



# Best Council Plan Annual Performance Report 2021/22

July 2022



## Introduction

In 2021/22, the council's strategic objectives and what we planned to do, in partnership with others, to deliver better outcomes across Leeds, were set out in the Best Council Plan. The Plan informed the council's budget setting and financial strategies and was an essential tool for planning and delivering services. Performance is a key part of staff appraisals and in our shared Values and Behaviours which include 'I can be my best' and 'Working as a team for Leeds'. This helps staff understand how the work they do makes a real difference to the people of Leeds. Performance results also show our partners and stakeholders how we contributed to city-wide priorities.



This annual report looks back on progress made during 2021/22 towards our ambitions, outcomes and priorities as set out in the Best Council Plan. It also includes a snapshot of progress against a range of Key Performance Indicators (KPIs) which provided us with measurable evidence of how well we were performing.

The coronavirus pandemic continued to have an impact on the city, and in turn the KPI results, with some showing a deterioration and others simply being unavailable for the last two years. There are also those which appeared to improve during the pandemic, as well as a few that, due to publication timescales, are reported so far in arrears that they have yet to reach the pandemic period. Besides disrupting performance measures, the pandemic has highlighted and, in some cases, exacerbated the stubborn and longstanding inequalities the city faces, as well as the urgent need to adapt to and mitigate against climate change. At the same time as confronting these pressing issues, in recent years the council has faced considerable financial challenges that have forced us to make some very difficult decisions. However, the pandemic also drove far stronger partnership working between the council, city partners, and our communities. This closer partnership approach has been a key driver in the development of a revised Best City Ambition, which supersedes the Best Council Plan.

This performance report provides a great opportunity for us to reflect on the past and look to the future with renewed vigour and determination, to provide direction to the city and deliver the services that remain so vital to the lives of all those who call Leeds "home".

### Contents:

In this report, the KPI results and headline items are presented 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**

Activities led or supported by Leeds City Council during 2021/22



## 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, particularly as we recover from the effects of the COVID-19 pandemic.**

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 2021/22?

All results are for 2021/22 or as at 31st March 2022, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2020/21 result	End of 2021/22 result
Employment in Leeds	Increase	473,005 (2019 provisional)	461,188 (2020 provisional)
Unemployment in Leeds	Decrease	4.1% (2020)	5.5% (2021)
GVA (Gross Value Added) per filled workforce job (current prices)	Increase	£53,311 per job (2018)	£55,206 per job (2019)
Number of new business start-ups	Increase	5,232 (2020)	4,299 (2021)
Number of new business scale-ups	Increase	585 (2019)	605 (2020)
Business survival rate (after 5 years)	Increase	42.9% survived 5 years 2014 - 2019	40.8% survived 5 years 2015 - 2020
Change in NNDR payable since 2017 revaluation	Cumulative growth	2.17% increase By 31st Mar 2021	2.43% increase By 31st Mar 2022
Visitor economic impact for Leeds	Increase	£1,890 million (2019)	£891 million (2020)
Percentage of working-age Leeds residents with at least a Level 4 qualification	Increase	46.9% (2020)	45.8% (2021)
Number of people supported to improve their skills <sup>1</sup>	6,450	4,857	2,485
Percentages of Leeds residents and Leeds workers earning below the Real Living Wage	Decrease	18.2% residents 17.2% workers (Nov 2020)	21.5% residents 20.1% workers (Nov 2021)
Number of people supported into work	3,500	3,413	3,473
Number of adults of working age affected by in-work poverty	Decrease	74,053 (2018/19)	70,822 (2019/20)

### Leeds Apprenticeship Recruitment Fair 2022

This event connected young people with real live apprenticeships vacancies, information and guidance. It was completely sold out, with 88 employers and training providers exhibiting and over 5,000 people attending on the day. To coincide with the event and to celebrate National Apprenticeship Week, Leeds City Council's employment and skills service launched a brand-new [website](#) providing information and opportunities from over 100 organisations across Leeds.

### Leeds Anchors Network

LCC and the Leeds Anchors Network<sup>2</sup> were successful in bidding for £439,502 of funding from the Health Foundation to reduce health inequalities across the most disadvantaged communities in Leeds. The funding will support a project initiating new opportunities for a joined-up approach to economic and health issues, focusing on areas with the most need. A dedicated team will work to strengthen links with communities, co-design projects with social or economic benefit, create new employment or training opportunities and measure the impact on the health of local people. Leeds is leading the way in developing meaningful change and practical actions to support the achievement of the city's ambitions, using the power and influence of Anchor organisations.

### Skills and access to work

Our Adult Learning Programme delivered an effective, broad and inclusive curriculum through a range of models including online, face to face and distance learning. Other services assisted almost 3,500 people to secure employment 53% of whom lived in the 20% most deprived areas of Leeds, 34% were aged 16-24, 31% identified as BAME, 3% had a physical disability and 4% suffered from mental ill health.

