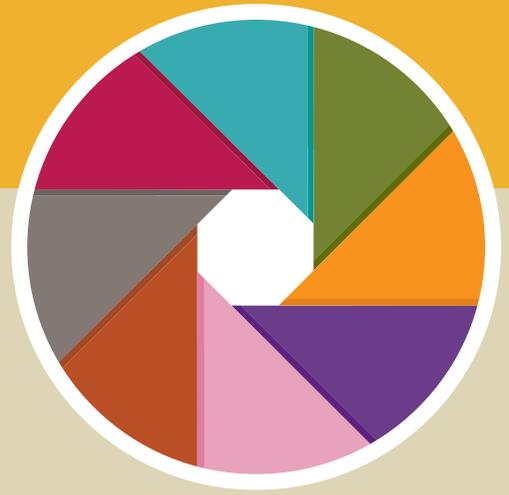




**Leeds**  
CITY COUNCIL



# **BEST COUNCIL PLAN 2020 – 2025**

## Tackling poverty and reducing inequalities

with the city's Inclusive Growth Strategy, Health & Wellbeing Strategy  
and Climate Emergency declaration as key drivers



# FOREWORD

## BEST COUNCIL PLAN 2020 – 2025

### Tackling poverty and reducing inequalities

Our ambition is for Leeds to be the best city in the UK: compassionate and caring with a strong economy; which tackles poverty and reduces inequalities; working towards being a net zero carbon city by 2030.

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 as the best council in the country.

But most of all, in light of the impacts of the coronavirus pandemic, we want Leeds to be a safe city:



**Safe travel**  
ensuring the safe use of highways and public transport and encouraging active travel where possible.



**Safe public spaces**  
in communities, district centres and the city centre.



**Safe delivery of services**  
including health and social care, and other public services.



**Safe education**  
as more children and young people return to schools, colleges and nurseries.



**Safe working,**  
with physical distancing in workplaces and coordination between large employers in the city to avoid peaks of movement.

Our ambition will not be easy to achieve. It has always been challenging, but now more so than ever before. Yet Leeds is a unique city. When we harness the determination and compassion of its people and communities, great things can be achieved, even in the most difficult circumstances.

### About Leeds City Council

The council has a central role in the life of the city. We provide a wide range of vital public services, work with partners across all sectors to strengthen our economy and communities, and have an increasingly important responsibility to represent the city nationally and on the world stage – attracting business and investment and promoting what Leeds has to offer. The breadth of what we do, and our democratic accountability, puts us in a unique position to be able to bring people and organisations together locally and city-wide to respond in times of crisis, as well as to maintain our usual efforts to help improve lives.

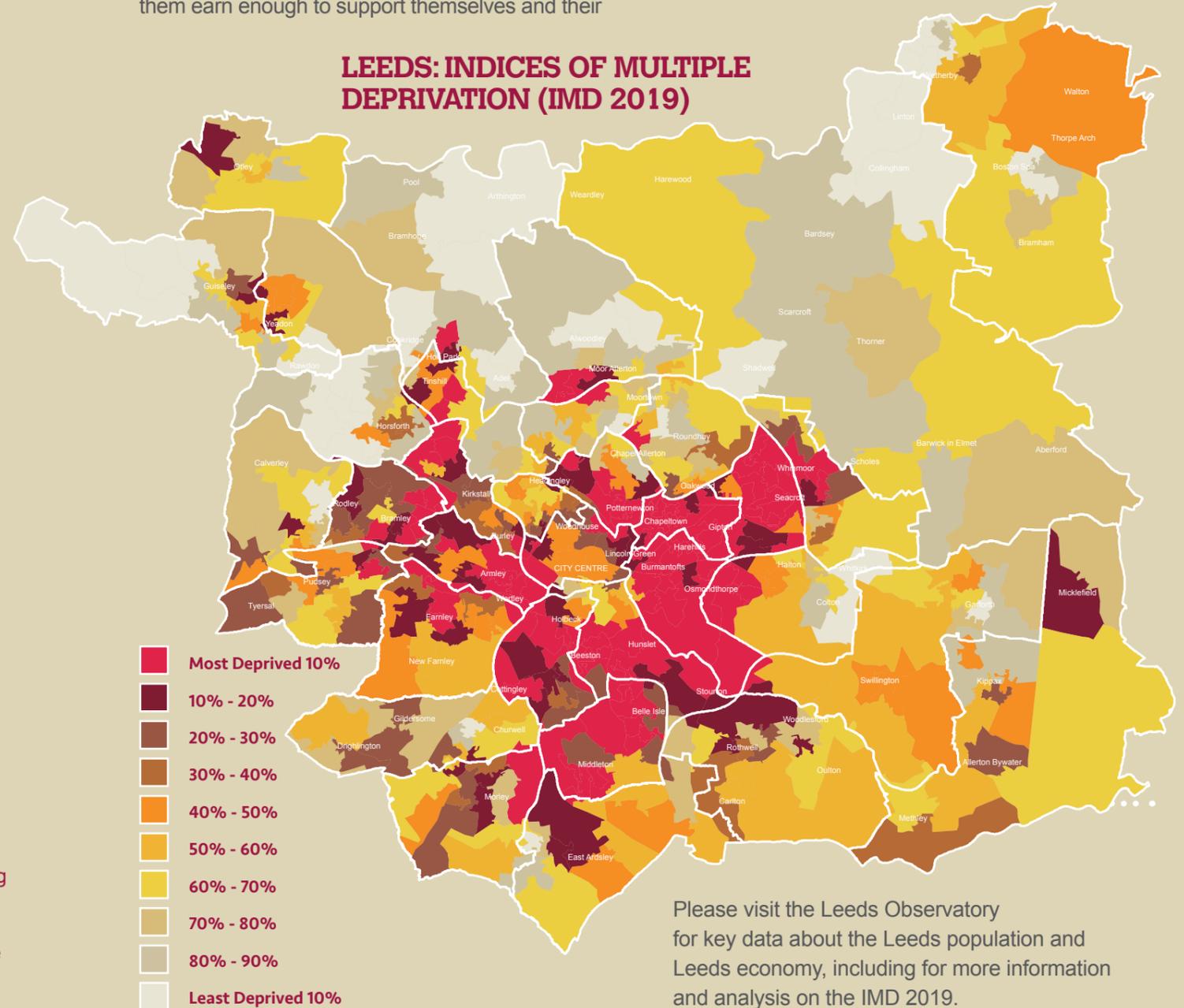
Our council workforce is around 15,000 strong (in headcount; 13,000 full-time equivalents) and embedded into every part of the city.

Council staff and our 99 elected members work each day to make the city a great place to live and work.

We keep children safe; support older and vulnerable people; lead emergency responses and build resilience; prevent and tackle homelessness; help people live in good quality, affordable housing; work with the police to prevent and tackle crime and anti-social behaviour; encourage our residents to live healthier, more active lifestyles; provide sport and leisure facilities and green spaces; support people into jobs, training and apprenticeships and help them earn enough to support themselves and their

families; clean streets and deal with the city's waste; make roads safe and reduce congestion; improve air quality; secure investment in the city and promote cultural and community events all across Leeds. All of this, and more, is ultimately about how we can improve the lives of Leeds residents. Over recent years we have done this while working with reduced budgets, delivering better value for money each year for the Leeds public.

This Best Council Plan provides a framework through which council staff and the people and businesses of Leeds can better understand the role of our organisation, and the difference we make particularly to those who need it most.



