- Leeds has continued during 2017/18 to maximise the number of **homeless preventions**, by either supporting residents threatened by homelessness to remain in their existing accommodation or to make a planned move into alternative accommodation. We achieved 9,180 preventions out of a total of 11,291 cases across the year – a prevention rate of 81.3%. Though slightly down on 2016/17 (5,982 preventions out of 7,169 cases – a prevention rate of 83.4%), the figures for 2017/18 are well above the target set of a minimum of 6,000 homeless preventions and show a continued high level of performance, particularly given the sharp rise in case numbers. This places Leeds well to respond to the new legal duties that came into force on 3 April 2018 through the Homelessness Reduction Act whereby local authorities must try to prevent or relieve homelessness for every homeless applicant.
- The council commissions a number of emergency accommodation options that can be accessed by homeless households on the same day through a referral by Leeds Housing Options. The services are principally, but not exclusively, for statutory homeless households owed a temporary accommodation duty: 'homeless acceptances'. On 31 March 2018, there were 52 households placed in emergency accommodation units with 31 of these owed the **temporary accommodation** duty. The city's temporary accommodation placements continue to be at the lowest level since at least the 1980s and are substantially lower than other comparable authorities: for example, on 31 December 2017 (the latest publicly available data), Birmingham had 1,951 statutory homeless households in temporary accommodation and Manchester 1,500 – the Leeds figure was 29. In terms of bed and breakfast accommodation, it is unlawful to place a statutory homeless family in a B&B unless in exceptional circumstances and then for no longer than 6 weeks – Leeds has not had to do this for a single statutory homeless family since 2013.
- In August 2017, the council adopted 'Housing First', a new approach that enables **rough sleepers** to move directly into a refurbished, permanent place to live. One of the key benefits of this approach is the removal of the need to spend time in a homeless hostel, which can be a very difficult environment and is often a major factor in preventing someone from escaping the cycle of homelessness. Besides furniture and other household items, money can also be used to provide extra clothes or bus passes, to enable the customer to start re-integrating into society and seek work. The average cost of assisting someone through this scheme is just £1,500, a small sum compared to the costs of hospital admissions or putting someone through the criminal justice system. Between the scheme's launch and March 2018, 66 people have been helped off the streets.

Best City Priority: Low Carbon

What we set out to do in our 2017/18 Best Council Plan

We want Leeds to be a healthy and green city in which to live, work and visit. Working with partners to reduce carbon emissions will bring about health and wellbeing benefits through cleaner air and more affordable warmth. Technology will make homes and businesses more energy efficient, deliver more sustainable transport, help us reduce waste and recycle more and give the city greater energy security. New jobs and apprenticeships can be created in the environmental arena. From the Best Council Plan perspective of reducing inequalities, lowering carbon plays a significant role in reducing fuel poverty.

How did Leeds perform in 2017/18 (based on latest available data)

2017/18 saw an ongoing commitment to the low carbon and 'green' agenda from the council. The authority's CO2 emissions continued to fall, more waste was recycled and fewer people were estimated to be living in fuel poverty. The Leeds Climate Commission was established to inform local policies and actions and in March 2018 we launched one of the UK's largest district heating networks which will pipe lower cost and lower carbon heating to businesses and nearly 2,000 council homes. Through our Affordable Warmth Strategy we are looking to improve energy and thermal efficiencies of households, with aspirational targets to remain focused upon. We have an ambition for our entire council fleet to comprise of ultra-low emission vehicles by 2025; by the end of 2017/18 we already had 44 electric vans and 51 more on order, which will make our fleet the largest for a local authority in the UK. And we were recognised for our work: 2017 saw us win the Ultra Low Emission Fleet award at the Fleet Heroes Awards and commendations at the GreenFleet Awards. We know that there is so much more to be done, however, and, as part of our wider focus on improving the city's air quality (*as described above in the 'Transport & Infrastructure' Best City Priority*), we will continue working with our partners to ensure carbon emissions keep reducing to make our city a healthier and greener place.