### Supporting businesses through the pandemic

During the pandemic, the Council has facilitated approximately £300m of financial assistance through grants paid to businesses in the retail, hospitality and leisure. Over 4,450 businesses have been supported with preliminary indications suggesting that 93% of discretionary Covid-19 grants went to businesses employing less than 50 staff.

### Businesses see challenging times ahead

Recent research<sup>3</sup> found 38% of small and medium sized enterprises described themselves as "just about breaking even" with 9% currently operating at a loss. There is no energy price cap for businesses who are now facing rapidly rising costs, skills shortages and sluggish demand as consumers cut their spending.

## Health and Wellbeing

**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, and these health inequalities have been exacerbated by the ongoing COVID-19 pandemic. 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 2021/22?

All results are for 2021/22 or as at 31st March 2022, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2020/21 result	End of 2021/22 result
Infant mortality rate	Decrease	Leeds average: 4.6/1K live births Deprived Leeds: 6.3/1K 3-year average 2018-20	Leeds average: 5.0/1K live births Deprived Leeds: 6.1/1K 3-year average 2019-21
Children maintaining a healthy weight at age 11	Increase	63.2% 2018/19	63.4% 2019/20
Percentage of physically active adults	Decrease	25.6% inactive 12 months to end Nov 2020	23.3% inactive 12 months to end Nov 2021
Adults who smoke	Decrease	Leeds average: 17.9% Deprived Leeds: 28.7%	Leeds average: 17.01% Deprived Leeds: 27.31%
Avoidable years of life lost	Decrease	Leeds average: 6,541/100K people Deprived Leeds: 11,092/100K 3-year average 2017-19	Leeds average: 6,296/100K people Deprived Leeds: 10,471/100K 3-year average 2018-20
Suicide rate	Decrease	Leeds average: 12.6/100K people Deprived Leeds: 18.3/100K 3-year average 2017-19	Leeds average: 13.4/100K people Deprived Leeds: 18.0/100K 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	83.5%	78.7% <sup>1</sup>
Permanent admissions to residential & nursing care homes for people aged 18-64 & people aged 65+	15/100K (18-64) 550/100K (65+)	13.4 / 100,000 (18-64) <sup>2</sup> 462.3 / 100,000 (65+)	11.8 / 100,000 (18-64) 501.0 / 100,000 (65+)
Proportion of people who use social care services who have control over their daily life	Increase	15.4%	15.0%

### Adult Social Care

Leeds Council is committed to investing in preventative services and strengths-based practice so that people are supported in their own communities for as long as possible. We are increasing occupational therapy resources at first contact points to support independence as quickly as possible.

The long-term trend to reduce care home admissions continues, although there was a slight increase during 20/21 due to Covid-19. As the use of residential services reduces, demand for community-based services increases. We worked alongside providers to develop a 'community wellbeing' model. This will improve joint working to deliver a flexible service to the person, whilst supporting a more sustainable homecare market within Leeds.

### Care Quality Commission

Care Quality Commission ratings have been affected by the pandemic. Inspections have focused on services where concerns have been raised, disrupting the normal picture. Current plans include the further development of digital services so we can work better and smarter. This year pre-paid cards for direct payments have been introduced which will enable more people to access direct payments and have control over their daily lives.

### Covid-19

The Council and local health system response to the Covid-19 pandemic focused on health inequalities and communities most at risk. The multi-agency Leeds Outbreak Management Plan was built on existing strong systems for outbreak prevention and management. The approach involved scaling up and adapting existing services to respond to the pandemic, with leadership and oversight from the Leeds Health Protection Board.

### Living with Covid Strategy

In February 2022, Government announced the Living with Covid strategy. The success of the vaccination programme, together with access to treatments, means that we have now moved to a proportionate approach to managing Covid-19 locally. However, it is important that we continue to support communities to do this through long-term community engagement with key health messages and the promotion of vaccinations. We continue to work with national health partners to monitor the local position and manage outbreaks, as well as any new variants of concern, in line with local and national guidance.

Sustainable infrastructure

To ensure that Leeds is liveable as well as prosperous we need to provide modern and reliable infrastructure to give people equal access to services and employment, whilst also tackling the climate emergency by improving our 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 2021/22?**

All results are for 2021/22 or as at 31st March 2022, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2020/21 result	End of 2021/22 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	67.4 million (2019)	32.9 million (2020) <sup>1</sup>
City centre travel by sustainable transport (bus, train, cycling, walking)	Increase	45.6% (2018/19)	No new results
Waste recycled	Increase	35.11%	35.99% (provisional)
Carbon emissions across the city (reduction against 2005 levels)	40% by 2020	34.9% reduction 3.219m tonnes (2018)	37.2% reduction 3.107m tonnes (2019)
CO2 emissions from council buildings and operations (reduction against 2005 levels)	40% by 2020	47.9% reduction 66,880 tonnes (2019/20)	55.8% reduction 56,818 tonnes (2020/21)
Properties moved to a lower level of flood risk	Cumulative Increase 2017-22	3,208 residential 501 commercial (Apr2017 - Sep 2020)	3,261 residential 504 commercial (Apr2017 - Dec 2021)