## About Leeds

Leeds is a growing city with a population estimated at 793,000 (ONS Mid-Year Estimates 2019), an increase of around 42,000 since the last Census in 2011. The shift in the make-up of our population at local levels is striking with rapid changes particularly in some of our inner-city communities, many of which are the fastest growing and have the youngest age profile.

Leeds continues to be the main driver of economic growth for the city-region, and has key strengths in financial and business services, advanced manufacturing, health and creative and digital industries, with a strong knowledge-rich employment base. These strengths, linked to the city's universities and teaching hospitals, are major innovation assets for Leeds. Leeds also performs well in terms of business start-ups, with strong growth in digital and medical technologies, telecoms and creative industries.

Almost 470,000 people work in the city (ONS Business Register and Employment Survey 2018) with three quarters in the private sector, putting Leeds in the top five nationally for private sector employment. Over recent years Leeds has experienced record levels of development and continues to be popular with Foreign Direct Investment. Strong private sector growth since 2010 has maintained the city's employment rate above average for the region, putting us in a strong position to manage the effects of an economic downturn as a result of COVID-19.

.....

**While Leeds continues to enjoy economic success, we recognise that not everyone is benefitting from the opportunities this presents.**

.....

More than 70,000 adults are facing in-work poverty. The latest Indices of Multiple Deprivation (IMD 2019) tell us that around 186,000 people in the city live in areas that are ranked in the most deprived 10% nationally, many of whom are aged under 15 or over 65. This is an increase of more than 20,000 people since the previous indices in 2015.

This level of disadvantage and inequality has seen the worsening of some social challenges too, with crime in Leeds rising by more than 10% between 2017/18 and 2018/19, and a 21% rise in the number of people accessing foodbanks, which supported almost 34,000 people in Leeds in 2018/19. For some, COVID-19 has compounded these inequalities. We will work with partners and communities across the city to help minimise the impacts.

The council has recognised the sharp challenges that too many citizens in Leeds face as they try to overcome poverty, especially in many of the lower income communities which encircle the wealth of the city centre. Breakdowns in the city's transport network and a lack of effective connectivity between communities are barriers to economic inclusion which we must reduce. This includes working beyond the city's boundaries with neighbouring authorities to find a solution for the whole region. The transfer of greater powers and funding from central government to West Yorkshire will help to achieve this, and we are actively participating in regional work to implement the devolution deal. We also actively engage with the national core cities network.

The whole city, along with the rest of the world, is confronted with the generational challenge of climate change which has the potential to drastically affect our quality of life. Leeds declared a climate emergency in March 2019 and the council has already taken decisive action in response: acquiring the largest local government electric vehicle fleet in the UK; committing to purchasing 100% of our electricity from renewable

sources; improving energy efficiency in council housing; establishing an extensive tree planting scheme; ceasing plans to invest in a link road to the airport; and pushing for an ambitious national aviation strategy that integrates aviation into the national carbon roadmap. As we establish a 'new normal' after the COVID-19 pandemic, we must ensure tackling climate change remains a top priority in shaping the life of the city.

As a Child-Friendly City, Leeds continues to invest in the future of our young people which has led to improvements in health and educational outcomes. However, we are acutely aware of the potentially significant immediate and longer-term impacts of coronavirus on the health, wellbeing and learning of our children and young people and so now, more than ever, there is much more to do to ensure everyone is equipped with the education and skills they need to succeed in life. The council is working with families, schools and others to secure a brighter future for every child in Leeds.

While the UK is embarking upon a new relationship with European neighbours, Leeds remains an open, welcoming, outward-looking city ready to build new partnerships with places around the world in order to improve the lives of people and communities closer to home.

The Best City and Best Council 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 all play a vital role in delivering the Best Council Plan.

We thank you all.

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



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



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# INTRODUCTION

## Our Strengths

Leeds is a thriving, diverse and dynamic city with five unique strengths:

- **Leeds is the epicentre of the UK** and the heart of the northern and national economies with strong international links. Leeds is the only Northern city from which all the other major Northern cities can easily be reached; an economic powerhouse predicted to grow by 50% over the next 20 years, outperforming the national economy.
- **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. The city's dynamic start-up culture and vibrant, youthful environment give Leeds that crucial competitive edge. Nearly a quarter of the city is aged between 18 and 29 years. Our working age population is increasing at a higher rate than both the EU as a whole and key cities such as Berlin, Madrid and Milan. Our citywide talent and skills plan brings together employers and educators to collectively identify and provide new skills for the economy.
- **Leeds is a diverse city**, a place that closely represents the population of the UK as a whole – economically and socio-demographically. We put people first, and have a proud record of working together to deliver for everyone: Leeds

is a compassionate city, with a tradition of social enterprise and with a social model that harnesses the energy of our communities and a strong charity sector. Leeds understands that tackling poverty and inequality drives economic and social growth.

- **People enjoy the best of both worlds in Leeds** with all the advantages of a compact, cultural, green city and Yorkshire on its doorstep. Leeds has all the advantages of a big city too, with 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 one of the largest city parks in Europe. The costs of living and of doing business in Leeds are competitive, with housing, offices and workspaces in development to meet growing demand.
- **Leeds is distinctively ambitious, powered by innovators, entrepreneurs and social priorities.** Leeds is built on a rich tradition of social innovation and continues to support and celebrate start-up companies who, like us, are working to solve society's biggest, most urgent and challenging problems. Our pioneering work on healthcare and technology is helping more people worldwide live healthier, more productive, active and creative lives. We are FinTech and HealthTech leaders with the only integrated open health data system in Britain; home to world-leading research and development through our five universities.

## Our Best City Ambition

The Best Council Plan 2020 to 2025 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 the people who need it most.

Building on the key council and partnership strategies in place and in development, this Best Council Plan sets out a number of interconnected priority areas of work. These flow in particular from our two long-standing main strategies – Inclusive Growth and Health and Wellbeing – as well as a third, new for 2020, strategic key pillar for the organisation, Climate Emergency. This addition recognises the scale of the challenge facing the city – and indeed the world – to make the changes needed to combat climate change effectively. Consideration of the impact of our actions on the planet will need to thread through every aspect of daily life in the future, and that approach to sustainability is reflected throughout this Best Council Plan.

Taken together, a focus on 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**
- **Housing**
- **Safe, Strong Communities**
- **Culture**

Our emphasis on these priorities is crucial in establishing a 'new normal' for life in Leeds after the COVID-19 pandemic. Our longstanding commitment to them is now more important than ever as we continue to focus our support on those in most need, while enabling everyone to reach their full potential.

