



Leeds
CITY COUNCIL



BEST COUNCIL PLAN

2019/20 – 2020/21

Tackling poverty and reducing inequalities

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



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Tackling poverty and reducing inequalities

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

About Leeds

Leeds is a growing city with a population estimated at 785,000 (ONS 2017), an increase of more than 30,000 since the 2011 Census. However, it is the shift in the make-up of our population at local levels that is most striking. There have been rapid demographic changes during this time, particularly in some of our most deprived communities, many of which are the fastest growing and have the youngest age profile.

This population increase reflects and underpins **5 KEY STRENGTHS** of our city:



1

2. LEEDS IS YOUNG AND GETTING YOUNGER

Our region is one of the youngest in the UK, providing a talent pool that is digitally skilled and enterprising and helping create a vibrant, youthful environment that gives Leeds a crucial competitive edge. Ambitious investment plans for Leeds Station and the South Bank will double the size and economy of the city centre, boosting economic participation across the North and in our local communities.



3. PEOPLE ENJOY LIVING AND WORKING IN LEEDS

We enjoy the advantages of being a big city, with five universities, a thriving job market and access to culture, sport, food and retail at the heart of a clean and walkable city centre. Our city has fantastic green spaces, including award-winning parks, with the Yorkshire countryside and two national parks right on its doorstep. With so much to offer, Leeds continues to attract:

TOURISM – a record high of 29 million visits in 2017 (the most recent figures);

GRADUATES – year-on-year we have more undergraduates and graduates moving into the city than leaving, a 'brain gain';

INVESTMENT – with a standout success in October 2018 being the decision by Channel 4 to choose Leeds for its new national headquarters.



4. POWERED BY INNOVATORS, ENTREPRENEURS AND SOCIAL PIONEERS

Leeds has a pioneering social model that harnesses the energy of our communities and of a strong charity sector.

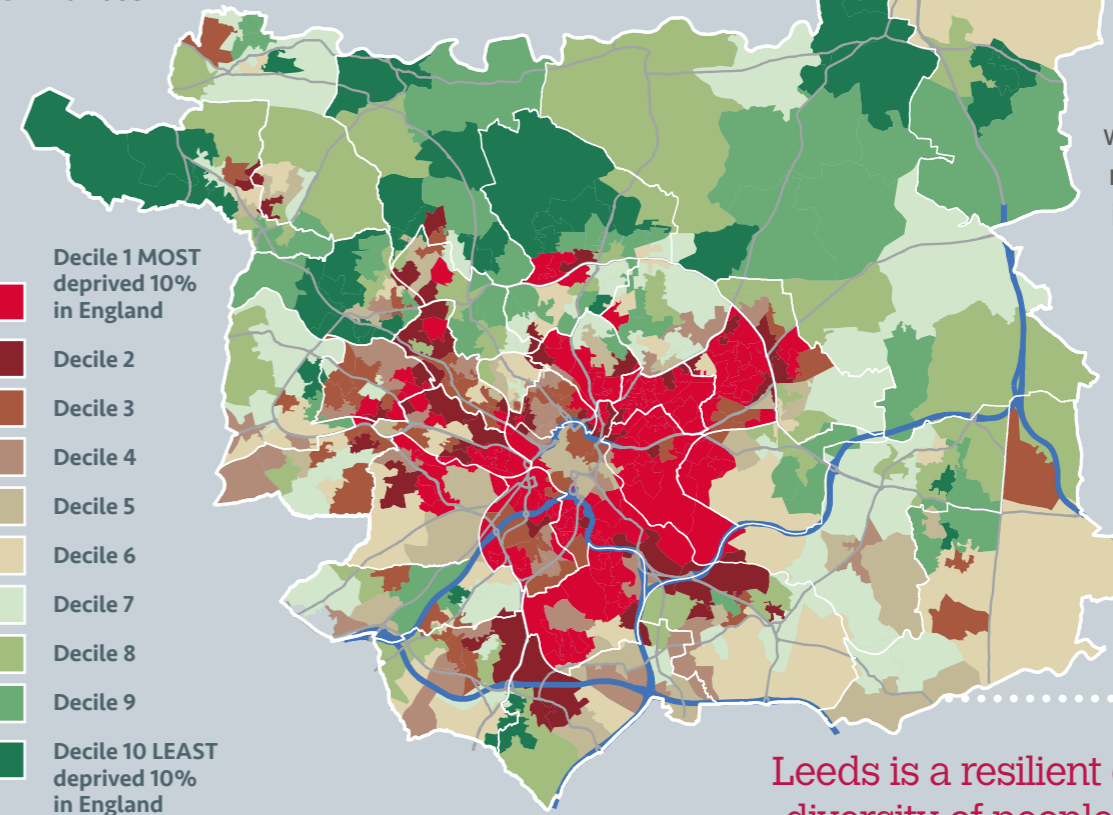


5. IN LEEDS WE PUT PEOPLE FIRST,



with a proud record of working together to deliver for everyone. Leeds is now ranked highest among the largest cities outside London for health and wellbeing with more adults active, fewer people smoking and fewer obese children than before. Our innovative work on healthcare and technology is helping more people worldwide live healthier, more productive lives.

However not everyone is benefiting fully from these successes. There are still significant issues of poverty and deprivation in Leeds with more than 170,000 people living in areas ranked amongst the most deprived 10% nationally and a growth in in-work poverty affecting more than 70,000 working-aged adults across the city. Despite high employment rates, low pay is an increasing problem, with people caught in a trap of low pay and low skills. Childhood poverty is a particular concern with lifelong implications: one in five of our city's under 16-year olds – 28,000 children – are estimated to live in poverty, compared to 17% nationally, with a sharp rise in the number living in our most deprived communities.



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

Our education and skills system does not work for everyone, and we need to continue to make progress in improving our schools so that they are equipping all young people with the learning, attainment, attributes and awareness of opportunities they will need to succeed in work.

The prospects for future, more inclusive, economic growth in Leeds remain robust but we will only fulfil this potential if we maintain the progress we are making, and by taking action on areas where we could perform better. This includes thinking beyond the city's boundaries in harnessing the region's economic and social capital; we are actively participating in the work of the city region and pressing for a Yorkshire devolution deal. At a national level, we work with government departments and institutions such as the King's Fund and Joseph Rowntree Foundation to influence future policy. Leeds City Council's Leader is the current chair of the Core City (the largest cities outside London) network.

Working with partners in all sectors, we continue to prepare for all Brexit eventualities, doing what we can to make sure the city is ready for them.

Leeds is a resilient city with a diversity of people, opinions and cultures and it is these very strengths that will see us through.

Best City

The Best Council Plan 2019/20 to 2020/21 maintains our long-term 'Best City' strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate and caring, allowing us to support our most vulnerable children and adults.

Building on the key council and partnership strategies in place and in development, this Best Council Plan update sets out a number of interconnected priority areas of work that flow in particular from our two main cross-cutting strategies: **Inclusive Growth** and **Health and Wellbeing**. This year, we have added a new 'Age-Friendly Leeds' priority: based on our well-developed ambition for Leeds to be the best city to grow old in, the priority centres on the great work we are doing to make this a place where older people are valued, feel respected and appreciated and are seen as the assets they are, and also prioritises their needs. We have also revised the previous '21st-Century Infrastructure' priority to 'Sustainable Infrastructure', better reflecting and helping to promote and progress the environmental ambitions of the council and the city.

