



CORPORATE GOVERNANCE AND AUDIT COMMITTEE

Meeting to be held in Civic Hall, Leeds on
Friday, 22nd November, 2019 at 10.00 am

MEMBERSHIP

Councillors

P Grahame	J Bentley	P Harrand
A Scopes (Chair)		M Harrison
P Truswell		J Taylor
J Illingworth		
B Garner		

A G E N D A

Item No	Ward	Item Not Open		Page No
1			APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded). (*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)	
2			EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC 1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report. 2 To consider whether or not to accept the officers recommendation in respect of the above information. 3 If so, to formally pass the following resolution:- RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-	

Item No	Ward	Item Not Open		Page No
3			LATE ITEMS To identify items which have been admitted to the agenda by the Chair for consideration (The special circumstances shall be specified in the minutes)	
4			DECLARATION OF DISCLOSABLE PECUNIARY AND OTHER INTERESTS' To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.	
5			APOLOGIES FOR ABSENCE To receive apologies for absence (If any)	
6			MINUTES OF THE PREVIOUS MEETING To receive and approve the minutes of the previous meeting held on 26th July 2019. (Copy attached)	1 - 8
7			MATTERS ARISING FROM THE MINUTES To consider any Matters Arising from the minutes.	
8			ASSURANCE REPORT ON CORPORATE PERFORMANCE MANAGEMENT ARRANGEMENTS To consider a report by the Director of Resources and Housing which seeks to assure Members of the effectiveness of the council's corporate performance management arrangements, which forms part of the body of evidence the Committee is able to take into account in order to approve the next Annual Governance Statement. (Report attached)	9 - 72

Item No	Ward	Item Not Open		Page No
9			SOCIAL VALUE IN PROCUREMENT - UPDATE ON THE OPTIONS BEING CONSIDERED TO ACCURATELY MEASURE SOCIAL VALUE OUTCOMES To consider a report by the Chief Officer Financial Services which provides an update as to progress towards identifying precise Social Value related KPI targets and methodologies for measuring the same. (Report attached)	73 - 80
10			ASSURANCE AROUND THE ARRANGEMENTS IN PLACE FOR MEMBERS TO REFER PLANNING APPLICATIONS TO PLANS PANEL FOR DETERMINATION AND THE GOVERNANCE ARRANGEMENTS FOR ENFORCEMENT PROCEEDINGS To consider a report by the Chief Planning Officer which seeks to provide assurance around the arrangements in place for Members to refer planning applications to Plans Panel for determination and the Governance arrangements for enforcement proceedings. (Report attached)	81 - 92

Item No	Ward	Item Not Open		Page No
11			APPLICATIONS PORTFOLIO PROGRAMME – UPDATE ON ACCESS PROJECT To consider a report by the Director of Resources and Housing which provides an update on the current position on Access databases and compliance to PSN. (Report attached)	93 - 100
12			GRANT THORNTON ANNUAL AUDIT LETTER 2018/19 AND AUDIT PROGRESS UPDATE To consider a report by the Chief Finance Officer which presents Grant Thornton’s Annual Audit Letter and provides a summary of the key external audit findings in respect of the 2018/19 financial year. The report also presents an update report on progress towards the 2019/20 audit. (Report attached)	101 - 132
13			INTERNAL AUDIT UPDATE REPORT JUNE TO OCTOBER 2019 To consider a report by the Chief Officer (Financial Services) which provides a summary of the Internal Audit activity for the period June to October 2019 and highlight the incidence of any significant control failings or weaknesses. (Report attached)	133 - 150

Item No	Ward	Item Not Open		Page No
14			WORK PROGRAMME 2019/20 To receive a report by the City Solicitor which notifies Members of the Committee's Work Programme for 2019/20. (Report attached)	151 - 154
15			DATE AND TIME OF NEXT MEETING To note that the next meeting will take place on Monday, 27 th January 2020 at 10.00am in the Civic Hall, Leeds.	

Third Party Recording

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.

Use of Recordings by Third Parties– code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

Corporate Governance and Audit Committee

Friday, 26th July, 2019

PRESENT: Councillor A Scopes in the Chair
Councillors J Illingworth, J Taylor,
P Truswell, B Garner and J McKenna

18 Appeals Against Refusal of Inspection of Documents

There were no appeals against the refusal of inspection of documents.

19 Exempt Information - Possible Exclusion of the Press and Public

There were no items identified where it was considered necessary to exclude the press or public from the meeting due to the confidential nature of the business to be considered.

20 Late Items

Although there were no late items, the Chair did accept the inclusion of supplementary information in respect of Items: 10 (Annual Governance Statement) and 11 (Approval of the Audited Statement of Accounts and Grant Thornton Audit Report) in both instances, additional information was provided after the publication of the agenda, which required consideration by Members. (Minutes Nos: 27 & 28 referred)

21 Declaration of Disclosable Pecuniary and Other Interests'

There were no declarations of disclosable pecuniary interest made at the meeting.

22 Apologies for Absence

Apologies for absence were received from Councillors: J Bentley, P Grahame and P Harrand.

Councillor J McKenna was in attendance as a substitute Member for Councillor P Grahame.

(The Chair reported that an email had been received from Councillor J Bentley, who had reviewed the agenda and was satisfied with the reports proposed recommendations).

23 Minutes of the Previous Meeting

Draft minutes to be approved at the meeting
to be held on Friday, 22nd November, 2019

RESOLVED – That the minutes of the previous meeting held on 25th June 2019 were accepted as a true and correct record.

24 Matters Arising from the Minutes

The Head of Democratic Services reported the following by way of Matters Arising:

Minute No. 8 Resolution (ii) – the form for publication of an item to the List of Forthcoming Key Decisions had been circulated.

Minute 8 No. Resolution (iii) – a note from the Director of City Development setting out analysis and commentary on the increase in key decisions in the last financial year had been circulated.

Minute 9 No. Resolution (iii) – in respect of the Committee's line of approach which recommended that the Chief Officer undertakes a peer review of Caldicott Guardian arrangements in other organisations with similar responsibilities – Members were advised that this 'Key Action' was now incorporated in the AGS later on the agenda.

Further to Minute No. 11 Resolution (iv) – the Chair had written to the Chief Executive in relation to arrangements for oversight of directors acceptance of Gifts and Hospitality and ensuring that the annual review of gifts and hospitality requires a return from relevant staff (including a 'nil' return). The Chief Executive welcomed the Committee's consideration of this matters and had agreed to the recommendations. Correspondence had been circulated.

25 Annual Assurance Report on Corporate Risk Management Arrangements

The Director of Resources and Housing submitted a report which presented the Annual Assurance Report on the effectiveness of the Council's corporate risk management arrangements.

Members noted the work carried out since the previous assurance report in June 2018 and the work planned for 2019/20

Members noted the "4Risk" software used to administer Council's risk is to be replaced by an in-house Share Point based platform.

Referring to the Annual Corporate Risk Management Assurance report, Members questioned if any consideration had been given to encouraging Scrutiny Boards to provide oversight on relevant aspects to their respective remits within the Risk Management Annual Assurance report and the Directorate Risk Registers.

Members were informed that the Corporate Risk Management report was to be considered by Scrutiny Board (Strategy and Resources) in September.

Members were supportive of this approach but considered that Scrutiny Boards should be also provided with details of risks being managed at a departmental level, both to provide Members oversight of local (rather than just corporate) risk and provide for a potential source of Scrutiny work.

Members agreed that the Chair should write to all Scrutiny Board Chair's seeking their support in providing greater oversight in this way.

With reference to Section 3.2 of the submitted report "Partnership Risk Management", Members queried how risk was managed when the Council had entered into partnership with an external organisation.

Members were informed that the advisory note on risk management principles for partnerships was currently being reviewed. It was envisaged the revised advisory note would be finalised by the autumn.

The Chair requested that in applying the risk management principles to partnerships, Directors should be tasked with reviewing both existing partnership and future partnership arrangements to ensure potential risks are mitigated.

RESOLVED –

- (i) That the report on the council's corporate risk and performance arrangements be received and to note the assurances in support of the Annual Governance Statement
- (ii) That the Chair, on behalf of the Committee writes to all Scrutiny Board Chair's seeking their support in providing greater oversight of risk management within their own scrutiny remit.

26 Internal Audit Annual Report and Opinion 2018-19

The Chief Officer - Financial Services submitted a report which drew to the attention of the Committee the annual internal audit opinion and basis of the internal audit assurance for 2018/19.

The report provided a summary the work undertaken by Internal Audit during the year and delivered an overall conclusion; that on the basis of the audit work undertaken during the 2018/19 financial year, the internal control environment (including the key financial systems, risk and governance) was well established and operating effectively in practice.

The Head of Audit said a satisfactory overall opinion was provided for 2018/19, based on the audit work detailed within the submitted report. The work undertaken to support this opinion had been conducted in accordance

with an established methodology that promotes quality and conformance with the International Standards for the Professional Practice of Internal Auditing.

Commenting on Internal Audit Performance Members queried if sufficient resources had been available to achieve delivery of the Internal Audit opinion.

The Head of Internal Audit confirmed that resources had been appropriate, sufficient and effectively deployed to achieve the necessary audit coverage.

Referring to Customer Satisfaction Questionnaires, Members queried how many questionnaires had been returned.

Members were informed that 39 questionnaires had been returned (a response rate of 38%), with an overall average score of 4.58 out of 5.

It was the view of Members that feedback, in the form of a questionnaire was an essential part of monitoring and that it would be desirable for the return rate to be increased.

It was agreed that the Chair writes to all Directors requesting that they ensure that all questionnaires are returned following individual audits in their areas of responsibility.

Referring to Procurement and Contracts, Members queried how the Social Value objectives of the new Procurement Strategy were to be delivered and in particular how they would be measured.

Members were informed that specific questions on Social Value were included in the Audit Plan 2019/20 but more information about the Council's approach to Social Value was required.

The Head of Democratic Services advised Members that the Annual Assurance report on Procurement Policy and Practices scheduled for later in the Municipal year would provide clarity to this issue, but it may be appropriate for Members to receive a brief report earlier to enable early input from the Committee to the way in which social value will be assessed and monitored.

Referring to the table of completed Audit Reviews, it was noted that Commercial Rents had an audit opinion of "Limited" Members queried what actions would arise on an opinion of limited.

Members were informed that an opinion of limited would trigger a follow up audit after a period of six months.

The Chair thanked Ms McDonald, the Head of Internal Audit for her attendance and contributions, he also announced that today's meeting would

be the final occasion Ms McDonald would be attending as the Head of Internal Audit.

In paying tribute the Chair praised Ms McDonald for her excellent, professional and diligent work that she had undertaken and that her advice to the Committee would be greatly missed.

Members joined the Chair in expressing their thanks and best wishes to Ms McDonald in her new role.

RESOLVED –

- (i) To receive the Annual Internal Audit Report and Opinion for 2018/19 and note the opinion given. In particular:

 - that on the basis of the audit work undertaken during the 2018/19 financial year, the internal control environment (including the key financial systems, risk and governance) was well established and operating effectively in practice
 - a satisfactory overall opinion was provided for 2018/19, based on the audit work detailed within the submitted report
 - that the work undertaken to support the opinion had been conducted in accordance with an established methodology that promotes quality and conformance with the International Standards for the Professional Practice of Internal Auditing
- (ii) To note that there have been no limitations in scope and nothing had arisen to compromise the independence of Internal Audit during the reporting period.
- (iii) That the Chair be requested to write to all Directors asking that they ensure that all questionnaires are returned following individual audits in their areas of responsibility
- (iv) That a report be prepared for the November meeting of this Committee explaining the governance arrangements that are being/have been established to ensure that the Social Value objectives of the new Procurement Strategy are delivered.

27 Annual Governance Statement

The Head of Democratic Services submitted a report of the City Solicitor which sought approval of the Annual Governance Statement (AGS).

Members noted the document in its interim form was presented to Committee in June and had since been updated with assurances received by the Committee in June and July and now also reflects reports considered by the Executive Board together with a summary of the Council's

Draft minutes to be approved at the meeting
to be held on Friday, 22nd November, 2019

performance detailed in the Local Government and Social Care Ombudsman's annual letter circulated previously to all Members.

The AGS concludes that key systems are generally operating soundly and, where weaknesses have been identified, arrangements are in place to resolve them.

RESOLVED – That the Annual Governance Statement be approved and the Chair be authorised to sign the statement on behalf of the Committee

28 Approval of the Audited Statement of Accounts and Grant Thornton Audit Report

The Chief Officer - Financial Services submitted a report which sought approval of the Council's final audited Statement of Accounts and to also consider any material amendments identified by the Council or recommended by the auditors.

Members were informed that the External Auditors (Grant Thornton) were nearing completion of their audit of the final accounts, their report and findings are included within the submitted report.

It was reported that since the publication of the draft accounts two post balance sheet events had occurred which required adjustment of the accounts. The most significant of these was to the value of the Council's pension liabilities as a result of the McCloud Judgement and Guaranteed Minimum Pensions (£47.4m adjustment required). A small number of corrections to asset values had also been made.

Following publication of the revised accounts for consideration by the Committee, one additional asset valuation had been identified which required further adjustment - an increased asset valuation of £15m in respect of the John Charles Sports Centre.

- Members were also advised that :
- The accounts have been certified by the Chief Finance Officer as a true and fair view of the Council's financial position as at 31st March 2019. A copy of the final version of the accounts for approval incorporating the final asset valuation correction was circulated to Members at the meeting.
- During the 2018/19 public inspection period, no objections were received from local electors.

Addressing the External Auditors report, Gareth Mills (Grant Thornton) spoke on the main issues which included:

- Grant Thornton anticipate being able to issue an unqualified opinion on the 2018/19 Statement of Accounts;

- There are no unadjusted audit differences affecting the financial statements;
- The review of the Annual Governance Statement has concluded that it is not misleading or inconsistent with information they are aware of from their audit of the financial statements, and that it complies with CIPFA/SOLACE guidance;
- The review of value for money arrangements had concluded that the Council had made proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.

Commenting on the business rates, paragraph 3.2.4 of the submitted report, Members queried if the post balance sheet event affecting business rates valuations was an indication that business rates appeals were likely to increase again in the future.

Members were informed that the increase in the required provision related to specific issues rather than a general rise in appeals. However it was noted that although the new appeals process introduced from April 2017 has so far led to a reduction in appeals, it is not yet clear whether this will be the long term impact.

Commenting on the key judgements and estimates, land and buildings – Council Housing (page 172 of the submitted report). Members noted that the in-house valuation had been undertaken in September 2018, but it was the view of the external auditors that valuation should take place at year-end (31st March)

In responding Mr Mills said that ideally valuations should take place at year – end as it provided a greater degree of comfort that they were appropriate at the balance sheet date.

The Chair noted the practical difficulties of valuing a large number of properties over a short period of time, and suggested a bespoke recommendation was required and not a standard one.

Mr P Sethi (Grant Thornton) said auditors required an appropriate valuation at year-end and it was also beneficial to include other issues at the same time.

The Chair thanked officers and the representatives from Grant Thornton for their attendance and contributions.

RESOLVED –

- (i) To receive the report of the Council's external auditors on the 2018/19 accounts noting there were a small number of adjustments required to the accounts.
- (ii) That the final audited 2018/19 Statement of Accounts be approved and the Chair be requested to acknowledge the approval on behalf

of the Committee by signing the appropriate section within the Statement of Responsibilities on page 1 of the accounts.

- (iii) On the basis of the assurances received, the Chair be requested to sign the management representation letter on behalf of the Corporate Governance and Audit Committee.
- (iv) To note Grant Thornton's Value for Money (VFM) conclusion that the council has made proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.

29 Work Programme 2019/20

The Head of Democratic Services presented a report of the City Solicitor which set out the ongoing Work Programme for 2019.

One Member suggested that further consideration was required around technical procurement.

It was agreed that further discussion on this issue would take place with the Chair and reported back to Members in due course.

Following discussion at today's meeting it was agreed that the subsequent item be added to the Work Programme:

- City Council's New Procurement Strategy 2019 – Social Value, oversight of the governance arrangements (November 2019)

RESOLVED – That, with the inclusion of the above, approval be given to the draft work programme as set out in the Appendix of the submitted report

30 Date and Time of Next Meeting

RESOLVED – To note that the next meeting will take place on Friday, 22nd November 2019 at 10.00am in the Civic Hall, Leeds.



Report author: Tim Rollett
Tel: 378 9235

Report of the Director of Resources and Housing

Report to: Corporate Governance and Audit Committee

Date: 22nd November 2019

Subject: Assurance report on corporate performance management arrangements

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	☐ Yes	☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes	☒ No
Is the decision eligible for Call-In?	☐ Yes	☒ No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: N/A Appendix number: N/A	☐ Yes	☒ No

Summary of main issues

This report presents assurances to the Corporate Governance & Audit Committee on the effectiveness of the council's corporate performance management arrangements: that they are up to date; fit for purpose; effectively communicated and routinely complied with.

In comparison with previous such reports to this Committee, it also presents the performance management report recently received by the Executive Board as a further source of assurance that the performance arrangements in place are delivering a number of improvements across the Best Council Plan outcomes and priorities.

This report provides a key source of assurance for the Committee to take into account when approving the 2020 Annual Governance Statement.

Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

To help the council achieve its vision to be the UK's best council and best city, there is a need to track progress and understand how well the council and its partners are performing against the outcomes and priorities as set out in the Best Council Plan (BCP).

The Performance report helps inform the development of the next update to the Best Council Plan for consideration by Executive Board and subsequently Full Council in early 2020.

Resource Implications

The Best Council Plan provides the strategic context for the council's budget and financial strategies with resources allocated in support of the Plan's ambitions, outcomes and priorities. Effectively monitoring and managing performance helps ensure that resources continue to be appropriately deployed.

Recommendations

Corporate Governance and Audit Committee is requested to receive this report and the attached Appendix 1 as together providing key forms of assurance on the robustness of the authority's corporate performance management arrangements.

1 Purpose of this report

- 1.1 This report presents assurances to the Corporate Governance & Audit Committee on the effectiveness of the council's corporate performance management arrangements. It therefore forms part of the body of evidence the Committee is able to take into account in order to approve the next Annual Governance Statement.

2 Background information

- 2.1 In November 2018, this Committee approved a recommendation that assurance on the council's corporate performance management arrangements be provided to the Committee in the autumn through a covering report summarising the systems and processes in place to help monitor and manage performance and with an annexed Executive Board annual performance management report that details actual performance across the prior year Best Council Plan outcomes and priorities. The Executive Board report focuses on the key performance indicators themselves rather than the supporting performance management systems and processes.
- 2.2 The most recent performance report looking back on the Best Council Plan 2018/19 was considered by the Executive Board on 18th September 2019. This performance report provided detail of both a quantitative and qualitative nature and also highlighted the city's and council's performance in relation to previous time periods, to other local authorities and the regional and national picture. As such, it serves as a strong source of assurance on the council's corporate – i.e. cross-cutting and strategic - performance management arrangements and progress in delivering outcomes. This Executive Board report also forms part of the performance management body of evidence to Corporate Governance & Audit Committee for the purposes of approving the Annual Governance Statement. The Executive Board performance report is therefore attached at Appendix 1 for the Committee's reference with the summary covering report available online [here](#).

3 Main issues

- 3.1 Over the last year, assurance on the adequacy of the council's performance management arrangements was demonstrated by the following:
- a) For an organisation's performance management arrangements to be effective, its strategic objectives and supporting key performance indicators (KPIs) must be up to date, effectively communicated and monitored and action taken as appropriate. The strategic ambitions, outcomes and priorities of the council are set out in the Best Council Plan (BCP) which was refreshed in 2019 (covering the period 2019 to 2021) and approved by Full Council on 27th February 2019. It takes into account local and national developments, policy developments, the latest socio-economic analysis, local and regional partnership plans and the council's budget-setting processes.
 - b) The BCP 2019/20 – 2020/21 was developed through engagement with partners, officers, and members, including Scrutiny members. Whilst there were no changes to the vision, ambitions or the population outcomes, some refinement was made to the Best City and Best Council priorities. These updates reflect our key interconnected strategies: the Leeds Inclusive Growth Strategy and the Leeds Health and Wellbeing Strategy. This year a new priority on 'Age-Friendly Leeds has been added, based on our well-developed ambition for Leeds to be the best city to grow old in. The previous priority on

'21st Century Infrastructure' has been revised to 'Sustainable Infrastructure', better reflecting and helping to promote and progress the environmental ambitions of the council and the city, most notably the Climate Emergency declared by the council in March 2019. The Best Council ambition has been extended to be a more 'Efficient, Enterprising and Healthy Organisation', reflecting the impact on our workforce of ever increasing demands on public services alongside reducing resources.

- c) The BCP 2019/20 – 2020/21 was published on the Best Council Plan webpages on the authority's Internet (leeds.gov.uk) and Intranet ('Insite') sites and widely communicated through promotion on the front page of Insite and items in the 'Essentials' online newsletter sent to staff and members. Hard copies of the 'Plan on a Page' were distributed to elected members, senior officers and council buildings with the full document provided to Executive members, leaders of the political parties, group offices and the Corporate Leadership Team (comprising the council's directors and Chief Executive). Hard copies were distributed to the council's libraries and Community Hubs and were also shared with the trade unions. Additional social media opportunities to promote and share the Best Council Plan priorities continue to be exploited.
- d) The BCP continues to draw on and link with a range of supporting council and partnership plans. As well as the Leeds Inclusive Growth Strategy and the Leeds Health & Wellbeing Strategy, the current BCP also makes full reference to other supporting plans including the Safer Leeds Community Safety Strategy, Children & Young People's Plan, Leeds Housing Strategy, Leeds Transport Strategy and Equality Improvement Priorities, amongst others. More internally, it links with the council's financial plans and workforce strategies. The Executive Board, Scrutiny Boards, Community Committees and partnership boards (e.g. Children's Trust Board and Health and Wellbeing Board) receive relevant performance information on the delivery of these related and supporting plans through a range of reports, including annual safeguarding reports, updates on the Equality Improvement Priorities and the Local Account on Adult Social Care performance.
- e) The current BCP incorporates a set of over 50 'Best City' Key Performance Indicators (KPIs) to help measure progress over time against the 8 outcomes and 8 priorities set out in the BCP. The majority of these replicate the KPIs in supporting council and partnership plans, facilitating a consistent view of performance. The Best City KPIs are supplemented by an additional 17 'Best Council' KPIs that help measure progress against our Best Council ambition of being a more efficient, enterprising and healthy organisation. The KPIs are subject to regular review by service leads and with additional check and challenge carried out by staff in the Intelligence & Policy Service (IPS), which takes the lead on the council's corporate performance management and business planning arrangements. Through this ongoing review, KPIs are revised in-year as needed to ensure they remain up to date.
- f) Behind each of the BCP KPIs is a checklist: maintained by IPS and updated in collaboration with relevant service leads, the checklists provide additional explanatory and assurance information, including the source of the data, frequency and timing, comparative organisations/datasets plus any baselines and targets. Some of the key datasets that contribute to the BCP KPIs are subject to independent rigorous checks in terms of being complete, timely, secure and accurate through external audit (primarily of financial data) and

external inspections (for example through Ofsted and the Care Quality Commission).

- g) Performance against the BCP is reported quarterly to the council's Corporate Leadership Team (CLT) consisting of the Chief Executive and senior directors. This report facilitates cross-council ownership and discussion of specific areas and prompts follow up action as needed. Directors are also able to discuss relevant issues with Executive members.
- h) The quarterly report includes the 'BCP Scorecard': an appendix containing the KPIs that help measure progress on the BCP in delivering better outcomes for both the city and the organisation in-year and in the longer term. The BCP Scorecard shows the direction of travel against an appropriate comparator, thus providing directors with a clear insight into the council's overall performance against the BCP. The BCP scorecard is published quarterly on the council's website in line with our commitment towards open data and greater transparency.
- i) As noted above, year-end performance reports that highlight the progress made throughout the year in delivering the strategic objectives set out in the BCP are considered annually by Executive Board, the most recent being in September 2019. Attached at Appendix 1, it aims to provide an honest assessment, showcasing the many and varied achievements that the council and the city can be proud of but also where further improvements are needed. This is supplemented throughout the year by 'Best City' key messages from the council's Leader and Chief Executive to partners.
- j) The BCP is recommended for use by council staff to help inform their appraisal objectives against which performance is monitored and managed through mid-year and end of year appraisal reviews.
- k) Scrutiny Boards consider additional performance reports on areas relevant to their portfolios, incorporating both BCP and wider operational performance. The content and frequency of the performance reports is determined by the requirements of each Board. IPS works with staff in services to produce and report the majority of these Scrutiny performance reports, providing both a support and challenge role.
- l) To further help ensure the alignment of the council's strategic priorities with the allocation of resources, the BCP continues to be developed in conjunction with the Budget: initial proposals are considered by the Executive Board in December with final proposals and subsequent approval by Full Council the following February. A one-page document illustrating the relationship between the 2019/20 net revenue budget with the BCP 2019/20 to 2020/21 is available on the authority's internet and intranet sites and was communicated to staff and members through the internal Essentials online newsletter.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 A range of stakeholders are engaged with to help maintain and improve the council's corporate risk and performance arrangements. These include the Executive Board, Scrutiny Boards, the Corporate Leadership Team and Intelligence and Policy Service colleagues.
- 4.1.2 The annual performance report at Appendix 1 was subject to consultation with key officers and elected members. It also draws on and links with a range of published reports, including reports to the Executive Board and Scrutiny Boards,

assessing performance against supporting council and partnership plans which are themselves subject to consultation and engagement with relevant stakeholders.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 This is an assurance report with no decision required. Due regard is therefore not directly relevant.

4.2.2 Specific equality impact assessments will continue to be carried out for individual initiatives and decisions relating to the delivery of the Best Council Plan, the key strategic document informing our corporate key performance indicators. The Equality Improvement Priorities (most recently updated for 2018-22, as approved by the Executive Board at its meeting on 25th July 2018) were developed to complement the Best Council Plan outcomes and priorities. They continue to underpin our ambition to be a compassionate city with a strong economy, tackling the range of inequalities that still exist.

4.3 Council policies and the Best Council Plan

4.3.1 The performance management arrangements focus around the Best Council Plan: its regular refresh and ongoing review and monitoring of delivery of the Best Council outcomes and priorities form part of the council's budget and policy framework.

Climate Emergency

4.3.2 This report is an assurance report with no decision required. However, as the Climate Emergency is cross-cutting in nature, there will be links to many of the key performance indicators, in particular those for the 'Sustainable Infrastructure priority'. The annual performance report includes detail on the work carried out during 2018/19 to tackle climate change with specific information in the 'Sustainable Infrastructure priority'.

4.4 Resources, procurement and value for money

4.4.1 The Best Council Plan provides the strategic context for the council's budget and financial strategies with resources allocated in support of the Plan's ambitions, outcomes and priorities. Effectively monitoring and managing performance helps ensure that resources continue to be appropriately targeted, prioritised and deployed to help achieve value for money.

4.5 Legal Implications, Access to Information and Call In

4.5.1 Performance information on the Best Council Plan key performance indicators is published on the council's website as are performance management reports on specific service areas and initiatives as requested by Scrutiny Boards. Progress in delivering the Best Council Plan objectives and priorities will continue to be published through annual reports to the Executive Board.

4.6 Risk Management

4.6.1 There are no significant risks identified in the council's performance management arrangements.

5 Conclusions

- 5.1 This report provides assurance on the council's corporate performance management arrangements as one of the sources of evidence for Corporate Governance & Audit Committee to draw upon when considering approval of the next Annual Governance Statement.

6 Recommendation

- 6.1 Corporate Governance and Audit Committee is requested to receive this report and the attached Appendix 1. They provide assurance on the robustness of the authority's corporate performance management arrangements.

7 Background documents

- 7.1 None

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BEST COUNCIL PLAN 2018/19:

Annual performance report

Published September 2019



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Foreword

Welcome to the 2019 Annual Performance Report. This report looks back on a highly successful year for Leeds City Council as we have continued to pursue our vision for Leeds to be the best city in the UK – one that is compassionate and caring, in which everyone can benefit from a strong economy, and which tackles poverty and inequality.

Leeds enjoyed some huge successes in 2018/19. The city received national and international recognition as a vibrant, diverse and progressive place to live and work when Channel 4 announced it would be moving its national headquarters to City Square. A range of programmes and initiatives were delivered during the year aimed at helping people become more active, more often, many focused on reducing inactivity through encouraging increased participation, particularly among underrepresented groups. Our approach to tackling childhood obesity through a long-term city strategy was the subject of widespread media coverage. We have taken a major step in ensuring a positive future for all of our most vulnerable children and young people as we were rated as “Outstanding” overall by Ofsted – the only Core City to hold such a rating.

These achievements come against a backdrop of further reductions in our funding from central government and a continued increase in demand for our services in communities. In response we have once again successfully balanced our budget and maintained our focus on looking hard at what we do and how we do it to ensure we are being as efficient and enterprising as possible. This year the council has also recognised the responsibility we hold to safeguard our environment for future generations, and declared a climate emergency in March 2019. These factors each present a significant challenge for the council, but as we have year after year, we remain determined to rise to that challenge – our ambitions for the city’s future are as strong as ever.

As this report demonstrates, there are lots of reasons to be optimistic. The city’s economy continues to perform strongly and the council is supporting more people to benefit from that, last year helping more than 5,000 people into work. Our working age population is becoming more educated with the proportion of people holding at least a Level 4 qualification rising by 1.7%, double the national year-on-year increase. The prevalence of smoking continues to reduce and for the first time in three years the rate of alcohol-related admissions to hospital fell, now at a level below the regional average. Rates of permanent admissions to residential and nursing care homes for older people have fallen thanks to fantastic work across the city’s health and care system, enabling more people to live safely and comfortably in their own homes. Once again fewer children in Leeds were subject to a child protection plan at the end of the year than were at the beginning, reflecting a journey which has seen the city safely reduce the number of looked after children over the last eight years when numbers have risen elsewhere. The city has attracted over £1.6million funding to support new and existing migrants to settle, and to alleviate pressures on services and communities with higher levels of migration. As co-chair of the national special interest group, Leeds is also leading the way on countering extremism in the UK.

We continue to invest in high quality infrastructure – our park and ride sites are growing in popularity, we are replacing over 86,000 street lights with LED bulbs, we’re continuing to invest in connectivity and public Wi-Fi, and more than 3,000 residential and 500 commercial properties were moved to a lower level of flood risk over the year as a result of ongoing investment into flood alleviation measures. Our housing services continue to be of a high quality with more than 90% of repairs completed right first time and 3 out of every 4 council tenants satisfied with the quality of their home and appearance of their neighbourhood. Internationally Leeds is increasingly seen as a good place to do business as we saw new projects funded by foreign direct investment rise by 11%, in contrast with the other Core Cities where projects fell on average by 10%.

Across so many areas which matter to Leeds communities we are seeing improvements but we are not complacent and know there is much more work to do. For example, while the number of newly built and converted homes delivered last year was our best result since 2012, not enough of these

are affordable for a majority of Leeds families. The numbers of people accessing food banks have risen. Anti-social behaviour incidents fell by 10% but alongside this hate incidents have increased by 25%, with two thirds of these being related to race hate. While locally we are gearing up for the arrival of HS2, we must continue to loudly make the case in favour of the scheme to national government and to ensure local people have the skills they will need to take advantage of the huge economic opportunities it will present. On the biggest challenge our society faces, there are growing calls for the city to do more to tackle the climate emergency. As a council we are playing our part with moves such as transferring our entire fleet of vehicles to ultra-low emission by 2025, but we know we must do more and are committed to working with businesses and communities to achieve this. Importantly, our city's youngest and oldest require us to continue to focus firmly on their needs, such as improving Early Years Foundation Stage and Key Stage 2 outcomes which place pupils behind national averages, as well as rectifying a fall last year in carers' satisfaction with social care services in the city.

As the UK embarks on life outside of the European Union there will be uncertain times ahead for everyone. We are doing all we can to prepare the city for this change and are confident we have the plans in place both to deal with any negative impacts but also to maximise the opportunities to work internationally which Brexit will present to us. Knowing the talents and aspirations of all our communities in Leeds we should be confident about what lies ahead for our city.

Thank you to our dedicated staff, our supportive partners and the Leeds public who continue to work so positively with us to make Leeds such a vibrant and welcoming city in which to live, work and visit.

Cllr Judith Blake, Leader of Leeds City Council and
Tom Riordan, Chief Executive of Leeds City Council





Executive Summary

Introduction

Our corporate plan, the 'Best Council Plan', for 2018/19 set out our vision to be the best city and the best council in the country, highlighting seven interconnected 'Best City' priorities and our 'Best Council' aim to be a more efficient and enterprising organisation. One year on, it is time to look back at how the city and the council have performed against these ambitions. This report considers each of the priority areas, summarising some of the key successes but also highlighting where challenges still exist. These challenges, and how the council and our partners across the city and the region plan to address them, are further explored in the latest [Best Council Plan](#) update which retains its focus on tackling poverty and inequalities.

An overview on performance during 2018/19 is provided below with the full results at Appendix 1.

Performance Overview

Best City Priority: Inclusive Growth

What we set out to do in our 2018/19 Best Council Plan

Despite the continued economic success of our city, Leeds contains some of the most disadvantaged wards in the country and so our ambition remains to tackle the poverty and inequalities impacting upon so many. Launched in 2018, our Inclusive Growth Strategy is a plan for delivering an economy that benefits all Leeds' citizens and communities, supporting everyone to reach their full potential and benefit from the prosperity of the growing city. Inclusive Growth rejects the idea that wealth will 'trickle down' the economy and instead favours direct approaches to stimulating growth that promote fairness, address distributional issues and ultimately reduce inequality. The Strategy has been endorsed by our partners, with many setting out their own pledges to help us deliver our aims.

How did Leeds perform in 2018/19

The city's economy continues to perform strongly: GVA grew by 3.1% between 2016 and 2017 and with a GVA per person of nearly £30,000 – above both England and UK averages - Leeds is the largest centre of economic activity in Yorkshire and Humber. Although productivity still presents a challenge, the employment rate in Leeds remains high, boosted by increasing numbers of people working in the private sector, with particular strengths in a number of key sectors. These include the creative and digital industries, this strength being one of the factors in Channel 4's decision in October 2018 to move its new national headquarters to Leeds. The level of business rates payable across the city went up by 2.7% over the year, a good indication of economic growth and of direct benefit to the local area through the council's successful pilot bid as a member of the Leeds City Region Business Rates pool to retain 100% business rates growth. Though the number of new business start-ups fell by 7%, this fall was lower than the 8.4% drop across England. New projects funded through foreign direct investment rose by 11%, in contrast with the Core Cities where new projects fell on average by 10%. Levels of construction activity reached new highs across a range of sectors (notably office space, health, education and purpose-built student accommodation) and, in a first for Leeds, 5 'Build-to-Rent' residential units under construction. The city experienced one of its strongest years in office take-up with positive results not just for the city centre but also the out-of-town market. The number of overseas visitors coming to Leeds also grew, the city's popularity moving it up from 15th to 12th in the list of 'top towns' to visit in the country.

Last year the council helped more than 5,000 people into work, lower than the year before and below target, but with some real successes with more disadvantaged people: for example, the council supported 7,010 people to improve their skills via accredited or non-accredited courses

during 2018/19, 80% of whom were from Leeds' disadvantaged communities. The council works closely with a range of partners in these areas: in a joint project with Leeds BID and Landsec, we launched the new Ambition: Leeds Academy this year, delivering bespoke retail and hospitality training; and we helped deliver a successful Leeds Apprenticeship Recruitment Fair, featuring 134 exhibitors and attended by 6,000 visitors. Such initiatives contribute to the increase in the proportion of Leeds' working age population with at least a Level 4 educational qualification: between 2017 and 2018 this went up by 1.7% (more than 12,000 people), double the national year-on-year increase. *(For more on tackling poverty, please see the 'Safe, Strong Communities' priority below.)*

Best City Priority: Health & Wellbeing

What we set out to do in our 2018/19 Best Council Plan

The vision set out in the Leeds Health and Wellbeing Strategy is that we will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest. This will enable us to become the best city for health and wellbeing. By supporting healthy lifestyles, working with communities and targeting support in the most deprived areas we can reduce premature mortality and avoidable illnesses and increase overall health and wellbeing. This vision is underpinned by a strong commitment to partnership working across health and care services and recognises that health and wellbeing start with people: our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; and the environment we create to live together all have a profound impact on the health and wellbeing of our citizens.

Helping people to be independent, live in dignity and enjoy long, happy, healthy and active lives is at the heart of Leeds' ambition to be a compassionate city with a strong economy. Our Leeds Health and Care Plan outlines how we will support people to access the right care at the right time. This is part of our 'Leeds Left Shift' approach, which describes how we are supporting a prevention-based approach and designing stronger community / third sector, primary care and mental health services. This approach frees up our social care, urgent care and hospital services to more effectively manage the people that need additional support and/or urgent and emergency care.

How did Leeds perform in 2018/19

Partnership working

We use an integrated partnership approach as 'Team Leeds' to drive improvements across the health and care system, exemplified by our newly developed Local Partnerships that bring together health and social care workers together with the third sector, housing officers and employment advisors. Our work with the Leeds Academic Health Partnership (LAHP) continues to strengthen the relationship between the city, health system and academic community. The LAHP has supported a range of projects, one of these being the new Leeds Health and Care Academy that will transform the education and training of the 57,000 health and care staff in Leeds. Through our role in the West Yorkshire and Harrogate Health and Care Partnership we succeeded in attracting both innovation and investment to Leeds, including £13m to build a Child and Adolescent Mental Health Unit that will shorten waiting times and help young people get specialist help closer to home, and a share of the extra £70m the Partnership attracted to new programmes on cancer, mental health, diabetes and urgent care.

