



# Best Council Plan Annual Performance Report 2020/21

July 2021



## Introduction

**The Best Council Plan is Leeds City Council’s strategic plan and sets out what the council, working in partnership, will do to deliver better outcomes across Leeds. The Plan informs the council’s budget setting and financial strategies and is an essential tool for planning and delivering services. It also helps our staff understand how the work they do makes a real difference to the people of Leeds and shows our partners how we contribute to city-wide priorities.**



This annual report looks back on progress made during 2020/21 in delivering against our ambitions, outcomes and priorities set out in the Best Council Plan and includes a range of Key Performance Indicators (KPIs) which provide us with measurable evidence of how well we are performing.

Clearly, the COVID-19 pandemic, combined with the ongoing financial challenges facing the council, has had a major impact on progress against our objectives as well as our ability to measure progress. More broadly, the pandemic has highlighted and sometimes exacerbated the stubborn and longstanding inequalities the city faces, together with the urgent need to adapt to and mitigate against climate change. Details of how the council and our multi-agency partners have responded to and recovered from the pandemic can be found in the COVID-19 Response and Recovery reports submitted at each meeting of the Council’s Executive Board and available via our website.

The results for some indicators have been noticeably affected by the pandemic and this can be clearly seen in the results presented here. Others, particularly those relating to schools, have been temporarily suspended due to the disruption caused by lockdown restrictions. However, in the case of results that do not become available until some time after the period they cover, the figures shown in this report relate to activity that took place before the pandemic. Future results for these KPIs will continue to provide a great understanding of the impact of the pandemic on the city and demonstrate how on track the council and the city are towards recovering to pre-pandemic performance levels. The KPIs are monitored and reported to both Elected Members and our most senior leaders on an ongoing basis, with our Best Council Plan KPI Scorecard published regularly on our website. The Joint Strategic Assessment, which is currently being updated and due to be available in the autumn, will set out a detailed analysis of wider drivers and trends across the city, which in turn should provide further context for this annual performance report.

Included within this report are links to “Leeds Spotlight” case studies which give details of projects and initiatives that demonstrate how we have worked towards achieving our priorities [Leeds City Council News - Leeds Spotlight](#)

The KPI results, headline items and links to Leeds Spotlight case studies are presented in this report under each of the eight Best City priorities:

**Inclusive Growth**

**Health and Wellbeing**

**Sustainable Infrastructure**

**Child-Friendly City**

**Age-Friendly Leeds**

**Culture**

**Housing**

**Safe, Strong Communities**

and our Best Council ambition:

**An Efficient Enterprising and Healthy Organisation**

These are exceptionally tough times for performance and this report should be viewed in that context. However, it aims to provide an open and honest assessment, showcasing achievements that the council and the city can be proud of but also acknowledging where challenges remain and further improvements are needed.

## Inclusive Growth

**Our aim is for a strong economy within a compassionate city, where everyone, and all communities, can contribute to and benefit from our economic success.**

This means building more resilience into our broad-based economy; protecting our most vulnerable and tackling inequality; raising skills levels and creating more high quality jobs; embracing the digital revolution and supporting innovators and entrepreneurs; focusing on our communities and improving health and wellbeing; whilst tackling climate change and harnessing the economic benefits this can provide.

### How did we perform in 2020/21?

All results are for 2020/21 or as at 31st March 2021, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2019/20 result	End of 2020/21 result
Employment in Leeds	Increase	471,200 (2018)	473,005 (2019 provisional)
Unemployment in Leeds	Decrease	4.2% (2019/20)	4.1% (2020)
GVA (Gross Value Added) per filled workforce job (current prices)	Increase	£53,311 per job (2018)	Not available
Number of new business start-ups	Increase	4,338 (2019)	5,232 (2020)
Number of new business scale-ups	Increase	No comparable result <sup>1</sup>	585 (2019)
Business survival rate (after 5 years)	Increase	42.96% survived 5 years 2013 - 2018	42.9% survived 5 years 2014 - 2019
Change in NNDR payable since 2017 revaluation	Cumulative growth	3.21% increase by 31st Mar 2020	2.17% increase By 31st Mar 2021
Visitor economic impact for Leeds	Increase	£1,832 billion (2018)	£1,890 billion (2019)
Percentage of working-age Leeds residents with at least a Level 4 qualification	Increase	40.1% (2019)	46.9% (2020)
Number of people supported to improve their skills <sup>2</sup>	6,420	6,921	4,857
Percentages of Leeds residents and Leeds workers earning below the Real Living Wage	Decrease	19.7% residents 18.6% workers (Nov 2019)	18.2% residents 17.2% workers (Nov 2020)
Number of people supported into work <sup>3</sup>	4,250	5,414	3,413
Number of adults of working age affected by in-work poverty	Decrease	70,248 (2017/18)	74,053 (2018/19)

### Opportunities for businesses in Leeds

Despite the negative impact of the coronavirus pandemic, it has also brought opportunities for businesses in Leeds. Digital Health businesses have thrived, as have those offering digital solutions to businesses and retailers who need new ways of managing the flow of customers or goods to ensure compliance with social distancing measures. Other businesses have adapted to manufacture new types of goods to meet the growth in demand for screens and sanitising products, or PPE and other healthcare supplies.