**Progress on the Aire Park scheme**

The first section of the largest new city centre green space in the UK has now opened. Aire Park will be made up of a series of attractive, diverse and interconnected public areas stretching across eight acres of land – from reclaimed roadway at Meadow Lane to tree-lined lawns and gardens on the former Tetley Brewery site. This flagship green space will sit at the heart of a new mixed-use district which will provide much-needed homes, offices and retail space for the centre of Leeds.



**Decarbonisation of Council assets**

With 335 vehicles, we believe we have the largest local authority fleet of electric vehicles in the UK and are now investing in our first electric Refuse Collection Vehicles. We are working with the Energy Savings Trust to develop a plan for transitioning the remainder of our fleet to zero emissions vehicles by 2030. Since March 2021, the council has been utilising over £25m of grant funding to install a range of low carbon technologies across our estate, including homes for older people, leisure centres, offices, schools, and heritage sites. £10m is to be invested in giving our leisure and wellbeing centres low carbon upgrades, such as solar panels and heat pumps.

**Otley primary school achieves gold award for active and sustainable travel**

**Promoting biodiversity**

Many areas alongside the highway network are now mown just once a year, increasing biodiversity by creating more habitats for birds, animals and insects, as well as being more visually interesting. These areas are a valuable boost for bees and other pollinators and the greater coverage of wildflowers and shrubs helps to absorb carbon.

**Net zero ambition**

Major schemes such as Aire Park, the Leeds Public Transport Investment Programme and work towards the traffic-free transformation of City Square, are contributing to our vision of Leeds as a place where you don’t need a car to get around or access opportunities. These sustainable infrastructure initiatives will help power Leeds's economic recovery by attracting even more investment to deliver jobs, homes and quality spaces where people can meet and connect.

**Progress during the pandemic**

Many bus and active travel priority schemes have been completed early, including the **Stourton Park & Ride scheme**, (the first fully solar powered scheme in the UK), the Headrow Gateway, bus priority corridors on the A61 south and A647, and the City Connect 3 cycle super-highway programme. Good progress continues on the **East Leeds Orbital Road**, which will facilitate the addition of circa 5000 new homes, with completion on target for later this year.

**Flood protection**

Good progress continues on the Flood Alleviation Scheme 2 which when complete in 2023 will see the city move from one with no flood defences to one with a **1 in 200 year standard of protection**.

**Otley FAS wins civil engineering award**

**Our child-friendly city aspiration, which recently celebrated its 10th anniversary, 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 know 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 special educational needs and disabilities (SEND) and Inclusion strategy for Leeds has been developed, with a specific focus on the attainment, attendance, and achievement of pupils with SEND; and we will be refreshing the Children and Young People’s Plan over the next 12 months, which will reinforce the strategic direction of the children’s partnership in Leeds .

### How did we perform in 2021/22?

Best Council Plan Key Performance Indicator	Aim	End of 2020/21 result	End of 2021/22 result
Number of children who need to be looked after	Decrease	1,278 (or 75.4/10K)	1,365 (or 80.0/10K)
Number of children and young people subject to a child protection plan	Decrease	560 (or 33.1/10K)	619 (or 36.3/10K)
Attendance at primary and secondary schools	Increase	Primary: 95.9% Secondary: 94.2% (2018/19 academic year)	Primary: 96.4% Secondary: 94.3% (2020/21 academic year)
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: 395 (2.4%) Not Known: 854 (5.2%)	NEET: 539 (3.1%) Not Known: 871 (5.0%)
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	0.95% of primary population 11.91% of secondary population (2018/19 academic year)	0.63% of primary population 7.20% of secondary population (2019/20 academic year)

### Rated “outstanding” by Ofsted

“Since the last inspection of Leeds City Council in 2018, services for children have remained outstanding in their overall effectiveness. Children benefit from consistently strong and creative social work delivered to an exceptionally high standard. Senior leaders and council members are unstinting in their efforts and ambitions for children to achieve their full potential. They harness highly effective partnership working and promote a culture across the city where children and young people are at its heart.”

[Extract from report on inspection 21st February to 4th March 2022](#)

### September Guarantee

The guarantee is about ensuring every young person of academic age 15 and 16 (Years 11 and 12) receives an appropriate offer of education, employment, or training by the end of September when they are in Year 12 and Year 13. The local authority leads the September Guarantee process for 16-year olds who are educated in their area, and for 17-year-olds who are resident in their area. In Leeds, the proportion of young people in Year 11 and 12 who had an appropriate ‘offer’ remained stable at 93.2%, despite there being 2,071 more young people within the September Guarantee cohort in 2021 than in 2018. Nationally, performance stands at 95.5%.