Population health and wellbeing

A range of successful programmes and initiatives were delivered during the year aimed at helping people become more active, more often, many focused on reducing inactivity through encouraging increased participation, particularly among underrepresented groups. The number and percentage of people in Leeds classed as inactive fell from 2017 to 2018, ranking Leeds second after Bristol among the Core Cities, with a corresponding increase in the 'active' figures. In October 2018 the

council-commissioned One You Leeds (OYL) marked its first birthday as an integrated healthy living service for Leeds residents: more than 60% of referrals to the new service have been for people living in the more deprived areas of the city. Earlier this year Leeds received widespread media coverage for its success in tackling childhood obesity through a long-term city strategy, supported by programmes such as Henry (Health, Exercise, Nutrition for the Really Young): an independent review found that the prevalence of obesity among children entering primary school fell significantly between 2009/10 and 2016/17, with the biggest reduction among the most deprived children, bucking national trends.

The infant mortality rate has improved in Leeds, with a slight narrowing of the deprivation gap, but the most recent results for 'avoidable years of life lost' have worsened and life expectancy at birth rates are below both regional and national averages. Suicide rates in Leeds have gone up in recent years with figures for 2015-17 (the most recent period for which data is available) higher than the other core cities and England as a whole; for 2017, the male/female ratio was around 5:1, in contrast with England's 3:1 ratio. The rate of teenage pregnancy in the city has levelled off (2015-17) but, as has been the case since 2003, remains higher than the England average. However, smoking prevalence continues to reduce and, after two years of increasing rates, the rate of alcohol-related admissions to hospital fell between 2016/17 and 2017/18 to a level below the regional average. Over 21,000 NHS health checks were completed in 2018/19, up by 5.7% on the previous year.

Adult social care

The national Adult Social Care Outcomes Framework (ASCOF) measures how well care and support services achieve the outcomes that matter most to people across a range of indicators. 2018/19 ASCOF data for Leeds is provisional and comparisons with regional and national performance figures are only available for 2017/18. Based on the provisional results, the headline 'quality of life' measure for people receiving adult social care services remains high (last year we ranked in the top quartile of local authorities across the country) with increases across a range of supporting measures, including: the overall satisfaction of people with their care and support; the proportion of people who had as much social contact as they like; the percentage of referrals resolved at initial point of contact or through accessing universal services; the percentage of people with learning disabilities in paid employment and living in their own home or with the family; and how safe people feel. Leeds continues to perform well for people who receive self-directed support, the proportion of carers receiving self-directed support and carers receiving direct payments; however, performance has fallen for direct payments to people and so this remains an area for improvement.

Rates of permanent admissions to residential and nursing care homes for adults over 65 continue to fall (though there has been a slight increase in the 18-64 age range) with linked good performance in levels of short-term support from hospital provided, expanded community support through Leeds' in-house providers and Shared Lives service with increasing use of asset-based community development and asset-based approaches, and ongoing improvements to reablement services. These measures have contributed to a positive fall in the overall delayed transfers of care from hospital, with a significant improvement in those cases attributable just to adult social care. The Care Quality team is now well established and continues to actively identify and support those care homes that need to improve.

A national survey of adult carers takes place in England every 2 years: the most recent 2018/19 survey found that overall carers' satisfaction with social services in Leeds fell but figures were up in terms of carers who find it easy to find information about services and those who had been included or consulted in discussion about the person they care for. A cross-city approach to supporting carers continued during the year with a key focus being on working carers. Further investment has also been made in offering short breaks to people with a significant caring responsibility and extra money to Carers Leeds to spend on those things that carers say would make a difference to them.

Best City Priority: Child-Friendly City

What we set out to do in our 2018/19 Best Council Plan

Through our aspiration to be a child-friendly city, we are making a real difference in the lives of children, young people and their families. More children in Leeds are now safe and secure in their families; children and young people have greater voice and influence; and an increasing number are achieving good outcomes, including making good progress in their learning. This is an ongoing journey: we need to maintain this progress by continuing to put children and young people at the heart of the council's policies and partnership working, staying focused on keeping children safe, and working collectively to ensure that families receive the support they need. Our aim is to ensure that the needs of vulnerable children, young people and families who experience inequality of opportunity or outcomes are identified and responded to as soon as possible. Challenging child poverty is at the centre of the Children and Young People's Plan whilst the supporting Triple A Strategy (focusing on attendance, achievement and attainment) aims to ensure that all children – including those affected by child poverty – have the opportunity to reach their potential.

How did Leeds perform in 2018/19

The council received an 'outstanding' overall rating from Ofsted under its new inspection framework, with inspectors noting that, "Substantial progress has been made in delivering the vision to make Leeds a child-friendly city". Shortly after the inspection we won two Children & Young People Now awards – one for social work recruitment and professional development, another for play – and were shortlisted in three other categories. Fewer children in Leeds were subject to a child protection plan at the end of the year compared to the start and over the last eight years, the city has safely and appropriately reduced the number of children looked after, bucking the national trend. As with the picture nationally, the number of children and young people in Leeds living with an education, health or care plan has risen rapidly in recent years but the council continues to perform highly in issuing more than 97% of plans within the required timescale.

Leeds children overall make good progress in learning with Progress 8 scores remaining strong, though results from the 2017/18 academic year placed pupils behind national at the Early Years Foundation Stage and at Key Stage 2. School attendance figures compare well and authorised absence in Leeds schools is amongst the lowest in the country, but persistent absence and unauthorised absence remain a challenge. During the year the council, as part of a regional consortium, successfully bid for European Structural & Investment funding for work with NEET young people; effective tracking of this cohort remains a priority.

Children and young people themselves continue to grow their influence across the city: nearly 25,000 (36% of the youth population) voted in the 2018 Make Your Mark ballot which gives young people a say on what Members of Youth Parliament will debate in the House of Commons; more than 7,500 children voted in the 2018 Leeds Children's Mayor Elections; and the 2019 Child Friendly Leeds awards were successfully planned and delivered by the 'Dynamics' – a group of 13 young people.

Best City Priority: Safe, Strong Communities

What we set out to do in our 2018/19 Best Council Plan

As one of the fastest growing cities in the UK, where people of all ages and from many different backgrounds, cultures and beliefs live and work alongside each other, we want Leeds to be a place where people get on with one another and feel they are part of their local community. One of our key aims is to keep people safe from harm and protect the most vulnerable by tackling crime and anti-social behaviour, promoting community respect and resilience, and helping people out of financial hardship. Central to our ambition is a place-based, integrated approach to service delivery, combined with a focus on tackling poverty and reducing inequality in our poorest

neighbourhoods. To achieve this, we need strong local leadership that encourages conversations within communities and empowers them to resolve problems and conflict themselves; raises aspirations for the future; creates better links to both social and economic opportunities; and improves the city's resilience to extremist narratives of all kinds. Through increasing engagement and participation we aim to reduce dependence on public services and build more resilient communities across the city – communities that are safe and welcoming to all.

How did Leeds perform in 2018/19

With around one fifth of all Leeds working residents estimated to earn below the Real Living Wage in 2018 and up to 70,000 adults affected by in-work poverty (after housing costs are deducted), tackling poverty and inequalities remains a long-term priority. Our approach to locality working and priority neighbourhoods was further developed with local partnership teams ('Core Teams') introduced, working with communities to increase community involvement and participation – one success being a drop of nearly 70% in anti-social behaviour in neighbourhoods that have been suffering particular challenges. A network of 35 Community Hubs are now in place in accessible locations within the most deprived areas of the city, bringing together a range of services under one roof with a focus on reducing financial hardship and helping people into work. Funding was secured to establish a Leeds-based NHS Northern Gambling Service, the service due to start providing services in September 2019, and, following the success of the first Beat the Odds campaign in 2017, we worked closely with the gambling industry to launch a second campaign, this time targeted at problem gamblers during last summer's football World Cup. Food poverty continues to be a concern for the city, latest figures showing a rise in the numbers of people accessing a foodbank and receiving meals from the Leeds Food Aid Network and Street Outreach Service; the council has worked closely with partners to help fund and provide a series of projects aimed at tackling holiday hunger, providing food alongside games and activities to help tackle social isolation and food insecurity amongst children during the school holidays. We spent £0.5 million on goods and services in 2018/19 through the local welfare support scheme, making discretionary housing payments to customers in receipt of housing benefit but whose housing benefit does not cover their rent in full, and provided welfare advice to more than 36,000 people. We worked closely with partner organisations to prepare for the 'full service' digital platform of Universal Credit which went live in October 2018.

Across the country and in Leeds there has been an increase in police-recorded crime, going up in Leeds by 10.3% from 2017/18 to 2018/19. Figures have also risen in Leeds for the number of domestic violence and abuse incidents reported to West Yorkshire police and the repeat victim rate. The number of reported anti-social behaviour incidents fell in Leeds by 10% but there has been a 25% increase in the number of reported hate incidents, two thirds of these categorised as race hate incidents. Though these figures are attributable in part to greater awareness and willingness to report, the council continues to work closely with police and other partners through Safer Leeds (the city's statutory Community Safety Partnership) to tackle these, and other elements of crime and disorder. Responses from Leeds' residents to the Office of the Police and Crime Commissioner's 'Your Views' survey in 2018/19 again compare favourably to the broader West Yorkshire position, Leeds scoring highest across the region for the level of confidence in local community safety partners. Our work on Prevent, part of the UK's CONTEST Strategy that aims to reduce the risks of terrorism, accelerated during the year: following a joint partnership day for statutory partners in July 2018, a comprehensive action plan for the city has been developed to mitigate identified threats; as co-chair with Luton Borough Council of the national Special Interest Group on Countering Extremism, we have helped develop and deliver a number of national seminars, sharing learning and building networks between local authorities across the country; more locally, we have continued to work with third sector partners to tackle all types of extremism through the Building a Stronger Britain Together programme.

We continue to pride ourselves on being a diversely rich and vibrant city that welcomes everyone. Contributing to this, in the past two years Leeds has successfully attracted over £1.6 million of

government funding for a number of migration projects, helping people to settle in Leeds and alleviating pressures on services and communities where there are higher levels of new migrants. Leeds also took part in co-ordinating community consultation activity on Windrush and has been elected alongside five other local authorities to take part in a pilot scheme to deliver support to victims of modern slavery.

Best City Priority: Housing

What we set out to do in our 2018/19 Best Council Plan

As a city, it is our ambition to provide enough good quality and accessible homes to meet the needs of our growing and ageing population. This ambition brings considerable challenges, such as: increasing the supply of affordable housing; reducing fuel poverty amongst our poorest communities; tackling homelessness; and meeting the housing needs of older residents. We are working closely with our partners to improve the quality of existing housing and regenerate neighbourhoods, to secure housing growth with a good mix of sizes and tenure types, to bring empty homes back into use and to create more energy efficient homes for the future. We are also setting the standard through our work to prevent households becoming homeless or, when that is not possible, to ensure that the transition to alternative, suitable accommodation is as smooth and as speedy as possible.

How did Leeds perform in 2018/19

The number of newly built and converted homes delivered during the year was Leeds' best result since 2012 and the number of student accommodation bedspaces under construction at the end of 2018 was nearly quadruple the annual average since 2007. The number of affordable homes delivered was a significant improvement on the previous year but below the amount needed to reduce an historical under-provision. The average re-let time of council homes has continued to improve, as has the number of untenanted void properties which remains below the 1% target. Following government's change to funding regulations in October 2018, we are expanding our programme of council housebuilding from 2019/20 onwards: 69 new council homes were built during 2018/19 and we are aiming to deliver 300 more per year in future. 6 new Extra Care schemes are now in progress across the city, helping people to live at home longer, and we have introduced a 'Homeshare' scheme, which matches someone who needs help to live independently in their own home (Homeowner) with someone who has a housing need (Homesharer). We have also worked with housing providers to influence the development of 45 new units of housing to meet the environmental needs of adults with learning disabilities and/or autism. The percentage of housing adaptations completed by Housing Leeds within target timescales in both private and public sector homes has fallen and remains below the government target of 95%.

Results for the council's 2018/19 housing tenants (STAR) survey were generally positive. The headline result of overall satisfaction level for General Needs Tenants remained the same at 76% with increases in all tenants (General Needs, Retirement Life Scheme and High Rise) being satisfied with the overall quality of the home, overall appearance of the neighbourhood and perception of Housing Leeds. Tenants also responded that their top priorities remain repairs and maintenance and overall quality of the home. The percentage of responsive repairs completed right first time remained consistently high and above the 90.5% target throughout 2018/19, and though carrying out such repairs within timescale was below the 99% target, the direction of travel is positive. The percentage of council homes meeting the decency standard increased over the year, standing at 93.19% in March 2019. The percentage of council housing complaints responded to within timescales remains an area for improvement but positive progress was made towards the end of the year.

The introduction of the Homelessness Reduction Act in April 2018 means that local housing authorities have more responsibility to take reasonable steps to help prevent any eligible person

who is at risk of homelessness from becoming homeless. In relation to the percentage of cases where homelessness has been prevented or relieved, Leeds' monthly performance consistently remained above the service standard of 80%. The council's homeless advice service, Leeds Housing Options, deals with around 15,000 households per year and in 2018/19 helped almost 1,000 cases avert the threat of homelessness. Unlike most comparable councils, Leeds has not made use of bed and breakfast accommodation for the last five years.

Best City Priority: Sustainable Infrastructure¹

What we set out to do in our 2018/19 Best Council Plan

Like other growing cities, Leeds faces a number of significant challenges, including improving air quality, linking people to services and employment, and increasing the numbers of people choosing public transport. Congestion and disruption on busy road and rail routes remain long standing issues, causing delays to journey time and contributing to air quality problems. A strategic approach to planning, funding and delivering an improved, sustainable infrastructure for Leeds will help us support this growth. An integral part of this priority is our desire for Leeds to be a 'green city' in which to live, work and visit. Working with partners to reduce carbon emissions will bring about benefits through cleaner air and more affordable warmth. Whilst Leeds has successfully reduced its carbon emissions by over a third in line with global agreements, there's still lots more work to be done to reach our longer term target. Technology will make homes and businesses more energy efficient, deliver more sustainable transport, help reduce waste and recycle more and give the city greater energy security. New jobs and apprenticeships can be created in the environmental arena.

How did Leeds perform in 2018/19

On 27 March 2019 the council declared a climate emergency, setting out a commitment to make the city carbon neutral by 2030 and, over time, to embed sustainability into all its decision making. We have continued to make good progress during 2018/19, working with partners across all sectors on a range of initiatives such as the Leeds PIPES district heating network which is being rolled out across the city centre sooner than anticipated, and the Warmth for Wellbeing Scheme that has supported more than 1,500 vulnerable and low income households since October 2018, contributing to a year-on-year improvement in the number of households in Leeds in fuel poverty, though the city remains behind the regional and national averages. Following public consultation, the council approved a scheme to replace around 86,000 street lights with LED bulbs over 4 years and a number of schools have also moved to LED lighting, delivering both CO₂ and financial savings. Recycling performance is slightly above that achieved last year, provisionally standing at 38.71%, but remaining below our target of 46.1%.

In regards to transport, in January 2019 government approved the Leeds Clean Air Charging Zone and awarded £29m to support the required infrastructure and business transition to compliant vehicles. The council has continued its own programme to replace its entire fleet with ultra-low emission vehicles by 2025, winning a number of transport industry awards in 2018/19. The percentage of journeys into the city centre using more sustainable transport has risen again through a combination of more people walking, cycling, travelling by bus or by train with the CityConnect Cycle Superhighway and the city's park and ride sites continuing to grow in popularity. December 2018 saw these sites celebrate their two millionth passenger journey and 97% of customers surveyed across the two sites at Elland Road and Temple Green said that they would recommend park and ride to others. The number of people killed or seriously injured from road traffic accidents remains a concern though, with figures rising between 2017 and 2018, including the number of fatalities and so work continues to develop and deliver a range of road safety measures.

¹ This priority was referred to as '21st Century Infrastructure' in the 2018/19 Best Council Plan. It has since been revised to 'Sustainable Infrastructure' for the updated Best Council Plan 2019/20 – 2020/21.

Significant investment and work to redevelop Leeds Station continues in preparation for a forecast doubling of train passenger numbers over the next 30 years and in readiness for High Speed 2 and 3 rail networks. As Leeds City Council Leader Judith Blake commented, “The evidence for HS2’s economic and social benefits is irrefutable. It will help rebalance the UK, pump millions of pounds of investment into local economies and is already supporting 9000 jobs. It is the largest infrastructure project in Europe and should be seen as a statement of UK ambition that will pay for itself many times over in terms of increased productivity.”

More than 3,000 residential and 500 commercial properties were moved to a lower level of flood risk between 2017 and 2018 and the innovative moveable weir on the River Aire (part of Phase 1 of the Flood Alleviation Scheme) was used for the first time in March 2019; Phase 2 is now underway alongside local schemes. Investment in full fibre broadband accelerated over the past year with the Full Fibre Network Programme aiming to make Leeds the largest Gigabit and 5G-capable city outside of London, boosting investment and closing the digital/social divide in some of the city’s poorest areas. Our ‘100% Digital Leeds’ initiative is helping to make sure everyone in the city has the digital skills they need with free Wi-Fi in libraries and a tablet lending scheme in inner city communities amongst our successes.

Best City Priority: Culture

What we set out to do in our 2018/19 Best Council Plan

We believe that culture can make a positive contribution to the city’s confidence, profile, economy and wider community cohesion, an ambition that underpins the Leeds Culture Strategy. Since the city’s bid to be the European Capital of Culture came to an end, Leeds has forged ahead with its plans to host an alternative year-long celebration of culture in 2023. Although no longer a European event, this festival of culture will continue to have a strong international focus and will celebrate the diverse cultures from across the globe to be found in Leeds. Our aims are to ensure that culture can be created and experienced by anyone, to enhance the image of Leeds as a location for major events and attractions and maintain quality accreditations for our day-to-day services such as council-run attractions, parks and green spaces.

How did Leeds perform in 2018/19

2018/19 was another year of cultural success for Leeds, reflected by Leeds winning the prestigious EUROCITIES prize for Co-operation and securing the hosting of the EUROCITIES Culture Forum this October. The city once again delivered a wide range of cultural events which were enjoyed by thousands of people, families and communities: well-established events such as the Leeds West Indian Carnival, Leeds Pride and Light Night sat well alongside newer offerings such as the historic Armistice 100th anniversary commemorations. The Leeds Cultural Education Partnership was established with an objective to ensure that culture remains a key feature within education and can be enjoyed by anyone, regardless of their background; and in March 2019, the first annual City Music Forum was held, bringing people together to help develop and deliver a city-wide music strategy.

The council maintains the city’s parks, several of which were recognised as some of the best green spaces in the UK and awarded Green Flag status, an accreditation that recognises high environmental standards, excellent visitor facilities and a beautifully maintained environment. Leeds also retained its prestigious Purple Flag status for a third successive year, a benchmark for good night time destinations, acknowledgement of the positive and joined-up partnership approach taken and initiatives such as the council’s introduction of a dedicated Street Support Team.

Leeds Museums and Galleries remains the largest local authority-run museum service in England and 2018/19 saw the service welcome a record number of visitors: 1.7m across its nine sites; all nine have this year maintained their accreditation with the Arts Council UK Accreditation scheme. In

October 2018 Leeds City Museum won the national Kids in Museums Family Friendly Museum of the Year award: an annual award based on public nominations, this is awarded to one museum, gallery, historic home or heritage site that has made outstanding efforts to welcome children and families and respond to their feedback. These successes are helping to build and maintain momentum for our 2023 year-long celebrations.

Best Council Ambition: Efficient and Enterprising Organisation

What we set out to do in our 2018/19 Best Council Plan

Our journey to become a more efficient and enterprising organisation centres on a programme of organisational cultural change. This is aimed at making the best use of resources within the council and strengthening our leverage, influence and partnerships across the city, the region, and nationally. To date, we have responded to the financial challenges facing local government and been able to balance the budget each year, protecting front-line services and avoiding large-scale compulsory redundancies. This has been achieved by stimulating good economic growth, creatively managing demand for services, increasing trading and commercial income, growing council tax from new properties and a significant range of organisational efficiencies. These efforts will continue.

We remain confident we can deliver our Best Council Plan priorities through investing in our staff's wellbeing as well as skills, helping them perform at their very best. We encourage a 'can do' culture across the organisation where people feel more confident and empowered. This aims to eliminate barriers, celebrate differences and create a workforce more representative of our communities. Underpinning everything we do – our policies, strategies, processes, communications and resilience – and how we work are our values. They provide a reference point for staff on how they are expected to behave and what they, and our customers and partners, can expect from us.

How did Leeds City Council perform in 2018/19

We maintained our focus during the year on looking hard at what we do and how we do it as part of our ongoing journey to become a more efficient and energising organisation, carrying out a range of activities to help deliver our medium-term financial strategy and maintaining a high level of day-to-day service performance. Together with inflationary and other pressures on spending, 2018/19 was another year of significant financial challenges and uncertainties, but once again, we delivered our services within a balanced budget. Our council tax and business rates income collection rates remained high and though rent collection across council housing slightly fell compared to 2017/18, it is a positive position given the significant increase in the numbers of tenants moving to Universal Credit since October 2018. We also increased the proportion of invoices we pay promptly to suppliers, up by 5% and exceeding the target of 92%. Flavour and PRESTO, the council's commercial services for catering and home cleaning/companionship, grew their number of customers and we expanded our offer, introducing home gardening and window cleaning services. Our Changing the Workplace programme continued, improving staff's working environments and delivering better services for customers. The programme has led to significant savings too through the release of buildings (13 since 2016 at a cost saving of £8.6m) and recycling furniture and other assets.

The council has operated a voluntary retirement and severance scheme since 2010/11 which has generated savings and contributed to a reduction in the workforce: as at the end of March 2019, the council employed 12,636 full-time equivalent members of staff, down from 15,000 in 2010. As part of our overall approach to recruit and retain a skilled and diverse workforce for the future, we have increased the number of apprentices employed to 636, above our target of 2.3% of the workforce and across a range of roles, including childcare, healthcare, craft roles, civil engineering, finance, legal and leadership and management. Work is underway to explore what more can be done to engage communities and offer opportunities to priority groups to increase diversity. We remain committed to paying our staff in line with the Leeds City Council minimum wage, which is above the Real Living Wage. During 2018/19 we carried on working in readiness for implementing a pay award and new pay scales from 1st April 2019: a key feature of this revised pay structure is ensuring that

our lowest paid employees transfer to a minimum pay rate of £9.18 per hour – an investment that will be of particular benefit to our female members of staff in jobs like school catering and cleaning, thereby helping to close the gender pay gap. Though there is more to be done, the gap closed by 2% between 31st March 2018 and 2019.

We recognise the importance of looking after our staff to make sure they are safe and well, both for their own physical and mental health and wellbeing but also to deliver better services and outcomes for the people of Leeds. In February 2019, in recognition of this, the Best Council ambition was updated to become ‘An Efficient, Enterprising **and Healthy** Organisation’. Our average staff sickness level in 2018/19 fell slightly from the year before but remains above the 8.5 days target. The highest cause of absence is mental health and so we have expanded the support we offer in this area, including increasing mental health first aid training throughout the organisation. Support for staff is also provided through our range of staff networks which help promote increased understanding and awareness around their themes (Disability and Wellbeing; Healthy Minds; LGBT+; Women’s Voice; Carers; Early Careers) and also support ongoing improvement in our organisational development and cultural change work. Our staff appraisal figures present a mixed picture: 93% of staff had a mid-year appraisal, down from 96% in 2017/18, but our year-end appraisal figures went up from 96% to 98%. These figures show there is more to do if we are to hit our 100% target.

Telephone performance declined during the year in our Contact Centre: 84% of calls answered with an average wait time of over 6 minutes, against a target of 90% and with an average wait (of all calls answered) of less than 3 minutes. We are continuing to focus on addressing ‘avoidable contact’ and developing our online self-service options. The proportion of customers using self-service went up by 5% over the year and to help increase this further, we engaged with customer to find out more about how they interact with us digitally. In 2018/19 our IT systems availability again exceeded the target of 99% across the c. 600 business applications supported. We also carried out a major programme of work to ensure compliance with the requirements of the government’s Public Services Network (PSN), a network which helps public sector organisations work together, reduce duplication and share resources and were awarded PSN accreditation in July 2018.

We continued to keep data held on the council’s network secure and available with additional work carried out in readiness for the introduction in May 2018 of the General Data Protection Regulations (GDPR) and the Data Protection Act, the most significant developments to data protection law for a decade. The number of statutory requests for information went up following the introduction of GDPR which has impacted on our response times within the timescale specified by legislation though remaining in both cases above 90%.

Like any other major city, Leeds can suffer disruption caused by a major incident or emergency and the council works hard with partner agencies, businesses and communities to build resilience. Along with dealing with a major gas leak and other incidents affecting the city’s road network in 2018/19, we have continued to prepare for the UK’s withdrawal from the EU, developing contingency plans for a range of scenarios. Our Chief Executive, Tom Riordan, was also appointed by government in February 2019 as part of a network of nine local authority chief executives across England tasked with engaging with other councils in their regions on preparations. The council’s own continued preparations centre on a strategic response plan which has been put together to provide a framework to deal with the uncertainty in the build up to and the response phase after the UK’s exit. The response plan can be scaled up or down depending on the nature of the UK’s final exit from the EU. More information can be found in a series of reports considered by our Executive Board, most recently on 4 September 2019 (report available [here](#)).



Appendix 1: Performance data in full

Best City Priority: Inclusive Growth

What we set out to do in our 2018/19 Best Council Plan

Despite the continued economic success of our city, Leeds contains some of the most disadvantaged wards in the country and so our ambition remains to tackle the poverty and inequalities impacting upon so many. Launched in 2018, our Inclusive Growth Strategy is a plan for delivering an economy that benefits all Leeds' citizens and communities, supporting everyone to reach their full potential and benefit from the prosperity of the growing city. Inclusive Growth rejects the idea that wealth will 'trickle down' the economy and instead favours direct approaches to stimulating growth that promote fairness, address distributional issues and ultimately reduce inequality. The Strategy has been endorsed by our partners, with many setting out their own pledges to help us deliver our aims.

How did Leeds perform in 2018/19 (based on latest available data)

- In terms of economic output (Gross Value Added – the total value of goods produced and services provided), the **Leeds economy** grew from £22.55bn in 2016 to £23.25bn in 2017, a rise of 3.1%. Though slightly less than the average national growth of 3.6% for the same period, compared with other major cities and conurbations outside London, Leeds' GVA is exceeded only by Birmingham (£28.1bn). *[Source: ONS Regional GVA (Balanced by local authority), released December 2018. NB: 2017 figures are the most recent available and are provisional]*. Looking at GVA per person, Leeds is the largest centre of economic activity in the Yorkshire and Humber region: the GVA (balanced) per head in 2017 was £29,626, above the England average of £28,096 and the UK average of £27,555.
- **Productivity**, however, continues to be a challenge. A key area for concern is the 'hollowing-out' of skilled and semi-skilled occupations, traditionally in the manufacturing sector, but increasing across a wider range of sectors. Although Leeds produces a range of highly skilled jobs, recent employment and output growth has seen a rise in 'lower productivity' sectors such as consumer-services and this continues to impact on growth and productivity.
- The city continues to experience a **strong labour market**, as measured by the economically active population, with 78.4% (around 418,000 people) defined as economically active (16-64 year-olds) during 2018/19, up 1.6% from 76.8% in 2017/18. This is 1.1% above the results for the region (77.3%) but slightly down on the UK rate (78.7%). *[Source: ONS Annual Population Survey, data relating to April 2018 to March 2019, from Nomis 15/8/19]*.
- Once again, the number of **people working in the private sector** in Leeds went up, increasing by 3.8% from 363,400 (2016) to 377,200 (2017 – provisional). When compared to the other UK core cities², Leeds has the highest percentage of private sector employment as a proportion of all employment (83%). Considering the number of employees in both the public and private sectors outside of London, Leeds ranked 1st for these sectors: Digital; Export Intensive; Creative; Construction; Information and Communication; Finance and Business Services; and Business Administration and Support. *[Source: ONS UK Business Register and Employment Survey (BRES); provisional results 2017]*.
- Last year the council helped 5,127 **people into work**, 93% of the 5,500 target and below the 2017/18 figure of 5,624. Half of those helped during 2018/19 were through the Jobshops, and

² Core Cities UK is a partnership of ten city councils (Birmingham, Bristol, Cardiff, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield) with a wide range of shared interests encompassing transport and connectivity, innovation and business support, skills and employment, sustainable communities, culture and creative industries, climate change, finance and industry, and governance. Leeds City Council's Leader, Councillor Blake, currently chairs the Core Cities Cabinet, comprising the Leaders of each member local authority.



over 1,000 through Adult Learning – at the end of March 2019 there were around 5,000 enrolments on 1,237 courses at 154 venues across the city. 220 of the hardest to reach Leeds residents were helped into work since April 2018 through STEP (Skills, Training and Employment Pathways) and 283 customers gained employment via the Personal Work Support Package – exceeding the target of 200 by 42%. In March 2019, the first direct Arena hosted the Leeds Apprenticeship Recruitment Fair: 134 exhibitors, 400 live vacancies and 6,000 visitors helped to make this a success, with 98% of those surveyed saying they would recommend the fair to others and 95% that they are more likely to start an apprenticeship having attended the event.

- 7,010 people were supported to **improve their skills** via accredited or non-accredited courses during 2018/19 (provisional figures), exceeding the target of 7,000 set by the Education & Skills Funding Agency (ESFA). 8 in 10 of those supported were from Leeds' disadvantaged communities. Support is largely through the Adult Learning Programme which actively targets learners who are: low skilled; have no or low level qualifications; are living in poverty; unemployed, workless or vulnerable to social exclusion; and individuals facing specific and often multiple barriers and disadvantage, such as adults with learning difficulties and/or disabilities, those with mental ill health and people who are vulnerably housed. The government recently announced that those working but earning less than £16k annually would be eligible to access provision at no cost.
- In response to direct demand from retailers looking for skilled recruits to join their workforce, in October 2018 a retail and hospitality training academy was launched in Leeds. The **Ambition: Leeds Academy**, a joint project between the council, Leeds BID and Landsec, delivers bespoke training courses, qualifications and masterclasses by some of the region's most respected education partners. In its first three months, the academy supported over 250 businesses and 500 individuals with a wide range of skills to improve the sector.
- The proportion of Leeds' working age population (WAP) with at least a **Level 4 educational qualification** once again increased, going up by 1.7% between 2017 and 2018, from 36.5% (185,500 people) to 38.2% (197,600 people). This was higher than the regional (0.3%) and national (0.8% across Great Britain) year-on-year increases. When comparing the 2018 rates, Leeds fared well in comparison to the Yorkshire and Humber average of 33.3%, though below the national average of 39.3%. Level 4 qualifications include higher education certificates, higher apprenticeships and higher national certificates as well as level 4 awards, certificates, diplomas and NVQs. *[Source: ONS Annual Population Survey, Jan-Dec 2018 figures released April 2019]*
- The annual **#InLeeds Day** held in February 2019 promoted Leeds as a career destination to 60 undergraduates. Delivered in partnership with Ahead, the University of Leeds, Leeds Beckett and Leeds Trinity Universities, it showcased 11 Leeds-based employers. Following workplace visits, students presented their findings and recommendations on attracting and retaining graduate talent and ensuring the health and wellbeing of their workforce. The University of Leeds, supported by the council's Employment and Skills Service, has also been shortlisted in the Institute of Student Employers Awards 2019 in the category of 'Outstanding University Partnership with an Employer and/or Supplier'.
- Leeds continues to buck the trend in **Foreign Direct Investment (FDI)** which has been a real success story for the city in recent years. According to the 2018 EY Attractiveness Survey, Leeds had a strong year with 21 new projects, a rise of 11% compared to 2017. This compares favourably against the other Core Cities, where new projects fell by 10% overall for the same period, making Leeds the third best performing UK city outside of London, up from fifth position in 2017.
- On 31st October 2018, **Channel 4** announced that Leeds would be the new location of their new national headquarters, including a new Channel 4 Digital Creative Unit and a new major Channel



4 news hub. This represents a significant success for Leeds and the wider city region as a national public service broadcaster relocates to the city, creating opportunities for new local jobs, opportunities for young people and to enhance the diversity of the TV/ Film sector. Every major city outside of London in the country participated in the bidding process to secure the new headquarters, and Leeds was one of only three locations, along with Birmingham and Greater Manchester, to be shortlisted.

- Between 1st April 2018 and 31st March 2019, the level of **business rates** payable across the city (gross of appeals, discounts and reliefs) went up from £433m to £445m, an increase of 2.7%, reflecting the gains and losses to the rating list. This is a good indication not just of economic growth in Leeds but is also important in terms of that growth directly benefiting the city through the changes in the level of business rates retained in the local authority area. As part of a successful pilot bid made by the Leeds City Region (LCR) Business Rates pool, Leeds City Council was able to keep 100% business rates retention in 2018/19, an increase from the 50% previously allowed. During the year, the council was part of a successful joint bid with the LCR and North Yorkshire County Council and Districts to retain 75% of additional growth in business rates for 2019/20. As a result the council will become a member of the new North and West Yorkshire Business Rates Pool and will act as its lead authority. *[Source: 2019/20 Revenue Budget and Council Tax Report to Leeds' Full Council 27/02/19]*
- The number of **new business start-ups** in Leeds is slightly lower than reported last year. In 2018, there were 4,277 business start-ups, 322 (7%) fewer than in 2017 but comparing favourably with the national picture where the growth in start-ups across England fell by 8.4%. Leeds is ranked 134 out of the 326 English districts, a fall in ranking from 116 in 2017. *[Source: BankSearch, which compiles information from Companies House and High Street business bank account opening data].*
- Levels of **construction activity** across Leeds reached new highs during 2018, according to the latest Leeds Crane Survey published annually by Deloitte's: 21 new starts, 15 completions, over 800,000 square feet of office space under construction and almost 600,000 square feet completed. Health, education and purpose-built student accommodation also boomed: nearly 750,000 square feet of health and education floor space under construction (including the new Leeds City College Campus at Quarry Hill and the £40m Nexus research and innovation hub at the University of Leeds), plus 2,768 student accommodation units – well above the annual average of just over 700 units since 2007. Residential development saw 3 new starts, with 5 of the developments under construction 'Build-to-Rent' units – a first for Leeds. Numbers 7 and 8 Wellington Place were completed, creating a new government hub for NHS Digital and HMRC. Nolan Tucker, director at Deloitte Real Estate in Leeds, described this investment as, "establishing the perfect environment to support significant economic growth". *[Source: 'Leeds Crane Survey 2019' (Deloitte Real Estate)]*
- Leeds recorded one of its strongest years in **office take-up** in 2018: in the city centre, occupier take-up was 663,000 square feet, consistent with the 5-year average (667,000 square feet) and 18% above the 10-year average (561,000 square feet). Results for the out-of-town market (which includes Kirkstall Forge, Thorpe Park and the White Rose Office Park) were also positive, with a take-up of nearly 400,000 square feet, 24% higher than 2017. *[Source: Leeds Office Agents' Forum].*
- Leeds' popularity with **overseas visitors** remained high, numbers going up from 294,000 visits in 2017 to 344,000 in 2018, ranking Leeds as the 12th 'top town' to visit (up from 15th in 2017). *[Source: ONS International Passenger Survey 2018, final data published 24 May 2019]* Passenger numbers at Leeds Bradford Airport are set to increase in the future following approval in December 2018 to expand the airport's terminal building; construction is now underway.



- Leeds was voted the 4th most popular UK **conference destination** (up from 7th the previous year) amongst the domestic, corporate and association market in the British Meeting and Events Industry Survey 2019. The city comfortably competes with other conference destinations, many of which have dedicated, large scale conference facilities including London, Manchester and Birmingham.



Best City Priority: Health & Wellbeing

What we set out to do in our 2018/19 Best Council Plan

The vision set out in the Leeds Health and Wellbeing Strategy is that we will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest. This will enable us to become the best city for health and wellbeing. By supporting healthy lifestyles, working with communities and targeting support in the most deprived areas we can reduce premature mortality and avoidable illnesses and increase overall health and wellbeing. This vision is underpinned by a strong commitment to partnership working across health and care services and recognises that health and wellbeing start with people: our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; and the environment we create to live together all have a profound impact on the health and wellbeing of our citizens.

Helping people to be independent, live in dignity and enjoy long, happy, healthy and active lives is at the heart of Leeds' ambition to be a compassionate city with a strong economy. Our Leeds Health and Care Plan outlines how we will support people to access the right care at the right time. This is part of our 'Leeds Left Shift' approach, which describes how we are supporting a prevention-based approach and designing stronger community / third sector, primary care and mental health services. This approach frees up our social care, urgent care and hospital services to more effectively manage the people that need additional support and/or urgent and emergency care.