- To help Leeds make a positive choice on issues relating to energy, carbon, weather and climate, Leeds has taken the pioneering step to establish the **Leeds Climate Commission**. Officially launched in September 2017, it brings together key organisations and individuals from across all sectors in Leeds to act as an independent voice and provide authoritative advice on steps towards a low carbon, more resilient future, informing policies and shaping the actions of local stakeholders and decision makers. The Commission also monitors progress towards meeting the city's carbon reduction targets and recommends actions to keep the city on track.
- The target for **carbon emissions** in Leeds is a 40% reduction by 2020 compared to 2005 levels, 60% by 2030 and 80% by 2050. The latest figures available relate to 2016, by which point emissions in Leeds had reduced by 34.6% to 3.277 million tonnes, down from 5.006 million tonnes in 2005. In order to compare performance in Leeds with other cities, or the national picture, one needs to look at annual carbon emissions for each person in the city (per capita). In 2005, emissions in Leeds stood at 6.8 tonnes per capita, but by 2016 they had reduced by 38% to 4.2 tonnes. Over the same period the UK average has reduced from 7.4 tonnes per capita to 4.7 tonnes, a 36% drop. Across Yorkshire and the Humber, there was a 34% reduction from 7.7 tonnes to 5.1, and amongst the Core Cities the average was a 41% reduction from 6.8 tonnes to 4.0 tonnes. Leeds has performed well compared to the national average and the Yorkshire and Humber region, where it now has the joint second lowest emissions per capita, but is mid-table amongst the Core Cities group.
- The Leeds Climate Commission's analysis is that emissions have fallen as a result of decarbonisation of the electricity grid (i.e. less reliance on coal in power stations and increased use of renewables to generate electricity), improving vehicle efficiencies and reduced energy use in homes and offices. However, the rate of decline is expected to diminish in the near future

and without further actions at the national or local levels, Leeds will not meet its longer-term carbon reduction targets. The Leeds Climate Commission will therefore be providing the evidence base and advising the council and other city partners on the most cost- and carbon-effective measures that can be taken to achieve future carbon reduction targets. A number of such projects were underway in 2017/18 across the city, including continued investment by Leeds' universities and Leeds Teaching Hospitals NHS Trusts in making their buildings and operations more **carbon efficient** and also Yorkshire Water's £72m investment in a state-of-the-art sludge treatment and anaerobic digestion facility to replace the sludge incinerator at Knostrop works which treats the sewage produced in Leeds. Once complete in 2020, the new facility will have the ability to recycle 94% of the city's sewage sludge, generate 55% of its own electricity demand (enough to power 8,000 homes) and reduce the site's carbon emissions by 15%.

- In October 2017 the government launched the **Clean Growth Strategy**, setting out fifty major policy proposals to help meet its obligations under the Climate Change Act 2008. It proposed the introduction of a voluntary target for the wider public and higher education sector of at least a 30% reduction in greenhouse gases by 2020/21 against a 2009/10 baseline. In response to the call for evidence on the institution of a voluntary target, the council felt that the proposed reduction was not particularly ambitious and was well within the reach of most public sector organisations, including Leeds City Council. Our response also urged the government to introduce a 'duty to collaborate' between public sector organisations when they are considering major energy infrastructure investments, opening up the possibility for the public sector to explore more efficient and effective delivery of energy infrastructure schemes.
- On 22 March 2018, we launched one of the UK's largest **district heating networks**: the £35m Leeds PIPES Network (the winning name in a competition open to local Year 9 pupils) is set to pipe lower cost and lower carbon heat from the perimeter of the city to nearly 2,000 council homes and numerous businesses in dense urban areas. The network will connect to the Leeds Recycling and Energy Recovery Facility (RERF) and, by taking steam generated at the RERF, will convert it into hot water, distribute it along a 16.5km network of district heating pipes and connect homes and businesses to a lower cost and lower carbon source of heating and hot water. All homes are scheduled to be connected by autumn 2020 with heat available as early as spring 2019. New internal heating systems and a smart metering solution will be installed in 23 apartment blocks, giving residents more control over their energy use. The network is projected to cut around 22,000 tonnes of carbon emissions and offer tenants energy bill savings of 10-25% each year, helping tackle fuel poverty.
- Statistics relating to **fuel poverty** are published by the government two years in arrears and so the most recent data available relates to 2016. A household is considered to be 'fuel poor' if their required fuel costs are above average (national median) and, if they were to spend that amount, they would be left with an income below the official poverty line (the 'Low Income High Cost' definition). In 2016, the estimated number of households in fuel poverty in Leeds was 42,929 (13.1% of all households), down from 43,871 households (13.5%) in 2015. The figures for Leeds remain below the figures for England as a whole (11.1% in 2016; 11.0% in 2015) and the region (12.1% in 2016; 12.4% in 2015). However, Leeds performed much better compared to the other English Core Cities: with an average rate of fuel poverty across these 8 largest cities outside London of 14.4%, only Bristol (10.8%) and Sheffield (12.2%) had a lower prevalence than Leeds. [Source: 'Sub-regional fuel poverty, England 2018 (2016 data)' published 26 June 2018; 'Sub-regional fuel poverty, England 2017 (2015 data)' published 29 June 2017. Department for Business, Energy and Industrial Strategy] We have continued our work through the Leeds Affordable Warmth Partnership to improve the average energy efficiency of housing in Leeds as a whole and targeting assistance towards residents whose health and wellbeing is most likely to be at risk from living in a cold home: for example, through installing adequate central heating and better external wall insulation.