### Working with the Third Sector

We continued action to maximise the involvement of the Third Sector with other sectors and in the economies of both the city and the region through the Local Enterprise Partnership, West Yorkshire Combined Authority and via the West Yorkshire Economic Recovery Plan and the economic recovery approach led by Leeds City Council. Alongside this, we are working to develop community-led approaches to climate action, as well as the potential for a Third Sector Anchor Partnership.

### Leeds Inclusive Anchors Network<sup>4</sup>

The largest public sector employers in Leeds, committed to supporting recovery, sharing learning and experience, and boosting entrepreneurship in the city. Now engaging with our largest private sector firms to determine how best to work together so that the whole city benefits from the recovery.

### Asset Based Community Development

The Council continued promoting the asset-based approach to community development (ABCD) that it pioneered, which empowers citizens to make the changes that are important to their communities. This is an effective, sustainable and value for money approach to achieving thriving communities, by improving connections, developing skills and driving local regeneration.

**Leeds Spotlight:**  
[Leeds Inclusive Anchors Network](#)

## Health and Wellbeing

**There remains enduring inequality in the city. Some of us experience worse physical and/or mental health wellbeing because of where we live, how much we earn, the air we breathe or the pressures we face every day. Our ambition is for Leeds to be the best city for health and wellbeing, where the health of the poorest is improved the fastest.**

We are working with communities and partners to improve local services for people with care and support needs and to ensure our Health and Wellbeing and Inclusive Growth Strategies align even more closely. 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.

### How did we perform in 2020/21?

All results are for 2020/21 or as at 31st March 2021, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2019/20 result	End of 2020/21 result
Infant mortality rate	Decrease	Leeds average: 3.9/1K live births Deprived Leeds: 4.8/1K 3-year average 2017-19	Leeds average: 4.0/1K live births Deprived Leeds: 5.0/1K 3-year average 2018-20
Children maintaining a healthy weight at age 11	Increase	63.2% 2018/19	63.4% 2019/20
Percentage of physically active adults	Decrease	20.9% inactive 12 months to end Nov 2019	25.6% inactive 12 months to end Nov 2020
Adults who smoke	Decrease	Leeds average: 18.4% Deprived Leeds: 28.8%	Leeds average: 17.9% Deprived Leeds: 28.7%
Avoidable years of life lost	Decrease	Leeds average: 5,613/100K people Deprived Leeds: 9,452/100K 3-year average 2016-18	Leeds average: 5,692/100K people Deprived Leeds: 9,526/100K 3-year average 2017-19
Suicide rate	Decrease	Leeds average: 11.2/100K people Deprived Leeds: 15.2/100K 3-year average 2017-19	Leeds average: 11.9/100K people Deprived Leeds: 17.2/100K 3-year average 2018-20
Pupils achieving a good level of development at the end of the Early Years Foundation Stage	Increase	66.4% 2018/19 academic year	No results this academic year
CQC-registered care services in Leeds rated as 'good' or 'outstanding'	Increase	87.8%	83.5% (provisional) <sup>1</sup>
Permanent admissions to residential & nursing care homes for people aged 18-64 & people aged 65+	8.70/100K (18-64) 650/100K (65+)	16.2 / 100,000 (18-64) 561.1 / 100,000 (65+)	13.4 / 100,000 (18-64) provisional <sup>2</sup> 462.3 / 100,000 (65+) provisional
Proportion of people who use social care services who have control over their daily life	Increase	16.2%	15.4% (provisional)

### Adult Social Care

We provide a range of care and support services to help meet the needs of older people, people with a learning disability, those with mental health issues and people with a physical or sensory impairment. During 2020/21, we provided long term support to 10,616 people, 6,457 of whom were aged 65 and over.<sup>3</sup>

### Reablement services

71.9% of people who required short term support after a hospital stay were able to return to independence. 81.4% of older people were at home 91 days after leaving hospital and receiving short term reablement support. The ability of the service to operate was greatly impacted by COVID-19, although services are now resuming. Overall, the number of people receiving reablement services in 2020/21 was 34% lower than the previous year.

### The pandemic led to significant falls in physical activity levels amongst all age groups

The choice of activity available was severely restricted and some groups found it difficult to adapt to the new regulations. Active Leeds sought to combat this with a number of initiatives including a physical activity toolkit; an on-line fitness class programme; the provision of home activities for children; outdoor fitness classes; running and cycling activities and targeted classes for health programmes.

Over 90,000 support calls were made to provide exercise advice and support. Leisure centres were open at times with Active Leeds working to maximise the restricted availability.

**Leeds Spotlight:**  
[Overcoming Covid-19 vaccination health inequalities](#)

## Sustainable infrastructure

**We need to ensure that Leeds is liveable as well as prosperous by providing modern and reliable infrastructure to link people to services and employment, whilst at the same time tackling the climate emergency by improving air quality, adapting to climate change, being more resource efficient, and promoting more sustainable solutions for the future.**

Our vision is for “Leeds to be a city where you don’t need a car”, where our transport system moves away from personal car ownership, towards more efficient, low carbon, shared, active and public transport.