### The number of “children looked after”<sup>1</sup>

This has been one of our “obsessions” since March 2012 when the figure stood at 1,474. The number of children looked after in Leeds has steadily risen since March 2021, due to both an increase in the number of children entering care, as referrals return to pre-pandemic levels, and a reduction in the number of children ceasing to be looked after.<sup>2</sup> Our current numbers include 77 unaccompanied asylum seekers; this number has increased in the last 18 months in line with our strategy to welcome asylum seekers into the city.

### Attainment measures disrupted

As examinations were once again cancelled in 2021 due to the pandemic, the latest attainment results 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.

### School attendance

Taking account of the pandemic, Department for Education analysis judged that primary school attendance in Leeds during 2020/21 was consistent with the national average whilst secondary attendance was slightly below. Levels of authorised absence are very low and persistent absence is in line with the national average.

**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 and tackle poverty and inequality.**

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 once again unable to be held in 2021/22.

**How did we perform in 2021/22?**

Results are for 2021/22 or as at 31<sup>st</sup> March 2022, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2020/21 result	End of 2021/22 result
Visitors at a range of venues and events	Increase	2,712,122 (2019)	More recent results not available
Employees in the creative industries in Leeds	Increase	10,000 (2019)	6,000 (2020)

**Leeds Museums and Galleries**

With nine sites in and around Leeds and a collection of some 1.3 million objects, Leeds Museums and Galleries is the largest local authority run collection outside of London with four designated collections of national significance: decorative art, fine art, natural sciences, and industrial collections.

Visitor figures are still recovering after the pandemic and were strongest at our sites outside the city centre. We have deepened our work with communities and schools and placed more emphasis on environmental responsibility as we emerge from the full effects of the pandemic and confront the climate emergency.

Our online audience continues to grow with greater usage of resources such as [MyLearning](#) and our [Museums N’That](#) podcasts which became increasingly popular during the pandemic.

**Museums team wins top award for archaeology project**

**Young curators make history with top award win**



**Cultural programmes**

Sector and community aspirations for infrastructure growth are high with defined ambitions for cultural capital developments in district centres as well as in the city centre. Major projects in development in the city include:

- National Poetry Centre** – the vision of Poet Laureate Simon Armitage
- British Library North** – an exciting project that will lead to a landmark new facility (pictured)
- New public artwork by world renowned artist **Yinka Shonibare**
- The World Reimagined** – in 2022 Leeds is a host city for this national, innovative arts education project

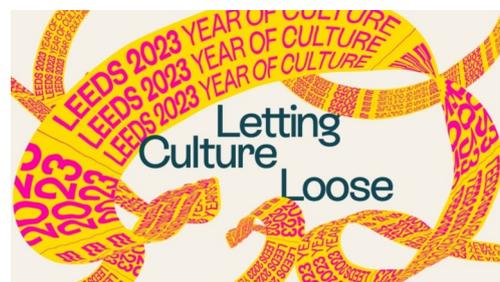


**Light Night 2021**

‘Light Night’ made spectacular return to the streets in October 2021 with 60 events across the city, including digital lightning bolts, cast from the front of Leeds Civic Hall, projections onto the walls of Kirkstall Abbey, and the opportunity to take control of a circle of futuristic monoliths on Millennium Square.

**Leeds 2023**

Preparations for next year’s celebration of culture kicked off with the launch of the new brand on 25th May 2021, followed by the start of a major city-wide community engagement programme. Various seed commissions for artists and cultural groups were funded as part of a community focussed programme of activity leading up to 2023 and activities were launched promoting creative skills in schools.



**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, linked to our Better Lives Strategy, and has an 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 reduce the level of poverty and inequality they experience. We also recognise the need to support older workers to remain in fulfilling employment that accommodates both changing health needs and caring responsibilities.



The success of the vaccination programme during the last 12 months has given older people the opportunity to reset their lives. Many have been apprehensive, or experienced a deterioration in their physical and mental health as a result of COVID-19 and the extreme social isolation they experienced. Services have restarted helping our older citizens to build the confidence to participate fully in the city’s recovery and we have resumed our strength and balance programme in communities to support physical reconditioning. Nevertheless, fears over financial security, rising energy bills and the cost of living are major concerns, and are priorities for Age friendly Leeds to address over the coming months.

**How did we perform in 2021/22?**

Results are for 2021/22 or as at 31st March 2022, unless otherwise indicated, with the previous year-end result given for comparison.