- SAP (Standard Assessment Procedure) is the methodology used by the government to assess and compare the energy and environmental performance of dwellings. It measures how energy efficient a dwelling is by taking into account the costs of space and water heating, ventilation and lighting, less any cost savings from energy generation technologies. The rating is expressed on a scale of 1-100 where a dwelling with a rating of 1 has extremely poor **energy efficiency** (high costs) and a dwelling with a rating of 100 represents a completely energy efficient dwelling (zero net energy costs per year). The energy efficiency rating is also presented in an 'A' to 'G' banding system for energy performance certificates, where band 'A' is the most efficient (low energy costs) and band 'G' is least efficient (high energy costs). The latest result available for Leeds is for 2017 when the average citywide SAP was 63.4 with 2.2% of properties rated below SAP band 'E' (minimum SAP 39). This is an improvement on 2016 when the average citywide SAP was 62.6 and 2.4% of properties were rated below SAP band 'E'. (Comparison with other local authorities is not possible as the results are dependent on the level at which SAP values have been calculated and the version of SAP used – in Leeds, we use a simplified form of the 2009 methodology).
- The latest available figures (2015/16) for **CO2 emissions from the council's own buildings and operations** show a fall of over 45% to 68,755 tonnes in the seven years since the baseline was set in 2008/09 and down by more than 6,000 tonnes from the previous year's result (74,891 tonnes in 2014/15). (Emissions are calculated by extracting energy consumption data from the council's energy database, eliminating meters which are out of scope - such as traffic signals and PFI leisure centres - and applying fuel-dependent emission factors.) In 2017/18, we continued our programme of investment to further reduce our own emissions, many funded through a variety of interest-free loans that are repaid through the energy savings generated: for example, through Salix funding, we installed low energy, long-lasting LEDs in four schools during the 2017 summer holidays, estimated to save around 246 tonnes of carbon and almost £65k savings per annum. Other energy saving schemes have been successfully delivered across a number of the council's leisure centres and office buildings. Between November 2017 and January 2018 we held a city-wide consultation on proposals to convert around 86,000 street lights across Leeds to LEDs. We received more than 2,000 responses with 70% supporting the upgrade. If approved by the council's Executive Board later this year, work is expected to continue on the 3-year project from January 2019.
- We have an ambition for our entire fleet of council vehicles to comprise of **ultra-low emission vehicles** (ULEVs) by 2025. We already have 44 electric vans with a further 51 on order, which will make Leeds the local authority with the largest electric fleet in the UK. By 2020 we aim for this figure to have increased to almost 300 electric vehicles. To support the transition to ULEVs, significant progress has already been made on the supporting infrastructure, with 90 electric vehicle charge points installed across the council, including 14 at the Woodhouse Lane car park in the city. At night, they charge council vehicles and during the day they are available for public use. During 2017/18, our progress was recognised by two awards: in November 2017, the council won the 'Ultra Low Emission Fleet' category in the Energy Saving Trust's 12th annual Fleet Heroes Awards, an event recognising UK companies' efforts to reduce their carbon footprint; later that month we received commendations at the GreenFleet Awards in the categories of 'Public Sector Fleet of the Year (Medium to large)' and 'Public Sector Fleet Manager of the Year'.
- The amount of **waste recycled** during 2017/18 was 39.5% (provisional figure pending Environment Agency verification), an improvement on the previous year's result of 38.49% but still significantly below our target of 45%. All kerbside residual waste is now delivered to the Recycling and Energy Recovery Facility (RERF) with a contractual commitment that 10% of incoming waste will be recycled at the front end of the process each year. However, the contractor, Veolia, has struggled to achieve the full contractual level of recycling due to ongoing mechanical problems at the RERF and issues with securing markets for materials; the council therefore remains in close dialogue with Veolia over the resolution of these issues. This has contributed significantly to the overall reduction in the recycling rate compared to target.