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

## About Leeds

**28,385**

number of businesses  
(ONS IDBR 2018)

**114**

neighbourhoods ranked in most deprived 10% nationally, 24% of Leeds neighbourhoods (IMD 2019)

**354,950**

number of households  
(VOA 2019)

**34,000**

people supported by foodbanks  
(2018/19)

**793,000**

population of Leeds  
(ONS MYE 2019)

- **153,600** (19%) children and young people 0-15 years
- **123,500** (16%) older people 65+ years
- **516,100** (65%) working age 16-64 years

**18,900**

21% increase in 0-10 year olds 2008 to 2018  
(ONS MYE 2018)

**74.6%**

of the working age population in employment  
(ONS APS Dec 2019)

**3,133kt**

total estimated carbon dioxide emissions  
(2017 figures, published Jun 2019 BEIS):

- **36%** domestic
- **34%** industrial and commercial
- **30%** transport

**18.9%**

of the population from a BME background  
(Census 2011)

**£28,849**

average annual wage of a Leeds resident  
(ONS ASHE 2019)

## Our Best Council Ambition

The Best Council Plan 2020 to 2025 also maintains our long-established 'Best Council' strategic focus on being an efficient, enterprising and healthy organisation, all of which are particularly relevant in the context of COVID-19. This reflects our wider positive outlook for the role of local government in working with our communities to shape and strengthen the prospects of the city and its residents. Underpinning everything we do and how we work to achieve our ambitions are our Values:

- Being open, honest and trusted
- Treating people fairly
- Spending money wisely
- Working as a team for Leeds
- Working with all communities

Despite growing demand and an unprecedented period of budget reductions for local government, the council has continued to deliver high quality, improved public services and value for money for the Leeds public. We use our resources, influence and convening capacity to drive inclusive economic growth and promote health and wellbeing, tackling deprivation and other deep-rooted challenges to improve the quality of life for our residents.

We have re-designed many of our services to focus on needs-led, asset-based early intervention and prevention, and have given citizens more control over decisions that directly affect them.

This way of working has seen the council consistently receive national recognition for outcomes in adults' and children's social work in particular. Our locality working and partnership approach continues to develop in communities, especially the priority neighbourhoods (small areas ranked as some of the most disadvantaged in the country where the council is targeting resources). By adopting the Climate Emergency as the third pillar – alongside Inclusive Growth and Health and Wellbeing – of our Best City ambition, we seek to further embed sustainability into all aspects of the authority's decision-making.

However, if we are to maintain momentum and protect vital services, we must renew our efforts towards the Best Council ambition. For the 2020 to 2025 planning period, we are establishing a Best Council framework that draws on our core strengths:

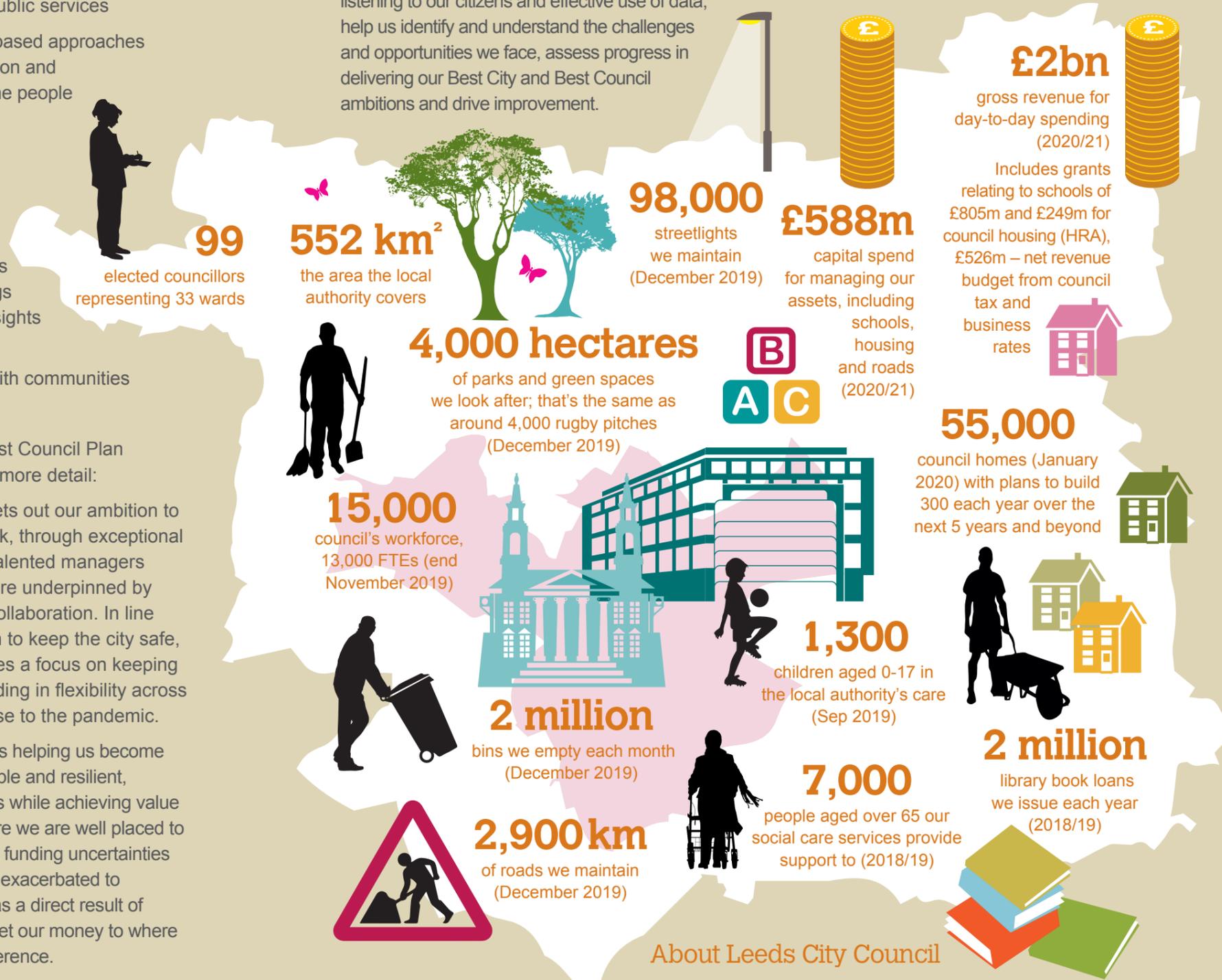
- Strong leadership of place: enabling, convening, facilitating and stimulating
- Effective partnership working and commissioning to make the most of the collective 'Leeds pound' and improve outcomes
- Maintaining a clear focus on delivering high quality public services
- Using needs-led, asset-based approaches based on early intervention and prevention, supporting the people and places most in need
- Making the best use of our resources:
  - Our people
  - Our money
  - Our digital capabilities
  - Our land and buildings
  - Our evidence and insights
  - Our communications
- Ongoing engagement with communities and individuals

A set of annexes to this Best Council Plan explain these resources in more detail:

- Our **People Strategy** sets out our ambition to be the best place to work, through exceptional employee experience, talented managers and leaders, and a culture underpinned by fairness, diversity and collaboration. In line with our overall ambition to keep the city safe, the Strategy also includes a focus on keeping our staff safe whilst building in flexibility across the workforce in response to the pandemic.
- Our **Financial Strategy** is helping us become more financially sustainable and resilient, safeguarding public funds while achieving value for money. This will ensure we are well placed to respond to the significant funding uncertainties and pressures we face – exacerbated to an unprecedented level as a direct result of coronavirus – and to target our money to where it can make the most difference.

- Our **digital capabilities** play a central role in maximising the use of tools and technology to improve and transform the way the council works, provides services and engages with citizens.
- Our **Estate Management Strategy** explains our vision and approach to managing the council's land and buildings across the city, helping us deliver a modern, efficient, sustainable estate and workplaces that remain fit for purpose as the world adapts to new ways – and places – of working.
- Our **evidence and insights**, drawn from listening to our citizens and effective use of data, help us identify and understand the challenges and opportunities we face, assess progress in delivering our Best City and Best Council ambitions and drive improvement.
- Our **communications** enable us to clearly explain the challenges and opportunities to our citizens, partners and other key stakeholders, and to engage them in being a part of the solutions, further strengthening these vital relationships and collaborative working.