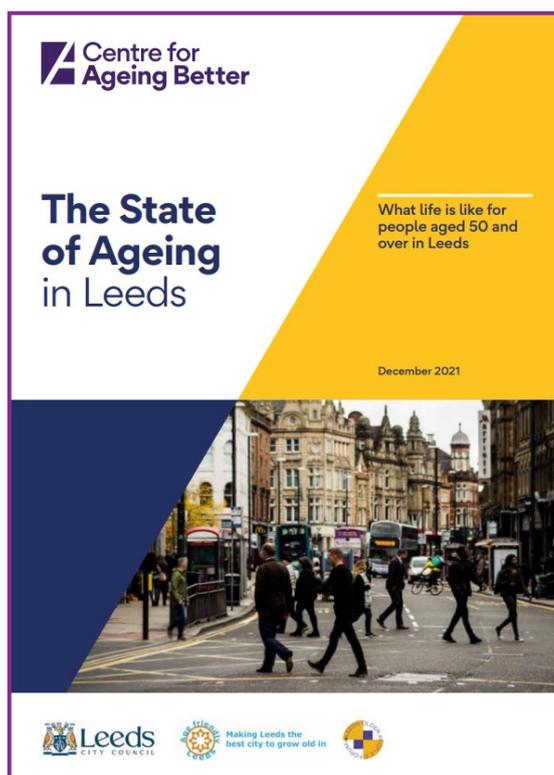
Best Council Plan Key Performance Indicator	Target	End of 2020/21 result	End of 2021/22 result
Income Deprivation Affecting Older People Index	Decrease	18.0% 2015	15.6% <sup>1</sup> 2019
New developments built to accessible and adaptable (A&A) and wheelchair accessible (WC) standards	30% A&A 2% WC	0%	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

**State of Ageing in Leeds**

Working in partnership with Centre for Ageing Better and Leeds Older Peoples Forum we have produced ‘[The State of Ageing in Leeds](#)’. The report uses data and evidence to tell us what life is like for people aged 50 and over in Leeds. The report shows that around one in three people living in Leeds is aged 50 and above. We have a growing older population and in the next twenty years the number of people aged 80 and above living in the city will increase by 50%. We also asked older people what’s important to them, they told us the following:

- When I go out, I feel that public spaces are welcoming to older people
- I can access a range of safe, reliable and affordable public transport options
- I volunteer some of my time to helping my community, friends and family
- As a carer I am acknowledged, valued and supported in my caring role
- I have the option to work flexibly or in a way that suits my living situation
- A variety of age friendly housing options are available to me

Together this is being used to refresh the City’s Age-Friendly Strategy and action plan.



## Housing

**One of the biggest challenges Leeds faces is to provide enough quality and accessible homes to meet the city's existing needs and those of a 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 for all. 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 2021/22?

Results are for 2021/22 or as at 31<sup>st</sup> March 2022, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2020/21 result	End of 2021/22 result
Growth in new homes in Leeds	3,247	3,009	TBC
Number of affordable homes delivered	434	596	TBC
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	57,492 (or 16.8%) 2019	60,802 (or 17.6%) 2020
Number of homeless preventions	80%	92%	83%
Number of rough sleepers in Leeds	Decrease	16 at March 2021	36 at March 2022
Percentage of housing adaptations completed within target timescale	95%	36% Council properties 70% Private properties	82% Council properties 89% Private properties

### Delivering new council housing

The council has set a target of delivering 1,500 additional homes by March 2025. Just over 500 homes have already been built or acquired, or are in construction, with a pipeline of over 900 homes in various stages of development. The majority of new homes are being built with low carbon heating and hot water solutions and will be delivered at affordable rents. The past 12 months has seen significant pressures in terms of the contracting and commercial environment, supply chain and cost inflation.<sup>1</sup>

#### Building trade issues

During 2021/22, lockdowns, Covid-safe working practices and the impact of self-isolation led to a backlog of repairs and an increase in council homes standing empty awaiting refurbishment. More recently, this has been exacerbated by a global shortage of construction materials and a national shortage of skilled tradespeople. We have been working hard to clear the backlog of repairs and to make our empty homes ready for occupation, as we understand the need for affordable accommodation across the city. Actions put in place to support this recovery included expansion of our delivery network, amendments to specifications and increased capacity across services to deliver work as efficiently as possible.

#### Investment in housing

Housing Leeds is investing over £80m annually to deliver a range of projects including Buildings Safety, Renewables, Energy Efficiency, and lifecycle replacement. Over the last 12 months several key projects have been initiated/completed. Schemes included:

- High-rise blocks—renewable heating in 800 flats across 18 blocks and sprinkles in a 6 further blocks
- Back-to-back properties—750 insulation and 360 fire safety
- Other property types—460 replacement roofs and insulation, 260 kitchens and bathrooms, 190 deep retrofit

### Housing growth

The delivery of high quality housing across all tenures is a major priority for Leeds in ensuring we continue our growth trajectory. In 2020/21 we delivered 2.2% of England's housing supply with the significant majority of homes delivered on brownfield sites in the most sustainable locations.