Taken together, a focus on these eight 'Best City' priorities will deliver improved outcomes for everyone in Leeds:

- **Inclusive Growth**
- **Health and Wellbeing**
- **Sustainable Infrastructure**
- **Child-Friendly City**
- **Age-Friendly Leeds**
- **Culture**
- **Housing**
- **Safe, Strong Communities**

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

Best Council

At a time of unprecedented financial challenges and demographic pressures, we are continuing to work hard for the people of Leeds: maintaining high performance on key city-wide services such as bin collections and street cleanliness; using our capital programme to maintain and improve vital infrastructure such as roads and bridges; further progressing locality working through our targeted investment in neighbourhood priority areas; and supporting our most vulnerable residents through preventative interventions and restorative approaches. This people-centred way of working underpins the eight-year improvement journey we have been on in the services we provide for children in need of help and protection, children in care and care leavers: in December 2018, Ofsted rated these as 'outstanding', making Leeds the only 'core city' to achieve such a high rating under the inspectorate's new framework.

We are justifiably proud of our progress but we are not complacent: we recognise the complex challenges facing the city, as outlined above, and that the council has a major place-shaping and leadership role to play to help address them through strong partnership working and engagement with organisations across all sectors and our diverse communities. We also appreciate the impact on our workforce of ever increasing demands on public services alongside reducing resources: whilst continuing our ongoing programme of organisational development and cultural change and further exploiting the opportunities the digitisation agenda can bring to streamline our systems and processes, this year therefore sees us strengthening our health and wellbeing offer to staff. To highlight its importance, this update of the Best Council Plan extends our Best Council ambition to be a more 'Efficient, Enterprising and Healthy Organisation', with our values remaining at the heart of what we do and how we work.

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

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Cllr Judith Blake
Leader of
Leeds City
Council

Tom Riordan
Chief Executive of
Leeds City
Council



BEST COUNCIL PLAN

2019/20 – 2020/21

Tackling poverty and reducing inequalities



Leeds
Best City Ambition

A Strong Economy and a Compassionate City

Leeds
Best Council Ambition

An Efficient, Enterprising and Healthy Organisation

Health & Wellbeing

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



Sustainable Infrastructure

- Improving transport connections, safety, reliability and affordability
- Improving air quality, reducing pollution and noise
- Improving the resilience of the city's infrastructure and the natural environment, reducing flooding and other risks from future climate change
- Promoting a more competitive, less wasteful, more resource efficient, low carbon economy
- Strengthening digital and data 'Smart City' infrastructure and increasing digital inclusion



Child-Friendly City

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



Age-Friendly Leeds

- Developing accessible and affordable transport options which help older people get around
- Making Leeds' public spaces and buildings accessible, safe, clean and welcoming
- Promoting opportunities for older people to be healthy, active, included and respected
- Helping older people participate in the city through fulfilling employment and learning



Culture

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



Inclusive Growth

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



Safe, Strong Communities

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



Housing

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



OUTCOMES

We want everyone in Leeds to...

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



INCLUSIVE GROWTH

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

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



36.4%
of people in Leeds qualified to
NVQ LEVEL 4
and above – above regional
but below national
(Source: ONS APS, Jan to Dec '17)



663,000 sqft

city centre office take-up in
2018; out of town take-up
up 24% from 2017
(Source: LOAF Jan '19)

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



75.5%
EMPLOYMENT RATE
higher than regional and national rates
(Source: ONS APS, Oct '17 to Sep '18)



4.3% (18,000)
UNEMPLOYMENT RATE

21.5% (111,200) economically
inactive – below regional rates
(Source: ONS APS, Oct '17 to Sep '18)

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

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



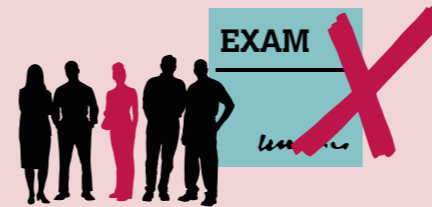
Record high
29 million
visitors to Leeds in 2017, worth
£1.7 billion to the local economy



MAJOR REGENERATION
and infrastructure projects
include HS2 and South Bank

Education and skills
are essential parts
of our economic
prosperity.

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



11.2%
of 16-64 yr olds in Leeds
have no qualifications, higher than
regional and national rates
(Source: ONS APS, Jan to Dec '17)

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

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

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



65,000
FTE Leeds residents
earned below the 2017 Living
Wage Foundation's
LIVING WAGE
(Estimate based on ONS ASHE, Nov '17)

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

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



KPIs

How we will measure progress
and achievements

- Private sector employment in Leeds
- GVA (Gross Value Added) per head (balanced approach)
- Number of new business start-ups and scale-ups
- Business survival rate
- Change in business rates payable since 2017 revaluation
- Visitor economic impact for Leeds
- Percentage of working-age Leeds residents with at least a Level 4 qualification
- Number of people supported to improve their skills
- Percentages of Leeds residents and Leeds workers earning below the Real Living Wage
- Number of people supported into work
- Number of adults of working age affected by in-work poverty



The Leeds economy
continues to perform well,
GENERATING
£23.3bn
GVA in 2017, an increase of
21%
over the last 10 years.

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

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





HEALTH AND WELLBEING

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

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

Health and wellbeing start with people:

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



63.6%

of adults in Leeds are physically active (402,200 people) and the number of inactive adults continues to fall.
(Source: Active Lives Survey 12 months to May 2018, published Oct '18)



LOWEST SMOKING LEVELS

among adults recorded, down to **16.7%**, but above the national average of **14.9%**
(Source: ONS APS 2017)

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



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

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

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



2x

as many women from deprived areas of Leeds are admitted to hospital for alcohol-specific reasons
(than women in non-deprived)



2-3x

more likely to die from an alcohol-related disease if you live in a deprived area
(than those in least deprived)

1 in 4

children say they often feel **STRESSED OR ANXIOUS**
(Source: Leeds My Health, My School Survey 2017/18 – 1:4.14)



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

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



After an increase in 2014-16, **INFANT MORTALITY RATES FELL 2015-17**
4.2 PER 1,000

live births, slightly higher than the England average rate of 3.9.

Leeds ranked highest among the UK's largest cities outside London as the **BEST CITY FOR HEALTH AND WELLBEING**

(Source: What Works Centre for Wellbeing, March 2018)



KPIs

How we will measure progress and achievements

- Infant mortality rate
- Percentage/proportion of children maintaining a healthy weight at age 11
- Percentage of physically active adults
- Percentage of adults who smoke
- Avoidable years of life lost
- Suicide rate
- Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage
- Percentage of CQC-registered care services in Leeds rated as 'good' or 'outstanding'
- Number of permanent admissions to residential and nursing care homes: (a) for people aged 18-64 including 12 week disregards; (b) for people aged 65+ including 12 week disregards
- Proportion of people who use social care services who have control over their daily life



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

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

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

In addition, the network of national health leadership and research organisations in the city, along with our city's relatively strong economy and exceptional universities, create a unique health and care infrastructure.

