

Report of Director of Children and Families

Report to Executive Board

Date: 18th October 2017

Subject: Cultural Cohesion Quality Mark (CCQM)



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

Summary of main issues

1. The Cultural Cohesion Quality Mark (CCQM) will support organisations and communities to develop the knowledge, understanding and behaviours needed to enjoy living and working in communities where cultural diversity is recognised, appreciated and promoted. By evaluating and improving the values, principles, structures and practices of organisations and communities that play a role in the lives of Leeds citizens, the scheme aims to improve equality and reduce discrimination.
2. The CCQM is being developed in support of the Council's commitment to equality, diversity, cohesion and integration that is integral to the Best Council Plan. The scheme is being led by the Learning Improvement Team within Children and Families, in collaboration with a multi-sector partnership including wider Children and Families officers, Child Friendly Leeds, educational professionals, West Yorkshire police, Voluntary Action Leeds (VAL), schools and governors. It has been developed by and for multi-sector organisations, communities and businesses, and it aims to improve cultural competencies both in Leeds and beyond.
3. The vision for the CCQM, as agreed by the development group, is to create:

'A culturally competent community in which every individual from any background feels understood, valued, respected and safe. The CCQM promotes creating a harmonious community where every individual gains opportunities that allow personal success and fulfilment; and where they are committed to helping others feel the same way.'

Recommendations

4. Executive Board is recommended to:

i. Approve the Cultural Cohesion Quality Mark and enable Leeds City Council (Children and Families) to initially resource the scheme. This will include financing, hosting, managing and delivering the CCQM. Executive Board should note:

- next steps required to implement the CCQM as per para 3.3 below;
- proposed timescales of the CCQM as per para 3.3.3 below;
- the officer responsible for implementation of the CCQM shall be the Chief Officer Learning Improvement, Children and Families.

ii. Receive annual reports regarding the CCQM's impact and effectiveness in relation to reducing inequalities and improving outcomes for Leeds citizens.

1 Purpose of this report

- 1.1 The purpose of this report is to brief Executive Board on the Cultural Cohesion Quality Mark scheme, led by Children and Families, and to request their approval for Children and Families to resource, manage and deliver the scheme.
- 1.2 This report provides background information in relation to disparities in education, health and employment both locally and nationally. It also explores data in relation to the recent rise in reported incidents of hate crime and how the CCQM aims to address these issues. The report expands on the proposal for the CCQM including the vision, delivery, management, growth and required next steps. It also considers the financial and equality implications and analyses the risks.

2 Background information

Overview of diversity in Leeds

- 2.1 The population of Leeds is continuing to grow and become increasingly diverse. It is home to 140 different ethnic groups speaking 170 different languages, with one in five citizens from a Black, Asian, or other minority ethnic group (BAME). The 2011 census tells us that 11.5% of the Leeds population were born outside of the UK, of whom approximately 31% were born in Europe.
- 2.2 The diverse religious profile of the city has also been changing over recent years, with fewer citizens stating their religion as Christian and a greater number of citizens stating no religion (28.2%), Muslim (5.4%), Sikh (1.2%) and Jewish (0.9%).
- 2.3 Whilst there is no direct count of disability in Leeds, in the 2011 census 16.7% reported a long term health problem or disability which impacts on their daily activities and GP records from April 2014 counted 3091 people in the city with a learning disability. Further, in 2016 13% of school age population were recorded as having special education needs and disability (SEND).
- 2.4 There is limited data available in relation to gender and sexuality. The 2011 census recorded 0.2% of Leeds adults in a registered same-sex civil partnership and in the most recent employment data for Leeds City Council, approximately 1.9% identified as LGB& T*.
- 2.5 The economic picture in Leeds is also largely varied in different areas of the city. The Indices of Multiple Deprivation 2015 states that there are now 16 Lower Super Output Areas in Leeds that are in the most deprived 1% nationally. It is estimated that absolute poverty affects almost 20% of the Leeds population, with 18.1% of children under 16 living in poverty, compared to 14.7% nationally.
- 2.6 In Leeds, we have a continued focus on reducing inequalities and improving the lives of vulnerable groups within our city. The Council's vision for Leeds to have a strong economy in a compassionate city continues the drive to decrease discrimination and ensure equity of outcomes, regardless of race, ethnicity, disability, sexuality or gender. The task of creating a culturally competent society in which all individuals and communities live side-by-side harmoniously, feeling

respected, safe and valued, and having equal opportunities to for personal success and fulfilment, is complex and multi-faceted. It is however, a task which must be urgently addressed. The CCQM will provide a platform to increase and institutionalise positive cultural awareness and practice, and reduce segregation and inequality across Leeds communities and beyond.