As we start to understand the longer-term implications of COVID-19 on the city and the council, the Best Council framework will provide the basis for the decisions we make in the coming months and years on the services we provide and how best to allocate our resources.



## Tackling poverty and reducing inequalities

with the city's Inclusive Growth Strategy, Health & Wellbeing Strategy and Climate Emergency declaration as key drivers and locality working as a core principle



### Leeds Best Council Ambition

#### An Efficient, Enterprising and Healthy Organisation

- Strong place leadership
- Effective partnership working and commissioning
- Clear focus on delivering high quality, locally integrated public services
- Asset-based approaches, supporting the people and places most in need
- Ongoing engagement with communities and individuals
- Making the best use of our resources:
  - Our people
  - Our money
  - Our digital capabilities
  - Our land and buildings
  - Our evidence and insights
  - Our communications



### Leeds Best City Ambition

#### A Strong Economy and a Compassionate City

### 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 easily around a well-planned, sustainable city that's working towards being carbon neutral
- Live with dignity and stay independent for as long as possible



### Health & Wellbeing

- Ensuring support for the health and social care sector to respond to and recover from COVID-19
- 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
  - Working as a system to ensure people get the right care, from the right people in the right place

### 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 opportunities

### BEST CITY PRIORITIES

What we and our partners are focusing on to improve outcomes

### 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 the city's economic recovery from COVID-19 and building longer-term economic resilience
- 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

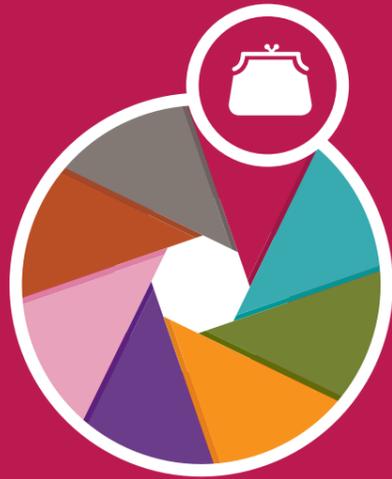
- Keeping people safe from harm, protecting the most vulnerable
- Helping people out of financial hardship
- Tackling crime and anti-social behaviour
- Being responsive to local needs, building thriving, resilient communities
- Promoting community respect and resilience

### 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

### OUR VALUES

Underpinning everything we do and how we work



## INCLUSIVE GROWTH

- Supporting the city's economic recovery from COVID-19 and building longer-term economic resilience
- 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

Our ambition is for a strong economy within a compassionate city. We will deliver this through inclusive growth which seeks to ensure that the benefits of prosperity reach all our communities and citizens. This means tackling inequalities across the city, raising skills levels, creating more high quality jobs, improving health and wellbeing, focusing on our communities, embracing the digital revolution, supporting innovators and entrepreneurs and harnessing the economic benefits of all sectors. Looking at the economic aspect of our climate change ambitions, it is estimated that Leeds could save £277m a year if it exploited cost-effective opportunities for energy efficiency and low carbon development.



### 743,192 sq.ft.

city centre office take-up in 2019; 12% higher than 2018; 280,524 sq.ft. out of town take-up, down 30% on 2018  
(Source: LOAF Jan '20)

The Leeds economy is performing well with key strengths in financial and business services, advanced manufacturing, health, and creative and digital industries.



## MAJOR REGENERATION

and infrastructure projects include HS2 and South Bank

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



### 74.6%

## EMPLOYMENT RATE

higher than regional, slightly below national  
(Source: ONS APS, Dec '19)



### 4.3% (17,900 people)

## UNEMPLOYMENT RATE

below regional, above national; 22.1% (114,100 people) economically inactive – slightly below regional, slightly above national  
(Source: ONS APS, Dec '19)

Leeds has a strong knowledge-rich employment base linked to the city's universities and teaching hospitals which are major innovation assets. Leeds also performs well in terms of business start-ups, is experiencing record levels of development and continues to attract Foreign Direct Investment. Strong private sector growth since 2010 (prior to the pandemic) has maintained the city's employment rate at above average for the region. All of this provides Leeds with a strong foundation as we look to recovery and, along with ongoing grants, rate relief and other support for business, gives the city's economy and labour market the best chance of effectively managing an economic slowdown in the short-term to protect jobs and livelihoods.



EXAM

### 6.7%

of 16-64 yr olds in Leeds have no qualifications, below regional and national  
(Source: ONS APS, Jan to Dec '19)



### 30,000

Leeds residents in full-time work earned below the 2019 REAL LIVING WAGE

of £9/hr (Estimate based on ONS ASHE, Nov '19)



However, improving longer term economic resilience must be a priority.

Leeds has sizeable sectors of the economy which have been hardest hit by the COVID-19 pandemic, such as retail and hospitality, and this has had a detrimental impact on the businesses concerned and the people they employ. We will need to use our full range of services, in particular economic development and employment and skills, to support those affected in the coming months.

Beyond the impacts of the pandemic, more stubborn and longstanding issues remain throughout the economy: people living in our disadvantaged areas continue to have poorer health outcomes, education attainment remains a challenge, and the hollowing out of the labour market drives down productivity.

This year will see even more change to the city as we leave the European Union. The overall impact of Brexit very much depends on the government's future economic policy but we are working closely with partners across the region to plan responsibly to mitigate impacts and harness any opportunities.

Our Leeds Inclusive Growth Strategy focuses around three themes to address inequalities and deliver growth: People, Place and Productivity

Investing in **people** means investing in their health and wellbeing, improving education and skills, putting children at the heart of the growth strategy, and employers at the centre of the skills system. It means tackling low pay and securing better social and economic outcomes from the role and impact of the city's 'Anchor Institutions' (the organisations with the biggest stake and the most influence and impact in Leeds).

A focus on **place** will mean developing and regenerating places, supporting neighbourhoods, communities and centres to respond to economic change, growing the city centre as an economic powerhouse for Leeds and the north, and growing major economic hubs around the city. An increase in new homes, improvements to existing housing and investment in modern infrastructure will support the city's growth.

Improving **productivity** is also necessary. By backing innovators and entrepreneurs we can build on our strong start-up and scale-up performance. Embracing technological change will create opportunities for Leeds, but we must continue to promote and invest in digital inclusion and skills. Promoting a modern, dynamic, diverse and outward-looking image of Leeds – including maximising the economic benefits of culture – can drive greater inward investment, exports and tourism.



## KPIs

How we will measure progress and achievements

- Employment in Leeds
- Unemployment in Leeds
- GVA (Gross Value Added) per filled workforce job (current prices)
- Number of new business start-ups and scale-ups
- Business survival rate (after 5 years)
- 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
- Percentage 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

As part of our Inclusive Growth Strategy, many businesses across all sectors have pledged to offer support for our city, setting out what they will do more of or do differently to promote inclusive growth. Added to this we now have 12 Inclusive Growth Ambassadors in post to help us deliver our strategy and a wider delivery partnership working with communities, business and stakeholders.