#### Affordable housing growth

Whilst growth in housing supply has been a real success in Leeds over recent years, as a city we continue to fall short of meeting the identified need for 1,230 new affordable homes per annum, a situation which is not unique to Leeds. Over the last 5 years Leeds has delivered an average of 475 homes per annum (meeting in -year need), delivering a 10 year high of 595 affordable homes in 2020/21.

#### Tackling homelessness

We continued our proactive approach and were able to prevent 83% of customers who sought our assistance from becoming 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.

#### Leeds Housing Strategy

The Leeds Housing Strategy has recently been reviewed to reflect changes in national housing policy and local priorities.<sup>3</sup> The 5-year strategy (2022-27) retains 6 themes of Meeting Affordable Housing Need, Improving Housing Quality, Reducing Homelessness and Rough Sleeping, Thriving and Inclusive Communities, Improving Health through Housing and Child and Age Friendly Housing. The strategy focuses on collaboration across the sector to deliver these priorities.

[Council housing project claims top regional green award](#)

**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 2021/22?**

Results are for 2021/22 or as at 31<sup>st</sup> March 2022, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2020/21 result	End of 2021/22 result
People with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met	Increase	95.3% (provisional)	94.9% (provisional)
Reported domestic violence and abuse incidents	Increase	21,789 incidents	23,268 incidents
People killed or seriously injured in road traffic collisions	Decrease	231 (2020)	405 (2021)
Council tenant satisfaction with the neighbourhood as a place to live	Increase	74% (2018/19 survey)	Survey resumes 2022/23
Leeds residents who say they feel safe in their local area	Increase	72.4%	Survey resumes 2022/23
Reported anti-social behaviour/nuisance incidents	Decrease	19,177	12,650
Reported hate incidents	Decrease	3,315	4,046

**Tackling violence against women and girls**

We are developing formal governance arrangements under which we will see a refreshed response to tackling violence against women and girls (VAWG). There was a strong commitment to align the local response to the developing West Yorkshire Mayoral VAWG strategy and we have directed partnership activity towards new funding opportunities. Safer Leeds partners, supported by the Safer Stronger Communities Team, have been successful in a number applications for Home Office funding streams including the Safer Streets Fund and the Safety of Women at Night Fund which were announced as part of the national Government’s refreshed VAWG strategy.

Through this funding and wider partnership activity, particularly the City Centre Partnership, Leeds has developed several key safety initiatives including: the relaunch of the Ask for Angela campaign in night time economy venues; a Women’s Safe Space pilot; increased presence of Night Safe marshals; women’s safety training for men; and a Leeds City Council and Women’s Lives Leeds collaboration on a Women Friendly Parks project linked to 2 parks in Leeds. Safer Leeds partners have worked with the Combined Authority to apply for further Safer Street 4 funding and the outcome for this bid is expected towards the end of June.

**Decreased Anti-Social Behaviour**

Reported incidents of anti-social behaviour decreased by 34% during 2021/22, with large falls in neighbour-related nuisance (-56%) and adult nuisance (-44%) and smaller falls in incidents related to nuisance motorcycles/quadbikes (-18%) and youth-related incidents (-21%). This decrease more than reverses the rise seen during the pandemic when lockdowns restricted movement and sometimes exacerbated existing tensions.

**Healthy Holidays programme**



Department for Education funding of £3.8 million was used, in conjunction with partners, to provide over 200,000 portions of healthy, good quality food to 27,000 children and young people during school holidays, as well as a wide range of activities such as trips to Lotherton Hall, Temple Newsam and Planet Ice, and swimming catch-up sessions.

**Welcoming Refugees**

Following events in Afghanistan and Ukraine, we have been providing assistance to new arrivals from these countries to help them build new lives in Leeds. Working with a range of partners across the city, this has included advice, guidance and financial aid designed to address the barriers to their integration to their new surroundings. As a welcoming and compassionate city, we will continue to extend our support to those most in need.

**Locality Working**

Building on work that commenced in 2017 in six of the city’s most deprived neighbourhoods, the new Locality Working approach operates across all twelve of the most disadvantaged neighbourhoods in Leeds, with focused work in the six wards where they are located. Local Area Plans set out the key issues for each of these wards and, by working more closely with partners and communities, we aim to tackle inequality and poverty and build more thriving and resilient communities.

[Leeds given prestigious Purple Flag for 5th year running](#)

**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, and ensuring equal access to opportunity for all.**

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 2021/22?

All results are for 2021/22 or as at 31<sup>st</sup> March 2022, unless otherwise indicated, with the previous year-end result given for comparison.