2.7 Hate crime

National statistics state that recorded incidents of hate crime increased by 19% in 2015/16 compared to the previous year. In the UK in 2015/16 there were 62,518 hate crime offences recorded by the police (Home Office, 2016). Race hate crime, which was reported in 79% of all recorded hate crimes, was the most commonly recorded strand of hate crime in all 44 police forces (rising by 42% in England and Wales after the Brexit result) This is followed by hate crime in relation to sexual orientation, religion, disability and gender.

2.7.1 *Table 1. Breakdown of recorded incidents of hate crime in 2015/16*

*percentages do not total 100% as some incidents are recorded in more than one category

<u>Category of hate crime</u>	<u>No. of recorded incidents</u>	<u>% of total recorded incidents in this category*</u>
Race	49,419	79%
Sexual orientation	7,194	12%
Religious	4,400	7%
Disability	3,629	6%
Transgender	858	1%

Source: Home Office, Hate Crime, England and Wales 2015/16 (2016)

2.8 Education

- 2.8.1 Education figures demonstrate an inequity of outcomes for children and young people in Leeds from a range of different backgrounds. Free schools meals are an indicator for children who come from low-income backgrounds. The educational gap in attainment, achievement and attendance from children from less and more affluent background can be seen at all stages of learning, and the gap widens throughout their education journey.
- 2.8.2 In 2015-16 at Key Stage 2, the gap between Leeds children who are on Free School Meals (FSM) and pupils who are not on FSM is 24 percentage points, compared to a national gap of 21 percentage points. For Key Stage 4, the average attainment 8 Leeds gap in performance between children who have Free School Meals and children who do not have FSM is 15.1 percentage points, compared with a national gap of 12.7 percentage points.
- 2.8.3 Pupils who are identified as having Special Educational Needs (SEN) in Leeds do not perform as well as SEN pupils nationally. In 2015-16 at Key Stage 2 there was a 5 percentage point gap between Leeds and national for the percentage of SEN pupils reaching this expected standard in reading, writing and maths. The Average Attainment 8 score for pupils in the Special Educational Needs Support category was 33.4 which is 2.8 below the national average. Leeds pupils who are Special Educational Needs with a Statement or Education Health and Care Plan category achieved an average score of 11.3 which is 5.7 below the national figure.

2.9 Employment

- 2.9.1 Research also reveals inequity of employment outcomes for minority groups. For example, Home Office figures show that the BAME employment rate is 10% lower than the national average (Healing a Divided Britain, Equality and Human Rights Commission 2016) and there is a disproportionate number of BAME employees working in low-paid, temporary roles or on zero hour contracts (Trade Unions Congress, Living on the Margins 2015). Additionally, two thirds of BAME individuals surveyed reported that they had experienced racial harassment or bullying in the workplace in the last five years (Baroness McGregor-Smith CBE, Race in the Workplace: the McGregor-Smith Review 2017).
- 2.9.2 The LCC workforce profile reveals that there are disproportionate numbers of BAME staff in lower ranked jobs. The table below shows that whilst 13% of employees are from a BAME background only 11% of employees on the JNC pay scale are BAME. Comparatively, 75% of overall employees are from a non-BAME, yet 83% of employees on the JNC pay scale are non-BAME.