### How did we perform in 2020/21?

All results are for 2020/21 or as at 31st March 2021, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2019/20 result	End of 2020/21 result
Satisfaction with a range of transport services	Increase	6.7 / 10 (2018/19)	6.6 / 10 (2019/20)
Passengers boarding buses in the Leeds district	Increase	66.5 million (2018)	67.4 million (2019) <sup>1</sup>
City centre travel by sustainable transport (bus, train, cycling, walking)	Increase	45.6% (2018/19)	No new results
Waste recycled	Increase	38.25%	Not yet available
Carbon emissions across the city (reduction against 2005 levels)	40% by 2020	37.0% reduction 3.133m tonnes (2017)	38.0% reduction 3.088m tonnes (2018)
CO2 emissions from council buildings and operations (reduction against 2005 levels)	40% by 2020	43.8% reduction 72,258 tonnes (2018/19)	47.9% reduction 66,880 tonnes (2019/20)
Properties moved to a lower level of flood risk	Cumulative Increase 2017-21	3,171 residential 501 commercial (Apr 2017 - Sep 2019)	3,208 residential 501 commercial (Apr 2017 - Sep 2020)

### Yorkshire and Humber Climate Commission

Leaders from councils, businesses, utilities, unions and environmental groups from across Yorkshire and Humber are coming together to tackle the climate crisis through an ambitious new partnership. It will be the biggest regional commission of its kind and will provide the region with a united voice to call for the changes and support required at a national level.

### Energy Efficiency of Council Homes

The council is to invest £100 million on measures to help tenants save money and cut carbon by improving energy efficiency over the next five years.<sup>2</sup>

### Progress during lockdown

Leeds has seen a **reduction in emissions** of approximately 19% as a result of the pandemic, however this effect is likely to be temporary.

While traffic flow and pedestrian footfall remained low, partners took advantage of the opportunity to accelerate works on major transport infrastructure schemes in the city centre on Infirmary Street, Park Row and the Headrow, and at the Corn Exchange. These will contribute to an **improved city centre experience for both pedestrians and public transport** when visitor numbers increase.

Infrastructure schemes to **support carbon reduction**, such as the Leeds PIPES district heating network, progressed well during the pandemic, as there was less need to avoid disruption.

### Council fleet transitioning to zero emission by 2030

Our asset rationalisation and fleet strategy was also updated due to the impact of COVID-19 and will further reduce the council’s (and the city’s) carbon footprint.

### Climate emergency

In February, we published a report outlining updates on **climate emergency work** and key priorities for the year.<sup>3</sup>

### Active travel

A number of **active travel schemes** were progressed, including segregated cycle lanes and School Streets, to encourage active travel to school and to support people to walk and cycle more.

### LED street lights

Over 25,000 of the city’s street lights have been converted to LED so far, resulting in a 3.9 million kWh reduction in electricity consumption and a **saving of 909 tonnes of CO2 each year**, with the completion of the roll-out due in October 2023.

### Leeds Spotlight:

[Leeds District Heating Network](#)

**Our child-friendly city aspiration is central to everything the council does, as we seek to improve the homes and places in which children live and play and enhance their overall health and wellbeing. Children live in families which form the communities that make up Leeds and we work with those families to improve our children’s outcomes recognising the need for outcomes to improve faster for children from disadvantaged and vulnerable backgrounds. We understand that child poverty impacts on all these outcomes, and at all times we will ensure our children are safe.**

Central to our aspiration is the 3As strategy, which focuses on improving attainment, attendance, and achievement. The disruption caused by the pandemic added the safeguarding aspects of being in learning, the importance of making good progress in learning and the wider enrichment of learning to this work. A new SEND and Inclusion strategy for Leeds is currently being developed; with a specific focus on the attainment, attendance, and achievement of pupils with SEND.

**How did we perform in 2020/21?**

All results are for 2020/21 or as at 31st March 2021, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Aim	End of 2019/20 result	End of 2020/21 result
Number of children who need to be looked after	Decrease	1,346 (or 79.9/10K)	1,278 (or 76.0/10K)
Number of children and young people subject to a child protection plan	Decrease	590 (or 35.1/10K)	560 (or 33.3/10K)
Attendance at primary and secondary schools	Increase	Primary: 95.9% Secondary: 94.2% (2018/19 academic year)	No more recent results due to the pandemic
Percentage of pupils reaching the expected standard in reading, writing and maths at the end of Key Stage 2 (end of year 6)	Increase	62% (2018/19 academic year)	No more recent results due to the pandemic
Progress 8 score for Leeds at the end of Key Stage 4 (end of year 11)	Increase	+0.03 (2018/19 academic year)	No more recent results due to the pandemic
Percentage and number of young people who are not in employment, education or training or whose status is ‘not known’	Decrease	NEET: 421 (2.6%) Not Known: 520 (3.3%)	NEET: 395 (2.4%) Not Known: 854 (5.2%)
Average Attainment 8 score for pupils with SEND but no statement	Increase	31.2 (2018/19 academic year)	No more recent results due to the pandemic
Fixed term exclusions in all schools	Decrease	0.77% of primary population 9.64% of secondary population (2017/18 academic year)	0.95% of primary population 11.91% of secondary population (2018/19 academic year)

**Focus on outcomes**

We have an outcomes focused approach—challenging ourselves on how well we are working and what difference we are making. During the pandemic this included regular local and national reporting around school attendance, child safeguarding and child contact.