How did Leeds perform in 2018/19 (based on latest available data)

Partnership working

- We use an integrated partnership approach as **'Team Leeds'** to drive improvements across the health and care system. This involves creating the conditions for people of all ages to thrive by integrating health with economic development, employment, housing and communities. Our newly developed Local Care Partnerships that bring together GPs, nursing teams and social workers together with the third sector, housing officers and employment advisors exemplify this approach.
- Our work with the **Leeds Academic Health Partnership (LAHP)** has deepened the relationship between the city, health system and the academic community. We have promoted an approach rooted in 'innovation through collaboration' that has helped us consolidate our position as the most forward-thinking health and care system in the country. The LAHP has supported projects on health technology, digital, personalisation, genomics and cancer. One of these is the new Leeds Health and Care Academy that will help us deliver our priorities by transforming the education and training of the 57,000 health and care staff in Leeds. It will also support our plans to 'grow our own' workforce by working with schools and colleges across the city and in priority neighbourhoods. An innovative 'Lead to Succeed' programme for aspiring/newly registered managers has also been developed and work is underway to develop provider awards, the first event due to take place in April 2020 aimed at helping to recognise excellence across the sector.
- Leeds maintained a pivotal role in the **West Yorkshire and Harrogate Health and Care Partnership** in 2018/19 and succeeded in attracting both innovation and investment to Leeds. As a council, we are uniquely placed to drive integration between health and social care but also to act on many of the factors that promote good health for everyone: access to green space, decent housing and the kind of inclusive growth that expands employment and opportunity. Working in collaboration at this level also helps to drive the regional health economy, ensuring that the benefits of innovation are shared across all our communities. In 2018/19 through working as an Integrated Care System, Leeds succeeded in attracting a range of funding: £13m to build a much needed Child and Adolescent Mental Health Unit that will shorten waiting times and help young people get specialist help closer to home; £25m for investment in Laboratory



Information Management Systems, including Scan for Safety to increase data accuracy and reliability and saving lives by helping people get from diagnosis to treatment more quickly; and over £2m in additional monies to help deliver the Leeds Plan. Leeds residents also benefited from a substantial share of the extra £70m that the Partnership attracted to new programmes on cancer, mental health, diabetes and urgent care.

- Within Health and Wellbeing transformation, and working across directorates within the council, we are increasingly using **Asset-Based Community Development (ABCD)** and asset-based approaches. Asset-Based Community Development and asset-based approaches begin by finding out what the people living in a community care enough about to work on together to change, develop and/or sustain. ABCD recognises and celebrates the uniqueness of neighbourhoods and the interdependencies of communities. Key to the approach is finding and recognising the assets of an area; these can be anything that can be used to benefit the local community. They will be different in every area, but whatever they are, these community assets are the key building blocks of sustainable community building efforts. The assumption is that, given the tools and the opportunity, small groups of local residents can change the things that they believe need changing in their community better than anyone else. ABCD and asset-based approaches are about building sustainable communities, building connections between people that live in the area so that people can take action on things that are important to them.
- The council continues to invest in a significant amount of Third Sector services which help people have social contact and practical support to tackle loneliness and isolation and maintain their independence. This includes an additional £564K investment into the city's **Neighbourhood Networks** which provide services to support older people living in their own homes for as long as possible. The Networks, which are governed by local people who represent their communities, serve around 20,000 older people across the city. Services provided by the networks include luncheon clubs, dementia cafes, gardening, shopping, befriending, money advice, advocacy and a wide range of leisure and fitness activities. The Networks help reduce pressures on statutory health and care services, as well as enabling local people to get involved in using community assets in ways local people want. In 2018 the Neighbourhood Networks schemes were awarded funding for five years (just over £3m per year, over £15 million in total) to continue their work.

Population health and wellbeing

- Leeds aims to be the most active big city in England and we want to encourage and support people at every age to become **more active, more often**, resulting in improved physical and mental wellbeing. Active Leeds, Public Health and Health Partnerships have been working together to develop a **Physical Activity Social Movement and Ambition** which will support this aim. In order to shape the Social Movement Campaign and future ambition, a new engagement plan has been launched called Get Set Leeds which encourages a city-wide conversation about physical activity. It is a chance for people to share ideas on what getting active means to them and what might support them to move more. Other council programmes and initiatives to increase physical activity include the growing Leeds Let's Get Active Community Scheme; improving Go Tri sessions take up; the Leeds Girl Can programme; promoting cycling and walking and an increase in health referrals in our health programmes, especially those targeting long-term health conditions. A number of these programmes focus primarily on reducing inactivity by expanding opportunities for people to participate, in particular among underrepresented groups such as women and girls, disabled people and those from deprived communities. The indicator is also a reflection of activities outside of the council's remit such as the growth of private sector provision (for example, the increase in budget gyms in Leeds) and work to engage with community groups and the third sector.
- In the 12 months to November 2018, the number and percentage of people in Leeds classed as **'inactive'** (carrying out less than 30 minutes of moderate activity per week) improved compared



to the previous year: at 143,900 people (22.7%), this is down by 1.86% (11,600 people) from the previous year and by 4.49% since 2015/16. This continues to reflect well against the England national average of 25.1% and ranks Leeds second highest after Bristol (18.3%) among the core cities in 2018. The number and percentage of **'active'** (carrying out at least 150 minutes of moderate activity per week) also rose, from 63.1% (399,700 people) in 2016/17 to 66.1% (419,500 people) in 2017/18, higher than the England averages (61.8% in 2016/17; 62.6% in 2017/18). [Source: Active Lives Survey Nov 2017 - Nov 2018, April 2019 release].

- In September 2018, Leeds City Council was the first local authority in Yorkshire to formally adopt the **Healthy Weight Declaration**. The declaration is a council commitment to promote healthy weight across all areas of the organisation with the aim of improving the health and wellbeing of the local population.
- In October 2018, the council-commissioned **One You Leeds (OYL)** completed its first year as an integrated healthy living service for Leeds residents, providing a range of free and personalised support – such as physical exercise activities, healthy eating support, weight management services and smoking cessation support – aimed at helping individuals make positive changes to their lifestyle and behaviour to improve their health and wellbeing. More than 60% of referrals to OYL have been for people living in the more deprived areas of Leeds. OYL's highlights during the past year included more than 1,550 people signing up for a weight management course and 200+ people taking part on the Move More programme. Linked to this, Public Health England's **Active 10 campaign** - encouraging a brisk 10 minute walk every day as a way of improving health – continued to be promoted across the city.
- Programmes such as Henry (Health, Exercise, Nutrition for the Really Young), which equip parents with the skills, knowledge and confidence to provide a healthy and active family environment, continue to help tackle the city's **childhood obesity** rates. Leeds received widespread media coverage earlier this year for its strategy in this area following the findings from an independent paper that analysed childhood obesity figures between 2009/10 and 2016/17. The report authors found that the prevalence of obesity among children entering primary school (aged 4-5 years) fell from 9.4% to 8.8%, representing a 6.4% drop in the proportion of obese children. The biggest reduction was among the most deprived children in reception, bucking national trends. For Year 6 children, they found that the prevalence of obesity remained the same in Leeds over this time period but increased in comparable cities and England; however, obesity increased among the most deprived children, up by 1.4% compared to 1.3% in comparable cities and 1% across England. [Source: 'Observational analysis of disparities in obesity in children in the UK: Has Leeds bucked the trend?' *Pediatric Obesity*, Volume 14, Issue 9. Authors: M. Rudolf, R. Perera, D. Swanston, J. Burberry, K. Roberts, S. Jebb] Looking at the 2017/18 academic year, the prevalence of obesity among children of Year 6 age in Leeds was 19.9%, below both the regional (20.6%) and England (20.1%) averages. At reception age, Leeds compares well against other local authorities in Yorkshire and Humber (9.5% in Leeds; 9.9% across the region) and matches the England average. [Source: *National Child Measurement Programme – England, 2017-18, published October 2018 NHS Digital*]
- Leeds has been selected as one of four national exemplar sites for **Population Health Management**. A development programme began in January 2019 which tested new models of care with a focus on people living with frailty. A copy of Leeds' plans can be seen [here](#).
- The **Infant Mortality Rate** per 1,000 live births is the over-arching indicator for the multi-agency Leeds Best Start programme, which aims to promote the best start in life for every child from conception to age 2. The rate has improved for the latest reporting period (an aggregate for the three-year period 2015-17) driven by a low number of infant deaths reported in 2017 (32). The Leeds rate was 4.24 down from 4.45 in 2014-16; for Leeds deprived the rate was 5.42, down from 6.01 in 2014-16, with a slight narrowing of the deprivation gap. Leeds remains slightly



higher than England (3.9) but not significantly so. *[Source PHE Fingertips/ Public Health England.]*

- The most recent results for **Avoidable Years of Life Lost** (2015-17) are showing a small narrowing of the gap since the previous period (2014-16) as a result of a small improvement in Leeds deprived (9,253 per 100,000 people, down from 9,270 in 2014-16), though the figures have worsened in Leeds overall (5,547 per 100,000 people, up from 5,475 in 2014-16) and the gap between Leeds overall and deprived areas remains large. *[Source: ONS Mortality data.]*
- **Life Expectancy** at birth for women living in Leeds fell slightly between 2014-16 and 2015-17 from 82.2 years to 82.1 years; for men it remained unchanged at 78.2 years. This places Leeds behind both the region (for 2015-17, female life expectancy was 82.4 years; male 78.7 years) and England as a whole (women 83.1 years; men 79.6 years). *[Source: ONS Life Expectancy at Birth and at age 65 by local areas, UK – release date 12th December 2018].*
- **Suicide rates** per 100,000 population (persons aged 10+) within Leeds have risen in recent years: from 10.3 (2012-14) to 10.5 (2013-15), 10.9 (2014-16) and, most recently, 11.8 (2015-17). Leeds' results are higher than those for the same 2015-17 period for England (9.6) and are the highest of the English core cities, in particular when compared to Birmingham (7.6) and Sheffield (7.7). In 2017 (the most recent year for which mortality figures are available) there were 71 deaths attributed to suicide and undetermined intent, 56 of whom were males and 15 females. At a male/female ratio of approximately 5:1, the Leeds results contrast with England's 3:1 ratio. *[Source: PHE Fingertips/ ONS Source Data].*
- **Smoking prevalence** across the city continues to reduce, from 19.41% (2017) to 18.81% (2019) with more men smoking (18.2% as compared to 17.5% for women). *[Source: Leeds GP Audit Data]* As a consequence of lower smoking prevalence there has been a slow reduction in mortality from smoking-attributable deaths in Leeds. Progress continues to be made towards the aim of creating a smoke free generation, with over 35,000 fewer smokers in Leeds than there were in 2011. 2018's Stoptober campaign resulted in 1,206 referrals to the One You Leeds smoking cessation service.
- Following two years of increasing rates, the rate of **alcohol-related admissions to hospital** per 100,000 in 2017/18 showed a reduction of 16 to 646, when compared to 662 for 2016/17. Leeds's 2017/18 result is lower than 697 for Yorkshire and the Humber and slightly higher than 632 for England for the same period. *[Source: PHE Fingertips/ Hospital Episode Statistics and ONS Mid-Year Population Estimates.]*
- 2018/19 saw a total of 21,679 **NHS Health Checks** completed, an increase of 1,174 (5.7%) on the 2017/18 result of 20,505. *[Source PHE Fingertips/ Public Health England.]*
- The rate of **teenage pregnancy** in the city (conception rate per 1,000 women below the age of 18) has levelled off over the three years between 2015 and 2017 (the most recent year for which results are available). For the calendar year 2017, Leeds had a rate of 27.3 per 1,000, 57% higher than for England (17.8) and the region (20.6). Though the rate has been in decline nationally for the last 20 years (also reflected in Leeds' results), since 2003 Leeds rate per 1,000 women has been statistically significantly higher than for England. *[Source: ONS Conceptions in England and Wales, 2017. Release date April 2019.]*

Adult social care

- The national **Adult Social Care Outcomes Framework** (ASCOF) measures how well care and support services achieve the outcomes that matter most to people based on a number of statutory national government returns, and results from an annual survey of service users and a bi-annual survey of carers; measures relating to delayed transfers of care (DToCs – i.e. when a patient is medically deemed fit to be discharged or transferred from hospital or similar care



provider but is still occupying an acute hospital bed) and people supported from hospital draw upon health-reported data. The ASCOF is used both locally and nationally to set priorities for care and support, measures progress and strengthens transparency and accountability. Data is published annually, and, at the time of writing, official 2018/19 performance figures for England and all local authorities have not yet been published. As such, all ASCOF 2018/19 data for Leeds below is provisional and comparisons with regional and national performance figures are only available for 2017/18. *[The source for all ASCOF 2017/18 data referred to below is NHS Digital's, 'Measures from the Adult Social Care Outcomes Framework, England - 2017-18', published 23 October 2018.]*

- For the headline ASCOF 1A **quality of life** measure for **people receiving adult social care services**, provisional results for 2018/19 were similar to those for the previous year. The measure is an average quality of life score based on responses to eight questions in the Adult Social Care Survey. Against a maximum possible score of 24, Leeds scored 19.7 in 2017/18 (compared to regional and national averages of 19.2 and 19.1 respectively), placing us again in the top quartile of local authorities across the country. Although provisional results for 2018/19 show a slight decrease in the score to 19.6, the trend in recent years has been upwards.
- After three years of increasing performance, provisional results for the proportion of people who use services who have **control over their daily life** (ASCOF 1B) showed a decline from 79.3% in 2017/18 to provisionally 75.1% in 2018/19. Our result of 79.3 for 2017/18 compared favourably against results for England (77.7%) and the region (78.2%).
- The proportion of people who use services and reported that they **had as much social contact as they like** (ASCOF 1I) continued an upward trend seen in recent years, increasing from 50.8% in 2017/18 to provisionally 51.6% in 2018/19. Leeds' 2017/18 results placed us in the top quartile of local authorities across the country and also compares favourably with the results for England (46.0%) and the region (47.5%) for the same year.
- The percentage of **referrals for social care resolved at initial point of contact or through accessing universal services** increased by 1.4% from 24.1% in 2017/18 to 25.5% for 2018/19.
- Leeds continues to perform well against the national ASCOF measure 1C for **people who receive self-directed support**, with 98.1% in 2017/18 compared to the England average 89.7% and regional 89.3% (although provisional results for 2018/19 show a slight fall to 98.0%). Leeds also performs well when looking at the proportion of **carers receiving self-directed support** and **carers receiving direct payments**: for self-directed support, Leeds' figure was 94.6% in 2017/18 compared to 83.4% across England, falling slightly in Leeds provisionally to 94.0% in 2018/19; for direct payments, Leeds' figure was 88.4% in 2017/18 compared to 74.1% across England but falling in Leeds provisionally to 87.4% in 2018/19. However, Leeds still performs less well when looking at **direct payments to people**: 20.1% in 2017/18 compared to the England average of 28.5% and this has provisionally fallen further in 2018/19 to 17.8%. Promoting people's independence and control through enabling and promoting the greater use of direct payments remains an area for improvement. Greater use of pre-paid cards is being developed as part of a broader reshaping of how access to services through direct payments is undertaken and we are improving the support to recruit personal assistants.
- Improvements continue in results related to **people with learning disabilities in paid employment** and **living in their own home or with their family** (ASCOF measures 1E and 1G respectively). The former saw a continuation of the upward trend from 6.7% in 2017/18 (6.0% nationally) to 7.7% provisionally in 2018/19. The latter has also seen a continuation in the upward trend from 71.9% in 2017/18 to provisionally 73.0% in 2018/19 – though Leeds remains below the national average (77.2% in 2017/18), we are heading in the right direction.
- **Permanent admissions to residential and nursing care homes** (ASCOF 2A) shows a mixed picture. The Leeds rate of adults over 65 who best have their needs met through admission to



nursing and care homes reduced again, continuing the positive downward trend over the last five years with a provisional result for 2018/19 of 513.0 per 100,000 people - below the previous year's result (594.6 per 100,000) and national, regional and comparator rates. This is as a result of continued improvement in support to help people remain living in their own homes.

However, there is a continuing increase in the admission rate for the 18-64 age range with provisionally 13.5 per 100,000 people, up from 11.7 the previous year; but in comparative terms, Leeds' performance remains good with the figures relating to ten people with highly specialised needs.

- Leeds performance remains good, if not as high as the previous year, in relation to the **proportion of older people who are provided with short-term support from hospital** (ASCOF 2B1) that enables them to remain at home 91 days later. At the end of March 2019 the provisional annual figure for Leeds was 82.6%, down 3.2% on the 2017/18 result of 85.8% (the England 2017/18 average was 82.9%).
- **Delayed transfers of care from hospital** (DToC – ASCOF 2C (1, 2 & 3)) continue to have national focus. For those cases attributable just to adult social care, there has been a significant improvement: falling from 4.2 daily beds per 100,000 population in 2017/18 (compared to the regional rate of 3.4 and England rate of 4.3) to 1.3 provisionally in 2018/19. However there remains a challenge across the wider system with the overall DToC per 100,000 population going down from 16.9 daily beds in 2017/18 to 16.4 provisionally in 2018/19, and DToC attributable to both the NHS and adult social care rising from 1.0 in 2017/18 to 2.8 provisional.
- In October 2018, the Care Quality Commission (CQC) undertook a **Local System Review** (LSR) of Leeds on how services are working to care for people aged 65 and over, including those living with dementia, in response to local system pressures particularly around patient flow. The LSR results, published in December 2018, recognised a range of strengths in Leeds while acknowledging a number of system challenges to address, including around DToC. *[Source: CQC 'Leeds Local system review report, Health and Wellbeing Board – Summary of Findings' (published December 2018). The full report can be read on the CQC website [here](#).]*
- Work continued in 2018/19 to provide easier, direct access to **reablement** services through the further development of a new service that provides short-term bed-based support to people who are leaving hospital or to prevent them from entering hospital. Launched in 2017/18 as a joint venture between the council and NHS colleagues, the Leeds Recovery Service is an integrated service offering assistive technology, short-term support in the home and recovery beds. It is now fully operational with three bed-based recovery hubs across the city, an expanded reablement service (Skills for Independent Living service or SKILs) and community alarms. The impact has been a significant decrease in admissions to permanent care home placements, in particular from hospital. In 2018/19 the number of people completing a SKILs reablement service was 1,330 - although this initially appears to be lower than the 1,724 completions reported in 2017/18, this is due to changes in the way that reablement completions are accounted for.
- There has been a small improvement in the **overall satisfaction of people with their care and support** (ASCOF 3A) from 62.4 in 2017/18 to provisionally 63.3 in 2018/19. The proportion of **people using services who find it easy to find information and support** (ASCOF 3D(1)) has seen a decrease from 74.1 in 2017/18 to provisionally 69.8 in 2018/19.
- A national **survey of Adult Carers** in England takes place every 2 years providing the data for several ASCOF measures. The most recent 2018/19 survey found that the overall carers' satisfaction with social services (ASCOF 3B) had fallen to 38% in Leeds from 41.6% in 2016/17; the 2016/17 result compared well with the England average (39%) and regional (41.3%). Figures had improved in both the proportion of carers who report they have been included or consulted in discussion about the person they care for (ASCOF 3C: from 70.2% in 2016/17 to 73.1% in



2018/19; in 2016/17 Leeds' results were lower than regional and England averages - 73.6% and 70.6% respectively) and the proportion of carers who find it easy to find information about services (ASCOF 3D(2): from 64.5% in 2016/17 – against the regional 66.4% and England 6.2% results - to 65.4% in 2018/19). [Source: *Personal Social Services Survey of Adult Carers in England, 2018-19, published June 2019 by NHS Digital*]

- In 2017, health, care and voluntary sector leaders endorsed a **Leeds Commitment to Carers** as part of wide-ranging work to link up and improve the way care is provided across the city, with lead responsibility for proactively promoting and co-ordinating the Commitment moving to a new Information, Advice and Support Service from April 2019. A significant focus during 2018/19 was on working carers – those who balance work with caring – in partnership with the Leeds Working Carers Employers Network: a forum of Leeds-based employers who proactively support working carers for the benefit of both employee and employer. In October 2018, Carers Leeds launched a new service, 'Carers Connections', targeted at socially isolated carers aged 50+ to help them make connections with other people, services and communities. Further investment has also been made in offering short breaks to people with a significant caring responsible and extra money to Carers Leeds to spend on those things that carers say would make a difference to them.
- Survey results for **how safe people feel** are positive (ASCOF 4A): 73.0% of respondents saying they felt safe in 2018/19, slightly up on 72.7% in 2017/18 when the England average was 69.9%. 91.1% of those who use services said that those services have made them feel safe and secure in 2018/19, up on 2017/18's result of 86.9% which was comparable with the England average (86.3%). The council also continues to monitor how well we are able to make vulnerable adults feel safe from their perspective: results have remained high with 96.5% of people saying that their needs were fully or partially met when being the subject of a safeguarding inquiry, up from 94.8% in 2017/18.
- ASCOF Measure 2d – 'The **outcome of short-term services**' – measures the percentage of new service users who go on to receive no further long-term services. In Leeds this rose from 59.5% for 2017/18 to provisionally 60.0% for 2018/19, though the 2017/18 results were below the England average of 77.8% and regional average of 72.2%.
- The **Care Quality** team is now well established, continuing to actively identify and support those care homes that need to improve. This has positively impacted upon Leeds' Care Quality Commission (CQC) local provision inspection results: based on a snapshot at the end of March 2019, 82.1% of Leeds providers were rated as good or better, up slightly on the 79.2% snapshot 12 months before. This result accepts that care home performance is stronger than that for domiciliary care and that continued improvement in nursing provision is needed.
- An alternative to residential care and day services is the **Shared Lives** service, which identifies and supports people to provide placements or day support in their own homes and families, either on a short- or longer-term basis. The service has expanded, increasing the number of carers and therefore services. The council has also introduced a 'Homeshare' scheme which matches someone who needs some help to live independently in their own home (Homeowner) with someone who has a housing need (Homesharer).
- Leeds' **in-house provider services** (e.g. day time support, transitional housing support, long term residential care for older people) provide essential support in the community to vulnerable adults across ages and user groups. The service has modernised to provide a 'strengths-based' approach. Free at the point of delivery, the service provides support as needed and builds upon people's strengths and assets to maximise independence and quality of life. The service has a two tiered offer, providing intensive support when required or a 'light touch' approach, for example engaging in preventative work, information and signposting, peer support and



customer-led groups and activities. Specialist elements of the service are now provided with, and for, the LGBTQ+ community with an emphasis on peer support.

- Work is ongoing to improve the way that people who require assistance are transported to services. People are already experiencing a more personalised and flexible service in areas such as Complex Needs and the Black, Asian and Minority Ethnic (BAME) Health & Wellbeing Hub. Service users are now able to use **transport services** throughout the day to access local communities and mainstream services with staff support and there is more flexibility with regards to what time people can arrive/leave the service. This is important as in the past if homecare providers were late delivering their support in someone's home, they would invariably miss the fixed pick up time to attend the service.
- Leeds City Council made a formal commitment to becoming a dementia-friendly community back in March 2012. Working in partnership with Leeds Older People's Forum and the Alzheimer's Society, **Dementia Friendly Leeds** is an ongoing campaign aimed at raising awareness of dementia and also making services more accessible to those living with dementia, helping those living with dementia and their carers remain active, independent and remaining in their communities. The scheme offers support to individuals and organisations who want to work towards being dementia friendly. The Leeds Dementia Action Alliance – consisting of organisations pledging to carry out three practical actions – now consists of many local businesses, transport providers, community organisations, arts and leisure providers, faith groups, older people's groups, schools and higher education providers.



Best City Priority: Child-Friendly City

What we set out to do in our 2018/19 Best Council Plan

Through our aspiration to be a child-friendly city, we are making a real difference in the lives of children, young people and their families. More children in Leeds are now safe and secure in their families; children and young people have greater voice and influence; and an increasing number are achieving good outcomes, including making good progress in their learning. This is an ongoing journey: we need to maintain this progress by continuing to put children and young people at the heart of the council's policies and partnership working, staying focused on keeping children safe, and working collectively to ensure that families receive the support they need. Our aim is to ensure that the needs of vulnerable children, young people and families who experience inequality of opportunity or outcomes are identified and responded to as soon as possible. Challenging child poverty is at the centre of the Children and Young People's Plan whilst the supporting Triple A Strategy (focusing on attendance, achievement and attainment) aims to ensure that all children – including those affected by child poverty – have the opportunity to reach their potential.

How did Leeds perform in 2018/19 (based on latest available data)

- In October 2018, Leeds City Council was subject to an **Ofsted inspection** based on the new Inspection of Local Authority Services (ILACS) framework which has a strong emphasis on the quality of practice and outcomes for children. The outcome of the inspection rated Leeds as Outstanding overall: an exceptional outcome and recognition of the continued improvements to services and outcomes for children and families in Leeds. Only three councils have previously been judged 'outstanding' overall under this new inspection framework and only six councils have an overall 'outstanding' judgement in their most recent inspection; Leeds is the first core city to achieve this standard.
- The inspection judgement letter (available in full [here](#)) was hugely positive about Leeds, with Ofsted commenting that:
 - "Children and families in Leeds are receiving a consistently good service which ensures that their needs are met at the right time by the right service. Well established multi-agency partnerships aim to meet the needs of children and families at the lowest level of intervention."
 - "Children are placed at the centre of work within the city and strong multi-agency strategic partnerships are promoting effective practice among their practitioners. Leaders are committed to continuous improvement, invite feedback and engage in innovations to further enhance services."
 - "The local authority has maintained a network of children's centres across the city. This helps to ensure that families are offered support when needs are first identified. The early help support has been further enhanced by the introduction of the Restorative Early Support (RES) teams who work intensively with families, setting clear goals that are reviewed weekly."

[Source: Leeds Inspection of children's social care services, Inspection dates: 29 October 2018 to 2 November 2018, (Ofsted) pp. 1-2]
- **Improvement** remains a focus and we have developed the Leeds Children and Families Improvement Plan 2018-2020. This incorporates the areas highlighted by Ofsted for improvement, such as strengthening: the focus on culture and identity in assessments; the outcome focus in personal education plans; and the connection to the young person in pathway plans.



- In November 2018 the council won two **Children & Young People Now³ Awards**: recruitment and professional development - the social work career pathway; and the play award - Leeds Play Streets. It was also shortlisted in three other categories: Family Support - Multi-Systemic Therapy; Early Intervention - Innovation and Partners in Practice Programme Restorative Early Support Teams; and Youth Volunteering and Social Action - Leeds Young People's Peer Inspection Group.
- Since 2011, when the number of **children looked after** become one of the council's children and young people's 'obsessions', this focus has led to more than an 11% reduction in looked after numbers in Leeds whilst national rates have continued to rise. In March 2011, 1,450 children and young people in Leeds were looked after; in March 2019 this had fallen to 1,284. Though this represents a growth of 1% from the previous year, this is broadly in line with the 0.9% increase in the under-18 population in the city.
- The number of children subject to a **child protection plan** continues to safely and appropriately reduce, with the March 2019 figure of 414 lower by 113 (27%) than the March 2018 figure. Fewer children are becoming subject to a child protection plan due to the increasing range of early help options, and throughout the year a number of large sibling groups have ceased to be subject to a plan, contributing to the reducing numbers.
- The Annual Standards report⁴ summarises the **educational performance** of Leeds pupils at all key stages in the 2017/18 academic year⁵. The report highlights the successes and challenges, identifying where the gaps are between groups of Leeds pupils and their national peers. Headline performance includes:
 - 65.7% of pupils achieved a good level of development at the Early Years Foundation Stage (5.8 percentage points behind national).
 - 61% of pupils achieved the expected standard in reading, writing and maths at Key Stage 2 (4 points behind national).
 - 40.9% of pupils achieved a strong pass (grade five and above) at Key Stage 4 (2.6 points behind national). This result places Leeds equal 88th of 151 local authorities (up from 98th of 147 local authorities in 2016/17), in the third quartile nationally.
 - The Leeds Progress 8 score (which demonstrates institutional effectiveness by showing progress made by pupils between Key Stage 2 and Key Stage 4) is -0.02 (this is the same as the national figure). This result places Leeds equal 65th of 151 local authorities (down from 37th in 2016/17), in the second quartile nationally.
- **Primary school attendance** remained good in the 2017/18 academic year, with Leeds' result of 95.9% above comparator averages (national 95.8%; statistical neighbours at 95.6%, and Yorkshire and the Humber at 95.7%). 8.9% of primary age pupils were persistently absent in 2017/18, half a percentage point higher than 2016/17. This increase is in line with the national rise. Leeds's persistent absence rate is slightly above the national average of 8.7%, but below statistical neighbours (9.5%) and Yorkshire and The Humber (9.3%).
- **Secondary school attendance** remains in line with statistical neighbours (94.2%), above the Yorkshire and Humber region (94.1%) and below the national average of 94.5% at 94.2%. Both figures reflect the national trend in showing a marginal decline since a peak in 2014. The persistent absence figure for Leeds in 2017/18 is 14.8%, which is almost one percentage point higher than the national average of 13.9%. However, Leeds' rate decreased between 2016/17 and 2017/18, whereas all comparator figures rose, so the gap to national closed. The statistical

³ A leading publication for practitioners working with children, young people and their families.

⁴ The full report is available [here](#), as reported to the council's Scrutiny Board (Children and Families) in April 2019.

⁵ Provisional educational performance figures for the 2018/19 academic year will be available in autumn 2019, with final figures confirmed early 2020.



neighbour average was 15.04%, and the Yorkshire and Humber average was 15.6%. *[Source: Department for Education Local Authority Interactive Tool, updated 30 July 2019⁶]*

- The latest national data show that **authorised absence** in Leeds schools is amongst the lowest in the country, with results for both primary (2.7% - no change from last year; ranked 8th) and secondary (3.3% - a small improvement from the previous year's 3.4%; now ranked 19th) being in the top quartile nationally. Both are lower than the national averages (primary: 3.0%; secondary: 3.9%). These results reflect the seriousness with which the children's partnership and the city view school attendance. **Unauthorised absence**, however, remains a challenge, particularly in a small number of secondary schools, and for more vulnerable groups of young people being closely connected to higher rates of persistent absence. *[Source: Department for Education Local Authority Interactive Tool, updated 30 July 2019]*
- The published 2018/19 **NEET** (young people who are Not in Education, Employment or Training or whose status is 'not known') figure for Leeds is 9.9% (based on a three-month average of December 2018 to February 2019). This is predominately made up of young people whose status is not known. The annual change in the cohort in September 2018 resulted in an increase in this number and a consequent challenge in reducing the rate to expected levels. Though complex, the inaccuracy is largely related to data processing and quality assurance systems rather than changing patterns of young people's participation in education and training. Some of the young people included in the figure had left the authority area and many others were in learning. Remedial action was taken and by the end of the academic year this figure had reduced to 6.7%. Effective tracking of the cohort is a priority, based on obtaining and utilising information from all relevant sources, ensuring that all young people who need it are identified and receive targeted information, advice and guidance and support into activity that is suitable to them. Additional resources have been identified including a regional consortium bid, as part of this, Leeds has been successful in bidding for European Structural and Investment funds (ESIF) for work with NEET young people. Two ESIF-funded programmes commenced delivery in March 2019 with a further £3.8m available over three years to enable the council to strengthen its targeted work to support vulnerable young people that are NEET and the wider group of young people up to 25 years that have yet to find work. The programmes aim to support up to 3,000 young people to better connect to opportunities.
- In January 2019, there were 3,836 children and young people living in Leeds with an **education, health or care plan** (EHCP). Since 2016 there has been a rapid increase (73%) in Leeds' EHCP numbers. This growth is evident nationally over the same period, 2016-2019, where national and other comparators had increases of between 40-50%. As in previous years, Leeds' 2018 performance in the issuing of health and care plans continued to be significantly better than national and regional comparators: in 2018 Leeds issued 97.3% of plans within 20 weeks compared to 60.1% nationally and 61.5% for Yorkshire and The Humber. *[Source: DfE statistical first release Statements of SEN and EHC plans⁷: England, 2019, 30 May 2019]*
- In addition to children with EHCPs, as at January 2019 there were 10,334 (14.9%) primary and 4,466 (10.9%) secondary statutory school age pupils on **Special Educational Needs (SEN) Support**. Leeds' attainment at key stage 2 and 4 for the SEND group is below national rates. This is a key group in our Triple A Strategy and in our child poverty work (see below), with the relationship between some types of SEN primary need and disadvantage recognised.
- Leeds has developed a new model of **transport assistance** to families across the city. Personal Travel Allowance (PTA) gives eligible families with SEND children the opportunity to choose how they transport their child to school rather than being told what level of provision will be provided and how it will be delivered. Since the scheme started in 2018 over 130 families have

⁶ <https://www.gov.uk/government/publications/local-authority-interactive-tool-lait>

⁷ <https://www.gov.uk/government/statistics/statements-of-sen-and-ehc-plans-england-2019>



chosen a PTA which has given them much more freedom of choice and control, whilst at the same time helping to reduce costs.

- Challenging **child poverty** is a key focus within our broader inclusive growth and poverty agendas and is at the centre of the Children and Young People's Plan, which acknowledges the scale and the impact of poverty on families, and on children's outcomes. The under-18 population of Leeds continues to grow: the ONS's latest mid-year population estimates released in June 2019 show just over 168,000 children in Leeds. The number of children born each year in Leeds has been stable at around 10,000 for a number of years following a sustained period of a rising birth rate. The increased birth rate in the last fifteen years is now evident in older children and the pressure on secondary school places across the city. The increase in the child population is most prevalent in some of the city's most deprived areas. Whilst the impact of poverty can be found in all areas of the city, there are specific concentrations of poverty within the inner city, reflecting the increasing child population. The city strives to mitigate both the causes and impact of poverty and this is integral to all work with children and families.
- The development of the **Triple A Strategy** for the city, focusing on attendance, achievement and attainment, is intended to ensure that all children including those affected by child poverty and disadvantages have the opportunity to reach their potential. It recognises more children should be reaching national expectations and all children should be making good progress and that where this is not the case disadvantage is often evident. There is a relationship with the growth in the child population being greatest in areas considered in the 10% and 3% most deprived nationally. This will be a key strategy for Leeds as it strives to improve educational outcomes across the board.
- **Voice and Influence of Children and Young People** included the following highlights during the year (for full details, please see the Citywide Report, Oct 2018 to March 2019 available [here](#)):
 - The **Make Your Mark** ballot gives young people from across the country a say on what is to be debated on the green benches of the House of Commons by Members of Youth Parliament. In 2018, 24,708 young people (11 to 18 years old) from Leeds (36% of the city's youth population) voted in the ballot.
 - Leeds has four **Members of Youth Parliament (MYPs)** aged 11-18, elected to represent the city's young people at local, regional and national levels. On Friday 9th November 2018, the four Leeds MYPs joined other MYPs from across the UK at the House of Commons in London to debate the top five issues before voting what would be their campaigns for 2018/19. 'Votes at 16' was voted the UK Campaign and 'Put an end to Knife Crime' was voted the England only Campaign.
 - 7,770 children voted in the **Leeds Children's Mayor Elections**. The elected Leeds Children's Mayor, Rio, deputised to full Council in November 2018.
 - 132 young people representing 19 different youth and community groups participated in the **Citywide Youth Voice Summit**.
 - The **Community Youth Ambassadors** group was shortlisted for peer inspection work in Children Young People Now national awards.
 - 13 young people formed the group 'Dynamics' and successfully planned and delivered the 2019 **Child Friendly Leeds** awards.
 - Members of the **Leeds Youth Council Working Group** took part in a variety of consultations and focus group sessions, giving a youth perspective on topics such as: Colourful pedestrian crossings in the city centre; the "Our Spaces" public realm strategy and "Is Leeds a child friendly city?"



Best City Priority: Safe, Strong Communities

What we set out to do in our 2018/19 Best Council Plan

As one of the fastest growing cities in the UK, where people of all ages and from many different backgrounds, cultures and beliefs live and work alongside each other, we want Leeds to be a place where people get on with one another and feel they are part of their local community. One of our key aims is to keep people safe from harm and protect the most vulnerable by tackling crime and anti-social behaviour, promoting community respect and resilience, and helping people out of financial hardship. Central to our ambition is a placed-based, integrated approach to service delivery, combined with a focus on tackling poverty and reducing inequality in our poorest neighbourhoods. To achieve this, we need strong local leadership that encourages conversations within communities and empowers them to resolve problems and conflict themselves; raises aspirations for the future; creates better links to both social and economic opportunities; and improves the city's resilience to extremist narratives of all kinds. Through increasing engagement and participation we aim to reduce dependence on public services and build more resilient communities across the city – communities that are safe and welcoming to all.