Table 2. Pay grade data for non-BAME and BAME employees at Leeds City Council

	Non-BAME	BAME	Not declared
Employees overall	75%	13%	12%
Employees at grades A1- C3	72%	13%	15%
Employees at grades SO1- PO4	78%	14%	8%
Employees at grades PO5- PO6	85%	10%	4%
Employees on the JNC pay scale	83%	11%	7%

2.9.3 Leeds City Council currently have an Inclusion and Diversity action plan in place which aims to help LCC become a more inclusive employer with a workforce that better represents the diverse profile of the city. Each directorate is creating a directorate level delivery plan which sets out precisely what they are doing ‘to be more representative and be more inclusive’ which will then be incorporated into the existing Annual Equality Progress Report. There has also been a great focus recently on the relaunch of the BAME staff network which supports BAME colleagues with concerns relating to racial inequality and works alongside Human Resources to ensure issues of under representation are effectively addressed.

2.9.4 National research by Stonewall explores the experiences of LGB& T* people in the workplace. 19% of LGB participants had experienced verbal bullying in relation to their sexual orientation from colleagues, customers or service users in the previous 5 years (Gay in Britain, Stonewall 2013). Further, 1 in 10 trans* participants had been verbally abused with 6% experiencing physical assault at work.

2.10 Health

Research shows that experiences of prejudice and discrimination are linked with poor physical and mental health, reduced productivity and reduced life expectancy. In Leeds, people in the most deprived areas have a life expectancy which is 10.8 years lower than those in the most affluent parts. Citizens in the most deprived areas also have high levels of poor mental health and wellbeing and mental illness.

- 2.10.1 Local data highlights health inequalities experienced by women across different geographical areas, social groups and communities in Leeds. It shows stark variations in the use of and uptake of health and social care services, as well as, the health consequences for women from different groups and communities.
- 2.10.2 Research tells us that Black, Asian and minority ethnic (BAME) refugee women face multiple discrimination related to both ethnicity and gender; Black African women face a maternal death rate which is six times higher than that of white women; and Black women over 65 face a higher risk of cervical cancer than white women. Further, national data suggests that Black women are seven times more likely to be detained under the Mental Health Act than white women. (Healing a Divided Britain, Equality and Human Rights Commission 2016).
- 2.10.3 A person's sexual orientation can also have enormous implications for their health and access to care. In a recent survey, a third of gay and bisexual men reported negative experiences in relation to their sexuality when accessing healthcare services and 1 in 3 choose not to inform their GP of their sexual orientation. Mental health is also significantly worse for gay and bisexual men. At the time of research, 3% of gay men consulted and 5% of bisexual men had attempted to take their own lives in the previous 12 months, compared with 0.4% of the overall male population (Gay and Bisexual Men's Health Survey, Stonewall 2013).
- 2.11 Leeds needs to take both strategic and operational steps towards reducing the inequalities that currently exist. Areas for development in Leeds, as identified by the Equality Improvement Priorities 2016-2020, include: improving health, migration, reducing number of repeat victims of hate crime, developing a diverse council workforce, improving access to employment, increasing board representation, reducing the gaps in learning outcomes, and breaking down barriers. The inequalities experienced by different groups in society have a long-lasting and detrimental impact.
- 2.12 Previously, Leeds City Council worked with the Race Equality Education Partnership to deliver the Stephen Lawrence Education Standard (SLES). This was a locally created tool which aimed to challenge racism in schools and celebrate good practices in promoting race equality and achievement. In 2010, the Department for Children, Families and Schools launched a national roll out of the programme following its success in Leeds. Following the engagement of 13 additional local authorities, the Stephen Lawrence Charitable Trust chose to undertake a research project in relation to the future of the SLES and it thus ceased to be managed by Leeds.
- 2.13 The Cultural Cohesion Quality Mark does not seek to replace the Stephen Lawrence Education Standard, although it will address the gap in provision that has existed since the SLES ended. The CCQM addresses inequalities related to a broad range of vulnerable groups across our city which includes those from Black, Asian and Minority Ethnic backgrounds, as well as those of minority religions, LGB& T*, disabled and economically disadvantaged citizens. Further, the CCQM is available beyond educational settings, with a wide range of organisations being invited and able to participate.