Best Council Plan Key Performance Indicator	Target	End of 2020/21 result	End of 2021/22 result
Council workforce profile over time	Reflect our communities	Female 61%. 40+ 65%. BAME 14%. Disabled 6%. Carers 9%. 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	275 new apprenticeships 1.10% of workforce	210 new apprenticeships 1.0% of workforce
Average staff sickness levels	8.5 days	Overall: 9.03 days Exc. schools: 10.72	Overall: 11.28 days Exc. schools: 13.27
Score given by Leeds City Council staff	Increase	7.5 / 10 (2019)	2022 survey TBC
Staff who believe their manager/supervisor looks out for their general health/wellbeing	Increase	77% (2019)	2022 survey TBC
Workplace accident and incident reports	Decrease	Specified Injuries: 9 7+ days Injuries: 10 Reportable Covid-19: 112	Specified Injuries: 5 7+ days Injuries: 21 Reportable Covid-19: 44
Staff appraisals & mid-year reviews completed	100%	Mid-year: 89.72% Year-end: 77.45%	Mid-year: 93.55% Year-end: Due later 2022
Gender pay gap across council staff	5%	6.0% (31 Mar 2020)	4.9% (31 Mar 2021)
Over/underspend for financial year	Balanced budget	Balanced budget	Balanced budget
Collection rates: council tax	96.11%	95.39%	94.32%
Collection rates: business rates	98%	90.21% <sup>1</sup>	93.96% <sup>1</sup>
Collection rates: council housing rental	97.50%	96.70%	95.63%
Bin collection rate	Increase	99.90%	99.87%
ICT service desk calls fixed at first contact	70%	82.64%	75.17%
Level of customer complaints	Decrease	5,674	6,581
Customers using self-serve when contacting the council	Increase	79.59%	79.66%
Subject access requests received responded to within statutory timescales <sup>2</sup>	88%	60.21% (of 715 requests)	67.38% (of 750 requests)
FOI and EIR requests received responded to within statutory timescales <sup>2</sup>	90%	86.27% (of 2301 requests)	76.65% (of 2023 requests)
Orders with local suppliers	≥51.97%	51% (or £494.85m)	49% (or £526.79m)
Orders with small & medium-sized enterprises	≥51.97%	60% (or £532.22m)	58% (or £557.18m)
Prompt payment of invoices against target	92%	91.65%	93.14%

### MEALS at home service

This service provides a hot meal and welfare check to some of the city's most vulnerable residents, 7 days a week, 365 days a year. Meal numbers were dropping and the service was being delivered at significant cost to the Council which was jeopardising the sustainability of the service.

During 2021/22, the PRESTO Meals team transformed the service introducing new cooking and delivery methods which are much more efficient and bring benefits to the environment, including switching to electric ovens and electric vehicles. By changing to electric vehicles,...

... 75,000 miles of diesel use per year have been removed contributing to our ambition for Leeds to be a Zero Carbon city.

After successfully marketing the service, there has been a 12% increase in uptake resulting in the service now running at a small surplus (which is reinvested into improving the service). The council no longer needs to subsidise the service making its future more sustainable and this has been achieved without increasing prices to customers which could have priced some of the city's most vulnerable out of the market and left them without a service.

### Be Your Best

Leaders and managers play a key role in shaping organisational culture and driving performance. The **Be Your Best Leadership and Management development offer** supports the Council's ambition of becoming a more efficient and enterprising organisation in two ways:

- The offer is underpinned by our refreshed values and behaviours helping to set expectations around, and embed, a positive organisational culture.
- The division into core, self-directed and community-led learning helps to increase leadership and management effectiveness through shared learning, collaboration and peer support.

The impact of the learning in the workplace will be measured through evaluation, post-learning conversations, appraisal and one to ones.

By investing in the Be Your Best offer and developing capable, confident and compassionate leaders and managers, we expect to see a whole range of benefits including:

- an organisational culture of high performance, engagement and wellbeing
- increased leadership and management capacity
- increased capability, through the application of new skills
- a happier, healthier and more productive workforce
- an increase in staff retention
- enhancements in service delivery

### Our Values and Behaviours

Leeds City Council expects all its employees and councillors to observe our core values and to understand our codes of conduct for ethical behaviour, correct use of IT, and protection of sensitive information.

Our values are at the heart of our organisation. They reflect the current needs of the city. In a period of immense change and real challenge we must be both confident and decisive about what we do and how we do it. Our values are:

- **Being open, honest and trusted** - I can be my best
- **Treating people fairly** - I feel valued for who I am
- **Spending money wisely** - I make every pound go further
- **Working as a team for Leeds** - I'm part of a 'can do' team
- **Working with communities** - I make a difference

Observing these values help us:

- take the difficult decisions we will have to take, by giving us some clear, shared values against which to measure our options
- challenge people who do not appreciate what we do well, and challenge each other when we do less than our best
- inspire us all to be the best we can be, in difficult times, by reminding us who and what we're working for
- give our customers and partners the same high-quality experience, no matter who they're dealing with in the council

Staff appraisals are important for our culture and behaviour to enable everyone to do their best and fulfil their potential. They provide an opportunity for someone to reflect on how they have performed during the previous year, and assess themselves against their own objectives and the council values.

### Gender pay gap

The gender pay gap across the council **reduced to 4.9%** in 2021, but we know there is more to do and we want this to reduce further in 2022. Work continues to improve the diversity of the workforce...