How did Leeds perform in 2018/19 (based on latest available data)

- The DWP estimates that 3.8 million adults living in relative poverty are from households where at least one person is in work, affecting almost 9.7% of all working age adults in the UK in 2017/18 (the most recent figures available). Applying this to the working age population of Leeds, around 49,700 Leeds adults could be affected by **in-work poverty** before housing costs. After housing costs are deducted, the figure rises to 13.7%; applied to Leeds, this would be around 70,000 adults. [Source: DWP, 'Housing below average income (HBAI)' March 2019]
- It is estimated that 20.5% of all Leeds working residents earned less than the **Real Living Wage** in 2018 (an increase from the estimate of 19.8% in 2017), affecting around 67,000 full-time-equivalent (FTE) residents; or 11.6% of all full-time workers and 43.6% of all part-time workers resident in Leeds. [Source: based on ONS Annual Survey of Hours and Earnings (ASHE), November 2018] The council remains committed to paying its own staff in line with the **Leeds City Council minimum wage**, which is higher than the Real Living Wage.
- The council's **Local Welfare Support Scheme** continued to help support the most vulnerable people in Leeds by way of goods or services rather than direct cash payments. The types of vulnerable people the scheme aims to help include families under exceptional pressure, homeless people or rough sleepers, vulnerable older people, people fleeing domestic violence, young people leaving care or living independently, people moving out of institutional or residential care into the community, ex-offenders leaving prison or detention centres and people with disabilities. In 2018/19, £538,922 was spent on support of this nature, resulting in 2,616 direct awards from the scheme covering items such as fuel, white and brown goods, flooring and removals.
- **Food poverty** remains a concern for the city, with the latest figures (2017/18) revealing that 27,902 people in Leeds accessed a foodbank, up by 4.3% on the previous year. Between them, the Leeds Food Aid Network (FAN) and Street Outreach Service gave out 81,024 meals over the year, an increase of almost 40% from 60,474 in 2016/17. [Source: Leeds Food Aid Network] FareShare Yorkshire – part of Leeds FAN – prioritises getting food distributed to where it is needed by taking surplus food from the food industry and distributing it fairly to different food aid providers.
- We know from our communities that feeding children in school holidays (termed '**holiday hunger**') is a growing challenge for parents. Returning to school in poor physical and mental condition can have a high detrimental impact on children's wellbeing as well as educational



attainment. In 2018 the council provided funding to the Leeds Community Foundation (LCF) to run a grant scheme providing activities, including the provision of a meal, to school children during the 2018 Easter and summer holidays. A series of projects, delivered under the 'Healthy Holidays' title, were supported by many partners from across the city including FareShare, Fuel for Schools, Public Health and StreetGames. Healthy Holidays provided food alongside games and activities to help tackle social isolation and food insecurity amongst children. In total, over 4,000 children were reached and 5 tonnes of food was distributed by FareShare. The Dewsbury Road Community Hub, in partnership with FareShare, delivered another holiday hunger initiative under the 'Happy Holidays' title. This scheme ran over the summer holidays for 5 weeks and involved food being provided to children within the library setting at Dewsbury Road. In total 340 meals over 15 sessions were served to the benefit of children and families living in a community amongst the most deprived in country. The Healthy and Happy Holiday schemes were one of Leeds' success stories in 2018 and this has led to further funding and investment for similar work in 2019.

- The council's Welfare Rights team provided **welfare advice** to 36,622 customers in 2018/19, comparable to the numbers seen during 2017/18. 980 welfare appeals were received in 2018/19 (52.6% in connection with a PIP – personal independence payment – claim; 38.7% with regard to an ESA – employment and support allowance - claim), a decrease of 15% from 2017/18 when 1,165 appeals were received. The high volume of appeals continues to put pressure on resources, causing a number of clients having to wait for longer periods of time to be seen and/or having to be helped over the telephone. Despite this, 91% of clients rated the service as 'excellent' and a further 7% as 'good'.
- The council's combined **Housing Benefit/Local Council Tax Support** (HB/LCTS) caseload fell between April 2018 and March 2019. As at 11th April 2018⁸ the caseload was 73,120 (59,964 HB/LCTS cases; 13,156 Local Council Tax Support Only cases) which reduced in total to 70,181 (54,132 HB/LCTS cases; 16,049 Local Council Tax Support Only cases) by the 6th March 2019. *[Source: SHBE, a statutory return to the DWP based on results from Leeds' benefits system, Academy]* The decrease in HB Caseload is due to Leeds moving to Universal Credit Full Service, which also accounts for the increase in Council Tax Support Only cases, since claims that previously received both HB and LCTS became LCTS only claims.
- The average **speed for processing new claims** improved, falling from 15.78 days in 2017/18 to 15.14 days in 2018/19, though there was a small year-on-year increase in the number of days to process changes in circumstances, rising from 7.38 days to 7.71 days. The most recent nationally published performance figures are for the third quarter of 2018/19 against which Leeds compares well: for that quarter, the average speed for processing new claims in Leeds was 17 days, well below the Yorkshire & Humber and England figures of 22 and 21 days respectively. The average speed of processing changes in circumstances Leeds was 10 days, 1 day slower than the Yorkshire & Humber and England averages.
- **Discretionary Housing Payments** (DHP) can be awarded to customers in receipt of Housing Benefit, but whose housing benefit does not cover their rent in full. Awards are made primarily to customers adversely affected by Welfare Reform. In 2018/19 a total of £2.602m was spent from a total DHP budget of £2.686m (this included a central government contribution of £2.186m, of which all was spent).
- In October 2018, Leeds moved into the 'full service' digital platform of **Universal Credit** (UC) meaning that all new claims to the benefits that UC is replacing, known as 'legacy benefits' (i.e. Job Seekers Allowance, Employment Support Allowance, Income Support, Child Tax Credit, Working Tax Credit, Housing Benefit) will change to become a UC claim. From April 2019 the

⁸ Caseloads are as at pre-determined dates specified by the DWP. The caseloads and dates used in this report are the first earliest and latest relating to the 2018/19 financial year.



council no longer has responsibility for providing Universal Support, with the national contract for its replacement being awarded to the Citizens Advice service. This significant change meant that the council had to work closely with relevant partner organisations to ensure they were all aware of and prepared for the implementation of UC. This involved handover meetings with Citizens Advice, regular progress meetings and updates, delivering presentations and working with Social Landlords.

- **Leeds Credit Union (LCU)** is one of the key partners in the city working alongside the council to help combat the problems brought about by financial exclusion. Residents and households who are deemed to be financially excluded often lack easy access to affordable banking services and are unable to access cheaper goods and services. This can lead to debt issues, including getting into arrears with rent and other priority payments. The council has continued to support the Credit Union through marketing campaigns, providing a presence in a number of Council One Stop Centres (now Community Hubs) and Housing Offices, and the improvement of 'back office' infrastructure. LCU membership as at June 2019 stood at 31,383 (36,493 total members when taking into account members of the former White Rose Credit Union which amalgamated with the LCU). The total 'gross loan book' for the Credit Union has now increased from £8m in 2012 to £9.7m.
- The rollout of **Community Hubs** continued during 2018/19 and there is now a network of 35 Hubs available across the city to support the public. Located in accessible locations within the most deprived areas of the city, they bring together libraries, One Stop Centres, Jobshops and other partner services under one roof with a focus on reducing financial hardship and helping people into work. The Community Hubs have brought a range of new services to local people including the Leeds Credit Union, Housing Options, Social Prescribing and a range of Health and Wellbeing services, Money Buddies, Legal Clinics, Community Learning, Bike Libraries and, in some, cafes; at two sites the Post Office is delivering a service.
- Over the year, the council and partners continued to develop the arrangements for the new approach to **Locality Working and Priority Neighbourhoods**. Local partnership teams, known as 'Core Teams', were introduced, working with communities to increase community involvement and participation, develop local action plans, and build collaborative projects around key community issues. Success stories include a drop by almost 70% in anti-social behaviour in neighbourhoods that have been suffering particular challenges and increasing community engagement in areas where community contact has traditionally been poor. Several hundred people have been contacted through this neighbourhood approach, through a mix of door knocking, social media, consultation exercises and community drop in sessions, resulting in greater reach into isolated communities and increasing access to support services. (Further details on the progress made in the Priority Neighbourhoods can be seen in the '*Locality Working and Priority Neighbourhood Update*' report to the council's Environment, Housing and Communities Scrutiny Board in November 2018, available [here](#).)
- In 2017 the council joined forces with the gambling industry to launch the high profile '*Beat the Odds*' campaign, aimed at raising awareness across the city of **gambling-related harm**, mitigating the risk of problem gambling and providing advice on how to get help and support. Building on its success, a second campaign strand was launched in summer 2018 to coincide with the football World Cup. The campaign delivered messages about gambling-related harm and was targeted at problem gamblers, especially those fans likely to use betting apps throughout the World Cup. The campaign also raised awareness of gambling support services in Leeds and increased traffic to the Money Information Centre website. Tweets generated by Beat the Odds were seen 99,900 times in 38 days, an average of 2,300 a day.
- Work is also being developed to improve **referral links** between the general advice network and specialist problem gambling counselling service through frontline training and awareness session. On the strength of the proactive partnership approach adopted by the council, in November 2018



GambleAware (the national charity that funds research, education and treatment) announced funding for the establishment of a Leeds-based NHS Northern Gambling Service led by Leeds and York Partnership NHS Foundation Trust, and Leeds Community Gambling Service - led by Gamcare. The services will begin to be delivered in Leeds from September 2019, with up to £1.2 million being invested on an annual basis.

- **Safer Leeds** is the city's statutory Community Safety Partnership (the council, alongside the Police and other partners, is a 'responsible authority'), responsible for tackling crime, disorder and substance misuse. The shared priorities of Safer Leeds are detailed in the Community Safety Strategy (2018-2021): Keeping people safe from harm (Victim); Preventing and reducing offending (Offender) and; Creating safer, stronger communities (Location).
- Over 5,200 Leeds respondents completed a '**Your Views**' survey conducted by the Office of the Police and Crime Commissioner (OPCC) in 2018/19, with responses from Leeds' residents comparing favourably to the broader West Yorkshire position:
 - 81.4% of respondents in Leeds said that they felt 'safe or very safe' in their local area (78.6% for West Yorkshire).
 - 76.1% of respondents in Leeds were satisfied with their local area (72.5% for West Yorkshire).
 - 57.9% of respondents in Leeds agreed that people from different backgrounds get on (53.3% for West Yorkshire).
 - 23.2% of respondents in Leeds were satisfied with the level of police presence in their area (19.9% for West Yorkshire).
 - Ratings for 'how good a job do you think the police are doing in your local area' remain strongest in Leeds compared to the other West Yorkshire areas: during the final quarter of 2018/19, Leeds 'good/excellent' response rate to this question was the highest at 40.8%, compared to the West Yorkshire average of 35.5%.
 - For the 12 months to March 2019, Leeds' results were the highest across the region for each of the categories applied to the question 'How confident are you that local community safety partners will ...? [Keep people safe, Protect Vulnerable People, Support Victims, Prevent crime/ASB, Local area clean and Listen to concerns]. However, the fall in proportion of residents giving a positive response (% 'confident or very confident') to these indicators has been the greatest in Leeds and Kirklees.

[Source: '[Your Views Survey](#)', Office of the Police and Crime Commissioner West Yorkshire, January to March 2019 release].

- There has been an increase in **police-recorded crime**, both nationally and in Leeds. Crime volume can be affected by changes in recording practices, policing activity and willingness of victims to report. In 2018/19, there were 106,506 police recorded crimes in Leeds, an increase of 10.3% on the previous year (96,585). The nature and type of crime has changed in recent years: cyber-related crime has become more prevalent, and there have been changes in some of the less frequently occurring but higher-harm types of violence, including offences involving knives and sharp instruments. Positive trends include a reduction of burglary in Leeds to 10,135 offences in 2018/19 (of which 7,710 were recorded as residential premises), down 1.8% from 10,318 in 2017/18 (of which 7,620 were recorded as residential premises).
- **Domestic violence and abuse** is any incident of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members, regardless of their gender or sexuality. Domestic abuse is rarely a one-off incident and is the cumulative and interlinked types of abuse that have a particularly damaging effect on the victim.
 - In 2018/19, 22,176 domestic incidents were reported to West Yorkshire police, an increase in volume of 8.5% compared to 2017/18 when 20,434 incidents were reported. The repeat



victim rate was 48.6%, up from 46.1% in 2017/18). 31.7% identified that the victim 'self-reported' (up from 29.5% the year before), indicating increased victim confidence in reporting domestic violence and abuse. *[Source: Dataset provided by West Yorkshire Police with manual calculation applied by Safer Leeds].*

- Leeds once again took part in **16 Days of Action**, a global campaign running every year from 25th November to 10th December which strives to eliminate violence and abuse against women and girls around the world. The theme to 2018's 16 days of action focused upon on raising awareness around domestic violence and abuse with older people, and improving agency responses and support for victims. As part of this work, information packs were emailed to over 500 groups and organisations in Leeds.
- In 2018/19 five **Caring Dads** programmes were completed in Leeds. The 39 men who completed the programme held responsibility for a combined total of 102 children. **Caring Dads** exists to change current practice to better include fathers in efforts to enhance the safety and well-being of their children.
- Behaviour that has caused, or is likely to cause, harassment, alarm or distress to any person may be defined as **anti-social behaviour**. The partnership response to anti-social behaviour in Leeds combines prevention, enforcement and support activity and is responsive to levels of risk / harm to individuals, communities and the environment. 17,677 anti-social behaviour incidents were recorded by Police in Leeds in 2018/19, a 10.0% reduction from the year before. Anti-social behaviour incidents recorded by the Police in 2018/19 were predominantly sub-categorised as 'Youth related' (5,714 incidents, a reduction of 24.5% from 7,568 incidents in 2017/18) and 'Neighbour related' (3,402 incidents, up by 1.4% from 3,354 incidents in 2017/18). *[Source: Dataset provided by West Yorkshire Police with manual calculation applied by Safer Leeds].*
- Any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice towards someone based on a personal characteristic is a **Hate crime**. Leeds' priorities in relation to Hate crime are: Preventing hate crime; Responding to communities; Increased reporting; and Building understanding.
 - In 2018/19, 3,035 hate incidents were reported to police in Leeds, up by 24.6% from the 2,435 incidents reported in 2017/18. The local and national rise in police-recorded hate crimes is partially attributable to an improvement in the recording and awareness of this year as well as a greater awareness in identifying hate crime.
 - Incidents are categorised into one or more of 5 centrally monitored strands. For 2018/19, the 3,035 reported were recorded as: 2,366 Race hate incidents, 373 Disability hate incidents, 338 Sexuality hate incidents, 217 Faith hate incidents, and 93 Transphobic hate incidents. *[Source: Dataset provided by West Yorkshire Police with manual calculation applied by Safer Leeds].*
 - Safer Leeds promoted National Hate Crime Awareness Week in October 2018.
- **Operation Nightsafe** involved Safer Leeds working with a range of agencies and venues to increase public safety in Leeds city centre, particularly in relation to the night-time economy. Priorities included safeguarding young people, anti-social behaviour, road safety, drugs and violence, and transport.
- **Leeds Watch** provides CCTV coverage across Leeds, including city and district town centres and some industrial and local authority housing estates. Leeds Watch CCTV operators currently monitor over 1,000 public surveillance cameras providing reassurance to partners, businesses, other local authority departments and the general public, enabling prompt, appropriate responses to incidents and presenting accurate details of events. CCTV assists greatly with the prevention, detection and reduction of crime and the fear of crime in order to make communities feel safer. In 2018/19 Leeds Watch supported the **City Centre Vehicle Access Scheme** which



included the introduction of an intercom system, card reader/fob system, controlled bollards and additional cameras to assist observation.

- Along with five other local authorities, Leeds received funding and was elected to take part in a pilot scheme to deliver support to 'Victims of **Modern Slavery**' leaving the National Referral Mechanism (NRM)⁹. Support includes ensuring victims have access to housing and providing pathways to help them move towards independence.
- Leeds continues to pride itself as a pioneering, diversely rich and vibrant city with international acclaim. We recognise the challenges in ensuring fair access for all in the city and we continue to strive to tackle inequalities in a number of ways, through a strategic, coordinated and inclusive approach to **migration**. The work carried out under the council's migration programme contributes to Leeds being a welcoming and compassionate city. In the past two years, Leeds has been successful in attracting over £1.6 million in funding from the government for use in supporting projects including:
 - The Leeds Migrant Access Project (MAP) which aims to alleviate pressures on services where there is impact from migration and new arrivals to the city, and also helps new migrants to settle in Leeds;
 - The Migrant Access Project 'Plus' extended the work of the MAP and helped to improve access to services in key target wards experiencing higher levels of new migrants and alleviate pressures on the settled community;
 - Online Welcome to Leeds websites were launched during the past year. These provide guidance to people who have recently moved to Leeds from another country and also a wealth of information on how they can access services available in the city;
 - A two-year project to develop an English Language programme with key providers including Leeds City College. The programme aims to support communities to build their language skills through activities and has been promoted widely through community networks and the wider voluntary community and faith sector;
- Leeds hosted a two-day event in September 2018 led by EURO CITIES on **Roma Inclusion**. The event was reported as being a huge success that showcased the city's strategic, co-ordinated and inclusive approach to migration in Leeds.
- Leeds took part in co-ordinating community consultation activity on **Windrush**¹⁰, providing local residents and families affected an opportunity to share their stories and inform the lead officers looking at the development of the compensation scheme. National Windrush Day was announced in December 2018 to take place annually on 22nd June to encourage communities across the country to celebrate the contribution of the Windrush Generation and their descendants. Leeds is supporting communities to develop local celebration events.
- **Leeds Compassionate City Awards**, held in November 2018, once again celebrated the city's many unsung heroes and the positive work that individuals, community groups and organisations do to make their local communities and the city a great place to live, work and visit. Awards were made across seven categories: Cultural Achievement, Health and Wellbeing, Young Person of the Year, Unsung Hero of the Year, Woman of the Year, Community Organisation and an award in memory of Jo Cox.

⁹ The NRM is a framework for identifying victims of human trafficking and ensuring they receive the appropriate protection and support.

¹⁰ 'Windrush' is the term used concerning people who were wrongly detained, denied legal rights, threatened with deportation and wrongly deported from the UK by the Home Office. Many of those affected had been born British subjects and had arrived in the UK before 1973, particularly from Caribbean countries as members of the 'Windrush generation', so named after the *Empire Windrush*, the ship that brought one of the first groups of West Indian migrants to the UK in 1948.



- **Prevent** is part of the UK's CONTEST Strategy that aims to reduce the risk to the UK and its citizens and interests overseas from terrorism. Our work on Prevent accelerated during the year as we delivered a range of projects within communities and schools, including a series of educational sessions aimed at staff who have contact with children and young people and/or their carers. The sessions allowed participants to explore the factors that might increase the susceptibility of children and young people to extremism and terrorism and provided an opportunity to think about who might be vulnerable to radicalisation and how some could be influenced to get involved in such activity. Our Prevent work has increased community resilience in our priority neighbourhoods too, helping raise awareness of radicalisation and building resilience to extremist narratives and groups. A joint partnership day for a range of statutory partners was held in July 2018 to assess risks and vulnerabilities in the city that has led to a comprehensive action plan for the city that aims to mitigate identified threats.
- Leeds continues to co-chair the national **Special Interest Group on Countering Extremism** (SIGCE) with Luton Borough Council, and has been instrumental in developing and delivering a number of national seminars covering issues related to tackling extremism. These have helped to share learning and build networks between different local authorities in a national context.
- We also continued to work with Third Sector partners in 2018/19 to develop projects which seek to tackle all types of extremism through the **Building a Stronger Britain Together** programme. Projects themes include: tackling hate crime; providing training to frontline professionals on how to have challenging conversations; developing an advocate network to support the victims of force marriage and honour-based abuse; and promoting the unity of the city through the 'Stronger Together' publicity campaign in July and August 2018 – the video produced as part of this campaign was viewed more 125,000 times.



Best City Priority: Housing

What we set out to do in our 2018/19 Best Council Plan

As a city, it is our ambition to provide enough good quality and accessible homes to meet the needs of our growing and ageing population. This ambition brings considerable challenges, such as: increasing the supply of affordable housing; reducing fuel poverty amongst our poorest communities; tackling homelessness; and meeting the housing needs of older residents. We are working closely with our partners to improve the quality of existing housing and regenerate neighbourhoods, to secure housing growth with a good mix of sizes and tenure types, to bring empty homes back into use and to create more energy efficient homes for the future. We are also setting the standard through our work to prevent households becoming homeless or, when that is not possible, to ensure that the transition to alternative, suitable accommodation is as smooth and as speedy as possible.

How did Leeds perform in 2018/19 (based on latest available data)

- 3,521 **newly built and converted homes** were delivered in 2018/19 (a total of newly built homes, net conversions of existing homes, extra care elderly housing and deducting in-year demolitions). This was Leeds' best result since 2012 and exceeds the proposed Core Strategy Selective Review¹¹ target of 3,247 new homes.
- Leeds has seen a high level of **residential construction** activity with 3 new city centre developments starting in 2018 including: Mustard Wharf (250 units); the former Yorkshire Post site (204 residential units); and Centenary House (80 units). The most recent Deloitte Crane Survey¹² highlights that despite little city centre growth for a number of years, Leeds is now seeing a resurgence of the residential market with 2,232 units under construction in 2018.
- The same survey found that 2,768 **student accommodation** bedspaces were under construction at the end of 2018, almost four times the annual average since 2007 of 704. Two of the tallest building schemes with over 750 units are under construction: Unite's White Rose View (which has up to 27 storeys) and Olympian's Hume House (36 storeys), demonstrating continued confidence in investment in the Leeds student housing market. [Source: Deloitte 'Building Blocks of the Future' Leeds Crane Survey - February 2019].
- At the end of 2018/19 there were 307 more **long-term empty homes** (3,647) relative to the end of 2017/18. However, there appears to have been a levelling off in reduction of long-term empty properties over the past few years and the result remains below the target of no more than 3,776 long-term empty homes.
- 433 **Affordable Homes** were delivered during 2018/19, only 5 short of the Core Strategy in-year target of 438. Although this result is a significant improvement on 2017/18 when only 238 were delivered, no contribution was made to the 720 affordable homes per annum required to reduce an historical under-provision. [Source: Affordable Housing Provider (AHP) quarterly returns submitted to Leeds City Council in regards Planning Section 106 delivery; direct delivery and Homes England and Right to Buy Replacement Programme grant funded schemes; and delivery through the Council Housing Growth Programme]. In terms of house purchases, the ONS's **house price** to residence-based earnings ratio indicates that between 2017 and 2018 the ratio went up from 6.11 to 6.26, higher than the Yorkshire and Humber averages (5.90 in 2017; 5.95 in

¹¹ The Leeds Core Strategy was adopted in 2014 and set out the long-term strategic town planning policy framework for the district up to 2028. Following consultation and external inspection, an updated 'Leeds Core Strategy Selective Review' covering the period 2017-33 is, at the time of writing, due to be considered for adoption by Full Council. (Please see [here](#) for the report considered by Executive Board at its meeting on 4 September 2019.)

¹² The survey measures the volume of development taking place across central Leeds and its impact. Property types include office, retail leisure, residential, student accommodation, education and hotels.



2018) but remaining below the national average (7.77 in 2017; 7.83 in 2018). [Source: [ONS House price to residence-based earnings ratio](#)]

- December 2018 saw the opening of the Kidacre Park **traveller site** which is home to 8 families, expanding the city's provision for traveller families (the existing Cottingley site houses 41 families).
- The changes to funding regulations announced by government in October 2018 enable the local authority to begin a more ambitious programme of **council housebuilding** from 2019/20 onwards. Plans are being progressed to support our aspiration to deliver 300 new council homes per year over the next 5 years and beyond. During 2018/19, 69 new council homes were built across three sites at Broadleas (Bramley), the Garnets (Beeston) and at Red Kite Row (Whinmoor).
- The number of untenanted council housing **void properties** remains below the 1% target, at 0.63% at the end of March 2019, a further improvement on the 0.78% a year before.
- Results for the **council's housing tenants (STAR) survey** conducted in 2018/19 were generally positive. Tenants classed as General Needs, Retirement Life Scheme and High Rise were asked 12 questions to find out how satisfied they were with different aspects of Housing: 'overall'; 'the home'; 'the neighbourhood'; 'customer service'; and 'perceptions'. Tenants responded that their top priorities remain repairs and maintenance and overall quality of the home, followed by their neighbourhood as a place to live: key issues raised were car parking, rubbish/litter, drug use or dealing and dog mess. Compared to the previous survey undertaken in autumn 2016, the results show that:
 - The headline result of **overall satisfaction** level for General Needs Tenants remained the same at 76%.
 - In relation to 'the home', satisfaction with the **overall quality of the home** increased by 2% to 73% and **repairs and maintenance** stayed the same at 69%, although some aspects of repair showed decreased levels of satisfaction: ease of reporting, repair 'done right first time' and the speed of the repair.
 - In the 'neighbourhood' category, three quarters of General Needs tenants **feel safe in their own area**, with this score rising to 89% for Retirement Life Scheme tenants (this question was not asked in the previous survey). Satisfaction with the **overall appearance of the neighbourhood** increased by 3% to 69% and satisfaction with the way that the landlord deals with anti-social behaviour remained the same at 56%.
 - Customer service results showed 69% agreeing Housing Leeds is approachable if needing advice and support (again, this question was not asked in the previous survey). Whilst satisfaction with **advice and support on managing finances and paying rent/service charges** increased (up 3% to 69%), results for queries being answered within a reasonable time decreased (by 3% to 68%).
 - The results for all three questions around **tenants' perception of Housing Leeds** increased this year: good reputation (up 3% to 60%), trust (up 3% to 66%) and treating tenants fairly (up by 2% to 74%).
- The **Average Re-let Time** of council housing properties has shown a continual improvement over the year, reducing from 40.7 days in April 2018 down to 34.43 days by the end of March 2019. Housing Leeds continues to work with contractors to identify where further improvements can be made.
- The level of Leeds' **council homes meeting the decency standard** in March 2019 stood at 93.19%, an increase from 92.82% in March 2018. Decency is measured using the standard set out in section five of the Government's Decent Homes Guidance 1 and in practice the service aims to keep the level of decent homes above 90%.



- The percentage of **responsive repairs** completed right first time has remained consistently high and above the 90.5% target throughout 2018/19, with the figure for March 2019 standing at 93.77%. The responsive repairs within timescale indicator has remained below the 99% target during the year but is showing a positive direction of travel, with March's figure of 96.35% being at its highest level since July 2017. The recent positive direction of travel for this indicator corresponds with the high citywide customer satisfaction levels reported over the same period – March stood at 96.83% (above the 90% target and the highest level of performance in 2 years).
- **High rise** housing is a substantial part of council housing in Leeds, with over 7,500 households living in 116 blocks across the city. During 2018/19 work undertaken on high rise properties in the city included undertaking urgent fire safety checks, a programme to deliver sprinkler systems to all sheltered blocks and a number of other priority blocks and working with internet service providers look at providing free Wi-Fi to residents living in high rise in return for providers being able to install equipment on the roof of blocks.
- Enabling people to live at home longer, including investing in and increasing supported housing options for people, remains a priority. In 2018/19 the council made progress in increasing the level of **Extra Care housing** in the city, offering older people independent living in a home of their own with services on hand if they need them, thereby enabling people to self-care for longer. 6 new Extra Care schemes across the city are now in progress, with 200 homes at an early stage of development.
- We are also working with partners to help improve people's access to housing including bespoke schemes based on the principle of '**ordinary lives**'. Over the last 12 months we have worked with housing providers to influence the development of 45 new units of housing which will meet the environmental needs of adults with learning disabilities and/or autism. This will enable some people to move back to Leeds who have been placed outside the city and other people from having to move out of the city to have their needs met, particularly young people with complex needs moving to adulthood. All of these individuals will be tenants in their own properties. As noted above under our 'Health and Wellbeing' priority, an alternative to residential social care is the Shared Lives service, which identifies and supports people to provide placements in their own homes and families, either on a short- or longer-term basis. The service has expanded, increasing the number of carers and therefore services. The council has also introduced a 'Homeshare' scheme which matches someone who needs some help to live independently in their own home (Homeowner) with someone who has a housing need (Homesharer).
- Government's best practice guide on **adaptations** suggests that housing authorities should aim to achieve 95% completion within target timescales: for urgent cases, the target is 70 calendar days; for non-urgent cases, 170 calendar days. In March 2019, Housing Leeds completed adaptations at 91% for installations in the private sector (down from 98% in March 2018) and 82% for installations in the public sector (down from 93% in March 2018). In 2018/19, Care and Repair Leeds assessed 2,159 people and fitted home improvements to help minimise the risk of falling at home.
- The percentage of **housing complaints** responded to within timescales remains an area for improvement but positive progress was made towards the end of the year, showing a month-on-month increase. The percentage of stage 1 complaints responded to within timescales in March 2019 stood at 89.67% (up from 81.48% in March 2018). For stage 2 complaints, in March 2019 86.36% were responded to within timescales (up from 85.71% at March 2018). Performance should be put into the context of the enhanced service standard within Housing, working on a 10-working day target for housing related complaints as opposed to 15 working days for all other complaints received by the council. Housing Leeds has received an increased number of complaints this year with over 180 more stage 1 complaints in quarter 3 compared to the same



period in 2017/18 and 130 in quarter 4, mainly due to a recent change in process which has seen many more general repair enquiries being logged and tracked through to completion through the formal complaints process. The Government's Green Paper on social housing published in August 2018 has prompted a national conversation about the quality of social landlords' complaints' handling, with consultation running up to November 2018. Housing Leeds welcomes what is likely to be forthcoming national good practice guidance in complaints management.

- The introduction of the **Homelessness Reduction Act** in April 2018 meant that local housing authorities have more responsibility to take reasonable steps to help prevent any eligible person who is at risk of homelessness from becoming homeless, up to 56 days before they are likely to become homeless. The Act includes A new 'duty to refer' requirement, where public services have to a local authority if they come into contact with someone they think may be homeless or at risk of becoming homeless. Between October 2018 and end March 2019, there have been a total of 266 'duty to refers' from sources including Job Centre Plus, Probation, Prison and Social Services.
- Leeds has maintained high levels of **homeless prevention** activity. As a result of changes in the way preventions are recorded following the implementation of the Act, Leeds moved from presenting a prevention figure to a more meaningful statistic: the percentage of cases where homelessness has been prevented or relieved. The service standard for good performance is 80% of cases having homelessness prevented and our monthly performance has consistently remained above 80%, with the March 2019 figure reaching 87%.
- **Leeds Housing Options** (our homeless advice service) deals with around 15,000 households each year and last year helped almost 1,000 cases avert the threat of homelessness. The service typically deals with 330 contacts per day and makes use of a wide range of measures to help people gain accommodation they need. Unlike most other comparable councils, Leeds has not made use of bed and breakfast accommodation for the last five years. This not only means people have more appropriate places to stay, but funding that would have been spent on this can be invested in better value alternatives. Other recent successes in this area include providing specialist accommodation for young people, extra 'street sweeps' to check rough sleepers (particularly in cold weather) and daily surgeries at St George's Crypt and St Anne's Resource Centre.
- Councils are obliged by government to carry out full city **Rough Sleeper** headcounts in September, November, January and March each year. The figures for the last two counts in Leeds in January and March 2019 were 25 and 32 rough sleepers respectively. Of the 32 rough sleepers counted in March: 5 were not known to the service (new presentations); 6 had accommodation available to them; 4 had Leeds City Council tenancies and 2 had supported accommodation; 10 rough sleepers were band 'A' priority, awaiting allocation and temporary housing offered to them but not taken up; tenancy information was not available for the remaining 5.



Best City Priority: Sustainable Infrastructure¹³

What we set out to do in our 2018/19 Best Council Plan

Like other growing cities, Leeds faces a number of significant challenges, including improving air quality, linking people to services and employment, and increasing the numbers of people choosing public transport. Congestion and disruption on busy road and rail routes remain long standing issues, causing delays to journey time and contributing to air quality problems. A strategic approach to planning, funding and delivering an improved, sustainable infrastructure for Leeds will help us support this growth. An integral part of this priority is our desire for Leeds to be a 'green city' in which to live, work and visit. Working with partners to reduce carbon emissions will bring about benefits through cleaner air and more affordable warmth. Whilst Leeds has successfully reduced its carbon emissions by over a third in line with global agreements, there's still lots more work to be done to reach our longer term target. Technology will make homes and businesses more energy efficient, deliver more sustainable transport, help reduce waste and recycle more and give the city greater energy security. New jobs and apprenticeships can be created in the environmental arena.

How did Leeds perform in 2018/19 (based on latest available data)

- **Climate change** and environmental challenges have increased in priority for the city and the council, leading to the council's climate emergency declaration earlier this year. The Leader of Leeds City Council, Councillor Blake, has also worked with colleagues in other UK cities, including Bristol and Liverpool, to secure a motion at the 2019 Local Government Association (LGA) Conference, which sought to promote the role local government could play in enabling the UK to deliver on the UN Sustainable Development Goals¹⁴.
- Bringing together partners from across Leeds' public, private and third sector organisations, the **Leeds Climate Commission**, launched in 2017, helps the city make positive choices on issues relating to energy, carbon, weather and climate. The Commission is an independent voice in the city, providing authoritative advice on steps towards a low carbon, climate resilient future, informing inform policies and shaping the actions of local stakeholders and decision makers. The Commission also monitors progress towards meeting the city's carbon reduction targets and recommends actions to keep the city on track. Some of the Commission's achievements during 2018/19 include:
 - In May 2018 over 100 representatives of private, public and investment companies, financial services, consultancies and organisations were brought together for a networking event in the city. The event helped to create a programme of project development workshops for medium-sized enterprises.
 - In January 2019 Leeds hosted a national conference on energy and green finance centred on the theme of 'Investing in Local Energy'.
 - A range of local events and activities were also supported and promoted over the year, including undertaking a climate change survey at Leeds station and a slideshow on the Leeds Big Screen.
 - A 'roadmap' was prepared to deliver city-wide carbon reduction targets and bring forward proposals for city level carbon budgets.
- The council will use this Leeds Climate Commission roadmap to determine how we can become **carbon neutral by 2030**. This will include looking at areas such as our current building stock, the

¹³ This priority was referred to as '21st Century Infrastructure' in the 2018/19 Best Council Plan. It has since been revised to 'Sustainable Infrastructure' for the updated Best Council Plan 2019/20 – 2020/21.

¹⁴ The UN Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The UN aims to achieve each Goal and target by 2030.



way that our staff move around the city, our fleet policy and how we can invest in our social housing stock to maximise its fuel efficiency. As part of producing the detailed roadmap, we will also identify any barriers to success and work collectively with other local authorities across the country to ensure that our 'asks' to government to support the climate emergency are cohesive.

- Many public sectors organisations such as local authorities, NHS Trusts and Universities are now subject to the **Emissions Reduction Pledge 2020**, a set of principles committing organisations to work towards a voluntary target to reduce their greenhouse gas emissions by 30% (from a 2009/10 baseline) by 2020/21. The council was able to achieve its Emissions Reduction Pledge three years early but in order to continue contributing towards the achievement of the city-wide carbon reduction targets, we are leading a range of long-term projects.
- These include the **Leeds PIPES district heating network**, which is being rolled out across the city centre sooner than expected thanks to the opportunity to coordinate with transport and road network proposals for the Headrow. Nearly 2,000 council homes and numerous businesses around the city centre will be connected to the heat network that provides low carbon heat and hot water, reusing heat which is already being produced at Leeds's Recycling and Energy Recovery Facility (RERF) in Cross Green. The network is projected to make an annual reduction of 22,000 tonnes from the city's carbon dioxide emissions (estimated at 3.95 million tonnes in 2018). *[Source: Leeds Climate Commission]*
- Linked to this, we have continued to work with partners including Better Homes Yorkshire and the West Yorkshire Combined Authority (WYCA) to deliver a number of **Domestic Energy Efficiency Initiatives** that help keep people warm in winter and cool during summer. The Warmth for Wellbeing scheme, jointly funded by Public Health Leeds and the council and delivered by Groundwork Leeds and Care & Repair Leeds, has continued to provide face-to-face advice on energy efficiency and fuel bills as well as small scale measures and heating repairs to 1,532 vulnerable and low income households from October 2018. This scheme has recently been relaunched along with additional services as part of the **Home Plus Leeds** scheme.
- Statistics relating to **fuel poverty** are published by the government two years in arrears and so the most recent data available relates to 2017. A household is considered to be 'fuel poor' if their required fuel costs are above average (national median) and, if they were to spend that amount, they would be left with an income below the official poverty line (the 'Low Income High Cost' definition). In 2017, 36,926 (11.1%) of Leeds households were estimated to be in fuel poverty, an improvement from 49,929 households (13.1%) in 2016. Results remain higher than both England (10.9% in 2017; 11.1% in 2016) and the region (10.6% in 2017; 12.1% in 2016). *[Source: 'Sub-regional fuel poverty, England 2019 (2017 data)' published 13 June 2019; 'Sub-regional fuel poverty, England 2018 (2016 data)' published 26 June 2018. Department for Business, Energy and Industrial Strategy]*
- As reported last year (no more recent figures are available), the average city-wide SAP (Standard Assessment Procedure) **energy efficiency** rating for 2017 was 63.4 (based on a rating of 1-100 with 1 being extremely poor and 100 representing a completely energy efficient dwelling), an improvement on 62.6 in 2016. Energy efficiency is also presented in an 'A' to 'G' banding system for energy performance certificates where band 'A' is the most efficient and 'G' the least. In 2017, 2.2% of Leeds properties were rated below SAP band 'E' (minimum SAP 39), better than in 2016 (2.4%). (Comparison with other local authorities is not possible as the results are dependent on the level at which SAP values have been calculated and the version of SAP used – in Leeds, we use a simplified form of the 2009 methodology.)
- The council has the largest **local authority electric fleet** in the country and we have an ambition for the entire fleet to consist of ultra-low emission vehicles by 2025. As part of our fleet replacement programme, 95 council diesel vans so far have been replaced with fully electric vehicles (53 of these in 2018/19), saving on average almost 2 tonnes of CO2 for every 10,000



miles travelled. The average annual mileage for the council's small van fleet is 14,000 miles per annum, equating to a carbon saving of 255 tonnes of CO₂. In reflection of the work we've done on our electric fleet, during 2018/19 the council won a series of **transport industry awards** including 'Green Fleet of the Year' - winning both the Business Car Awards 2018 and What Van Awards 2019 - and 'Most innovative fleet management strategy' at the LAPV Future Fleet Awards 2018. We also won in the category of 'Public Sector Fleet Manager of the Year' at the Green Fleet Awards 2018 and were highly commended in the same category in the Ultra-Low Emission Fleet Heroes (Energy Saving Trust Awards, 2018).