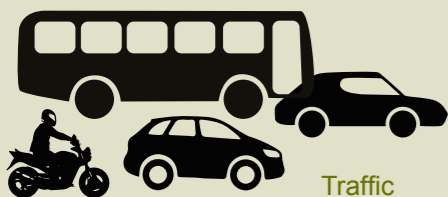


SUSTAINABLE INFRASTRUCTURE

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

Like other growing cities, Leeds faces a number of challenges, including improving air quality, adapting to climate change, linking people to services and employment, and increasing the number of people choosing active travel and public transport.

Congestion is an issue on busy junctions causing journey time delays and contributing to **AIR QUALITY ISSUES**



Traffic on major roads in Leeds increased by around **18%** between 2000 and 2016 (Source: Department for Transport)

We require sustainable, modern infrastructure. A resource efficient and climate resilient city will not only be a better place to live, it will also be more competitive and better placed to ride out future economic shocks. This means further integration in planning, funding and delivering improved infrastructure for Leeds that will help us support growth and improve connectivity, bringing new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers.

City centre **DISTRICT HEATING** will pipe lower cost and lower carbon heat from the perimeter of the city to businesses and residents in dense urban areas.

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

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



Our approach needs to go beyond a narrow pursuit of growth, ensuring Leeds is liveable and healthy, as well as prosperous.

A step change in the level of public transport use is needed; employment and housing growth areas in the city need to be advanced and problems such as poor air quality need to be tackled.

The renewed commitment to HS2, the Northern Powerhouse agenda, the potential of further devolution deals and the West Yorkshire Transport Strategy create the appropriate context to set a new strategic transport approach for the city.

The approval of the **£174m**

Leeds Public Transport Investment Programme marked a new era in public transport investment across the city.

The council is also leading on major schemes within the £1bn West Yorkshire Transport Fund to promote housing and employment growth.

INITIATIVES INCLUDE:

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



52 BUS DUE REDUCED BUS DELAYS

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

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



We want Leeds to be a healthy city in which to live, work and visit. Working with partners to reduce carbon emissions will bring about health and wellbeing benefits. We are introducing a Clean Air Zone that will 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 and we are providing assistance and advice to help local organisations prepare.

Leeds' digital infrastructure is vital to our future success.

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



KPIs

How we will measure progress and achievements

- Satisfaction with a range of transport services
- Number of passengers boarding buses in the Leeds district
- Increase in city centre travel by sustainable transport (bus, train, cycling, walking)
- Percentage of waste recycled
- Potential new KPI on air quality to be developed
- Carbon emissions across the city
- Level of CO2 emissions from council buildings and operations
- Number of residential and commercial properties moved to a lower level of flood risk
- Increase in tenants' digital skills/confidence, access to equipment and motivation

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



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



CHILD-FRIENDLY CITY

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

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

We aim to improve outcomes for all our children:

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

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

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

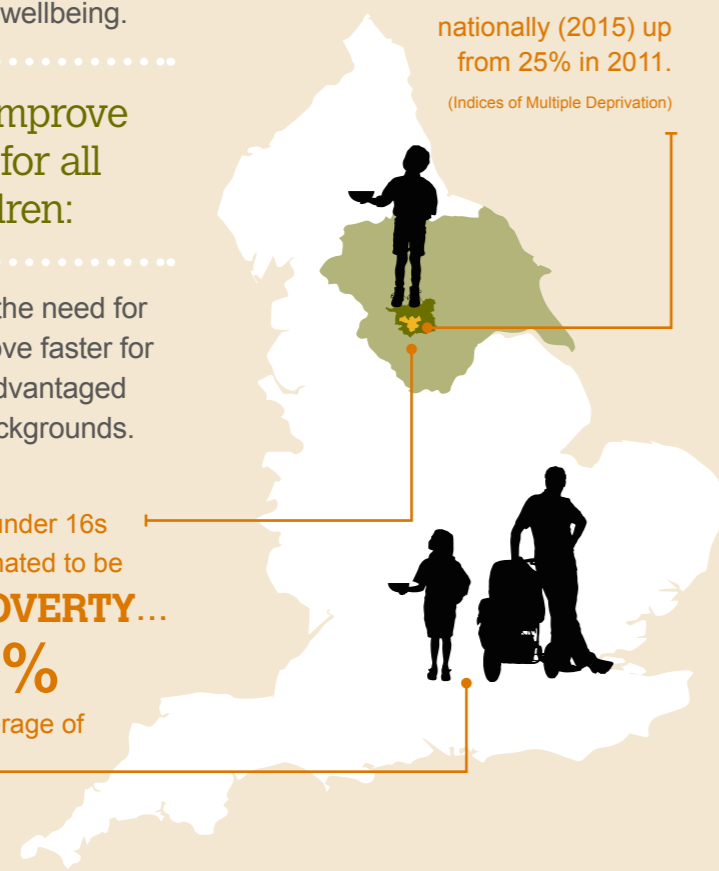
31% of key stage 2 children live in the



10% MOST DEPRIVED AREAS

nationally (2015) up from 25% in 2011.

(Indices of Multiple Deprivation)



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

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

DISADVANTAGED OR VULNERABLE LEARNERS

is below national levels.



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

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

The Plan sets out eleven priority areas of work:

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



1,271 CHILDREN LOOKED AFTER (2017/18)

down from 1,450 (March 2011) a **12.3%** reduction compared to a rise of **15.1%** nationally.

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



Early Years Foundation Stage: **65.7%** of pupils achieved a **GOOD LEVEL**

of development, up from **51%** in 2012/3 but below regional (69.4%) and national (71.5%) levels (DfE: 2017/18 academic year)

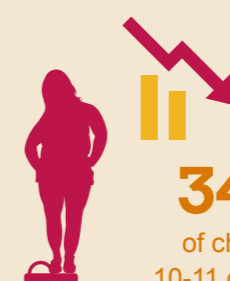
Key Stage 2: **61%** of pupils achieved **EXPECTED STANDARD** in reading, writing and maths, up **5% points** from the year before but **4% below national.** (DfE 2017/18 academic year)



Key Stage 4 (GCSE): **40.9%** of pupils achieved a **STRONG PASS** (grade 9-5) in English and Maths, up on 2016/17 but **2.6% below national**, ranking Leeds equal 88/151 local authorities. Progress 8 score -0.02, matching national, ranking Leeds equal 65/151 local authorities.