**Attainment measures disrupted**

As examinations were cancelled in the summer of 2020 due to the pandemic, the latest attainment results<sup>1</sup> are for the 2018/19 academic year. No results are available prior to key stage 4. At key stage 4 and 5 young people were assessed by schools and learning providers.<sup>2</sup>

**School attendance**

Department for Education analysis, taking account of the pandemic, judged that primary school attendance in the autumn terms was consistent with the previous year whilst secondary attendance was slightly below.

**Leeds Spotlight:**  
[Leeds Youth Service](#)

**The number of “children looked after”<sup>3</sup>**

This has been one of our “obsessions” since March 2011 when the figure stood at 1,450. By March 2021, this had reduced to 1,278 (an 11.9 per cent reduction) or 76 per 10,000. This result is a return to the downward trend seen since 2015/16 which was broken by a rise in 2019/20.<sup>4</sup>

**Child protection and safeguarding**

We closely monitored child protection and safeguarding during the pandemic, ensuring contact was in place and children and families were supported. This included attention to “front door”<sup>5</sup> demands and support through early help hubs. Child protection rates remained at a comparatively low but appropriate level with effective monitoring of decision making. Strong operational monitoring remains in place to ensure issues such as process timeliness are identified and responded to where needed.

**Transition to post-16 learning**

Our strengthened relationship with post-16 learning providers, especially schools, is helping to support young people through the transition from statutory education into post-16 learning. Improvements have been made with the September Guarantee<sup>6</sup> at year 11 and we have replaced our data system for tracking employment, education and learning. Despite good progress, there is still more to be done to ensure young people receive information, support, guidance and appropriate learning offers, even during the pandemic.

**We believe culture has a vital role to play in realising our Best City ambition. Through this priority, we aim to promote a positive attitude towards culture, focusing on the contribution it can make to the city's confidence, profile and economy, as well as helping to achieve wider community cohesion.**

The Arts and Culture sector has a hugely important role to play in our economic and social recovery. Leeds is nationally recognised for the strength of its creative sector which adapted to reach households and communities across the city through a huge range of online activities and performances. The sector was particularly badly affected by lockdown measures with almost all public and private cultural venues having been largely closed over the course of the pandemic, and many of the city's usual events unable to be held in 2020/21.

### How did we perform in 2020/21?

Results are for 2020/21 or as at 31<sup>st</sup> March 2021, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2019/20 result	End of 2020/21 result
Visitors at a range of venues and events	Increase	2,712,122 (2019)	External results not available
Employees in the creative industries in Leeds	Increase	12,000 (2018)	10,000 (2019)

### Leeds Digital Festival 2nd edition

Held 21st September 2020—2nd October 2020, was a huge success. A record-breaking 294 events with estimates of 30,000 attendees from over 60 countries, spreading the word about the innovation we have here in the Leeds City Region. Speakers ranged from the Chinese tech giant Alibaba to the Royal Shakespeare Company and sessions from Fintech to health tech, AI to virtual reality, and start-ups to careers.

### Leeds Museums and Galleries

We welcomed 284,000 visitors across our nine sites despite being open for just a few weeks. Many more made a 'virtual visit' to one of our online exhibitions.<sup>1</sup>

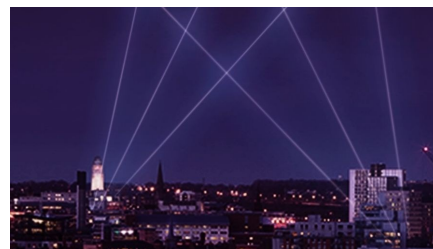
Our **My Learning** provision<sup>2</sup> which offers curriculum-linked resources switched its emphasis towards supporting home schooling families during the first national lockdown. More recently it has supported schools in their 'Recovery Curriculums', to help the emotional recovery of young children from the pandemic and address the gaps in learning many have experienced in lockdown.

### Financial support for the arts sector in Leeds

Arts Council England **Emergency Response** and **Culture Recovery Funds** provided over £15m for Leeds based organisations including the Leeds Library, Opera North, the Leeds Grand Theatre and the Leeds Playhouse.

**arts@leeds**—£1.8m to 42 organisations enabling them to connect with communities through a range of new online programmes.

**Leeds Spotlight:**  
[Culture 2023](#)



### Light Night took to the skies in 2020

"**Laser Light City**"—a one-of-a-kind interactive laser show created a dazzling city-wide spectacle over 3 nights in October. Members of the public used their own devices to control the position, colour and shape of huge powerful lasers, mounted on the rooftops of 7 landmark buildings, which could be seen for miles across the night sky. This event reached over 1 million people through social media.

### Leeds Armed Forces Day & Holocaust Memorial Day

Both marked with pre-recorded, online events and through Twitter and Facebook.

