

Leeds

State of the City

2012

To be included on the inside front cover of the report:

How to use the report: The report is divided into sections. Each section can be read alone or alongside one another. The executive summary and city priority themed sections contain a number of key facts. Throughout the report are links to where additional information can be found. Case studies are included in the main report and more detail can be found in the Case Study Compendium. There is an index to help locate a particular issue and a glossary of unusual or specialist terms.

Family of strategies and plans:

The **Vision for Leeds 2011 to 2030** sets out our vision to be the best city in the UK. It is the driver for the city's other strategies and action plans and for the continued partnership working over the next 20 years.

The **City Priority Plan 2011 to 2015** outlines the key priorities for the city. The priorities are aimed at contributing to the delivery of the long-term plan for the city, the Vision for Leeds 2011 to 2030.

The **Council Business Plan 2011 to 2015** outlines what the council wants to change and improve over the next four years. It not only sets out what the council are going to do but also sets out how it will do things differently. The plan is underpinned by a clear set of values.

The annual **State of the City Report** is an overview of what's happening in Leeds in 2012 and underpins the Vision for Leeds, the City Priority Plan and the Council Business Plan.

The annual **Equality and Diversity Position Statement** has been written from a Leeds City Council perspective and provides information on some of the issues facing different communities of interest. The report underpins the Vision for Leeds, the City Priority Plan and Council Business Plan.

Executive Summary: The Story of Leeds in 2012

The 2012 State of the City Report shows a city that is holding up pretty well against current economic and social pressures. Leeds is a resilient city and positive progress is being made towards achieving our Best City aspirations. We remain acutely aware that there is still much more to do to achieve our ambitions, as well as a need to raise our game internationally and put Leeds firmly on the map as being the most successful UK city outside of London.

2013 provides a fantastic springboard for Leeds to achieve its ambitions: We will see the opening of the Leeds Arena which we expect to be one of the best performance venues in Europe; as well as the opening of Trinity Leeds, a £350m investment and the only major retail development opening in the UK in 2013; in addition, we can also look forward to hosting the Rugby League World Cup in 2013. Beyond that, implementing our City Deal is a fantastic economic opportunity which will see over £1.4 billion being invested in the city-region's infrastructure and we are playing a key role in Yorkshire's bid to host the opening stage of the Tour de France in the future.

The most recent census (2011) indicates that Leeds has a population of 751,500 people living in 320,600 households, representing a 5% growth since the last census of 2001. Leeds is a truly diverse city with over 140 ethnic groups including black, Asian and other minority ethnic populations representing just under 17.4% (ONS 2009) of the total population. Analysis of the Government's Index of Deprivation shows an overall improving position for Leeds between 2004 and 2010 when compared to the rest of the country, with fewer areas in the city ranked in the most deprived 10% nationally on the Index of Multiple Deprivation¹. However, the current economic situation is providing significant challenges for residents in Leeds, just as it is in many other urban areas across the country as well as further afield. We are working hard to tackle the issues arising and our focus on jobs and skills, supporting children and young people and prioritising services for the elderly are contributing positively to the significant social impact being caused by the current economic and social policy challenges.

This year, the diversity of the city came alive when Leeds hosted a series of celebrations as part of the London 2012 Olympic and Paralympic Games. As well as delivering a successful events programme providing opportunities for people to get involved, the city played host to several international teams as they prepared for the Games using the John Charles Centre for Sport, the University of Leeds and Leeds Metropolitan University as training bases. Leeds also continued to attract large and diverse audiences to the festivals that celebrate the rich heritage of Leeds communities, including the annual St. Patrick's day parade, Leeds Pride, Leeds Carnival, Refugee Week, Vaisakhi and Holocaust Day. These initiatives continue to improve people's perceptions of their areas and neighbourhoods, and have continued to attract more volunteers and stimulated the development of new community groups.

To tackle climate change and improve energy efficiency, a number of initiatives are taking place across the city in working towards the city's commitment to reduce carbon emissions by 40% by 2020. Some of these initiatives include; the Wrap Up Leeds initiative, renewable energy generation, Aire Valley Environmental Projects and the Eastgate Energy Centre.

This year has also seen a number of shared early intervention and prevention programmes being implemented which have had a major impact in a number of areas such as a significant reduction in crime levels, particularly burglary; improved attendance at school and a reduction in the number of young people Not in Education, Employment or Training (NEET).

However, there is still much more to do, not least because of the extremely difficult economic, financial, policy and social context with continuing significant public sector budget reductions, ongoing structural changes (notably the major changes taking place across the health sector, including the transfer of public health functions to local authorities from 2013 onwards) and rising demand in terms of increased expectations, an ageing population and complex social and deprivation issues. Despite these difficult conditions, this year's State of the City Report highlights that Leeds remains positive in its outlook for the future.

¹ The Government's Indices of Deprivation are produced on a three yearly cycle (the latest iteration was published in 2010) and provide a nationally comparable assessment of deprivation at the small area level.

Despite the wider economic environment, the economy in Leeds remains resilient. Stimulating good growth in the right sectors is key to ensuring that local people are ready for work, particularly young people. A wide range of choices for young people continue to be developed across the city to support them in making positive choices about their future whether this is further education, training, apprenticeships, careers advice or work experience. Linking people who are out of work, particularly young people and those who are long term unemployed, to new jobs being created in the city is a key priority.

In terms of future development, Aire Valley Leeds, which is a nationally significant development and regeneration area situated to the south east of the city centre is a key focus for growth in the city and the city region in both the short and longer term. The Aire Valley already has an extensive employment base with the capacity to accommodate a further 35,000 new jobs. Many of the neighbourhoods within Aire Valley are within the country's 10% most deprived, and the key is to link residents to the current and future economic opportunities within the area.

We have strong foundations to work from and looking further to the future the outlook for Leeds and its people remains bright and optimistic. As a reminder, our Best city ambition is framed through the following five outcomes in the City Priority Plan 2011 – 2015, upon which this State of the City Report is structured:

- Best city...for business
- Best city...to live
- Best city...for communities
- Best city...for children and young people
- Best city...for health and wellbeing

As we work towards these best city ambitions, we have developed some new thinking through Leeds' leadership of the Commission about the future of local government developing the idea of Civic Enterprise and five propositions to help places like Leeds become more enterprising, helping businesses and other partners to become more civic and citizens becoming more engaged in their city. The Commission was a way of taking a look at the current context and challenges and taking a proactive and positive view about working differently with everyone to achieve more. This work has emphasised the need for strong democratic leadership and public service provision, albeit on a different basis to the past, and the commission outcomes now form the basis of how this city will respond to the challenges ahead.

Taking some of the Commission's thinking locally we will bring about new opportunities and the third sector will play a significant role in delivering our civic enterprise ambitions. With a city the size of Leeds, the magnitude and scale of these issues cannot be tackled by one organisation alone. We need to continue to find new ways to work in partnership across the city and at a local level and better engage citizens about the decisions which affect their lives. All of these challenges mean we need to work even better so that we are confident about becoming the Best City in the UK.

The purpose of this State of the City Report is to stimulate debate and action from anyone and everyone in the city to play their part to help make the city the best it can be for everyone, from a parent or carer, the full range of professionals and volunteers, as leaders across all sectors in the city, and as elected members. We can be confident about working together because we are making progress, but this report also makes it clear that there is a lot more to do. We can take the thinking from the Commission for the Future of Local Government, which set out some propositions to take a proactive approach to improving outcomes in the current context, such as: becoming civic entrepreneurs, stimulating jobs, homes and good growth, establishing 21st century infrastructure and devising a new social contract.

The full State of the City Report can be found on the Leeds Observatory:
www.westyorkshireobservatory.org/leeds

The sections below outlines the key facts, issues and actions across each of the five outcomes drawn from the full State of the City Report.

Best city... for business

Creating a prosperous and sustainable economy is critical to the future success of our city. Despite the recession Leeds continues to attract new investments and create new jobs. Making sure that local people can access these opportunities is essential, as is ensuring that Leeds is a well connected and planned city with cultural facilities, activities and opportunities for local people and national and international visitors.

Key facts:

- The employment rate for Leeds is 67.5% which is broadly in line with the regional average but below the national rate of 70.2%. (Annual Population Survey, ONS, April 2011 to March 2012).
- There were 5,505 apprenticeships started between August 2011 and April 2012, an increase of 8% since last year.
- New research by [Visit England](#) reports that the day visitor market to Leeds attracts 24.8 million each year, worth £654 million to the local economy.

Since the recession investment opportunities have significantly declined and unemployment has risen from 6.2% in 2007 to 9.6% in 2012. Although over the past year unemployment has levelled out there remains areas of Leeds where economic inactivity is more than double the city rate. The increasing number of young people claiming unemployment benefits is also a concern. Therefore, linking workless young people and adults to jobs, and particularly those being created within the city's major retail and leisure developments and [the Aire Valley Leeds Enterprise Zone](#), is a key priority.

Leeds is well positioned in terms of its rail, road and airport connections. As the economy has grown, increased demand for travel has impacted upon the transport system, resulting in congestion on the roads, and over crowding on buses and trains. Addressing these issues and ensuring that the economy develops in a sustainable way, taking into account climate change, energy costs and the delivery of future developments, is a key challenge.

The 'City Deal' and the continued ability to attract major investments and developments, such as [Trinity Leeds](#), the [Aire Valley Enterprise Zone](#), and proposals for Sovereign Street and South Bank, highlight that despite the pessimistic national economic outlook, there is confidence in the resilience of Leeds economy. The challenge is to ensure that stimulating jobs and good growth with socially responsible approaches to employment and economic wellbeing are delivered and that projects maximise their potential to ensure the greatest benefits for the city and its people.

Culture and sport play a key role in attracting people and investment to Leeds. The [Leeds Arena](#), due to open in 2013, will be a cultural asset, and will create jobs and investment and is expected to attract a million visitors a year to see world class acts right in the heart of the city. Roundhay Park continues to be an important and popular visitor attraction with over 8 million visits each year, thus contributing to regional tourism.

In June 2010, Leeds City Council became one of only two local authorities in England to sign up to the 2012 Construction Commitment Halving Waste to Landfill initiative. The £60 million Leeds Arena is being used as the pilot project to develop the methodology required to assist in achieving the Council's objectives. Latest data from the project shows that 83% of its construction waste is being diverted from landfill with the figures set to improve as the construction stages evolve.

In 2010 an agreement was signed to reduce carbon emissions in the city by 40% by 2020. In the period from 2005-09 a promising reduction of 14.4% has been achieved. Examples of ongoing activities that are contributing towards this success include; the Wrap Up Leeds initiative, renewable energy generation, Aire Valley Environmental Projects and Eastgate Energy Centre.

The new economic, social, environmental and technological challenges of the 21st century and beyond demands new infrastructure and different utilities to create smarter towns and cities. To contribute to this, improving the city's broadband infrastructure is critical to the economic success and prosperity of the city. As a result Leeds City Council is developing proposals for a number of broadband initiatives such as the Super Connected Cities (SCC) proposal and the BDUK Broadband Plan.

Best city... to live

Housing and regeneration in the city is about ensuring that growth is sustainable and provides long term benefits for all the residents of Leeds. This involves making sure that regeneration creates the right physical environment for vibrant and sustainable communities, and that local people have access to the opportunities that regeneration investment brings. A key element of this is delivering substantial housing growth over the coming years and, providing a range of housing types which are capable of meeting the varying needs of the city's different neighbourhoods.

Key facts:

- Over the last year 1,931 new homes have been built in Leeds, of these 489 homes were affordable.
- 3,243 long term empty private sector properties were brought back into use in 2011/12.
- 1,063 private sector properties were made decent as a result of the direct action of the Council.

Some major pieces of legislation have been passed within the last year which will impact considerably on housing and regeneration, namely the Localism Act and the Welfare Reform Act. The council is already monitoring the changes in housing benefit regulations and how this will potentially impact on housing need across the city.

The national housing strategy sets out a package of reforms to get the housing market moving again; promote a more responsive, effective and stable housing market in the future; support choice and quality for tenants; and improve environmental standards and design quality.

Many households in Leeds earn less than £20,000 per year which, alongside tight mortgage lending and rising unemployment, has made many parts of the city unaffordable to a large number of its residents. The Core Strategy sets out a policy approach for future housing growth in the city, including the need for housing developments above a certain size incorporating affordable homes. It has been influenced by the significant changes being introduced through the Government's new localism agenda (e.g. New Homes Bonus, Community Infrastructure Levy, and Neighbourhood Plans and Community Right to Build), as well as by the ongoing economic situation and its impact on house building and mortgage lending.

Leeds has a large amount of older housing, of which there are substantial concentrations in deprived neighbourhoods. The challenges identified in the [Private Sector House Condition Survey](#) (2007) regarding decency standards in some private rented properties remain. Decency in the city's public and social sector housing is much higher, currently standing at around 97%. There are investment challenges to maintain and achieve decency across all sectors and, in doing so, provide the city's growing population with decent, affordable housing. The proposed changes to council house tenancies and housing benefit will also present some serious challenges for how public and social housing across the city is accessed and managed.

Although Leeds is a growing city with a successful city centre and a strong local economy, some of its neighbourhoods face significant challenges relating to employment, housing, health, education and community safety. To achieve its wider regeneration objectives, the council works across the regeneration priority areas with numerous partners from the public, private and third sectors, as well as with local residents. To build on this in the future, citizens need to be more engaged and involved by devising a new social contract and also encourage and promote civic entrepreneurs. Existing regeneration programmes include:

- the East Leeds Regeneration Programme,
- the Little London, Beeston Hill and Holbeck Private Finance Initiative (PFI) Project, and
- the two Townscape Heritage Initiatives (THI) in Armley and Chapeltown

Best city... for communities

Leeds' vision is to be the best city for people to live. We want all communities in the city to be safe, clean and welcoming to all. We want a city where people can be active and involved in the life of their communities and able to take action for themselves to make those communities stronger through devising a new social contract. By working together in partnership with local people we can tackle crime and anti-social behaviour effectively, diffuse tensions, keep our neighbourhoods clean and attain the right conditions so our communities will become places where people want to live and thrive.

Key facts:

- Total recorded crime in Leeds has fallen from 128,920 (2002/03) to 70,445 (2011/12), a 45% reduction in the last 10 years.
- Deliberate primary fires have fallen consistently year on year from 2,783 in 2003/04 to 499 in 2011/12 which is an 82% reduction.
- 69.61% of people agreed their local area is a place where people from different backgrounds and communities live together harmoniously (WY Police Authority Jan/March 2012).

Continued focus on the delivery of the burglary reduction plan has resulted in significant improvements, in 2011/12 there were 7,662 recorded burglary dwelling offences across the city, down 13.6% (1,207 fewer victims) on the previous year. Burglary has significant consequences directly impacting on a person's sense of safety, as well as the damage and loss incurred. Although levels are reducing, domestic burglary in Leeds remains higher than the national average.

Some offending has been linked to problematic and nuisance groups of youths who appear to view opportunistic burglary as an extension of anti-social behaviour. Complex needs have been identified such as "up and coming" offenders, who can rapidly become prolific. Organised groups have also been identified, often linked with drug supply, and long term prolific offenders who undertake burglaries on a regular basis. A number of approaches continue including:

- Locality partnership based sessions leading to partnership plans being formulated, including innovative approaches to identifying local areas at risk in a more proactive manner.
- A centralised task force tackling high level organised burglary and the Leeds POCA Team (Proceeds of Crime Act) actively target offenders across the city who are known or suspected of living above their legitimate means through criminal activity.
- To change offenders' behaviour, Leeds has adopted an Integrated Offender Management approach. This identifies and manages offenders in the community, with the emphasis on those who are most prolific or persistent in their criminal behaviour. In the last 12 months work with HM Prison Leeds, has resulted in additional focus on managing offenders on release into the community.
- Work between Anti-Social Behaviour Teams, Children's Services, Youth Offending Service, Probation and Police has delivered intensive family support for those in greatest need with acute, complex issues. This has resulted in significant reductions in offending and anti-social behaviour amongst those receiving this assistance.

Anti-social behaviour (ASB) can affect everyday life and devastate a neighbourhood. Common ASB issues across Leeds include youth related nuisance, alcohol misuse, vandalism and graffiti. In some areas, there are issues around specific families or groups highly involved in local ASB and crime. A new Leeds Anti-Social Behaviour Teams (LASBT) was introduced comprising of staff from Leeds City Council, ALMOs, Victim Support, West Yorkshire Police and West Yorkshire Fire and Rescue Service. Through the development of shared case management systems, community links, and improved information sharing, offenders can be identified and targeted through a range of disruption and enforcement tactics.

In order to develop more responsive, cost effective local environmental services, three new locality teams have been introduced across the city. These teams are focused on achieving a cleaner, greener and more attractive city through effective environmental management and changed behaviours. Local decision making can also ensure that available resources are deployed more appropriately and quickly to meet local challenges.

Parks are an important place for the community to meet, hold events and get involved as volunteers or as a member of a 'friends' group. Parks and green space have continued to show improvement against the national Green Flag standard with 26.6% achieving the standard for 143 parks assessed against a target of 26.2% in 2011/12.

Best city...for children and young people

Our vision is for Leeds to be a child friendly city where children and young people are valued and supported to become successful citizens of the future, who make a positive contribution to our communities and our economic and social prosperity. As part of this vision we will minimise the effects of child poverty and deliver our children's plan priorities, including transforming achievement across the city through the Leeds Education Challenge.

Key facts:

- The percentage of young people leaving school with five GCSEs A* – C including English and maths has increased from 53.7% in 2010/11 (academic year) to 54.0% in 2011/12 (academic year). Results for 2012 are provisional and results in Leeds have been impacted by the GCSE English grading issue.
- The percentage of 16-18 year olds that are not in education, employment or training (NEET) is 8.1% in 2011/12 (based on November to January averages).
- In March 2012 there were 1,473 children and young people looked after in Leeds.
- In the academic year 2010/11, 4,728 (51.3%) young people in Leeds achieved a level 3 qualification by age 19. This is an improvement of 4.6 percentage points compared to the 2010 result.

In terms of the reduction of the number of children and young people looked after, this period has seen major service change with the implementation of new locality working arrangements. Supporting the redesign of social care services is ongoing as is the investment in early intervention and family support. The costs of placing children and young people in care remains a focus whilst accepting keeping children safe is the absolute priority. In addition to reducing the need to enter care there is a continuing focus on those children and young people in care, including involvement in national adoption work.

Attendance improved in Leeds primary and secondary schools in 2011/12, and primary attendance is now above national. Attendance in secondary schools increased by 1.4 percentage points on the 2010/11 academic year and is now at its highest level since recording began. Secondary attendance remains lower in Leeds than nationally and in statistical neighbours, but the gap has narrowed because the improvements achieved in Leeds are greater than national and statistical neighbours improvements. Good work is ongoing at the locality level including within schools and at cluster level in terms of outcome based accountability (OBA) sessions and action plans. Examples of this in practice are efforts to improve consistency around authorising term-time holiday requests and targeted work with families.

There are still significant numbers of young people who are not in education, employment or training (NEET). Improvements are ongoing in the clusters where there is a multi-agency focus and support for individuals who are NEET. The current economic climate presents particular challenges for young people looking to enter the workplace for the first time and there is a need to ensure young people are prepared for work and have the skills required by the local economy. There are a number of initiatives underway including the 'Leeds Guarantee,' and an entitlement to support that enables them to overcome any barriers to remain in learning. In addition to this, a post-16 project is being undertaken to review the current 16-19 provision in Leeds. The raising of the Participation Age which means that young people will remain in education or training for an additional academic year after Year 11 from September 2013 and until age 18 from September 2015 will also impact on the number of young people who are NEET.

Child poverty is at the root of many poor outcomes, with nearly a quarter of Leeds children recognised as being affected by child poverty (DfE 2009). Minimising the effects of child poverty is a cross-cutting theme that informs all our work. The Leeds Education Challenge sets out a vision for every child to be in learning, every school to be a great school and every young person to be succeeding.

Devising a new social contract through restorative practice is key in delivering against our priorities. The fundamental premise of restorative practice is that people are happier, more cooperative and productive, and more likely to make positive changes when agencies and services do things *with* them, rather than *to* them or *for* them. The child and family are at the centre of this approach. Outcomes based accountability (OBA) enables us to develop practical, locality based action plans across the city showing evidence of improvement in outcomes for children and young people.

Best city... for health and wellbeing

There are a range of social, economic and environmental factors that affect people's health and wellbeing in Leeds. We will focus upon identifying and addressing the factors which have the greatest impact upon health and wellbeing. In addition we will ensure that services are joined up and timely to help everyone have the best chance to be healthy and well. Health and social care services will work together better to help people stay active and independent for as long as possible and provide care when needed in local communities.

Key facts:

- In Leeds life expectancy at birth has increased from 77.7 to 77.9 for men and from 82.0 to 82.2 for women. On average men living in the less deprived areas of Leeds can expect to live 12.4 years longer than men living in the most deprived areas. For women the gap is 8.4 years.
- The number of older people in Leeds estimated to have mental health needs includes 8,607 people with dementia and 10,111 with depression.
- During 2011/12 Adult Social Care supported 24,200 people in Leeds through directly provided services, services commissioned from other providers and through providing personal budgets (RAP & FGS returns 2011). 12,344 of these people were assessed as having critical or substantial levels of needs.
- Leeds commissioned 138,996 bed weeks in care homes for older people in 2011/12. This is a reduction of 3.2% in 2011/12 over the previous year. This suggests that older people are retaining independence for longer periods and are requiring care home support at later stages in their lives.
- Adult smoking, healthy eating and obesity levels are significantly worse than the England average.

The health and wellbeing of the people of Leeds continues to improve but we are still faced with huge challenges of a changing population and significant inequalities in health across the city. There is a growing aging population which is creating more demand for services and support at a time when funding is reducing year on year. Leeds needs to ensure more people can get better health and social care services at a time when it has less money. There is also a changing picture of commissioning and provision of health and social care in the city, with a move to more integrated services and with individuals having a greater say in decisions about their care.

The demand for more health and social care is expected to continue and it is expected that there will be an increasing demand for higher quality services. The focus will be around people being supported to have better lives than they have now: Better lives through enterprise; Better lives through housing, care and support; and Better lives through integrated services.

This will be achieved through a powerful mixture of enterprise and integration to create a health and adult social care sector that is flexible, varied, accessible to all and fit for purpose. A growing range of integrated health and social care services are ensuring that needs are being identified at an early stage, this enables input to focus upon minimising loss of independence, for example, the use of short term support to help people regain daily living skills following a period of illness. Leeds is also supporting enterprise in the private and third sector, encouraging innovation and diversity in service provision which will enable people who need support to exercise greater choice and control.

Early deaths from the major long term conditions are decreasing overall in Leeds but the gap between deprived areas of Leeds and the rest of the city is not closing and in some cases widening. Early identification programmes are an important tool in helping ensure that everyone lives longer and healthier lives. The NHS Health Check is an example of a local initiative which aims to offer a systematic and integrated public health programme of vascular risk assessment and management to all those between 40 and 74 years old to assess their risk of vascular disease followed by appropriate management and interventions. Every GP practice in Leeds is offering NHS Health Checks to their eligible population and in the prison service and the homeless practice within the city.

Adult smoking, healthy eating and obesity levels in Leeds are significantly worse than the England average. A range of activities are ongoing to tackle these issues including; a smoking cessation service; a menu of interventions and opportunities that promote physical activity and healthier eating in localities; training and support programmes to increase the skills of the wider workforce who support obese adults and children such as the 'Leeds Lets Change', 'Every Contact Counts' and 'HENRY'.

Introduction

This is the second Leeds State of the City report. The report has been commissioned by the [Leeds Initiative](#) Board and written by Leeds City Council, the NHS in Leeds and the wider public sector partnership. It sets out a range of key facts about the city, the challenges it faces and the way in which all partners will be working together to secure the best possible prospects for the people of Leeds. It describes the progress made across a range of key issues since last year.

This year's report draws upon a range of case studies which exemplify the positive work, effective partnership working and innovation that is taking place across the city to address specific issues and bring about improved outcomes for our city and its people.

The report is for anyone who wants to know more about Leeds - as a member of the community, someone who works in Leeds, visits, learns, does business or invests in the city. The report doesn't attempt to cover everything, but it does provide a high level story of what's going on in the city and there are many links and references within the report as to where further information can be found.

The report will be updated annually to coincide with other key reports about the city. The Leeds Initiative Board and other partnerships will use the report to assess their progress in delivering improved outcomes for the people of Leeds.

Effective partnership working operates at many different levels and is critical to the delivery of better outcomes for local communities. Partnership working is well established in Leeds with the council, NHS, other public services like the police, fire and probation services, voluntary and community organisations, and businesses, working together as the Leeds Initiative to improve the quality of life for people in Leeds.

The Leeds Initiative Board is supported by five strategic partnership boards made up of organisations from the public, private and third sectors. These boards oversee the work and progress on the city priority plans and the Vision for Leeds. They are:

- Children's Trust Board
- Sustainable Economy and Culture Board
- Safer and Stronger Communities Board
- Health and Wellbeing Board
- Housing and Regeneration Board

These boards are responsible for measuring and tracking progress towards our Vision aims and four-year city priorities, and taking action to tackle any problems. But it is not just these boards that will help us to achieve our long-term ambition to become the best city in the UK. The work is being supported by many hundreds of organisations throughout the city working towards making Leeds the best place to live.

Local Context

Leeds Metropolitan District spans 15 miles east to west and 13 miles north to south, covering 217 square miles at the geographical heart of the UK. The city enjoys excellent transport links with easy access to the M1, M621 and M62. It is served by a mainline railway station which has the second highest number of passengers outside central London and Leeds Bradford International airport which is the principal airport in the region carrying 2.9 million passengers in 2011.

Leeds is made up of many people and communities. People from different identities and cultures make up the city and places in which we live, work and play. The national census which took place in March 2011 shows that Leeds has a population of 751,500 living in 320,600 households. Further releases of census data will provide valuable information on the make-up of local communities, covering issues such as health, housing, employment, skills levels and transport. The full results will be published from November 2012 onwards and a full analysis of the data relating to Leeds will be available through the Leeds Observatory.

Creating a prosperous and sustainable economy is critical to the future success of the city. Following a decade of growth the global economic downturn, which commenced in 2008, has had an impact on all regional and local economies but despite this Leeds continues to attract new investments and create new jobs.

Regional Context

Leeds is the second largest metropolitan district outside of London. Regionally Leeds sits within Yorkshire and Humber and sub-regionally within West Yorkshire. It's one of 8 core cities (including Birmingham, Manchester, Newcastle, Liverpool, Sheffield, Bristol, and Nottingham).

Leeds operates within the context of the Leeds City Region Partnership. The Leeds City Region Partnership is an economic area defined by the way its 3 million residents and 106,000 businesses that operate within it and is a mixture of distinctive places vibrant modern cities, historic market towns and idyllic suburbs in north, south and west Yorkshire, stretching from Harrogate to Barnsley and from York to Bradford.

In 2011 the Partnership launched a 5-year strategic plan, outlining priorities, delivery mechanisms and outcomes that will help achieve its vision of:

“A world-leading dynamic and sustainable low carbon economy that balances economic growth with a high quality of life for everyone.”

In moving towards this vision, the Partnership has been developing various initiatives to help create jobs, invest in better transport, support the demand for affordable housing, help businesses export more as well as develop tools to increase awareness of support available to businesses looking to expand and grow.

Next steps: A City Region Deal with Government

In order to achieve its vision and make the most of its economic assets the Partnership has successfully secured one of the Government's flagship 'city deals'.

The deal gives Leeds and its partner councils in the city region unprecedented control over spending and decision-making to help businesses grow and ensure future investment is in line with the city region's needs.

To help with the delivery of short and longer term growth initiatives, a £1 billion fund will be put in place for investment in public transport and the highways network, with the potential to create 20,000 jobs in the medium term. A further £400 million fund will be available to modernise infrastructure across the city region.

The City Deal will help develop a better environment for business and investment, allowing a more streamlined, targeted approach to growth and long-term job creation.

Other specific measures include:

- support for the creation of a 14 - 24 apprenticeship academy in Leeds, giving young people and local employers access to opportunities and training.
- the development of an 'Apprenticeship Hub' network to encourage 7,500 new employers to take on apprentices, aiming to generate 15,000 new apprenticeships in the next four years.
- better transport services to enable people, goods and services to be moved around the city region and beyond more effectively.
- initiatives to increase overseas trade and inward investment activity, which could bring 7,400 jobs by 2018.

For further details please visit www.leedscityregion.gov.uk.

Financial Context

The difficult financial environment outlined in last year's report continues and the challenges facing public services over the next few years are considerable. Not only are services facing very significant reductions in funding, but reforms to the mechanisms by which that funding is provided will have a major impact upon capacity and upon service delivery.