# HEALTH AND WELLBEING

- Ensuring support for the health and social care sector to respond to and recover from COVID-19
- 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
- Working as a system to ensure people get the right care, from the right people in the right place

There remains enduring inequality in the city. Some of us experience worse physical and/or mental health and wellbeing because of where we live, how much we earn, the air we breathe or the pressures we face every day. As we have been acutely experiencing throughout 2020 so far, the cost is too great to our people, our economy and our city. With so many factors contributing to health and wellbeing, our challenge is to develop a broad approach reflecting the importance of housing, employment, community and the environment whilst being specific about the areas we need to focus on to make the biggest difference.



**67.3%** of adults (428,300 people) are **PHYSICALLY ACTIVE** (150+ minutes a week) and the number of inactive adults (<30 mins a week) continues to fall.

(Source: Active Lives Survey 12 months to May 2019, published Oct '19)



**SMOKING LEVELS** at **18.2%** among adults in 2018, above the national average of 14.7%

(Source: ONS APS 2018, published Jul '19)

Local GP data puts the figure higher at 18.7% (Oct '19)

**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. 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.**



**SUICIDE RATE** in Leeds at **10.9** per 100,000 people, above the England average of 9.6

(Source: DoH ASCOF 3a 2018/19, published Oct '19)



After an increase in 2014-16, **INFANT MORTALITY** rates fell 2016-18 **4.0 PER 1,000**

live births for 2016-18, slightly higher than the England average (3.9), same as regional

(Source: PHE Fingertips 2016-18 data)

**LIFE EXPECTANCY** at birth in Leeds at

**78.2** years for men, **82.1** years for women, below England averages

(Source: PHE Fingertips 2015-17 data)



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.



The average **QUALITY OF LIFE** rating for people receiving adult social care services remains **HIGHER THAN THE NATIONAL AVERAGE**

ranking Leeds 16th in the country (19.6 in Leeds out of a maximum of 24; 19.1 in England)

(Source: DoH ASCOF 1a 2018/19, published Oct '19)

**85.5%** of CQC-registered care services in Leeds rated as **'GOOD'** or **'outstanding'**

(Snapshot Dec '19)



**51.6%** of people in receipt of adult social care services said they have as much social contact as they would like, higher than England average (45.9%) but reducing social isolation remains a focus

(Source: DoH ASCOF 1I(2) 2018/19, published Oct '19)

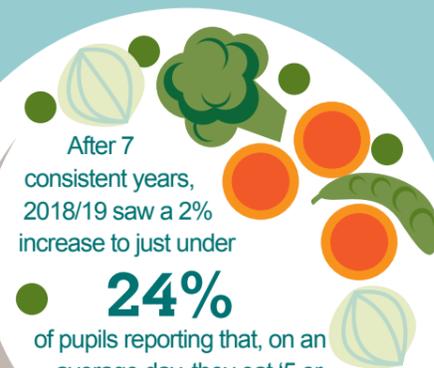
**63.3%** of people receiving adult social care services **SATISFIED OVERALL** with their care and support, slightly below national average of 64.3% but up from the previous year's 62.94%

(Source: DoH ASCOF 3a 2018/19, published Oct '19)



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

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



After 7 consistent years, 2018/19 saw a 2% increase to just under

**24%** of pupils reporting that, on an average day, they eat '5 or more portions of fruit and vegetables'

(Source: Leeds My Health, My School Survey 2018/19)



## 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 closely aligning the Health and Wellbeing Strategy with the Inclusive Growth Strategy and our Climate Change ambitions will be crucial to these efforts, reflecting the pivotal relationship between these three agendas for the city.

The Leeds Health and Care Plan is key in taking our work 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.

### 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 Integrated Care System 5 Year Plan
- Leeds Inclusive Growth Strategy
- Leeds Mental Health Strategy



# 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

Like other growing cities, Leeds faces a number of challenges, including adapting to climate change, linking people to services and employment, enabling people to better manage their wellbeing and increasing the number of people choosing active travel and public transport.

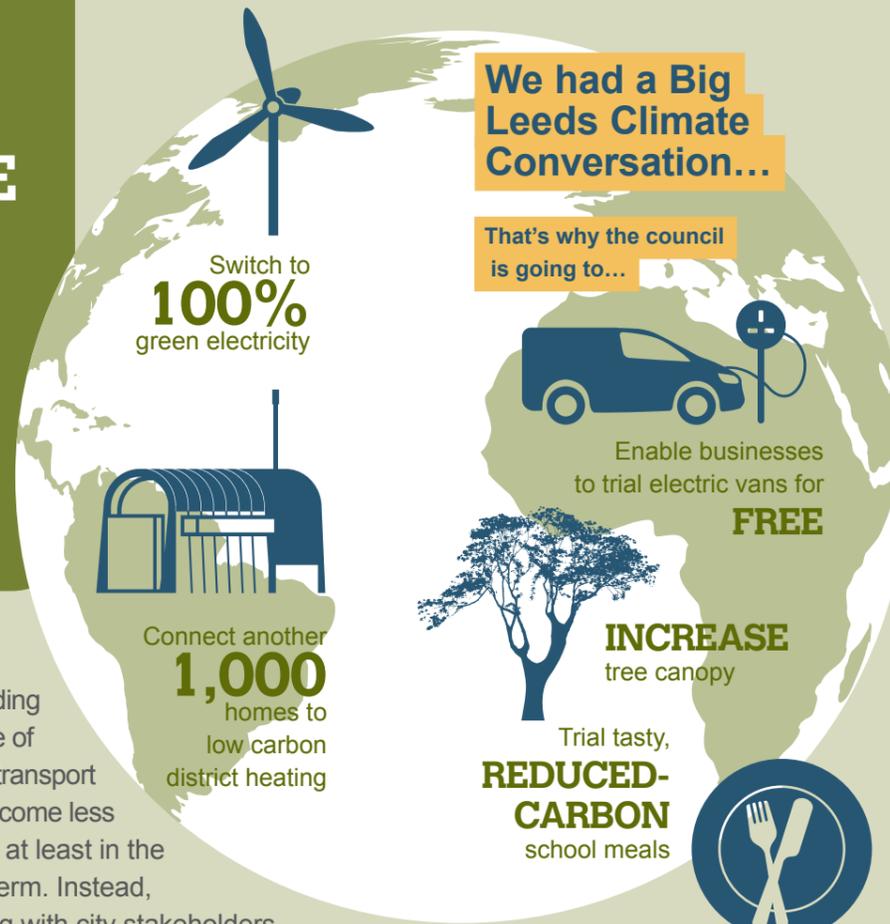
Sustainable and joined up infrastructure has a vital role to play in responding to these challenges. A resource-efficient and connected city will be a better, healthier place to live, more competitive and better placed to ride out future economic and climate shocks. The city's infrastructure is facing significant short- and medium-term challenges, however, as social distancing requirements have become a national priority.

In this context, sustainability has taken on a new emphasis as safety – for people and places – must be central to how our systems operate. The realities of this in practice will require creativity, innovation and effective partnerships to overcome, as previous business models come under pressure and we try to maintain open and accessible public spaces while needing to restrict person-to-person contact.

In tackling this, our approach needs to go beyond a narrow pursuit of growth, ensuring Leeds is liveable as well as prosperous. More intelligent use of public transport will be needed to help those who need it most to safely go about their daily lives. But we must recognise our earlier focus on

rapidly expanding the use of public transport has become less viable, at least in the short term. Instead, working with city stakeholders to examine how employment, education, and travel should take place will be needed to manage demand. And of course we must all be mindful of avoiding a surge in environmentally damaging activity which could have disastrous longer term effects.