### Leeds International Concert Season

19 socially-distanced concerts and 17 live-streamed online.

### Carriageworks Theatre

Streamed 34 events, including Leeds Lit Fest and Your Place Comedy, viewed on over 8,000 devices.

### Leeds International Film Festival

Together with **Leeds Young Film Festival** saw online attendance of 25,000 across almost 300 screenings and events.

**Our ambition is for Leeds 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.**

Age-Friendly Leeds is a city partnership, led by the Executive Member for Health and Well-being with the overall aim of making Leeds the Best City to Grow old in. Our activities are directed towards achieving the outcomes that people have told us are important: making it possible for them to be healthy and live in their own homes, to participate in the activities that they value and to contribute to their communities, for as long as possible; and to be financially secure. We also recognise the need to support older workers to remain in fulfilling employment that accommodates both changing health needs and caring responsibilities.



The last 12 months has been a particular challenge for older people in Leeds with age being the single greatest risk factor for people experiencing severe illness and death as a result of COVID-19. People over 60 were at the greatest risk with people 80+ seventy times more likely to die than those under 40. Older people have also been disproportionately affected by the impact of lockdown. Many older people have experienced a deterioration in their health; felt a negative impact on their mental health; fear that their finances will worsen in the year to come; and experienced extreme social isolation. COVID-19 has served to reinforce ageist views and the idea of older people as ‘frail and vulnerable’.

**How did we perform in 2020/21?**

Results are for 2020/21 or as at 31st March 2021, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2019/20 result	End of 2020/21 result
Income Deprivation Affecting Older People Index	Decrease	18.0% 2015	15.6% <sup>1</sup> 2019
New developments built to accessible and adaptable (A&A) and wheelchair accessible (WC) standards	30% A&A 2% WC	0%	0% <sup>2</sup>
Healthy life expectancy	Increase	Men: 62.2 years Women: 64.1 years 3-year average 2016-18	Men: 60.6 years Women: 63.9 years 3-year average 2017-19
Disability-free life expectancy	Increase	Men: 61.9 years Women: 62.8 years 3-year average 2016-18	Men: 61.9 years Women: 62.3 years 3-year average 2017-19

**Harm Minimisation Plan for the over 60s**

Working in partnership with other agencies, we developed a proactive and preventative approach to minimise COVID-19 related harm in people aged 60 and above in Leeds:

- **Take Care Leeds** – Positive communications campaign was targeted at groups within the over the 60s population, their families, and friends, and was also taken up by the Yorkshire Evening Post.
- Allocated funding to third sector organisations to provide outreach, appropriate services, and communications. This report shows how crucial the sector was in our response to COVID-19.
- **Keeping Well at Home**—tailored support for older people to keep active during lockdown.
- Developed an Age Friendly resource for the Leeds Vaccination Programme.



**Leeds Spotlight:**  
[Minimising the harm from Covid-19 on older people](#)



## Housing

**One of the biggest challenges Leeds faces is providing enough quality and accessible homes to meet the city’s growing population whilst protecting the environment and respecting community identity. Delivering affordable housing and affordable warmth are both key to meeting this challenge.**

The Leeds Housing Strategy sets out our ambitions for meeting housing need to make Leeds the best place to live. We are focused on improving existing housing, regenerating neighbourhoods, and securing housing growth of the right scale, type and quality. At the same time, we are continuing our successful approach to minimising homelessness through prevention initiatives and ensuring that no one is forced to sleep rough in Leeds due to a lack of alternative options.

### How did we perform in 2020/21?

Results are for 2020/21 or as at 31<sup>st</sup> March 2021, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2019/20 result	End of 2020/21 result
Growth in new homes in Leeds	3,247	3,386	3,009
Number of affordable homes delivered	434	439	596
Improved energy & thermal efficiency performance of houses	SAP: increase <Band E: decrease	63.4 average citywide SAP 2.2% below SAP Band 'E' 2017	63.6 average citywide SAP 2.5% below SAP Band 'E' 2018 (provisional)
Number of households in fuel poverty	Decrease	36,926 (or 11.1%) 2017	35,852 (or 10.3%) 2018
Number of homeless preventions	80%	91%	92%
Number of rough sleepers in Leeds	Decrease	39 at January 2020	16 at March 2021 (unofficial)
Percentage of housing adaptations completed within target timescale	95%	88% Council 92% Private	36% Council 70% Private

### Keeping in touch with tenants

With home visits impossible during the pandemic, we switched to contacting our tenants by telephone. By the end of September we had contacted 12,400 vulnerable and older tenants to undertake a wellbeing check and signpost them to additional support. We now keep in touch with our tenants through a mixture of home visits, telephone contacts and online.

**We also encouraged 4,000 tenants who were shielding to register for support**

### Delivering new council housing

Our current programme will deliver 1,072 new homes towards our target of 1,500 new homes by March 2025. All these new build homes will be offered at rents that are genuinely affordable and well below market rates.