(DfE 2017/18 academic year provisional)

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



34.1% of children aged 10-11 classified as **OVERWEIGHT OR OBESE**

compared to **34.3%** nationally (National Child Measurement Programme, 2017/18)

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



KPIs

How we will measure progress and achievements

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



7%

of 16 and 17 year olds (1,020 young people)

NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NEET)

or whose activity is not known (2.7% NEET, 4.3% not known), above regional and national. (DfE average of Dec '17, Jan '18 and Feb '18)

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



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

- Leeds Children and Young People's Plan

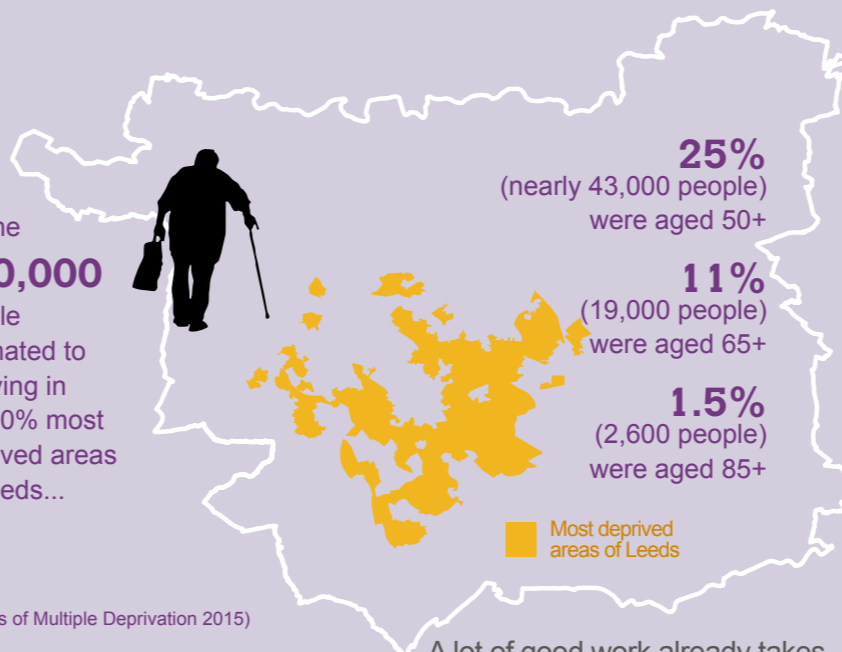


AGE-FRIENDLY LEEDS

- Developing accessible and affordable transport options which help older people get around
- Making Leeds' public spaces and buildings accessible, safe, clean and welcoming
- Promoting opportunities for older people to be healthy, active, included and respected
- Helping older people participate in the city through fulfilling employment and learning

Of the **170,000** people estimated to be living in the 10% most deprived areas of Leeds...

(Indices of Multiple Deprivation 2015)



Leeds wants to be a place where people age well: where older people are valued, feel respected and appreciated, and are seen as the assets they are.

The opportunities and challenges presented by an ageing population are well-rehearsed. Older people contribute in countless ways to Leeds' rich and vibrant communities – through the skills and knowledge that they bring to their local communities, high levels of volunteering, acting formally and informally as community connectors,

intergenerational interactions, unpaid caring roles, and through the skills and experience they bring to their workplaces. However, we also know that many older people are also more likely to have multiple long-term health conditions with inequalities disproportionately affecting the poorest in our city. Inequalities in older age are cumulative and have a significant impact on a person's health, wellbeing and independence. As the baby-boomer generation grows older, there will be a range of implications for public sector service provision.

Our approach to making Leeds the best city to grow old is one of citizenship and applies to the whole population. The approach:

- Ensures there is a strong focus on social networks within neighbourhoods and the city
- Promotes social capital and participation
- Age-proofs and develops universal services
- Tackles inequalities and reduces social exclusion
- Aims to change social structures and attitudes

A lot of good work already takes place in Leeds but we recognise there is an opportunity for this to have a clearer strategic context. We have therefore developed an Age-Friendly Strategy and action plan which cut across all our Best Council Plan priorities. This focuses our work around six areas adapted for Leeds from the World Health Organisation's Age-Friendly City domains:

- Housing
- Public and civic spaces
- Travel and road safety
- Active, included and respected
- Healthy, independent ageing
- Employment and learning

CROSS-CUTTING THEMES:

ENGAGEMENT WITH OLDER PEOPLE
– involving and consulting with older people on the development, delivery, management and evaluation of those services and projects which affect them.

ACCESS TO DIGITAL TECHNOLOGY
– help and support for people who want to use digital technology to make their lives better.

Partnership working underpins our Age-Friendly approach:

- The Age-Friendly Board (Making Leeds the Best City to Grow Old In) provides strategic leadership and oversight, supported by a broader Age-Friendly Leeds Partnership, co-led by the council and Leeds Older People's Forum. The partnership brings together statutory, voluntary and private sectors to address the priorities identified by older people themselves to help make Leeds a more age-friendly city.
- The five year partnership between the Centre for Ageing Better, the Council and Leeds Older People's Forum is piloting innovative approaches to generate new evidence of 'what works' for ageing well. This will be shared in the UK and beyond. The partnership agreed three initial priorities:

1) Addressing older people's housing information and advice needs;

EFFECTIVE COMMUNICATIONS
– promoting ageing positively and providing information about services and activities in a format that older people can easily access and which suits their needs.

- 2) Developing innovative community transport solutions;
- 3) Community research into the motivations, barriers and enablers that older people face in contributing to their community.

KPIs

How we will measure progress and achievements

KPIs will be added during 2019 to help monitor progress against this new priority including the number of people who:

- Are identified as isolated or lonely
- Live independently in a place of their choice
- Feel that public spaces are safe and accessible
- Can travel around the city to the places they want to go
- Feel valued and a part of their community
- Have good health and wellbeing
- Have a job which is meaningful and rewarding

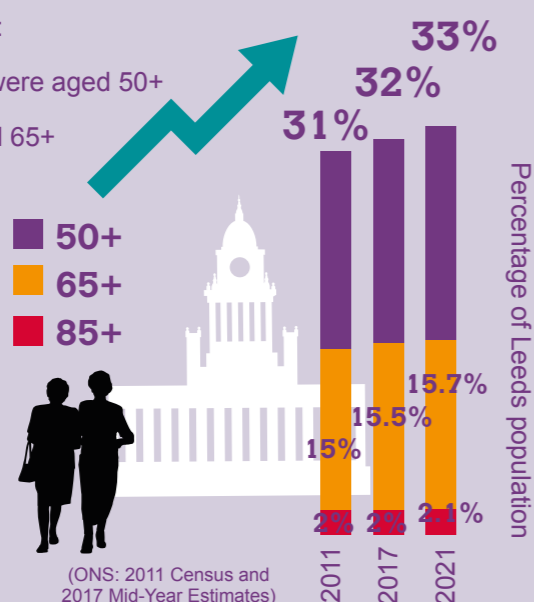
- At national and international levels, Leeds is a member of: the UK Network of Age-Friendly Communities – a group of communities from across the UK collaborating to bring about change in the way we respond to population ageing; the Eurocities Urban Ageing Forum, a forum dedicated to raising awareness and improving strategies for age-friendly environments in cities; and the World Health Organisation (WHO) Age-Friendly Cities, which was established to foster the exchange of experience and mutual learning between cities and communities worldwide.

The 2011 Census indicated that:

232,000 people in Leeds were aged 50+
110,000 people were aged 65+
15,000 were aged 85+

The most recent 2017 mid-year estimates (785,000 people) highlight the increase in these figures in line with the city's population growth.

These numbers will continue to rise: looking forward to 2021, the ONS projects the total Leeds population will increase to more than 803,000.