Best Council Ambition: Efficient and Enterprising Organisation

What we set out to do in our 2017/18 Best Council Plan

In March 2016 Leeds City Council 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". In June 2016 we then won the Municipal Journal's prestigious 'Local Authority of the Year' award. The judges commended our "consistent and dynamic leadership" and "clear improvement vision", especially in regard to regeneration and health inequalities. They also noted that winning this category highlights a local authority's success not just in one project or department but right across the organisation. We are justifiably proud of receiving these accolades but we are not complacent: we recognise the complex challenges facing the city at a time of continued financial and demand pressures across all public services. In response, we are continuing to look hard at what we do and how we do it as part of our ongoing journey to become a more efficient and enterprising organisation, the 'Best Council' in the UK.

How did Leeds City Council perform in 2017/18 (based on latest available data)

At a time of unprecedented financial challenge and demographic pressures, in 2017/18 we continued working hard for the people of Leeds, including looking at what we do and how we do it as part of our ongoing self-appraisal. We have taken on board the recommendations made by the 2016 LGA Peer Challenge review team, including: being bolder in communicating success; greater prioritisation; progressing locality working through the establishment of our neighbourhood priority areas; and investing in more innovative and radical change and our underlying processes, for example through our digitisation programme. We have continued to actively participate in the work of the city region and progress towards further devolution. Our spending was on budget, income collection rates remained high and the Leeds City Region Business Rates Pool was successful in its bid to pilot 100% business rates retention for 2018/19. Performance also remained strong on key city-wide services such as bin collections and street cleanliness. Staff are more engaged and feel trusted and supported, which is absolutely vital when providing critical services, and the council saw its highest ever level of apprentices employed, supporting our ambition of recruiting and retaining a skilled and diverse workforce for the future.

This being said, we know more needs to be done: sickness levels are not reducing and the highest cause of absence is mental health issues. We have continued to tackle this by maintaining our status as a Mindful Employer and putting in place a number of interventions, such as training, self-referral options for counselling and working with trade unions, alongside having more than 100 Wellbeing Champions across the organisation. Health and safety remained a priority too, with work with schools and the Disabled Staff Network naming just two areas of emphasis for the year. We also improved accessibility for our customers through the ongoing Changing the Workplace programme, which saw the opening of Merrion House in early 2018, a building that is as accessible and inclusive as possible and which sees many of our front-line services in one place, improving the customer experience. We have worked hard this year to improve our relationship with staff and our customers alike – 96% of customers rated our Customer Services as 'good' or 'excellent' - and we believe we are on track to continue this improvement. We launched an improved [leeds.gov.uk](https://www.leeds.gov.uk) website and grew our social media presence; we now have more than 100,000 followers for our Twitter @LeedsCC_News account. ICT services and delivery remained key priorities, with more people contacting the council via self-service and with mandatory e-training for all our staff on cybercrime, something which is now more prevalent than ever. Significant work was also carried out throughout the year in preparation for the new General Data Protection Regulations that came into force in May 2018. Our IT systems availability during 2017/18 continued to exceed the target of 99%.