### 3,009 new homes delivered in Leeds

Despite the huge disruption caused to the construction industry by the pandemic, the number of new homes delivered during 2020/21 was less than 10% below target.<sup>1</sup>

**Leeds Spotlight:**  
[Retrofitting energy efficiency in buildings](#)

### “Everyone In” directive

After the government issued the “Everyone In” directive at the start of the pandemic in March 2020, we offered safe emergency accommodation to everyone who was on the streets already or known to be at risk of rough sleeping. Since then, approximately 950 people have been accommodated through the scheme, many in commercial hotels, and have also received tailored support. Currently there are just 48 people in emergency accommodation with a housing or move-on plan already in place for each person.

### Tackling homelessness

We continued our proactive approach and were able to prevent 92% of customers who sought our assistance from become homeless. Even where homelessness could not be prevented, the number of households who needed to be placed into temporary accommodation was extremely low compared to the national average and to other cities<sup>2</sup>, and the duration of their stay was kept to a minimum by moving them into more suitable accommodation as soon as possible.

### Empty homes

Despite the Covid-19 pandemic, we kept the number of long-term empty homes in Leeds to 3,810, only slightly above average.

### Affordable housing delivery

We are working with partners to maximise the development of new affordable homes. Permission was granted in March for a development on Hunslet Road that will include 311 affordable units, and work is due to start imminently.

**Leeds is a growing and richly diverse city, with people of different ages and from many backgrounds, cultures and beliefs living and working alongside each other. We want Leeds to be a safe and welcoming city for all, where people get on with each other, feel they are part of their local neighbourhood, and the most vulnerable are protected.**

We are working with partners from all sectors to meet the needs and demands of communities, focusing on tackling poverty and reducing inequality in some of our poorest neighbourhoods; bringing people together to tackle extremism of all kinds; and, most of all, helping our communities recover from the social and economic impacts of the COVID-19 pandemic.

**How did we perform in 2020/21?**

Results are for 2020/21 or as at 31<sup>st</sup> March 2021, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2019/20 result	End of 2020/21 result
People with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met	Increase	97.2%	95.3% (provisional)
Self-reporting of domestic violence and abuse incidents	Increase	33% of 21,631 incidents	29% of 21,789 incidents
People killed or seriously injured in road traffic collisions	Decrease	357 (2019)	231 (2020)
Council tenant satisfaction with the neighbourhood as a place to live	Increase	74% (2018/19 survey)	No more recent survey conducted
Leeds residents who say they feel safe in their local area	Increase	No comparable result <sup>1</sup>	72.4%
Reported anti-social behaviour/nuisance incidents	Decrease	15,949	19,177
Reported hate incidents	Decrease	2,813	2,784

**Domestic Violence & Abuse**

It has been widely reported that the pandemic and the associated restrictions to movement, significantly impacted domestic violence and abuse. In Leeds, there was an increase during the summer, but taken over the year the level was more stable. We quickly established a tactical group to monitor and respond to indicators<sup>2</sup> and ensure appropriate support was put in place straight away. Nevertheless, we remain concerned that there are still victims living with increased abuse who are not accessing support due to the control of the abuser.

**£3.5 million of support for food, fuel and other essential items**

More than 32,000 children entitled to free school meals, or living in other families in need of support, were supported in each of the holiday periods through the provision of food parcels or vouchers. Support delivered through a network of third sector groups, schools partnerships and community hubs and all projects complied with COVID-19 safety requirements. Continued development of emergency food provision in response to the pandemic across all 33 wards in Leeds.

**Increased Anti-Social Behaviour**

Reported incidents of anti-social behaviour increased by 20% during 2020/21 with large increases in incidents related to nuisance motorcycles/quadbikes (+58%), adult nuisance (+24%) and neighbour-related nuisance (+28%). Youth related incidents remained the largest single category (5,951 incidents) but saw a smaller rise (+9%). There is some suggestion legislation linked to the pandemic heightened awareness of anti-social behaviour and led to a greater willingness to report and that lockdown restrictions fuelled neighbourhood tensions. The Safer Leeds Partnership took enforcement action to tackle nuisance motorcycles and fireworks, and our Communities teams worked to provide diversionary activities for young people in nuisance hotspots.

**COVID-19 Community Champions Project**

The council, in partnership with Voluntary Action Leeds, Forum Central and Hamara, and working closely with Public Health and Leeds CCG, to ensure communities receive accurate information about COVID-19, and in particular vaccinations, to counter mis-information.

**Hate Incidents**

A fall in hate incidents reported to the Police can largely be attributed to lower footfall in the city centre and other hotspots. The majority of reported hate incidents were linked to harassment and verbal or written abuse. Safer Leeds worked with Migration Access Project and WY Police to help asylum seekers recognise and report hate crime.

**Killed or Seriously Injured (KSI) on the roads**

2020 saw the **lowest ever KSI yearly total** (231) recorded in Leeds as the pandemic had a significant impact on both traffic volumes and collision rates. During April-May 2020, there was a reduction in KSIs of 47% in comparison to the same period in 2019. However, even before the initial lockdown, KSI figures for the first eleven weeks of 2020 were well below those for the equivalent period in 2019 and remained lower for the remainder of the year despite increases in traffic volumes as restrictions eased.