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

- Age-Friendly Leeds Strategy



CULTURE

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

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



Leeds selected as location for **CHANNEL 4'S NEW NATIONAL HQ**, including a new Digital Creative Unit and News Hub

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

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

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

Hola
Cześć
170
different languages spoken in the city
नमस्ते
Привет

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

- Leeds Culture Strategy



Leeds West Indian Carnival started in 1967, Europe's **Longest RUNNING** authentic Caribbean carnival parade

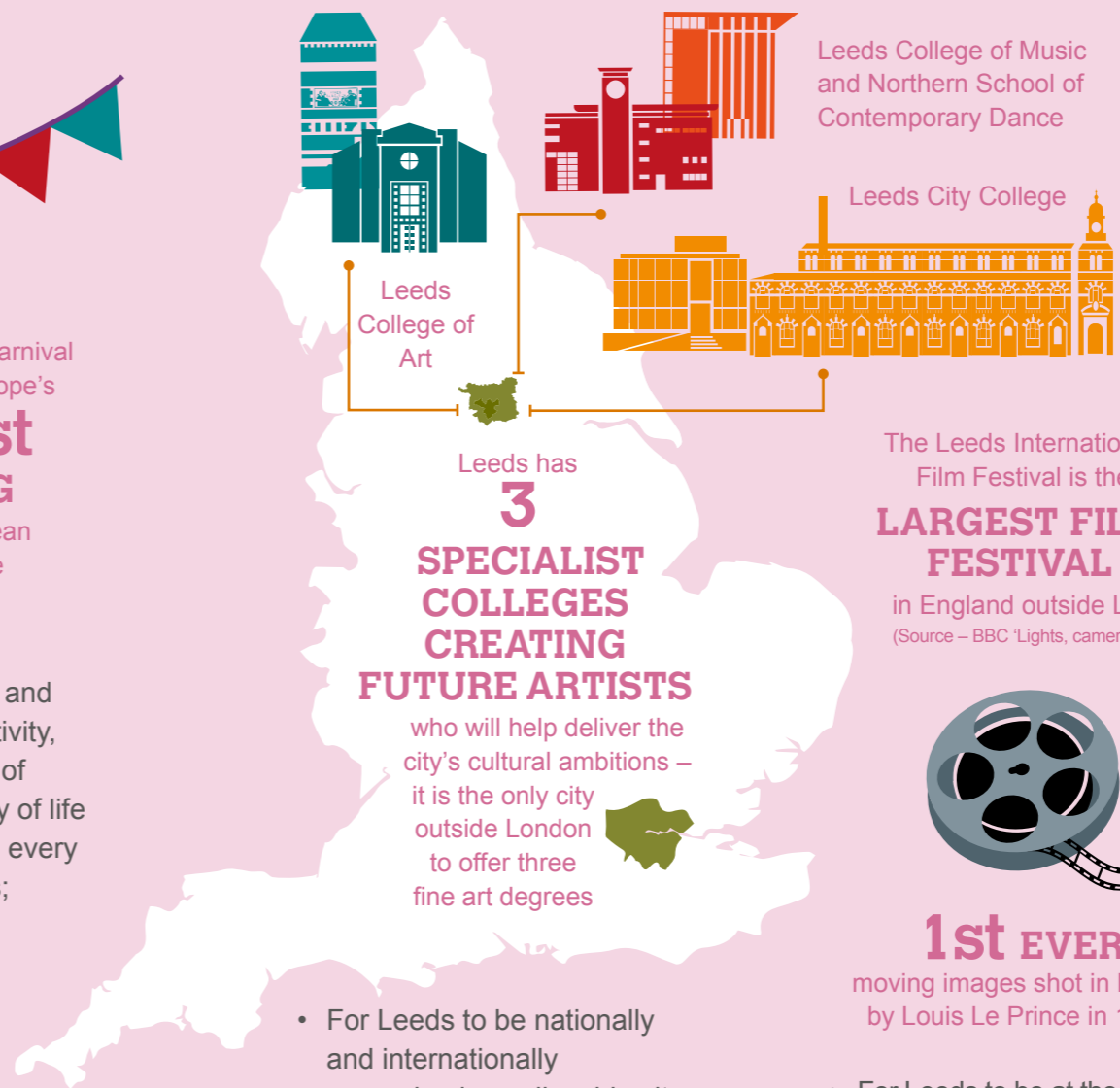
Our objectives are:

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

Leeds
2023

INTERNATIONAL CULTURAL FESTIVAL

for everyone, celebrating the diverse cultural life of Leeds



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

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

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

LEEDS PRIDE: Largest
Pride in the UK to still be a completely free event



Main event on Lower Briggate attracted **55,000+** people in 2018



ITU WORLD TRIATHLON LEEDS:

Returning to the city for the **4th CONSECUTIVE YEAR** in June 2019.
Leeds one of **9 HOST CITIES** around the world for the 2019 series

The event brings together **THOUSANDS** of amateurs with the world's elite triathletes to swim, cycle and run.



Estimated **70,000+** **ROADSIDE SPECTATORS** in 2018



LARGEST CITY PARKS in Europe

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

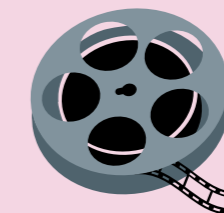


KPIs

How we will measure progress and achievements

- Number of visitors at a range of venues and events
- Number of employees in the creative industries in Leeds

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



The Leeds International Film Festival is the **LARGEST FILM FESTIVAL** in England outside London (Source – BBC 'Lights, camera, action')

1st EVER moving images shot in Leeds by Louis Le Prince in 1888

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



HOUSING

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

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

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



BILL
£££

13.1%
(42,929) of Leeds households live in

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

This is above the **11.1%** English average but down from 13.5% (43,871 households) in Leeds the year before.

(Source: Dept for Energy and Climate Change, 2016 figures released June 2018)



2,351 newly built and converted homes delivered, **239** affordable homes (2017/18)



The average house price is **5.94 x HIGHER** than the average workplace earnings

(Source: ONS Housing affordability 2017, released April 2018)

We continue to work to deliver six priorities:

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

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

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

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



Of the **349,350** PROPERTIES

(Source: VOA Nov '18)

in Leeds, there are

55,390 COUNCIL HOMES

including **4,275** SHELTERED HOMES

and **63** extra care properties (end Feb 2019)



77% of council tenants SATISFIED

with the overall service they receive from the authority (STAR tenants' satisfaction survey, Oct/Nov 2018)



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

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

40

households owed a housing duty in emergency

TEMPORARY ACCOMMODATION compared to Birmingham (2,058 placements) and Manchester (1,484 placements) (end Nov 2018).



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

1,139

adaptations installed in council homes to meet tenants' needs. (2017/18)



205,814 repairs carried out on council housing across the city,

94.0% completed within target timescales. (2017/18)



KPIs

How we will measure progress and achievements

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

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

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



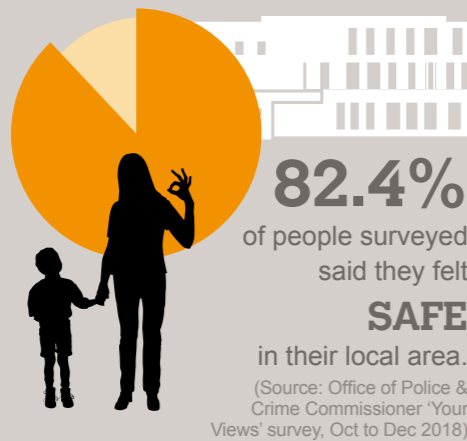


SAFE, STRONG COMMUNITIES

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

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

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



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

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

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



77.4%
of people surveyed were **SATISFIED** with their local area as a place to live, **4.6%** above the West Yorkshire average.