- In July 2016, the council took part in a **Local Government Association (LGA) Peer Challenge** as a means to assess progress towards our Best City and Best Council ambitions. The review team findings were very positive, highlighting: strong engagement from council staff; the council's vision and ambitions being clear and well-articulated; the degree of trust and confidence in the council and its senior leadership; and a good level of self-awareness at strategic level which is evident in plans and strategies. The team made nine improvement recommendations including being bolder in communicating successes, greater prioritisation, revisiting locality working, investing in more innovative and radical change and reviewing the processes in place to support this. During 2017/18 we continued to reflect these recommendations in our improvement journey in how we have, for example: refocused our corporate communications and worked with key partners in the city, such as when developing the Inclusive Growth Strategy; taken forward our approach to locality working and neighbourhood priority areas; worked with our staff to embed a 'can do' approach across the organisation and invested in our digitisation programme to achieve results quicker and faster.
- In response to the government's decision to hold a snap **General Election** on the 8th June 2017, we successfully delivered the election in the city with just seven weeks' notice. An election of this nature normally takes around 6 months' planning.
- The council has continued to play a full and active part in the work of the city region and progress towards further **devolution**. On 5th March 2018, Leaders and representatives of 18 of the 20 local authorities in Yorkshire submitted a letter and the latest devolution proposal to government proposing a 'One Yorkshire' plan which would see a directly elected Mayor for Yorkshire to be voted in to power by 2020. The bid called on the government to create a Yorkshire Combined Authority and devolve funding and responsibility for a number of areas, including adult skills funding and transport budgets.
- At the end of March 2018, the council employed 12,376 full-time equivalent (FTE) members of **staff**, down from 15,000 in 2010. The majority are women (61%) and aged 40 years and over (66%). Where staff have provided additional detail, we know that: 13% are from Black and Minority Ethnic (BAME) backgrounds (compared to 19% of Leeds citizens); 5% are disabled; 2% are LGB+ and 7% are carers.
- **Apprenticeships** form part of our overall approach to recruit and retain a skilled and diverse workforce for the future. Since May 2017 (when we started collecting figures on this), we have increased the number of apprentices employed from 232 to 260 at the end of March 2018, close to our target of 2.3% of the workforce. We also continued our graduate recruitment programme in 2017/18.
- Our 2017 **staff engagement survey** was completed by over 7,000 colleagues. We achieved an overall engagement score of 7.54 out of 10, in line with the previous 2016 result of 7.51, based on responses to the question, 'If a friend asked you to give a score from 1 to 10 working for Leeds City Council, what would it be?' More than 90% of staff agreed that they are set clear expectations in their work, are trusted to do their jobs and are helped and supported by colleagues and 90% felt they made a real difference to the people of Leeds. These were encouraging results but also highlighted areas where we want to keep on improving, including giving everyone a say and influence at work, tackling increased workloads, enhancing IT systems and equipment and improving the quality of appraisals. During 2017/18, 96% of staff had a mid-year appraisal review (down from 98% in 2016/17); and 96% of staff completed their year-end appraisal by the 30 June 2018 deadline (slightly below the 2016/17 figure of 98%). Action was then taken to ensure that the outstanding appraisals were chased and completed. These figures show that there is more to do if we are to hit our 100% target.
- Our average **staff sickness** level in 2017/18 was 9.75 days per FTE (10.78 days when schools are excluded), compared with a target of 8.5 days and above the 2016 average of 8.9 days per FTE. The highest cause of absence among our staff is mental health, which is made up of various categories including stress, anxiety and depression. The council continues to maintain its status as an active Mindful Employer, and we have introduced several interventions to help to prevent

mental ill health being caused by work. These have included: training nearly 800 managers; the introduction of self-referral for face-to-face counselling; supporting the Healthy Minds staff network and the network of over 100 Wellbeing Champions in our council services who promote messages about health and wellbeing to staff; awareness campaigns; and a joint group with the Trade Unions to look at stress in the workplace.

- Our **Disabled Staff Network** continues to help improve the experience of our disabled colleagues. In January 2018 the council achieved Disability Confident status level 2 - an accreditation awarded by the Department for Work and Pensions which helps organisations employ and retain disabled people and those with health conditions. We are currently working with the Disability Business Forum and the Disability and Wellbeing (Staff) Network (DAWN) to reach level 3 - Disability Confident Leader.
- Our **Changing the Workplace** programme continued into 2017/18, helping the council improve how it works to deliver better services for customers. As a consequence of staff working in new ways, significant savings are being made by reducing the number of buildings that we need. With the reopening of a refurbished Merrion House in early 2018, many of our front-line services are in one place, improving customer access in the city. Merrion House has been made as accessible and inclusive as possible through application of the Inclusive Design Principles and ensuring every member of staff with additional needs had an individual assessment and reasonable adjustments put in place.
- 2017/18 was the first year covered by the government's 2015 Spending Review, which set out plans for spending on public services by all government departments through to 2019/20. Between the 2010/11 and 2017/18 budgets, Leeds' core funding from Government reduced by around £239m, with ongoing annual reductions expected over the period to 2019/20 and beyond. Together with inflationary and other pressures on spending, the environment in which we operate continues to be one which presents significant financial challenges. Our **2017/18 budget** included some difficult and challenging decisions but through continuing to stimulate 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, we were again able to balance the budget for 2017/18. The overall outturn position was an underspend of £7.0m on the £493m revenue budget for service expenditure. As the 2017/18 budget was supported by the agreed usage of £1.4m of general reserves, this underspend resulted in a contribution to the general fund reserve of £5.6m.
- Leeds is a member of the Leeds City Region Business Rates Pool which in January 2018 was successful in its bid to pilot **100% business rates retention** for 2018/19, up from the usual 50%, as part of the government's pilot programme. This was a welcome announcement, enabling local areas to benefit from local economic growth. The government is now inviting bids for a revised scheme of 75% retention in 2019/20.
- The council's income **collection rates** remained high in 2017/18: for council tax and business rates these were 96.1% and 97.99% respectively, both higher than the previous year's results (95.9% and 97.7% respectively). At the end of March 2018, rent collection across council housing stood at 97.44%, 0.01% higher than the previous year. Direct debit payments increased to 38.4% at the end of March 2018, up from 36.6% in March 2017.
- Performance in relation to **bin collections and street cleanliness** remained strong in 2017/18. With regard to missed bins, the 12 month-rolling average to the end of March 2018 was just 60.92 missed bins per 100,000, an improvement on the 64.0 missed bins per 100,000 for the same period in 2015/16. On street cleanliness, when combining the winter and summer cleaner streets surveys for 2017/18, 92% of sites were deemed to have acceptable litter levels. This is only slightly down on 2016/17 when 93% were rated as acceptable and shows a solid performance, particularly given the challenging icy conditions that prevailed in March 2018 in particular.
- **Parks and green spaces** in Leeds are assessed annually against the Leeds Quality Park (LQP) standard, based upon the national Green Flag Award field-based criteria. In 2017/18, 72 of the