- Following public consultation, in October 2018 a scheme was approved to swap out all non-LED bulbs within Leeds' 92,000 **street lights** (approximately 86,000 in total) and to introduce more part-night operation into a further 8,000 street lights. Although the work will take approximately four years to complete, it should eventually result in a carbon saving of approximately 8,800 tonnes of CO₂ per annum. During 2018, eight schools also had their lighting updated to LED, delivering savings of £30,000 in cost and 7 tonnes of CO₂.
- **Recycling** performance for 2018/19 year-end stood at 38.71% (provisional figure pending Environment Agency verification), slightly above that achieved last year (38.40%) but remaining below our target of 46.1%. The rise is primarily due to small upturns in tonnages captured across a range of different recycled materials (for example, items for re-use, glass, timber, scrap metal, recycling from household waste site general waste etc.). However, this increase has in part been offset due to a shortfall in garden waste tonnages in early summer 2018 as a result of the heatwave, and also underperformance at the RERF impacting upon recycling.
- In January 2019 government approved the council's full business case for a **Leeds Clean Air Charging Zone (CAZ)**. £29 million was awarded: £6 million for the required infrastructure and £23 million to support businesses transition to compliant vehicles. However, despite the good news, challenges still exist as Leeds progresses towards a cleaner city centre. Government is proposing that local authorities develop an element of the charging service that previously it had committed to implement but has not yet reached a design freeze on its own elements. This means the council is unable to begin to develop the required element of the central database. It is anticipated the CAZ will still go live in 2020 but will be delayed beyond the original go-live date of 6 January. To complement the Leeds CAZ, a range of other positive actions aimed at improving the city's air quality are being developed with future activities in the pipeline, including imminent procurement work to install publically accessible Electric Vehicle Charge Point infrastructure.
- In 2017, the Department for Transport gave its support for £173.5m of funding to be invested in a range of **transport improvements** in Leeds featuring new and improved rail stations, new and enhanced park and ride services, bus priority measures along key corridors and modernised transport hubs across the city. With additional support from WYCA and private sector stakeholders, the total funding package is in excess of £270m. During the past year design and planning work took place with significant schemes due to begin during 2019 including bus route improvements along the A61 and A647 corridors, a new Park and Ride site at Stourton and further expansion of the Elland Road Park and Ride site.
- **Park and Ride** is an essential component of the city's transport strategy, enabling improved access to the city centre, reducing the number of vehicles using the road network and in turn supporting the growing economy. The existing park and ride sites are continuing to grow in popularity and in December 2018 celebrated the recording of their two millionth passenger journey; the average daily number of passengers at the Elland Road and Temple Green sites are



1,000 and 850 respectively¹⁵. The results of a 2018 satisfaction survey carried out across the two sites were positive, with 97% of customers surveyed saying they would recommend park and ride to others and 94% saying park and ride has had a positive impact on their commute to work. As more than 65% of park and ride users previously travelled to and from work by car, this means that the two sites are removing around 8,000 car journeys from city centre roads every week. Almost 90% of those surveyed also felt that park and ride has had a positive impact on pollution/congestion and the environment, with the sites now served by hybrid-electric ultra-low emission buses. *[Source: WYCA Park and Ride Survey 2018]*

- Reducing the number and length of car journeys and increasing the use of more **sustainable transport** means is an important factor in tackling air quality and congestion issues in the city. 45.6% of all journeys into the city centre during 2018/19 were made using sustainable transport methods (walking, cycling, by bus or by train), up from 43.9% in 2017 and the baseline figure of 41.5% in 2011. More than a million trips have been recorded on the award-winning 23km CityConnect Bradford Leeds Cycle Superhighway since it opened in 2016, with usage increasing by 15% from 343,728 in 2017/18 to 396,372 in 2018/19. Overall traffic levels in the city appear to have increased between 2017 and 2018: based on 30 recorders around Leeds that count the number of vehicles passing, figures rose from 65 million to 67.5 million. *[Source: Leeds City Council, Leeds annual traffic growth, updated 19 February 2019 – available on data.gov.uk]*
- The number of people **killed or seriously injured** (KSI) from road traffic accidents in Leeds remains a concern. During the 2018 calendar year, a total of 337 people (40 of whom were children or young people) were KSI in Leeds, an increase from 324 people (39 children or young people) in 2017. Of the 337, 91 were pedestrians (down from 98 in 2017), 62 were pedal cyclists (up from 55 in 2017), 70 were powered two-wheel motor cyclists (up from 68 in 2017) and 101 were car occupants (up from 88 in 2017), 13 were in other types of vehicles, including buses and goods vehicles (down from 15 in 2017). In 2018 there were 26 fatalities, 11 more than in 2017 and greater than the average of the last 6 years of 15 per year. *[Source: Department for Transport statistical release 'Reported Road Casualties in West Yorkshire' – May 2019 based on figures provided by West Yorkshire Police].*
- Work continued over the year to develop and deliver a range of **road safety measures**, including the expansion of more 20mph zones around residential areas and schools, city-wide publicity of road safety campaigns such as the @SaferRoadsLeeds Twitter account and a new scheme with the West Yorkshire Camera Partnership, the 'Ransom Road Watch Initiative' which deploys mobile speed cameras to roads within the city. Bikeability Training levels 1, 2 and 3 were delivered to 10,904 children at schools across Leeds during 2018/19 (up from 9,121 in 2017), Pedestrian Skills Training to 10,971 pupils (up from 9,440 children the year before) and a Scooter Training Programme also rolled out.
- A major challenge facing Leeds is the reliance of the whole city centre on a single railway station. With over 31 million passengers passing through it each year, Leeds Station is the busiest piece of transport infrastructure in the North of England and the third busiest station outside of London. With passenger numbers using the station forecast to more than double over the next 30 years and plans for the High Speed 2 and 3 rail networks to come to the city, there is a need for significant investment and redevelopment to be made. The redevelopment of the station provides an opportunity to create a gateway that will drive economic growth and regeneration for both Leeds city centre and the Leeds City Region. Working in collaboration with a range of partners, the **Leeds Integrated Station Masterplan** is helping guide this future transformation and in autumn 2018 the council and partners submitted a Strategic Outline Business Case to

¹⁵ Source: West Yorkshire Combined Authority (WYCA) based on average number of cars parked weekdays at the park and ride sites between 27th May 2018 and 1st June 2019.



government. Included in this submission was an **HS2 Growth Strategy**, which sets out a package of infrastructure proposals to become HS2-ready.

- The changes to the station and the introduction of HS2 will serve to facilitate connectivity through the city centre, better connecting **South Bank** with the city centre core. South Bank is already a successful and growing business, educational and residential destination and the aim is to further transform the area. Building upon the vision, objectives and policies of the Core Strategy, the ambition is to double the economic impact of the city centre by transforming the South Bank into a distinctive and leading destination for investment, sustainable living, learning, culture, creativity and leisure.
- Following the completion of Phase 1 of the River Aire **Flood Alleviation Scheme** (a joint project between Leeds City Council and the Environment Agency to protect the city from the risk of flooding) its innovative movable weir at the Knostrop site was used for the first time in March 2019. Linked to this, the number of properties moved to a lower level of flood risk between April 2017 and September 2018 (the most recent results available) was 3,134 residential and 501 commercial properties. Phase 2 of the Flood Alleviation Scheme is now underway, with its focus on intervention measures north of the city centre such as creating new woodland areas, the removal of existing obstructions along the river to help reduce water levels, lowering the riverbed in places to improve capacity and flow and active floodwater storage areas to hold water and then release it back into the river when safe to do so. Other local flood alleviation schemes in Otley, Wyke Beck and Killingbeck Meadows are also progressing well.
- In spring 2019, the council began work to procure a partner to help deliver the **Full Fibre Network Programme** which will see the wider rollout of fibre to residential and commercial premises adjacent to council buildings and routes, as well as residents within the council's social housing portfolio, 297 schools across the Leeds district and 156 NHS buildings. The programme aims to make Leeds the largest Gigabit and 5G-capable city outside of London, helping to attract inward investment and close the digital/social divide in some of the city's poorest areas. Openreach (BT) has named Leeds as one of their 'Fibre First' cities, Virgin Media's ultrafast cable network has a high level of coverage and Vodafone UK and Cityfibre have pledged to invest £120m to expand coverage of their 1Gbps fibre network across the city by the end of 2021.
- Thousands of adults in Leeds lack basic **digital skills** and this can have a huge negative impact on a person's life. Those who are already at a disadvantage – through age, income, disability, unemployment or education – are most likely to be digitally excluded. Leeds Libraries and Good Things Foundation (the UK's leading digital inclusion charity) have worked together to create 100% Digital Leeds, a cross-sector collaboration ensuring everyone in the city has the digital skills they need. Amongst the successes during 2018/19 was a tablet lending scheme which made over 300 iPads available for organisations to give internet access to adults, helping them to understand the positive changes that can be made to their lives through being online. Enabling non-users and limited users to become digitally included will bring wider social benefits: helping them to be better informed, more confident using online tools, and feeling more independent and less isolated.



Best City Priority: Culture

What we set out to do in our 2018/19 Best Council Plan

We believe that culture can make a positive contribution to the city's confidence, profile, economy and wider community cohesion, an ambition that underpins the Leeds Culture Strategy. Since the city's bid to be the European Capital of Culture came to an end, Leeds has forged ahead with its plans to host an alternative year-long celebration of culture in 2023. Although no longer a European event, this festival of culture will continue to have a strong international focus and will celebrate the diverse cultures from across the globe to be found in Leeds. Our aims are to ensure that culture can be created and experienced by anyone, to enhance the image of Leeds as a location for major events and attractions and maintain quality accreditations for our day-to-day services such as council-run attractions, parks and green spaces.

How did Leeds perform in 2018/19 (based on latest available data)

- Leeds2023 won the **EUROCITIES** (network of major European cities) prize for Co-operation in November 2018 after impressing the judges with a pledge to harness culture and creativity to transform the city's economy. These awards recognise outstanding achievement by member cities in the delivery of local activities or practices which improve the quality of life for citizens. Leeds' award recognised that the city is continuing to take the inclusive community and partnership approach that characterised its initial 2023 bid by undertaking many activities, including co-creating cultural proposals with people in the most deprived areas and deepening European and international connections (for example, through the Tour de Yorkshire). Leeds was also successful in its application to host the EUROCITIES Culture Forum from 9th to 11th October 2019, coinciding with Light Night.
- Some of the projects developed over the past year as part of Leeds' culture offer include:
 - The **Leeds Cultural Education Partnership** was established which aims to ensure that culture remains a key feature within education and can be enjoyed by anyone regardless of their background.
 - The **arts@Leeds** grants programme which helps provide funding and business support for arts organisations, centred around three themes of Investment, Development and Engagement.
 - **Music:Leeds**, focusing on developing and delivering a city-wide music strategy. The first annual City Music Forum was held in March 2019, during which attendees were able to give feedback on proposed activities, discuss common issues and highlight opportunities for collaboration. The event launched a Gender Rebalance Equality Action & Advisory Team (an advisory group focusing on gender equality); and 'Launchpad', an artist development programme.
- Several of **Leeds' parks** were once again recognised as some of the best green spaces in the UK during 2018/19: Otley Chevin, Pudsey Park, Golden Acre Park, Kirkstall Abbey, Roundhay Park, Temple Newsam estate and Middleton Park were all awarded **Green Flag** status, a UK-recognised quality accreditation given to parks and green spaces that provide the highest environmental standards, excellent visitor facilities and a beautifully maintained environment.
- Parks and green spaces in Leeds are assessed annually against the **Leeds Quality Park (LQP) standard**, based upon the national Green Flag Award field-based criteria. In 2018/19, 44 of 63 Community parks met the LQP Standard giving a performance score of 70%, below the target of 87%, but slightly up on the previous year when 42 parks met the standard. Overall for all 144 green spaces assessed, 52% of sites passed the LQP standard against a target of 45.4%, and up on the previous year's 50%.



- Leeds retained its prestigious **Purple Flag** status for a third successive year. The Purple Flag accreditation is the benchmark for good night time destinations and recognises the city's excellence in managing its evening and night time economy. A key element in Leeds retaining its Purple Flag status has once again been the positive and joined-up approach displayed by a wide range of partners including Leeds City Council, LeedsBID, Business against Crime in Leeds (BACIL) and West Yorkshire Police who are involved in the day-to-day management of the city's evening economy. Initiatives included the introduction by the council of a dedicated Street Support Team, the continued good work of evening ambassadors providing help and advice to visitors and close partnership support with groups such as Leeds Street Angels and the Angels of Freedom that work closely with the LGBT+ community.
- **Leeds Museums and Galleries (LMG)** is the largest local authority-run museum service in England:
 - In 2018/19 the service welcomed a new record of 1.7m **visitors** across its nine sites.
 - It has one of the most significant multidisciplinary **collections** in the UK and in 2018/19 loaned 490 objects from its collections to 85 venues in 5 other countries, in addition to others in the UK (Spain, Italy, Finland, China and Australia).
 - In 2019 all nine LMG sites successfully maintained their **accreditation with the [Arts Council UK Accreditation scheme](#)**. The scheme is managed as a UK Partnership between Arts Council England, the Welsh Government, Museums Galleries Scotland and Northern Ireland Museums Council and sets out nationally-agreed standards.
 - In February 2019 Leeds City Museum hosted **OUTing the Past**, a one-day conference, followed by a takeover day by West Yorkshire Queer Stories which was attended by over 2,000 people contributing to celebrations for LGBTQ+ history month.
 - Leeds City Museum won the national **Kids in Museums¹⁶ Family Friendly museum of the year** award in October 2018. The award, made by public nominations, is made annually to one museum, gallery, historic home or heritage site that has made outstanding efforts to welcome children and families and respond to their feedback.
 - In June 2018, the **Leeds Curriculum** launched, a one-stop resource for primary school teachers across Leeds: using 'stories' taken from the city's rich cultural history, these can be used by teachers to deliver any curriculum topic. Led by LMG, this was developed with over 40 arts, community and cultural partners and more than 30 primary schools. It is now being used in around one third of the primary schools in Leeds and won the Educational Initiative of the Year at the Museums and Heritage Awards 2019.
 - In autumn 2018, the LMG programme '**Armistice and After**' was the culmination of the World War One (WWI) programme. From a mass participation crafting for 'Peace' at Leeds City Museum to the launch of 'The Leeds Pals: A Handbook for Researchers' - a book researched and written by a group of volunteers; from a lone piper marking dawn on 11th November at Temple Newsam to commissioned artwork by Suman Kaur co-curated by the Leeds Interfaith Forum at Kirkstall Abbey. Over 60,000 people took part in Armistice and After with local data showing an audience reach of nearly 3m people over the five years of the overall WWI programme through exhibitions, events, outreach and satellite displays.
- A range of other cultural events across the city continued to be popular during 2018/19:
 - Leeds' **Light Night** is one of the UK's largest annual arts and light festivals. Over two nights in early October some of Leeds's most recognisable indoor and outdoor spaces are transformed by artworks and performances by local, national and international artists. 2018's event attracted more than 80,000 people to over 70 art events across the city

¹⁶ Kids in Museums is an organisation that works with museums nationwide to make them more welcoming for children, young people and families.



centre. Light Night celebrated the themes of Progress and Innovation, and included an illuminated parade celebrating 100 years of social change since (some) women got the vote, the Civic Hall forming part of an abstract digital projection that used the historic stonework of the building as its canvas.

- Running since 2006, **Leeds Pride** is now the largest Pride in the UK to still be a completely free event. In recent years attendance has increased from an estimated 35,000 in 2016 and 40,000 in 2017 to over 55,000 for the 2018 event. The highlight of the day was the parade which saw around 120 floats wind their way through the city centre. The economic impact of the event was a conservative estimate of over £4.3million in 2018, up from £3.8m the previous year. The majority of people attending Leeds Pride rated it as being better than the year before, with nearly 43% having attended for 4 years or more. *[Source: Leeds Pride Impact Surveys 2016, 2017 and 2018]*
- Millennium Square maintained its popularity by hosting a wide range of **cultural events** including the annual summer series of concerts, the Ice Cube skating rink and the Leeds Food and Drink Festival amongst many others.
- The city also hosted many **community, inclusion and wellbeing events** including the annual Leeds West Indian Carnival, Kirkstall Festival and a range of galas and fun days, such as the Burmantofts Gala which in 2018 was based around music and dance from local refugee groups. LMG's work with communities in 2018/19 included acting as a host for events such as Community History Fayre, Leeds Trans Festival, Leeds Science Festival and many more.
- In October 2018 the **Big Leeds Chat** city-wide engagement event took place. It brought around 500 local people together with key decision makers and leaders, to have a conversation about what matters to them and to better understand their needs and preferences. Feedback from the event was positive, with people saying that they love living in Leeds and that they enjoy living in a big and diverse city which offers both great shopping and access to green spaces.
- Work undertaken during the year helped secure a number of prestigious cultural events for the city in the future: the **Road Racing Championships** (cycling) will visit Leeds in September 2019; Headingley Stadium secured **Cricket** World Cup matches and an Ashes Test Match; **Roundhay Park** hosted two major concerts by Ed Sheeran in August 2019 and, following another successful event in 2018, the city secured the rights to host the **World Triathlon Championships** in 2019 and 2020.



Best Council Ambition: Efficient and Enterprising Organisation

What we set out to do in our 2018/19 Best Council Plan

Our journey to become a more efficient and enterprising organisation centres on a programme of organisational cultural change. This is aimed at making the best use of resources within the council and strengthening our leverage, influence and partnerships across the city, the region, and nationally. To date, we have responded to the financial challenges facing local government and been able to balance the budget each year, protecting front-line services and avoiding large-scale compulsory redundancies. This has been achieved by stimulating good economic growth, creatively managing demand for services, increasing trading and commercial income, growing council tax from new properties and a significant range of organisational efficiencies. These efforts will continue.

We remain confident we can deliver our Best Council Plan priorities through investing in our staff's wellbeing as well as skills, helping them perform at their very best. We encourage a 'can do' culture across the organisation where people feel more confident and empowered. This aims to eliminate barriers, celebrate differences and create a workforce more representative of our communities. Underpinning everything we do – our policies, strategies, processes, communications and resilience – and how we work are our values. They provide a reference point for staff on how they are expected to behave and what they, and our customers and partners, can expect from us.

How did Leeds City Council perform in 2018/19 (based on latest available data)

- As at the end of March 2019, the council employed **12,636 full-time equivalent (FTE) members of staff**, down from 15,000 in 2010 and slightly up on 2018 (12,376). The majority are women (61%) and aged 40 years and over (64%). Where staff have provided additional detail, we know that: 14% are from Black and Minority Ethnic (BAME) backgrounds (compared to 19% of Leeds citizens); 6% are disabled (compared to 16.7% of Leeds citizens); 8% are carers (compared to 10% of Leeds citizens) and 3% are LGBT+ (this question was not asked in the 2011 census so cannot be compared with the Leeds population).
- **Apprenticeships** form part of our overall approach to recruit and retain a skilled and diverse workforce for the future. Since May 2017 when we started collecting figures on this, we have increased the number of apprentices employed from 232 to 636, which is above our target of 2.3% of the workforce. In 2017 the majority of the apprentices were staff who were new to the council and related to traditional roles such as craft roles, gardeners, childcare and healthcare. Two years on, apprenticeships now cover more diverse areas such as Civil Engineering, Solicitor, Digital and Finance and work is underway to explore what can be done to engage communities and offer opportunities to priority groups to increase diversity – especially with entry level apprenticeships. We also continued our graduate recruitment programme, taking on 14 graduates in 2018/19.
- The council remains committed to paying its own staff in line with the **Leeds City Council minimum wage**, which is above the Real Living Wage. The council implemented a pay award and new pay scales on the 1st April 2019. A key feature of this revised pay structure was ensuring that our lowest paid employees transferred to a **minimum pay rate** of £9.18 per hour (p/h). This exceeds both the national minimum wage of £8.21 p/h and the Living Wage Foundation rate of £9 p/h. This investment will primarily benefit women in jobs like school catering and cleaning and helps close the **gender pay gap**. The most recent results (a snapshot as at 31st March 2018) show that when comparing mean hourly wages earned by Leeds City Council employees, the women's mean hourly wage remains lower than men's by 6.3%, but the gap has closed by 2% from a year earlier. [Source: Gov.uk - Gender Pay Gap Service]
- A wide range of **staff networks** operate within the council, representing staff on issues or topics they relate to, or associate with. The networks help promote increased understanding and



awareness around their theme and also support ongoing improvement in our organisational development and cultural change work. Highlights from the staff networks in 2018/19 included:

- The Disabled Staff Network was relaunched to become a **Disability and Wellbeing Network (DAWN)** which has a remit of improving the experience of disabled colleagues. The council has already achieved Disability Confident status level 2 - an accreditation awarded by the Department for Work and Pensions which helps organisations employ and retain disabled people and those with health conditions and is currently working to reach level 3 - Disability Confident Leader.
- The **Healthy Minds** network celebrated World Mental Health Day 2018 with events across the city including presentations, tea and talk sessions and guided meditations. At Civic Hall, Healthy Minds also hosted a conference, where attendees were treated to informative, engaging and often emotional presentations.
- Linked to the DAWN and Healthy Minds networks, the council is also leading on a collaboration between all health and care providers across Leeds relating to **Mental Health First Aid Training**. To date nearly 250 people have trained to become Mental Health First Aiders.
- The **LGBT+** network promoted events including the annual LGBT history month in February 2019 and also the Trans Day of Remembrance in November 2018. Leeds City Council retained its position in the top 100 inclusive employers in the country by LGBT+ charity Stonewall.
- 2018/19 was a busy year for the **Women's Voice** network, which launched its manifesto and developed an ambassador programme and mentoring scheme. Success was made in working with uniform suppliers to ensure women's cut clothing were provided.
- The **Carers** staff network undertook awareness sessions to help support working carers achieve a work/life balance between their employment and caring responsibilities.
- The **Early Careers Network (ECN)** focuses on the professional development of council employees in the early stages of their career. Last year the ECN was re-established with a new mission statement and priorities.
- All our staff networks participated in September 2018's **National Inclusion Week** from and in the same month, we held our second annual **Staff Network Conference** which included discussions on 'everyday inclusion' and how to bring this about in the workplace.
- Our average **staff sickness level** in 2018/19 was 9.61 days per FTE (10.78 days when schools are excluded) compared with a target of 8.5 days, slightly lower than the 2017/18 result of 9.75 days per FTE (10.78 days again last year when schools are excluded). The highest cause of absence among our staff is mental health (comprising a number of categories including stress, anxiety and depression) and so we have expanded the support we offer in this area, including expanding mental health first aid training across the organisation.
- During 2018/19, 93% of staff had a mid-year **appraisal** review, down from 96% in 2017/18; over 98% of staff completed their year-end appraisal by the end June 2019 deadline, up from 96% in 2017/18). These figures show that there is more to do though if we are to hit our 100% target.
- During 2018/19 essential pro-active **health and safety** maintenance carried out included: fire risk assessments, management of asbestos, Legionella control, inspections of lifts and other equipment and security. Work was also done to improve the physical security of council buildings and to address aggression directed at members of staff in front-facing services. This included delivering training for elected members and providing lone working safety devices for staff where required. Schools must always be safe environments for children, young people and staff. Much work was carried out in 2018/19 to support this: regional workshops on school



security; work to address the issue of weapons in schools; helping staff to address increasing levels of violence and aggression and a conference to support the health and wellbeing of school leaders.

- Our **Changing the Workplace programme** continued into 2018/19, helping the council improve how and where it works to deliver better services for customers and to improve staff's working environments. Since the start of the programme in 2012 we have moved from workstation: staff ratios of 1:1 in 2010 to an average of 6:10 in 2018 which ultimately allowed us to release whole buildings. 13 buildings have been released since 2016 at a cost saving of £8.6m. We have also successfully reduced our anticipated delivery costs by around £9m since 2012, mainly through use of existing assets for displaced staff as we refurbished Merrion House, recycling higher levels of furniture than originally intended. During 2018/19, 290 staff relocated from the Middleton Park Complex, enabling plans for the Laurence Calvert Academy Free School to be built on the site to provide education for secondary school age children in Inner South Leeds.
- 2018/19 was the penultimate year covered by the government's 2015 Spending Review, which set out plans for spending on public services by all government departments through to the end of 2019/20. Together with inflationary and other pressures on spending, the environment in which we operated continued to be one with significant financial challenges and uncertainties. Despite this, we once again delivered our services within a **balanced budget**.
- The council has operated a **voluntary retirement and severance scheme** since 2010/11 which has contributed to a reduction in the workforce and subsequent savings which have contributed towards being able to deliver balanced budget positions. In 2018/19 approval was given for 66.74 FTEs to leave the authority through the 'Early Leaver's Initiative' (ELI), generating savings of £5.9m over the five year period up to and including 2023/24.
- The council's income **collection rates** remained high in 2018/19: for council tax and business rates these were 96.1% and 97.77% respectively, both similar to the previous year results (96.1% and 98.0%). At the end of March 2019, rent collection across council housing stood at 97.27%, slightly down on the 97.44% collected during 2017/18 - although this is lower than the target of 97.50%, it is a positive position given the significant increase in the numbers of tenants moving to Universal Credit since October 2018.
- During 2018/19, the proportion of **invoices paid promptly** by the council (i.e. paid within 30 days of the invoice being received in the council or paid within longer contractual terms offered by the supplier) increased to 92.98% from 87.96% in 2017/18, exceeding the prompt payment target of 92%.
- **Flavour and PRESTO**, the council's commercial services for catering and home cleaning/companionship both grew over the year, with the number of customers using these services increasing from 134 to 201. Home gardening and window cleaning services were introduced and we have also increased the amount of school contract cleaning work provided by the council, competing successfully against private contractors to be awarded this work.
- Trading with schools has also grown through **Catering Leeds**, the council's school meals provider. In 2018/19 a targeted marketing campaign delivered results, with five schools returning to Catering Leeds from private contractors and three more that had previously managed their own catering. As at the end of March 2019, Catering Leeds held 72% of the primary school catering market and a client satisfaction rating of 88% assessing the service as being good/very good/excellent (results for the period January to March 2019).
- Performance in relation to **bin collections and street cleanliness** remained strong in 2018/19. Winter's adverse cold weather and an increase in garden waste due to the warm spell that followed led to a slight fall (0.02%) in bin collections but performance remained high at 99.94% (12 month rolling average to end March 2019). On street cleanliness, when combining the



winter and summer cleaner streets surveys for 2018/19, 92.5% of sites were deemed to have acceptable litter levels, slightly higher than in 2017/18 when 92% were rated as acceptable. This is a good achievement taking into account that 2 of the 5 wards surveyed last winter are some of our most challenging inner city wards which have been historically low scoring. *[Source: Cleaner Streets Surveys conducted by Leeds City Council]*.

- In the council's **Contact Centre**, telephone performance declined during 2018/19, with 84% of calls being answered with an average wait time of over 6 minutes, against a target of 90% and 3 minutes. This was due to the reduction in staff numbers from an average 158 in 2017/18 to 132 in 2018/19, while contact volumes have not decreased proportionally. We are continuing to focus on addressing 'avoidable contact', taking away the need for customers to have to contact us in the first place, as well as developing our on-line self-service options to fully resolve their query. Additional funding has also been provided temporarily to recruit more staff to improve call answer rates during 2019/20.
- More people are using the council's [Leeds.gov](https://www.leeds.gov.uk) website, with the proportion of customers using **self-service** to get in touch with us increasing from 68% in 2017/18 to 73% for 2018/19. To help maintain and increase this momentum, during 2018/19 we have involved our customers in research to find out more about how they interact with us digitally.
- We have continued to work hard on our web and social media customer contact. The LCC-help (Twitter and Facebook) **social media** presence continues to grow, with our number of Facebook followers increasing by 26% from 23,800 in April 2018 to 30,000 in July 2019. On Twitter, the number of followers for @LeedsCC_Help account at July 2019 was 24,700 and over 106,400 for the @LeedsCC_News account. As our presence has grown, so has the number of enquiries received: 1,196 enquiries came in in April 2019, compared to an average of 741 enquiries per month between September and December 2018. In April 2019 our average social media customer service response time was under 19 minutes.
- Our Electoral Services migrated to their **new electoral software** and using this, successfully carried out the council's local all-out elections in May 2018 and the annual canvass from August to December 2018.
- The council's **Digital and Information** Service ensures that 12,000 council computer users are switched on each day and connected to our network; manages 23,000 telephony connections; ensures that 19 million council emails get to their destination each year and around 600 business applications are supported - one of the most diverse set of applications in the country. In 2018/19 our systems availability continued to exceed the target of 99%. Where council staff had reported issues with their equipment or connectivity, these were resolved at the first point of contact in 85.24% of cases during January to March 2019, an increase of more than 8% compared to the same period in the previous year (77.05% January to March 2018).
- We continued to keep **data** held on the council's network secure and available through technology filtering and blocking and by ensuring that staff are aware of their responsibilities to be vigilant about e-mail attachments and web links. Additional work was carried out to ensure the council was ready for the new national data protection framework which came into effect in May 2018 - the General Data Protection Regulation ('the GDPR') and the Data Protection Act 2018 ('the DPA 2018'). To implement the new framework, work focused on areas where compliance with the relevant articles in the GDPR was required and to ensure that appropriate policies, procedures and guidance were updated or created.
- The **Public Services Network** (PSN) is the government's high-performance digital network, which helps public sector organisations work together, reduce duplication and share resources. PSN acts as a compliance regime that serves as both a commitment to a basic level of information security for connecting government departments and local authorities and also a level of trust between the council and other public services. Following the introduction of more stringent



compliance controls brought in by government, the council undertook a programme of work to ensure it meets PSN compliancy and was awarded PSN accreditation in July 2018.

- Following the introduction of GDPR, the number of **statutory requests for information** from the council rose considerably, which had an impact on our ability to respond to those requests within the timescale specified by legislation. The number of Subject Access Requests (SARs) rose by 43% from 590 in 2017/18 to 845 in 2018/19, leading to a drop in the percentage responded to in time from 97.2% in 2017/18 to 91.8% in 2018/19. The number of Freedom of Information and Environmental Information Regulation requests (FOIs and EIRs) rose by 19.6% from 2009 in 2017/18 to 2,402 in 2018/19, whilst those responded to in time fell from 97.2% in 2017/18 to 93.5% in 2018/19.
- Like any other major city, Leeds can suffer **disruption** caused by the impact of a major incident or emergency such as a severe weather event, major fire or public protests. The council, along with partner agencies, businesses and organisations work together to build city resilience: developing plans, preparing to share resources and assets to protect ourselves and having the capability 'ready to go' to provide an effective response and recovery to major incidents and emergencies should it be required. Examples of emergencies and disruptive events dealt with by the council and partners during 2018/19 included a major gas leak requiring evacuation of properties/closure of roads, several major water main bursts requiring road closures and diversions, several suicide attempts affecting road network/transport infrastructure (City Centre, M621 and A64), road traffic accidents/fuel spillages causing congestion and Bridgewater Place closures and high-sided vehicle diversions due to high winds.
- 2018/19 has also seen us continue to prepare for the **UK's withdrawal from the EU**, developing contingency plans for a range of scenarios and with our Chief Executive, Tom Riordan, being appointed by government in February 2019 as part of a network of nine local authority chief executives across England tasked with engaging with other councils in their regions on preparations. The council's own preparations centre on a strategic response plan which has been put together to provide a framework to deal with the uncertainty in the build up to and the response phase after the UK's exit. The response plan can be scaled up or down depending on the nature of the UK's final exit from the EU and it is linked to the planning at a West Yorkshire level through the Local Resilience Forum. The response work will continue locally in what is a fast moving and developing policy landscape, ensuring local plans are updated where necessary. More information can be found in a series of reports considered by our Executive Board, most recently in September 2019.

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Report of Chief Officer Financial Services

Report to Corporate Governance and Audit Committee

Date: 22nd November 2019

Subject: Social Value in Procurement – Update on the Options Being Considered To Accurately Measure Social Value Outcomes

Are specific electoral wards affected?	☐ Yes ☒ No
If yes, name(s) of ward(s):	
Has consultation been carried out?	☒ Yes ☐ No
Are there implications for equality and diversity and cohesion and integration?	☒ Yes ☐ No
Will the decision be open for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information?	☐ Yes ☒ No
If relevant, access to information procedure rule number:	
Appendix number:	

Summary

Main issues

- Following the Executive Board of 26th June 2019, Procurement & Commercial Services (**PACS**) introduced the Council's 2019-2024 Procurement Strategy (the **Procurement Strategy**).
- The Procurement Strategy sets out 5 key areas for procurement, including regarding delivering social value beyond the core services being procured (and at no extra cost) and the Foundation Living Wage (**Social Value**).
- The Procurement Strategy also incorporates KPIs to measure performance in respect of each of those 5 key areas, however a number of these KPIs require further detail as to the precise targets and methodology for measuring performance.
- As such, PACS committed to Executive Board to report back to it (and to report to Corporate Governance & Audit and Scrutiny Board) regarding proposals for providing such further KPI detail.
- This report provides to the Committee an update as to progress towards identifying precise Social Value related KPI targets and methodologies for measuring the same.

Recommendations

Corporate Governance and Audit Committee is recommended to note the contents of this report.

1. Purpose of this report

- 1.1. To provide the Committee with an update as to progress towards identifying precise Social Value related KPI targets and methodologies for measuring the same.

2. Background information

Procurement Strategy KPIs

- 2.1. The Procurement Strategy identifies Social Value as a key area of procurement. The Procurement Strategy also identifies several KPIs for measuring performance against all 5 key areas of procurement.
- 2.2. While the measures for the majority of these KPIs are clear and identified in the Procurement Strategy, a number of the KPIs either require an initial baseline against which future progress may be measured or present particular complexities in order to provide a useful measure of success, and therefore required further consideration.
- 2.3. The key area of Social Value is particularly complicated to measure, given that the Social Value benefits that are sought are by nature largely indirect and may vary greatly from contract to contract.
- 2.4. Consequently, PACS committed to the Executive Board of 26th June 2019 that an annual report regarding procurement would be submitted to the Executive Board, and that after the Procurement Strategy had been operational for a year, further baseline figures and detail would be introduced into the KPIs in order to monitor performance.

Social Value

- 2.5. The Social Value Act places statutory responsibilities on public sector bodies to consider social value around procurement. As a minimum, public sector bodies have to consider the wider benefits of 'Social Value' during the purchase of services where the contract value exceeds £181,302.
- 2.6. By formally and consistently considering social value in each of the Council's procurement decisions, a major contribution can be made to achieving the maximum value from every pound that the Council spends and to the Council's ambition of a Strong Economy in a Compassionate City. Social value also supports the Council's wider aspirations for inclusive growth in conjunction with local communities and businesses.
- 2.7. To this end, the following are examples of where we have already undertaken a significant amount of work to ensure Social Value is achieved through the procurement process:
 - 2.7.1. **Social Value opportunities considered for ALL procurements:** The Council is currently finalising Social Value guidance for commissioners which will require that the potential to deliver Social Value is considered in all our contracts, and in particular in respect of:
 - 2.7.1.1. employment and skills,
 - 2.7.1.2. the environment (and climate change),
 - 2.7.1.3. education, and

2.7.1.4. asking suppliers to consider for themselves what else they can do to be “social entrepreneurs” in Leeds.

Furthermore, for all contracts valued above £50,000, the guidance will encourage commissioners to evaluate any Social Value commitments as part of the tender process (suggesting at least a 10% weighting);

2.7.2. **Stimulating the local economy:** Supporting the local economy by ensuring tendering opportunities are made more attractive to local, small and medium sized enterprises and voluntary, community and faith organisations by adapting tenders to their needs, where appropriate, particularly by dividing more opportunities up into smaller “Lots” which local organisations can bid for either individually or as part of a consortium;

2.7.3. **Supporting local firms:** Providing support to local small and medium sized enterprises and voluntary, community and faith organisations, by including local supply chain targets in contracts and supporting development/mentoring of local organisations;

2.7.4. **Improving skills:** Creating opportunities for disadvantaged workgroups by requiring our contractors to provide work experience and training opportunities to raise employees’ skills through on the job training and access to professional development as befits their role to improve quality and contract outcomes;

2.7.5. **Creating and preserving job opportunities:** Continuing to create sustained local job opportunities. The latest available figures show we have created over 2,300 new apprentice and employment positions for local people in Leeds;

2.7.6. **Promoting better employment standards:** The Council is committed to playing an active role in promoting decent work standards for its own employees and those of its contractors. The Council uses its procurements to ensure that its contractors promote labour rights by including contractual provisions relating to (amongst other things) anti-slavery and human trafficking, discrimination, human rights, safeguarding, training of staff, and health and safety;

2.7.7. **Promoting the Real living wage:** The Council is committed to promoting the Real Living Wage across the city by using its influence with businesses in the city to promote this initiative. Procurements explicitly encourage businesses to pay the Real Living Wage to all their employees as a minimum by providing that a tenderer who pays the Real Living Wage will win a procurement against a non-Real Living Wage tenderer if all other aspects of the evaluation are equal. Further discussions are ongoing with the Rowntree Foundation to consider what other steps may be taken to promote the Real Living Wage through procurement activity.