The reductions in funding set out in the 2010 Spending Review are now beginning to bite. For local government, overall funding is due to fall by just over a quarter between 2011/12 and 2014/15, and the Chancellor's 2011 Autumn Statement signalled that there are likely to be further cuts for 2015/16 and beyond. For Leeds, the funding cuts coupled with increasing demand for key services, meant that we had to find savings of £90 million in 2011/12 and further savings of £55 million are planned for 2012/13.

Meanwhile, the Government is pressing ahead with welfare reforms ([see Policy Context](#)) and major changes to the way many of the public services are organised and funded. The schools funding regime is being reformed and responsibility for public health is being transferred from the NHS to local councils ([see Policy Context](#)). For 2013/14 the Government is giving local authorities greater freedom to design their own council tax benefit schemes, but the funding to support those schemes is being reduced by 10 per cent.

Under the new Business Rates Retention scheme, local authorities like Leeds will be able to retain locally a proportion of the business rates they collect from 2013/14 onwards. This is a major change because previously all business rates collected were passed straight to the Government and redistributed as part of the annual Local Government Finance Settlement. It is claimed that the new system will give local authorities a real incentive to promote their areas because they will share in the rewards of economic growth. But there are risks too; local authorities who see their local economies decline, or do not grow as quickly as others may see their income reduce year on year.

Other public services are also facing major significant reductions in funding. Further details can be found on the [HM Treasury](#) website.

Policy Context

There are a range of policy changes affecting the public sector at the moment, some of which will be introduced over a period of time so the full impact will not be felt immediately. A number of changes will impact on the same people and the council and its partners will be working hard to prepare people for the changes that will affect them. Alongside this there continues to be significant budget reductions ([see Financial Context](#)); structural changes (notably the transfer of public health responsibilities to local government from April 2013) as well as rising demand in terms of increased expectations of the public, an ageing population and complex social and deprivation issues to tackle.

The following section sets out in more detail some of the major changes that are in progress and will have a bearing on how services are provided in future.

Health and Social Care Bill

Subject to the passing of the Health and Social Care Bill, Primary Care Trusts will be abolished in April 2013. Healthcare commissioning responsibilities will pass to Clinical Commissioning Groups and a new NHS Commissioning Board. At the same time and in line with arrangements across the country, public health responsibilities will pass to Leeds City Council, the NHS Commissioning Board and to Public Health England – a new executive agency of the Department of Health.

Future funding for the transferred public health responsibilities will come to Leeds City Council as a ring fenced Public Health Grant from 2013/14 and this is expected to be around £30 million.

The Department of Health, in the 'Public Health in Local Government' publication describes the new Public Health responsibilities for local authorities. A small number of these functions will be mandatory. The responsibilities come under the following headings:

- Health improvement;
- Health protection;
- Healthcare public health advice to the NHS; and
- Determinants of health and health inequalities.

The Director of Public Health in the city will have responsibility for all the new public health functions of Leeds City Council.

Plans are been developed to ensure the smooth transition of the public health functions to Leeds City Council. [More information can be found in the Health and Wellbeing section of this report.](#)

Welfare Reform Act

The Welfare Reform Act introduces a wide range of reforms to the benefits system. The changes have been described as the most significant shift in the UK housing and welfare system in the last 30 years. They are aimed at making the benefits and tax credits system simpler and fairer.

The welfare reforms are made up of a number of complex changes which will have a cumulative effect on some benefit claimants. The changes started to be implemented in April 2011 and will continue until 2017 when the transition to Universal Credit is expected to be completed.

The welfare reform change most often referred to is the move to Universal Credit. This is the cornerstone of the Government's reforms aimed at making work pay. It is also the most ambitious of the changes bringing together Income Support, Job Seekers Allowance, Employee Support Allowance, Housing Benefit and Tax Credits into a single payment. Universal Credit is intended to simplify the benefits system and ensure that people are always better off in work than on benefits.

This is achieved by firstly having a single working age benefit accessed through a single claim form and administered by a single agency and secondly by allowing people to keep more of their benefits when they move into work than is currently the case. In October 2013 new benefit claimants will go onto Universal Credit, the transition for existing claimants will continue until 2017.

In addition to Universal Credit other key changes which will be implemented are:

- A benefit cap of £26,000 per annum will be introduced in 2013.
- From January 2012, single tenants aged between 25 and 35 are only eligible for housing benefit equivalent to the shared room rate. Previously this applied to tenants under 25 years of age.
- Local Housing Allowance (LHA) is applicable to tenants in Leeds who rent from a private landlord. From April 2011 the Local Housing Allowance (LHA) rates reduced. From April 2013, Local Housing Allowance rates will be uprated by the lower of the Consumer Price Index (CPI) or market evidence gathered by the Valuation Office Agency. This will affect all private rented sector tenants claiming Housing Benefit in Leeds (approx 19,000).
- From April 2013, working age social sector tenants will face a reduction in their benefit where they are living in accommodation that is deemed to be too big for their needs.

The Government intends to allocate an additional £30 million nationally in Discretionary Housing Payments funding to councils from 2013. The funding is expected to provide help for tenants affected by the under-occupation rules if they are disabled and living in accommodation that has been adapted for them and to provide help for foster-carers who will also be affected by the change.

Initial estimates are that there are currently 1,559 properties in Leeds that are under-occupied by two bedrooms or more. A range of incentive schemes to encourage tenants to downsize are available from the three Arms Length Management Organisations (Aire Valley Homes, East North East Homes and West North West Homes) which manage council housing stock in Leeds as well as from some of the Registered Social Landlords (RSLs) in the city.

- From April 2013, Personal Independence Payments (PIP) will replace Disability Living Allowance (DLA) for claimants aged between 16 and 64. DWP figures indicate that there are around 21,000 DLA recipients in Leeds aged between 16 and 64.
- Council Tax Benefit will be replaced by a localised scheme of support from April 2013. The Government have set out some key elements which must be included in a scheme. These are:

Local authorities to have a duty to run a scheme to provide support for council tax in their area:

- There will continue to be a national scheme for pensioners which will continue to provide the same levels of support as the current Council Tax Benefit scheme; and
- Government funding for the scheme will be through a fixed grant which will be reduced by 10% in comparison to spend on Council Tax Benefit. Councils will be required to fund both the national pensioner scheme and the local working age scheme from the fixed funding. Councils will be able to put their own funding into local schemes.

If costs are to stay within Government funding allocation, working age customers will face a reduction in Council Tax support. At current levels of Council Tax benefit spend it is estimated that working age customers in Leeds would face a reduction of 20% in their Council Tax Support.

It is proposed that the council will take its options for the proposed scheme to public consultation during September – November with a view to meeting the deadline for adopting a scheme by 31st January 2013.

The extent and magnitude of the reforms is not fully reflected in this summary but this does detail the key changes, the timing of the changes and what this might mean for tenants. There are a range of challenges associated with these reforms both in terms of managing the implementation in line with the government's timetable but also on trying to prepare tenants as much as possible for the changes and trying to mitigate some of the impacts, particularly on the most vulnerable.

Key challenges include:

- General availability of the 'right size of accommodation'. There is a shortage of one bedroom properties in the city to accommodate all those who may need to move from larger properties.
- Universal Credit is a benefit which is being promoted as 'digital by default'. This means that applications for benefit and change of circumstances are expected to be completed on-line. Analysis shows that many benefit recipients may not have access to the internet.
- Universal Credit will be paid directly to recipients monthly in arrears. Currently, Housing Benefit for council tenants is paid directly to the tenant's rent account. This poses challenges around tenants having to find money up front to pay their rent. For those that are not used to managing and budgeting for rental payments, this is an added complication.
- Universal Credit will be paid directly into the recipient's bank accounts. Indications are that not all benefit claimants have bank accounts.
- Potential for the increase in financial difficulties. Given the general reductions in benefit and the new arrangements for paying benefits there is significant concern that more people will experience financial difficulties. In this respect the growth of pay-day lenders is a worrying trend.
- For the ALMOs and RSLs maintaining rent collection levels and minimising arrears will be a key focus.

Preparations underway:

- The Leeds Welfare Reform Strategy Board has been meeting since November 2011. The Board is made up of a range of stakeholders including representatives from the council, ALMOs, RSLs, Citizens Advice Bureau (CAB), DIAL (Disability Information and Advice Services) and Department for Work and Pensions (DWP). The Board is responsible for considering and planning for the impact of welfare reform.
- Discussions are ongoing with the Credit Union in Leeds as to how they may be able to provide a bank account option for people that have previously struggled to open an account with a high street bank.
- Tenants affected by the various elements of the reforms are being contacted to outline what a particular change means for them.
- The council has been recommended to be a pilot local authority for the implementation of Universal benefit. The pilot will prepare residents for Universal Credit through a range of training, encouraging/ and supporting measures around IT literacy skills, skills for work as well as household budgeting.
- A range of activities are underway to understand who may be affected by the reforms and how best to support people in order to minimise any negative impacts wherever possible.
- The council will lobby government on specific issues through organisations such as the Local Government Association.
- Representatives from the council and other organisations are involved in steering groups run by the DWP to provide input and advice in terms of the implementation of various aspects of the reforms.

The Localism Act

The [Localism Act](#) received Royal Assent on 15 November 2011. The Act emphasises decentralisation, increasing choice and diversity in service provision, and encouraging people to do more for themselves rather than relying on the state. The Act contains new rights and powers for communities and individuals, major reforms to the planning system, and major housing reforms. Different parts of the Act will come into effect at different times, with many provisions subject to separate commencement orders which have yet to be made. A number of these came into effect in January and April 2012, with the remainder expected within the next 6 - 12 months.

The following five key measures underpin the Government's approach to decentralisation:

- Community rights
- Neighbourhood planning
- Housing
- General power of competence
- Empowering cities and other local areas

The new community rights in the Act will help to create the conditions for communities to play a greater role in their local area - whether that's shaping and running local services through the community right to challenge, taking over local assets of community value through the community right to bid, community-led development using the community right to build, or adopting a neighbourhood plan under neighbourhood planning. The right to nominate assets to be considered as assets of community value has already sparked some interest locally and will result in increased interest in community asset transfer.

Regulations for neighbourhood planning have now been published and came into force on 6th April 2012. Councils will have a duty to support communities who come forward with requests to set up neighbourhood forums and designate areas where they would like to see a neighbourhood plan.

There are a range of changes in relation to the management of council housing stock and tenancies with more decisions to be taken locally. The council will be developing a new Tenancy Strategy which will take the changes into account as well as reflecting the impact of the welfare reforms.

The Act enables Ministers to transfer public functions to local authorities in order to improve local accountability or promote economic growth. These new powers were included in the Act at the request of the Core Cities group.

There is a 'general power of competence' within the Localism Act. This gives local authorities the legal capacity to do anything an individual can do that isn't specifically prohibited; Local Authorities will not, for example, be able to impose new taxes, as an individual has no power to tax. In Leeds we are working with the Association of West Yorkshire Authorities to develop a joint understanding and joint approach to the General Power of Competence. This will involve exploring how this power could affect what we can do differently at a hyper-local level in terms of finding solutions to problems and income generation. This is integral to our approach to Civic Enterprise. [See Spotlight on the Commission for Local Government for further information.](#)

For further details about the Localism Act visit the DCLG website:

<http://www.communities.gov.uk/localgovernment/decentralisation/localismbill/>

Democratic Context

Local Elections 2012

Following the local elections in May 2012 when a third of the 99 council seats were up for election, the political composition of the council is now:

- § Labour – 63
- § Conservative – 19
- § Liberal Democrat – 10
- § Morley Borough Independents – 5
- § Green Party – 2

The turnout for this election was 31%.

To find out about the results in your ward, follow this link:

<http://www.leeds.gov.uk/council/Pages/Councillors-and-Committees.aspx>

Mayoral Referendum 2012

Leeds was one of ten cities to hold a Mayoral Referendum in May 2012. Leeds voted not to have an elected mayor. 63.3% of voters were against and 36.7% in favour. The turnout for the mayoral referendum was 31%.

This means that Leeds stays with the current arrangements of having a leader chosen by a vote of other elected councillors.

Of the other nine cities that had a referendum, Doncaster (which already had an elected mayor) and Bristol voted in favour.

Liverpool and Leicester had already decided to have an elected mayor and held their mayoral elections.

Police and Crime Commissioner Elections

Elections for the elected Police and Crime Commissioner (PCC) for West Yorkshire will take place on 15th November 2012. The results were not known at the time of writing, follow the link to the West Yorkshire Police website for further details. <http://www.westyorkshire.police.uk/>

This influential figure will be responsible for overseeing the work of West Yorkshire Police on behalf of residents and will directly replace the existing West Yorkshire Police Authority.

Spotlight on...

Commission on the Future of Local Government

Local government is undergoing a period of unprecedented change, arising from the global economic situation, dynamic policy context, societal pressures, rising customer demand, increasing expectations, and big reductions in public spending. In this context and in light of recent developments in local government policy Leeds City Council initiated a Commission on the Future of Local Government which has taken a look at the role of local government as a whole within a 21st century context. The Commission's report is aimed at those in local government, those working with local government, or those who could contribute to local well-being, including government, the private sector and the third sector. It provides an insight into what the next stage of policy, practice and reform should be.

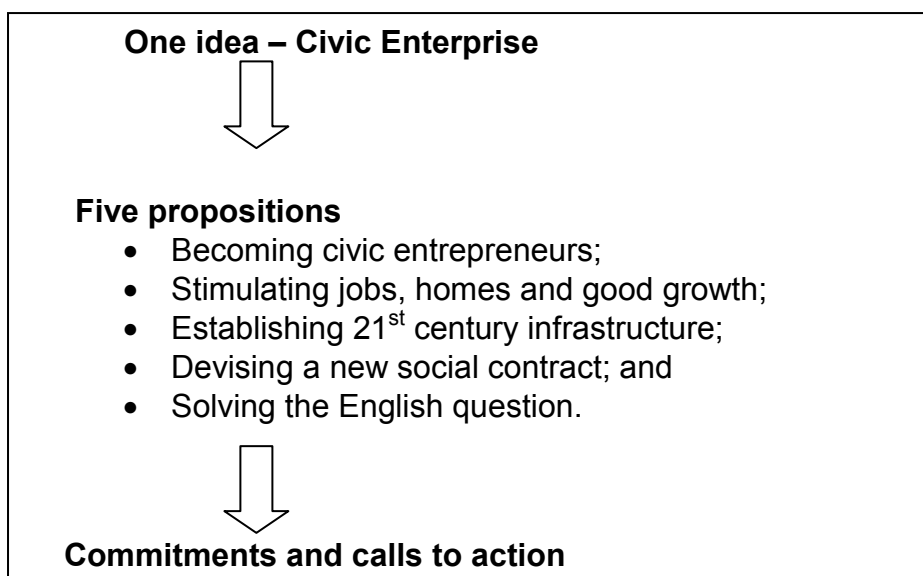
The Commission brought together people from academia, private, public and voluntary sector leadership, stimulating valuable, rich, varied and challenging debates. The collaboration between Cardiff, Glasgow and Leeds councils in this work was invaluable in understanding the different nature of challenges and opportunities across the UK.

The Commission based their work on civic enterprise: a new leadership style for local government where councils become more enterprising, businesses and other partners become more civic, and citizens become more engaged.

The Commission report identifies that in planning ahead, local government must rediscover the spirit of the original civic entrepreneurs, such as Joseph Chamberlain, who created the Victorian utilities and infrastructure that shaped Britain's great cities and Joseph Rowntree who, whilst growing his business, devoted time and resource to public life.

Just as clean water, sewers and electricity were the utilities needed in the 19th century, local government can help develop the infrastructure needed for the 21st century. Councils can stimulate good local economic growth, ensuring that the benefits are felt by all, and can forge a new social contract with citizens to reinforce and restore people's faith in local democracy as a progressive and vital British institution. Councils, and councillors, will need new approaches to do this successfully, such as utilising less formal social networks, participatory democracy, better engagement with young people and a broader influencing role, rather than the more formal traditional structures associated with the public sector.

In considering the future of local government the Commission makes five propositions, supported by commitments and calls to action to ensure momentum and impact.



The Commission for Local Government launched its report in the House of Lords on 3rd July 2012 and the response at both a national and local level has been extremely positive. The city is now entering an important phase where more detailed discussions will be taking place to identify exactly how we can maximise the opportunities presented by the findings of the Commission. Leeds is already an enterprising city. Whilst some of this has been driven by the council, for example improving the skills and job opportunities for young people through apprenticeships and supporting social enterprise within social care, there is a growing number of civic entrepreneurs from all walks of life who are making a difference to the lives of local people and the prosperity of the city. The new challenge is to ensure we harness and develop this entrepreneurial flair, become even better civic leaders and are valued as an enterprising council. Whilst local implementation is vitally important, the city will also continue to work at a national level to influence future policy direction and build our reputation. In this way we will ensure the needs of our local economy and markets are supported by central government.

For the full report and more information www.civicenterpriseuk.org

Spotlight on....

the Higher Education and Further Education Sectors in the City

Leeds is home to vibrant and diverse higher and further education sector. The presence of the University of Leeds, Leeds Metropolitan University, Leeds Trinity University College and Leeds City College are great for the local economy. They attract students from all over the world, provide employment, have significant spending power and great prestige. The attractiveness of the city lies in its economic success, facilities and infrastructure, the cultural, retail and entertainment offer as well as its good reputation as a student city.

Across the universities there is a real breadth of learning offer for students. The range of specialisms and strengths of the institutions are complementary and mean that overall the city benefits from being able to attract students interested in a diverse range of subjects.

The University of Leeds is a research-intensive international university. It was founded in 1904, but its origins go back to the 19th century with the founding of the Leeds School of Medicine in 1831 and then the Yorkshire College of Science in 1874. The university continues to develop its reputation internationally through its research, particularly on high profile global issues such as climate change.

Leeds Metropolitan University is a popular modern university with award winning buildings on its campuses in the city centre and Headingley. Its origins go back to 1824 when Leeds Met's predecessor institution, Leeds Mechanics Institute, was founded. Leeds Metropolitan University offers a range of undergraduate, postgraduate, professional development and short courses in addition to an extensive research and consultancy portfolio.

Founded in the 1960s as a Catholic teacher training college, Leeds Trinity University College is well known nationally for its teacher training courses, which count for approximately one third of its total courses on offer. The courses have diversified over the years to include media, journalism, business and marketing, and sports, health and nutrition. Leeds Trinity was also one of the first higher education institutions in the UK to teach degrees in forensic psychology.

Leeds City College offers full and part-time, academic and vocational qualifications ranging from basic skills to apprenticeships and A levels to foundation and honours degrees across a wide range of subject areas. The wide learning offer is available to students from pre and post 16 year olds to adult learners, employers and businesses. Leeds City College draws its students almost exclusively from Leeds. A significant proportion of students come from the most deprived areas of Leeds (according to the 2010 Index of Multiple Deprivation). Almost 30% of learners are from minority ethnic backgrounds compared to 17% within the city of Leeds (ONS 2009).

Case Study: Leeds City College Community Case Study

This case study illustrates the positive impact on people's lives that getting people who may not have been successful in school back into education can have.

See case study compendium for further details.

Key Facts

- Leeds universities collectively have over 63,000 students:
 - The University of Leeds currently has just over 33,000 students from 145 different countries.

- Leeds Metropolitan has over 27,000 students from around 100 countries studying on undergraduate and postgraduate programmes in Leeds and around the world.
- Leeds Trinity University College has 3,000 students.
- Leeds City College is the UK's third largest further education (FE) establishment, offering a diverse curriculum to over 45,000 students.
- Leeds universities employ over 11,000 people.
 - Leeds University employs approximately 7,500 people and is the third largest employer in Leeds.
 - Leeds Metropolitan University employs approximately 3,000 people.
 - Leeds Trinity University College employs approximately 500 people.
- Leeds City College employs over 1,700 people.
- Leeds City College has been formed through a series of mergers with FE colleges in the city over the last three years. The College operates out of six main campuses – (some former colleges in their own right) Horsforth, Joseph Priestley, Keighley, Park Lane, Technology, Thomas Danby - its HE subsidiary the Leeds College of Music, as well as having provisions in dozens of smaller community centres across the region.
- In 2011 Leeds City College received the Investors in Diversity award which recognises college commitment to promoting equality and diversity across the whole organisation.
- In 2012, Leeds Trinity University College received the Investors in People Gold Award, which is held by less than 3% of Investors in People (IiP) accredited organisations. Leeds Trinity has been accredited by IiP since 2000.
- All three universities show positive results for graduate success after graduation according to the 2010/11 Destinations of Leavers from Higher Education (DHLE) survey.
- The 2013 Complete University Guide shows that the University of Leeds is ranked top in the Yorkshire and Humber region for Graduate Prospects, which is a measure of the employability of a University's graduates on completion of their course.
- Leeds Metropolitan University was ranked 1st for language support, 1st for accommodation quality and 1st for learning spaces in the UK in the International Student Barometer. It also came 2nd for International Student Satisfaction in the UK and the libraries – which are open 24 hours a day, 365 days of the year – were ranked 3rd in the world.
- Leeds Trinity University College has consistently exceeded the national average for employability for a decade. It features in the top 20% of English universities, with 93% of its graduates employed or in further education 6 months after graduating.

Context and Operating Environment

The HE and FE sector are facing challenging times with the combination of the prevailing economic climate; preparing for the new regime of student fees and cuts in available government teaching, research and capital funding. Despite these pressures the universities and Leeds City College are developing their courses on offer, continuing to invest in facilities and research and development, fostering new partnerships and, through a variety of activities, making a range of positive contributions to the life of the city.

The introduction of the new student fees regime from September 2012 whereby universities can charge a new maximum fee of £9,000 has received significant publicity. As yet however, the consensus of opinion is that it is too early to assess the impact of higher fees. In the context of a reduction in the overall market size nationally, there has been a 2.6% fall in the number of 18 year olds applying to university. The impact of the increase in tuition fees on universities themselves may not be hugely significant. There has been a reduction in the total number of university places available nationally. There is a decrease of 5,000 places for 2012/13, with around 355,000 places now available (includes undergraduate & postgraduate). Following the Government's proposals in the White Paper, *Higher Education: Students at the heart of the system*, a new approach to managing student numbers will be adopted from

2012/13. This method will remove institutional limits on the number of students who can be admitted who obtain grades at or higher than AAB. In addition a flexible margin of up to 20,000 places will be available to HE institutions and further education colleges that combine good quality with good value, and who charge at or below £7,500. This will be on a competitive bidding basis. This highlights another aspect of the introduction of increased tuition fees in how this may influence students in a different way in making their university selections, taking into account the overall value for money of their learning experience. The universities are committed to providing opportunities for students and already offer a range of scholarships and bursaries to support students and help make learning more viable.

For the FE sector, the termination of Education Maintenance Allowance (EMA) and introduction of a new national bursary scheme is a potential area for analysis. The college saw a dip in the recruitment of 16-18 year olds in 2011/12, although at this stage it isn't possible to link directly the reduction in numbers to the changes in EMA.

Leeds City College offers a range of apprenticeships from business and administration to horticulture and plumbing which provide young people with an opportunity to gain qualifications and workplace experience. An increasing number of young people wish to follow apprenticeships, but the economic climate is making working with employers to place students for apprenticeships and first jobs more difficult generally.

Preparing students for work

Given the difficult economic climate a key focus of the universities and college is the drive to improve the employability of graduates and college leavers. A number of initiatives and approaches are being deployed to ensure that education leavers are well equipped to find work. The following are just a few examples of what's on offer through the institutions:

- The college is working in partnership with Leeds City Council to develop an Apprenticeship Training Agency and is in national discussions with regard to a 14 - 24 Apprenticeship Academy.
- LeedsforLife is the University of Leeds' sector-leading initiative which focuses on equipping students with vital life skills and encourages them to recognise the value of everything they have done at university. LeedsforLife is about inspiring them to get the most out of their academic and co-curricular experiences, including personal tutoring and a living CV, which identifies opportunities to develop skills through work placements, study abroad, volunteering projects and getting involved in various clubs and societies.
- Leeds Metropolitan University continues to develop its provision of Continuing Professional Development (CPD) and is a leading provider of CPD education in subject areas ranging from leadership and management and coaching to digital and creative technology and sports coaching and performance. Leeds Metropolitan University works with some of the biggest organisations and companies in the world including the Institute of Directors, Chartered Institute of Public Relations, Apple, Google, NHS, Chartered Institute of Marketing, Rugby Football League and NG Bailey. All undergraduate courses now include at least two weeks work based learning.
- Leeds Trinity University College is the only university to offer professional work placements with every single degree, and in 2011-12 it ran 1159 placements. It also runs a diverse volunteering programme, offering students the opportunity to gain relevant experience and build a network of contacts. The most popular areas are with children and young people, education, sport, psychology and the environment. Volunteering fairs and networking events are held at Leeds Trinity to help voluntary organisations raise awareness of the work they do and recruit more students.

Investment and Research – balance buildings and research

Investment continues to be made in the physical infrastructure of the universities and college in the city. Alongside this, innovative developments in research are being progressed and stronger ties with business and industry are being fostered. There is considerable research strength in the city through the well established international reputation of the Universities in the city. The research carried out by the universities has far reaching impact, tackling issues of global concern such as sustainability and healthcare. Such research brings prestige and further interest in the institutions and the city.

The following are some examples of research as well as investments in infrastructure in the city:

- The University of Leeds and the Chinese University of Hong Kong are members of the Worldwide Universities Network (WUN), an alliance of 19 leading research-intensive universities. Future research projects undertaken by University of Leeds and CUHK will focus on four areas identified by the WUN in its Global Challenge on Adapting to Climate Change programme – global public health, non-communicable diseases, understanding cultures, and the globalisation of higher education and research.

Case Studies: The University of Leeds Research projects

Assessment of people with suspected heart disease

Medical researchers from the University of Leeds, working in partnership with Leeds Teaching Hospitals NHS Trust, are gathering important information about the way people with suspected heart disease are assessed. Their work will help doctors select the most appropriate tests for patients who may have angina, allowing them to decide more quickly on the best course of treatment.

The benefits of eating breakfast

Psychology researchers at the University of Leeds are investigating the effects of eating breakfast on children's behaviour in class, their capacity to learn and understand, and their academic attainment.

- The University of Leeds opened a new £12.5 million Energy Building in March 2012 and has committed £2.1 million to create a 700 square metre facility dedicated to medical engineering, due to open in September 2012. It expected that plans for a new flagship undergraduate library will be finalised towards the end of 2012 creating an inspired learning space for 1,000 University of Leeds students.
- Research by Leeds Metropolitan University into childhood obesity on children in Leeds was undertaken as part of an annual programme the university carries out in partnership with Leeds City Council called the Rugby League and Athletics Development Scheme (RADS). A case study on this can be found in the Case Study Compendium.
- Leeds Metropolitan University has world leading expertise in a number of areas of research. Three new interdisciplinary research institutes have been launched in the past year in order to continue to focus expertise and grow the reputation of the university. The Institute for Health and Wellbeing; The Leeds Sustainability Institute and The Research Institute for Sport, Physical Activity and Leisure.

Case Studies: Leeds Metropolitan University Research Institutes

Leeds Metropolitan University's Professor of Men's Health Alan White, presented a report to the European Commission which put the spotlight on the health of men in Europe. The report highlights the state of men's health in Europe as a serious public health concern. Poor lifestyles and preventable risk factors account for a high share of premature death and illness in men, illustrating that their health disadvantage is not necessarily written in the genes but can be remedied in part by policies and actions. His work is influencing Governments and policy development across Europe.

- Leeds Metropolitan University has a wide range of excellent facilities across its two main sites, Headingley Campus and City Campus. The most recent development is a brand new 500-seater sports arena. Headingley Campus to the north of the city boasts a wide variety of facilities, also having a newly refurbished gym with 50 stations, 3 large sports halls, indoor and outdoor tennis facilities, a swimming pool, an 8-lane running track and extensive athletic facilities. Leeds Metropolitan University also has a full size 3G soccer pitch and hockey facilities, which opened late last year.
- Leeds Trinity University College is the home of a number of research centres and research projects. The Leeds Centre for Victorian Studies was established in 1994 and is one of the longest-established and most active Victorian Studies centres in Britain. The Schools History Project is a curriculum development project focusing on history education for the 13 - 16 age range. It has been based at Leeds Trinity since 1979. The project holds an annual conference, sponsors in-service training, publishes a regular bulletin, and collaborates with John Murray Ltd in the publishing of materials to support the SHP curriculum. There is also the Sport, Health and Nutrition Department, which supports a vibrant and varied research community.
- Leeds Trinity University College is committed to regularly investing in its campus to enhance the experience of its students. Recent developments include a major refit of its state-of-the-art media centre and the building of All Saints Court, a £6 million development of 198 bedrooms with ensuite and self-catered facilities that was opened in September 2010. A new full size, floodlit all-weather pitch opens in September 2012, made from the latest generation of 3G synthetic turf accredited by FIFA™ for football and the FIH™ for hockey. Leeds Trinity's Students' Union and Student Bar and Venue are also being revamped and relocated in 2012, the Centre for Journalism is developing two additional multimedia newsrooms and a new teaching and learning block is planned for 2013.
- Leeds City College has recently purchased the grade II-listed former Alf Cooke Printworks in Hunslet. Plans to renovate the site include demolition work, extension and refurbishment which will result in a new 172,000 sq ft campus for the college. The new facility will be open from summer 2013 offering a range of courses including hairdressing, beauty and catering. Refurbishments are planned in 2012 at the city centre Technology and Park Lane campuses.