Our sustainable infrastructure priority reflects the council's 2019 declaration of a climate emergency and our ambition to work towards being a net zero carbon city by 2030. We carried out a Big Leeds Climate Conversation to raise awareness and explore what people thought about some bold ideas to cut emissions. The 8,000+ responses received and Leeds Climate Change Commission's and Citizens' Jury's recommendations are informing the council's strategy: practical steps we can take now and further work required.



## We had a Big Leeds Climate Conversation...

That's why the council is going to...

Switch to **100%** green electricity

Enable businesses to trial electric vans for **FREE**

**INCREASE** tree canopy

Trial tasty, **REDUCED-CARBON** school meals

Connect another **1,000** homes to low carbon district heating

Our ongoing work to reduce the risk of flooding is protecting homes and businesses, increasing employment and making tourist attractions more accessible. Phase 1 of the Leeds Flood Alleviation Scheme has been completed and Phase 2 is in development.

We are working with the Environment Agency, partners and landowners on the River Aire to deliver natural measures to slow the flow of water upstream so the landscape can hold more water in times of flood. Along with more traditional engineering solutions, we are creating new woodland, managing land to reduce the flow of water during heavy rain and restoring river and flood plains.

We want Leeds to be a healthy city and reducing carbon emissions will help. 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. We are providing assistance and advice to help local organisations prepare and are taking forward measures to encourage future zero carbon transport.

The renewed commitment to HS2, the Northern Powerhouse agenda, the agreement of a West Yorkshire Devolution Deal and the West Yorkshire Transport Strategy are the context for a fresh strategic approach for the city's transport. The £270m Leeds Public Transport Investment Programme is marking a new era in public transport investment. The programme has informed proposals to the Transforming Cities Fund, which aims to improve productivity and spread prosperity through investment in public and sustainable transport. The council is also leading on 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.
- Reduced bus delays through signal technology innovation to enhance bus priority, provide better pedestrian facilities and improve stop facilities.
- New buses that meet Euro 6 air quality standards and offer a better passenger experience by 2020 and support the electrification of the bus fleet.



## 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
- 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

A joined up approach to digital technology, data, infrastructure, digital literacy and skills across the whole city is vital to our future success. This is managed through the Smart Leeds programme. An example of this is the accelerated delivery of full fibre across the city, helping to directly increase Leeds' economic output as well as providing the infrastructure for more sustainable new models of care and other public services. The Smart Leeds approach builds on assets such as the Open Data Institute, Data Mill North and Leeds Institute for Data Analytics (LIDA) to further establish Leeds as a leader in the application of data.

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

- Leeds Transport Strategy
- Leeds Highway Infrastructure Asset Management Strategy
- Leeds Local Flood Risk Management Strategy
- Leeds Health and Wellbeing Strategy
- Leeds Inclusive Growth Strategy
- West Yorkshire Low Emissions Strategy
- West Yorkshire Transport Strategy
- Transport for the North Strategic Transport Plan





## 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



**1,288**  
**CHILDREN**  
**LOOKED AFTER**

(2018/19) down from 1,450 (March 2011) an **11.2%** reduction compared to a rise of **19.3%** nationally.



**9.9%**

of 16 and 17 year olds  
(1,573 young people)

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

or whose activity is not known  
(**2.0%** NEET, **7.9%** not known),  
above regional and national.

(DfE average of Dec '18, Jan '19 and Feb '19)

The introduction of the 3As Strategy in 2019 (attendance, attainment and achievement) was driven by our ambition to support all children and young people to reach their full potential. The strategy aims to close the gaps between more and less advantaged children and young people through collaborating with internal and external partners. Children and young people will be supported to engage positively with education and will be offered opportunities that lead to positive, lifelong pathways. Through this, we will give all children and young people in Leeds, particularly those who are vulnerable and/or disadvantaged, an empowering start in life and enable them to thrive in a vibrant and compassionate city.

Our approach places the child at the heart of everything we do: we give children a voice, we give them influence, and we work with children, young people and their families to develop quality connections and relationships. This means that together, we can make Leeds a safer and better place in which to live, learn, and grow up.

The Leeds Children and Young People's Plan explains our child-friendly approach and sets out eleven priority areas of work:

1. Help children and parents to live in safe, supportive and loving families
2. Ensure that the most vulnerable are protected
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
6. Improve at a faster rate educational progress for children and young people vulnerable to poor learning outcomes
7. Improve social, emotional and mental health and wellbeing
8. Encourage physical activity and healthy eating
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
11. Improve access to affordable, safe, and reliable connected transport for young people



## 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 NEET or whose status is 'not known'
- Average Attainment 8 score for pupils with SEND but no statement
- Fixed term exclusions in all schools

Our child-friendly city aspiration is visible throughout this Best Council Plan in the work we are doing to make Leeds the best city in the UK for children and young people to grow up in; to improve the homes and places in which children live and play; and to increase their overall health and wellbeing. We want to make a difference to the lives of children and young people who live in Leeds, to have a positive impact on improving outcomes for all children, while recognising the need for outcomes to improve faster for children from disadvantaged and vulnerable backgrounds.

The interventions we make and the support we provide to achieve these aspirations are even more important in the context of the COVID-19 pandemic which is likely to impact harder upon more disadvantaged families.

It is our poorest areas that are growing the fastest. As the age profile of these areas shows a greater proportion of residents of childbearing age, combined with higher housing densities and patterns of migration, it is no surprise the city's most deprived communities show higher birth rates than the Leeds average. Where Leeds most notably stands out is for the rate of growth in the child population living in areas considered in the 3% most deprived in England (Indices of Multiple Deprivation 2019). Between 2012 and 2018 it is estimated the child population (ages 0-17) grew by

17% or 3,400 children in these areas (based on ONS Mid-Year Estimates 2018), the largest numerical growth of any local authority.

Realising our child-friendly city 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.
- We will continue to engage with children and young people to help respond to the climate emergency, recognising their valuable roles as agents of change in their families, schools and communities.

Nearly **50,000** 0-15yr olds live in **10% MOST DEPRIVED AREAS**

in England, a third of all 0-15 year-olds in Leeds  
(Source: IMD 2019 and ONS MYE 2018)



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

- Leeds Children and Young People's Plan
- The 3As Strategy (attendance, attainment and achievement)
- Thriving: The Child Poverty Strategy for Leeds

Leeds pupils achieved:

Early Years Foundation Stage:  
**66.4%**  
**GOOD LEVEL**

of development, up from 2017/18, below regional and national

Key Stage 2:  
**61%**  
**EXPECTED STANDARD**  
in reading, writing and maths, same as the year before, below national.

Key Stage 4 (GCSE):  
**41.2%**  
**STRONG PASS**  
(grade 9-5) in English and Maths, up on 2017/18, below national. Progress 8 score +0.02, Leeds above all comparator groups.

(DfE 2018/19 academic year)





## 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 opportunities

Of the **190,000** people estimated to be living in the 10% most deprived areas of Leeds...