3. Main issues – Monitoring and measuring Social Value in the Council’s Procurements

3.1. The current situation with regard to measuring Social Value is that it is a component of the service being delivered and as such it is a matter for commissioning staff within Directorates, via their contract management processes, to ensure that any Social Value outcomes are realised and reported to PACS so that PACS may, in turn, report them to this committee, to Scrutiny and to Executive Board. The challenge going forward is to ensure that the Social Value outcomes

are monitored and reported in a consistent and understandable way across the whole Council. The following options for monitoring and measuring Social Value are currently under consideration.

OPTION 1 – Do-minimum

3.2. The Council currently identifies, records and reports annually to this Committee and Scrutiny on several elements of Social Value in procurement, such as the value of spend with SMEs and Leeds businesses. In addition, there are other high-level data relating to Social Value in procurement that the Council is able to identify, record and report on annually in relation to future procurement such as:

3.2.1. number of “foundation living wage” contractors;

3.2.2. number of contractors paying above the minimum wage;

3.2.3. number of contracts broken into lots to support SME opportunities;

3.2.4. numbers of contracts that have considered Social Value opportunities, and numbers of contracts containing Social Value commitments; and

3.2.5. number of SMEs that PACS and commissioners have engaged with, with a view to facilitating their ability to tender for Council procurements.

3.3. This level of report would have minimal further resource implications for the Council.

OPTION 2 – External Digital Social Value Toolkit

3.4. However, the Social Value that may be achieved through the Council’s contracts is anticipated to go beyond the high-level data referred to in the “do-minimum” option. Identifying it, recording it and reporting on it for each of the Council’s 934 contracts will be complex and very resource intensive.

3.5. PACS has therefore conducted considerable research and identified two market leaders in social value measurement and reporting tools (**Digital Social Value Toolkits**), both of which it is currently assessing with the support of key commissioning groups.

These are:

(i) The **Social Value Portal (SVP)** a commercial venture by the B2B eCommerce company; and

(ii) The **Social Value Engine (SVE)** created and developed by a partnership between Rose Regeneration and the East Riding of Yorkshire Council.

3.6. At a minimum, both tools allow reporting of social value commitments and performance against a series of Themes, Outcomes and Measures (**TOMs**) constructed on the principles of cost benefit analysis and “Social Return On Investment”.

3.7. The aim of the TOMs is to provide a minimum reporting standard for measuring social value. It is anticipated that a Digital Social Value Toolkit will allow the Council to better manage Social Value through the procurement tender process, to manage the delivery of Social Value in its contracts more effectively and consistently, and to have clear data to analyse and report on.

- 3.8. A Digital Social Value Toolkit will therefore assist the Council in unlocking social value in the supply chain and will enhance the Council's existing in-house Social Value Framework.
- 3.9. The two Digital Social Value Toolkits that the Council are assessing/reviewing (SVE and SVP):
- 3.9.1. use different data based assessments. SVE seeks to apply a financial benefit to Social Value outcomes, while SVP more directly reports on the delivery of outputs committed to by the contractor;
 - 3.9.2. require different levels of resource commitment from the Council. SVE requires Council officers to complete over 150 data-sets to facilitate a report of wider financial benefits. SVP provides resource to liaise directly with contractors to understand, record and monitor their social value commitments; and
 - 3.9.3. they also propose different cost structures. SVE charges a licence fee for the Council to utilise the digital tool, but the additional Council resource costs for using the tool must also be factored in. SVP charges a higher annual fee, but this includes providing resource to utilise the tool. SVP also charges a nominal fee to contractors, and reimburses the fee paid by the Council if a sufficient value is recovered from contractors (i.e. the more contracts that utilise the SVP, the cheaper for the Council).

OPTION 3 – In-house Digital Social Value Toolkit

- 3.10. The Council could look to develop its own Digital Social Value Toolkit that is tailored to its precise needs. While it is anticipated that this is likely to be a costly, resource-intensive and time-consuming, a full analysis of the practicality and potential of this option will be undertaken.

Next steps

- 3.11. PACS will continue to work with commissioners to assess the above options. While Options 2 and 3 will provide much greater detail and clarity as to the actual Social Value achieved in all the Council's contracts, both of these options will require some level of additional resource and attract an additional cost.
- 3.12. Once all Options have been thoroughly investigated by PACS and following the consultation referred to in paragraph 4.1.2, the Head of Commercial (Legal) within PACS will recommend a preferred option to the Chief Officer Financial Services for approval in accordance with her delegated authority. It should be noted that once in place the process will be monitored closely by Internal Audit to ensure the Social Value outcomes are effectively measured and reported appropriately, with further annual reporting to this committee, Scrutiny and Executive Board. However, it should be further noted that it is anticipated that to effectively embed and communicate the preferred Option across the Council will take a minimum of 6 to 9 months before any valuable data becomes available.
- 3.13. A further report will be brought to this Committee in March 2020 which will: a) report on procurement performance and procurement issues across 2019-20; and b) confirm the chosen approach to identifying, measuring and reporting on Social Value.

- 3.14. Finally, it should be noted that PACS is currently working on proposals as to how best to incentivise performance of Social Value commitments by contractors. It is anticipated that the most efficient and effective way to ensure such performance will be to apply a proportionate financial penalty for non-performance. This will be consulted on in due course and the final proposals will be incorporated into the Council's standard-form contracts.

4. Corporate considerations

4.1. Consultation and engagement

- 4.1.1. Consultation with Members (including this Committee, Scrutiny and the Executive Board) was undertaken in respect of the Procurement Strategy. Further consultation with Members (including by way of this interim report) will continue before a final decision is to be made as to the most appropriate approach to identifying, measuring and reporting on Social Value.
- 4.1.2. PACS continues to work with commissioners and Internal Audit to identify the most effective and appropriate method of identifying, recording and reporting on Social Value in procurement.

4.2. Equality and diversity / cohesion and integration

- 4.2.1. There are no implications for this report, though see paragraph 2.7 regarding the benefits of Social Value in procurement. Each procurement process requires consideration of equality matters within any procurement activity undertaken.

4.3. Council policies and the Best Council Plan

- 4.3.1. The vision from the Best Council Plan is for Leeds to be a compassionate, caring city that helps all its residents benefit from the effects of the city's economic growth. These values are reflected within the Procurement Strategy which will seek to deliver the Council's best city and best council ambitions, and Social Value in particular (see paragraph 2.7).

Climate Emergency

- 4.3.2. The Council's approach to Social Value in procurement requires consideration of environmental matters (including the climate emergency) within any procurement activity undertaken.

4.4. Resources, procurement and value for money

- 4.4.1. The costs of delivering the research into the Digital Social Value Toolkit to date have been internal staffing costs. The decision over which of the options referred to in this report will be adopted shall include a value for money assessment.

4.5. Legal implications, access to information, and call-in

- 4.5.1. There are no legal issues in this report.

4.6. Risk management

4.6.1. Risk Management is a critical and continuous process, and appropriate risk assessments will be undertaken, reviewed and managed as part of the options appraisal referred to in this report.

5. Recommendations

Corporate Governance and Audit Committee is recommended to note the contents of this report.

6. Background documents¹

6.1. None

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Report author: Helen Cerroti, Helen Farrer
Tel: 3788039 & 3788064

Report of Chief Planning Officer

Report to Corporate Governance and Audit Committee

Date: 22 November 2019

Subject: Assurance around the arrangements in place for Members to refer planning applications to Plans Panel for determination and the Governance arrangements for enforcement proceedings

Are specific electoral wards affected?	☐ Yes ☒ No
If yes, name(s) of ward(s):	
Has consultation been carried out?	☐ Yes ☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Will the decision be open for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information?	☐ Yes ☒ No
If relevant, access to information procedure rule number:	
Appendix number:	

Summary

1. Main issues

- Members of the Corporate Governance and Audit Committee at its meeting on 25 June 2019 requested that a report providing assurance around the arrangements in place for Members to refer planning applications to Plans Panel for determination and the governance arrangements for enforcement proceedings be brought to a future meeting.
- This report briefly provides the context for decision making on planning applications in England and goes on to describe the functions delegated to the Chief Planning Officer in relation to determining planning applications and provides further detail and assurances around the operational process for members to request the referral of items to the Plans Panel for determination.
- The governance arrangements for dealing with enforcement proceedings are then described, providing assurances around the transparency and robustness of existing processes.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- The Council's decision making framework sets out systems and processes which ensure information is shared in a clear and consistent fashion. The decision making framework seeks to ensure that Leeds City Council is open, honest and trusted.

3. Resource Implications

- There are no resource implications arising from this report; all systems and processes which are in place to meet the requirements of the decision making framework do so from within existing resources.

Recommendations

- a) Members are requested to consider and note the positive assurances provided in this report and the future steps to provide additional assurances in the referral process.

1. Purpose of this report

- 1.1 This report was requested by the Corporate Governance and Audit Committee at its meeting in June 2019, where members requested additional details and assurance around the arrangements in place for Members to refer planning applications to Plans Panel for determination and the Governance arrangements for enforcement proceedings.

2. Background information

- 2.1 On 25 June 2019 the City Solicitor, Chief Officer Elections and Regulatory and Chief Planning Officer presented the joint Annual Decision Making Assurance report. Part of this report considered the assurances for decision making in the planning application process. Following member comments, the service was asked to bring a further report providing assurance around the arrangements in place for Members to refer planning applications to Plans Panel for determination and the governance arrangements for enforcement proceedings.
- 2.2 This report will deal with both areas in turn, starting with Member referral to Plans Panels and then describes the process of enforcement in Leeds and provides assurances around those processes.

3. Main issues

3.1 Referral of items to Plans Panel

- 3.1.1 The framework for decision making in relation to planning matters in England and Wales is plan-led. This involves the authority preparing plans that set out what can be built and where. All decisions on applications for planning permission should be made in accordance with the Development Plan unless material planning

considerations indicate otherwise. Material considerations cover a wide variety of matters including impact on neighbours and the local area.

- 3.1.2 Applications are not determined on whether there is local support or opposition but in assessing the Planning merits of a proposal, the case officer takes into account any material planning matters raised by public comments. Only material planning matters can be taken into consideration in reaching a decision.
- 3.1.3 The Council delegates specific functions to the Chief Planning Officer who is then authorised to carry out those functions on behalf of the Council. The latest delegation scheme was approved by Council on 22 May 2019.
- 3.1.4 All planning applications are considered to fall within the Chief Planning Officer delegation scheme and will be determined by officers under the sub-delegation scheme, last approved on 23 August 2019, unless they fall into defined exceptional categories; the exceptions are detailed in the delegation scheme. In such cases applications are determined by the Plans Panels. The City Plans Panels and Area Plans Panels terms of reference, describing the functions which each Panel is authorised to discharge, were last reviewed and amended in 2019 and approved by Council on 22 May 2019.
- 3.1.5 The exceptions facilitate Members' right to request that an application comes to the Plans Panel for determination, and part 1a of the Chief Planning Officer delegation scheme, the Exceptions section sets out the circumstances when this is allowable:

*The Chief Planning Officer is not authorised to discharge the following functions:
The determination of applications following a written request⁷ to the Chief Planning Officer by a Ward Member*

- *concerning an application within the Ward he/she represents, or*
- *concerning an application within a neighbouring Ward where that Ward Member considers that the development would have a significant effect on the ward he/she represents that an application be referred to the relevant Plans Panel;*

- 3.1.6 Footnote 7 relating to part 1a says:

This request must be made to the Chief Planning Officer and should normally be made within 21 days of the date of validation. The application can be legally determined after the 21 day statutory advertisement deadline if no such request has been received by that deadline. The request must set out the reason(s) for the referral based on material planning consideration(s) and must give rise to concerns affecting more than neighbouring properties (these being those which are notified by means of a letter as part of the Council's policy regarding publicity on householder planning applications).

- 3.1.7 These Exceptions are translated into an operational process for dealing with member referrals, described below:

- Ward Member request received by case officer
- The request is assessed by case officer to determine whether the application in question falls within referral test as set out in the Council's Constitution (as above):
- If the test is met, the application should be referred to appropriate Plans Panel

- If the test is not met, the matter should be discussed with the relevant Plans Panel Chair so they can decide, in conjunction with the Chief Planning Officer, whether to use their Chairs discretion to refer the application to Plans Panel. There are two options within the Constitution available to the Chairs:

Part 1d *“the determination of applications for major development which the Chair considers are sensitive, controversial or would have significant impacts on local communities”*; and

Part 1g *“where the Chair considers that the application should be referred to the relevant Plans Panel for determination because of the significance, impact or sensitivity of the proposal”*.

- 3.1.8 If the Chair does not wish to exercise their discretion, the case officer will respond to the Ward Member and explain that their request for referral does not meet the test and that the matter was discussed with the Chair of the Panel who has decided it is not appropriate to use their discretion to refer the application to Panel.
- 3.1.9 If the Chair decides to use their discretion, then the Ward Member will be advised that despite their request not meeting the ward member referral test, the Panel Chair is of the view that the application meets one of the Chair’s discretionary tests and therefore the application will be referred to Panel.
- 3.1.10 This approach adheres to the requirements of the Council’s Constitution. Whilst the delegation scheme was last approved by Council on 22 May 2019, it is recommended that as part of the annual review, particular attention is paid to the Chief Planning Officer’s delegation scheme and it is reviewed in consultation with the Executive Board Member for Climate Change, Transport and Sustainable Development and the Plans Panel Chairs, to ensure it is up to date and remains fit for purpose. It is also recommended that as part of this review, benchmarking with the Core Cities takes place. However, it is important that any scheme of delegation is fit for the Leeds approach.
- 3.1.11 From the assessment of the process, the Chief Planning Officer has reached the opinion that this referral process is operating soundly. However the service does not currently routinely collect statistics on the level of member referrals and this is an area to improve, to increase transparency. It is proposed that with immediate effect, the service will collect data on member referrals and include this information as part of the Planning Services annual assurance report going forward.

4. Governance arrangements for enforcement proceedings

4.1.1 Legal and Policy framework

- 4.1.2 The National Planning Policy Framework (NPPF) sets out the Government’s planning policies for England and how these should be applied; it is also the framework for decision making in relation to enforcement matters in England.
- 4.1.3 In considering any enforcement action, the local planning authority should have regard to the NPPF, in particular [paragraph 58](#). Paragraph 58 refers to states “Effective enforcement is important to maintain public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. They

should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where appropriate.

- 4.1.4 The Government's supplementary Planning Practice Guidance (PPG) note relating to enforcement, *Enforcement and Post Permission Matters*, last updated 22nd July 2019 states "There is a range of ways of tackling alleged breaches of planning control, and local planning authorities should act in a proportionate way". The PPG goes on to say that there is a clear public interest in enforcing planning law and planning regulation in a proportionate way. In deciding whether enforcement action is taken, local planning authorities should, where relevant, have regard to the potential impact on the health, housing needs and welfare of those affected by the proposed action, and those who are affected by a breach of planning control".
- 4.1.5 The provisions of the [European Convention on Human Rights such as Article 1 of the First Protocol, Article 8 and Article 14](#) are also relevant when considering enforcement action.

4.2 Governance arrangements for Enforcement action in Leeds

- 4.2.1 The Leeds Enforcement Plan was approved as an operational document by the Chief Planning Officer in July 2018 following consultation with the Executive Member for Planning and Transport, the Plans Panel Chairs, Members of Joint Plans Panel and the Joint Member Officer Working group on Planning. The Plan outlines the key considerations for the planning enforcement service in Leeds and sets out the main procedures and principles the service will adopt to regulate development and its priorities for investigation. The Plan relates back to Government guidance as well as corporate priorities and the statutory Development Plan. It gives guidance on what can be done, the timescales for doing so and also how the service will balance the demands on requests for service with the resources available. The service operates within the principles outlined in the enforcement plan.
- 4.2.2 The Council delegates specific functions to the Chief Planning Officer who is then authorised to carry out those functions on behalf of the Council. The latest delegation scheme was approved on 22nd May 2019.
- 4.2.3 All planning enforcement matters are considered to fall within the Chief Planning Officer delegation scheme and are determined by officers under the sub delegation scheme; there are no exceptions within the current scheme.
- 4.2.4 The service has a duty to investigate all enforcement matters it receives. As such Enforcement matters are allocated to case officers within the service who conduct site visits, investigative checks and meetings as appropriate. Officers then make recommendations as to the course of action to pursue; this recommendation will have due regard to the NPPF and PPG mentioned above and the Council's Enforcement Plan. As encouraged by the guidance, enforcement activity will almost always seek to resolve issues first by negotiation and by working with developers/ owners to address any problems. For example, it may be considered expedient to secure a change of roofing materials or change a fence height so that the development is then permitted development. It has proven quicker to use a range of informal measures first and only when these measures have been

exhausted would *formal* action normally be considered. Formal enforcement action, will only be taken as a final resort, when it is expedient, proportionate and in the public interest to do so.

- 4.2.5 On a small number of cases, a breach may be identified and a decision taken that it is not expedient to pursue further. These decisions would only generally be made when the breach is very minor and causes no identified planning harm in accordance with relevant guidance. For example a wall or fence that is a few centimetres higher than permitted development and the lowering to comply with permitted development would make no difference to the overall impact. Government guidance is clear that action should not be taken simply to regularise development or ensure the submission of the necessary applications when the development is acceptable in all other ways and would be highly likely to be granted planning permission. Where no further action is recommended due to a lack of expediency, the case will fully appraised and documented for approval by a senior officer.
- 4.2.6 During a case review a more senior officer makes the final decision and the Chief Planning Officer's sub-delegation scheme ensures that decision making is undertaken at the appropriate level of seniority and experience. No Officer can decide their own cases and therefore, an appropriate level of external scrutiny is brought to bear on each case before it is finally determined.

4.3 Enforcement performance

- 4.3.1 In 2018-19 the service received 1,337 new cases and resolved 1,427 cases. The table below shows the outcomes of cases resolved and the means of that resolution:

Table 1: Enforcement Performance

	Q1	Q2	Q3	Q4	Total for 2018-19
No Breach*	40%	49%	52%	37%	44.5%
Breach but de Minimis/ not expedient	12%	10%	13%	17%	12.8%
Resolved by negotiation	32%	26%	22%	33%	30.2%
Planning permission/ CLU granted/ appeal allowed	13%	11%	11%	10%	10.4%
Enforcement /other notices complied with	3%	4%	2%	3%	2.1%

**Includes matters that are "permitted development"; where no development or material change of use is involved; matters that were time exempt from enforcement action on investigation; or where approved plans and conditions have been found to have been complied with.*

- 4.3.2 The above Table 1 demonstrates that across the year, in 44% of the cases investigated, there was no breach of planning control found. Almost a further third of cases investigated were resolved by negotiation and discussion; as mentioned above the service will always employ informal measures first before resorting to

formal enforcement action as this is often the quickest and easiest way of resolving issues. Formal action, with the rights of appeal against it that exist, can take a significant period to bring to a conclusion. For cases where there is no breach, almost all are closed before or at the 7 week review stage. For more complex cases there is a further review at 13 weeks if that case is still open at that point. Whilst therefore each case is brought to a resolution at the earliest opportunity, there is no set timescale within which all cases can be expected to be resolved. 3.5% of current cases have remained open after 5 years, these are usually complex cases which have involved formal action, applications and enforcement appeals processes (which rely on the Government's Planning Inspectorate for progress). Cases include ongoing monitoring of cases where compliance has been achieved but the site continues to be monitored, or where a breach is now being remedied over an agreed timescale.

- 4.3.3 The latest dataset available from the Ministry of Housing Communities and Government, 2018-19¹ provides data on LPA enforcement activity levels. The table below shows Leeds' performance and formal activity levels in comparison with the Core Cities.

Table 2: Enforcement activity across UK Core Cities

Planning authority	Enforcement notices issued	Stop notices issued	Temp stop notices issued	Breach of condition notices served	Planning contravention notices served	Enforcement injunctions granted by High Court or County Court	Enforcement injunctions refused by High Court or County Court
Birmingham	25	-	-	1	1	-	-
Bristol	32	-	-	6	-	-	0
Leeds	40	-	1	3	101	-	-
Liverpool	4	-	-	2	24	-	-
Manchester	27	6	3	1	76	-	-
Nottingham	2				3		
Newcastle upon Tyne	7	-	1	1	15	-	-
Sheffield	12	-	-	4	6	-	-

- 4.3.4 From the Table 2 above, it is clear to see that Leeds activity levels are considerably higher than any of the Core Cities and that we served more contravention notices than Birmingham, Liverpool, Newcastle, and Sheffield combined. This illustrates that whilst the negotiation and informal enforcement activity is most effective in resolving cases, the authority will and does pursue formal action where it is found to be necessary.

4.4 Embedding the framework for planning enforcement matters

¹ MHCLG Planning Statistics Source: Table 130

4.4.1 Performance reporting

4.4.2 Additional scrutiny is brought to the Compliance Service and enforcement process as the service reports performance data and activity rates for the service to the Joint Plans Panel (JPP) bi –annually. An extract from the latest mid-year planning performance report to JPP is appended (Annex 1). Additionally an update report containing key cases (those where interest has been expressed by a Ward Member or Parish council in particular) for each ward is prepared and circulated to Members on a bi-monthly basis. Going forward, performance can also be reported to this Committee, to be consistent with the reporting on planning application performance as part of the annual decision - making assurance report for Planning.

4.4.3 Internal Audit

4.4.4 The service was subject to an internal audit in 2016 which concluded that the service had a good framework in place that cases are investigated, reported and actioned where appropriate and that escalation and appeal procedures are in place. The service received overall good assurance, and all items identified in the action plan have been implemented and remain operational in the service.

4.4.5 Member training

4.4.6 A Planning Enforcement Training and Workshop session has been run for Members in both autumn 2017 and autumn 2018 to outline the legislative framework, enforcement plan, processes and decision making of the service. A further session is to be arranged for early 2020 to which all Elected Members will be invited.

5. Corporate considerations

5.1 Consultation and engagement

5.1.1 The contents of this report have been shared with all officers with delegated authority set out in the council's constitution.

5.2 Equality and diversity / cohesion and integration

5.2.1 There are no implications for this report.

5.3 Council policies and the Best Council Plan

5.3.1 The Council's values include being open, honest and trusted; spending money wisely; and working with all communities. The Council's decision making framework sets out systems and processes which ensure information is shared in a clear and consistent fashion to enable the people living and working in the communities of Leeds to engage with the decision maker to ensure that community wishes and needs are taken into consideration. Whilst decision makers are required to consider whether the decision to be taken represents best value the systems and processes themselves are subject to continuous review to ensure that their implementation is practicable and makes best use of the Council's resources to achieve compliance with both the statutory and local framework.

Climate Emergency

5.3.2 There are no implications for this report.

5.4 Resources, procurement and value for money

5.4.1 The systems and processes in place to meet the requirements of the decision making framework do so from within existing resources. Given the assurances made by the Chief Planning Officer it is considered that the systems and processes in place continue to represent an appropriate use of resources and good value for money

5.5 Legal implications, access to information, and call-in

5.5.1 The Council's decision making framework meets the statutory requirements in relation to decision making and monitoring of the process ensures compliance.

5.6 Risk management

5.6.1 The positive assurances set out in this report show that the process around the referral process and enforcement matters is fit for purpose, embedded and routinely complied with and so there are no risks identified by this report.

6. Conclusions

6.1.1 This report sets out evidence to confirm the positive assurances given that decision making arrangements in relation to the member referral process for planning applications and enforcement matters are, up to date, fit for purpose, effectively communicated and routinely complied with.

7. Recommendations

7.1.1 Members are requested to consider and note the positive assurances provided in this report and future steps to provide additional assurance in the process.

8. Background documents²

² The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Annex 1: EXTRACT from Joint Plans Panel report 14 November 2019

Planning Services performance report- quarters 1 and 2, 2019-20

3.6 Compliance activity

- 3.6.1 The number of enforcement cases received in the first two quarters of 2019/20 has been high, with 746 cases received. This is similar to recent years. As such the workload through the service remains substantial with a significant number of complex cases being investigated. The number of cases on hand has been reduced to approximately 900. And maintained at under 1000. A long standing service objective has been to maintain the number of cases on hand to under 1000. This is a key step in improving the overall handling of cases as it ultimately assists in reducing officer caseloads.

	Q1	Q2	Total
No of cases received	357	389	746
No of cases resolved	311	361	672
Category 1: Site visit same day/within 1 day. Target 100%	100% (5)	75%(4)	87.5%
Category 2: Site visit within 2 working days. Target 95%	88% (17)	85% (34)	86.5%
Category 3: Site visit within 10 working days Target 90%	98% 329/335	98% 343/351	98%

3.6.2 Cases received and resolved and performance in undertaking initial site visits

- 3.6.3 Performance in undertaking initial site visits has generally been maintained. There has been a drop in Category 1 and 2 visits being made in time. Whilst this relates to a small number of cases (1 category 1 and 7 category 2 cases missed targets) it is a concern and is symptomatic of recent pressures in the service. All of these missed visits were subsequently visited within 2 days of the target. The majority of cases (category 3) have been visited within target times. The overall number of open cases on hand currently stands at 906. This is slightly increased from the last reporting period but remains within the service target of approximately 1000. Of particular interest is the age profile of cases with an increasing proportion of current case load being under 13 weeks old which is a long standing objective of the service.

3.6.4 Outcomes of cases resolved

- 3.6.5 The number of complaints investigated that are found to either involve no breach of planning control or are minor infringements over the period sits at just over 45 %. This has gradually increased from previous reporting period and helps demonstrate the demands on the service for investigation of non or minor infringements of planning control. A further 10% percent of cases are closed following investigation as not expedient to pursue, as the breaches identified are either minor, or informal action to regularise them has not resulted in compliance and it is not considered justified to pursue formal action. The remaining 45% of cases which have been closed involve significant breaches which have been resolved to the satisfaction of the Council through negotiations, granting planning permission or formal enforcement action.
- 3.6.6 Ward Member meetings have continued during the year. Invitations are sent out with the key cases list which continues to be sent to both ward members and parish councils with updates on priority cases within each ward.

	Q1	Q2	AvTotal
No Breach*	46%	50%	48%
Resolved by negotiation	28%	26%	27%
Breach but de minimis/ not expedient	10%	11%	10.5%
Planning permission/ CLU granted/ appeal allowed	14%	12%	13%
Enforcement /other notices complied with	2%	1%	1.5%

**Includes matters that are "permitted development"; where no development or material change of use is involved; matters that were time exempt from enforcement action on investigation; or where approved plans and conditions have been found to have been complied with.*

3.6.7 Enforcement and other notices

- 3.6.8 A total of 86 enforcement and other notices have been served during the year so far. This is a continuation of activity levels of previous years and an increase on the last reporting period. Leeds continues to take more formal action than all the other core cities by some distance reflecting the importance Members place in Leeds on the service. The following numbers of notices have been served:

	Q1	Q2	Total
Planning Contravention Notices / Section 330 notices	23	24	47
Breach of Condition Notice	2	4	6
Enforcement Notice	14	17	31
S215 Untidy Land Notice	1	1	2
Temporary Stop Notice	0	0	0
Stop Notice	0	0	0

- 3.6.9 The compliance service continues to draft and issue its own notices with input from legal officers only on the more complex cases. This is continually monitored and whilst it does carry some risk, the resource savings in doing this are significant. It does however place increased pressure on case officers in progressing cases within the service and requires additional on-going training.

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**Report of Director of Resources and Housing
Report to Corporate Governance and Audit Committee**

Date: 22nd November 2019

Subject: Applications Portfolio Programme – Update on Access project

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Is the decision eligible for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ No

Summary of main issues

The Public Services Network (PSN) was set up as an assured route for information sharing by central government, to facilitate shared services. It acts as a compliance regime that serves as both a commitment to a basic level of information security for connecting government departments and local authorities and also a level of trust between Leeds City Council and other public services.

Due to more stringent compliance controls brought in by the Cabinet Office in 2014 the Council has worked hard to ensure it meets PSN compliancy. The Cabinet Office contacted the Council through the Chief Executive in January 2017, to ensure that the Council brought itself into compliance as soon as possible. PSN accreditation was awarded in 2018 on the basis that good progress had been made and with the assurance the Council will remove Access databases running on the 2003 version by December 2019.

Recommendations

Corporate Governance and Audit Committee is asked to consider the contents of this report and be assured that considerable effort is being undertaken to rectify the current situation with regards to the Council's approach to maintaining PSN compliance and where progress has been made.

The Access Project Team recommends providing the Committee with another update paper on Access progress for the next meeting.

1. Purpose of this report

- 1.1 To provide Corporate Governance and Audit Committee with an update on the current position on Access databases and compliance to PSN.

2. Background information

- 2.1 The council relies heavily on a large number of 2003 Access Databases. This software is unsupported and carries a 'critical' score in the IT Health Check (ITHC).
- 2.2 Specifically, Access 2003 Runtime is the issue for PSN Certification, not 2010 as an example (so those are not currently in scope for the 2019 deadline).
- 2.3 The project initially identified over 300 live databases which needed to be migrated to managed systems to ensure services are able to continue without disruption. A plan is in place with proposed timescales for completion by end of December 2019.
- 2.4 Re-application for PSN Certification was made to the Cabinet Office at the end of May 2018 using the November 2017, mid-year IT Health Check. The residual 'Security Gaps' were detailed and signed off by Tom Riordan, Chief Executive. As detailed above, PSN accreditation was awarded in 2018 with the assurance we will remove Access databases running on 2003 by December 2019.
- 2.5 The PSN accreditation award was not solely based on the Access remediation commitment and we have subsequently been awarded our current PSN certificate until 20th August 2020.

3. Main issues

- 3.1 The project team has appointed additional resource to focus on the replacement of the databases and help these progress. However, progress has not been at the pace first anticipated. Factors impacting on the slow progress of the replacement programme include:
 - Resources available within services to engage with the project team
 - The heavy reliance of services on these databases and potential business impact of the changes
 - The continued creation of new Access 2003 databases. Every month, new databases are discovered by the Project Team. These are picked up on a monthly scan, following which the Project Team have to contact the service responsible and arrange for deletion.
- 3.2 In order to successfully achieve the project deadline, following advice from the Cabinet Office, the Information Security Assurance and Compliance (ISAaC) Board has agreed to upgrade the remaining databases (and those not pending replacement) to Access 2010 which is currently still compliant.
- 3.3 The work began to convert the databases w/c 14th October 2019. Multiple resources have been identified to work solely on converting them. As soon as the database is converted and tested, it is passed to services to test themselves before switching over to the upgraded version.
- 3.4 This is only a short term solution and the Council must eventually move away from Access entirely. Plans are in place to commence the removal of Access 2010

databases from January 2020. The Cabinet Office have accepted our progress and current plans.

- 3.5 The upgrading of the databases is a complex process, but the project team are focussed on reducing the number of users reliant on 2003 as quickly as possible. Isolated work environments have been set up to ensure the team are securely and separately working on the databases, to avoid impact on the existing database. The team has successfully converted five databases and the work to convert the quick wins (i.e. smaller databases with less data) will speed up. Two additional developer resources have been recruited to assist with this work and focus just on this task.
- 3.6 The project team are still working towards the December deadline. However if there is any slippage into 2020, this will not impact on the current PSN award, as our current certification is valid until August 2020.
- 3.7 The project team will continue to work with service areas to replace the databases longer term, alongside the temporary upgrade. Planning is underway to remediate the 2010 databases for phase two of the project and this work will begin in 2020.
- 3.8 The project has been heavily focussed on removing the ability to access the 2003 databases (known as the 'runtime') in the last reporting period. The 2003 runtime is where the security risk is, rather than with the databases themselves, so it's important for the project to progress with the removal of this from across all users. As some users still need to access the databases until we replace them, the project had to ensure a group of users maintained access via the runtime. The current plan involves reducing this number further in November 2019 to continue to show progress. We have successfully reduced the runtime figures from 10,008 users to 4077 users so far.
- 3.9 The current PSN certification has been awarded until 20th August 2020, following efforts from various projects and teams to remediate the issues identified. This is with the caveat that Leeds City Council fulfils its remedial action plan, as presented to the Cabinet Office. We will reapply for our certificate on the 20th July 2020.
- 3.10 The project has recently worked with internal audit over the course of four months on an audit of the Access project, where the report has now been circulated and the control environment was cited as Acceptable. The report also acknowledges that additional work will need to be undertaken to identify alternative solutions to achieve the aim of moving away from using Access and this still remains the main objective of the project and the work to replace the databases long term will continue alongside the conversions.
- 3.11 Following a recommendation from the internal audit report, the project will report on the figures in more detail going forward, breaking down the categories further to more clearly demonstrate the project status within the engagement stage. The current figures are based on the previous reporting method with the basic gateways and the project team are working on a more detailed breakdown for future reports.
- 3.12 The data below gives the current statistical breakdown by status of the databases in each directorate.

It is important to note that the overall list of databases also includes back ends to databases, as well as copies and back ups, so they are not necessarily made up of a separate number of databases that need to be individually actioned by the project.

Directorate	Number of database March 2019	Number of database June 2019	Number of Database Nov 2019
Adults & Health	2	2	2
Children & Families	9	9	8
City Development	107	120	103
Communities & Environment	44	45	45
Resources & Housing	98	74	73
West Yorkshire Joint Services	n/a	4	4
Unknown*	28	2	2*
	Total: 288	Total: 256	Total: 237

*The two remaining unknown databases are no longer in use and access has been restricted.

Conversions from Access 2003 to Access 2010

Total Number to Convert	Converted	Still to Convert
237	11	226

The main objective with the conversion piece of work is to demonstrate progress in reducing the number of 2003 runtime instances across the estate. We currently have two internal developers dedicated to this task with another developer due to join the team on 11/11/2019.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Consultation has taken place across service areas, along with Application Managers and Business Partners to gather the information needed to assess the status of the databases. Regular communications and updates are planned in and provided to the key stakeholders.
- 4.1.2 Engagement with service areas takes place regularly and is planned in on an ongoing basis, to reassure them, provide updates and discuss potential solutions. We are consulting with the Information Management and Governance service where necessary.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 There are no issues in relation to Equality and Diversity or Cohesion and Integration.

4.3 Council policies and best council plan

- 4.3.1 The Access project falls under a large programme of work within DIS called the Application Portfolio Programme. This programme is set to look at all applications to ensure the Council meet statutory and regulatory requirements and where possible reduce the overall cost to the Council via rationalisation. The Access replacements will take into account the other projects under the programme, e.g. GDPR and Cloud Security Principles to ensure we continue to remain compliant whatever the new solution.

4.4 Resources and value for money

- 4.4.1 The approach to resolve the Access 2003 databases is to remove or replace with suitable in-house solutions initially, thus saving time and money. Therefore internal resource is being utilised and value for money sought. Initial analysis shows that the majority of the databases can be replaced by in-house developed solutions, such as SharePoint lists or corporate case management solutions.
- 4.4.2 There are no issues in relation to resources and value for money.

Legal implications, access to information, and call-in

- 4.4.3 Delegated authority sits with the Director of Resources and Housing and Senior Information Risk Owner and has been sub-delegated to the Chief Information Officer under the heading “Knowledge and information management” in the Director of Resources and Housing Sub-Delegation Scheme.
- 4.4.4 There are no restrictions on access to information contained in this report.

4.5 Risk management

Access Risks

Timescales

- 4.5.1 The project has concerns due to the lack of information being provided within timeframes that will potentially impact on timescales for delivery. This is due to a number of factors, including services being unclear about who manages or owns their databases (i.e. staff who built it have now left the council) and the level of information which is held. The project team are working with service areas to identify this information and will escalate any problem areas.
- 4.5.2 The amount of data held in the redundant databases and where it needs to go. Identifying what we need to keep and do not.
- 4.5.3 Dependencies on service areas to work with us in the timescales we need them to, e.g. providing information in a timely manner, being able to implement a new solution within timescales and working around their usual business workload. It's been identified by more than one service area that they have restrictions on when they can implement new solutions (e.g. financial reporting period) and timescales for new solutions in the pipeline to be delivered (e.g. Housing's new solution). Communication has been established with the other projects to ensure any slippage is communicated urgently.
- 4.5.4 Databases which are live and in use which the project are not aware of. Work has been done to identify the databases in use, but there is a small risk there are other databases in use which tools have not yet identified – meaning the number to work with could be bigger. The project has mitigated this as much as possible and without completely removing essential access to databases, it's not possible to fully restrict creation of new databases.

- 4.5.5 The conversion exercise may pose further risks and issues to the overall timeline but the detail and impact of these will not be known until we begin the work to convert and unpick each database. Every database is unique and contains different VBA code, so until we begin the conversion for each one, we can't determine the complexity. We are reducing this risk by referring to the analysis already gathered on each database, e.g. size of database and data they contain.

Resource

- 4.5.6 The amount of resource needed once the work progresses to deliver in the timescale needed with the correct skills, is a risk, if this cannot be provided. We have recently allocated additional resource to the Power BI reporting team for the database conversions and have agreed a way forward for identifying alternative solutions without the need to depend solely on a Solution Architect resource.