(Source: Office of Police & Crime Commissioner 'Your Views' survey, Oct to Dec 2018)

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

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

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

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

Value of wellbeing projects approved and funded:

£1.4m
attracting match funding of **£655k**

This supported **460 PROJECTS** generating **81,000 VOLUNTEER HOURS** social housing estates in the outer areas, and importantly those neighbourhoods which fall into the 1% most deprived nationally.

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

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

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

103,380 CRIME CASES
(12 mths to Feb 2019)
21,880 DOMESTIC INCIDENTS
reported to police. (12 mths to Dec 2018)

Value of youth activities approved and funded:

£0.5m
attracting match funding of **£310k**. This generated over

10,000 VOLUNTEER HOURS providing local activities for 8-17 year olds.

(Source: Leeds Community Committees Annual Report 2017/18)



18,183 ANTI-SOCIAL BEHAVIOUR

(ASB) incidents reported to police **6,104** classed as 'youth related', **3,463** 'neighbour related', **3,220** 'adult related – non alcohol'.
(12 months to December 2018)



2,304 RACE HATE

incidents reported to police, **76%** of all hate incidents reported.
(12 months to December 2018)



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



KPIs

How we will measure progress and achievements

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

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

BENEFIT
£ 22,130
people helped by the council's Welfare Advice team.
(Start April to end October 2018)



92% of clients rated the team as **'EXCELLENT'**
7% rated it as 'god'.





BEST COUNCIL

An Efficient, Enterprising & Healthy Organisation

For example:



MINDFUL EMPLOYER

status since 2011, with access to specialist mental health resources and training

Healthy Minds



Healthy Minds Group offering events, workshops and

PEER-TO-PEER SUPPORT

since 2012



Trained **MENTAL HEALTH FIRST-AIDERS**, and **500+** more planned



OCCUPATIONAL HEALTH

A dedicated service providing proactive and reactive support



100+ WELLBEING CHAMPIONS

across the council, supporting improved physical health and wellbeing

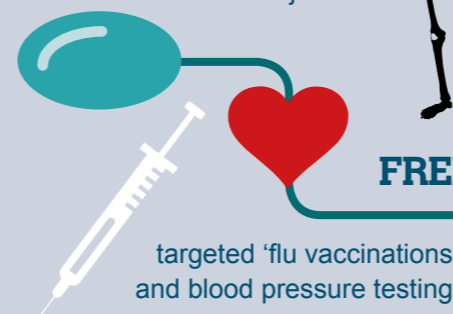


Access for all staff to the

PUBLIC HEALTH RESOURCE CENTRE

for guidance and practical tools

PHYSIOTHERAPY referrals to reduce and manage musculo skeletal injuries



targeted 'flu vaccinations and blood pressure testing

FREE



An employee assistance programme with **24/7 TELEPHONE SUPPORT** and self-referral for **FACE-TO-FACE COUNSELLING** on a range of issues – available to staff and their immediate families



Supportive HR policies such as flexible working, special leave and time off

for volunteering and to attend staff networks, are also hugely beneficial to both mental and physical health and wellbeing.

But more can be done to strengthen the health and wellbeing offer, and to ensure that all staff know and understand what support is available and how to access it. To highlight its importance, this 2019/20 update of the Best Council Plan therefore extends the Best Council ambition to be a more

'Efficient, Enterprising and Healthy Organisation.'

A range of further practical activities are now planned, including:

- Improved communication with guidance made more accessible, current and evidence-based
- Closer collaboration with partners such as the Health and Social Care Partnership and the Business Disability Forum
- Continuing work on low pay and financial wellbeing – we are proud to continue paying our staff at the Real Living Wage level
- Targeted activity with services experiencing the highest sickness absence related to mental health and musculo-skeletal disorders
- Wellbeing conversations linked to staff appraisals
- Health and wellbeing champions at a senior management level across the organisation.

Our 'Best Council' ambition has for many years been aimed at becoming a more efficient and enterprising organisation, centred on an ongoing programme of cultural change.

This has enabled us to manage significant financial pressures and increased demand for our services whilst minimising as far as possible the impact on the citizens of Leeds. This 2019/20 update explains our organisational priorities for the future with a particular focus on the health and wellbeing of our staff, without whom the

outcomes and priorities set out in the Best Council Plan could not be delivered.

Improving staff health and wellbeing

The health and wellbeing of staff has always been important to Leeds City Council; the impact this can have on productivity, engagement and sickness absence is well understood. The challenge now is to ensure that wellbeing is consistently embedded, particularly at a time of ever-reducing time and capacity.

Leeds has introduced a range of initiatives over the years which have been recognised nationally and compare well against other large organisations.

Our Values – underpinning everything we do and how we work

Being open, honest and trusted

– I can be my best

Treating people fairly

– It feels like I count.

Spending money wisely

– I make every pound go further

Working as a team for Leeds

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

Working with people, engaging all communities

– I am proud to make a difference



BEST COUNCIL

An Efficient, Enterprising & Healthy Organisation

Our organisational culture

We strengthened our Organisational Development (OD) approach in 2018 which helped to articulate the focus of the next phase of our culture change work. Keeping the Best City / Best Council ambitions as key drivers for further improvement with our Values underpinning everything we do and how we work, to continue concentrating on staff wellbeing and inclusion and getting the basics of good people and change management right. Investing in training and skills for all staff will remain a key part of this, and our push on Management Development will continue.

Our emphasis on inclusion and diversity aims to eliminate barriers, celebrate differences and create a workforce more representative of our communities. Significant progress was made in 2018 in particular thanks to our 7 staff networks:

- Disability & Wellbeing Network (DAWN), relaunched in 2018
- Early Careers Network
- Healthy Minds
- Women's Voice
- Carers' Staff Network
- Black, Asian and Minority Ethnic (BAME)
- Lesbian, Gay, Bisexual & Trans+ (LGBT+)



Work by the LGBT+ network was influential in helping us re-enter the Stonewall Workplace Equality Index top 100 employers.

Coordinators meet together on a monthly basis to discuss their projects, and provide a 'first stop' engagement forum for the organisation to consult with on changes in service delivery or staffing matters before potentially reaching out across the wider groups of colleagues. Whilst each of the seven networks has set out its aims for 2019, three cross-cutting priorities have been collectively agreed across the network partnership:

- Career progression and equity of opportunity;
- Inclusive workplaces, where individuality is acknowledged and respected; and
- Challenging the digital divide and increasing engagement with frontline colleagues.

Work against these priorities will be delivered across the partnership and in conjunction with council staff, including the wider senior management teams. The partnership is also supporting work to increase levels of disclosure: with an improved understanding of the workforce makeup, we can better identify and tackle issues such as barriers to career progression for certain staff groups.