Partnerships

Building successful partnerships is something the city's universities and colleges actively pursue. Partnerships range from local to international and play an increasingly important part in developing the institutions' profiles and reputations, effectiveness and commercial success.

- Leeds City College has developed a range of partnerships with other organisations both public and private in the city. These include long established relationships with Leeds schools (14 - 16 year olds) as well as the council, NHS, Job Centre Plus (JCP), Leeds College of Building and a range of employers.
- The University of Leeds has been successful in securing just over £10 million of Higher Education Innovation Funding over the next four years. Key amongst the activities funded is

the implementation of a 'Sector Hub' engagement model, which is expected to bring economic and social benefits to the UK. The Sector Hubs will enable a more focused and strategic approach to the way we work with industry and other external partners, to attract further investment, maximise the impact of our research, and foster research excellence. There are 14 sector hubs: digital technologies, high value chemical manufacturing, cultural and creative industries, professional services, transport systems, health services, stratified medicine, pharma and biopharma, medical technologies, social care, food security, energy, water, climate and environmental services).

- Leeds Metropolitan University has an innovative partnership with Mean Fiddler, who organise Reading and Leeds Festivals, to offer opportunities for hundreds of students each year to volunteer and gain real life work experience.
- The Leeds Trinity Business Network was started in June 2011 and provides an opportunity for local businesses to network.

Case Study: Leeds Trinity Business Network

Leeds Trinity offers professional placements with every single degree, which has led to excellent relationships being developed with a wide range of employers within the Leeds City Region. Through these relationships, it emerged that some of our local employers wanted an informal network for local businesses – they didn't have any place locally to meet and exchange contacts and ideas. In response to this the Leeds Trinity Business Network was established.

Events and successes

Demonstrating that the impact of the universities and college extends beyond learning and research, the following are examples of the range of activities that these city institutions are engaged in, many contributing to the wellbeing and success of the city.

- Leeds Metropolitan University offers a wealth of volunteering opportunities for students and staff to make a difference in various locations around the world, as well as opportunities closer to home, for example reading in schools and befriending some of the lonelier members of our community in old people's homes.
- Leeds Metropolitan University Students' Union won Silver at the recent NUS Green Impact Awards, which recognises the environmental work of students' unions around the country. The students' union TV station, Met TV, was victorious at the national NUS awards, being named best student TV station.
- Leeds Metropolitan University achieved a first class award for the sixth year running in the People & Planet annual Green League table of environmentally friendly universities.
- The University of Leeds has been running a volunteering programme in educational settings in the city for over 10 years.

Case studies: Volunteering opportunities through The University of Leeds

A member of the LUU Student Executive said: "LUU offers a whole range of opportunities for students to get involved in volunteering – from hands-on conservation work, to providing English classes for local refugees and asylum seekers, running weekly after school clubs for local primary schools and annual tea parties for older members of the community. As well as helping students to meet new people and develop skills that will be of benefit to them in the future, it also helps to make a real difference to society."

- The University of Leeds scooped Gold at the RHS Chelsea Flower Show in May 2012 with its first exhibit at the prestigious event. The garden, designed by Martin Walker, brings to life research carried out by leading academics and shows how simple changes to urban gardens can make a positive contribution to the planet. The university's garden, which received the award for its exhibit in the environment category, was designed to echo a 'typical' northern garden and is based on research into ecosystem services carried out by the university's Faculty of Environment and the Faculty of Biological Sciences.
- Ludus Festival Leeds is a new venture by the University of Leeds School of Performance and Cultural Industries (PCI), that celebrates Leeds as an international centre of excellence in theatre and performance. More importantly, it presents a fresh and dynamic programme for Leeds residents and visitors to enjoy.
- Leeds City College has received several recent national awards: Hospitality College of the Year in April 2012, the Artsmark Gold award in May 2012 (a national award that accredits quality arts education in England), Innovative Industry Partnership Award at PACE (Professional Association for Catering Education) 2012, Asian & Oriental Centre of Excellence, and two 2012 HEIST silver awards for College marketing campaigns. The College has also just reached the final of the national 2012 Event Awards in two categories (the ceremony will take place at the Emirates stadium in November).
- Leeds City College received a very positive Ofsted report following inspection in May 2012.
- Leeds Trinity is an active member of the community, contributing successfully to networks such as The Prince's Trust and Leeds Ahead. Leeds Trinity works in partnership with The Prince's Trust to run an annual business enterprise placement, where students fundraise over £2,500 for the charity. Through Leeds Ahead, Leeds Trinity business students undertake creative business projects for various community initiatives, whilst being mentored by senior business professionals in Leeds. Leeds Trinity students also take part in a variety of volunteering opportunities through Leeds Ahead, connecting them to their local community while developing their employability skills.
- Every year Leeds Trinity hosts 'Journalism Week' which gives students the opportunity to hear from high-profile journalists discuss important issues affecting modern journalism. In 2012, Jon Snow and Harry Gration were among the high-profile journalists that students were able to meet.
- In July 2012, Leeds Trinity's renowned research centre, Leeds Centre for Victorian Studies hosted 'Disability and the Victorians', a three-day conference that attracted delegates from as far a field as Australia. The conference received exceptional feedback from delegates, who claimed it was one of the most intellectually ground-breaking conferences they had ever attended.

The University of Leeds and Leeds Metropolitan University worked with Leeds City Council and other partners on Leeds Gold. This was the city's official brand to celebrate the London 2012 Olympic Games and Paralympic Games. It linked together all the events and activities in Leeds that were connected to and inspired by the Olympics. As well as delivering an events programme the city played host to several international teams as they prepared for the Games using the universities as training bases.

The London 2012 Olympics generated lots of interest and opportunities for people to get involved. University of Leeds and Leeds Metropolitan University were selected to provide student volunteers to the Games which provided a once in a lifetime work experience programme. Leeds City College staff and students also assisted as Torch Ambassadors. A flagship series of free London 2012 Inspire public lectures were held on the University of Leeds campus and two special countdown clocks, to mark 100 days to go to the Olympics, which were designed by three students from the University of Leeds' School of Mechanical Engineering. The 2012 Olympic torch was designed by a Leeds Metropolitan graduate, Edward Barber who received an honorary doctorate from the University in July 2012.

Further illustrations of the activities and positive impact that the universities and college has in the city can be found in the Case Study Compendium which accompanies this report.

For further information please refer to the universities' and college websites:

<http://www.leeds.ac.uk/>

<http://www.leedsmet.ac.uk/>

<http://www.leedstrinity.ac.uk/>

<http://www.leedscitycollege.ac.uk/>

Additional information relating to a number of themes mentioned in this section can be found in the Volunteering part of the introduction as well as the Sustainable Economy and Culture and Children and Young People sections of this report.

Spotlight on...

The role of the third sector

The third sector is the term used to describe voluntary and community organisations, charities, faith groups, and social enterprises.

Third Sector Leeds is the established city-wide group which provides a strong focal point for the sector, helping influence the decision making processes of key stakeholders. This is supported by the third sector partnership which brings together health, council and third sector leaders to debate key issues facing the city.

Increasingly the third sector is commissioned to deliver statutory services including advocacy, early intervention mental health services and services for children, families and social care.

The benefits of money spent by the third sector are two fold: firstly, money spent within the local economy; and secondly expenditure has added value attached by benefiting the community or social environment for example skills development and capacity building. The current financial climate presents significant challenges to this sector with traditional funding sources becoming harder to access.

The range of activities by the third sector in Leeds is considerable and their proximity to the communities they work with means they can often deliver tailored solutions to meet local needs.

The following case studies are examples of the activities of third sector organisations:

Case Study: The Cupboard - A service for Young People and their families



The Cupboard works with very vulnerable young people aged 13 – 25 from disadvantaged communities in south Leeds. It is managed by Health for All (Leeds), a third sector organisation and its core funding is provided by the NHS.

The Cupboard delivers innovative and integrated support services to young people with chaotic lifestyles and multiple needs. The work with young people is centred around their individual issues and needs which include:

- Lack of confidence and low self-esteem
- Anger
- Bullying
- Alcohol and substance mis-use
- Sexual health problems
- Peer pressure
- Family problems
- Domestic violence
- Money problems

Current work delivered in schools and the community includes girls and boys issue-based work, voice and influence work, creative media, sexual health and physical activity.

The Cupboard is a place where young people feel safe. All the work, although issue based, is what young people tell us they want to know more about and what is important to THEM. Some comments from the young people include:

- Young person aged 24, attended Cupboard from age 14. *"I like it here coz I like meeting new people and new faces. Been here 10 years. I like the activities and the workers – all the staff are really good. It's different here from other youth groups 'cos it's like coming home"*
- Young person aged 18, attended Cupboard from age 13 *"I've been coming to the Cupboard since I was 13 and I've done lots of different things over the years. I've been in the boys group, Peer 2 Peer group and I'm now a Young Leader. I've done some great stuff here like doing a photo story with some Leeds Rhinos players about young people stopping smoking, I've helped write the Cupboard magazine, been on residential, been a young reporter and I'm now running a community action project with other young people. There are different opportunities here from other places. The workers always make us feel special and always remember to get us a cake on our birthdays and things like that"*.

Case Study: Construction Yorkshire, re'new

Construction Yorkshire led a partnership of private and public sector organisations to create a community garden in Harehills. The aim was to create a valuable resource for a deprived community and provide local residents with construction skills and experience to develop a skilled workforce for the future of the construction industry.

Construction Yorkshire contacted people registered on their Construction Workers' Register and offered them the opportunity to work on the garden. A schedule was arranged to maximise the number of opportunities on the development.

Throughout the project 25 work experience placements were offered which totalled over 91 weeks worth of work experience. Several health and safety courses were provided along with employability sessions from re'new.

The skills, experience and qualifications gained has up-skilled 25 people and increased their employability. A skilled workforce has been developed and already three people from the project have gained full time employment.

Daniel Jackson worked on the garden as he wanted the experience to be able to pass his NVQ and gain a job, which he did. Daniel now works full time on the Leeds Arena and believes that the garden will give 'somewhere to go for the local people that is safe and friendly and makes the area look better'.

Volunteering in Leeds

Leeds' ambition is to be the 'best city for volunteering, giving and participation'. In line with this ambition an involvement strategy has been produced which includes a four-year plan for volunteering.

Leeds has a vibrant Volunteer Managers Network where organisations can share best practice, have training and information sessions and establish partnership working. In 2012 it hosted a joint 'thank you' event for volunteers within the city to showcase the work that they do.

Volunteering provides opportunities for personal and professional development, routes into paid employment, social interaction, increased self-esteem or simply the chance to contribute to the community that people live in.

Volunteering also helps young people increase their confidence, teaches them new skills and gives a boost to their education and employment prospects. Within Leeds the Volunteer Managers Network has produced a toolkit for organisations giving advice on how to open up their opportunities to under 18s and the city aims to ensure that all secondary schools, by 2015, have information they can give to their students on how to find out about volunteering within Leeds.

The contribution that volunteers give to the city is difficult to capture but a small survey of 20 organisations saw that in one month 2,106 volunteers gave 20,471 hours of their time. The Leeds Teaching Hospitals Trust has over 800 volunteers spread across the hospitals and Leeds Library Service has 110 volunteers. St Vincent's Support Centre working to improve the quality of life for those deprived of income, employment, education, social networks, neighbourhood and community support have 126 volunteers giving 1,712 hours of their time a month and the Volunteer Centre Leeds would not be able to help the 10,000 people that accessed their services last year without the help of the 16 volunteers who give their time.

Leeds has a sustainable, dedicated, city centre Volunteering Hub delivering advice, support, outreach work and training both to individuals and organisations. The Volunteer Centre Leeds has become the centre of volunteering advice, support and information in Leeds. To ensure that it is accessible to as many people within the city as possible it is basing its services at the One Stop Centre within the city centre and has established a city-wide outreach programme.

There is a volunteering quality mark, recognised by Voluntary Action Leeds and Leeds City Council, for organisations within Leeds to ensure that the city leads in quality volunteering. It is a free quality mark showing a standard of good practice and is peer-managed by the Volunteer Managers Network in Leeds. This scheme has now been adopted by other cities and was used as an example of best practice by Volunteering England, the national volunteering organisation.

Many businesses in Leeds see the value of volunteering not just for the community but also for staff as part of their personal and professional development. Many businesses have a corporate social responsibility scheme for employees that allow them to take one day a year to give back. Leeds aims to have 40% of businesses offering this by 2015.

Case Study: Burley Lodge volunteer wins prestigious award

Debt Advice volunteer, Sally Taylor, has received a prestigious national volunteering award from her employers, PricewaterhouseCoopers.

At the Volunteering Excellence Awards in London last year, Sally won the Sustained Involvement Award, in recognition of over seven years of commitment and support to the work of the Burley Lodge Advice Service. The award is open to all PwC employees who have demonstrated a high level of commitment and positive impact as a volunteer for at least five years.

Sally, a former director of the charity, has volunteered for over 300 hours every year to help advise people with debt issues from around the city.

PwC duly recognised Sally's commitment and fantastic support for the centre and the people of Leeds. Furthermore, in winning the award, Sally has raised £5,000 for Burley Lodge Centre Advice Service; money that will go towards a much needed IT-based case management system.

Ann Richardson Greaves, who manages the Advice Service at the centre, said, "Sally makes an extremely valuable and positive contribution to the advice team and we consider ourselves really lucky to have her", also saying that the new IT system would "enable us to work much more efficiently".



Sally Taylor (left) with Advice Service Manager Ann Richardson Greaves and Ian Powell, Chair and Senior Partner of PwC UK

Overview of the current population

The national census which is completed every ten years is the largest piece of social research undertaken in the country and provides valuable information on the make-up of local communities, covering issues such as health, housing, employment, skills levels and transport. It provides the basis for central and local government, health authorities and many other organisations to target their resources and to plan housing, education, employment, health, transport and other services for years to come.

The latest census took place on 27th March 2011 and the Office for National Statistics (ONS) has begun a phased release of the results. The first results were published in July 2012 and show that Leeds has a population of 751,500 living in 320,600 households. The population has increased by 5.1% since the 2001 Census but the figure is lower than was anticipated given recent estimates. At this stage it is too early to understand the full impacts until more detailed data is released from the ONS in November 2012 but the lower than anticipated population figure will have an impact on the amount of funding the city receives from central government.

Analysis of the data shows that Leeds has a much higher proportion of people in the 15 - 29 age bands compared to both regional and nationally figures, due in part to the large student population in the city.

Age	Male	Female	All people
0 - 4	24,300	23,500	47,800
5 - 9	20,800	19,800	40,600
10 - 14	20,400	19,700	40,200
15 - 19	26,100	26,800	52,800
20 - 24	35,200	36,700	71,900
25 - 29	29,700	30,200	59,900
30 - 34	27,000	26,500	53,500
35 - 39	25,200	24,800	50,000
40 - 44	26,100	26,200	52,300
45 - 49	25,200	25,200	50,400
50 - 54	21,700	22,400	44,100
55 - 59	19,000	19,300	38,300
60 - 64	19,600	20,600	40,200
65 - 69	14,600	15,600	30,200
70 - 74	12,000	14,200	26,200
75 - 79	9,800	12,400	22,200
80 - 84	6,600	9,800	16,300
85+	4,700	9,900	14,600
Total	367,900	383,600	751,500

The Office for National Statistics will use information from the 2011 census to rebase their previous population estimates and projections but this work will not be completed until spring 2013 at the earliest. However, given the lower than anticipated census figure for Leeds it is safe to assume that population projections which had previously shown that the population in Leeds could increase to just over 939,000 by 2035 will also be adjusted downwards.

A full analysis of the census data relating to Leeds will be available through the Leeds Observatory. This will include a detailed analysis of data relating to the city's black and minority ethnic (BME) and faith communities.

Understanding Our Neighbourhoods

Understanding the needs of our neighbourhoods and how well they are doing is vital to determining what sort of services and actions may be needed in an area.

There is an enormous amount of data available to help describe the conditions in neighbourhoods across Leeds, and the Leeds Observatory (www.westyorkshireobservatory.org/leeds) which was launched in April 2012, is proving to be a valuable asset in making this information more accessible and understandable.

The Government's Indices of Deprivation (IoD) 2010 is the official measure of deprivation in England. Data from the Index of Multiple Deprivation indicates that over 150,000 people in Leeds live in areas that are ranked amongst the most deprived 10% nationally.

The indices are produced on a three-yearly cycle and make an important contribution to our understanding of communities, however the timeliness of the data used to compile the Indices can be an issue. In order to address this the council has worked with partner organisations to develop the city's own Neighbourhood Index which is updated annually.

The Neighbourhood Index allows us to look at neighbourhoods in terms of a range of factors; environmental; housing; educational attainment; levels of employment; low income; levels of crime and health issues. The latest running of the Neighbourhood Index (2012) identifies neighbourhoods that are facing the most significant challenges. Typically these areas have high levels of crime, low educational attainment, poorer health, high levels of worklessness and benefit dependency. In terms of housing and environment the results are more varied, but this is insufficient to compensate for other aspects of deprivation. The following map shows the results of the combined Neighbourhood Index for 2012. The least successful areas have the lowest combined scores and are shown in shades of purple while the most successful areas have the highest combined scores and are shown in shades of beige.

Graphics to insert map

The Neighbourhood Index is just one tool used to help meet the growing demand for small area data to better describe and understand localities. Sitting alongside the index are a number of other products that provide even more detailed information on localities, including the following which can also be found on the Leeds Observatory

- Overview profiles (for a range of local geographies)
- the Health and Wellbeing profiles developed by partners in the NHS
- Extended Services Cluster profiles developed through Children's' Services

Whilst those neighbourhoods with the most significant needs will continue to need help to improve, it is recognised that all neighbourhoods have needs; and all neighbourhoods are consumers of public services which may be delivered in new or different ways that best meet the aspirations and expectations of local people.

By better understanding what interventions are needed to help a neighbourhood meet the challenges of the future, partners are better positioned to work with people in communities to improve the places they live and their own life opportunities.

Locality Working, What a difference it's making

Integrated locality working brings together in partnership, service providers, councillors and local communities to develop and design accountable and efficient services which meet the distinctive needs of people and neighbourhoods.

Although integrated locality working has no statutory basis, it provides a key context for the council to address a range of its statutory duties more effectively and brings together partnerships which proactively address some of the major challenges faced by neighbourhoods in the city. It has a strong resonance with the national agenda on Localism and the Big Society as well as the Commission on the Future of Local Government.

The following case studies illustrate the types of activities taking place through integrated locality working.

Case Study: Multi Agency Referral Scheme (MARS)

The South East Health and Wellbeing locality partnership identified a number of barriers in local people accessing preventative services. A key issue was that local residents found it difficult to navigate referral mechanisms. Similarly advocates such as elected members described how they were having to contact a number of services individually for a range of issues local people had raised. Specialists such as GPs stated a similar problem in the fact they found it difficult to make a quick multi-agency referral and felt limited to treating only the clinical aspects of patient need.

Best practice and learning was taken on board from other local authorities covering activity aimed at all ages which led to the development of a multi agency referral scheme (MARS) approach. Key partners involved include; council senior managers from each service/directorate area as well as the Leeds Contact Centre, PCT, the Police, Fire Service and voluntary sector.

The MARS approach was piloted in Belle Isle and Little London over a ten-week period. Following its evaluation MARS led to the development of one universal checklist that can be sent into one central contact point to streamline the referral process. This approach enables frontline staff to refer people to a range of local preventative services and enhances existing, established referral processes. The checklist is designed to be used with any clients who would benefit from being referred to one or more of the services listed.

The next step is to mainstream this as a simple systematic referral pathway for use across the city, including developing an electronic system that reduces the need for a central point to filter requests.

In the interim the approach is being used to enhance other key local initiatives such as 'Wrap Up Leeds' and target work in key neighbourhoods.

Case Study: Cottingley Hall Multi-Agency Project

Cottingley Hall estate is an inner city estate in South Leeds. Its layout and high levels of deprivation have led to many environmental problems affecting the quality of life for residents on the estate.

In July 2011 the Area Support Team set up a councillor-led multi-agency project which brought together agencies with a view to tackling some of the main issues on the estate in a co-ordinated way.

A multi-agency action plan was developed to tackle the issues identified. Resident involvement in the development of this action plan was essential. Some of the actions undertaken included:

- **Environmental audits** – 18 environmental audits were carried out between July 2011 and March 2012. Participants in the audits have been from integrated teams and residents. Between them, Aire Valley Homes Leeds and Environmental Services Locality Team, have addressed over 250 issues during the period.
- **Action day** – An action day launched the initiative on Saturday 23 September 2011. Over 40 people actively participated in the clean-up including staff from a range of agencies and residents and children from the School. The clean-up made a significant impact on the cleanliness of the estate. .
- **Recycling and refuse collection** – The action plan has resulted in agreement to a proposal for a pilot of a redesigned refuse and recycling collection service to replace the current one. Once implemented this will result in a significant improvement in cleanliness issues associated with the current bag collection regime.
- **Cleansing services** – Prior to the action plan street cleaning had been carried out before refuse bags were collected on the estate. The Locality Team has now re-scheduled cleaning to be carried out after bags are collected which has improved the cleanliness of the estate. Litter pickers on the estate have also been instructed to be more proactive in their approach and to clean areas of footpaths near to highways. Residents are also litterpicking the main shopping area twice weekly and new litter bins are to be provided funded by Aire Valley Homes Leeds and Inner South Area Committee.
- **Enforcement action** – Enforcement action by Aire Valley Homes Leeds and the Locality Team has been taken and further enforcement is in progress. At least 8 gardens have been cleared, with residents responding to requests for this rather than needing to be taken to formal legal notice.
- **Footpath improvements** – In addition to the above some of the paths on the estate have also been repaired and improved by Highways Services.

Significant progress has been made in tackling issues identified in the action plan and integration between services has improved greatly.

The active engagement of residents and elected members in the project has also been essential, to drive the improvements through, hold agencies accountable and to ensure that the project has stayed focused on what matters locally.

Having your say and getting involved in Leeds

Organisations across the city work with residents to better understand their needs, design services, manage change and help people to do more for themselves. There are a number of ways for local people to get involved, many of them run in partnership such as the Leeds Citizens' Panel and Community Leadership Teams.

New and innovative ways to engage people on the big issues that the city faces, for example how the council sets its budget, are being rolled out. Public services across the city engage with people on specific issues for example changes to Adult Social Care and new NHS structures. Increasingly, partners are looking to join up engagement work around big themes to be more efficient and effective.

Increasingly people are using social media as a forum to comment and discuss city issues on their own initiative which shows a great desire to engage on and think about the future of the city.

If you are interested in finding out more about consultation and engagement activity in your area see:

<http://www.leeds.gov.uk/council/Pages/Consultations-and-feedback.aspx>

https://consult.leeds.gov.uk/leeds/kms/dmart.aspx?LoggingIn=tempVar&noip=1&filter_status=1

Sustainable Economy and Culture

Overview

Creating a prosperous and sustainable economy is critical to the future success of our city. Despite the recession Leeds continues to attract new investments and create new jobs. Making sure that local people can access these opportunities is essential, as is ensuring that Leeds is a well connected and planned city with cultural facilities, activities and opportunities for local people and national and international visitors.

Our priorities to 2015 are to:

- Create more jobs
- Improve skills
- Support the sustainable growth of the Leeds economy
- Get more people involved in the city's cultural opportunities
- Improve journey times and the reliability of public transport
- Improve the environment through reduced carbon emissions
- Raise the profile of Leeds nationally and internationally

The [Sustainable Economy and Culture Board](#) are currently reviewing these priorities, in order to ensure that the priorities continue to reflect the needs of Leeds and are focused on key actions.

In addition to the priorities above the Sustainable Economy and Culture Board have identified the key projects and programmes underway which are set to transform the face of the city over the next ten to twenty years. The high level checklist of [Transformational Projects 2011/2030](#) group a diverse range of activities under eight different programmes. The list of Transformational Projects 2011/2030 is a live document under constant review, which will identify and shape the next wave of potential opportunities and programmes to be championed.

Key facts:

- Latest employment projections estimate that there are 444,600 employees in 2012, making Leeds the largest employment centre in the region (REIU/ Experian Business Strategies, Spring 2012).
- Leeds has one of the most diverse economies in the UK, with strengths in financial and business services, healthcare, creative industries, retail and manufacturing.
- There are an estimated 45,000 – 50,000 businesses in the city of which 24,130 are VAT and PAYE registered (ONS, 2010) (updated data available Dec 2012).
- The value of the city's economy in 2009 was £17.9 billion, contributing 20% of the regional and a third of Leeds City Region's economies (ONS, 2010) (updated data available Dec 2012).
- The employment rate for Leeds is 67.5%, which is just broadly in line with the regional average but below the national rate of 70.2% (Annual Population Survey, ONS, April 2011 to March 2012).
- The unemployment rate for Leeds is 9.6% (40,200 people). This is in line with the regional rate of 9.8% but higher than the national rate of 8.1% (Annual Population Survey, Model Based Estimates, ONS, April 2011 to March 2012).
- The average earnings for workers in Leeds was £21,971 a year in 2011, an increase of £200 from the 2010. This compares to £21,326 for the UK in 2011 (ONS, 2011).
- 33% of the Leeds working age population is qualified to Level 4 or above, 73% to Level 2 or above and 9% have no qualifications (Annual Population Survey, 2011).

- Over the last 10 years, £4.4 billion of major development schemes have been completed in Leeds.
- In 2011 Leeds had an estimated 24.8 million day visitors, spending an estimated £654 million. 1.5m overnight trips were made in 2011.
- Leeds is a key cultural centre home to Opera North, Northern Ballet and the West Yorkshire Playhouse.
- Annually, over one million people visit museums and galleries in Leeds and 6 million people visit the city's parks. There are almost 4 million visitors to libraries. In 2011, 4.2 million people visited sport centres across the city.
- Leeds Bradford International Airport is the principal airport in the region, carrying 2.9 million passengers in 2011.
- Leeds City Station has the second highest number of passengers of any station outside central London, with over 2.4 million passengers in 2011, and over 900 trains arriving at the station every day (Office of Rail Regulation, comparator group – England).
- Annually there are 76 million trips on buses in Leeds.
- The Environment Agency estimates that 1,500 properties and 500 businesses within Leeds are at 'significant' risk of flooding.

Summary

Today, Leeds is recognised as the regional capital and the main economic driver of Yorkshire and the Humber and the Leeds City Region. Leeds is home to major employers such as First Direct, Yorkshire Bank, ASDA, Arla Foods, Ventura and Schneider Electric. It is now regarded as one of the top 30 cities in Europe for business (Cushman & Wakefield, European Cities Monitor, 2011).

Following over a decade of growth, the global economic downturn which began in 2008 has had an impact on all regional and local economies. Before the downturn, economic forecasters were predicting massive economic growth over the next ten years. These predictions have now been revised, with growth at a much lower rate. As of April 2012 the UK economy officially returned to recession, and the outlook over the coming years remains uncertain.

Before the downturn there was significant job growth in Leeds, particularly in financial and business services, retail, health, construction and some sectors of manufacturing. Since the recession investment opportunities have significantly declined and unemployment has risen from 6.2% in 2007 to 9.6% in 2012. Although over the past year unemployment has levelled out there remain areas of Leeds where economic inactivity is more than double the city rate. The increasing number of young people claiming unemployment benefits is also a concern. Therefore, linking out-of-work people and particularly those who are long-term unemployed, to the new jobs that will be created within the city is a key priority.

At the geographical heart of the UK, Leeds is well positioned in terms of its rail, road and airport connections. As the economy has grown, increased demand for travel has impacted upon the transport system, resulting in congestion on the roads, and overcrowding on buses and trains. Addressing these issues and ensuring that the economy develops in a sustainable way, taking into account climate change, energy costs and the delivery of future developments, is a key challenge.

As referred to in the [Leeds City Region](#) section, positive news came in July 2012 with the announcement of the 'City Deal' for Leeds City Region. The 'City Deal' grants substantial powers and funding to create jobs, improve skills and accelerate infrastructure and transport works. This includes a £1 billion fund for investment in public transport and the highways network, a £400 million fund to modernise infrastructure, and supporting the projects related to increasing skills and apprenticeships.

The 'City Deal' and the continued ability to attract major investments and developments, such as [Trinity Leeds](#), the [Aire Valley Enterprise Zone](#), and proposals for Sovereign Street and South Bank, highlight that despite the pessimistic national economic outlook, there is confidence in the resilience of Leeds' economy. The challenge for the coming years is to ensure that these projects are delivered and that their potential is maximised to ensure the greatest benefits for the city and its people.