2020 also saw the **lowest ever recorded number of Children and Young People who were KSI** (22), a 12% reduction compared to 2019 and a 35% reduction on the three year average.

**Leeds Spotlight:**  
[Leeds Street Support](#)

### Our ambition is for the council to become a more efficient and enterprising organisation, focusing on both our ongoing programme of cultural change and the health and wellbeing of our staff.

This approach helps us to manage our significant financial pressures and the increased demand for our services, whilst minimising the impact on the citizens of Leeds. One of our biggest concerns is the health and wellbeing of our staff as this can have an enormous impact on productivity and the quality of services we provide.

### How did we perform in 2020/21?

All results are for 2020/21 or as at 31<sup>st</sup> March 2021, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2019/20 result	End of 2020/21 result
Council workforce profile over time	Reflect our communities	Female 61%. 40+ 64%. BAME 15%. Disabled 6%. Carers 10%. LGB 3%. T+ <1%	Female 61%. 40+ 65%. BAME 14%. Disabled 6%. Carers 9%. LGB 3%. T+ <1%
Apprentices employed by the council	2.30% new starts 4 year average	292 new apprenticeships 1.14% of workforce	348 new apprenticeships 1.3% of workforce
Average staff sickness levels	8.5 days	Overall: 10.12 days Exc. schools: 11.46	Overall: 9.03 days Exc. schools: 10.72
Score given by Leeds City Council staff	Increase	7.5 / 10 (2019)	2021 survey TBC
Staff who believe their manager/supervisor looks out for their general health/wellbeing	Increase	77% (2019)	2021 survey TBC
Workplace accident and incident reports	Decrease	Specified Injuries: 5 7+ days Injuries: 32	Specified Injuries: 9 7+ days Injuries: 10 Reportable Covid-19: 112
Staff appraisals & mid-year reviews completed	100%	Mid-year: 97.51% Year-end: No result	No appraisals conducted
Gender pay gap across council staff	5%	5.9% (31 Mar 2019)	6.0% (31 Mar 2020)
Over/underspend for financial year	Balanced budget	Balanced budget	Balanced budget
Collection rates: council tax	96.11%	95.93%	95.23%
Collection rates: business rates	98%	97.29%	90.21% <sup>1</sup>
Collection rates: council housing rental	97.50%	96.91%	96.70%
Bin collection rate	Increase	99.93%	99.90%
ICT service desk calls fixed at first contact	70%	83.15%	82.64%
Level of customer complaints	Decrease	6430	5674
Customers using self-serve when contacting the council	Increase	74.55%	80.57%
Subject access requests received responded to within statutory timescales <sup>2</sup>	88%	83.4% (of 949 requests)	60.21% (of 715 requests)
FOI and EIR requests received responded to within statutory timescales <sup>2</sup>	90%	91.4% (of 2535 requests)	86.27% (of 2301 requests)
Orders with local suppliers	≥51.97%	51% (or £438.59m)	51% (or £494.85m)
Orders with small & medium-sized enterprises	≥51.97%	59% (or £465.72m)	60% (or £532.22m)
Prompt payment of invoices against target	92%	93.87%	91.65%

**Despite the challenges presented by COVID-19, we delivered a balanced budget in 2020/21 without cutting essential services**

**1900 instances of COVID-19 related sickness amongst staff working in council services**

**Administered £260 million in business support grants and £1.45 million in self-isolation payments on behalf of the Government**

**#TogetherLeeds campaign launched to help coordinate re-opening after lockdown**

**75% of our staff who responded indicated that they felt well-supported throughout the pandemic**

**New system introduced to address poor performance in responding to information requests**

Responding to information requests within statutory timescales<sup>2</sup> was a considerable challenge during 2020/21. To tackle this, we carried out a full review and introduced a new case management system designed to replace time-consuming, manual tasks and streamline the entire process and we are confident that considerable improvements will be made in 2021/22.

**We are committed to inclusion and diversity to eliminate barriers, celebrate differences and create a workforce more representative of our communities**

**Over 9000 staff enabled and supported to work from home**

Many staff needed to work from home for the first time, or much more than before, and we stepped up the support we offered to promote both physical and mental wellbeing, including the provision of chairs, screens, keyboards, headphones etc. to help people work remotely in an effective and healthy manner. We significantly increased our IT capacity to facilitate home working, and continued our programme of upgrades despite the pandemic.

**Using apprenticeships to develop new skills and talent remains important to our workforce strategy**

**Leeds Spotlight:**  
[Internal communications and social media engagement](#)

## Endnotes

**Inclusive Growth:**

1. Previously reported results were for the financial year, rather than the calendar year, and were obtained through a different process.
2. The Adult Learning Programme targets learners who are: low skilled; have no or low level qualifications; are living in poverty; unemployed, workless or vulnerable to social exclusion; and individuals facing specific and often multiple barriers and disadvantage, e.g. adults with learning difficulties and/or disabilities; mental ill health; misusing substances; and people who are vulnerably housed, etc.
3. 1,418 residents were supported into work through Jobshops in the Community Hubs; 507 of the residents participating in Adult Learning moved into work; 3,149 residents received tailored support through European Structural and Investment Funds (ESIF) programmes targeted at those furthest from the labour market; 325 residents accessed work through Employment and Skills obligations placed on council contracts and s106 Planning.
4. [Anchor Institutions – Leeds Inclusive Growth Strategy \(leedsgrowthstrategy.co.uk\)](#)