... by supporting managers to think about recruitment to ensure they are best placed to access the most diverse talent pool and attract the best candidates.

The council's **People Strategy** contributes to the continued reduction in inequalities and our strategic objective to support development and progression, and create a culture that focuses on harnessing opportunities.

### Equality, diversity and inclusion

We are clear that Equality, Diversity and Inclusion is everyone's business at Leeds City Council. Our organisation is working towards ensuring that EDI is the golden thread permeating through service, directorate and organisational strategies and plans.

During 2021/22, focused work on EDI set out an ambitious and clear plan of our priorities in this area, and identified underpinning workstreams which are already underway across the five main themes:

**Recruitment** - A review of our approach with a focus on EDI

**Progression** - Better career progression planning

**Training** - to set out mandatory training that has EDI at its heart and to ensure we are living our values

**Speaking Up and Zero Tolerance** – A clear statement of intent on discrimination and appointment of a **Freedom To Speak Up Guardian** underway

**Data and Monitoring** - Assessment of our data, establish value adding processes and identify success as well as areas needing improvement.

### Pulse wellbeing survey

The wellbeing pulse surveys remain a key council-wide measure of staff wellbeing. Results from the latest (Pulse 5) survey, conducted in February 2022, mirrored the positive results from the Pulse 4 with **76% of respondents feeling well-supported by their manager and 60% stating that they felt happy at the time of the survey.** Results are shared at all levels of the organisation and an interactive dashboard tool enables analysis and action planning to take place.

Targeted work with the groups that needs it most is underway to address feedback arising from the surveys. This work includes the launch of an interactive financial wellbeing resource, embedding our supporting staff at work package, a new action plan for disabled colleagues and carer colleagues and a wellbeing roadshow for front-line teams.

Quality wellbeing conversations continue to be encouraged through one to ones and appraisals and the support available is clearly outlined in our [#TeamLeedsBeWell](#) staff wellbeing offer booklet and our wellbeing sessions booklet. The support available includes peer support sessions, financial wellbeing help, regular men and women's wellbeing groups run by an Occupational Health expert and counselling through our employee assistance provider.

### Staff networks

Our staff networks continue to be developed, bringing a broad range of voices from across our organisation to conversations on important matters. There are 7 networks, including those on protected characteristics, covering BAME, Women's, Carers, Disability & Wellbeing, Healthy Minds, LGBT+ and Social value and Early careers.

In 2021, "[Recognition Week](#)" helped to promote the existence and role of our staff networks. There were also a host of other events which were well received by colleagues and stakeholders.

## Endnotes

**Inclusive Growth:**

1. 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.
2. Established in 2018, the Leeds Anchors Network comprises of 13 Anchor institutions, embedded within each of their communities, who collectively employ over 58,000 people in Leeds, with an annual expenditure of more than £2bn. The Network has a shared commitment to improving the lives of local communities and already supports projects to build skills, encourage companies based in Leeds to spend with local suppliers and create opportunities for good work.
3. [2.1million UK SMEs are 'just about breaking even' | News | BFS \(bibbyfinancialservices.com\)](#)

**Health & Wellbeing:**

1. The Care Quality Commission (CQC) has not yet returned to its pre-pandemic regime of inspections, therefore it remains difficult to assess the overall market quality based solely on CQC inspection outcomes. The number of 'good' or 'outstanding' services has not fallen dramatically and we anticipated that some issues would come to light following the pandemic, leading to a possible drop in ratings.
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.

**Sustainable Infrastructure:**

1. It is hoped that now lockdown measures have ended 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.

**Child-friendly city:**

1. 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 \(www.gov.uk\)](#)
2. National and comparator rates have risen across the same period, Leeds statistical neighbour rate was 92 per 10,000 in 2020/21.

**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 2021/22 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. It is essential that delivery is not just about numbers, but also making sure the right tenures (or types) are provided to ensure homes are truly affordable for our residents. Leeds has a good track record of delivering social rented homes, with a greater proportion of truly affordable homes being delivered than the national average. The Leeds Affordable Housing Growth Partnership Action Plan 2022-25 will set out an affordable housing pipeline that is set to deliver c750 new affordable homes per annum over the next 3 years. This higher rate of delivery is testament to the ambitions of the Councils own direct delivery, which is set to deliver 1,500 affordable homes by 2025, but also the commitment of the Registered Provider sector in the city.
2. Latest available comparison—October to December 2021—Leeds: 67 households. Sheffield: 394. Manchester: 2,705. England: 96,410.
3. The review ensures that it is closely aligned to the 3 pillars of the new Best City Ambition and the Team Leeds approach outlined in the Ambition. Delivery of the updated strategy will be monitored by the Leeds Strategic Housing Board.

**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 it is likely to take the whole of 2022/23 to clear the backlog through the courts.
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.