One of the city's greatest assets and integral to its economic prosperity attracting business, visitors and residents alike, is the cultural and leisure offer. Leeds is one of the greenest cities in the UK with over two thirds of the district comprising green belt along with a rich array of urban parks and green space. This includes 7 major parks, 62 community parks and 95 outdoor sport facility sites, in addition to 155 hectares of local green space and 144 playgrounds. There are also 97 allotment sites

Leeds is home to a vibrant and diverse higher and further education sectors which make a significant contribution to the life of the city. **For further information see the [Spotlight on Further and Higher Education section - link](#).**

Economic Resilience

In response to the challenging economic environment Leeds City Council and partners have launched the Leeds Growth Strategy. Focused on seven sector priorities, the strategy is a statement of intent about the opportunities the city will pursue to deliver growth and get Leeds working to its fullest capacity. Importantly, it is also about ensuring that growth translates into real benefits for people.

As the third largest business centre in the UK, it is important that the city continues to attract new and support existing businesses in order to achieve its ambitions for growth. Achieving this ambition with reduced resources is challenging. Over the past two years the government have made fundamental changes to the business support environment, having ended their funding for face-to-face business advice through the national [Business Link](#) service to instead concentrate on web resources, mentoring and supporting high growth businesses. As a result the local approach to business support has had to adapt, with the focus being to maximise the take-up of national services, and to work more closely in partnership with key organisations in the city to ensure that businesses and entrepreneurs are in touch with the support they want and need. The types of projects currently being undertaken include:

- Leap into Action event, held in February 2012, where businesses and entrepreneurs could see first-hand the support and advice available in the city.
- [Enterprising Leeds](#) project in conjunction with Leeds and North Yorkshire Chamber of Commerce offering free start-up business advice to entrepreneurs in deprived areas.
- [Locate in Leeds team](#), providing free services to start up and existing businesses, including an up-to-date property database.
- Business Growth Fund grant scheme of £1,000 to £10,000 to help small businesses to expand and recruit local residents.

Over the last decade Leeds has been a magnet for development activity with £4.4 billion of major development schemes being completed. The city centre has been the focus of much of the development activity, with completed schemes since 2002 equating to £3 billion.

Since the economic downturn, development activity has reduced, with major planning applications decreasing from 314 in 2006/07 to 194 in 2011/12. However, development has not ceased with around £492 million of schemes being under construction at the end of 2011.

Indeed, 2013 will see the completion of both the Trinity Leeds retail scheme and the Leeds Arena;

- [Trinity Leeds](#), the £350 million retail development will be the only major retail development opening in the UK in 2013. It will deliver 1 million sq ft of prime retail and leisure space, creating 3,000 new jobs.
- The [Leeds Arena](#), will be a 13,500 capacity venue due for completion in 2013, creating an estimated 500 new jobs and contributing £25.5 million each year to the local economy. The arena is proving to be a catalyst for new investment. Opposite the arena, a new Premier Inn has recently opened, and there is planning permission for a £13 million redevelopment of the Merrion Centre, which will bring new leisure opportunities.

In terms of future developments currently £5.4 billion worth of major schemes are proposed or on hold, indicating the appeal of Leeds as a place to invest. These include:

- [Aire Valley Leeds](#) (AVL) – a nationally significant economic development and regeneration area situated to the south east of the city centre. It is a key focus for growth for the city and city region, extending over 1,300 hectares and containing over 450 hectares of sites which are available for development in the short, medium and long term. AVL has an existing employment base of 800 businesses, employing over 30,000 people and has the capacity to accommodate a further 35,000 new jobs. Many of the neighbourhoods within AVL are within the country's 10% most deprived, and a key aim is to link residents to the current and future economic opportunities within the area. In July 2011 the government confirmed that Leeds City Region's Enterprise Zone would be located in the Aire Valley. The Aire Valley Leeds Enterprise Zone, which went live on 1st April 2012, is already attracting strong interest from companies looking to expand in the region. The zone offers 142 ha of prime employment land with a strong development team, an excellent location and a package of benefits for growing companies.
The unique selling point for AVL remains the delivery of a sustainable new district for the city and the region, delivering new jobs and homes. The area has been identified as one of Leeds City Regions Urban Eco Settlements, providing between 6,500 and 9,000 new homes, and at least 250 hectares of land for employment uses. The area will promote sustainable development by seeking the delivery of a high quality environment, energy efficient buildings, low carbon and green business, sustainable transport and community facilities linked to green infrastructure.
- Hammerson's [Eastgate Quarters](#), which received outline planning permission in July 2011. The £600 million, one million square foot retail-led scheme in the city centre will create 4,000 new jobs and will be anchored by John Lewis.
- Proposals for the 1.16 ha Sovereign Street site are progressing well, following the approval of an Informal Planning Statement. The vision for the site is to provide an innovative and well designed environment in a premium area of the city centre. With KPMG's proposals to construct their Leeds headquarters on the site and 0.65 ha of new, high-quality greenspace. The Council has undertaken a marketing exercise for the remaining two development plots and these proposals are currently being assessed. Sovereign Street will provide a link between City Square and the proposed South Bank development.
- The location of the proposed South Bank development encompasses four key areas of land; the former Tetley Brewery site, New Lane, Bridge End and Asda House. Together they form a vital link to connect the city centre core, riverside, Holbeck Urban Village, the Aire Valley and communities in the Beeston and Holbeck neighbourhoods. The aim is to transform the area into a distinctive, vibrant well connected, sustainable business and residential community which has at its heart a new city centre park. The development will also have strategic links with New Dock (formerly Clarence Dock), for

which new owners Allied London are at the early stages of developing their proposals for future major investment to reinvigorate the area.

- The [West End](#) development site within the city centre has outline permission and some buildings with full permission. It is a sizeable site at over 1,000,000 sq ft of floor space. Currently, the temporary five-a-side football pitches and allotments are already contributing to making the city centre more liveable.

To ensure that future developments are well planned, integrated and sustainable, the council is preparing the Local Development Framework (LDF) for Leeds. The LDF is the name for a number of documents which together make up the overall development plan and provide the spatial planning framework for the city to deliver the spatial objectives of the [Vision for Leeds](#) and the ambitions for a prosperous and sustainable city region. The Core Strategy is the main document to guide the delivery of development and investment decisions and the overall future for the district. The document plans for the longer term regeneration and growth of the district over a 15-year period. It will set out what the district will try to achieve in terms of land use by 2028 and will identify the most appropriate locations for development. It will highlight how and where development will occur, and those development sites and areas which are key to delivering the vision.

The Core Strategy supports existing business, future business activity and employment growth in identifying how much land will be needed to provide new employment in the period up to 2028 for office, warehousing and industrial uses. It is the role of the Core Strategy to formulate the policies and allocate land for office use and for general industrial use which will accommodate and support employment sectors. The Core Strategy identifies a minimum of 706,250sq.m of office floorspace and 493 ha of land of general employment land to be provided over the plan period. The plan is currently scheduled for adoption in winter 2013.

Despite these positive developments and plans, the challenge ahead for Leeds to achieve its ambitions for growth should not be underestimated. The prospects for the global economic environment over the coming years remain downbeat, and the full extent of austerity measures are yet to be felt.

In recent years Leeds city centre has slipped down the retail rankings behind cities such as Liverpool and Nottingham, which saw major shopping centres opened before the economic downturn. However, unlike other cities Leeds has continued to see retail investments throughout the recession with city centre shopping centres and arcades being refurbished, and [Trinity Leeds](#) due to open in 2013. It is therefore anticipated that next year Leeds will be propelled back up the retail rankings, and in addition the proposals for both Eastgate and the Kirkgate areas of the city will further strengthen the city's position. Continuing to ensure that Leeds has a diverse retail sector and promoting assets such as [Kirkgate market](#) is seen as vitally important to attracting both residents and visitors alike.

In February 2012 the council's Executive Board reaffirmed its commitment to ensure a sustainable future for [Kirkgate Market](#) and agreed to proceed with a full feasibility study for the redevelopment and refurbishment of [Kirkgate Market](#). A report will be taken back in January 2013 on the outcome of the feasibility study and to advise Executive Board on the scope, scale and financial implications of the redevelopment and refurbishment proposals.

In terms of the wider economy opportunities still remain, such as investment in the city's broadband infrastructure (see case study) and the Leeds Innovation Health Hub (LIHH) programme. The LIHH programme is being developed by a partnership of public and private organisations. It is focused on developing Leeds' role as a world leading hub in medical and healthcare innovation through active networking, creating new facilities such as a Science Park, and working to strengthen the profile and reputation of Leeds through marketing and inward investment projects.

Case Study: Broadband

Improving the city's broadband infrastructure is critical to the economic success and prosperity of the city. As a result Leeds City Council is developing proposals for three broadband initiatives across the district.

The [Super Connected Cities \(SCC\)](#) proposal is a £50 million joint project between Leeds and Bradford to roll out ultra-fast broadband (100mbps+) to a defined contiguous area across both cities. It also includes proposals for wireless connectivity in the two city centres, the Leeds Bradford 'corridor' and several community hubs. Pilot tele-health projects are also included and will be rolled out across the area.

The [BDUK Local Broadband Plan](#) is a £25 million West Yorkshire project to achieve the Government's ambitions to roll out super-fast broadband (24mbps+) to 90% of premises.

These projects now have guaranteed funding streams. Both the SCC project and BDUK project will have completed delivery by March 2015.

The [City Wireless project](#) will roll out free wireless to citizens and visitors in the Leeds and Bradford city centres and although part of the SCC proposal, it has been agreed to 'fast-track' this as a specific initiative. The first stage of the project is expected to be delivered before end of December 2012, with full operational roll-out completed by March 2013. The City Wireless initiative is a concession contract that involves the renting out of aspects of Council assets like street furniture, to the private sector. In return, the private sector provider will provide free wireless to citizens and visitors at their own cost and risk.

Whilst the BDUK funding will ensure a level of digital connectivity for all, the SCC project will drive economic growth and productivity to a new level within the core area, and the city wireless will give an added boost to the vitality of the city centre. Accelerating the level of broadband access will give Leeds a competitive advantage and further the ambition of Leeds to be the best city for digital.

Broadband is a key enabler for driving economic growth in Leeds and the region. In 2010, a study concluded that for every 10 percentage point increase in broadband penetration, GDP increases by 1 percent. This study also revealed that around 80 new jobs are created for every 1,000 new broadband connections provided.

Estimates by Regeneris Consulting suggest that the BDUK Local Broadband Plan could generate £60 million for the economy of West Yorkshire over 15 years and create around 800 new jobs. For Leeds alone this represents £5 million GVA and 70 jobs.

In order to ensure that Leeds continues to attract further investments, new arrangements for co-ordinating marketing, inward investment and tourism in the city are underway.

Employment and Skills

Over the past year the number of people claiming out of work benefits has remained stable at around 11.8% of the city's total working age population. The out of work claimant rate for Leeds is lower than the England rate of 11.9%, the City Region Rate of 12.7% and the region rate of 13.1%. However, there are areas of the city where the number of people claiming benefits and specifically Job Seekers Allowance (JSA) is significantly higher. As at May 2012, 79 of 476 localities (areas of working age populations of approximately 1,000 people) in Leeds have JSA claimant rates that are more than double the city average, in some areas this rises to five times the city average. These areas are closely monitored and are primarily focused around the wards

of; Chapel Allerton, City and Hunslet, Burmantofts and Richmond Hill, Killingback and Seacroft, Gipton and Harehills, and Middleton Park.

The number of young people (aged 16 - 24) who are currently out of work and claiming JSA is a key concern nationally. In Leeds in May 2012 the number of young people claiming JSA was 7,055 (5.1%) which is lower than the national rate (5.9%), the Leeds City Region (6.6%) and Yorkshire and Humber (7.2%) rates. However, when compared to May 2011, the number of young people claiming JSA has risen at a greater rate (18.2%) than both the regional and national averages. Furthermore, the number of young people that have been claiming JSA for over 6 months has increased by 152% (1,655 people), again higher than the yearly increase regionally and nationally.

Therefore, linking workless young people and adults to jobs, and particularly those being created within the city's major retail and leisure developments and [the Aire Valley Leeds Enterprise Zone](#), is a key priority. The initiatives referred to below highlight the work currently being carried out to address this issue.

In terms of skills, adult qualification levels in Leeds compare favourably with national and regional averages. However in order to meet future economic demands there is a need to increase the number of people with qualifications at Level 2, 3 and 4, particularly those linked to the city's growth sectors and also the proportion of 16 –19 year-olds in education, training or employment.

The council and its partners continue to deliver and commission a wide range of targeted programmes and services to support people into work and to raise the city's skills levels. In 2011/12, Council schemes have helped over 1,900 people gain employment and 11,400 people improve their skills.

The council's Employment Leeds service, provides a comprehensive range of support for any employer or developer in Leeds creating new jobs or up-skilling their existing staff. It works with employers of any size and across all sectors and has recently supported Trinity Leeds, The Arena Group, Aldi, Tesco, Directline, Candymakers and Thebigword.

The coming year presents a number of challenges for the council and its partners. In order to meet those challenges there are a number of new initiatives planned to improve employment opportunities:

The council is continuing its efforts to increase the number of apprentices within the city. The total number of apprenticeships started between August 2011 and April 2012 were 1,716 for 16 - 18 year olds (7.7% annual increase), 1,671 for 19 - 24 year olds (11.9% annual increase), and 2,118 for 25+ (5.5% annual increase). This gives a total of 5,505 apprenticeships started this year, which compares with 5,095 the previous year, a yearly increase of 8%. Continuing this trend requires an increase in both the number and breadth of employers in Leeds taking on an apprentice

To build on this success, the council, along with its partners, will play a lead role in delivering key elements of the recently announced City Deal. The City Deal which transfers powers and spending to the Leeds City Region will enable further investment in skills to support business growth and create new opportunities for young people.

The council will partner with Leeds City College to establish a training agency for apprentices in Leeds to support small and medium sized businesses in the city to support recovery and growth. The agency will create new opportunities for local young people to secure employment and skills training and contribute to reducing the number of young people identified as not in

education, employment or training (NEET), a key priority in the city's Children's and Young People's Plan. [For more information see the Children and Young People's theme – link.](#)

Through effective links by Employment Leeds there have already been a number of successes in terms of employment and work experience opportunities during the construction phase of Trinity. These links will continue through to completion ensuring that the whole range of employment opportunities available throughout the centre will be accessible to local people.

In order for communities to benefit from the opportunities created by one of the city's most rapidly expanding sectors, there will be a number of new initiatives to connect local people to employment within the increasing number of retail developments. A range of provision will be available for those who require experience, qualifications or further skills to work in this sector. An example is the new programme of opportunities available from the learning centre at the White Rose Shopping Centre in south Leeds.

The following year will see the continuation and expansion of such initiatives to support retail businesses in the city and maximise access to skills training and jobs for local people.

Financial Exclusion

Ensuring that all citizens have access to affordable financial services and free debt advice, is a key priority for Leeds. Leeds was one of the first cities in the country to adopt a strategic approach to tackling financial exclusion and since 2005 many successful initiatives have been developed delivering tangible benefits to residents. Leeds' strategic and partnership based approach to the issue has been nationally recognised.

It is widely agreed that people living in poverty are also most likely to be financially excluded. However, research undertaken in Leeds in 2010 identified increasing problems of financial exclusion in areas of the city regarded as being average economically. The research also demonstrated that financial exclusion and its effects had increased significantly since the recession for all households.

This is unlikely to change given the recent return to recession, and the significant changes being made to the benefits system as a result of the welfare reforms, which will see a reduction in benefits for many families. Debt and money advice services have seen an increase in demand, whilst also experiencing some reductions in funding. The number of people contacting [Leeds Citizens Advice Bureau](#) for benefits advice has risen by approximately 6,500 people between 2007/08 and 2011/12. Furthermore the sub-prime lending market, particularly pay day lenders, is growing rapidly.

Despite this gloomy picture, the Leeds Financial Inclusion Partnership is working hard to put into place measures and initiatives to mitigate the impact for the city. These include;

- Lobbying and working with government departments on key issues such as Universal Credit, the national scheme to deliver debt advice, and proposals to change the way credit unions operate.
- Review the way in which advice services are delivered in the city.
- Working to establish a Community Development Finance Institution, which would allow additional resources to assist households to access more affordable forms of credit.
- Concentrate efforts around tackling child poverty, including ensuring all children eligible for free school meals take up their entitlement.
- Assist the Leeds Welfare Reform Board to plan for the introduction of the Government's proposals.

[For more information about Welfare Reform see the Policy Section - link.](#)

Visitor Economy

The tourism and hospitality sector supports and creates jobs in the city. The British Hospitality Association report "Hospitality: Driving Local Economies" 2011 predicts that by 2020 the number of direct jobs in the sector will have risen from 30,432 (7.3% of total economy employment) in 2010 to 36,985.

One of the key contributors to the sector in recent years has been the increase in hotel and serviced apartments. Across Leeds since 2002, the number of hotels and serviced apartment bedrooms has risen from 3,695 to 6,587 (178% increase). The opening of the [Leeds Arena](#) in 2013 is generating renewed interest from hotel developers and operators. The latest hotel to open in 2012 is the Premier Inn Leeds City Centre North, adjacent to the new arena, with 130 bedrooms. This follows a period of relative quiet since 2008 with only two new openings between 2008 and 2011.

Overall leisure visitors perceive the city to be friendly, fun, exciting, relaxing and contemporary. The most popular activities for visitors are eating and drinking, visiting cultural attractions, shopping, strolling around and enjoying the ambience and visiting historic houses, gardens and heritage sites.

The most popular visitor attractions in 2011 were:

- Leeds Central Library – 734,233 visitors
- Leeds United FC – 655,228 visitors
- Leeds Art Gallery – 463,310 visitors
- Leeds Rugby – 310,000 visitors
- Roundhay Park and Tropical World – 297,415 visitors
- Leeds City Museum – 255,669 visitors
- Harewood House – 251,349 visitors
- Royal Armouries – 222,461 visitors

In terms of the overall numbers of people visiting the city, in 2011 there were approximately 1.5 million overnight trips to Leeds, an increase of 4% on the previous year. New research by [Visit England](#) reports that the day visitor market to Leeds attracts 24.8 million each year, worth £654 million to the local economy. In fact, Leeds is one of the top 5 cities for the day visitor market in the country.

The expansion of airlines and therefore flights operating from [Leeds Bradford International Airport](#) has had a significant impact on the number of overseas visitors to the city. The number of overnight staying visits by inbound visitors increased from 213,000 in 2010 to 299,000 in 2011 and saw Leeds rise from 17th to 11th in the UK rankings. In total 9% of staying visitors to the city now arrive by plane.

Business tourism sees 3.3 million delegates attend 52,800 meetings/conferences in the city generating £453.7 million to the local economy. Latest major developments within the meetings/conference product include the Rose Bowl (Leeds Metropolitan University) £50 million development opened in 2009 and the Centenary Pavilion at Leeds United which is a £2 million development that opened in 2010.

Culture and Sport

Culture and sport play a key role in attracting people and investment to Leeds. As can be seen by the establishment of flagship cultural and sporting venues in the city over recent years both

in terms of new build and restoration. [Northern Ballet](#) and [Phoenix Dance Theatre](#); [The City Museum](#); [The Carriageworks Theatre](#); [The Grand Theatre and Howard Assembly Rooms](#); [The City Varieties Music Hall](#); [Roundhay Park Visitor Centre](#); [The John Charles Centre for Sport](#); and [Carnegie rugby stand](#) and [cricket pavilion at Headingley Stadium](#) are all now embedded in the life of the city and their success illustrates the range and quality of Leeds' cultural and sporting offer.

The [Leeds Arena](#), due to open in 2013, will be a cultural asset, and will create jobs and investment and is expected to attract a million visitors a year to see world class acts right in the heart of the city.

Leeds has benefited from Heritage Lottery Fund projects to improve the city's parks. Including £8.2 million invested in Roundhay Park and £5.5 million in the restoration of Kirkstall Abbey and the estate. This is in addition to the £4.5 million parks renaissance programme which was focused primarily on raising the standards of community parks along with the 'playbuilder' schemes to create or carry out major refurbishment to play areas. Most recently work has begun on a major overhaul of Middleton Park following an award from the Heritage Lottery Fund of almost £1.5 million. The Parks for People Project will see the construction of a new Lakeside Centre that will have space for a cafe, public toilets, educational facilities and parks staff.

Building on the improvements in infrastructure, Leeds has developed a strong programme of opportunity and engagement within arts, culture and sport. Raising participation rates will have a positive impact on the wellbeing of individuals and their communities and encourage more visitors and bring more businesses to the city. The city's new cultural programme, Leeds Inspired, now provides a grants scheme to fund artists, performers and organisations, who this year have created an inclusive, surprising and entertaining programme of activities across the city for the Cultural Olympiad. The Leeds Inspired events calendar on www.leedsinspired.co.uk brings together Leeds' big annual events, community projects and now enables people to find out what's going on across the city. It has enhanced Leeds' reputation for engaging local people and visitors with the city's rich cultural offer.

In terms of the city's events, alongside the established [West Indian Carnival](#) and [the Mela](#), there has been a growing number of festivals and events across Leeds. These include [Leeds Loves Food](#), [Leeds Loves Sport](#), [Light Night](#), [Christkindelmarkt](#), the [Waterfront festival](#) and [Morley Literature Festival](#).

More locally the parks and green spaces beyond the city centre host a wide range of vibrant local festivals – for example [Love West Leeds](#), [Beeston](#), and [Kirkstall](#) festivals. Inspired and run by local communities, they have become a key date in the events calendar, attracting visitors from across the city to celebrate local talent and pride. Parks are great places to hold events, both large and small and there are over 600 events held in parks each year.

Engaging young people in cultural and sporting activities is a key activity. Each summer, approximately 18,000 young people take part in wide range of arts and culture activities through [Breeze](#). This unique initiative offers a programme of opportunities across the city. 87% of young people in the city have a Breeze card, which gives free access to all Breeze events and discounted access to sports centres and leisure activities across the city.

As was reported last year sustaining the [Leeds Library and Information Service](#) is important for the city. This is because libraries are the focus of their communities and are known for being safe and welcoming meeting places where books, information and internet access are free and easily accessible. The mobile service includes three community vehicles which carry general stock for all ages, two older people's mobiles with stock aimed at older customers, a children and family mobile also carrying specifically targeted material, and the at-home service for

people who can't access a library owing to ill health/frailty. These services continue to reach deep into communities and are proving an increasingly popular asset across the city. Mobiles currently stop at over 280 locations, and the library service regularly reviews these locations, so that as many people as possible can be reached.

Sport

In terms of sport, Leeds is known as a world class destination. This reputation linked to the recent investment in sporting facilities in the city has helped attract some of the leading international teams to prepare and train here ahead of the London 2012 Olympic and Paralympic Games.

Case Study: [The Olympics](#)

Leeds is a truly diverse city that in 2012 will come alive as it hosts a series of celebrations as part of the London 2012 Olympic Games. Leeds is home to many athletes who set the pace for Team GB Lizzie Armitstead (silver) the first GB medal, Nicola Adams (Gold) the first medal for a woman boxer and the Brownlee brothers (Gold and Bronze) for their amazing performance in the Triathlon. Hopes are high for our brilliant paralympians.

Leeds will also provide the home and training facilities for renowned international teams. The Chinese Olympic Committee has chosen Leeds as their European Pre Games Training Camp base, and the city is also welcoming the Dutch swimming team and the Canadian wheel chair rugby team.

This international focus on Leeds will attract media interest in these countries and in Leeds as well, presenting the city with a significant opportunity to highlight the importance of attracting international business and encouraging international trade and investment, a key component for the city's future economic success. To maximise this, the Leeds Gold Business programme will comprise of a series of seminars, conferences, workshops and networking events, all with a focus on doing business with these countries, with particular emphasis on China.

Young people have been a key focus for engagement around the Games. Over 230 of the city's schools have taken part in Spirit Alive, Leeds programme to engage young people with the Olympic Games. The event is planned, managed and delivered by the young people with teachers having to take a step back. This was piloted in the run up to the Beijing Olympics and over the last four years and now in 2012 has delivered amazing success. Individual schools have also used the Games to develop and strengthen international partnerships. Brigshaw High School have hosted more than 200 students from 16 different countries for a week of Olympic celebrations in June 2012.

Culture was at the heart of the London 2012 bid and Leeds won funding from Arts Council England as part of their 'Artist taking the lead'. The Quay Brothers used the city as their canvas and created Overworlds Underworlds an amazing weekend of light, sound and projections.

The Torch Relay Celebration Event at Temple Newsam Park in June which marked the three day visit to the city of the iconic Olympic flame. This was one of only four major city celebration events throughout the UK and the choice of Leeds as a host city for the Torch and for the Celebration illustrates the reputation the city has gained for delivering successful and high profile cultural events. Over the three days over 200,000 people turned out to enjoy the community activities and cheer the Torch on its way.

Leeds will be a host city for the [2013 Rugby League World Cup](#). The reigning world champions New Zealand and also Italy will be based in Leeds during the tournament whilst New Zealand will also use Leeds' training facilities as they defend their title. The historic [Headingley Carnegie stadium](#) will host a group game and a prestigious quarter final match in a tournament that will be viewed by millions worldwide.

Leeds forms a major part of the Yorkshire bid for the [Tour de France Grand Depart in 2016/17](#). These first days of the tour are held in a location outside of France approximately every two years. Yorkshire's success would boost the economy through visitor spend and raise the city and region's world profile through the worldwide television audience of more than two billion people. The city is also hoping to host part of the Rugby Union World Cup 2015.

As well as attracting world class sporting events to the city, a key priority as set out in the Sports Leeds Strategy 'Taking the Lead' is to increase the number of residents and particularly those least likely to be engaged to participate in sporting activity. Latest statistics demonstrate that the concerted effort over the last five years to achieve this ambition, is working. Over the last year, there has been a slight increase in the number of people using the city's leisure centres. This is in spite of budget pressures and an overall reduction in capacity of 8%.

The latest [Sport England Active People Survey](#) published in June 2012, confirmed that physical activity in Leeds had increased significantly since 2005/06 to the highest level of any core city and 13th nationally out of 325 local authorities. In 2005/06 Leeds placed 208th. Most encouraging is that the results show that activity has improved by more than the national average, among women, non-white, disabled, older and less economically advantaged groups. Two particularly successful projects have been to bring Learning Disability Services into the John Charles Centre for Sport, which was commended by the Director of Public Health in his annual report, and the Positive Futures programme, which engages those at risk of committing crime into sporting activity. An individual from this programme was awarded a National Citizen Service Inspiring Individual award from the Princess Royal in November 2011.

Around 15,000 children are learning to swim in the Council's swimming pools every week, either with their school or on the council's swimming lesson programme. Two thirds of children on the programme, and their parents, benefit from Leeds Card discounts. For those on income or disability related benefits, Leeds Card Extra offers further discounts from 20% to 57% on lessons and activities for adults and children. The council has held Leeds Card Extra prices unchanged for three years as part of its drive to improve health inequalities by narrowing the gap in physical activity, which is widening nationally.

Transport

There are around 113,000 people coming into Leeds during the morning peak each day. Maximising the capacity and efficiency of the network is therefore essential for the wider economy. Leeds is believed to be the largest city in Europe without a mass transit system and transport spending in Leeds, and the region, remains below the national average.

To make optimum use of the transport infrastructure the council operates an urban traffic management and control system within the city. A control centre provides for the continuous monitoring of traffic in the city centre and across the district. This plays a vital role in keeping traffic in Leeds moving, including traffic light priority schemes, which prioritise buses at selected locations. Action is taken if problems are seen to arise: altering signal timings, alerting the police, calling the signal maintenance team, ringing up contractors on site or via network management, informing the public via the LeedsTravel.Info web site, setting variable message signs (VMS), and informing the media. Alongside this network management co-ordinates essential works and activities that take place on the Leeds highway network to reduce disruption.

At peak times, the road network is operating at, or close to, capacity, and substantial growth in rail commuting has resulted in many services being overcrowded. Trends in transport usage within the morning peak period show significant increases in rail and cycling in recent years, together with a marked fall in bus usage.

Falling levels of bus patronage and a desire for greater local accountability has led the West Yorkshire Integrated Transport Authority to review the current deregulated framework partnership approach. Although there is a strong desire for partnership working, the current framework does not facilitate a shared risk and reward. A 'Quality Contract' scheme that would make Metro responsible for setting routes, fares, timetables and quality standards has been put forward as a preferred operating mechanism and, at the time of writing, is out for consultation.

Leeds commuters have benefited from more than 2,900 extra seats since December 2011 with additional rail carriages on routes serving the city. The extra carriages have allowed a total of six new trains per day to be run on the Leeds - Skipton, Leeds - Ilkley and Leeds - Doncaster routes. In addition, other existing services have benefited from additional carriages.

