

## Tackling poverty and reducing inequalities

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



### Leeds Best Council Ambition

#### An Efficient, Enterprising and Healthy Organisation

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



### Leeds Best City Ambition

#### A Strong Economy and a Compassionate City

### OUTCOMES

We want everyone in Leeds to...

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



### Health & Wellbeing

- Ensuring support for the health and social care sector to respond to and recover from COVID-19
- Reducing health inequalities and improving the health of the poorest the fastest
  - Supporting healthy, physically active lifestyles
  - Supporting self-care, with more people managing their own health conditions in the community
  - Working as a system to ensure people get the right care, from the right people in the right place

### Sustainable Infrastructure

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

### Child-Friendly City

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

### Age-Friendly Leeds

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

### BEST CITY PRIORITIES

What we and our partners are focusing on to improve outcomes

### Culture

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

### Inclusive Growth

- Supporting the city's economic recovery from COVID-19 and building longer-term economic resilience
- Supporting growth and investment, helping everyone benefit from the economy to their full potential
- Supporting businesses and residents to improve skills, helping people into work and into better jobs
- Targeting interventions to tackle poverty in priority neighbourhoods
- Tackling low pay

### Safe, Strong Communities

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

### Housing

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

### OUR VALUES

Underpinning everything we do and how we work



# BEST COUNCIL PLAN 2020 – 2025

## Key Performance Indicators

The set of key performance indicators (KPIs) below helps us measure progress in delivering our Best City and Best Council ambitions, outcomes and priorities. They are strategic indicators that we track over the long-term and report on regularly. They can change in-year so please check the online Best Council Plan for the latest version. Detailed performance information for both the Best Council Plan as well as the range of supporting strategies and plans is available on the council's [leeds.gov.uk](http://leeds.gov.uk) website.

## KPIs

How we will measure progress and achievements – these can change in-year so please check online for the latest version

### Best City KPIs

- Employment in Leeds
- Unemployment in Leeds
- GVA (Gross Value Added) per filled workforce job (current prices)
- Number of new business start-ups and scale-ups
- Business survival rate (after 5 years)
- Change in business rates payable since 2017 revaluation
- Visitor economic impact for Leeds
- Percentage of working-age Leeds residents with at least a Level 4 qualification
- Number of people supported to improve their skills
- Percentages of Leeds residents and Leeds workers earning below the Real Living Wage
- Number of people supported into work
- Number of adults of working age affected by in-work poverty
- Infant mortality rate
- Percentage/proportion of children maintaining a healthy weight at age 11
- Percentage of physically active adults
- Percentage of adults who smoke

- Avoidable years of life lost
- Suicide rate
- Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage
- Percentage of CQC-registered care services in Leeds rated as 'good' or 'outstanding'
- Number of permanent admissions to residential and nursing care homes: (a) for people aged 18-64 including 12 week disregards; (b) for people aged 65+ including 12 week disregards
- Proportion of people who use social care services who have control over their daily life
- Satisfaction with a range of transport services
- Number of passengers boarding buses in the Leeds district
- Increase in city centre travel by sustainable transport (bus, train, cycling, walking)
- Percentage of waste recycled
- Carbon emissions across the city
- Level of CO2 emissions from council buildings and operations
- Number of residential and commercial properties moved to a lower level of flood risk
- Increase in tenants' digital skills/confidence, access to equipment and motivation
- Number of children who need to be looked after
- Number of children and young people subject to a child protection plan
- Attendance at primary and secondary schools
- Percentage of pupils reaching the expected standard in reading, writing and maths at the end of Key Stage 2 (end of year 6)
- Progress 8 score for Leeds at the end of Key Stage 4 (end of year 11)
- Percentage and number of young people who are not in employment, education or training or whose status is 'not known'
- Average Attainment 8 score for pupils with SEND but no statement
- Fixed term exclusions in all schools
- Income Deprivation Affecting Older People Index (IDAOPI) as a percentage compared to Core Cities
- Percentage of new developments built to accessible and adaptable standards
- Healthy life expectancy (years) by gender
- Disability-free life expectancy (years)
- Leeds' Cultural Vibrancy, Creative Economy and Enabling Environment (as measured through the biennial European Cultural and Creative Cities Monitor).
- Number of visitors at a range of venues and events

- Number of employees in the creative industries in Leeds
- Growth in new homes in Leeds
- Number of affordable homes delivered
- Housing mix in the city
- Percentage of housing adaptations completed within target timescale
- Improved energy and thermal efficiency performance of houses
- Number of households in fuel poverty
- Number of homeless preventions
- Number of rough sleepers
- Percentage of people with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met
- Self-reporting of domestic violence and abuse incidents
- Number of people killed or seriously injured in road traffic collisions
- Council tenant satisfaction with the neighbourhood as a place to live
- Percentage of Leeds residents who say they feel safe in their local area
- Number of reported anti-social behaviour / nuisance incidents
- Number of reported hate incidents

## Best Council KPIs

- Council workforce representation compared to the city (Census 2011)
- Number / percentage of apprentices employed by the council
- Score out of ten given by staff for working for Leeds City Council [part of staff survey]
- Average staff sickness levels
- Reduction in workplace accident and incident reports
- Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing
- Percentage of staff appraisals and mid-year reviews completed
- Gender pay gap across council staff
- Level of projected over/underspend for this financial year
- Collection rates: council tax, business rates and council housing rental
- Expenditure with (a) local suppliers and (b) small and medium-sized enterprises as a percentage of the council's overall spend
- Prompt payment of invoices against target
- Percentage of ICT service desk calls fixed at the first point of contact
- Level of customer complaints
- Proportion of people using self-service when getting in touch with the council
- Percentage of information requests received responded to within statutory timescales (Freedom of Information, Subject Access Requests and Environmental Information Regulations)
- Bin collection rate



## Key Best City strategies and related documents:

For more detail on the issues, work in progress and planned activity, please refer to:

- Citizens@Leeds – Supporting communities and tackling poverty
- Community Committees Annual Report
- Leeds 3As Strategy (attendance, attainment and achievement)
- Leeds Age-Friendly Strategy
- Leeds Children and Young People's Plan
- Leeds City Council Equality Improvement Priorities
- Leeds City Region Strategic Economic Plan
- Leeds Core Strategy
- Leeds Culture Strategy
- Leeds Health and Care Plan
- Leeds Health and Wellbeing Strategy
- Leeds Highway Infrastructure Asset Management Strategy
- Leeds Homelessness and Rough Sleeping Strategy
- Leeds Housing Strategy
- Leeds Inclusive Growth Strategy
- Leeds Local Flood Risk Management Strategy
- Leeds Mental Health Strategy
- Leeds Site Allocations Plan
- Leeds Talent and Skills Plan
- Leeds Transport Strategy
- Safer Leeds Plan
- Transport for the North Strategic Transport Plan
- West Yorkshire and Harrogate Integrated Care System 5 Year Plan
- West Yorkshire Transport Strategy
- West Yorkshire Low Emissions Strategy