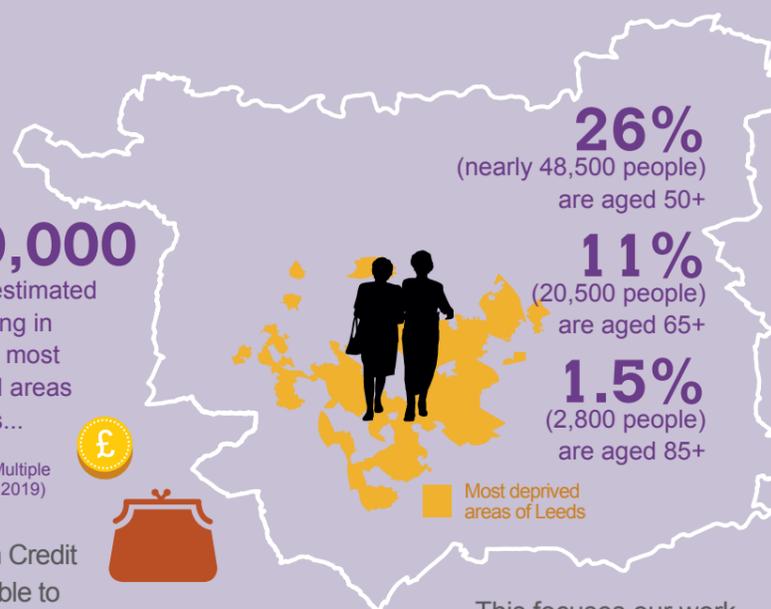
(Indices of Multiple Deprivation 2019)

Pension Credit is available to supplement the UK State pension and help lift people out of poverty; but not everyone entitled to pension credit claims it.

Our approach to making Leeds the best city to grow old is one of citizenship. 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 tackle ageist attitudes; and facilitates age-friendly practices in local communities.

This approach has shaped a culture in Leeds which will help the whole population to recover well from enforced distancing, reconnecting with friends, families and communities in a safe and fulfilling way.

A lot of good work already takes place in Leeds – and in the council, we are looking at our age-friendly employment practices – but to give this a clearer strategic context we developed an Age-Friendly Strategy which cuts across all our Best Council Plan priorities.



This focuses our work around six areas adapted for Leeds from the WHO's Age-Friendly City domains: Housing; Public and civic spaces; Travel and road safety; Active, included and respected; Healthy, independent ageing; and Employment and learning.

### CROSS-CUTTING THEMES:

#### 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.



#### 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, supported by a broader Age-Friendly Leeds Partnership, co-led by the council and Leeds Older People's Forum. It brings together statutory, voluntary and private sectors to address priorities identified by older people to help make Leeds more age-friendly.
- The Centre for Ageing Better, the council and Leeds Older People's Forum are piloting innovative approaches to generate new evidence of 'what works' for ageing well. The partnership has three initial priorities:

- 1) Addressing older people's **housing information and advice needs**
- 2) Developing innovative **community transport solutions**

#### REDUCING INEQUALITIES

– recognising the barriers faced by older people who are, or are at risk of, being vulnerable or disadvantaged, and putting interventions in place to remove or reduce these barriers.



- 3) The motivations, barriers and enablers that older people face in **contributing to their communities**

- At national and international levels, Leeds is a member of: the UK Network of Age-Friendly Communities which collaborate to

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 2011 Census indicated that:

**232,000**

people in Leeds were aged 50+

**110,000**

people were aged 65+

**15,000**

were aged 85+

Leeds' population of 793,000 grew by 6.6% from 2009; those aged 65+ went up by

**13.6%**

from 2009 to 2019

(ONS: 2019 Mid-Year Estimates)



The opportunities and challenges presented by an ageing population are well known. Older people contribute in countless ways to Leeds' rich and vibrant communities – as volunteers and community connectors, through intergenerational interactions and unpaid caring roles, and as business owners and employees. But many are more likely to have multiple long-term health conditions with inequalities disproportionately affecting the poorest.

Inequalities in older age are cumulative and have a significant impact on health, wellbeing and independence. Unfortunately some of these inequalities have deepened over 2020 so far as COVID-19 has both had a stronger direct impact on the health of older people, and the measures introduced to control it have exacerbated some existing challenges, such as around social isolation.



## KPIs

How we will measure progress and achievements

- Income Deprivation Affecting Older People Index (IDAOPI) as a percentage compared to Core Cities
- Percentage of new developments built to accessible and adaptable standards
- Healthy life expectancy (years) by gender
- Disability-free life expectancy (years)

bring about change in the way we respond to population ageing; the Eurocities Urban Ageing Forum, raising awareness and improving strategies for age-friendly environments in cities; and the World Health Organisation (WHO) Age-Friendly Cities, fostering the exchange of mutual learning worldwide.

In 2019, Leeds became the first local authority to join over 60 leading public and voluntary sector organisations to commit to a shared vision for healthy ageing in preparation for the WHO's Decade of Healthy Ageing 2020-2030. The commitments are based around five principles for healthy ageing: prioritising prevention; creating opportunities for people to contribute to society as they age; narrowing inequalities; fostering inclusive homes, workplaces and communities; and challenging ageist attitudes.

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



Cultural events across the city attract **thousands OF PEOPLE**

including Leeds Pride, Leeds West Indian Carnival, Leeds Light Night and Leeds International Film Festival



Our approach is set out in the Leeds Culture Strategy which has seven objectives:

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

mental health, educational and employment options and quality of life. We also recognise the contribution it can make to the city's confidence, profile and economy. Our culture both defines our rich differences, and brings us closer together – its purpose is the very opposite of social distancing. Sharing the diverse cultures of our city helps people to get to know and respect their neighbours and it can help build wider community cohesion. Most of all, culture can be fun and life-affirming. Thousands of arts, cultural and community organisations, and everyone in the city, make Leeds' culture what it is and their exceptional contributions will continue to be valued.

Culture is what we do and who we are, encompassing a broad range of actions and activities which have the capacity to transform, challenge, reassure and inspire, giving a place and its people a unique and distinctive identity.

(Our definition of culture as set out in the Leeds Culture Strategy)

Leeds backs culture in its widest sense. We believe it has a vital role to play in realising our Best City ambition, recognising the contribution it can make to individuals' physical and



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

- Leeds Culture Strategy



Leeds city centre has **PURPLE FLAG STATUS**

recognising excellence in managing the evening and night time economy

Our approach is rooted in our communities and takes a wide definition of culture, aiming to embed it across areas such as urban regeneration, education and health and wellbeing.

Since the city's bid to be European Capital of Culture came to an end, Leeds has forged ahead with its plans to host an alternative year-long celebration of culture in 2023.

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

In the last few years we have seen Leeds' cultural profile increase significantly. This has been a major factor in boosting the economy, attracting new businesses and jobs to the city, with a major highlight being Channel 4's decision to move its national headquarters to City Square. We will continue to support creative SMEs and entrepreneurs and the spaces they need to develop their ideas and businesses.

We will also encourage creative and cultural education and participation among our children and young people, understanding the role this can play in giving them the skills they need to thrive in 21st-century jobs. Employers tell us that with the advance of robotics and artificial intelligence, key human skills required will increasingly include empathy, communications, flexibility and creativity – a strong cultural and creative education remains essential.



Many of Leeds' parks awarded **GREEN FLAG STATUS** (2019) e.g. Roundhay, Golden Acre, Pudsey, Middleton, Kirkstall Abbey & Temple Newsam



Leeds Museums & Galleries is the **LARGEST** local authority-run museum service in England, welcoming **1.7m visitors** across its 9 sites in 2018/19



## KPIs

How we will measure progress and achievements

- Leeds' Cultural Vibrancy, Creative Economy and Enabling Environment (as measured through the biennial European Cultural and Creative Cities Monitor).
- Number of visitors at a range of venues and events
- Number of employees in the creative industries in Leeds

Leeds 2023



## INTERNATIONAL CULTURAL FESTIVAL

for everyone, celebrating the diverse cultural life of Leeds

The Leeds 2023 festival of culture will have a strong international focus and will celebrate the diverse cultures from across the globe to be found here. As we reimagine our city post-COVID, 2023 can signify the ambition to 'build back better'. Please visit the Leeds 2023 website here for more information, including how to get involved.