Other improvements to the public transport journey experience include; 'Yournextbus' Metro's real time bus departure times service for any bus at any stop and 'Yorcard', the smart card ticketing product for public transport in Yorkshire. Expected to be available from 2013, smartcard ticketing has the potential to bring a number of benefits to customers using public transport in West Yorkshire, such as faster boarding times, new and easier sales channels, new ticketing solutions, improved security and wider integration.

The Department for Transport (DfT) awards funding for major schemes, with Leeds competing for funding with other major schemes across the country. The funding available for major transport schemes has reduced significantly in recent years. However, Leeds has recently been awarded funding for the following:

- Proposals for a New Generation Transport (NGT) trolleybus system from Stourton to Holt Park via the city centre, which includes two park-and-ride facilities, were granted Programme Entry status by the Secretary of State in July 2012. Development work has now begun to take the scheme through Transport and Works Act procedures during 2013. It is planned that the scheme could be operational during 2018.
- Leeds Rail Growth Package – new stations at Kirkstall Forge and Apperley Bridge. The scheme has recently been given approval and is identified in the National Infrastructure Plan. The stations could be open by 2015.
- Leeds Station Southern Entrance - this new pedestrian entrance to the station will significantly enhance access from developments to the south of the river. The scheme has now received Programme Entry, and the final design and procurement is being progressed by Metro with Network Rail for construction and completion during 2014.
- Leeds Inner Ring Road Major Maintenance Scheme – DfT approval was given in December 2011. Work has now begun on New York Road Viaduct and will start on Lovell Park Road Bridge in June 2012. Works on Woodhouse Tunnel are planned to start in 2013.

Work is also ongoing in Leeds to bring forward a number of bus-based park-and-ride schemes. This includes a 500 - 1000 space site at Elland Road and a 600-1,000 space site in the Aire Valley off the A63 East Leeds Link Road. It is hoped to have at least one site operational within the next three years.

An expression of interest has been submitted on behalf of the authorities in West Yorkshire (plus York), South Yorkshire and Greater Manchester to put local communities back in control of the

decisions and services of local railways and transferring powers and responsibilities to the appropriate local level, and scaling back central government control. The proposition developed is for a single franchise for the north of England combining the current Northern and TransPennine franchises.

Proposals for a significant upgrade to rail services in the north of England through the Northern Hub project are being promoted by Network Rail. If funded in full, Northern Hub will transform rail travel across the north of England, with shorter journey times and the capacity for more services per hour on smarter routes between towns and cities. Amongst the benefits would be improved journey times and higher frequency services between Leeds and Manchester. Electrification of the north TransPennine rail link between Manchester, Leeds and York has now been confirmed by the government with a planned completion by the end of 2018.

Leeds City Council and Metro are working closely with Network Rail on the Yorkshire Rail Network Study. This will identify the outputs required from the rail network to deliver jobs and growth. In parallel with this, Leeds City Council are working with Network Rail and Metro to develop a masterplan for the future development of Leeds City Station. This will seek to fulfil future passenger expectations both in terms of facilities and the capacity for anticipated future growth in rail use in the city region.

Looking further ahead, the Government has proposed a high speed rail network to benefit the whole of the UK and allow the economies of major cities to expand. It is envisaged that the first line of HS2 from London to Birmingham would be constructed by 2026 with subsequent extensions to the network to Manchester and to Leeds with the latter being open by 2032/33. Yorkshire stands to reap over £2 billion in economic benefits from the Government's proposed national network of 200mph+ trains, which will cut the journey time from Leeds to London to just 80 minutes. It is expected that during the next two years the government will move to confirm the route and location of the proposed station in Leeds.

There have been a number of key achievements in recent years, including:

- Completion of the £32 million East Leeds Link Road and £51 million Inner Ring Road Stage 7 projects, improving connections to the Aire Valley and the city centre.
- Construction of the A65 Quality Bus Corridor scheme on Kirkstall Road which started in spring 2010 and is on schedule for completion in summer 2012.
- A reduction in road casualties in Leeds over the last decade. In 2011, 2,686 road casualties in Leeds were reported to the police, the lowest ever recorded for the city.
- Completion of a 5-year street lighting core investment programme to replace 90% of the city's 90,000 street lights.
- Pudsey Bus Station provides passengers with an enclosed waiting area, improved seating, real-time information screen, CCTV, enhanced lighting, and level boarding to buses.
- Construction of the Leeds Core Cycle Network (LCCN), which will be a system of 17 routes covering 71 miles and linking existing cycle paths and traffic-calmed roads to provide continuous routes into the city centre from throughout the main urban area of the city. The recently approved West Yorkshire Local Sustainable Transport Fund (LSTF) component bid will fund schemes that fill strategic gaps in the LCCN, including routes from Armley and Garforth to the City Centre. The LSTF will also allow additional LCCN routes to be brought forward and will complete the Legible Leeds walkability project, which along with the Leeds Station Cycle Point will promote walking and increase city centre accessibility.

Leeds Bradford International Airport will play a growing and influential role in building the city and City Region's economy. It's a major part of the strategic infrastructure for the City Region. It is also an economic resource for employment, business development and tourism, directly providing 2,500 jobs at the airport, expected to rise by 1,000 new jobs for every one million extra

passengers. There are plans to increase the number of passengers using LBIA from the current 3 million passengers each year to 3.4 million by 2013/14 depending on route development and wider economic conditions. In addition to passenger growth, the airport has potential for freight growth which will help it to better fulfil its regional role in supporting business. With the aim of moving towards its aspirations for growth, LBIA is undergoing a major investment programme to improve and extend the terminal building and forecourt in 2012, which will subsequently create a further 200 jobs.

Future transport developments are set out in the [West Yorkshire Local Transport Plan \(LTP\)](#) which covers strategy and policies for transport for all five districts in the county. The third plan was adopted in the spring of 2011 and covers the period up to 2026. A Local Implementation Plan (LIP) has been produced which covers detailed proposals for transport spending in Leeds over the next three years. The following documents that support the main LTP have just been approved: Rail Plan, Freight Plan, Network Management Plan, Transport Asset Management Plan, and Indicators and Targets.

Environment

Managing environmental risk and embracing sustainable opportunities is a key challenge for the future security and prosperity of the city. The most recent data shows progress towards reducing risk and maximising opportunities which are highlighted below on the following topic areas:

- Climate change and energy efficiency
- Waste
- Green infrastructure
- Built environment
- Flooding

Climate Change and Energy Efficiency

In 2010 Leeds City Council and its partners signed an agreement to reduce carbon emissions of the city by 40% by 2020 from a 2005 baseline. In the period from 2005-09 a promising reduction of 14.4% has been achieved. Examples of ongoing activities that are contributing towards this success include:

Home Energy Efficiency – The [‘Wrap Up Leeds’](#) initiative aims to install free loft and cavity wall insulation to up to a maximum of 15,000 private sector residencies during 2012. By June 2012 more than 4,000 measures had been installed.

Renewable Energy Generation – Renewable energy installations are increasing across the city. Installed grid-connected capacity in Leeds currently stands at 16.28 MW, which can provide enough energy to power over 2,500 properties in Leeds. Existing generation sites are predominantly landfill gas-based plants. However, an additional 8.35MW of alternative technologies have been given planning consent and are expected to be operational over the next few years. This additional capacity will move the city ever closer to the 75MW by 2021 target.

Aire Valley Environmental Projects - The council is promoting the development of low carbon energy projects and infrastructure within the Aire Valley, with the medium term ambition to develop a large scale district heat network. Examples of recent progress are highlighted below:

- The new recycling and energy efficiency centre will provide the anchor for a heat distribution network, in addition to delivering part of the council’s waste strategy.
- An energy forum has been established with key industry representatives to assist with the development of further project proposals.

- In the last year the council assisted Miller Homes with the delivery of a combined heat and power unit at Yarn Street in Hunslet which will supply heat to 252 new homes.

Eastgate Energy Centre - the Eastgate Quarters scheme which includes a low carbon energy centre as a key feature has now received full planning approval. This energy centre will generate sustainable, low carbon heating and cooling for neighbouring homes and businesses.

Waste

In June 2010, Leeds City Council became one of only two local authorities in England to sign up to the 2012 Construction Commitment Halving Waste to Landfill initiative. The £60 million Leeds Arena is being used as the pilot project to develop the methodology needed to assist in achieving the council's objectives. Latest data from the project shows that 83% of its construction waste is being diverted from landfill with the figures set to improve as the construction stages evolve.

Green Infrastructure

The main focus of the [Wyke Beck Valley project](#) is to encourage local residents to use the natural environment around them. To deliver this project four key strands of activity have been delivered: Environment Education, Community Volunteering, Environment Improvements, and Public Participation. In the first year the following achievements have been made:

- 1,438 primary school site visits and assemblies have focused on the local environment. In addition, 66 primary school pupils have taken part in the outdoor woodland learning course led by Groundwork.
- 400 volunteers (public and corporate) have taken part in practical volunteering activities within the Wyke Beck area.
- The project team are also working with high schools in the area.

Overall biodiversity is improving across the city, with progress such as the rare Marbled White butterfly taking up home in Townclose nature reserve near Kippax. This nature reserve is maintained by Leeds City Council and supported by a number of volunteer organisations. As a result of their efforts the site is now renowned for the diversity of plant species and is home to the only colony of glow worms in the city.

Case Study: Environment: Rooting for Rodley

On 18 November 2011, in partnership with [Aire Action Leeds](#) and British Waterways, local residents, British Waterways volunteer rangers, Leeds Ahead and Leeds businesses volunteered their time to plant native trees alongside the canal and River Aire at Rodley. Funding for the project was provided through The Waterways Trust's Small Grant Scheme.

The aim of this project was to develop habitat by increasing native woodland cover adjacent to the Leeds and Liverpool Canal in the Rodley area. The locations chosen were identified by Aire Action Leeds members and British Waterways' ecologist on an old dredging site by the canal. Mixed native woodland planting will develop the biodiversity and aid regeneration of this old tip. Planting of native woodland in this area will vary the canopy height and habitats, and increase the biodiversity offer. This project supports and develops this green infrastructure corridor of Leeds.

Volunteers planted over 500 native trees including rowan, hazel, beech, holly, silver birch, common oak, crab apple, hornbeam and disease-resistant Elm and this will attract a variety of birds, bees and insects. Volunteers are an incredible resource for Aire Action Leeds and British Waterways in this area to maintain the waterfront and improve the area for people and wildlife.

Aire Action Leeds is a partnership project which aims to create better waterways in Leeds

for people and wildlife. To find out more visit www.aireactionleeds.org.uk. Follow us on Twitter [@AireActionLeeds](https://twitter.com/AireActionLeeds).

Built Environment

The quality of new developments in the city continues to improve. The Leeds Arena will be the most sustainable arena of its type built in the UK. Additionally, numerous sustainable buildings and developments are increasingly being built. The city can boast a significant number of new commercial [BREEAM](#) excellent buildings as part of continued growth. Residential properties also continue to improve by adopting the Code for Sustainable Homes criteria. A good example is the pioneering housing project [LILAC](#), which aims to build a community of homes and a common house to high ecological standards using co-housing design principles.

Flooding

Flooding continues to present a risk for the city and the council continues to play a lead role in River Aire flood defences. Unfortunately the initial £180 million scheme failed to attract sufficient government financial support. However, alternative innovative measures have now been explored and subject to further surveys and design work, the aim is to have these elements in place by the end of 2015. In February 2012 the council committed £500k to progress further work.

Housing and Regeneration

Overview

Housing and regeneration in the city is about ensuring that growth is sustainable and provides long-term benefits for all the residents of Leeds.

This involves making sure that regeneration creates the right physical environment for vibrant and sustainable communities, and that local people have access to the opportunities that regeneration investment brings. A key element of this is delivering substantial housing growth over the coming years and providing a range of housing types which are capable of meeting the varying needs of the city's different neighbourhoods.

The Housing and Regeneration City Priority Plan sets out the key outcomes and priorities to be delivered by the council and its partners over a four-year period set out in 2011.

Our priorities to 2015 are to:

- Maximise regeneration investment to increase housing choice and affordability within sustainable neighbourhoods
- Enable growth of the city whilst minimising the impact on the environment and protecting the distinctive green character of Leeds
- Improve housing conditions and energy efficiency

Key facts

- There are approximately 340,000 dwellings in Leeds. Around 324,500 are occupied (Leeds City Council, 2012).
- Of the 15,500 empty homes in Leeds, around 5,770 have been empty for six months or more (Leeds City Council, 2012). The majority of these empty properties are in the private sector and returning these properties back to use is a priority for the council.
- Most homes in Leeds are in the private sector, with approximately 70% owner occupied and 10% privately rented (Leeds City Council, 2011).
- Approximately 20% of Leeds' total housing stock is in the social sector. Over 80% of this is owned by the council (58,000 homes) and the remainder owned by registered social landlords (Leeds City Council, 2011).
- 63,000 homes in Leeds were built before 1919, including a significant proportion of the city's 19,500 back-to-backs (Leeds City Council, 2011).
- 44% of the city's 41,600 privately-rented homes do not meet current decency standards (Leeds City Council, 2011).
- 96% of the city's council-owned homes meet current decency standards (Leeds City Council, 2011).
- The average house price in Leeds is £179,085, which is significantly below the England average of £247,934 (Hometrack, June 2012).

- House prices vary greatly across the city with properties in the rural north costing an average of £276,713 and those in the inner areas £96,677 (Hometrack, June 2012).
- During the last nine years, an average of just over 2,700 new homes were built each year in Leeds. This peaked at 3,828 in 2008/09 but dropped to below 1,700 in 2010/11 and increased to 1,931 in 2011/12 (Leeds City Council, 2012).

Summary

Regeneration covers a wide range of activity and investment to grow and improve the city's housing stock, supporting local businesses, bring previously developed land back into use, create new green spaces, improve community and retail facilities and linking local people to job opportunities.

Some major pieces of legislation have been passed within the last year which will impact considerably on housing and regeneration, namely the Localism Act and the Welfare Reform Act. (See Policy Context for further details). These have significant implications and the council is already monitoring the changes in housing benefit regulations and how this will potentially impact on housing need across the city. The Government also published its housing strategy (Laying the foundations: A housing strategy for England), as set out in the Localism Act, in November 2011, which makes a key link between housing and economic recovery. The national housing strategy sets out a package of reforms to get the housing market moving again; promote a more responsive, effective and stable housing market in the future; support choice and quality for tenants; and improve environmental standards and design quality.

Regeneration

Leeds is a growing city with a successful city centre and a strong local economy. However, some of its neighbourhoods face significant challenges relating to employment, housing, health, education and community safety. To achieve its wider regeneration objectives, the council works with numerous partners across the public, private and third sectors, as well as with local residents.

Existing regeneration programmes are aligned with the city's regeneration priority areas and focus on the following:

- East Leeds Regeneration includes facilitating housing growth, physical and economic regeneration and neighbourhood planning projects in the council's priority regeneration areas in the inner east of the city, covering in the main the electoral wards of Burmantofts and Richmond Hill, Crossgates and Whinmoor, Gipton and Harehills, Killingbeck and Seacroft, and Temple Newsam.
- Regeneration in south Leeds is focused on physical regeneration, private sector renewal and investment in new housing, for example in Middleton

and Belle Isle. This sits within the context of the Investment Strategy for Leeds as prepared by the Investment Partnership for South Leeds (IPSL), published in July 2011.

- The Little London, Beeston Hill and Holbeck Private Finance Initiative Project will be the largest single area regeneration investment in Leeds for many years and one of the largest housing PFI projects in the country. The project will result in significant capital improvements to existing council homes, construction of new council homes for rent, together with environmental improvements to estate areas and an ongoing service contract to maintain building and environmental standards over a 20-year period.
- In west Leeds the main focus is on collaborative working to improve deprived neighborhoods and in particular the employment, health and environmental conditions within the inner west housing estates. In addition work is ongoing to improve the vitality and viability of Armley district centre by working with businesses to re-use vacant commercial space and to improve the physical condition of existing SME's on Town Street and Branch Road.
- In Armley and Chapeltown two Townscape Heritage Initiatives (THI) are helping to attract new business and jobs. A third THI has recently been announced for the lower Kirkgate area of the city centre. This £6.3 million project will repair, restore and renovate vacant and underused properties in lower Kirkgate, whilst providing jobs and training opportunities for SMEs and local residents.
- Leeds City Council and partners have a strong track record of attracting investment for regeneration and housing schemes and will continue to develop solutions to address local needs.

Case Study: Heritage grant helps attract new business to Chapeltown Road

A grant from the Chapeltown Townscape Heritage Initiative (THI) has enabled the restoration of a building on Chapeltown Road which was attracting anti-social behaviour. Paint has been removed to reveal the York stone, the roof repaired and insulated, new rainwater goods installed, timber sash windows, timber panelled front door and heritage railings reinstated. The building was opened on Friday 6 January 2012 and is now operating as a childcare facility and has provided local employment opportunities.

The Chapeltown THI is being funded by Leeds City Council and the Heritage Lottery Fund, with contributions from the Local Enterprise Growth Initiative, and private investment from owners of businesses benefiting from the scheme. The THI schemes is investing to maintain and enhance the rich architectural legacy of Chapeltown Road and help make it an attractive area for businesses, shoppers and residents alike.

Housing

Leeds is a growing city. Recently released data from the 2011 Census of Population shows that the population has increased by 5.1% from 715,600 in 2001 to 751,500 in 2011. The figure is lower than was anticipated given recent ONS estimates but is more in line with the figures used in the Leeds Strategic Housing Market Assessment (2011) which estimates that a substantial increase in new homes will be required each year up to 2026 to meet projected population growth.

Housing need – affordable housing: Many households in Leeds earn less than £20,000 per year which, alongside tight mortgage lending and rising unemployment, has made many parts of the city unaffordable to a large number of its residents.

Average house prices across Leeds

Area	Average price
Leeds Inner Areas	£96,677
Leeds Inner Suburbs	£137,578
Leeds Outer Suburbs	£185,598
Leeds Rural North	£276,713
Leeds MD	£179,085
Yorkshire & Humber	£165,969
England	£247,934

Source: *Hometrack, June 2012*

There is a strong geographical pattern in house prices within Leeds. Areas to the north have considerably higher average prices than the south and east. Taking into account these geographical differences, income levels and ongoing issues around access to mortgage finance, purchasing a property is outside the means of a significant proportion of households, particularly first-time buyers. It is estimated that around 41% of residents are not able to afford to purchase a house or access private rental properties. A clear example of this affordability and accessibility issue in practice is evident in the average age of first-time buyers now standing at 36.

Informed by the findings of the 2011 Strategic Housing Market Assessment (SHMA), and ongoing consultation with key stakeholders and residents across the city, new targets for housing and affordable housing growth in Leeds have been developed. The Core Strategy (Leeds Local Development Framework) sets out a policy approach for future housing growth in the city, including the need for housing developments above a certain size incorporating affordable homes. The Core Strategy has been influenced by the significant changes being introduced through the Government's new localism agenda (e.g. New Homes Bonus, Community Infrastructure Levy, and Neighbourhood Plans and Community Right to Build), as well as by the ongoing economic situation and its impact on house building and mortgage lending.

In terms of applications for social housing there were 27,328 households on the Leeds Housing Register (LHR) at 30th September 2011, with 3,992 households requiring immediate re-housing as of April 2012. Over the last 5 years the number of new applications registered on the LHR has been on average 15,445 per annum although the majority of customers on the LHR are classed as having low or no housing need (85%).

Housing need – older people: Recently released data from the 2011 Census of Population shows that the number of people in the city aged 65 and over currently stands at 109,500. The projections indicate that over half of households occupied by older people will be couple households, and just under half will be single person households.

To ensure that the range of accommodation available meets the requirements of older people, a comprehensive review has been undertaken of existing assets and development opportunities. The council works with providers and with the development industry to expand the provision of housing and care services across a range of types and tenures. The objective is to ensure that the city has a high quality housing offer, where people can retain their independence for as long as possible and that when higher levels of support are needed they are able to live in accommodation that best suits their needs.

Housing need – young people and students: The future role of the student market is uncertain with student numbers potentially changing as a result of employment opportunities and the costs associated with obtaining higher education qualifications. It is clear though that the student market will continue to place pressure on the private rental market and will have a defining role in areas to the north west of the city centre as well as the centre itself, with Leeds having a high success in retaining graduates.

Recent analysis shows that households aged between 15 and 34 are projected to grow, which will lead to an increased demand for single person households. Contrary to this trend there is a projected fall in the number of households of this age who have children. Significantly the number of couple households is not forecast to rise reinforcing the need to consider the type and size of property required, whilst factoring in affordability issues, going forward.

Young households face affordability issues in purchasing houses and as previously stated the average age of first time buyers is 36. As such there has been an increase in the number of younger households choosing to share. These households include not only student households, which have traditionally shared, but also young working households. Younger households on lower incomes in particular are likely to seek opportunities to share housing costs. The application of the single room rate to all housing benefit claimants under 35 is likely to result in a further increase in this trend for more demand for shared housing. This increase in shared households has an impact on the affordability of these properties to other households.

Housing need – the impact of welfare reform: The Welfare Reform Act marks one of the most significant shifts in the UK housing and welfare system in the last 30 years.

One of the consequences of the welfare reforms will be that people's benefits may not cover the costs for their current accommodation. The Policy Context section of this report contains a more detailed analysis of the impact of the welfare reforms but it is clear that the demand for different sized accommodation driven by the reforms are a significant challenge for the city. The council is working closely with the social housing providers across the city to identify who will be affected and the areas that will feel the greatest impact.

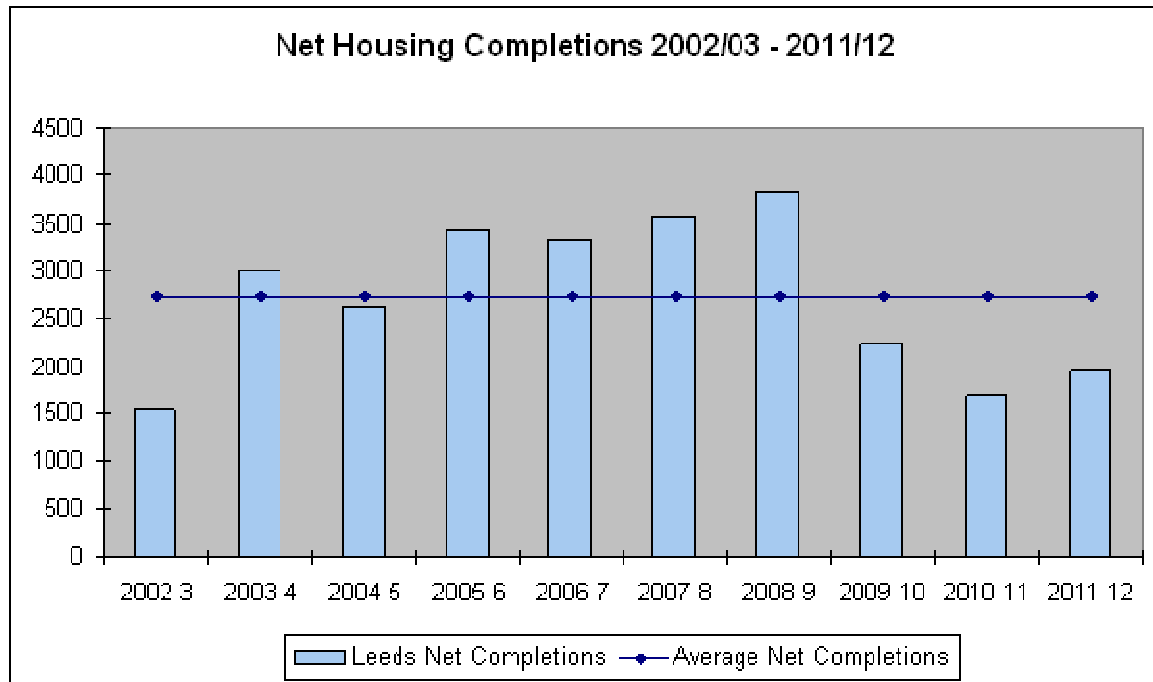
Housing Growth

One of the key priorities identified for the city is to 'maximise regeneration investment to increase housing choice and affordability within sustainable neighbourhoods'. This involves the council working with developers, housing associations and government agencies, such as the Homes and Communities Agency, to explore and maximise investment opportunities and new delivery models.

The Leeds Strategic Housing Land Availability Assessment (SHLAA), 2011 update identified a substantial forward supply of land with potential for residential development, particularly in the east and outer south east of the city. This has the potential to deliver a substantial number of new homes over the lifetime of the city's planning framework, including several thousand over its first six years. As emphasised throughout the Core Strategy housing delivery in sustainable locations which respects local character and distinctiveness, maximises opportunities to recycle previously developed land, whilst minimising development of Greenfield and Green Belt land is a priority. As the following graph shows there has been an increase in the number of houses completed this year. Housing completions were at their lowest level in years in 2010/11, with fewer than 1,700 new homes built, but there has been an increase in completions in 2011/12 with 1,931 new homes built.

A very high proportion of development has occurred on previously developed brownfield land, which dates back to the council's sequential approach to greenfield development introduced in July 2000. Over 80% of development has been brownfield in every quarter since March 2002 and from March 2005 the proportion had exceeded 90% up until last year. In 2011/12, 85% all of housing units were built on brownfield land.

Net housing completions in Leeds, 2002 – 2012



Source: Leeds City Council, 2012

Housing growth and employment: One of the key objectives of the council is to improve the employment prospects of local people by connecting them to construction employment and training opportunities. In order to ensure that residents are able to access local job opportunities, the council works with contractors and housing providers to develop approaches to local labour and training within neighbourhoods.

Case Study: Council homes completed with help from apprentices

A project to deliver 47 new homes in west Leeds has been completed with the help of two local apprentices. Leeds City Council has worked in partnership with a developer, West North West Homes Leeds and the Homes and Communities Agency, who have part-funded the venture. A total of 25 two-bedroom council houses and 22 houses for sale have been built across three sites in west Leeds, including Marsden Street and Evelyn Place in Wortley, and the former Waterloo Infants School site in Pudsey.

As part of Leeds City Council's commitment to creating employment opportunities, the council aims to ensure that any developer they work with offers a number of jobs and apprenticeships to local people. The developer offered apprenticeship opportunities to two young local students from Leeds College of Building, who started working on the scheme in March 2011.

The developer was impressed with the progress and commitment shown by the

apprentices during the last 12 months and have since offered them an opportunity to continue their apprenticeships with the organisation on another site. This scheme is now complete.

Each property features full gas central heating and an enclosed rear garden with a shed. There is off-street parking, and plenty of energy saving features including solar panels and low energy lighting to ensure that the environmental impact of the development and residents running costs are kept to a minimum.

Achievements:

- Over the last year 1,931 new homes have been built in Leeds, of these 489 homes were affordable.
- the delivery of over 3,000 **new affordable housing** units as a result of the 2008/11 and 2011/15 funding programmes.
- the construction of new homes across the city with the Homes and Communities support to provide ways to help people purchase their own homes
- Government approval secured to appoint preferred bidder for **Little London & Beeston Hill & Holbeck Housing PFI project**. This is a major housing-led regeneration programme being delivered via the Private Finance Initiative (PFI) to improve three of the city's most disadvantaged, and in many ways disconnected, neighbourhoods. The main elements of the programme's two schemes are:
 - refurbishment of existing council homes (413 in Beeston Hill & Holbeck, and 891 in Little London),
 - construction of new council homes (275 in Beeston Hill & Holbeck, and 125 in Little London),

Housing improvement

Leeds has a large amount of older housing, of which there are substantial concentrations in deprived neighbourhoods. For example, there are 19,500 back-to-backs in Leeds which were built before 1919 and as a result, many of them do not meet current decency standards, particularly in relation to their energy efficiency. The challenges identified in the [Private Sector House Condition Survey](#) (2007) regarding decency standards in some private rented properties remain. Decency in the city's public and social sector housing is much higher, currently standing at around 97%. There are investment challenges to maintain and achieve decency across all sectors and, in doing so, provide the city's growing population with decent, affordable housing. The proposed changes to council house tenancies and housing benefit will also present some serious challenges for how public and social housing across the city is accessed and managed.

Achievements:

- In 2011/12 the council contributed to bring back 3,243 long term empty private sector properties into use. This was through a combination of help and assistance to owners, charging 100% Council Tax on empty homes, working with partners such as LATCH, Canopy and GIPSIL and through proactive enforcement (including Compulsory Purchase Orders) against owners.
- 1,063 private sector properties were made decent as a result of the direct action of the council. This was achieved by a combination of enforcement in the private rented sector, investment in the priority areas, offering financial assistance to home owners in the form of loans and grants to renovate their homes and improve security and thermal efficiency.
- A total of 4,864 individuals have benefited from the removal of a hazard to their home during 2011/12 against a target of 4,500.
- 834 properties have received inspections to ensure compliance with both HMO and selective licensing conditions against an annual target of 500.
- Wrap Up Leeds (providing free insulation) was launched in early 2012 with 1,421 insulation measures completed in the first 2 months.