PSN Risks

- 4.5.7 Should action against the current PSN Remediation plan not be to the satisfaction of the PSN Authority the council will have to withstand a number of risks.
- Having now been taken out of 'escalation' through remediation and into a period of compliance the Council will have to re-enter remediation and continue with close assessment of activities by the Cabinet Office.
 - Should continued improvement not be made; the Head of PSN can place the Council back into 'escalation' and inform the Information Commissioners Officer, which could culminate in the revisiting of the audit conducted by the ICO in 2013 to ensure compliance against the Data Protection Act.
 - The Head of PSN could inform the Deputy National Security advisor to the Prime Minister, who could in turn conduct an assessment based on the national risk profile.
 - The Head of PSN could also instigate an external audit of all our security systems by the National Cyber Security Centre. The Council could end up under partial commissioner control.
 - Ultimately, the Head of PSN could instigate a complete 'switch off' from PSN services.

5. Conclusions

- 5.1 The actions outlined in this report are being managed both in the project scope and through to service delivery and any risks such as timescales have been identified (as above) and we are working with service areas and teams within DIS to remove the databases within the timeline.

6. Recommendations

- 6.1 Corporate Governance and Audit Committee is asked to consider the contents of this report and be assured that considerable effort is being undertaken to rectify the current situation with regards to the Council's approach to maintaining PSN compliance and where progress has been made.

- 6.2 The project team recommends providing the Committee with another update paper on Access progress for the next meeting.

7. Background documents¹

None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Report author:	Mary Hasnip
Tel:	x89384

Report of the Chief Finance Officer
Report to Corporate Governance and Audit Committee
Date: 22nd November 2019
Subject: Grant Thornton Annual Audit Letter 2018/19 and Audit Progress Update

Are specific electoral wards affected?	☐ Yes ☒ No
If yes, name(s) of ward(s):	
Has consultation been carried out?	☐ Yes ☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Will the decision be open for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information?	☐ Yes ☒ No
If relevant, access to information procedure rule number:	
Appendix number:	

Summary

Main issues

1. In accordance with proper audit practice, Grant Thornton have issued their Annual Audit Letter 2018/19, which gives a summary of the key audit findings for the financial year. The Annual Audit Letter is attached as Appendix 1. The letter confirms that Grant Thornton were able to provide unqualified opinions on the council's financial statements and its arrangements to secure value for money for 2018/19.
2. Grant Thornton have also provided an Audit Progress Report and Sector Update, which is attached as Appendix 2.

Best Council Plan Implications and Resource Implications

3. There are no implications for the Best Council Plan and no resource implications arising from this report.

Recommendations

4. Members are asked to receive the Annual Audit Letter and note the conclusions arising from the 2018/19 external audit process, and to receive and note Grant Thornton's Audit Progress Report and Sector Update.

1. Purpose of this report

- 1.1 This report presents Grant Thornton's Annual Audit Letter, which provides a summary of the key external audit findings in respect of the 2018/19 financial year. The report also presents an update report on progress towards the 2019/20 audit.

2. Background information

- 2.1 Section 4 of the Code of Audit Practice for public sector bodies requires external auditors to issue an Annual Audit Letter. The purpose of preparing and issuing annual audit letters is to communicate to the audited body and external stakeholders, including members of the public, the key issues arising from auditors' work. Once it has been considered by the Committee, the Annual Audit Letter will be published on the council's website alongside the 2018/19 Statement of Accounts.

3. Main issues

3.1 Annual Audit Letter

- 3.1.1 During the year Grant Thornton issued an unqualified opinion on the 2018/19 Statement of Accounts, and concluded that the council's Whole of Government Accounts return was consistent with the audited accounts. Grant Thornton's review of the council's Annual Governance Statement found that it was consistent with their understanding of the council. The Annual Audit Letter summarises their audit approach and findings in relation to the audit of the financial statements.

- 3.1.2 Grant Thornton also issued an unqualified opinion on the Council's arrangements to ensure economy, efficiency and effectiveness in its use of resources. They identified financial resilience as an ongoing key risk, and recommended that the council should keep under review the adequacy of its level of reserves. The Annual Audit Letter outlines this aspect of the audit and its conclusions.

- 3.1.3 Grant Thornton's planned audit fee for the year was £178.6k. The Audit Report presented to the July meeting of the Committee advised the Council that Grant Thornton intended to propose an additional fee of £5k for their work. The Annual Audit Letter confirms that an additional audit fee of £9k has been proposed, which is subject to approval by Public Sector Audit Appointments Ltd (PSAA).

3.2 Audit Progress Report and Sector Update

- 3.2.1 Grant Thornton's Audit Progress Report outlines the intended scope and timescales for their audit work for the 2019/20 audit. It also highlights a number of current issues which may be of interest to the Committee.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Annual Audit Letter and Audit Progress Report do not raise any issues requiring consultation or engagement with the public, ward members or Councillors.

4.2 Equality and diversity / cohesion and integration

4.2.1 There are no issues regarding equality, diversity, cohesion and integration.

4.3 Council policies and the Best Council Plan

4.3.1 Under this Committee's terms of reference members are required to consider the Council's arrangements relating to external audit, including the receipt of external audit reports. This is to provide a basis for gaining the necessary assurance regarding governance prior to the approval of the Council's accounts.

Climate Emergency

4.3.2 There are no climate implications arising from this report.

4.4 Resources, procurement and value for money

4.4.1 Grant Thornton's Annual Audit Letter includes their opinion as to whether the Council has proper arrangements for securing value for money.

4.5 Legal implications, access to information, and call-in

4.5.1 Under Section 4 of the Code of Audit Practice for public sector bodies, external auditors are required to issue an Annual Audit Letter summarising the main audit findings in relation to the financial year.

4.5.2 As this is a factual report based on past financial information none of the information enclosed is deemed to be sensitive or requesting decisions going forward, and therefore raises no issues for access to information or call in.

4.6 Risk management

4.6.1 Grant Thornton identified financial standing and the level of reserves as an ongoing area of risk to the council, and recommended that the council should keep the level of its reserves under review. Reviewing the planned level of general reserves is an integral part of the Budget and Medium Term Financial Strategy processes.

5. Conclusions

5.1 There are no high priority issues arising from the work of external audit, and officers will continue to address the recommendations raised in audit reports during the year.

6. Recommendations

6.1 Members are asked to receive Grant Thornton's Annual Audit Letter and note the conclusions arising from the 2018/19 external audit process, and to receive and note the Audit Progress Report and Sector Update.

7. Background documents¹

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

7.1 None.

The Annual Audit Letter for Leeds City Council

Year ended 31 March 2019

23 August 2019

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Your key Grant Thornton
team members are:

Gareth Mills

Engagement Lead

T: 07825 115921

E: gareth.mills@uk.gt.com

Perminder Sethi

**Engagement Senior
Manager**

T: 07768 935273

E: perminder.sethi@uk.gt.com

Chloe Edwards

Assistant Manager

T: 07876 148544

E: chloe.d.edwards@uk.gt.com

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Appendix

A Reports issued and fees

1. Executive Summary

Purpose

Our Annual Audit Letter (Letter) summarises the key findings arising from the work that we have carried out at Leeds City Council (the Council) for the year ended 31 March 2019.

This Letter is intended to provide a commentary on the results of our work to the Council and external stakeholders, and to highlight issues that we wish to draw to the attention of the public. In preparing this Letter, we have followed the National Audit Office (NAO)'s Code of Audit Practice and Auditor Guidance Note (AGN) 07 – 'Auditor Reporting'.

We reported the detailed findings from our audit work to the Council's Corporate Governance and Audit Committee as those charged with governance in our Audit Findings Report on 26 July 2019.

Our work

Materiality

We determined materiality for the audit of the Council's financial statements to be £26,424,000, which is 1.3% of the Council's gross revenue expenditure.

Financial Statements opinion

We gave an unqualified opinion on the Council's financial statements on 31 July 2019.

Whole of Government Accounts (WGA)

We completed work on the Council's consolidation return following guidance issued by the NAO.

Use of statutory powers

We did not identify any matters which required us to exercise our additional statutory powers.

Value for Money arrangements

We were satisfied that the Council put in place proper arrangements to ensure economy, efficiency and effectiveness in its use of resources. We reflected this in our audit report to the Council on 31 July 2019.

Certificate

We certified that we have completed the audit of the financial statements of Leeds City Council in accordance with the requirements of the Code of Audit Practice on 23 August 2019.

Respective responsibilities

We have carried out our audit in accordance with the NAO's Code of Audit Practice, which reflects the requirements of the Local Audit and Accountability Act 2014 (the Act). Our key responsibilities are to:

- give an opinion on the Council's financial statements (section two)
- assess the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources (the value for money conclusion) (section three).

In our audit of the Council's financial statements, we comply with International Standards on Auditing (UK) (ISAs) and other guidance issued by the NAO.

Executive Summary

Working with the Council

In our first year of audit at Leeds City Council, we believe we have developed professional working relationships with you and your officers and have delivered a number of positive outcomes, including:

- regular liaison with senior finance managers and members of the Corporate Governance and Audit Committee to understand the issues facing the Council
- an efficient audit - we delivered an efficient audit with you in June and July meeting the local government target date of 31 July 2019
- understanding your operational health – through the value for money conclusion we provided you with assurance on your operational effectiveness.

- Sharing our insight – we provided regular audit committee updates covering best practice. We also contributed to discussions and debates on a variety of topics on the Corporate Governance and Audit Committee agenda outside of external audit agenda items
- Providing training – we provided your teams with training on financial statements and annual reporting
- Supporting development – we provided a workshop for members of the Corporate Governance and Audit Committee on the roles and responsibilities of audit committees including governance issues, accounting developments and value for money arrangements. The day was an opportunity for members to network with other members across our Yorkshire local authority client base and discuss audit committee effectiveness.

We would like to record our appreciation for the assistance and co-operation provided to us during our audit by the Council's staff.

Grant Thornton UK LLP
August 2019

2. Audit of the Financial Statements

Our audit approach

Materiality

In our audit of the Council's financial statements, we use the concept of materiality to determine the nature, timing and extent of our work, and in evaluating the results of our work. We define materiality as the size of the misstatement in the financial statements that would lead a reasonably knowledgeable person to change or influence their economic decisions.

We determined materiality for the audit of the financial statements to be £26,424,000, which is 1.3% of the Council's gross revenue expenditure. We used this benchmark as, in our view, users of the Council's financial statements are most interested in where the Council has spent its revenue in the year. The level of materiality was revised to this amount following receipt of the Council's draft 2018/19 financial statements. We reported our updated materiality level in our Audit Findings Report (ISA260) to the Corporate Governance and Audit Committee on 26 July 2019.

We also set a lower level of specific materiality of £5,000 for senior officer remuneration.

We set a lower threshold of £793,000, above which we reported errors to the Corporate Governance and Audit Committee in our Audit Findings (ISA260) Report.

The scope of our audit

Our audit involves obtaining sufficient evidence about the amounts and disclosures in the financial statements to give reasonable assurance that they are free from material misstatement, whether caused by fraud or error. This includes assessing whether:

- the accounting policies are appropriate, have been consistently applied and adequately disclosed
- the significant accounting estimates made by management are reasonable
- the overall presentation of the financial statements gives a true and fair view.

We also read the remainder of the financial statements, the narrative report and the annual governance statement published alongside the financial statements to check it is consistent with our understanding of the Council and with the financial statements on which we gave our opinion.

We carry out our audit in accordance with ISAs (UK) and the NAO Code of Audit Practice. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach was based on a thorough understanding of the Council's business and is risk based.

We identified key risks and set out overleaf the work we performed in response to these risks and the results of this work.

Audit of the Financial Statements

Significant Audit Risks

These are the significant risks which had the greatest impact on our overall strategy and where we focused more of our work.

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
Management over-ride of controls Under ISA (UK) 240 there is a non-rebuttable presumed risk that the risk of management over-ride of controls is present in all entities. The Authority faces external scrutiny of its spending and this could potentially place management under undue pressure in terms of how they report performance. We identified management over-ride of controls as a risk requiring special audit consideration.	As part of our audit work we: - evaluated the design effectiveness of management controls over journals - analysed the journals listing and determined the criteria for selecting high risk unusual journals - tested unusual journals recorded during the year and after the draft accounts stage for appropriateness and corroboration - gained an understanding of accounting estimates and critical judgements applied and made by management and considered their reasonableness with regard to corroborative evidence - evaluated the rationale for any significant changes in accounting policies, estimates or significant unusual transactions.	Our audit work did not identify any issues in respect of management override of controls.

Audit of the Financial Statements

Significant Audit Risks continued

Risks identified in our Audit Plan	How we responded to the risk	Findings and conclusions
Valuation of land and buildings (rolling revaluation) including the Council's 13 PFI schemes in the first year of audit The Council revalues its land and buildings on a rolling five-yearly basis. This valuation represents a significant estimate by management in the financial statements due to the size of the numbers involved (over £5 billion) and the sensitivity of this estimate to changes in key assumptions. Additionally, management will need to ensure the carrying value in the Council financial statements is not materially different from the current value or the fair value (for surplus assets) at the financial statements date. We therefore identified valuation of land and buildings, particularly revaluations and impairments, as a significant risk, which was one of the most significant assessed risks of material misstatement.	As part of our audit work we: - evaluated management's processes and assumptions for the calculation of the estimate, the instructions issued to valuation experts and the scope of their work - evaluated the competence, capabilities and objectivity of the valuation experts - discussed with the valuers the basis on which the valuation was carried out - challenged the information and assumptions used by the valuers to assess completeness and consistency with our understanding - tested revaluations made during the year to see if they had been input correctly into the Council's asset register - considered how management has confirmed assets valued at 30 September 2018 have not significantly changed in value by the year end, 31 March 2019 - evaluated the assumptions made by management for those assets not revalued during the year and how management has satisfied themselves that these are not materially different to current value at year end - reviewed the Council's 13 PFI schemes to consider the appropriateness of the accounting entries.	Our audit work did not identify any issues except that the Council processed seven adjustments following receipt of additional valuation information to the carrying value of fixed assets in the draft financial statements. These adjustments totalling £22.2m were to ensure the valuations were appropriate at the year end, and did not impact on the Council's level of useable reserves. No other issues were identified from our work.

Audit of the Financial Statements

Significant Audit Risks continued

Risks identified in our Audit Plan	How we responded to the risk	Findings and conclusions
Valuation of the pension fund net liability The pension fund net liability, as reflected in the Council's balance sheet as the net defined benefit liability, represents a significant estimate in the financial statements. The pension fund net liability is considered a significant estimate due to the size of the numbers involved and the sensitivity of the estimate to changes in key assumptions. We therefore identified valuation of the Council's pension fund net liability as a significant risk, which was one of the most significant assessed risks of material misstatement.	As part of our audit work we: • updated our understanding of the processes and controls put in place by management to ensure that the Council's pension fund net liability is not materially misstated and evaluated the design of the associated controls • evaluated the instructions issued by management to their management expert (an actuary) for this estimate and the scope of the actuary's work • assessed the competence, capabilities and objectivity of the actuary who carried out the Council's pension fund valuation • assessed the accuracy and completeness of the information provided by the Council to the actuary to estimate the liability • tested the consistency of the pension fund asset and liability and disclosures in the notes to the core financial statements with the actuarial report from the actuary • undertaken procedures to confirm the reasonableness of the actuarial assumptions made by reviewing the report of the consulting actuary (as auditor's expert) and performing additional procedures including: – review of the scope of the actuary's work – review of the source data provided to the actuary to confirm its validity and completeness – reviewed the duration of liabilities of the Council to ensure assumptions used are appropriate to the asset and liability profile of the authority • obtained assurances from the auditor of the West Yorkshire Pension Fund as to the controls surrounding the validity and accuracy of membership data, contributions data and benefits data sent to the actuary by the pension fund and fund assets valuation in the pension fund financial statements.	Our audit work confirmed that the Council used the figures for its pension fund net liability issued by its actuary in April 2019. The figures provided by the actuary were based on asset valuations as at 31 March 2019. The Council requested updated reports from its actuary to take into account the impact on the Council's pension numbers as a result of the McCloud judgement. The revised reports resulted in an increase in the Authority's pension fund liability of £47.4m, which was adjusted in the final accounts approved on 26 July 2019. This adjustment did not impact on the Council's level of useable reserves. Our audit work did not identify any other issues.

Audit of the Financial Statements

Audit opinion

We gave an unqualified opinion on the Council's financial statements on 31 July 2019.

Preparation of the financial statements

The Council presented us with draft financial statements in accordance with the national deadline, and provided a good set of working papers to support them. The finance team responded promptly and efficiently to our queries during the course of the audit.

Issues arising from the audit of the financial statements

We reported the key issues from our audit to the Corporate Governance and Audit Committee on 26 July 2019.

Annual Governance Statement and Narrative Report

We are required to review the Council's Annual Governance Statement and Narrative Report. It published them on its website alongside the Statement of Accounts in line with the national deadlines.

Both documents were prepared in line with the CIPFA Code and relevant supporting guidance. We confirmed that both documents were consistent with the financial statements prepared by the Council and with our knowledge of the Council.

Whole of Government Accounts (WGA)

We carried out work on the Council's Data Collection Tool in line with instructions provided by the NAO. We issued an assurance statement which did not identify any issues for the group auditor to consider.

Certificate of closure of the audit

We certified that we have completed the audit of the financial statements of Leeds City Council in accordance with the requirements of the Code of Audit Practice on 23 August 2019.

3. Value for Money conclusion

Background

We carried out our review in accordance with the NAO Code of Audit Practice, following the guidance issued by the NAO in November 2017 which specified the criterion for auditors to evaluate:

In all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people.

Key findings

Our first step in carrying out our work was to perform a risk assessment and identify the risks where we concentrated our work.

The risks we identified and the work we performed are set out overleaf.

As part of our Audit Findings (ISA260) report agreed with the Council in July 2019, we agreed one recommendation to address our findings.

Overall Value for Money conclusion

We are satisfied that in all significant respects the Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2019.

Value for Money conclusion

Risks identified in our Audit Plan	How we responded to the risk	Findings and conclusions
Financial standing Leeds City Council as other authorities, continues to operate under significant financial pressures. For 2018-19, the Council planned to deliver a balanced outturn position but to achieve this, needed to deliver savings of some £34m whilst managing cost pressures within Children's Services and Adult Social Care at a time of reduced funding For 2019-20, the initial budget proposals presented to Executive Board (December 2018) indicated a Council Tax increase of 2.99% and a further 1.0% for Adult Social Care, with in year savings required of some £24.4m.	As part of our work we: - reviewed key financial and operational documents - discussed key relevant matters with senior management.	- The Council delivered an outturn underspend in 2018-19 of £3.0m (General Fund) compared to a budgeted balanced position for the year - Actual savings delivered by directorates totalled some £28.8m compared to a savings target of £34m for 2018-19 (an achievement rate of 85%). After the creation of a number of new reserves valued at £3.1m, the Council contributed £2.3m to the General Fund Reserve at the year end increasing the General Fund Reserve from £25.7m at 1 April 2018 to £28m at 31 March 2019. This increase supports the Council's strategy to increase its reserves to strengthen its financial resilience - The Housing Revenue Account also delivered an outturn underspend of £1.1m for 2018-19 mainly due to savings on employee costs of £2.1m which were offset by overspends on repairs and maintenance of some £1.0m - Capital spend during the year totalled £271m (General Fund) compared to a budget of £263m. The main increase related to the acquisition of the Swinegate Multi Storey Car Park which was added after the original capital programme was set - The Council approved the 2019-20 budget in February 2019, Council Tax was increased by 2.99% plus an additional 1% for the Adult Social Care precept, a total increase of 3.99% on net revenue expenditure of £516.7m. To deliver the budget in 2019-20, the Council needs to deliver £22.6m of savings by March 2020. Conclusion The Council continues to operate under significant financial pressures, however, it has effective arrangements in place to routinely monitor its budget and take appropriate action to mitigate against any significant variances or additional calls on resources. Whilst the Council has a challenging savings target for 2019-20 of £22.6m, it has a record of delivering the overall budget and considers the savings achievable. The Council has continued to maintain reserves at around 5% of net revenue expenditure. However, looking ahead to future projections based on current spending patterns and expected income, the level of reserves may reduce. We recommended there is a need for the Council to consider the adequacy of its reserves going forward. Overall, we concluded that the Council has proper arrangements in place to ensure sustainable resource deployment.

Value for Money conclusion

Risks identified in our Audit Plan	How we responded to the risk	Findings and conclusions
Brexit The UK was due to leave the European Union on 29 March 2019 (now 31 October 2019). There will be national and local implications resulting from Brexit that will impact on the Council, which the Council will need to plan for. We considered the Council's arrangements and plans to mitigate any risks on Brexit. We also considered areas such as workforce planning, supply chain analysis, regulatory risk and the impact on finances including investment and borrowing as well as any potential impact on the valuation of the Council's assets.	As part of our work we: - reviewed key financial and operational documents - discussed key relevant matters with senior management.	- The UK was initially expected to leave the European Union on 29 March 2019, this was then extended to 12 April 2019, after which EU leaders agreed a further extension to 31 October 2019. The Council's Chief Executive is the regional lead for Brexit preparations in Yorkshire and Humberside - Following the result of the June 2016 referendum, the Council's Executive Board considered a report in July 2016 and approved five areas that the Council and its partners would focus on in the run-up to Brexit including supporting business and key institutions and maintaining momentum on major development schemes - The majority of the Council's work to prepare for Brexit has been undertaken as part of normal business arrangements at the Council. However, co-ordination of activity has been undertaken by a team based within the Chief Executive's Office and through the Brexit Officer Working Group. Regular reports have also been presented to the Executive Board. There is also recognition that should an emergency situation arise, Council officers may need to be temporarily redeployed as part of response and recovery arrangements - The Council has developed a strategic response plan to provide a framework to deal with the uncertainty in the build up to and the response phase after the UK's exit. The plan is structured around five key themes: 1. Infrastructure and supplies; 2. Business and economic impact; 3. Community; 4. Media and communications and; 5. Organisational impact. The response plan is able to be scaled up or down depending on the nature of the UK's final exit from the EU. Conclusion The Council has continued to monitor Brexit developments following the referendum in June 2016 and has continued to liaise with other neighbouring authorities and national and local agencies to ensure a co-ordinated approach to the EU exit process. Given the date of Brexit has now been extended to 31 October 2019, the Council continues to monitor developments and liaise with its partners to ensure it remains prepared for Brexit. The Council has in place a response plan and recognises Brexit may impact on local businesses. It also remains prepared to implement the plan when required and will redeploy staff if required in the short term. Overall, we concluded the Council has proper arrangements in place to plan for Brexit and can demonstrate appropriate working with partners.

Appendix A: Reports issued and fees

We confirm below our final reports issued and fees charged for the audit and provision of non-audit services.

Reports issued

Report	Date issued
Audit Plan	January 2019
Audit Findings (ISA260) Report	July 2019
Annual Audit Letter	August 2019

Fees

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	Planned £	Actual fees £	2017-18 fees £
Statutory audit	178,604	TBC – see table on right	231,953
Total fees	178,604	TBC	231,953

Fees for non-audit services

Service	Fees £
CFO Insights	£17,500

Non- audit services

For the purposes of our audit we have made enquiries of all Grant Thornton UK LLP teams providing services to the Council. The table above summarises all non-audit services which were identified.

We have considered whether non-audit services might be perceived as a threat to our independence as the Council's auditor and have ensured that appropriate safeguards are put in place. The above non-audit service is consistent with the Council's policy on the allotment of non-audit work to your auditor.

Audit fee variation

As outlined in our Audit Plan, the 2018-19 scale fee published by PSAA of £178,604 assumes that the scope of the audit does not significantly change. There are a number of areas where the scope of the audit has changed, which has led to additional work. We noted this expectation in our ISA260 Report in July. The areas of additional work and resulting fee implications are set out in the following table.

Area	Reason	Fee proposed £
McCloud: Assessing the impact of the McCloud ruling	The Government's transitional arrangements for pensions were ruled discriminatory by the Court of Appeal last December. The Supreme Court refused the Government's application for permission to appeal this ruling. As part of our audit we reviewed the revised actuarial assessment of the impact on the financial statements along with any audit reporting requirements.	3,000
Pensions: IAS 19 audit work	The Financial Reporting Council has highlighted that the quality of work by audit firms in respect of IAS 19 needs to improve across local government audits. Accordingly, we have increased the level of scope and coverage in respect of IAS 19 this year to reflect this.	3,000
PPE Valuation: work of experts	As above, the Financial Reporting Council has highlighted that auditors need to improve the quality of work on PPE valuations across the sector. We have increased the volume and scope of our audit work to reflect this.	3,000
Total		9,000

The proposed fee variations are subject to PSAA approval.



Audit Progress Report and Sector Update

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Leeds City Council

Year ending 31 March 2020

6 November 2019



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Introduction



Gareth Mills

Engagement Lead

T: 07825 115921

E: gareth.mills@uk.gt.com



Perminder Sethi

Engagement Senior Manager

T: 07768 935273

E: perminder.sethi@uk.gt.com

This paper provides the Corporate Governance and Audit Committee with a report on progress in delivering our responsibilities as your external auditors.

The paper also includes:

- a summary of emerging national issues and developments that may be relevant to you as a local authority; and
- includes a number of challenge questions in respect of these emerging issues which the Committee may wish to consider (these are a tool to use, if helpful, rather than formal questions requiring responses for audit purposes)

Members of the Corporate Governance and Audit Committee can find further useful material on our website, where we have a section dedicated to our work in the public sector. Here you can download copies of our publications www.grantthornton.co.uk.

If you would like further information on any items in this briefing, or would like to register with Grant Thornton to receive regular email updates on issues that are of interest to you, please contact either Gareth or Perminder.

Progress at 6 November 2019

Financial Statements Audit

We issued our opinion on your 2018-19 Statement of Accounts on 31 July 2019.

We will begin our planning for the 2019-20 audit in December and will issue a detailed Audit Plan, setting out our proposed approach to the audit of the Council's 2019-20 financial statements.

We will begin our interim audit in mid January with a further visit in February 2020. Our interim fieldwork includes:

- Updating our review of the Council's control environment
- Updating our understanding of financial systems
- Reviewing Internal Audit reports on core financial systems
- Early work on emerging accounting issues
- Early substantive testing.

We will report our work in the Audit Findings ISA260 Report and aim to give our opinion on the Statement of Accounts by the statutory accounts publication date of 31 July 2020.

Value for Money

The scope of our work is set out in the guidance issued by the National Audit Office. The Code requires auditors to satisfy themselves that; "the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources".

The guidance confirmed the overall criterion as: "in all significant respects, the audited body had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people".

The three sub criteria for assessment to be able to give a conclusion overall are:

- Informed decision making
- Sustainable resource deployment
- Working with partners and other third parties

Details of our initial risk assessment to determine our approach will be included in our Audit Plan.

We will report our work in the Audit Findings Report and aim to give our Value For Money Conclusion by the statutory accounts publication date of 31 July 2020.

Progress at 6 November 2019 (Cont.)

Other areas

Meetings

We continue to meet with Finance Officers as part of our regular liaison meetings and continue to be in discussions regarding emerging developments and to ensure the audit process is smooth and effective. We have also recently met with the Chief Officer – Financial Services, and are scheduled to meet with your Chief Executive in January 2020 to discuss the Council's strategic priorities and plans.

Events

We provide a range of workshops, along with network events for members and publications to support the Council. As last year, we plan to run a Financial Reporting Workshop in February 2020 for Finance Officers, to help ensure that members of your Finance Team are up to date with the latest financial reporting requirements for local authority accounts.

Further details of the publications that may be of interest to the Council are set out in our Sector Update section of this report.

Audit Fees

During 2017, PSAA awarded contracts for audit for a five year period beginning on 1 April 2018. The current audit year, 2019-20, is the second year of that contract. Since the contract was awarded, there have been a number of developments within the accounting and audit profession. Across all sectors and firms, the Financial Reporting Council (FRC) has set out its expectation of improved financial reporting from organisations and the need for auditors to demonstrate increased scepticism and challenge and to undertake additional and more robust testing.

Our work in the Local Government sector in 2018-19 has highlighted areas where financial reporting, in particular, property, plant and equipment and pensions, needs to improve. There is also an increase in the complexity of Local Government financial transactions and financial reporting. This combined with the FRC requirement that all Local Government audits are assessed at or above the "few improvements needed" (2A) rating means that additional audit work is required.

We are currently reviewing the impact of these changes on both the cost and timing of audits. We will discuss this with your Chief Officer – Financial Services including any proposed variations to the Scale Fee set by PSAA Limited, before communicating fully with the Corporate Governance and Audit Committee.

As a firm, we are absolutely committed to meeting the expectations of the FRC with regard to audit quality and local government financial reporting.

Audit Deliverables

2018-19 Deliverables		Planned Date	Status
Audit Findings (ISA260) Report		July 2019	Complete
The Audit Findings Report was reported to the July Corporate Governance and Audit Committee.			
Auditors Report		July 2019	Complete
This is the opinion on your financial statement, annual governance statement and value for money conclusion.			
Annual Audit Letter		August 2019	Complete
This letter communicates the key issues arising from our work.			
2019-20 Deliverables		Planned Date	Status
Accounts Audit Plan		January 2020	Not yet due
We are required to issue a detailed accounts audit plan to the Corporate Governance and Audit Committee setting out our proposed approach in order to give an opinion on the Council's 2019-20 financial statements.			
Interim Audit Findings		March 2020	Not yet due
We will report to you the findings from our interim audit and our initial value for money risk assessment within our Progress Report.			
Audit Findings Report		July 2020	Not yet due
The Audit Findings Report will be reported to the July Corporate Governance and Audit Committee.			
Auditors Report		July 2020	Not yet due
This is the opinion on your financial statement, annual governance statement and value for money conclusion.			
Annual Audit Letter		August 2020	Not yet due
This letter communicates the key issues arising from our work.			

Sector Update

Councils are tackling a continuing drive to achieve greater efficiency in the delivery of public services, whilst facing the challenges to address rising demand, ongoing budget pressures and social challenges.

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Our sector update provides you with an up to date summary of emerging national issues and developments to support you. We cover areas which may have an impact on your organisation, the wider NHS and the public sector as a whole. Links are provided to the detailed report/briefing to allow you to delve further and find out more.

Our public sector team at Grant Thornton also undertake research on service and technical issues. We will bring you the latest research publications in this update. We also include areas of potential interest to start conversations within the organisation and with audit committee members, as well as any accounting and regulatory updates.

- **Grant Thornton Publications**
- **Insights from local government sector specialists**
- **Reports of interest**
- **Accounting and regulatory updates**

More information can be found on our dedicated public sector and local government sections on the Grant Thornton website by clicking on the logos below:

Public Sector

Local
government

CIPFA – CFO confidence survey

In July, the Chartered Institute of Public Finance and Accountancy (CIPFA) reported the results of their annual confidence survey.

The survey found that the majority of local government finance officers have lost confidence in their future financial positions over the last year.

Seventy per cent of respondents said they were either slightly less or much less confident in their financial position this year compared to 2018-19.

The survey also found that 68% said they were either slightly less or much less confident in their ability to deliver services in 2020-21. Sixty-two per cent expressed equal confidence in their financial position for 2019-20 as they had last year.

CIPFA found that the area of greatest pressure for top tier authorities was children's social care, with the number of authorities rating it as the biggest pressure rising by six percentage points.

For districts the greatest pressures were housing, cultural services and environmental services.

Rob Whiteman, CIPFA chief executive, said: "Local government is facing greater demand pressures than ever before, with particularly pressures in adults' and children's social care and housing. Local authorities also lack certainty about their future financial positions, so it's unsurprising to see confidence on the decline.

"We have repeatedly pointed out that local government is in need of a sustainable funding solution, but meeting this demand requires more than pennies and pounds. The sector as a whole must come together to address the challenges of effective service delivery."

CIPFA's survey received a total of 119 responses from authorities in the UK - 56 top tier authorities, 47 English districts, 12 Scottish authorities, and 4 Welsh authorities.



On the same theme, a Local Government Association (LGA) survey, also reported in July, found that almost two-thirds of councils believe cash for services like adult social care, child protection and preventing homelessness will dry up by 2024-25.

The survey got responses from 141 of the 339 LGA member councils in England and Wales.

It also found that 17% of councils were not confident of realising all of the savings they had identified this year (2019-20).

The LGA said that councils needed a guarantee they will have enough money to meet growing demand pressures in particular in adult social care, children's services, special educational needs, homelessness support and public health.



Financial confidence



Challenge question:

How confident over its' financial position is your Authority? Has this changed from previous years?

MHCLG – Independent probe into local government audit

In July, the then Communities secretary, James Brokenshire, announced the government is to examine local authority financial reporting and auditing.

At the CIPFA conference he told delegates the independent review will be headed up by Sir Tony Redmond, a former CIPFA president.

The government was “working towards improving its approach to local government oversight and support”, Brokenshire promised.

“A robust local audit system is absolutely pivotal to work on oversight, not just because it reinforces confidence in financial reporting but because it reinforces service delivery and, ultimately, our faith in local democracy,” he said.

“There are potentially far-reaching consequences when audits aren’t carried out properly and fail to detect significant problems.”

The review will look at the quality of local authority audits and whether they are highlighting when an organisation is in financial trouble early enough.

It will also look at whether the public has lost faith in auditors and whether the current audit arrangements for councils are still “fit for purpose”.

On the appointment of Redmond, CIPFA chief executive Rob Whiteman said: “Tony Redmond is uniquely placed to lead this vital review, which will be critical for determining future regulatory requirements.

“Local audit is crucial in providing assurance and accountability to the public, while helping to prevent financial and governance failure.”

He added: “This work will allow us to identify what is needed to make local audit as robust as possible, and how the audit function can meet the assurance needs, both now and in the future, of the sector as a whole.”

In the question and answer session following his speech, Brokenshire said he was not looking to bring back the Audit Commission, which appointed auditors to local bodies and was abolished in 2015. MHCLG note that auditing of local authorities was then taken over by the private, voluntary and not-for-profit sectors.

He explained he was “open minded”, but believed the Audit Commission was “of its time”.

Local authorities in England are responsible for 22% of total UK public sector expenditure so their accounts “must be of the highest level of transparency and quality”, the Ministry of Housing, Local Government and Communities said. The review will also look at how local authorities publish their annual accounts and if the financial reporting system is robust enough.

Redmond, who has also been a local authority treasurer and chief executive, is expected to report to the communities secretary with his initial recommendations in December 2019, with a final report published in March 2020. Redmond has also worked as a local government boundary commissioner and held the post of local government ombudsman.



National Audit Office – Code of Audit Practice

The Code of Audit Practice sets out what local auditors of relevant local public bodies are required to do to fulfill their statutory responsibilities under the Local Audit and Accountability Act 2014. ‘Relevant authorities’ are set out in Schedule 2 of the Act and include local councils, fire authorities, police and NHS bodies.

Local auditors must comply with the Code of Audit Practice.

Consultation – New Code of Audit Practice from 2020

Schedule 6 of the Act requires that the Code be reviewed, and revisions considered at least every five years. The current Code came into force on 1 April 2015, and the maximum five-year lifespan of the Code means it now needs to be reviewed and a new Code laid in Parliament in time for it to come in to force no later than 1 April 2020.

In order to determine what changes might be appropriate, the NAO is consulting on potential changes to the Code in two stages:

Stage 1 involves engagement with key stakeholders and public consultation on the issues that are considered to be relevant to the development of the Code.

This stage of the consultation is now closed. The NAO received a total of 41 responses to the consultation which included positive feedback on the two-stage approach to developing the Code that has been adopted. The NAO state that they have considered carefully the views of respondents in respect of the points drawn out from the [Issues paper](#) and this will inform the development of the draft Code. A summary of the responses received to the questions set out in the [Issues paper](#) can be found below.

[Local audit in England Code of Audit Practice – Consultation Response \(pdf – 256KB\)](#)

Stage 2 of the consultation involves consulting on the draft text of the new Code. To support stage 2, the NAO has published a consultation document, which highlights the key changes to each chapter of the draft Code. The most significant changes are in relation to the Value for Money arrangements. Rather than require auditors to focus on delivering an overall, binary, conclusion about whether or not proper arrangements were in place during the previous financial year, the draft Code requires auditors to issue a commentary on each of the criteria. This will allow auditors to tailor their commentaries to local circumstances. The Code proposes three specific criteria:

- Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;
- Governance: how the body ensures that it makes informed decisions and properly manages its risks; and
- Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.

The consultation document and a copy of the draft Code can be found on the NAO website. The consultation is open until 22 November 2019. The new Code will apply from audits of local bodies’ 2020-21 financial statements onwards.

Link to NAO webpage for the Code consultation:

<https://www.nao.org.uk/code-audit-practice/code-of-audit-practice-consultation/>

 National Audit Office
Consultation response by the National Audit Office
Local audit in England Code of Audit Practice
Issues paper: Consultation response

Local Government Association – Profit with a purpose – delivering social value through commercial activity

The Local Government Association (LGA) report 'Profit with a purpose' focuses on some of the practicalities of how councils can deliver social value through their commercial activity.

Through 'key questions' to ask, the guidance supports councils to face the challenge of how to undertake commercial activity and achieve greater value for the public purse in ways that better meet society's needs and outcomes for people and communities.

Page 129 In addition, the publication features a number of short case studies highlighting some of the innovative commercial practice already achieving results for communities.

The LGA comments that the best approaches ensure the generation of social value is the primary factor driving commercial activity; from the initial decision to develop a commercial vision to how the approach is developed, and implemented, councils which are pulling ahead ensure social value is placed centre stage.