# 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.



(36,926) of Leeds households estimated to live in

**FUEL POVERTY** in 2017, meaning their energy costs are high relative to their incomes.

This is above the **10.9%**

England and regional (10.6%) averages but down from 13.1% (42,929 households) the year before.

(Source: BEIS Sub-regional fuel poverty, England, published Jun '19)



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

- Leeds Housing Strategy
- Leeds Core Strategy
- Leeds Site Allocations Plan
- Leeds Homelessness and Rough Sleeping Strategy



We continue to deliver six priorities within the Leeds Housing Strategy:

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

Following the council's declaration of a climate emergency, we can add another to this set of priorities:

- Improving housing energy performance

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.

In recent years there has been a growth in the private rented sector. The council supports landlords via the Leeds Rental Standard, self-regulation for the sector, and forums. Poor landlords are targeted by proactively addressing standards via regulation and initiatives such as the Leeds Neighbourhood Approach, selective licensing and the Rogue Landlord Unit.

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

**3,521**

newly built and converted homes delivered, Leeds' best result since 2012. **433** of these affordable homes (2018/19)



The council has committed to a significant council housing new build programme, including specialist Extra Care housing schemes, which are being built to the Leeds Standard: better urban design, meeting space standards and using sustainable construction. We work closely with health agencies to ensure that homes meet the health needs of residents, carrying out adaptations and rehousing support to enable disabled people to live independently and prevent admission to hospital or residential care.

**1,160**

adaptations installed in council homes to meet tenants' needs (2018/19)



**199,401**

repairs carried out on council housing across the city (2018/19)

Investment in the energy efficiency of homes is more important than ever before, helping us in our work to both respond to the climate emergency and tackle fuel poverty. Following extensive investment over the last fifteen years in insulation and efficient heating systems, council housing is at 'C' for energy efficiency (as at 2019)

compared to 'D' for housing as a whole. The authority has now secured funding to install external wall insulation on much of its own back-to-back stock and to roll out domestic solar, with the ability to store energy. We are building new council homes to near Passivhaus standards and investing heavily in retrofit programmes to bring all existing homes to this standard. The costs of this retrofit are high, in excess of £1bn, so the council is lobbying for enhanced national funding.

More significant challenges lie in the owner occupied and private rented sector where local authorities have less influence. However, Leeds will continue to support charities such as LATCH and Canopy who bring older properties back into use after extensive energy efficiency works and call for measures at a national level to improve the energy efficiency of privately rented and owned homes.

All of this work is done through the lens of the council's climate emergency declaration through which we are committed to making Leeds carbon neutral by 2030. This will require all homes to be well insulated, with low or zero carbon heating and many with integrated renewables by this time.

We continue to be successful at minimising homelessness through prevention initiatives, ensuring that no person needs to sleep rough in Leeds. Vulnerable young people, adults and families are helped further through our Housing Related Support Programme.



## KPIs

How we will measure progress and achievements

- Growth in new homes in Leeds
- Number of affordable homes delivered
- Housing mix in the city
- Percentage of housing adaptations completed within target timescale
- Improved energy and thermal efficiency performance of houses
- Number of households in fuel poverty
- Number of homeless preventions
- Number of rough sleepers in Leeds

Our Homelessness and Rough Sleeping Strategy sets out five themes that provide the framework for our work:

- Minimise rough sleeping
- Maximise homeless prevention
- Future role of housing related support in Leeds
- Youth homelessness
- A focus on priority groups



**51**

households owed a housing duty as a homeless household in emergency

## TEMPORARY ACCOMMODATION

compared to Birmingham (2,477 placements) and Manchester (1,971 placements) (end Sep 2019).



# 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, 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 part of their local neighbourhood. To achieve this, we need strong local leadership, to increase community conversations to resolve problems locally, raise aspirations, create better links to social and economic opportunities, and improve resilience to extremist narratives. Increasing community engagement and participation will reduce dependency on public services, building thriving, more resilient communities that make the best use of their strengths and assets to overcome challenges.

Never more so have we seen the strength and perseverance of our communities than over recent months. The COVID-19 pandemic has brought real emotional and financial hardship to too many families, but it has also seen Leeds' community spirit come into its own – truly the compassionate city in action.

Whether it's the thousands of people who volunteered to help those shielding at home, the businesses and charities which have supported the council's food distribution efforts, or the coalition of voices responding to an uptick in domestic violence and abuse, Leeds has ensured that nobody is left isolated and forgotten throughout the challenge we are facing together.

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

- Safer Leeds Plan
- Leeds Children and Young People's Plan
- Citizens@Leeds – Supporting communities and tackling poverty
- Leeds City Council Equality Improvement Priorities
- Community Committees Annual Report



**SATISFIED**

with their local area as a place to live, above the West Yorkshire average of **73%**

(Source: Office of Police & Crime Commissioner 'Your Views' survey, 12 months to end Dec '19)



Central to our ambition is a place-based, integrated approach to service delivery, and a focus on tackling poverty and reducing inequality in some of our poorest neighbourhoods. We are working seamlessly with partners from all sectors to meet the needs and demands of communities, regardless of responsibility for resources.

**Underpinning all our work is our ambition for Leeds to be inclusive, where all citizens are treated fairly.**

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:

- Local councillors are at the forefront of our approach to community leadership, their community knowledge used effectively to plan local services



**FELT SAFE**  
in their local area, compared to 80% across West Yorkshire

(Source: Office of Police Commissioner 'Your Views' survey, 12 months to end Dec '19)

- Residents, communities, businesses and organisations are equal partners
- Local people are engaged to achieve things 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 several inner area priority wards and outer area priority social housing estates, and importantly those neighbourhoods which fall into the 1% most deprived nationally. The work of Community Committees is promoted through @\_YourCommunity.

Recognising our communities are more diverse than ever, our strategic approach to migration is based on engaging with established and new communities to improve the way we communicate how our city works. This is complex work, involving multiple partners, through which a wide range of support is provided to improve access to advice and services to those who are new to the



**105,508 CRIMES**

(Jan to Dec '19),

up 1% on the year before

Of incidents reported to police (12 months to end Dec '19):



**2,202 RACE HATE**

(76% of all hate incidents reported), down 4% on the year before



**15,715 ANTI-SOCIAL BEHAVIOUR (ASB)**

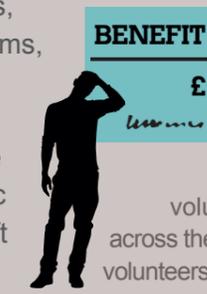
down 14% on the year before



**21,889 DOMESTIC**

up by 9 incidents on the year before

We will continue to work to make all our communities safe for everyone, preventing risks, threats and harms, whether from anti-social behaviour, hate crime, domestic violence or theft and burglary.



**23,215**

people helped by the council's Welfare Rights Unit

**33**

volunteer coordinator hubs across the city, supported by 5,200 volunteers to respond to COVID-19



## 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

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. 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.



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