**Health & Wellbeing:**

1. During the pandemic, the Care Quality Commission (CQC) were only able to carry out inspections of care services that required immediate support, often resulting in these locations being rated as requiring improvement or inadequate. No routine inspections were carried out at services already rated as good or outstanding.
2. The sharp drop in permanent admissions to nursing and care homes amongst people aged 65 and over is likely due to the impact of the pandemic. The reduction in admissions for adults aged 18-64 brought the results back in line with previous years after a slight increase in 2019/20.
3. The national Adult Social Care Outcomes Framework (ASCOF) measures care and support services based on statutory national government returns and results from an annual survey of service users. This survey was not carried out during 2020/21 and results for indicators relating to customer satisfaction, ease of accessing services and delays are not available this year. [Measures from the Adult Social Care Outcomes Framework, England 2019-20 - NHS Digital](#) shows latest published results—2020-21 not yet published.

**Sustainable Infrastructure:**

1. The result shows the position before the pandemic. Provisional figures show that 32.9m passengers were recorded boarding buses in the Leeds district during 2020. It is hoped that as lockdown measures are eased passengers will return to using buses in increasing numbers. However, the impact of changing working patterns and more people working from home in the longer term is unknown.
2. [Leeds City Council to invest £100m improving energy efficiency of council housing by 2025](#)
3. [Corporate report template for committee and officer decisions \(leeds.gov.uk\)](#)

**Child-friendly city:**

1. [Annual Standards Report](#) (pp 263-302) <http://democracy.leeds.gov.uk/documents/g9974/Public%20reports%20pack%2020th-Jul-2020%2013.00%20Executive%20Board.pdf?T=10> (Exams have again been cancelled in 2021.)
2. National guidance indicated that these results should not be used for performance or school system accountability and school performance tables were not published.
3. Under the Children Act 1989, a child is legally defined as 'looked after' by a local authority if he or she: gets accommodation from the local authority for a continuous period of more than 24 hours; is subject to a care order (to put the child into the care of the local authority); or is subject to a placement order (to put the child up for adoption). [Children looked after return: guide to submitting data - GOV.UK \(www.gov.uk\)](#)
4. National and comparator rates have risen across the same period, Leeds statistical neighbour rate was 90 per 10,000 in 2019/20.
5. The 'front door' in a social care context is the arrangement that local authorities have in place to respond to an initial contact from a professional or member of the public who is concerned about a child. At the front door, local authorities provide advice and make decisions about how they will act on information about the health, well-being and safety of children. [Social care commentary: creating an effective 'front-door' - GOV.UK \(www.gov.uk\)](#)
6. The **September Guarantee** is a guarantee of an offer, made by the end of September, of an appropriate place in post-16 education or training for every young person completing compulsory education.

**Culture:**

1. [Virtual visit - Leeds Museums & Galleries](#)
2. [MyLearning](#)

**Age-Friendly Leeds:**

1. From the Indices of Multiple Deprivation updated every four years. The most recent update in 2019 estimated 28,170 people in Leeds aged 60+ living were in the most deprived 10% of areas.
2. New Build Completions during 2020/21 were sites that were granted planning permission before the adoption of Core Strategy Policy H10, i.e. when there was no policy requirement to provide accessible housing. Planning permissions granted since the adoption of Policy H10 in September 2019 have secured accessible housing, however, they may take a number of years to be completed.

**Housing:**

1. This includes newly completed homes and conversions, and also takes account of the number of homes that were demolished.
2. Latest available comparison—October to December 2020—Leeds: 83 people. Sheffield: 315. Manchester: 2,482. England: 95,370.

**Safe, Strong Communities:**

1. Results were published in March 2021 for an online 'Your View' survey conducted by the Police and Crime Commissioner. Leeds City Council actively supported the survey, which was promoted through official LCC social media accounts. As the survey was online not postal, and the respondents were self-selected rather than randomly sampled, the latest results cannot be compared with previous results gathered through a different methodology.
2. Indicators include: police incidents; referrals to the Front Door Safeguarding Hub; referrals to MARAC; requests for refuge; calls to the Leeds Domestic Violence Service helpline; and domestic violence-related visits to Leeds Housing Options.

**An Efficient, Enterprising & Healthy Organisation:**

1. The COVID -19 pandemic has had a negative impact on most business sectors resulting in an inability to pay. Recovery action was suspended during the periods of National lockdowns and no Court dates were available for liability hearings for Business Rates during the whole of 2020/21.
2. The UK General Data Protection Regulation (UK-GDPR) stipulates that Subject Access Requests (SARs) must be responded to within one calendar month from receipt of the request (or two additional months if the request is complex or voluminous), and the Freedom of Information Act 2000 (FOI) and Environmental Information Regulations 2004 (EIR) set the statutory timeframe for responding to requests at 20 working days from receipt of the request.