The guidance starts with an overview of what the LGA understands by 'profit with a purpose', the guidance explores different types of social value and the role of councils in driving social value alongside their commercial ambition.

The guidance then looks at how consideration and delivery of social value should be practically considered when deciding on whether to embark on commercial activity, the need for social value to be prioritised alongside financial return and the key questions councils should consider when embarking on a commercial initiative.

Following on from this, there are specific chapters on; embedding social value in governance of alternative service delivery vehicles, the role of procurement in contracting services that deliver social value and finally how to contract and performance manage social value through your service providers.

Each chapter outlines the factors that need to be considered and the 'key questions' councils should be asking themselves.

In addition, a number of short case studies are provided to highlight some of the innovative commercial practice already achieving results for communities.

The report can be downloaded from the LGA website:

<https://www.local.gov.uk/profit-purpose-delivering-social-value-through-commercial-activity>



Profit with a purpose

Delivering social value through commercial activity

Profit with a purpose

Challenge question:

If your Authority is looking at commercial activity, have you considered the LGA report?



Public Accounts Committee – Local Government Governance and Accountability

The Public Accounts Committee has found that the Government has not done enough to ensure that, at a time when local authority budgets are under extreme pressure, governance systems are improved.

The Ministry of Housing, Communities & Local Government (the Department) is responsible for: ensuring that this framework contains the right checks and balances, and changing the system if necessary. The Secretary of State also has powers to intervene in cases of perceived governance failure. The framework includes: officers with statutory powers and responsibilities; internal checks and balances such as audit committees and internal audit; and external checks and balances such as external audit and sector-led improvement overseen by the Local Government Association. These arrangements represent a significant reduction in the level of central oversight in recent years following the government's decision to abolish the Audit Commission and the Standards Board for England as part of a broader reform of local audit, inspection and reporting.

The Public Accounts Committee report summary notes "Local authorities have a good overall track record with governance arrangements generally robust across the sector, and there is evidence that local authority governance compares favourably to that of the health sector. However, this is not universal and in some authorities governance is under strain, as funding reduces and responsibilities and exposure to commercial pressures change. We are worried to hear about audit committees that do not provide sufficient assurance, ineffective internal audit, weak arrangements for the management of risk in local authorities' commercial investments, and inadequate oversight and scrutiny. This is not acceptable in the more risky, complex and fast-moving environment in which local authorities now operate.

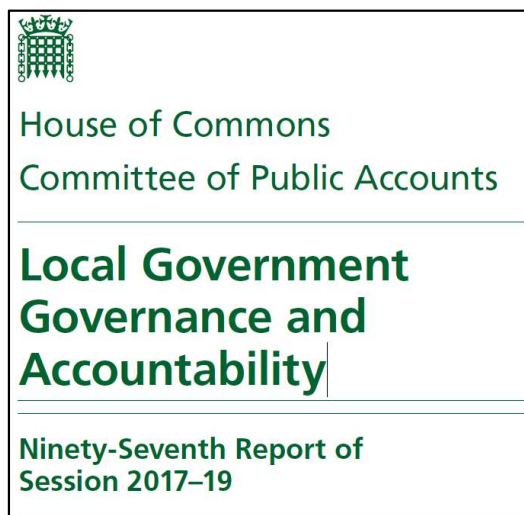
The Department has been reactive and ill-informed in its approach to oversight of the local governance system. However, the Department has now recognised that the network of bodies with responsibility for the local governance framework is fragmented and lacking the leadership needed to drive change. Encouragingly, the Department has now committed to enhancing its oversight role and producing a proactive work programme to deliver this change. We urge the Department to ensure that this activity leads to concrete actions and outcomes on a timely basis. When a local authority fails this has a significant impact on local people and the Department has a responsibility to work with local government to ensure that problems are caught early and that it can pinpoint at-risk councils. Since the abolition of the Audit Commission and other changes culminating in the Local Audit and Accountability Act 2014 there is no central assessment of value for the money, which means the Department's work is fundamental."

The report makes five conclusions, with associated recommendations:

- 1) The Department is not yet providing effective leadership of the local governance system.
- 2) The Department does not know why some local authorities are raising concerns that external audit is not meeting their needs.
- 3) The Department lacks reliable information on key governance risks, or relies on weak sources of information, meaning it has no way of pinpointing the at-risk councils.
- 4) The Department's monitoring is not focused on long-term risks to council finances and therefore to services.
- 5) There is a complete lack of transparency over both the Department's informal interventions in local authorities with financial or governance problems and the results of its formal interventions.

The Government response is available on the website below:

<https://www.parliament.uk/documents/commons-committees/public-accounts/Gov-response-to-Public-Accounts-on-the-93-98-reports.pdf>



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Report of the Chief Officer (Financial Services)

Report to Corporate Governance and Audit Committee

Date: 22 November 2019

Subject: Internal Audit Update Report June to October 2019

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
Has consultation been carried out?	☐ Yes ☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Will the decision be open for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ No

Summary

1. Main issues

- The Corporate Governance and Audit Committee has responsibility for reviewing the adequacy of the Council's corporate governance arrangements. Reports issued by Internal Audit are a key source of assurance providing the Committee with some evidence that the internal control environment is operating as intended.
- This report provides a summary of the Internal Audit activity for the period from June to October 2019 and highlights the incidence of any significant control failings or weaknesses.

2. Best Council Plan Implications

- The work of Internal Audit contributes to Leeds City Council achieving its key priorities by helping to promote a secure and robust internal control environment, which enables a focus on accomplishing the Best Council Plan objectives.

3. Resource Implications

- A risk-based approach has been used to devise an Internal Audit plan that promotes the effective and efficient use of resources across the organisation.

Recommendations

- a) The Corporate Governance and Audit Committee is asked to receive the Internal Audit Update Report covering the period from June to October 2019 and note the work undertaken by Internal Audit during the period covered by the report.
- b) The Committee is also asked to note that there have been no limitations in scope and nothing has arisen to compromise the independence of Internal Audit during the reporting period.

1. Purpose of this report

- 1.1 The purpose of this report is to provide a summary of the Internal Audit activity for the period June to October 2019 and highlight the incidence of any significant control failings or weaknesses.

2. Background information

- 2.1 The Corporate Governance and Audit Committee has responsibility for reviewing the adequacy of the Council's corporate governance arrangements, including matters such as internal control and risk management. The reports issued by Internal Audit are a key source of assurance providing the Committee with some evidence that the internal control environment is operating as intended.
- 2.2 The reports issued by Internal Audit are directed by the Internal Audit Annual Plan. This has been developed in line with the Public Sector Internal Audit Standards (PSIAS) and has been reviewed and approved by the Committee.
- 2.3 The Corporate Governance and Audit Committee considers the Council's arrangements relating to internal audit requirements, including monitoring the performance of Internal Audit.
- 2.4 This update report provides a summary of the Internal Audit activity for the period from June to October 2019.

3. Main issues

3.1 Audit Reports Issued

- 3.1.1 The title of the audit reports issued during the reporting period and level of assurance provided for each review is detailed in table 1. Depending on the type of audit review undertaken, an assurance opinion may be assigned for the control environment, compliance and organisational impact. The control environment opinion is the result of an assessment of the controls in place to mitigate the risk of the objectives of the system under review not being achieved. A compliance opinion provides assurance on the extent to which the controls are being complied with. Assurance opinion levels for the control environment and compliance are categorised as follows: substantial (highest level); good; acceptable; limited and no assurance.
- 3.1.2 Organisational impact is reported as either: major, moderate or minor. Any reports issued with a major organisational impact will be reported to the Corporate Leadership Team along with the relevant directorate's agreed action plan.

Table 1: Summary of Reports Issued June to October 2019

Report Title	Audit Opinion		
	Control Environment Assurance	Compliance Assurance	Organisational Impact
Key Financial Systems			
Financial Management Central Controls	Substantial	N/A	Moderate
FMS Creditor Purchase and Payment; Central and Directorate Processes	Substantial	Good	Minor
Treasury Management and Bankline	Substantial	Substantial	Minor
Income Management System	Substantial	N/A	Minor
Resources and Housing			
Civic Enterprise Leeds Income Collection	Acceptable	Good	Minor
LCC Vehicle Fleet Clean Air Zone Standards	Good	N/A	Minor
Invest to Save – Benefits Realisation	Limited	N/A	Moderate
Estate Management	Acceptable	Acceptable	Minor
Leeds Building Services Information Governance Follow Up	Acceptable	N/A	Minor
ICT and Information Governance			
Management of Major Cyber Incident Risk	Acceptable	N/A	Moderate
GDPR Central Controls and Service Lead Tasks	Good	N/A	Moderate
Access 2003 Database Project	Acceptable	N/A	Moderate
Children and Families			
Payments to Providers of Residential Care and Independent Fostering Agencies	Good	Acceptable	Minor
Schools Central Financial Controls	Good	N/A	Minor
City Development			
Income Review – Leeds International Beer Festival Follow Up	Acceptable	N/A	Minor

Report Title	Audit Opinion		
	Control Environment Assurance	Compliance Assurance	Organisational Impact
Procurement and Contracts			
Contract Review: Joint Venture Follow Up	Acceptable	N/A	Minor
Tendering System Controls Follow Up	Good	Substantial	Minor
Schools			
School Voluntary Funds x 2	Certification of Balances		
School 1	Limited	Limited	N/A
School 2	Acceptable	Acceptable	N/A
School 3	Limited	Limited	N/A

3.1.3 In addition to the reports detailed in table 1 above, the following assurances have been finalised during the reporting period:

- West Yorkshire Plus Fund
- Cycling Ambition Grant x2
- Pothole Grant
- National Productivity Investment Fund Integrated Transport and Highway Maintenance
- National Productivity Investment Fund Leeds ORR Cycle Superhighway
- Local Transport Capital Block Funding Grant x2
- Local Public Transport Investment Programme Grant
- Bus Operators Grant

3.2 Summary of Audit Activity and Key Issues

3.2.1 During the reporting period, there have been no limitations in scope and nothing has arisen to compromise our independence. We have finalised 32 audit reviews (excluding data analytics, work for external clients and fraud and irregularity work) and we have not identified any issues that would necessitate direct intervention by the Corporate Governance and Audit Committee.

3.2.2 Each of the audits that have been completed in respect of the Council's key financial systems have received Substantial or Good assurance opinions. This

provides the Committee with assurance that these systems are well established and operating as intended.

Limited or No Assurance Opinions

- 3.2.3 Of the audit reviews finalised during the period, no weaknesses have been identified that would result in a 'major' organisational impact. However, an opinion of limited assurance for the control environment was provided in our audit of Invest to Save – Benefits Realisation. We reviewed a sample of projects that were taken from the invest to save reserve in operation over the last two financial years. Whilst each of the projects in our sample had been approved by Financial Management, there was a recognition within the service that central governance arrangements had yet to be fully established during the period under review. Our audit recommendations support the work being undertaken by Financial Management to implement a robust process that will accompany the proposal of an Innovation Fund and an Investment Fund from 2020/2021. Moving forward, it has been agreed that the Best Council Design Team will play a key role in approving and monitoring projects, ensuring a consistent emphasis is placed on the delivery of planned savings throughout the project lifecycle. We will be revisiting the area once the new arrangements have been embedded.
- 3.2.4 We also completed audit reviews at three schools during the reporting period. Each of these audits was undertaken after a request for audit support around financial management processes was made by either staff at the school or from within the council. All of our resulting recommendations have been agreed and measures were already being implemented at each of the schools to strengthen the financial management processes. Follow up audits will be undertaken to confirm the actions taken.

Follow Up Reviews

- 3.2.5 Our protocols specify that we undertake a follow up review where we have previously reported 'limited' or 'no' assurance for the audited area. Our audit reports include an assurance opinion for each objective reviewed within the audited area. Follow up audits are undertaken for those areas where a specific objective within the review resulted in limited or no assurance in addition to those where the limited or no assurance opinion was provided for the review overall.
- 3.2.6 We have finalised four follow up reviews during the reporting period:

Income Review – Leeds International Beer Festival

- 3.2.7 The original audit reviewed the controls in place to gain assurance that there are appropriate arrangements to ensure that all income is identified, recorded and collected. The follow up audit found that key process improvements had been implemented, including improved income recording processes and record keeping to support that all income due was received. Recommendations have been agreed that will further strengthen control over the return of unsold tickets at satellite venues, and an opinion of acceptable assurance has been provided for the control environment.

Leeds Building Services Information Governance Follow Up

- 3.2.8 Our previous audit in this area provided limited assurance after weaknesses were identified around the restriction of access to non-electronic paper records. Having

revisited the area we found that a nominated officer within the service has been assigned accountability for taking forward the actions required to address the recommendations raised through the original audit. Whilst progress is clearly evident and acceptable assurance has now been provided, there remain some areas that require further work. Management have agreed our further recommendations that will ensure priority actions are completed and work continues to embed the importance of information governance across the service.

Contract Review: Joint Venture

- 3.2.9 Previous issues had been identified around the arrangements in place to assess the performance of a joint venture that the council has entered into. We have now been able to confirm that the recommendations raised through our original report have been addressed, and performance measures have been agreed and are now being reported. Our revised opinion of Acceptable Assurance reflects the fact that the new performance regime will require further time to be fully embedded. Work is ongoing to refine the joint working relationship and further coverage will be considered once new arrangements have been fully developed.

Tendering System Controls

- 3.2.10 The initial audit provided a limited opinion for compliance after we found weaknesses in the extent to which key steps had been consistently observed and enforced by the system. This coincided with a temporary issue with the automated synchronisation between publishing platforms, resulting in a period in which contracting opportunities and awards had not been consistently advertised in accordance with legislative requirements. The previous audit also identified opportunities to strengthen control around the provision and monitoring of access to the tendering system. Upon revisiting the area we are able to provide good assurance for the control environment overall. Processes have now been strengthened around the provision and monitoring of access to the system. A sample review of contracts confirmed that controls are working in practice to ensure relevant contract details are published where required. This has enabled us to provide substantial assurance that the controls have been complied with. We also found that appropriate retrospective action had been taken to publish contract details that were previously identified as missing.

Counter Fraud and Corruption

- 3.2.11 The counter fraud and corruption assurance block within the Internal Audit Plan includes both the reactive and proactive approaches to the Council's zero tolerance to fraud and corruption.

Proactive Anti-Fraud Work

- 3.2.12 As previously reported we take part in the National Fraud Initiative (NFI). The NFI is an exercise conducted by the Cabinet Office every two years that matches electronic data within and between public and private sector bodies to prevent and detect fraud.
- 3.2.13 Relevant teams within the Council (for example, Internal Audit, Benefits, Blue Badge and Adult Social Care) are currently working through the matches on a risk basis. To date £143,302 of benefit overpayments has been identified and is in the process of being recovered.

- 3.2.14 To help ensure that there is an effective counter fraud culture in place within Leeds City Council, we have included time in the counter fraud block to undertake proactive fraud reviews. These reviews consider areas identified through various methods, including the use of best practice publications and our internal risk assessments.
- 3.2.15 During the period we have completed a review of the council's recruitment procedures against best practice including guidance produced by Fighting Fraud Locally and CIFAS (The UK's Fraud Prevention Service). Preventing insider fraud is an essential part of having a robust counter-fraud culture. Recruitment processes need to be designed carefully to prevent fraudsters from gaining employment with the council. The review has provided valuable assurance that there is a recruitment and selection framework in place which clearly identifies pre-employment checks, and that arrangements are in place to ensure that suitable pre-employment checks are undertaken for all new council employees. Recommendations were made to enhance the existing controls and these will be included in the new recruitment system.
- 3.2.16 We have also carried some further work in response to the potential reputational and financial risks posed to the council by the prospect of false insurance claims being made against the authority. Our review focused solely on the personal injury claims dealt with by Legal Services. We reviewed the procedures to ensure that monies are only paid out to claimants with a valid case, and looked at the arrangements to ensure that only appropriate monies are paid out and that these are accounted for correctly. We found that the processes in place to manage these claims were robust and were being appropriately managed.

International Fraud Awareness Week

- 3.2.17 During International Fraud Awareness week in November we have been promoting the counter fraud and corruption training package that is available on the council's Performance and Learning (PAL) platform. We have also been raising awareness of the council's Anti-Fraud and Corruption Policies by promoting an internal news item on InSite, and holding drop in sessions for staff to raise any queries or ask for advice.

Reactive Anti-Fraud Work

- 3.2.18 During the reporting period we have received 16 potential irregularity referrals. Of these, 9 were classified under the remit of the Whistleblowing or Raising Concerns policies. All reported irregularities were risk assessed by Internal Audit and are either being investigated by ourselves, the relevant directorate or HR colleagues, as appropriate.
- 3.2.19 During the reporting period 15 referrals have been closed. There are 13 referrals that are currently open and being investigated. One of the referrals received during the period has been reported to the police and investigations are ongoing.

Internal Audit Performance

- 3.2.20 An external review of our quality management system was undertaken during September and, following the assessment, we have been recommended for certification for a further year. Our quality management system has been ISO certified since 1998.

- 3.2.21 We actively monitor our performance in a number of areas and encourage feedback. A customer satisfaction questionnaire (CSQ) is issued with every audit report. The questionnaires ask for the auditee's opinion on a range of issues and asks for an assessment ranging from 5 (for excellent) to 1 (for poor). The results are presented as an average of the scores received for each question.
- 3.2.22 The results of the questionnaires are reported to the Audit Leadership Team and used to determine areas for improvement and inform the continuing personal development training programme for Internal Audit staff.
- 3.2.23 For the period from 1 April 2019 to 31 October 2019, 24 Customer Satisfaction Questionnaires were received (15 were received during the same period last year). A summary of the scores is presented in table 2.

Table 2: Results from Customer Satisfaction Questionnaires for the period 1 April 2019 to 31 October 2019

Question	Average Score (out of 5)
Sufficient notice was given	4.79
Level of consultation on scope	4.71
Auditor's understanding of systems	4.54
Audit was undertaken efficiently	4.88
Level of consultation during the audit	4.75
Audit carried out professionally and objectively	4.96
Accuracy of draft report	4.83
Opportunity to comment on audit findings	5.00
Clarity and conciseness of final report	4.92
Prompt issue of final report	4.63
Audit recommendations will improve control	4.67
The audit was constructive and added value	4.71
Overall Average Score	4.78

- 3.2.24 Our current resource position is lower than at the start of the year as a result of the change in leadership arrangements. However, this is expected to be restored later in the year so that overall resources remain largely as originally forecast. The recruitment of a permanent Head of Internal Audit is now underway and the Chair will be involved in the process. We continue to actively manage our available resource and ensure that these are directed towards the highest areas of risk to ensure that an evidence based Head of Internal Audit opinion can be provided on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control in accordance with the Public Sector Internal Audit Standards (PSIAS).
- 3.2.25 A summarised version of the 2019/20 Audit Plan is appended to provide members with an overview of the objective of each review and the current status. This also

includes audits that have been carried forward into the current year from the 2018/19 Audit Plan.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 This report did not highlight any consultation and engagement considerations.

4.2 Equality and diversity / cohesion and integration

4.2.1 This report does not highlight any issues regarding equality, diversity, cohesion and integration.

4.3 Council policies and the Best Council Plan

4.3.1 The terms of reference of the Corporate Governance and Audit Committee require the Committee to review the adequacy of the Council's corporate governance arrangements. This report forms part of the suite of assurances that provides this evidence to the Committee.

4.3.2 The Internal Audit Plan has links to risks that may affect the achievement of Best Council Plan objectives and the aims of council policies.

Climate Emergency

4.3.3 Internal Audit will consider the Climate Emergency in the development of Annual Internal Audit Plans and in the scope of all relevant audits.

4.4 Resources, procurement and value for money

4.4.1 The Internal Audit Plan includes a number of reviews that evaluate the effectiveness of financial governance, risk management and internal control arrangements, including coverage of procurement activity.

4.4.2 The Internal Audit Quality Assurance and Improvement Programme and service development work that is reported to the Committee demonstrates a commitment to continuous improvement in respect of efficiency and effectiveness.

4.5 Legal implications, access to information, and call-in

4.5.1 None.

4.6 Risk management

4.6.1 The Internal Audit Plan has been and will continue to be subject to constant review throughout the financial year to ensure that audit resources are prioritised and directed towards the areas of highest risk. This process incorporates a review of information from a number of sources, one of these being the corporate risk register.

4.6.2 The risks relating to the achievement of the Internal Audit Plan are managed through ongoing monitoring of performance and resource levels. This information is reported to the Committee.

5. Conclusions

- 5.1 There are no issues identified by Internal Audit in the June to October 2019 Internal Audit Update Report that would necessitate direct intervention by the Corporate Governance and Audit Committee.

6. Recommendations

- 6.1 The Corporate Governance and Audit Committee is asked to receive the Internal Audit Update Report covering the period from June to October 2019 and note the work undertaken by Internal Audit during the period covered by the report.
- 6.2 The Committee is also asked to note that there have been no limitations in scope and nothing has arisen to compromise the independence of Internal Audit during the reporting period.

7. Background documents

- 7.1 None.

Appendix A – Status of Planned Audits from the 2019/20 Audit Plan and Follow Up Reviews

Audit Area	Overview of Assurance	Status / CGAC Meeting
Grants and Head of Audit Assurances		
Grants and Head of Audit Assurances arising during the year	Independent examination of accounts and / or assurance that the grant claim has been spent in accordance with the grant determination.	Reported November 2019 and ongoing
ICT and Information Governance		
Privileged User Access	To ensure that there are appropriate procedures in place to manage privileged user accounts.	In progress
Access Database Project	To provide assurance that the Council is aware of all access databases that require action and that there are appropriate plans in place to ensure that the deadline for PSN compliance is met.	Reported November 2019
Community Cloud	To provide assurance that the Community Cloud project is being managed to deliver its intended outcomes.	Not started
Application Portfolio Programme	To review how non-compliant systems are identified and the mechanisms in place to move these towards compliance.	Not started
Information Asset Registers	To provide assurance that the Council is aware of all data that it holds so that it can be managed and secured in line with legislation.	Not started
Information Governance Policy Reviews	To provide support to the business in the development of the new Information Governance Policies.	In progress
ICT Projects	Time reserved to provide internal audit support for ICT related projects.	Not started
ICT Projects - Benefits Realisation Follow Up	To review progress in implementing the recommendations made in the previous audit, reported to the Corporate Governance and Audit Committee at the January 2018 meeting.	In progress
Management of Major Cyber Incident Risk	To review how the Cyber Incident risk is being managed, including the effectiveness of the controls in place, back up processes and the assurance reporting arrangements.	Reported November 2019
Key Financial Systems		
Benefits Reconciliations	A review of the reconciliation processes between Orchard, Academy and FMS for Housing Benefit and Council Tax Support.	Not started
Benefits: Assessment and Payments	To gain assurance over the processes and performance within the Benefits Assessment Unit, including ensuring that Housing Benefit and Council Tax Support payments are accurately processed and paid.	Not started
Council Tax	To gain assurance over the Council Tax processes for billing, income collection, recovery action, refunds and write offs.	Not started

Audit Area	Overview of Assurance	Status / CGAC Meeting
Business Rates	To gain assurance over the business rates processes for billing, income collection, recovery action, refunds and write offs.	In progress
Capital Programme Central Controls	To gain assurance that expenditure in the capital programme is appropriately approved, controlled and monitored and that the accounting system provides accurate and timely information.	Not started
Financial Management Central Controls	To provide assurance over the central budget setting and budget monitoring arrangements.	Reported November 2019
Treasury Management and Bankline	To provide assurance that treasury management transactions are authorised, correct, appropriately recorded and reported, and are in line with relevant strategies and guidelines.	Reported November 2019
Housing Rents	To gain assurance over the housing rents processes for charging, income collection, amendments and write offs.	In progress
Sundry Income Central Controls	To provide assurance over the central management of income collection for sundry charges raised within the Council, including recovery procedures and write offs.	In progress
Sundry Income Directorate Reviews	To provide assurance that all income is identified and requests for sundry income accounts are promptly and accurately raised for a sample of service areas.	Not started
Income Management System	To provide assurance over the systems that ensure all sources of income have been identified and accurately processed through the Income Management System.	Reported November 2019
Payroll Central Controls	To provide assurance over the integrity of central payroll functions, including the accuracy of payments made and the authorisation and processing of new starters and leavers.	Not started
FMS Creditor Purchase and Payment; Central and Directorate Processes	A review of the system through which orders are raised and payments are made to suppliers for goods and services.	Reported November 2019
Central Purchasing Card Controls	To provide assurance over the central purchasing card functions performed by the Central Payment Services Purchasing Card Management Unit.	Not started
Bank Reconciliation and Cash Book	The audit assesses the accuracy and timeliness of the reconciliations performed on the cashbook and the authority's main accounts.	In progress
Total Repairs	To provide assurance that there are adequate systems in place to ensure that payments made through the Total Repairs system are made to the correct creditor for goods / services which have been provided to the Council and that the payments are accurately recorded within the Council's accounting system.	Not started

Audit Area	Overview of Assurance	Status / CGAC Meeting
Procurement		
Contract Management	Individual reviews of contract management arrangements on a sample of contracts to gain assurance that they are being managed to deliver their intended outcomes, incorporating a review of contract extensions and open book review where necessary.	In progress
Procurement Category Actions	To review the effectiveness of the Category Management process in supporting the delivery of strategic procurement objectives.	Not started
Social Value	To review the arrangements in place to ensure that social value outcomes are appropriately considered and delivered through procurement.	Not started
Waivers of Contract Procedure Rules (CPRs) Follow Up	To review progress in implementing the recommendations made in the previous audit, reported to the Corporate Governance and Audit Committee at the January 2019 meeting.	In progress
Contract Review: Joint Venture Follow Up	To review progress in implementing the recommendations made in the previous audits, as reported to the Corporate Governance and Audit Committee at the June 2018 meeting	Reported November 2019
Contract Specification and Management Follow Up	To review progress in implementing the recommendations made in the previous audit, as reported to the Corporate Governance and Audit Committee at the November 2018 meeting.	In progress
Tendering System Controls Follow Up	To review progress in implementing the recommendations made in the previous audit, as reported to the Corporate Governance and Audit Committee at the November 2018 meeting.	Reported November 2019
Directorate Risks - Adult Social Care and Health		
Customer Information System (CIS) Payments	To provide assurance that payments are only made in relation to people with an assessed need, have been correctly processed and are net of any client contribution. The review will also provide assurance on the adequacy of controls for identifying changes in circumstances. The review will cover all payments made through CIS for Residential and Nursing Care, Direct Payments and Homecare payments	Not started
Payments to Providers of Homecare Follow Up	To review progress in implementing the recommendations made in the previous audit, reported to the Corporate Governance and Audit Committee at the January 2018 meeting.	Not started
Deprivation of Liberties Follow Up	To review progress in implementing the recommendations made in the previous audit, reported to the Corporate Governance and Audit Committee at the March 2018 meeting.	Not started
Strength Based Approach to Social Care	To provide assurance that there are controls in place to ensure the Council complies with legislative requirements.	In progress
Short Break Service	To review the new process to ensure that service users are receiving the right tier of support, it has been properly authorised, providers have been paid and that the outcomes are managed / monitored.	Not started

Audit Area	Overview of Assurance	Status / CGAC Meeting
Third Sector / Not for Profit Organisations	To review the arrangements in place to gain assurance that third sector / not for profit groups are delivering their agreed services and objectives.	In progress
Income Recovery	To provide support to the directorate's Income Recovery Project to gain assurance that all income due is identified and there are appropriate processes in place to ensure that it is billed and collected.	Not started
Unannounced Visits	Individual establishment visits to provide assurance on cash handling arrangements, including the safeguarding of service users monies.	Not started
Directorate Risks - Children and Families		
In-house Fostering, Special Guardianship and Leaving Care Follow Up	To review progress in implementing the recommendations made in the previous audit, reported to the Corporate Governance and Audit Committee at the November 2018 meeting.	In progress
Cluster Model and Area Inclusion Partnerships (AIP)	A review of the arrangements in place to ensure that funding is spent effectively on intervention and inclusion, in support of the intended outcomes of the Cluster Model and AIPs.	In progress
School Attainment	To provide assurance that there are mechanisms in place to monitor school attainment for all children and that appropriate action is taken where issues are identified.	Not started
Personal Education Plans	To ensure that there are quality personal education plans in place that are clear and consistent, provide purposeful targets and are subject to regular review.	Not started
Budget Pressures	To gain assurance over the processes in place to manage the budget pressures within the directorate.	Not started
Programme of Unannounced Visits	Individual establishment visits to provide assurance on cash handling arrangements, including the safeguarding of service user monies	Not started
Schools		
Schools Audits	Individual audits of LCC maintained schools undertaken on a risk basis and audits of year end school voluntary fund accounts.	Reported November 2019 and ongoing
Primary School Follow Up	To review progress in implementing the recommendations made in a previous audit.	Not started
Directorate Risks – Housing		
Housing Disrepair Follow-up	To review progress in implementing the recommendations made in the previous audit, reported to the Corporate Governance and Audit Committee at the November 2018 meeting.	In progress
Leeds Building Services Information Governance (Records Management) Follow-up	To review progress in implementing the recommendations made in the previous audit, reported to the Corporate Governance and Audit Committee at the June 2018 meeting.	Reported November 2019

Audit Area	Overview of Assurance	Status / CGAC Meeting
Private Sector Regulation (Houses of Multiple Occupancy) Follow-up	To review progress in implementing the recommendations made in the previous audit, reported to the Corporate Governance and Audit Committee at the January 2019 meeting	Not started
Fire Safety	To provide assurance over the controls in place to mitigate the risk of fire in Council properties.	Not started
Lettings Enforcement follow-up and new system review	The review will follow up on the recommendations which remain outstanding since the September 2018 follow-up review. Additional work will also be undertaken on the implementation of the new system and the roll out of the revised lettings policy.	Not started
Leeds Building Services Assurances	Time set aside to provide assurance that key risks relating to Leeds Building Services are appropriately managed. Outline of specific assurance to be confirmed. To include gaining assurance that the recommendations made across previous audits are being tracked and implemented.	Not started
Universal Credit	This review assesses the arrangements that have been put in place to support tenants moving to Universal Credit	In progress
Gas Servicing	To provide assurance over the controls in place to mitigate the health and safety risks of gas fault incidents in Council properties, including the arrangements in place to ensure works identified through the gas servicing process are undertaken.	In progress
Estate Management	To provide assurance that there are adequate arrangements in place to manage estates to the required standard and that best practice is shared across areas.	Reported November 2019
BITMO Assurance	To provide support to Housing Partnerships in the management of the BITMO Assurance Framework	In progress
Council Housing Growth	To review the procurement strategy and provide assurance over the achievement of intended outcomes.	Not started
Other Directorate Risks		
Delivery of the Medium Term Financial Strategy	Review of the arrangements in place to achieve the expected outcomes set out within the Medium Term Financial Strategy.	Not started
Partnership Risk Management	To review the central arrangements in place for managing risk with partners.	Not started
Financial Due Diligence	A review of the arrangements in place to ensure that due diligence is consistently and appropriately applied before entering into an agreement or financial transaction with another party.	In progress
Invest to Save – Benefits Realisation	To review how the benefits realisation process has been implemented for a sample of Invest to Save projects.	Reported November 2019
IR 35 Legislation Follow Up	To review progress in implementing the recommendations made in the recent audit as reported to the Corporate Governance and Audit Committee at the June 2018 meeting	In progress

Audit Area	Overview of Assurance	Status / CGAC Meeting
Application of HR Policies	To gain assurance that a sample of HR policies are consistently and properly applied across the authority.	Not started
Civic Enterprise Leeds – Income Collection	To provide assurance that all external income is identified and collected.	Reported November 2019
LCC Vehicle Fleet Clean Air Zone Standards	Time set aside to support the directorate in ensuring that appropriate plans are in place to mitigate environmental risks relating to LCC's vehicle fleet.	Reported November 2019
Community Cohesion / Locality Working	To review the governance arrangements in place to identify and address the barriers to community cohesion in the city.	Not started
Funding from the Communities and Environment directorate to the third sector	To review the arrangements in place to gain assurance that third sector / not for profit groups are delivering their agreed services and objectives.	Not started
Customer Satisfaction	A review of the processes that support continual improvement in respect of the customer experience.	In progress
Strategic Investment Fund Acquisitions	To review the directorate's approach to, and governance of the Strategic Investment Fund. The audit will aim to provide assurance that there are appropriate controls over the acquisitions and management and that strategic investment fund plans are adequately scrutinised, approved and align with Council plans and wider best practice.	Not started
Flood Alleviation Scheme	To review the operational readiness of the Flood Alleviation Scheme	In progress
Income Review - Room Hire Follow Up	To review progress in implementing the recommendations made in the recent audit as reported to the Corporate Governance and Audit Committee at the November 2018 meeting.	In progress
External Advertising Income – Follow Up	To review progress in implementing the recommendations made in the recent audit as reported to the Corporate Governance and Audit Committee at the June 2018 meeting.	Not started
Commercial Rents – Follow Up	To review progress in implementing the recommendations made in the recent audit as reported to the Corporate Governance and Audit Committee at the November 2018 meeting.	In progress
Income Review – Leeds International Beer Festival Follow Up	To review progress in implementing the recommendations made in the recent audit as reported to the Corporate Governance and Audit Committee at the November 2018 meeting.	Reported November 2019

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Report of City Solicitor

Report to Corporate Governance and Audit Committee

Date: 22nd November 2019

Subject: Work Programme

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
Has consultation been carried out?	☐ Yes ☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Will the decision be open for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ No

1. Purpose of this report

- 1.1 The Purpose of this report is to notify Members of the Committee's draft work programme for the forthcoming Municipal Year. The draft work programme is attached at Appendix 1.

2. Background information

- 2.1 The work programme provides information about the future items for the Corporate Governance and Audit Committee agenda, when items will be presented and which officer will be responsible for the item.

3. Main issues

- 3.1 Members are requested to consider the draft work programme attached at Appendix 1 and determine whether any additional items need to be added to the work programme.
- 3.2 Members are asked to consider and note the dates for meetings of the Committee (agreed in March 2019) in the Municipal Year; these have been set out in such a way as to enable the Committee to fulfil its functions and responsibilities in a reasonable and proportionate way.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 This report consults seeks Members views on the content of the work programme of the Committee, so that it might meet the responsibilities set out in the committee's terms of reference.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 There are no equality and diversity or cohesion and integration issues arising from this report.

4.3 Council policies and the Best Council Plan

- 4.3.1 The work programme provides a balanced number of reports and assurances upon which the committee can assess the adequacy of the council's corporate governance arrangements.

Climate Emergency

- 4.3.2 There are no implications associated with the climate change emergency

4.4 Resources, procurement and value for money

- 4.4.1 It is in the best interests of the Council to have sound control arrangements in place to ensure effective use of resources, these should be regularly reviewed and monitored as such the work programme directly contributes to this.

4.5 Legal implications, access to information, and call-in

- 4.5.1 This report is not an executive function and is not subject to call in.

4.6 Risk management

- 4.6.1 By the Committee being assured that effective controls are in place throughout the Council the work programme promotes the management of risk at the Council.

5. Conclusions

- 5.1 The work programme of the Committee should be reviewed regularly and be updated appropriately in line with the risks currently facing the Council.

6. Recommendations

- 6.1.1 Members are requested to consider the draft work programme and meeting dates at Appendix 1 and determine whether any additional items need to be added to the work programme.

7. Background documents¹

- 7.1 None

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

**CORPORATE GOVERNANCE AND AUDIT COMMITTEE
DRAFT WORK PROGRAMME**

27th January 2020		
Certification of Housing Benefit Grant Claims and Returns	To receive a report from the External Auditor certifying housing benefit Grant claims and returns.	Victoria Bradshaw Chief Officer (Financial Services)
External Audit Plan	To receive a report from the External Auditor presenting the external audit plan	Victoria Bradshaw Chief Officer (Financial Services)
Customer Contact and Satisfaction Annual Report	To receive the annual assurance report concerning customer contact and satisfaction	Lee Hemsworth Chief Officer (Customer Access)
Annual Business Continuity Report	To receive the annual assurance report concerning the Council's Business Continuity arrangements.	Mariana Pexton (Chief Officer Strategy and Improvement)
Internal Audit Update Report	To receive an update report on Internal Audit's work.	Jonathan Foster (Acting Head of Audit)

16th March 2020		
Internal Audit Plan	To receive a report seeking views on the Internal Audit Plan	Jonathan Foster (Acting Head of Audit)
Internal Audit Update Report	To receive an update report on Internal Audit's work.	Jonathan Foster (Acting Head of Audit)
Annual Assurance Report on the Procurement, Policies and Practices	To receive the annual assurance report concerning Procurement, Policies and Practices	Victoria Bradshaw Chief Officer (Financial Services)
Annual Financial Management	To receive the annual assurance report concerning Financial Planning and Management Arrangements at the Council	Victoria Bradshaw Chief Officer (Financial Services))
Treasury Management Annual Report	To receive the Treasury Management Report providing assurance on the processes used by the department	Victoria Bradshaw Chief Officer (Financial Services)
Information Governance Annual Report	To receive an annual Assurance report on the Council's Information Governance arrangements.	Louise Whitworth, Head of Information Management and Governance
Draft Annual Report of the Committee	To receive and approve a draft annual report from the committee for presentation by the Chair at Full Council	Kate Sadler Deputy Head of Democratic Services