Fuel Poverty

Fuel poverty is caused by a number of issues including; low income, inadequate insulation and heating and high energy prices. Fuel poor households are also more likely to live in cold, damp and unhealthy accommodation. Whilst the income of a household is clearly a key determining factor, it is acknowledged that fuel poverty differs from general poverty as it is intrinsically linked to other factors, the most obvious being the energy efficiency of a property (and therefore the energy required to heat and power the home) and the cost of energy.

The 2009 fuel poverty private sector survey suggests that around 22% of all private sector households in Leeds were living in fuel poverty with 18% being vulnerable households (including pensioners, long term ill, disabled and households with children). Fuel poverty for the social housing sector is not currently recorded but it estimated to be at or lower than private sector fuel poverty, due to the high level of energy efficiency housing investment that has taken place by social landlords.

The Leeds Affordable Warmth Partnership is made up of representatives from the public, private and voluntary sectors and aims to work towards improving fuel poverty and delivering affordable warmth. The Leeds Affordable Warmth Strategy sets out the main actions that are undertaken by the partnership to achieve this.

Some of the key initiatives to help tackle fuel poverty in Leeds include:

- A Fuel Poverty Awareness Day organised by National Energy Action which took place on 10th February 2012. The day aimed to raise the profile of the health problems caused by living in cold, damp homes and promote the help that is available.

- The launch of the Wrap Up Leeds free insulation scheme earlier this year which will run until September 2012. Insulating your home is recognised as one of the most effective ways of keeping warm, healthy and lowering fuel bills and it is thought that over 1,000 people will be helped out of fuel poverty by the Wrap Up Leeds scheme. The project is offering free cavity wall and loft insulation on a first-come, first-served basis to anyone who owns their own home or is a private tenant in Leeds.
- The Energy Champions Scheme which enables front line staff in NHS Leeds and Adult Social Care to refer vulnerable households directly to heating and insulation measures
- The Warm Homes Service, run by Care & Repair which can provide assistance towards heating and insulation measures for households suffering from cold related illness.
- The Green Doctor service, run by Groundwork Leeds which visits vulnerable people in their homes to provide advice on energy efficiency and environmental matters as well as smaller scale efficiency measures such as draught proofing and radiator panels.
- A successful joint bid by Leeds City Council along with along with NHS Airedale, Bradford and Leeds, Care and Repair, Groundwork Leeds, Yorkshire Energy Services and Leeds Community Foundation for £233,000 from the Department of Health's Warm Homes Healthy People fund in December 2011. The funding was used to provide a co-ordinated range of services to prevent people from falling ill and having to be admitted to hospital.

Safer and Stronger Communities

Overview

The vision is that Leeds will be seen as the best city for people to live. We want all communities in the city to be safe, clean and welcoming to all.

We want a city where people can be active and involved in the life of their communities and able to take action for themselves to make those communities stronger.

By working together in partnership with local people we can tackle crime and anti-social behaviour effectively, diffuse tensions, keep our neighbourhoods clean and attain the right conditions so our communities will become places where people want to live and thrive.

Our priorities to 2015 are to:

- Reduce crime levels and their impact across Leeds
- Effectively tackle anti-social behaviour in our communities
- To protect vulnerable children and adults
- Ensure that local neighbourhoods are clean
- Increase a sense of belonging that builds cohesive and harmonious communities

Key Facts

- Total recorded crime in Leeds has fallen from 128,920 (2002/03) to 70,445 (2011/12), a 45% reduction in the last 10 years.
- Compared to other cities, Leeds has lower than average rates of violent crime, robbery and damage, but higher than average rates of domestic burglary.
- In 2011/12, there were 7,662 recorded burglary dwelling offences, down 13.6% (1,207 fewer offences) on the previous year.
- In a survey of over 6,000 Leeds residents, when asked if *levels of disorder/ASB in their local area have increased in the last 12 months*; results show a reduction from 18.03% (2008/09) to 12.24% (Jan/March 2012) (source: West Yorkshire Police Authority).
- In the same survey, 69.61% agreed their local area is a place where people from different backgrounds and communities live together harmoniously (Jan/March 2012).
- The National Treatment Agency estimate that there are approximately 5,572 people in Leeds with a heroin and/or crack cocaine addiction. This has decreased from previous estimates.
- A total of 3,456 people received structured drug treatment services during 2010/11 and a further 4,000 sought advice and information from other services

- Of those seeking support from drug treatment service, the most common drug use in city is heroin (52%).
- Deliberate primary fires have fallen consistently year on year from 2,783 (2003/04) to 499 (2011/12) – 82% reduction.
- Deliberate secondary fires have fallen from 5,972 (2003/04) to 2,445 (2011/12) – 59% reduction.
- Deliberate vehicle fires within the Leeds area have seen dramatic decreases in recent years. In 2003/04 there were 2,189 deliberate vehicle fires in Leeds; this has fallen to 244 in 2011/12, an 88.8% reduction.
- In 2011/12 there were 3,978 fly tips reported in Leeds this is a reduction from 4,412 reported in 2010/11.
- Incidences of fly tipping have been reduced by 10% in the past year.
- The number of prosecutions for fly tipping has fallen from 90 to 16 cases.
- 37.3% of household waste is reused, recycled or composted, which is an increase from 34% achieved in the previous year.
- 4,000 hectares of parks and green spaces in Leeds is managed by the city council including 7 major parks, 62 community parks and 22 cemeteries. 26.6% of parks and countryside sites assessed met the Green Flag criteria in 2011/12.

Summary

The Safer and Stronger Communities Board oversees the work and progress of this theme and is accountable to the Leeds Initiative Board.

In the last 12 months, strategic and operational commitment to tackling crime and disorder has resulted in;

- significant reductions in offences,
- improved service delivery around ASB, and
- greater partnership co-ordination to protect and support vulnerable individuals, families and communities.

This has been achieved through agreed partnership priorities, locality based responses to changing needs, and the involvement of volunteers and community groups in driving local activities.

Reduce crime levels and their impact across Leeds

Recorded Crime

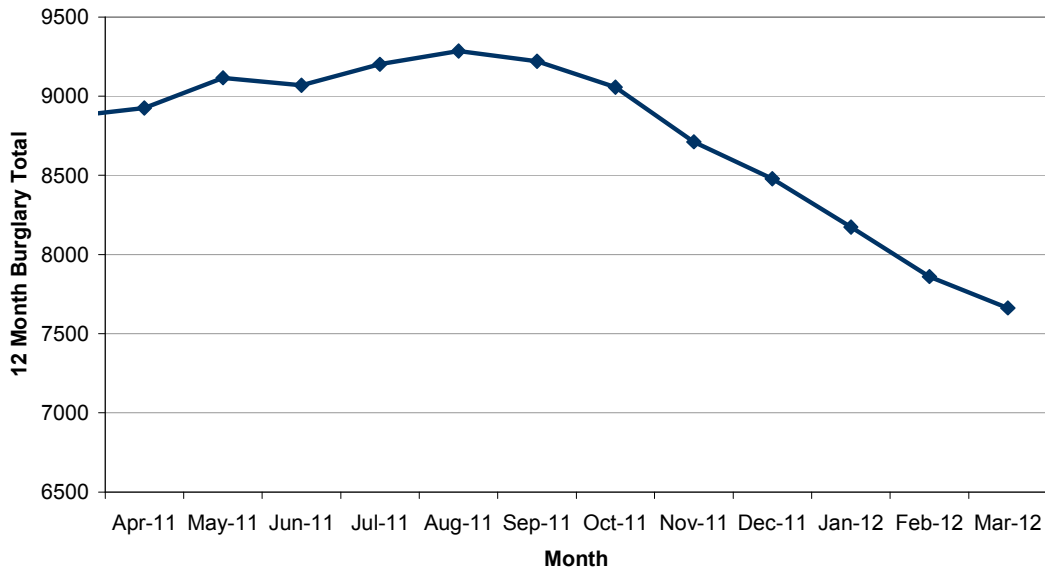
Overall there has been a steady and sustained reduction in the total numbers of recorded crimes in Leeds, from 128,920 in 2002/03 to 70,445 in 2011/12, a 45% reduction in the last 10 years.

Reductions have occurred across all crime types over this period, although occasional slight increases in specific offence types have been seen in some years, as shown in the table below.

Year	Total Crime	Violent Crime	Criminal Damage	Acquisitive Crime	Robbery	Vehicle Crime	Theft of MV	Theft From MV	Burglary
2002/03	128920	14031	22780	44352	2650	25361	9279	16082	16341
2003/04	125692	17074	24821	37170	1961	21433	7286	14147	13776
2004/05	103404	16809	23100	25894	1202	15251	5388	9863	9441
2005/06	98014	18034	21785	21384	1313	12401	3773	8628	7670
2006/07	94196	17294	21237	22392	1641	12507	3326	9181	8244
2007/08	85737	15646	18431	20289	1490	10350	2871	7479	8449
2008/09	82278	14594	16588	21162	1407	10507	2732	7775	9248
2009/10	75344	13177	13519	19935	1303	9111	2000	7111	9521
2010/11	74038	13359	11430	18953	1230	8854	1505	7349	8869
2011/12	70445	12065	10121	16376	1107	7607	1211	6396	7662
% Change (2002/03 to 2011/12)	-45%	-14%	-56%	-63%	-58%	-70%	-87%	-60%	-53%

Domestic burglary: Burglary has significant consequences directly impacting on a person's sense of safety, as well as damage and loss incurred. Although levels are reducing, domestic burglary in Leeds remains higher than the national average. Continued focus through the delivery of the Burglary Reduction Plan has resulted in significant improvements. In 2011/12, there were 7,662 recorded burglary dwelling offences across the city, down 13.6% (1,207 fewer victims) on the previous year.

12 Month Recorded Burglary (Rolling Total)



Some offending has been linked to problematic and nuisance groups of youths who appear to view opportunistic burglary as an extension of anti social behaviour. Complex needs have been identified in such “up and coming” offenders, who can rapidly become prolific. There are also organised groups identified, often linked with drug supply, and long term prolific offenders who undertake burglaries on a regular basis.

Locality based sessions have continued, leading to partnership plans being formulated, including innovative approaches to identifying local areas at risk in a more proactive manner. There is ongoing work around support to tackle lack of awareness or engagement in crime prevention within specific groups/ communities.

A centralised task force tackles high level organised burglary and the Leeds POCA team (Proceeds of Crime Act) actively target offenders across the city who are known or suspected of living above their legitimate means through criminal activity. Agreement has also been sought with the Recorder of Leeds that a *community impact statement* can inform Judges of the cumulative effect of burglary when determining suitable sentencing.

Violent Crime: Levels of violent crime continue to fall across Leeds as a whole, and peer comparison shows Leeds is better than the average of other similar areas. There remain localised issues and areas of concern, especially around town and commercial centres, identified and tackled through local partnership activity.

Robbery: Although seeing an overall decline in numbers, there continue to be sporadic, short term issues concerning robbery, identified and tackled at a local level.

Vehicle Crime: Vehicle crime, both thefts of vehicles and thefts from vehicles, have seen some of the highest rates of reduction in crime numbers recorded. As with robbery, specific risk areas are identified and tackled at a local level.

Criminal Damage: Although recorded criminal damage offences have fallen, levels in some specific localised areas can be more concentrated and visible. This can then lead to increased concerns and fear of crime that are tackled at a local level.

Thefts: Although not within the overall performance table, there has been a recent upward trend in the numbers of recorded theft offences, particularly theft from person, metal thefts and theft from shops.

Integrated Offender Management

To change offenders' behaviour, Leeds has adopted an Integrated Offender Management approach. This identifies and manages offenders in the community, with the emphasis on those who are most prolific or persistent in their criminal behaviour. In the last 12 months work with HM Prison Leeds, has resulted in additional focus on managing offenders on release into the community.

In order to break patterns of re-offending, the partnership works with specialist providers to address specific and inter-related needs such as: education and employment; thinking and behaviour; lifestyle; accommodation; attitudes; finance; drugs; alcohol; relationships; and emotional wellbeing.

Work between Anti-Social Behaviour Teams, Children's Services, Youth Offending Service, Probation and Police has delivered intensive family support for those in greatest need with acute, complex issues. This has resulted in significant reductions in offending and anti-social behaviour amongst those receiving this assistance.

HM Prison Leeds

HM Prison Leeds is a busy local community prison serving the courts of West Yorkshire. It also has a strong concentration on reducing reoffending for those prisoners who have less than 12 months left to serve and who come from Leeds and West Yorkshire.

HMP Leeds has an operational capacity of 1,123 (1st August 2012). It is a category B local prison and accepts all adult local male prisoners from West Yorkshire directly from the courts and also holds a number of convicted men returning to the West Yorkshire community. HMP Leeds has approximately 570 cells spread across six residential units, a dedicated first night centre, segregation unit and in-patients healthcare facility.

Last year HMP Leeds launched their response to the Government Green Paper “Breaking the Cycle: Effective Punishment Rehabilitation and Sentencing of Offenders”. This became known as the 7 Outcomes and was widely shared across the criminal justice system, and with our partners in the city of Leeds.

The outcomes are:

1. We aim to reduce re-offending by 10% for prisoners serving less than 12 months;
2. We will be a prison for the local community delivering effective community partnerships;
3. We aim to be a prison which reduces drug and alcohol dependency, reflected in a 5% MDT rate.
4. We are a prison which improves and maintains family ties.
5. Prisoners are meaningfully engaged in custody, achieving 80% employment and 90% attendance at education.
6. Prisoners are treated with dignity and respect and take responsibility for their actions.
7. We achieve excellence in everything we do.

HMP Leeds works with community partners and commercial organisations to foster opportunities for release on temporary licence, jobs on release and support for resettlement more generally. Several major employers have supported efforts to engage with community providers and this work is being expanded with a dedicated community and commercial engagement manager. HMP Leeds have strong relationships with the local police and a dedicated unit called the 6th hub which focuses police, prison and probation efforts of prolific and priority offenders – those that cause the most harm to their local communities – in order to tackle a high risk group and reduce reoffending rates.

HMP Leeds have been selected as the first public sector prison to pilot payment by results (PBR) in reducing reoffending. HMP Leeds are currently in the process of selecting a business partner with whom we will develop a model designed to drive down reoffending rates which is expected to go live late in 2012. This work will build on the existing peer support and mentoring schemes available to offenders within the prison and upon release. It will also enhance work in the field of Restorative Justice (RJ) and through our RJ trained staff HMP Leeds is committed to actively supporting Leeds City’s bid to be a ‘Restorative City’.

Substance Misuse

The causal role of alcohol or drugs may be highly relevant in managing a person’s offending behaviour, especially in the choice of sentencing or deciding on a treatment programme. The links between alcohol, drug use and offending are complex, and include personal, inter-personal, situational and cultural factors.

Drugs

Cocaine continues to be the most common primary Class A drug admitted by users in Leeds, followed by heroin. A significant proportion of offenders who use cocaine see it as a part of their lifestyle, and not as a direct driver for other crime. The pattern of use is different among offenders primarily using heroin, where the high levels of use and frequency of poly-drug use can be a significant driver for offending.

The Drug Intervention Programme is helping adult offenders who misuse drugs out of crime and into treatment. More people are receiving treatment quickly and leaving treatment support services drug free.

Alcohol

Violent crimes are consistently the highest proportion of offences identified as 'drink involved'. In some cases, a perpetrator may drink to bolster themselves for a pre-planned violent act, in others excessive consumption means that retaliation to real or perceived insults and threats is more violent.

Drunken rowdy behaviour and on-street drinking are commonly reported concerns in many areas, often with an apparent link to binge drinking and visible under-age drinking. Designated Public Place Orders (DPPO's) have proved effective in tackling such issues, but tend to be scattered, costly and time consuming to set up and enforce. Schemes including Best Bar None and Pubwatch are tackling irresponsible drinking and alcohol fuelled violence in Leeds city centre and other district and town centres.

Effectively tackle anti-social behaviour in our communities

Anti-social behaviour (ASB) can affect everyday life and devastate a neighbourhood. Residents expect public agencies to tackle ASB in their localities in a responsive and effective manner.

Common ASB issues across Leeds include youth related nuisance, alcohol misuse, vandalism and graffiti. In some areas, there are issues around specific families or groups highly involved in local ASB and crime.

In some areas, perceptions of high rates of crime and anti-social behaviour may not reflect reported incidents. Residents may not report incidents due to acceptance ("it's just how it is here") or intimidation and fear of reprisal. Alternatively, due to low tolerance or unsubstantiated fears, there may be higher reporting of relatively minor incidents in some areas.

In 2011/12, West Yorkshire Police Authority surveyed 6,430 households across Leeds. When asked if levels of disorder/ASB in their local area have increased in the last 12 months; results show a reduction from 18.03% (2008/09) to 12.24%

(Jan/March 2012). Although the overall trend is downwards, there is some variation in quarters and between localities.

Leeds Anti-Social Behaviour Team

The Leeds Anti-Social Behaviour Teams (LASBT) went live in April 2011 and have responsibility for all reported ASB incidents, to ensure cases are progressed efficiently and resolved at the earliest opportunity. The teams comprise of staff from Leeds City Council, ALMOs, Victim Support, West Yorkshire Police and West Yorkshire Fire & Rescue Service. Through the development of shared case management systems, community links, and improved information sharing, offenders can be identified and targeted through a range of disruption and enforcement tactics. This partnership approach provides a co-ordinated and improved level of response and support to victims. In 2011/12, LASBT closed 1391 cases of which 73.5% were resolved through actions that led to an improvement of the situation, or enforcement action to prevent further ASB.

A range of other community safety initiatives are also in place across the city to tackle ASB:

- Safer Schools Partnerships, where dedicated WYP officers work in partnership with the whole school community, have contributed to increased attendance and a decrease in exclusions as well as a drop in ASB and crime-related incidents.
- PCSOs play a vital role in supporting crime reduction and community safety, acting as “eyes and ears” within local areas to report on and tackle a range of issues such as anti-social behaviour, truancy and safeguarding.
- CCTV plays a key role in the prevention and detection of ASB committed in public areas and Leeds has one of the largest networks in the country. Data captured by CCTV also provides vital evidence to law enforcement agencies in both apprehending and prosecuting offenders.

Case Study – Family 1

Family composition

Name	Parent/ child	Age of child
A	Mother	33
B	Father (father to youngest child)	45
C	Ex-partner (father to oldest 4 boys)	38
D	Son	15
E	Son	13
F	Son	11
G	Son	9
H	Son	6

Presenting issues

The family were referred to Signpost in June 2010. Main concerns were high levels of anti-social behaviour in the local community and the children becoming more entrenched in offending. Added concerns were A's dependency on alcohol and amphetamines and the impact it had on her ability to parent the children and meet their needs adequately. The family were resistant to engage with agencies and in particular it was felt that both fathers had very limited input or interest in parenting the children. Further issues were low attendance at school with all the children (D's attendance was 0%) and challenging behavioural issues including F having a tattoo at the age of 11. The family had also been given a housing caution and were at risk of eviction. The children became subject of care orders due to lack of parenting, lack of supervision and lack of care by A and B. Additionally, A made allegations of domestic violence by both her previous and current partners.

Agencies involved

Social Care, Education, Youth Offending Service, Best Team, Leeds Anti-social Behaviour Unit, Leeds Addiction Unit, Attendance Strategy.

Support provided/ work undertaken

Developed the therapeutic relationship through life history work. Work around trust thoughts, feelings and behaviour when dealing with agencies. CBT focusing on A's thoughts of what the family issues are. Assisted A to attend Leeds Addiction Unit. Linked in with schools to inform A's emotional state and the impact on the children to ensure they could manage it while the children were in school. Support was also offered regarding practical tasks within the home to make it suitable for the children. The key support to the success was engaging B by ensuring visits fit around his working hours, Signpost built trust with him and supported him to engage with other agencies. B disclosed Child Protection concerns which had previously been masked by A and the children. As a consequence A and B separated and all the children now reside with their birth fathers. Both birth fathers are working exceptionally well with Signpost and other professionals.

Outcomes

D, E, F and G have settled well living with their father, and now no longer subject to Care Orders. C obtained a Residency Order for D, E, F and G. Their attendance and behaviour in school has improved. D, who was NEET is now attending Leeds College of Building and is progressing well. There are no concerns regarding involvement with ASB in the community and no concerns regarding offending.

H has settled well living with his father and has presented as more secure and happy within school. B has engaged fully with all agencies and has sought support when needed regarding securing housing and parenting advice. H is no longer subject to a care order. B obtained a Residency Order for H. H accessed Signpost Positive Activities to support building social networks which built resilience for him at a time of uncertainty and anxiety.

Arson and Fire Prevention

Deliberate fires: Deliberate primary fires have fallen consistently year on year from 2,783 in 2003/04 to 499 in 2011/12 which is an 82% reduction. Deliberate fires impact directly on the residents and business owners whose properties are damaged or destroyed. Arson also indirectly affects communities by adversely impacting on the reputation and image of the area. Negative perceptions of an area gained by the constant visible aftermath of deliberate fires presents a barrier to inward investment, impacting on regeneration, businesses and housing stock. In the case of burnt-out vehicles, these often deprive the residents of recreation and green space areas free from the dangerous residue resulting from the fires.

The true significance of deliberate fires, arson is evidenced by the type of fire and its correlation to anti-social behaviour. Evidence shows that a large number of offences are committed by young people under 18, within their own local area, and often in groups. Moreover, the majority of deliberate fires are unplanned, arising from opportunity such as rubbish, fly-tipping on the street, wheelie bins inappropriately stored in gardens, and perhaps even peer pressure.

Vehicle Fires: The reduction in vehicle fires is testimony to the partnership work that has been developed in Leeds between the Fire Service and the Police, Anti-social Behaviour Units, Housing and Parks & Countryside. Areas which were traditionally used to burn out cars have been restricted through the installation of fencing; mounding and other less conventional barrier methods including the laying of old tree trunks. Intelligence gathering is now the key to further reductions. Through the work of the Arson Task Force (ATF) information is gathered from the community on those responsible for the crimes and then shared with other agencies for further actions. The community is also encouraged to pass intelligence on those responsible to Crimestoppers. Traditional areas for deliberate vehicle fires, including Temple Newsam, Burmantofts & Richmond Hill, Killingbeck & Seacroft and Armley have all seen substantial reductions in numbers. Vehicle fires still however represent over 80% of all primary fires attended in Leeds and will remain a key focus of arson reduction work within the district.

Deliberate Dwelling Fires: Alarmingly, an increasing trend identified by the Leeds ATF is the number of threats of arson attacks on dwelling houses. These attacks, if carried out, have the potential to result in serious injuries or at worst fatalities. They are often racially motivated or associated with other factors such as domestic violence, witness intimidation and anti-social behaviour. In the period 2009/11 there was a dramatic increase in the number of referrals in to the ATF for target hardening measures in order to reduce deliberate dwelling fires. These referrals were from a number of agencies and in the most part were not substantiated threats. As a result a referral process has been developed with West Yorkshire Police to ensure the threats are investigated and substantiated and any risks to personnel are identified to ensure limited resources are targeted at those vulnerable people in most need. This is a West Yorkshire initiative which has seen the most vulnerable in the communities around West Yorkshire

receiving the best service which is not being compromised by a large volume of referrals.

Deliberate Secondary Fires: Deliberate secondary fires are often accurately described as anti-social fires. They are usually set by young people under 18, within their local area, and often in groups. Research carried out in the City & Holbeck Police Division has identified a very clear correlation between deliberate secondary fires, criminal damage and reports of anti-social behaviour. Deliberate secondary fires are most prevalent in those areas where anti-social behaviour is endemic and where a readily available fuel ignition source is made available by some of the residents, i.e. street fly-tipping, wheelie bins left out after collection day and accumulations of rubbish in bin yards.

Empty/derelict properties in the Leeds area are an increasing concern for the Fire Service in relation to deliberate secondary fires. Such properties can become a magnet for ASB and either become a fire target themselves or attract large accumulations of illegal rubbish or flytipping which in turn is set on fire. Where extensive areas are boarded up as part of a clearance or regeneration scheme, as in parts of East End Park, and Hunslet, then deliberate secondary fires can be a significant issue.

The recent cuts in public spending which impact on policing, control of ASB and environmental services for such activities as the removal of flytipping will also be a significant influencing factor and may give rise to an increase in such fires in the future.

Hoax or Malicious Calls: There have been significant reductions in the number of hoax or malicious calls attended by the Fire Service in the Leeds area. There are a number of contributing factors including call challenging by Fire Service Mobilising and control staff and also considerable investment by the Fire Service in educational programmes delivered in schools warning of the consequences of such calls. Evidence shows that those areas experiencing the most deliberate secondary fires are the same areas with the most hoax/malicious calls, thus cementing the links between deliberate fires and anti-social behaviour.

Case Study - Hovingham Park, Harehills

In June 2011 Leeds Arson Task force identified that there had been five deliberate fires in Hovingham park, Harehills over a three-day period. One particular fire damaged a piece of playground equipment rendering both the equipment and the soft play area surface unusable. This had an obvious impact upon the community especially the children from the six local primary schools that live in the area.

The fire was found to have been caused by someone bringing a sofa into the park along with several other combustible items including a wheelie bin and other

household waste, placing it under the play equipment and deliberately setting fire to it.

The Task Force worked with partners to tackle the issue by:

- Distributing Freepost letters to local residents to enable them to report issues anonymously
- Providing fire safety information to local schools
- Working with the school that owned the waste land behind the school to turn it into a much needed sports field for the whole community

With no direct funding this project has relied heavily on various other companies, agencies and local schools to help get it started such as Probation Service who took part through their community payback scheme, Leeds City Council, Youth Services, Bellway Homes who helped to level the land, Homebase who donated tools free of charge, a local tree surgeon who cut down the trees for free and many more.

The project encouraged young people and adults who live in the area to volunteer their time after school or work and help with the project. This not only helped in breaking down barriers and pre-conceptions between the young people of the community but also helped break barriers between the community, young people and the emergency services.

The long-term plan for the project is for it to be a sports field (football pitch) in which primary schools and the whole community can use to participate in positive activities and get the young people off the streets and reduce anti-social behaviour in the area.

Improving Safeguarding and Reducing Vulnerability

Public agencies have a duty to treat all victims with respect and sensitivity, offering appropriate emotional and practical support. The early identification of the most vulnerable people and groups is essential in directing services to support individuals, families and communities.

Vulnerable Victims

Domestic Violence: Domestic violence has far-reaching consequences on families and children's lives. Often there is a high repeat victimisation rate (typically between 40-50%) indicating long-term abuse.

Tackling such violence and abuse remains a priority for the city. An action plan has been developed, covering four strands which correlate with the national Domestic Violence Plan:

- Preventing violence through early intervention and challenging attitudes.
- Improving the provision of services through commissioning activity, city-wide and locality based partnership working and workforce development.
- Working in partnership to achieve the best possible outcomes for children and young people.
- Reducing the risk to women and children through working with perpetrators.

Hate Crime: Hate crimes can target victims for a number of reasons (sexuality, disability, race, religion, etc.) and have serious consequences for individuals, families and the wider communities affected. Although actual numbers of recorded offences are low compared to other crime types there are known issues around under-reporting.

To improve outcomes for people who experience hate crime, Leeds has developed a multi-agency approach to targeting offenders and supporting victims, families and communities through area based multi-agency approaches and the Leeds Anti-Social Behaviour Teams.

Sexual Exploitation: Different models of activity have been reported in Leeds, including pressure from peers, involvement with gangs and 'hotspot locations', where young people are known to congregate without appropriate adult supervision.

There are increasing public and partnership concerns around sexual exploitation of children. Specific multi-agency groups have been set up to identify and support victims and target offenders engaging in such activities. Current partnership processes in Leeds are based on the dual aim of protecting young people and disrupting and prosecuting abusers.

Prostitution: Prostitution can be extremely distressing for residents in areas where it is prevalent. Visible on-street prostitution in residential areas can lead to significant tensions between residents, working prostitutes and their customers.

There are significant risks for individuals involved in prostitution and plans are being progressed to address needs of victims, prosecuting offenders and raising awareness and reporting.

Increase a sense of belonging that builds cohesive and harmonious communities

Leeds population is consistently growing and changing in its demographic make-up. Despite the worldwide economic challenges, Leeds continues to be an attractive destination for migrants – both from other parts of the UK and the EU. This has contributed to the rich mix that makes Leeds' black and minority ethnic population still the most diverse mix in the UK outside of London – with small enclaves of populations from nearly every country in the world, resident and contributing to Leeds life, economically and socially.

Leeds' communities have continued to prove themselves resilient in the last year, despite a challenging economic climate and unavoidable cuts to some community projects and services. Community work is ongoing to help identify areas or groups at risk of escalating tensions, so that direct interventions and support can be targeted where and when they are most needed.