Our 'Team Leeds – Can Do' theme remains central to the OD approach, helping staff to feel more confident and empowered. In the coming year, we will build on the set of improvement tools we already use, such as outcomes-based accountability and restorative and strengths-based working which have proved so successful in our work with vulnerable adults and children. And we will further develop our skills and practice around people-centred design so that this approach becomes more regular, widespread and routine practice. We will also review the skills and capacity for delivering change and improvement. With the investment we are making in our graduates and first time managers, and the strong take-up of leadership and management apprenticeships, our organisational change resource will grow.

Scenario planning around future workforce levels and skills requirements remains a top consideration in light of shifts in demand, external factors such as Brexit, ongoing budget pressures and changes in the way we work. Our comprehensive staffing information and data will provide a good basis but additional work will be carried out during 2019/20 to better understand the medium- to longer-term requirements to enable the right balance between succession/capacity planning and workforce redesign. This will incorporate the impact of digital transformation which is shaping all workplaces and sectors, with the automation of basic tasks

KPIs

How we will measure progress and achievements

- Workforce more representative of our communities
- Number / percentage of apprentices employed by the council
- Score out of ten given by staff for working for Leeds City Council [part of staff survey]
- Average staff sickness levels
- Reduction in workplace accident and incident reports
- Increase in collaboration between the council and Health & Care providers across the city around Mental Health First Aid
- Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing
- Percentage of staff appraisals and mid-year reviews completed
- Gender pay gap across council staff
- Level of projected over/underspend for this financial year
- Collection rates: council tax, business rates and council housing rental
- Percentage of orders placed with local suppliers and with small and medium-sized enterprises
- Prompt payment of invoices against target
- Percentage of ICT service desk calls fixed at the first point of contact
- Level of customer complaints
- Proportion of customers using self-service when getting in touch with the council
- Percentage of information requests received responded to within statutory timescales (Freedom of Information, Subject Access Requests and Environmental Information Regulations)



sitting alongside different ways of delivering products and services. New job and skill mixes will continue to be explored which could impact on job numbers and role design and so a range of responses will be used to help manage these changes:

- natural turnover
- the council's Early Leavers Initiative
- redesigning more administrative roles
- reskilling and flexibly deploying staff

The use of apprenticeships to develop new skills and talent is an increasingly important part of our workforce strategy.

We will introduce a more efficient, streamlined and inclusive recruitment process, including a new e-recruitment system and fresh options around high volume recruitment areas. We will also develop an Employer Brand for the council to aid attraction and retention.



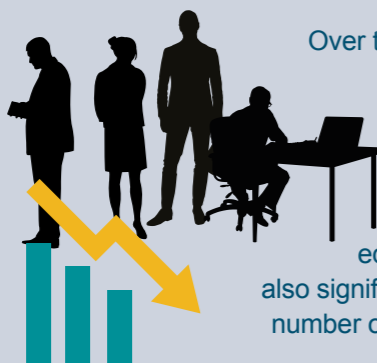
BEST COUNCIL

An Efficient, Enterprising & Healthy Organisation

Managing our finances

Between 2010/11 and 2019/20 our core 'settlement funding' from government was reduced by around £266m, nearly 60%.

At the same time, we have seen increasing costs and demand for services, particularly due to a growing and ageing population. We have so far met these challenges by stimulating economic growth, finding ways to increase our traded and commercial income, growing council tax from new properties and a significant programme of organisational efficiencies.



Over the last 8 years, we have reduced staff numbers by over **3,200 FULL TIME** equivalent posts and also significantly reduced the number of buildings we use.

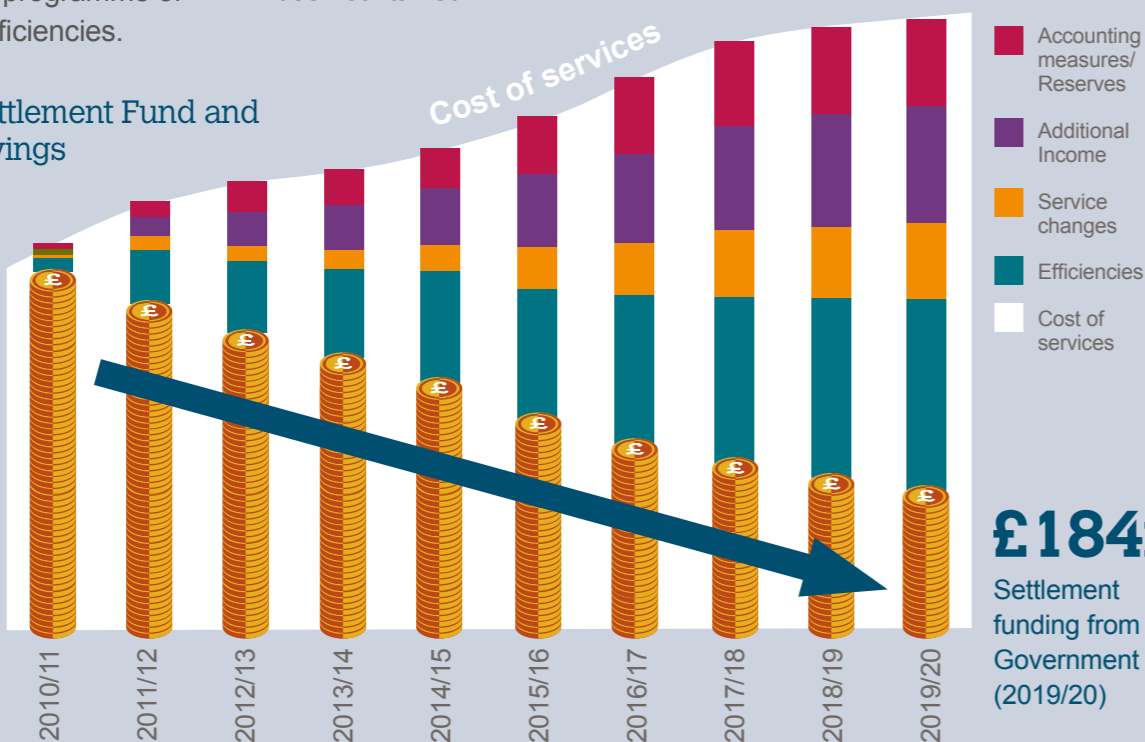
The chart shows the decrease in settlement funding and savings that we have made to balance the budget year on year.

Through targeting resources into preventative services, we have ensured that the implications of demand and demographic pressures that have resulted in significant cost pressures in other local authorities have so far been contained.

Decrease in Settlement Fund and Cumulative Savings in Budget

£450m

Settlement funding from Government (2010/11)



£184m

Settlement funding from Government (2019/20)



For example, in 2017/18 we spent **£700k** on **61 HOUSEHOLDS** registered in temporary accommodation compared to Birmingham's £23m (15,481 households) and Manchester's £21m (3,948 households).

Similarly, thanks to a concerted effort to improve outcomes for all children and families, since 2010 the rate per 10,000 of children looked after has decreased in Leeds by **18.3%** whilst the national average has gone up by 12.7%.



This culminated in an overall **'OUTSTANDING'** OfSTED inspection rating in December 2018 for children's services social care.



However, the financial outlook for 2019/20 and beyond remains challenging:

Our government settlement funding for this year has **REDUCED AGAIN BY AROUND £15m** and, with continued cost pressures, the council anticipates needing to deliver more than **£24m** of savings by March 2020.