144 green spaces assessed (50%) achieved the standard, exceeding the target of 42%. The council's Parks and Green Space Strategy aims for all community parks to reach LQP standard by 2020 with an interim target of 81% for 2017/18: this was not met in 2017/18 when 67% (42 of 63 community parks) achieved the standard. Many of the plants to be found in the city's parks and in flower displays are grown in the council's nursery: replacing Red Hall Nursery, in October 2017 we opened the Arium, the largest local authority horticultural nursery in the country. A state-of-the-art 19,000m² growing facility, the Arium is capable of growing over 3 million plants a year with machinery capable of potting 10,000 seedlings per hour. 4,500 trees were planted in the grounds of the nursery, helping provide a natural wildlife habitat.

- Catering Leeds, the council's **school meals provider**, holds 81% of the primary school catering market (as at end March 2018) with a client rating of 93% assessed as good/very good (Jan to March 2018).
- We have continued to work hard on our **communications and customer contact**. The council's **social media** presence grew over the year, with our number of Facebook followers increasing from 16,783 in April 2017 to 23,800 in April 2018. On twitter, the number of followers for @LeedsCC_Help account is 23,959 and over 103,000 for the @LeedsCC_News account. At the council's **Contact Centre**, telephone performance improved over each quarter of 2017/18: by the end of quarter 4, 88% of calls were being answered with an average wait time of under 5 minutes against a target of 90% in 5 minutes. This is despite the reduction in staff numbers from an average 180 FTE in 2016/17 to 158 in 2017/18. 96% of customers rated our Customer Services as 'good' or 'excellent'. We also continued our focus on addressing '**avoidable contact**', where customers have to contact the council over the telephone or face-to-face, instead of using on-line self-service methods to resolve their queries. Over the year, the proportion of customers using self-service when getting in touch with us increased from around 55% to over 64%. Due to the adverse winter weather, our 'Check your bin day' page and the Leeds Bin app were visited over 250,000 times in March 2018, double the normal monthly usage. Following a high level of feedback from members of the public as to what aspects of our **website** – leeds.gov.uk – they thought worked well and what didn't, we launched an improved site that is easier to use and more up to date.
- Our **Digital and Information Service** ensures that 12,000 council computer users are switched on each day and connected to our network; 40 million council emails get to their destination each year and around 500 business applications are supported – one of the most diverse set in the country. In 2017/18, our IT systems availability continued to exceed the target of 99%.
- **Cybercrime** continues to be a major threat to national and international security as well as to the operation of the council network. We recognise that it's extremely important for our staff to be vigilant and understand the importance of the cyber threat. During 2017/18 council staff completed a mandatory information governance e-learning package that reinforced how to spot potential issues and deal with them.
- We have continued to keep **data** held on the council's network secure and available through technology filtering and blocking and ensuring staff are aware of their responsibilities to be vigilant about e-mail attachments and web links. Additional work was carried out to reflect the changes required in preparation for the General Data Protection Regulations (GDPR) that came into force in May 2018. All business applications used by the council were reviewed and an extensive staff training programme was carried out.