In 2012, many community festivals took place across the city, with some local festivals now attracting audiences from across and outside the city, as well as significant numbers of local residents. The city also continued to attract large and diverse audiences to the festivals that celebrate the rich heritage of Leeds communities, including the annual St. Patrick's Day Parade, Leeds Pride (now dubbed the UK's "friendliest" Pride), Leeds Carnival, Refugee Week, Vaisakhi and Holocaust Memorial Day. These initiatives prove consistently to improve people's perceptions of their areas and neighbours, and have continued to attract more local volunteering and the development of new community groups. This year there were also opportunities for Leeds' communities to host events celebrating the Olympics and the Diamond Jubilee. In June 2012, Leeds hosted the Olympic Torch Relay, and a concerted effort was made to make this an opportunity for volunteering for people from all of Leeds communities. 300 torch ambassadors were recruited from all different ages and backgrounds. This 'volunteer army' played a vital role in ensuring the huge turnout and success of the organisation of the torch's visit to Leeds, and reflected well on the city's diverse communities. A number of other community events throughout the year have supported Leeds' efforts to make the most of the Olympic spirit, including the Inter-Active Olympics, which brought together children from different backgrounds in the city to compete together in Olympic-style events. Despite the bad weather, Leeds communities also celebrated the Queen's Diamond Jubilee

in style, including a mass picnic on Millennium Square with free music, dance and puppet shows.

Ensuring that local neighbourhoods are clean

The council has statutory responsibilities for street cleansing and ensuring that land within their control is kept clean. In addition, the council also has a wider responsibility to ensure that other organisations keep their land in reasonable order and respond to problems of littering or flytipping, etc.

In order to achieve more locally responsive environmental and street cleansing services a number of functions have in the past year been delegated to Area Committees:

- Street cleansing (mechanical and manual litter picking)
- Leaf clearing
- Litterbin emptying
- Dog warden services
- Littering and flytipping regulation
- Domestic and commercial waste (storage and transportation issues)
- Highways enforcement (abandoned vehicles, nuisance vehicles, A-boards on pavements, mud on roads and placards on street furniture)
- Graffiti enforcement
- Overgrown vegetation controls

The driver for the delegation is localism and a need to develop more responsive, cost-effective services. Local decision making can ensure that available resources are deployed more appropriately and quickly to meet local challenges.

Services are delivered by three new locality teams across the city. These teams are focused on achieving a cleaner, greener and more attractive city through effective environmental management and changed behaviours.

An example of targeted action is the continuing campaign to clean up the streets of Headingley and Hyde Park – students and other residents have been urged to help improve the cleanliness of their neighbourhood. Littering, poor parking and other anti social acts have been targeted as part of a sustained operation to clean up, educate residents and then take action against those ignoring their responsibility.

Partnership working continues to be promoted and a number of collaborative arrangements have been developed between Locality Teams and the Parks and Countryside Service to enable more frequent and reliable emptying of litter bins on the highway on weekdays and in parks on weekends.

Waste

Looking more broadly at environmental quality, work continues to deliver against the Waste Strategy targets. In 2011/12 a recycling rate of 37.3% was achieved and the medium-term recycling target has now increased to 55% by 2016, with a longer-term target to exceed 60%.

Work is ongoing with local communities to close any remaining gaps in terms of areas or properties which have not historically had access to kerbside recycling due to the property type. Options are also being considered to expand the range of recyclable materials collected at the kerbside.

A commitment has been made to introducing a pilot of a fortnightly recycling and residual waste collection service in 2012/13. Subject to the success of this pilot, this new service will be rolled out across the city in future years, representing a substantial increase in the level of kerbside recycling collections provided.

Food waste collections remain a key element of the recycling strategy. The weekly collection of food waste continues in the Rothwell area, and in the short-term it is planned to expand this (within existing resources) to up to a further 6,000 properties. The aspiration is to roll out weekly food collections to suitable properties city-wide. The timing of this roll-out will be in line with the availability of sufficient resources to meet the additional collection costs.

Alongside this, and consistent with the council's carbon reduction commitment, a study has been commissioned to assess the technical, procurement and partnership options that would best enable the delivery of an anaerobic digestion solution for Leeds. This would enable the capture of biogas from food waste processing which could be used for renewable energy generation and green vehicle fuels.

The aim is to increase the recycling rate achieved by nine household waste sorting sites (HWSS) city-wide to 70%. In September 2012, the newly redeveloped East Leeds HWSS was opened. This included Leeds' first 're-use shop', operated by a new community interest company, to which items that would otherwise be discarded can be taken for refurbishment for onward sale.

The development of a Recycling and Energy Recovery Facility to deal with the domestic waste that is currently landfilled is a key outcome of the waste strategy. Veolia has now been chosen as our preferred bidder, and submitted a planning application in June 2012 following a period of public consultation. The proposed technology involves mechanical pre-treatment to extract for recycling at least 10% of the waste processed at the plant, and the incineration of the remainder under tightly controlled conditions to generate sufficient electricity to power around 20,000 homes. The plant is also designed with the potential to supply heat to new local residential developments or to local commercial and industrial users.

Parks and Countryside

Leeds has a significant number of parks and green spaces. In spite of this there is a lack of quality green space within the city centre. Proposals to address this are progressing through the development of the new City Centre Park as part of the Leeds South Bank Planning Framework. Sovereign Street as a desirable, mixed use development site, with more than half a hectare of proposed new green space, will be the forerunner to the City Centre Park. Concept design works are underway for this high quality, contemporary green space, which will provide a strong link between existing public spaces and pedestrianised areas to the north and the proposed South Bank development.

Children and Young People

Overview

Our vision is for Leeds to be a child friendly city. As part of this vision we will minimise the effects of child poverty, deliver our children's plan priorities, including transforming achievement across the city through the Leeds Education Challenge. Our vision contributes to the wider vision for Leeds. By 2030 Leeds will be locally and nationally recognised as the best city in the UK.

Child friendly city is a broad and complex agenda. To focus our efforts in a way that makes the greatest impact we have identified three 'obsessions' where we will work to make significant improvements in a relatively short timescale. These are:

- to reduce the need for children and young people to be in care
- to reduce the numbers of young people that are not in employment, education or training
- to improve school attendance

Key Facts

- There are just over 180,000 children and young people aged 0 to 19 in Leeds (2011 Census)
- After falling slightly in 2010/11, the number of births in Leeds has increased by 3.5% to 10,350 in 2011/12.
- The proportion of pupils in Leeds schools that are of Black and Minority Ethnic (BME) heritage has increased by 7.9 percentage points since 2005 to 23.9% in 2011 (2011 / 12 academic year, combined primary and secondary). A higher proportion of primary than secondary pupils are of BME heritage.
- 14.6% of pupils have English as an Additional Language and over 170 languages are recorded as spoken in Leeds schools.
- While Leeds is overall less deprived than other large cities and average income is above regional averages, 23.4% of children and young people aged 0 – 16 (around 31,000) live in poverty.
- The majority of children and young people live in safe and supportive families. In March 2012 there were 1,473 looked after children and 873 children and were subject to child protection plans. Provisional figures for June and May indicate a fall to 1,432 and 860.
- The percentage of children achieving a good level of development in the Early Years Foundation Stage has continued to improve, rising from 58% in 2010/11 (academic year) to 63% in 2011/12 (academic year). While more children are now reaching the desired level the national measure of the gap between average outcomes and those of the lowest attaining 20% remains too wide.

- The percentage of young people leaving school with five GCSEs A* – C including English and maths has increased from 53.7% in 2010/11 (academic year) to 54.0% in 2011/12 (academic year). Results for 2012 are provisional and results in Leeds have been impacted by the GCSE English grading issue.
- The percentage of 16 – 18 year olds that are not in education, employment or training (NEET) is 8.1% in 2011/12 (based on November to January averages). However the proportion of young people that are NEET in Leeds remains higher than the national average.
- In 2010/11 6,730 children and young people were persistently absent (i.e. missed more than 15% of school) from school (updated data available March 2013).
- Levels of healthy eating and physical activity are improving but 19.9% of 11 and 11% of 5 year olds are obese. This is higher than the national rate.
- The rate of deaths per 1,000 live births is 4.4, compared to a national rate of 4.3. The gap between the Leeds figure and the national figure is closing. Around 28 older children (age 1 to 17 years) die each year in Leeds, 19.5 per 100,000 compared to an England average of 16.5.
- Teenage conception rates have reduced by 15% since 2008. The latest national data shows the rates in Leeds are 43.5 conceptions per 1000 15 – 17 year old females, equating to 555 under 18 conceptions in 2010 (updated data available Spring 2013).
- In the 2011/12 Every Child Matters Survey, 80% of children and young people agreed with the statement ‘! enjoy my life’.

Work in these areas involves a focus on some of the most vulnerable children and families in the city. Many vulnerable children, young people and their families are affected by multiple poor outcomes which translate into poorer outcomes later in life. By focusing resources and efforts through the three obsessions we will be contributing to improvements in a wide range of outcomes.

In working towards this vision we recognise that child poverty is at the root of many poor outcomes, with nearly a quarter of Leeds children recognised as being affected by child poverty (DfE 2009). Minimising the effects of child poverty is a cross-cutting theme that informs all our work.

There are a number of approaches to deliver against priorities. Firstly, restorative practice. The fundamental premise of restorative practice is that people are happier, more cooperative and productive, and more likely to make positive changes when agencies and services do things *with* them, rather than *to* them or *for* them. The child and family are at the centre of this approach. Secondly, outcomes based accountability (OBA) enables us to develop practical, locality based action plans across the city. OBA focuses attention on key performance trends and asks partners to develop simple, clear action plans to improve performance.

The Children's Trust Board have agreed that a restorative approach should be one of four principles that underpin all our work. These principles are:

- The default behaviour of Children's Trust and Local Government partners in all their dealings with local citizens/partners/organisations should be a restorative one – high support with high challenge. A restorative approach is built on the basic premise that "people are happier, more cooperative and productive, and more likely to make positive changes when those in positions of authority do things with them rather than to them or for them."
- Children's Trust and Local Government partners should ensure that families, whose children might otherwise be removed from their homes are supported to meet and develop a safe alternative plan before such action is taken.
- For all other families where a plan or decision needs to be made to help safeguard and promote the welfare of a child or children the family should be supported to help decide what needs to happen. Children's Trust and Local Government partners must create the conditions where families can be helped to help themselves – this would represent a fundamental renegotiation of the relationship between Local Government and local citizens – from doing things *to* and *for* families to doing things *with* them.
- Children's Trust and local government partners must see all local schools as community assets and have a clear role in holding those institutions – no matter what the governance arrangements – to account for the contribution they make to the wellbeing of the local population.

Progress against outcomes

There are high aspirations for making a real difference for children and young people in Leeds, especially the most vulnerable. The improvements will be made through a relentless focus on practical action in local areas (clusters) across the city. Clusters use OBA and restorative practice workshops to bring partners together to focus on local solutions for improving school attendance; reducing the number of young people who are not in education, employment or training; and reducing the need for children to be in care.

Alongside the three obsessions identified in the City Priority Plan, the key issues and challenges for the Children's Trust Partnership are reflected in the five outcomes and 11 priorities set out in the Children and Young People Plan. Alongside these is the cross-cutting theme of minimising the impact of child poverty and the challenge of responding to the increased demand for services caused by the increased birth rate. This framework has been further improved by the development of the Leeds Education Challenge. This sets out a vision for

every child to be in learning, every school to be a great school and every young person to be succeeding.

Children and Young People Outcomes and Priorities

Outcomes	Priorities
Children and young people are safe from harm	1. Help children to live in safe and supportive families 2. Ensure the most vulnerable are protected
Children and young people do well at all levels of learning and have the skills for life	3. Improve behaviour, attendance and achievement 4. Increase numbers in employment, education or training 5. Support children to be ready for learning 6. Improve support where there are additional health needs
Children and young people choose healthy lifestyles	7. Encourage activity and healthy eating 8. Promote sexual health
Children and young people have fun growing up	9. Provide play, leisure, culture and sporting opportunities
Children and young people are active citizens who feel they have voice and influence	10. Reduce crime and anti-social behaviour 11. Increase participation, voice and influence

Children and young people are safe from harm

As of the end of March 2012, 1,475 children and young people were in care in Leeds' representing a rate of 96.9 per 10,000. While numbers in care were effectively static for the period April to December 2011 the period up to March saw a small rise. Pleasingly this has now reduced and Leeds numbers of Looked After Children have been largely static since March 2011. This period has seen major service change with the implementation of new locality working arrangements and some short term disruption was anticipated in the context of longer term improvement. There is a slight trend to a greater proportion of those entering and in care being from the 0 – 4 age range. Supporting the redesign of social care services is ongoing investment in early intervention and family support. The costs of placing children and young people in care remains a focus whilst accepting keeping children safe is the absolute priority. In addition to reducing the need to enter care there is a continuing focus on those children and young people in care, including involvement in national adoption work.

As at the end of March 2012, there were 30,957 requests for children's services made to the council's contact centre. Of these, 13,790 became formal referrals to Social Care. The number of children and young people subject to a child

protection plan has fallen over the last year. As of the end of March 2012 there were 914 children and young people subject to a plan compared to 974 in March 2011. Up to August 2011 improvements to safeguarding practices had led to a sustained increase in the number of children subject to a child protection plan. This has since fallen back. This decrease is based on continuing efforts to ensure robust practice and effective intervention, impacting both on the ability to de-register children given the reduction in risk and to reduce the numbers reaching the level of risk where a child protection plan is appropriate.

Children do well at all levels of learning and have skills for life

Attendance improved in Leeds primary and secondary schools in 2011/12. Attendance in Leeds primary schools improved by 1.1 percentage points in 2011/12 to 95.8%. Attendance in Leeds primary schools is now above national and statistical neighbours and Leeds is now ranked in the top quartile of local authorities for primary attendance. Attendance in secondary schools increased by 1.4 percentage points on the 2010/11 academic year and is now at its highest level since recording began, at 93.8%. Secondary attendance remains lower in Leeds than nationally and in statistical neighbours, but the gap has narrowed because the improvements achieved in Leeds are greater than national and statistical neighbours improvements.

Good work is ongoing at the locality level including within schools and at cluster level in terms of OBA sessions and action plans. Examples of this in practice are efforts to improve consistency around authorising term-time holiday requests and targeted work with families. Early indications are of good improvement in attendance levels in the first part of the current academic year. However, too many children still miss too much school time. The latest data from the autumn and spring terms of 2011/12 shows 1,632 persistent absentees in primary school and 3,082 persistent absentees in secondary schools.

Early Years Foundation Stage Profile (EYFSP) assessments are made at the end of reception year. There are six areas covered by the early learning goals and educational programmes:

- personal, social and emotional development
- communication, language and literacy
- problem solving, reading and numeracy
- knowledge and understanding of the world
- physical development
- creative development

Attainment at this early age has improved by five percentage points in the 2011/12 academic year, with 63% (5,576) of Leeds children achieving a good level of development, this is one percentage point lower than national levels of attainment. While outcome gaps are a concern for many groups of children,

particularly the gap between average performance and the performance of those from deprived backgrounds, there have been some encouraging developments in recent years, for example, results for boys and Looked After Children.

Key Stage 2 exams are taken at the end of primary school and provisional results for 2012 show that the percentage of pupils achieving level 4+ in English and maths increased by 4 percentage points to 77%. Performance is now 3 percentage points lower than national and over a five year period the rate of improvement has been less than the rate nationally and for similar local authority areas. Hence standards at Key Stage 2 are a major focus for the Leeds Education Challenge.

Young people undertake Key Stage 4 exams at the end of secondary school. In the academic year 2011/12, provisional results indicate that 54.0% of Year 11 pupils gained five good GCSEs including English and Maths. This is a slight increase of 0.3 percentage points from 2011, results in Leeds have been impacted by the GCSE English grading issue. National performance has fallen by 0.5 percentage points and the gap to national performance is now 4.4 percentage points. The reasons why some young people do less well at age 16 include factors such as quality of teaching and social disadvantage as evidenced in the free school meal (FSM) attainment gap. There has historically been a wide gap in attainment in Leeds between pupils eligible for free school meals and those who are not, and the gaps in Leeds are wider than the national gaps. This issue will also be addressed in the Leeds Education Challenge.

In the academic year 2010/11, 4,728 young people in Leeds achieved a level 3 qualification by age 19. This is an improvement of 4.6 percentage points compared to the 2010 result, with now over half of young people reaching this level at 51.3%. Leeds is improving faster than national and statistical neighbours areas. While a higher proportion of young people who were eligible for school meals free school meals achieved a level 3 qualification in 2011 the gap to their peers who were not eligible for free school meals widened by two percentage points to 29 percentage points.

The 2010/11 academic year saw a 56% increase in the number of 16 – 18 year olds in Leeds starting apprenticeships, with 2,037 starts. Improvement is continuing with 1,254 16 – 18 year olds starting apprenticeships from August 2011 to January 2012, 7.9% more than for the same period in the previous year. Success rates in 2010/11 for Leeds apprenticeships at all levels (intermediate, advanced and higher) were higher than national success rates.

However, there are still significant numbers of young people who are not in education, employment or training (NEET). At the end of January 2012 there were 1,919 NEET young people in Leeds, representing an adjusted NEET rate of 8.1%, which is the three month November to January average used as the national measure for NEET. This rate improved further to 7.7% in February 2012. While gaps to national performance remain, the position in Leeds is similar to similar local authority areas. Improvements are ongoing in the clusters where

there is a multi-agency focus and support for individuals who are NEET. The current economic climate presents particular challenges for young people looking to enter the workplace for the first time and there is a need to ensure young people are prepared for work and have the skills required by the local economy. There are a number of initiatives underway to support young people including the 'Leeds Guarantee,' that will be a commitment to young people aged 16 – 19 of the opportunity to follow a programme that enables them to remain in full-time education or training, or work with training opportunities; and an entitlement to support that enables them to overcome any barriers to remain in learning. In addition to this, a post-16 project is being undertaken to review the current 16 – 19 provision in Leeds. This has been commissioned to provide an independent and impartial assessment of how best to ensure viable and sustainable learning provision with the widest possible range of choices for young people. The raising of the Participation Age (RPA) means that young people will remain in education or training for an additional academic year after Year 11 from September 2013 and until age 18 from September 2015 will also impact on the number of young people who are NEET.

Children and young people choose healthy lifestyles

In Leeds, in the academic year 2010/11, 19.9% of children in Year 6 (aged 10 to 11) are obese. The National Child Measurement Programme (NCMP) measures the height and weight of children in reception class (4 to 5 year olds) and Year 6 (10 to 11 year olds) in primary schools in England to establish the prevalence of pupils who are 'underweight', 'healthy weight', 'overweight', and 'obese'. In line with the national picture, rates in Leeds appear to be plateauing. However, the scale of the problem, with one in three children in Year 6 being at risk of developing obesity-related health issues, maintains the issue as a strategic priority.

Levels of activity and eating habits are contributory factors in obesity. The Every Child Matters Survey 2010/11 revealed only one fifth of pupils in Leeds are eating the recommended five or more portions of fruit and vegetables each day and just 40% of participants were potentially exercising every day. It is recommended that children and young people should undertake at least 60 minutes of at least moderate intensity physical activity each day (Department of Health, 2004). Good eating habits are also a contributing factor which impact on childhood obesity, attainment and child poverty of the pupils eligible for free school meals (FSM). Only 76.9% of primary pupils and 68.9% of secondary pupils took up this entitlement in the financial year 2011/12. In Leeds FSM take-up is below national levels, with around 4,000 children and young people not taking up their entitlement. Reasons for low FSM take-up are complex and there are also concerns about low take-up by families who pay for school meals, especially in inner city primary and secondary schools. Since the launch of the Leeds Meal Strategy in 2006, both paid and FSM take-up has increased, with the biggest improvement in secondary schools. Priorities are to raise awareness about the importance of school meals to pupils, families, head teachers and frontline

practitioners, in order to establish a sustainable school meal service that meets health and cultural needs.

Teenage conception rates city-wide have reduced by 15% since quarter four in 2008. Rates in the majority of priority wards have begun to either stabilise or reduce. The latest national data shows the rates in Leeds are 43.4 conceptions per 1,000 15 – 17 year old females (quarter four 2010), compared to 50.8 per 1,000 at quarter four in 2008. This equates to 555 under 18 conceptions in 2010. Higher teenage conception rates are a characteristic of large urban areas and Leeds has the third lowest rate of the UK's core cities although Leeds rates are 8 percentage points higher than the overall England rate. What works is an approach that combines both city and local effort and the contribution of all partners recognising that no single intervention seems to be effective in isolation, such as a simultaneous and energetic focus on young people's aspirations, access to services and quality of personal, social, health education in schools.

The Leeds JSNA 2012 highlights the important effects of lifestyle on health and wellbeing, both short term and long term. Intervention at an early age is vital, two thirds of people who smoke do so before the age of 18 and nearly everyone who smokes does so before they reach 24. Yet evidence of what can work with children and young people is often lacking. It's important to remember that it is a minority of children and young people who smoke. Work is underway, and is being evaluated, in Leeds using a "social norm" approach using the positive strengths of the majority, who don't smoke, to help reduce uptake of smoking by the minority. Other lifestyle issues such as alcohol consumption and drugs continue to be a concern, not just for health reasons but also the close link to low educational achievement and adult criminal behaviour. Again early holistic intervention is crucial.

In terms of children's dental health 45% of 12 year olds have caries. Such a level of poor oral health is well above the rates for England.

More details can be found on: www.westyorkshireobservatory.org/leeds under the "Resources and Documents" section. Joint Strategic Needs Assessment.

Children and young people have fun growing up

Children and young people across the city have told us what will make Leeds a better place to live and grow up. This has formed the 12 priorities for the Child Friendly City based on the United Nations Convention On the Rights of the Child. Results from the 2011/12 Leeds Every Child Matters survey show that 80% agreed with the statement 'I enjoy my life'. Respondents were also asked how good they thought their local area was at providing play, sports and arts for them. The proportion responding good or very good is shown in the table below. In response progress has focused on opportunities for closer working around the provision of music, arts, play, Breeze and sports services that support children's interests in the school context and participation of their own choice outside of school.

<i>Proportion responding good or very good to 'How good is your local area for...?'</i>					
	Primary			Secondary*	
	2008/09	2009/10	2010/11	2008/09	2010/11
Play	63%	64%	69%	44%	49%
Sports	70%	70%	69%	51%	49%
Arts	48%	46%	50%	29%	18%

* 2009/10 data is not available as the survey was being redeveloped that year and was not made available to schools until later in the year. Therefore Year 11 pupils were unable to participate.

Children and young people are active citizens who feel they have voice and influence

Voice and influence priorities have been agreed in the Children and Young People Plan through the Child Friendly City (CFC) programme. Priority 11 in the programme is children and young people express their views, feel heard and are actively involved in decisions that affect their lives. The Every Child Matters surveys show that three out of five primary and one in two secondary children, think they have at least a fair amount of influence over the way things are run in the area where they live. Overall this equates to 58% of participants in 2010/11 compared to 56% in 2009/10. The Child Friendly City consultation confirmed that lack of influence in local areas and the city is an issue and that perceived influence is greater in school and at home than elsewhere.

There are currently 62 Child Friendly City young advisors ranging from age 7 to 20 years. The Leeds Youth Council and Members of Youth Parliament are also Child Friendly City advisors. Work on engaging and recruiting more Young Advisors will increase in pace after the launch and during Child Friendly City/Breeze events over the summer.

Child Friendly City young advisors are developing their award categories and criteria to launch through the Breeze website and Breeze on Tour events, which will enable children and young people across the city to vote for the spaces, places and staff, etc, that they believe are truly child friendly.

The number of young offenders is continuing to fall. Over the last five years it has fallen from 2,484 offenders in 2007/08 to 1,083 offenders in 2011/12. Based on the 10 – 17 resident population for Leeds, the percentage who have offended one or more times in 2011/12 is now 1.57%. This represents a fall of 1.1 percentage points from the 2009/10 baseline figure of 2.7%. Comparing this with the picture nationally, Leeds was ranked as having the 22nd (out of 144 YOTs) highest percentage of offenders in 2009/10 and at the end of 2010/11 had improved this to 31st highest. With a declining 10 – 17 population at present the rate at which the percentage of offenders is reduced is starting to slow. Some of the reduction in offending can be attributed to the Safer Schools police officers. Currently 25 dedicated police officers cover 35 of the 38 high schools in Leeds.

They have been able to directly intervene and resolve conflicts in and around the schools resulting in the unnecessary criminalisation of young people.

Child poverty

Poverty impacts on a range of other outcomes for children and young people, with levels of infant mortality and child health being worse in areas of the city where levels of poverty are higher. Levels of educational attainment also tend to be lower in more deprived areas and the proportion of young people who are NEET is higher. Tackling child poverty is vital to improve their life chances by enabling all children to fulfil their potential. Hence child poverty underpins work in all 5 of our outcome areas.

The latest data shows that in Leeds there are 31,135 children aged under 16 who are living in poverty which equals 23.4% of all children in this age range. This figure has increased by 1,400 from 2008 to 2009. In total there are 35,145 dependent children aged under 20 who are living in poverty (22.7% of the children and young people in this age range), of which 24,390 are living in lone parent families, and 7,330 are living in families with four or more children.

The [Leeds Child Poverty Strategy 2011/15](#) was published in May 2011 following a robust needs analysis. It consists of six priorities with a number of key actions against each priority:

- Give every child the best start in life
- Raise the levels of aspiration and achievement faster for children growing up in poverty
- Offer target groups clear routes into sustainable work.
- Meet families housing needs more quickly and effectively.
- Increase family support services to vulnerable families and those at risk of poor outcomes
- Maximise income and benefit for families in poverty and on low incomes

The actions in the Strategy have been integrated within the city priority plans to ensure that tackling child poverty is the mainstream activity of the five partnership boards.

Future direction and strategy

The Children and Young People Plan 2011/15 was agreed in April 2011, it is championed and delivered through the Children's Trust Board arrangements. The framework of outcomes, priorities, obsessions and indicators outlined is now widely understood across the city. While these remain unchanged the Children's

Trust Board have made the Leeds Education Challenge a central part of the collective vision and children's services improvement plan.

Leeds Education Challenge

The Leeds Education Challenge was published in 2011 and sets out a vision for every child to be in learning, every school to be a great school and every young person to be succeeding. The Leeds Education Challenge programme will help to tackle the obsessions through work with those mostly likely to be disengaged from education and learning, and more generally will help to drive improvement as measured by all of the key indicators, but especially those that focus on educational attainment and achievement. Partners have signed up to a series of five pledges, demonstrating their commitment to the Leeds Education Challenge programme:

- every child and young person of school age will be in school or in learning
- every school will have an achievable plan to being recognised as an outstanding school
- we will improve achievement for every young person year on year
- every school will benefit from a fully qualified, skilled, committed and well led staff team
- every child and young person will move confidently through their education

Specific priorities for improving schools are to:

- reduce the number of schools below national floor targets and in Ofsted categories of notice to improve or in special measures
- increase leadership capacity
- reduce in-school variation in teaching and learning and subject expertise
- further develop school improvement at cluster level

Health service reforms

Proposals for reforms to the NHS and public health systems have also emerged during 2011. Leeds is involved in a project to consider how these reforms can best support action to improve children and young people's health outcomes and reduce health inequality. The project will inform on-going system design and development so that children and young people's needs are considered from the outset. It will also:

- identify key health outcomes
- consider how well these are supported by the NHS and public health outcomes frameworks
- look at how different parts of the health system can work together and with other partners to improve outcomes.

More information about the Health Service Reforms can be found - [link](#).

Early intervention and prevention

Initiatives to strengthen early intervention and preventative work such as the Common Assessment Framework (CAF) will continue to be progressed. The CAF is a four-step process whereby practitioners can identify a child's or young person's needs early, assess those needs holistically, deliver coordinated services and review progress. In 2011/12 865 CAFs were initiated, however this figure is lower than in 2010/11 when 1131 were initiated. In response, the Children's Trust Board supported a major review of the Common Assessment in Leeds. The Common Assessment record used in Leeds has been considerably simplified in response to feedback and the processes have been revised. The Common Assessment will be relaunched in Leeds in the Summer of 2012. Early indications are that the numbers of CAFs are increasing and the CAF will be a key tool in facilitating collective effort to support children and families.

In order to understand the increase in the rate of referrals and re-referrals the Leeds Safeguarding Children Board commissioned Professor David Thorpe to undertake a review of referrals and referral arrangements in Leeds. The study found that although the rate of referrals and initial assessments had both increased significantly since 2008, the take-up of services had actually declined. In response to Professor Thorpe's findings arrangements for receiving referrals have been changed to ensure that professionals contacting the centre are able to talk directly to a social worker. The number of social workers has been increased and a direct line established for professionals. Professor Thorpe provided training for practitioners, including some partners from other agencies, on referral taking practices. Although the new arrangements were only fully implemented in May 2012 the new practices may have impacted on the number of contacts that progressed to become referrals in April as these were the lowest in over twelve months. It is not anticipated that the numbers of contacts (requests for service) will reduce, rather that by improving the quality of information and advice, more children will be supported without the need for a referral.