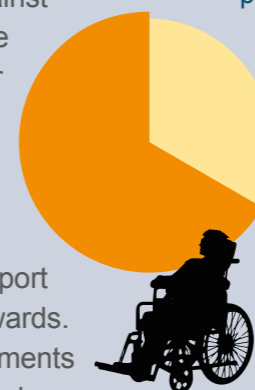
Our medium-term financial strategy approved in July 2018 estimated a funding gap between 2019/20 and 2021/22 of £97m with 53% (£52m) of this projected to hit in 2020/21 and 32% (£31m) in 2021/22. The Strategy indicates the range and scale of challenge and a direction of travel rather than a precise forecast of resources and will be updated again in summer 2019 but there remain a number of risks and uncertainties, particularly within the national and economic environment, not least against the backdrop of Brexit. The results of government's Fair Funding Review of local government finances are anticipated this autumn, informing the level of resources available to support budgets from 2020/21 onwards. Whilst transitional arrangements are anticipated to be put in place,

the Review could result in significant changes to the funding baselines of local authorities compared to the current methodology. During 2019 the government will also carry out a spending review across all departments and the long-awaited Green Paper setting out proposals to make the social care and support system more sustainable is, at the time of writing, due to be released for public consultation. The issuing of a Section 114 notice by Northamptonshire Council in February 2018 imposing emergency spending controls and the subsequently commissioned Best Value inspection, has increased the focus on local authorities' financial resilience.

In the context of these uncertainties and financial challenges, the council will need to continue to make difficult decisions around the level and quality of services to ensure we keep delivering our ambitions and priorities for the city and the organisation set out in the Best Council Plan.

In line with our vision to tackle poverty and inequalities, we will continue to target our resources towards the

MOST VULNERABLE in our society with nearly **TWO THIRDS** of our 2019/20 budget funding adult social care and children's services.



We will also continue our locality working model with a specific focus on a small number of 'priority neighbourhoods' (those defined as being in the most deprived 1% of neighbourhoods nationally), engaging with communities and with partner organisations to better understand and tackle issues relating to poverty and inequality in more co-ordinated, joined-up ways. Linking in with our Community Committees, Neighbourhood Improvement Board and a strategic delivery team, core teams consisting of residents, elected members, local partners and service managers are helping to develop and deliver very localised action plans that increasingly offer opportunities for innovative ways of working and support different models of service delivery. At an organisational level, we will continue to review services to identify opportunities for greater efficiencies (both financial and staff time), making better use of available financial and performance benchmarking information. This will result in a prioritised number of cross-cutting, major programmes and projects. These include the next phase of an ongoing 'Changing the Workplace' review of our buildings, disposing of those that are no longer fit for purpose and reducing vacant capacity, and exploiting a range of digital solutions.



BEST COUNCIL

An Efficient, Enterprising & Healthy Organisation

Delivering digital solutions

In July 2018, Leeds City Council, alongside other local authorities, sector bodies, the Government Digital Service (GDS) and the UK Ministry for Housing, Communities and Local Government (MHCLG), was a co-publisher and signatory to The Local Digital Declaration. This document affirms a collective ambition to maximise the use of digital tools and technology to further improve and transform local public services, based around 5 principles:

These principles articulate the approach we are taking in Leeds: that in order to deliver improved public services, 'digital' is an essential tool but it cannot be considered in isolation.

2. To use **OPEN DATA** standards and incorporate modular IT solutions that are more **FLEXIBLE, BETTER VALUE FOR MONEY** and can be **JOINED UP** more effectively.

1. To redesign services around **THE NEEDS OF PEOPLE USING THEM** prioritising those needs above any organisational, technological or professional silos.

3. To design **SECURE WAYS** of usefully sharing information to **BUILD TRUST** with partners and citizens, **BETTER SUPPORT** the most vulnerable and more effectively **TARGET RESOURCES**.

5. To embed an **OPEN CULTURE** that supports, values and expects digital ways of working across all members of staff and that facilitates **CROSS-ORGANISATIONAL COLLABORATION**.

4. To demonstrate **DIGITAL LEADERSHIP**, helping create the environment for organisational transformation and also challenging the people and organisations we work with to **EMBRACE THE DECLARATION** too.

We are working particularly in collaboration with NHS colleagues to develop a shared, connected digital infrastructure for the city to enable professionals to work together more seamlessly and people to manage their own health and care needs.

For example, through widening the rollout of a single health and care record that can be continually updated by both professionals and individuals. Not only does this create more opportunities for joined-up care, but also modern technologies such as artificial intelligence can be used to analyse the data and provide

It must be integrated within the council's overarching approach to improving services and delivering efficiencies, through organisational development and cultural change and also close partnership working.

new insights to inform decisions around prevention, treatment and future research. The council has access to an Innovation Lab which has successfully aided the delivery of a number of new digital products and services, such as the bin app and council housing matching facility (the 'Social Housing Picker'), through bringing together users and experts to co-create solutions. We will further promote this work in 2019/20 and beyond, exploiting opportunities for grant funded bids:

for example, in January 2019 the council was **SUCCESSFUL** in its bid to the new GovTech Catalyst Fund.



The Leeds bid relates to collecting damp monitoring data in social housing, helping us proactively maintain our property portfolio and ensure homes, particularly for more vulnerable members of society, remain healthy environments.

We will focus on a number of priority service areas to challenge how services are provided and their underlying processes and systems. Incorporating user-centred design to ensure the 'customer experience' is the starting point, we will identify opportunities to streamline and redesign processes, using digital solutions where appropriate. One example of a cross-council review is 'Mail and Print' which has an important digital element



– such as **DIGITISING** incoming mail, replacing outgoing mail with digital alternatives and replacing IT software and hardware in the medium- to long-term

– as part of a wider consideration of the whole function. The council is also undertaking a significant programme to upgrade, replace and possibly consolidate a number of applications through rethinking what we do and how we can improve the service, rather than merely replacing legacy IT systems. A 'Core Systems Review' is underway, assessing options across several cross-cutting functions. Digital also has a key role to play in our focus on improving staff health and wellbeing: better automation will create time-saving opportunities and digital assistive technology can both prevent and support musculo-skeletal injuries.

To support our staff on the digital journey, we will establish a digital coaching initiative to help managers understand more about how technology could help them deliver their services in more innovative and cost effective ways, and develop a 'Directory of Digital Innovation', enabling decision-makers to easily access information about technology advances that could aid service modernisation. Over time, we want all our staff to understand the opportunities that digital can provide in service delivery, with it being as much a part

of decision-making as, for example, finance, staffing, consultation or equality considerations. We will also continue to promote tools such as the 'Learn My Way' platform to help staff develop their digital skills, part of our broader 100% digital literacy ambition for the whole city. There will be opportunities to learn and share with others too: for example, the Government Digital Service (GDS) is developing learning offers on digital leadership skills and service/user-led design, and the Greater London Authority is piloting a digital leadership programme which, when completed, will make all content freely available to other public sector bodies.

Underpinning the digital agenda is our ongoing work to improve the quality and availability of information provided to customers, staff and elected members.

We remain committed to 'open data' where possible in compliance with the General Data Protection Regulations and privacy standards: ensuring that confidential information remains secure whilst enabling better analysis to prioritise interventions and resources to where they are most needed.



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