Leeds is increasing the use of **Family Group Conferencing** to support families to develop their own safe solutions to the challenges they are facing and to enable children to safely remain within their families wherever possible. Greater focus on prioritising work with children and families work at the cluster level has brought the full range of services and partners together to help understand the obsessions in particular localities, and develop plans for improvement and effective early intervention. Identifying **coordinated support packages** for the most vulnerable children and young people and families in all clusters will build on best practice and existing multi agency work. Clear and determined action is ongoing around early intervention work and timely and effective family support, the social care referral process and the placement of Looked After Children.

Case Study - Family Group Conference (FGC) Service in Leeds

Reducing the need for children to enter local authority care is a priority for the city. Where it is safe to do so, we want to move to a situation where FGCs are offered at any key points at which decisions need to be made by families and agencies working with them about safeguarding and promoting the welfare of children. FGCs allow family members, extended family and significant others such as friends and neighbours to make decisions about the welfare of children and be involved in the plans which result.

FGCs are internationally recognised as an evidence-based method of working with families and are central to our commitment in Leeds to work *with* children, young people and their families to help them find solutions to their difficulties. The premise of this key restorative approach is that people are more productive, cooperative and make positive choices when people in positions of authority do things *with* them rather than *to* them or *for* them.

We have a small team undertaking FGCs across Leeds. This developed from pilot arrangements in south Leeds which showed the benefits of and support for FGC work in Leeds. Over recent months the service has increased its capacity from doing 5 – 6 FGCs per month to around 10 – 12 per month and further developments are taking place to significantly increase the scale of FGC work in Leeds.

Between January 2011 and April 2012 82 successful FGCs were held. Of these, 50 had at least one child under five at the time of the conference and 16 were held where at least one child was a teenager at the time of the conference.

Most families which agree to have a FGC find them beneficial for a variety of reasons. This typically includes improved relationships and better communication between family members and with professionals. A number of families are able to agree straightforward and robust plans at their FGC to ensure that family members can safely look after children which might otherwise be entering care proceedings or being placed on a child protection plan.

There is a greater focus on delivering targeted services such as Multi Systemic Therapy, which is a family based treatment programme for young people with complex social, clinical and educational problems and the Family Intervention Service which provides intensive support based on a close working relationship with the whole family in order to help identify and develop ways of tackling destructive behaviours and lifestyle choices.

Leeds have been successful in becoming one of the ten local authorities to adopt the national Troubled Families Programme and will be supporting 1,800 families over the three-year programme. A troubled family is one that has serious

problems, including parents not working and children not in school, and causes serious problems, such as youth crime and anti-social behaviour. The £8 million funding over three years will go towards turning around the lives of these troubled families by dealing with each families' problems as a whole rather than individually. A single key worker will get to grips with their problems and work intensively to help them change for the long term.

Locality working

Locality working is being driven through the 25 clusters which are the basis for families accessing both universal services and more targeted and specialist services. All clusters are now developing processes based on a collective commitment to effective early intervention. In every cluster across the city regular care and support meetings have been initiated to bring together multi-disciplinary groups of local managers and staff. Practitioners are able to use these meetings to request support, advice and guidance for cases where they have encountered difficulties in working with families, or where sufficient progress is not being made. These arrangements will be securely established in all clusters.

More generally the impact of the basket of actions agreed as part of the OBA work on attendance is beginning to be reflected in performance in clusters across the city.

Targeted Services Leaders (TSLs) and Local Authority Partners (LAPs), who will lead and challenge cluster work, are being put in place across city. Targeted Service Leaders will enable additional support within people or place settings, such as positive activities for young people or specialist family support to be made available where needs are identified. They will support partners and services in clusters to identify the children and young people and families with the greatest need, and target resources and support accordingly. This includes a coordinated support package and the identification of an appropriate lead agency.

Early Start Teams bringing together services for those aged 0 – 5 will be established in each cluster, including specific targeting of those most likely to become looked after children. All clusters will also have multi-agency groups focusing on identifying the best response for all those requiring additional support, and appropriate decisions about which cases require specialist social work interventions.

These strategies are part of a significant change programme for Children's Services which aims to change the way services are delivered and to make them more effective for children and young people. It is built around creating more integrated, multi-agency services, focused on working in localities. It will help the city to respond flexibly and effectively to complex important national developments (legislative changes in health, education and social care services, and increased demand for social care and health services); while the focus on working at locality level will help services work with communities to drive

sustainable improvement, ensuring the lives of children and young people in Leeds are improved.

Health and Wellbeing

Overview

The vision for Leeds is that it will be a healthy and caring city for all ages where:

- people live longer and have healthier lives;
- people are supported by high quality services to live full, active and independent lives; and
- inequalities in health are reduced, for example, people will not have poorer health because of where they live, what group they belong to or how much money they have.

Our priorities to 2015 are to:

- Help protect people from the harmful effects of tobacco
- Support more people to live safely in their own homes
- Give people choice and control over their health and social care services
- Make sure that people who are the poorest improve their health the fastest

Key Facts:

- In Leeds life expectancy at birth has increased to 77.9 for men and 82.2 for women. This has increased from 77.7 for men and 82.0 for women.
- On average men living in the least deprived areas of Leeds can expect to live 12.4 years longer than men living in the most deprived areas of Leeds. For women the gap is 8.4 years.
- The number of people in Leeds aged over 65 estimated to be living with dementia is 8,607 (POPPI projections 2012).
- The number of people in Leeds aged over 65 estimated to be living with depression is 10,111 and severe depression is 3,232 (POPPI projections 2012).
- Adult smoking, healthy eating and obesity levels are significantly worse than the England average (2009)
- During 2011/12 Adult Social Care supported 24,200 people in Leeds through directly provided services, services commissioned from other providers and through providing personal budgets (RAP & FGS returns 2011).
- 12,344 of these people were assessed as having critical or substantial levels of needs (RAP 2011).
- Around 61.6% of people living at home with critical or substantial social care needs (or their carers), received their support through a personal budget, this has risen from 29% in the previous year. Many of these elected to receive a cash budget with which they could purchase their own social care support.
- Leeds provides significantly more directly accessible support than other authorities for adults with lower levels of social care need, such as luncheon clubs, neighbourhood networks and services directly provided by

- voluntary groups. 11,900 people with lower levels of social care need directly access these services every week (GSF return 2011).
- Leeds has a greater proportion of its elderly population attending day care than most other authorities (CQC Quality Risk Profile 2010).
 - Leeds commissioned 138,996 bed weeks in care homes for older people in 2011/12. This is a reduction of 3.2% in 2011/12 over the previous year (internal data)
 - At 31 March 2011, a total of 1,596 older people received financial support from the local authority to live permanently in residential care and 790 to live in nursing care. 57% of these are over 85 years old (NASCIS database 2011).
 - 70% of reablement customers in 2011/12 required no further care or support after the service was completed
 - Leeds Adult Social Care received 3,449 alerts of adult safeguarding concerns in 2011/12, a significant increase on the previous years.
 - Early deaths from heart disease, stroke and cancer have fallen but are still significantly higher than the national average (2009).
 - There were 214,000 hospital admissions for Leeds residents in 2011. On average 42% of these admissions were as an emergency, for the most deprived areas in Leeds this proportion is higher at 49% and for the least deprived areas of Leeds it is lower at 33%.
 - The top three reasons in 2011/2012 for planned admission to hospital were cancer (20,000), diseases of the digestive (13,800) and musculoskeletal systems (12,700). These reasons account for 45% of planned admissions to hospital.
 - Patients registered in Leeds have a slightly lower level of satisfaction with their GP services relative to the national average where 82% surveyed during 2011/2012 rated their overall experience as good compared to 83% for England average.
 - In Leeds 84% rate NHS Dental services as good and 93% successfully got an NHS dentist appointment.

Summary

The health and wellbeing of the people of Leeds continues to improve but we are still faced with huge challenges of a changing population and significant inequalities in health across the city.

There is a growing ageing population which is creating more demand for services and support at a time when funding is reducing year on year. Like every other city across the country, Leeds needs to ensure more people can get better health and social care services at a time when it has less money. There is also a changing picture of commissioning and provision of health and social care in the city, with a move to more integrated services based on need, with individuals at the centre of decisions about their care.

The current economic climate and likely prospects for the future will have a key impact on the health and wellbeing of the population as will the welfare reforms. Another area of concern is the increasing numbers of people, often older and often alone who are classified as being in fuel poverty.

The Leeds Joint Strategic Needs Assessment (JSNA) 2012 is key to understanding the health and wellbeing needs and inequalities across and within Leeds. The JSNA will be used by the new statutory Health and Wellbeing Board to identify need across the city which will inform the new joint Health and Wellbeing Strategy. The JSNA can be found at the Leeds Observatory website in the 'Resources and Documents' section www.westyorkshireobservatory.org/leeds

The detrimental effects of deprivation on health and wellbeing, both direct and indirect, is a strong and consistent theme throughout the JSNA. The impact is long standing and falls disproportionately on certain communities and populations in Leeds. Tackling the issues of multiple deprivation must continue to be a priority. The scale of that challenge is laid bare by the numbers involved. There are over 150,000 people living in areas of Leeds that rank among the most deprived 10% in England, and there are around 31,000 children under 16 deemed to be living in poverty.

The JSNA also highlights some key groups with particular needs. A recurring theme is that overall black and minority ethnic populations continue to experience disproportionate health inequalities. There is a need to get a better understanding of the needs of different and changing groups, and to improve communication and ways of ensuring better access to support and services.

The JSNA will be used by the new statutory Health and Well being Board to identify need across the city which will inform the new Joint Health and Well Being Strategy.

Significant policy and structural changes are also taking place with the responsibility for public health services transferring from the NHS to local government by March 2013. This change is accompanied by the establishment of three Clinical Commissioning Groups in the city. They will be responsible for designing local health services and will do this by commissioning or buying health and care services. Clinical Commissioning Groups will work with patients and healthcare professionals and in partnership with local communities and local authorities. In May 2012 the Department of Health published its information strategy, the Power of Information which sets a ten-year framework for transforming information for the NHS, public health and social care.

Leeds Teaching Hospitals is one of the biggest NHS trusts in the country and offers a full range of specialist and general hospital services with good clinical outcomes for patients. More information can be found here: <http://www.leedsth.nhs.uk/home/>

People live longer and healthier lives

Large-scale, multi-agency programmes continue to be required to ensure people are able to live longer and healthier lives. These programmes will be developed in line with the particular needs of the population and different areas of the city. Such initiatives have got to demonstrate their effectiveness. There will be continuing evaluation of programmes such as 'Leeds Lets Change' and 'Health is Everybody's Business'. Making sure 'Every Contact Counts' is a principle that will be built into new commissioning and provider relationships.

The JSNA has identified the following key health and wellbeing issues for the city.

Mental health: Good mental health is fundamental to our physical health and wellbeing and to the way we all live our lives. It is important in our relationships, in our work and in helping us to achieve our potential. There are also wider social and economic impacts of good mental health. Higher levels of poor mental health and wellbeing and mental illness are inextricably linked with deprivation in Leeds. The Leeds JSNA 2012 highlights these issues and shows mental health and wellbeing is better in more affluent and worse in more deprived communities. The number of older people in our population is growing, with a corresponding increase in those at risk of depression. Full details can be found at: <http://www.leeds.nhs.uk/Downloads/Public%20Health/Mental%20Health%20Needs%20Assessment%20May%202011.pdf>

Dementia: The National Dementia Strategy includes as a priority the improvement of early detection, diagnosis and support. As the number of older people in Leeds increases, dementia will become more common, as will the number of older people caring for a spouse or other family or friend with dementia. The number of people with dementia who are diagnosed and recorded on Leeds GP registers has risen across Leeds, with the largest increase in areas of deprivation. However, of concern this only represents around half of the estimated 8,600 Leeds population over the age of 65 years with dementia.

Specific health conditions: Early deaths from the major long-term conditions are decreasing overall in Leeds but the gap between deprived areas of Leeds and the rest of Leeds is not closing and in some cases is widening. Conditions causing particular concern include:

- Deaths from cancer – the prevalence of cancer recorded on GP systems is high in some less deprived areas of Leeds, possibly due to early diagnosis and effective management. However, death rates from cancer in the deprived areas of Leeds have stayed the same while they have decreased in the rest of Leeds.
- Deaths from cardio-vascular disease (CVD) – deaths from cardio-vascular disease (diseases of the heart and circulation, including heart attack and stroke) remain a key issue for deprived areas of Leeds. Mortality from

- stroke is a particular issue as death rates are significantly higher for residents in deprived areas of Leeds than for Leeds overall. Overall death rates are falling across Leeds but the fall in deprived areas of Leeds is slowing down so the relative gap has increased in recent years.
- Deaths from chronic obstructive pulmonary disease (COPD) – although prevalence rates recorded on GP systems are increasing in deprived areas of Leeds, suggesting earlier diagnosis, there is still an increasing gap in the proportion of people dying from COPD between these areas and the rest of Leeds. This shows that although more people are being diagnosed in the most deprived areas of Leeds, there is still a need for broader prevention and earlier detection to bring down the death rate.

Early identification programmes are an important tool in helping ensure that everyone lives longer and healthier lives. The need to raise awareness of signs and symptoms of ill health, and to have a systematic programme of identifying people at most risk of developing illnesses (including earlier access to curative interventions for cancer) is vital. National screening programmes are well established for a variety of diseases and encouraging people to take these up when they are offered continues to be a priority. The aim to ensure equity of access to primary care based on need is highlighted nationally as key.

The NHS Health Check (a vascular early identification and risk assessment programme): This is an example of a local initiative. The aim is to offer a systematic and integrated public health programme of vascular risk assessment and management to all those between 40 and 74 years old to assess their risk of vascular disease (heart disease, stroke, diabetes, and kidney disease) followed by appropriate management and interventions. Every GP practice in Leeds is offering NHS Health Checks to their eligible population and they have also been implemented in the prison service and the homeless practice within the city.

Between April 2011 and March 2012 41,042 people were offered an NHS Health Check with 26,515 taking up the offer and attending their GP practice. As a result of these NHS Health Checks we have identified 4,130 people as being at high risk of developing CVD who are now being managed appropriately. 455 people have been diagnosed with high blood pressure, 151 people diagnosed with diabetes and 28 people diagnosed with kidney disease. These patients will now be managed within the practice on a regular basis.

There has been a local campaign to increase awareness of NHS Health Checks among target groups, their families and carers in order to ensure people know how to access an NHS Health Check. This publicity has been in the form of advertising via radio, bus adverts, posters and leaflets. The campaign has had a positive effect and recently a gentleman contacted the local radio station to say thank you because as a result of the advert for the NHS Health Check he contacted his doctor and underwent an NHS Health Check which resulted in him being diagnosed with Type 2 Diabetes which is now being managed through changing his lifestyle. This highlights the benefits of promoting NHS Health

Checks and as a result NHS Leeds has exceeded the targets set by the Department of Health.

Inequalities in health are reduced

The health and wellbeing of people living in Leeds is improving year on year. However people with the most affluent lifestyles still have healthier lives and live longer than people who are less well off.

Improving the health and wellbeing of poorer people living in the City is not just about people having good access to health and social care services, it is also about how people choose to live their lives and where they live their lives. These lifestyle factors include whether people have enough income to live healthy lives, whether people are employed, have reasonable standards of safe housing and public places, have a good education and enjoy family and social networks.

Across the City and within local areas there are action plans in place to improve the lifestyle factors that can lead to worse health outcomes for poorer people. These include partnership programmes that help people who are living with mental and physical health problems back into work with employers who support the health and wellbeing of their staff. Further actions are in place to increase advice and support to reduce debt and help people claim benefits that they may not have otherwise have claimed. Achieving decent standards of housing and ensuring people have fuel benefits are all actions being taken forward across Leeds to ensure that people do not become ill as a result of living cold and poorly ventilated homes.

These actions form the programme of work that has been identified to reduce health inequalities in the City Partnership Priority plan for health and wellbeing.

More people to choose healthy lifestyles: Changing behaviour and increasing healthy behaviours will make a significant contribution to improving the general health of the Leeds population and in helping to avoid specific health problems. The scale and impact of smoking, obesity, and harmful drinking of alcohol stand out as key challenges for the city in the future.

Smoking: Smoking levels in Leeds have declined from over 30% in 2005 to around 23% in 2011. However rates have now levelled off and there has been little reduction in smoking over the last two years. Smoking prevalence in the least deprived fifth of the population in Leeds is around 13% while the prevalence in the most deprived fifth of the population is around 33%. Recent data (YHPHO, 2010) shows that one in five deaths in Leeds is attributable to smoking as most people die from one of the three main diseases associated with smoking: cancer, chronic obstructive lung disease and coronary heart disease. The cost to the NHS of smoking is approximately £658 per smoker per year and just under 5% of all hospital admissions are attributable to smoking.

The smoking cessation service performance against the four-week quit target showed that by the end of February 2012 6,324 had accessed the service and set a quit date and of these 4,339 had quit smoking for at least 4 weeks. Success rate of 68.6% continues to rank within the top 10 performing services nationally.

A tobacco control management group has been established involving partners from Clinical Commissioning Groups, West Yorkshire Trading Standards, Environmental Health Service, Adult Social Care and Children's Services . Further partners are being identified. The group will further develop and manage the action plan and be responsible for the delivery of the expected outcomes.

A city-wide tobacco action plan has been completed over the summer of 2012. The aim is to reduce the number of adults who smoke in Leeds. Not only will this help those who want to quit, it will also contribute to reducing the number of young people who start smoking and protect the whole population from the effects of second-hand smoking.

Obesity: The level of obesity across Leeds has risen slightly overall in the past two years. Obesity levels are lowest in the least deprived fifth of the population and highest in the most deprived fifth of the population. The estimated cost to the NHS in Leeds of diseases related to overweight and obesity was £197.4 million in 2007. This had risen to £204.9 million by 2010. Obesity is the second most important preventable cause of ill health and death after smoking.

A range of actions to tackle obesity are proposed in Leeds JSNA 2012 to keep people of all ages healthy and to prevent the long-term conditions that arise from obesity:

- Continue to develop a menu of interventions and opportunities that promote physical activity and healthier eating in localities.
- Universal routine collection and recording of weight and BMI status in GP practices to help gain a more reliable estimate of the prevalence of adult obesity, and improve care.
- Continue to invest in weight management services which support people to manage their weight in order to both prevent and manage long term conditions.
- Continue training and support programmes to increase the skills of the wider workforce who support obese adults and children such as 'Leeds Lets Change', 'Every Contact Counts' and 'HENRY'.

Alcohol: Trends in rates of people admitted to hospital with alcohol-related disease are increasing for Leeds overall and rates are significantly higher for residents of the most deprived areas in Leeds. The relative gap in rates has

remained reasonably constant over the five years from 2006 to 2010 with the rate of admissions for the deprived areas in Leeds over one and half times higher than the Leeds average throughout the period.

The estimated social and economic cost of this drinking culture and its associated alcohol-related harm was estimated at £438.0 million for Leeds during 2008/09. These were costs to health and social care, the criminal justice system, the workplace and lost productivity. More details can be found at:

<http://www.cph.org.uk/showPublication.aspx?pubid=713>

The new Leeds Alcohol Harm Reduction Plan aims to address the health, social and economic harm caused by alcohol to individuals, families and wider society. Key actions are aimed at:

- Changing attitudes to alcohol including crime and disorder and binge drinking;
- Addressing the needs of young people: reduce the proportion of young people under 18 admitted to hospital with alcohol-related conditions; reduce the number of under 16s who have drunk alcohol; and reduce the number of children and young people in vulnerable groups who are 'at risk' from alcohol use even though they are currently safe and healthy;
- Improving the effectiveness and capacity of specialist treatment so fewer people experience alcohol related ill health. Developing a holistic approach to individuals with problem alcohol use;
- Developing a robust model of multi-agency working to target those individuals that have repeated hospital admissions;
- Addressing the current gap in treating patients who have problems with both drugs and alcohol.

People are supported by high quality services to live full, active and independent lives

In future, people with social care needs will be empowered, through their use of personal budgets, to be in control, to have choice and to be safe. We will make sure that everyone knows how and where to get services that are appropriate to need or circumstances, when they need them. Underlying the vision are the nationally-accepted priorities for social care in the UK, which are:

- Enhancing the quality of life for people with care and support needs
- Delaying and reducing the need for care and support
- Ensuring that people have a positive experience of care and support
- Safeguarding adults whose circumstances make them vulnerable and protecting them from avoidable harm.

In Leeds the focus for the next three years is around people being supported to have better lives than they have now:

- Better lives through enterprise

- Better lives through housing, care and support
- Better lives through integrated services

This will be achieved through a powerful mixture of enterprise and integration, where the council will increasingly join up with health and other service providers to create a health and adult social care sector that is varied, accessible to all and fit for its purpose.

Better lives through enterprise:

Leeds is committed to supporting civic enterprise, working with the private sector and third/social enterprise sector in new ways, through vibrant partnerships. Our focus has been on encouraging long-term relationships between private sector companies, social enterprises and the wider third sector.

Our approach has focused on:

- encouraging existing enterprises to respond with flexible and innovative ways of delivering care and support;
- encouraging new kinds of enterprises (for example, social enterprises, co-operatives and micro businesses) to develop across the city;
- maximising social capital in communities through volunteering;
- encouraging and supporting the practice of corporate social responsibility;
- nurturing and harnessing the entrepreneurial spirit of staff, the public and existing organisations to encourage the development of different kinds of enterprises; and
- developing long-term, mutually beneficial relationships between private and third sector organisations based on shared values.

This approach has broadened the range of care and support available to people in Leeds. So far, we have supported the establishment of five new social enterprises. This has been done through the [‘Ideas That Change Lives’](#) Investment fund, a grant programme established to provide small start-up grants (up to £1,000) up to larger sustainment grants (up to £9,000). We’ll continue to support the expansion of the number of social enterprises and user-led organisations, and stimulate their geographical spread across the city. These new organisations provide fresh alternatives to traditional social care and support services and offer the potential to deliver or co-ordinate social care services in the future.

The council financially supports a network of local independent community groups called Neighbourhood Networks. These award winning, organisations provide services which promote the health and wellbeing of older people such as luncheon clubs, handyman services and winter aid support. Four of the Neighbourhood Networks are working together with the council to introduce new

arrangements in 2012/13. These will enable people to access a broader range of specialist social care and support directly through their local Neighbourhood Network.

We are also working to ensure not only that more people have the opportunity to volunteer, but also that volunteers are properly recognised and rewarded and that the benefits that volunteering brings to communities and individuals is celebrated.

Better lives through housing, care and support: The council has been working with private house-builders and developers, social housing providers and community, voluntary, faith and enterprise organisations to create a mosaic of types of housing (including residential and extra care) with support suited to and adaptable for people's changing needs. With the new housing options comes care and support to maintain people living at home independently, safely and with dignity for as long as possible. Each option is tailored to the needs of local areas and communities as well as individuals.

New services are already available for deaf, blind and deaf and blind people and also for people experiencing crises . These have replaced old-fashioned buildings-based services. Similarly, new services to assist people with mental health conditions to live independently are being completed. A key development is the transitional housing unit which offers eight supported accommodation placements to people with enduring and severe mental health problems.

During the last 12 months, Leeds City Council has introduced a "quality framework" for residential and nursing home care. This will require providers to sign-up to a set of quality standards that are directly related to the care fee and will give the Council greater influence over the cost and quality of independent sector care.

Daytime opportunities for people with learning disabilities are being brought up to date. The main emphasis is moving away from outdated day services based in large workshops toward providing opportunities for customers to benefit from engaging in the life of the city through investment in new, small community bases with day opportunities provided by non-council organisations. These allow adults with learning disabilities to take an active part in community life alongside non-disabled citizens, and give more choice and control in relation to leisure, education and employment. The closure of the Moorend Centre in Hunslet has already created a range of exciting new opportunities in South Leeds run by non-council organisations.

Changes are being made to mainstream services so that disabled people are able to use these more easily. An example of this is the 'Changing Places' project enabling people with profound physical impairments to access community facilities. To date 12 extra accessible toilets with changing facilities have been opened in key community locations.

Better lives through integrated services: A range of adult social care and health services are becoming more closely integrated so that people's experiences of the support they receive in older age, illness or disability will be more positive. New integrated services are unifying the response to people's needs. Patients and people with social care needs will in future be encouraged to take control, having their treatment, care and support combined in a single package, which they will be able to direct. When a person's circumstances change, resulting in increased vulnerability, services will be there to protect them and relieve the anxieties that are associated with older or disabled life.

Compared to other core cities Leeds has a lower rate of hospital admission for over 60s. One of the main priorities in Leeds across the health and social care system is to ensure that through an integrated proactive approach which puts the person at the centre of their care this continues to be the case (see case study about Joan's story).

Primary Care Organisation	No of 60+ Inpatients finished consultant episodes 2010/2011	Actual no 60+ Population	Rate of Admissions per 1,000 population
Newcastle	45047	55187	816.26
Nottingham City	40336	46387	869.55
Leeds	106632	152583	698.85
Sheffield	79476	114436	694.50
Liverpool	77949	85940	907.02
Manchester Teaching	63383	67984	932.32
Bristol	58311	74249	785.34

New services are emerging as a result of closer working:

- Newly established integrated front line Community Health and Social Care Teams, are finding new ways for health and social care professionals to work together to provide better service to people with long term health conditions. These integrated teams are already in operation in some parts of Leeds and will be in place across the city by the end of the current financial year.
- During 2011/12, the council introduced a new 'Reablement service' across the city. This provides short, intensive periods of support, designed to help people return to independence as quickly as is safe and practical after an accident or period of ill health. 526 people received this service over the year.

- The council and health partners have invested in increasing the availability of new 'assistive technology' which provides support and extra security to disabled or older people who are at risk when on their own at home. The Telecare Service can install sensors on ceilings, doors and walls, or provide devices that may be worn by the service user on a belt or a pendant. Types of sensor include smoke detectors and flood detectors as well as fall sensors and wandering alerts. For people who have become forgetful, there are also medication dispensers. If a Telecare sensor is activated staff at the council's 24-hour response centre, will make contact with the person to check on his or her safety.
- The council and its health partners are working together to develop new joint short term residential services which will help people recover after hospital treatment or prevent hospital admission. It is likely that these will become operational within the current financial year.

Over the last 5 years the council's adult social care service has delivered savings of over £60 million through efficiency savings and changing the way we do things. These savings have enabled the investment in new types of service and helped to deal with the growing demand for adult social care services. In 2012/13 we are projecting to deliver savings of a further £9 million.

The main service changes which have generated these savings relate to home care, day care and residential care. The home care service has been refocused on helping people to regain and maintain their independence through the reablement and telecare services. Alongside this, the amount of long-term care provided by the council has reduced as staff have left the service, with the independent sector taking on more care. There has been some reduction in the council's residential and day care for older people provided directly by the council alongside a growing role for the independent sector. Within day services for people with learning disabilities, people are being offered more flexible day opportunities using bases in local communities rather than in large day centres.

Although there has been success in meeting the challenge to deliver more and better for each pound spent, the city will continue to face challenges over the coming years. New National policy proposals and legislation confirm the direction in which we have been travelling in Leeds over the past few years. Looking forward, our focus must remain upon ensuring that people with social care needs can access services earlier; that care and support helps reconnect people at risk of isolation back with their communities, and that it delays the need for institutional care.

Joan's story

'I relied on these good ladies'.

At 91 years of age Joan is feisty and fun loving and has travelled to many parts of the

world. The youngest of eight, all girls, she was born and brought up in south Leeds and fondly remembers a happy childhood horse riding with her sisters. On Christmas Day last year, while she was down south visiting her son, Joan received a 'phone call from her neighbour to say that a pipe had burst and her house was flooded. 'When she went in,' says Joan, 'she said they were paddling! Water had run all down the stairs, all down the back walls...'

On her return she discovered that her lovely home was uninhabitable, and it being the Christmas period it was going to take a while for work to be done and insurance to be arranged. It was decided that Joan would move into Sunnyview House while repairs were made and new kitchen appliances put in, as the kitchen was the worst affected.

Having had meals prepared and cooked for her in Sunnyview House, (and having stayed there a lot longer than she'd anticipated) Joan was nervous about using her new kitchen equipment.

Enter the SKILs team...Angela and Julia began by coming to see Joan twice a day to help her regain confidence in using her kitchen equipment. Joan worked things like the oven and microwave herself, while Angela and Julie were there to provide support and encouragement.

'I was really grateful to them because they really helped me through a bad patch,' says Joan.

'Just the thought of somebody being there...they stood back but they were there when I needed them.

'I'd just like to say thank you to all the team...I've always found everyone very friendly...I felt comfortable with them.

'I relied on these two ladies.'