- 2.14 The task of creating a culturally competent society in which all individuals and communities live side-by-side harmoniously, feeling respected, safe and valued, and having equal opportunities to for personal success and fulfilment, is complex and multi-faceted. It is however, a task which must be urgently addressed. The CCQM will provide a platform to increase and institutionalise positive cultural awareness and practice, and reduce segregation and inequality across Leeds communities and beyond.

3 Main issues

3.1 Vision

- 3.1.1 In collaboration with a range of organisations, Children and Families have developed a quality mark which aims to extend its reach beyond schools and learning settings to all organisations and communities. The intention is that the Quality Mark will span criminal justice, education, employment, health, housing, political participation and business.

- 3.1.2 The vision for the CCQM, as agreed by the development group, is:

‘A culturally competent community in which every individual from any background feels understood, valued, respected, and safe. We promote creating a harmonious community where every individual gains opportunities that allow personal success and fulfilment; and where they are committed to helping others feel the same way.’

- 3.1.3 Through this, the CCQM shares the Leeds Vision 2030. When at school or college, working, travelling, shopping, at places of worship, sport and social clubs or at home, our global citizens display positive attitudes towards all individuals, and everyday conversations, experiences, commercial transactions and socialising are responsive, respectful, considerate and polite. Where we cannot eradicate disagreement or conflict it should always be within a framework of mutual respect and value.

- 3.1.4 Children and Families already has enormous expertise and experience in this type of work. The School Well-being Team manages the Healthy School Award and Investors in Pupils, and the Voice, Influence and Change team is well versed in consulting with young people and collating their views. In June 2017 the Voice, Influence and Change team worked with members of the Youth Parliament to plan and deliver a #LetsTackleIt event to challenge discrimination in direct response to the British Youth Council Youth Select Committee report ‘Young people and the issues of racism and religious discrimination’, which continues to be a voted priority for children and young people in Leeds and the UK. Our endeavour to be a child-friendly city will continue to feature highly in all of this work, and Child Friendly Ambassadors across the city are working together to remove the barriers between the public, third and private sectors, to ensure that we are all partners in making improvements to the lives of all children and young people in our city. The expertise of these teams informs the shape, structure and processes of the CCQM.

3.1.5 The ultimate goals of the CCQM are:

- To support organisations/communities to develop a defined set of values and principles, and demonstrate behaviours, attitudes, practices and structures that enable them to work effectively cross-culturally.
- To support organisations to develop the capacity to (1) value diversity, (2) conduct self-assessment, (3) manage and understand the dynamics of difference and seek out commonalities, (4) acquire and institutionalise knowledge on diversity, and (5) adapt to the contexts of the individuals and communities they serve.
- To provide organisations/communities with external recognition for their commitment, action and progress towards cultural competence.

3.2 Accreditation process

3.2.1 The accreditation process focuses on developing skills, practice, participation and innovation through building culturally responsive attitudes, policies, structures and practices. There is a focus on the development of five specific areas, namely: governance, personnel, content of delivery, practice of delivery and management. The aim is to enable all organisations, individuals and communities to work effectively to best meet the needs of their diverse customers, communities and businesses and thus reduce inequalities. Through the method-based quality mark, individuals will develop the knowledge, understanding and behaviours to enable themselves and others to live, work and succeed in harmonious communities.

3.2.2 The accreditation process will have three phases:

Phase 1

- a) Registration: organisations register their interest in pursuing the CCQM.
- b) Raising awareness: a process of openly engaging all members and stakeholders in the proposed journey.
- c) Formal statement of commitment: gaining full sign up from all members, directors and governing board.

Phase 2

- a) Reflective transparency: organisations conduct a self-review and evaluation of their cultural competency in terms of:
 - What is currently being delivered
 - How it is being delivered
 - Who is delivering and
 - Areas of governance and service monitoring.

Phase 3

- a) Understanding the policies, attitudes, behaviours and structures that exist currently which lead to inequalities, marginalized and disadvantaged individuals and visible communities.
- b) Developing attitudes, skills, practice, participation and innovation. Organisations build their social capital in terms of:
 - What is being delivered
 - How it is being delivered
 - Who is delivering, and
 - Areas of governance and service monitoring.

During this stage of the accreditation process, training will be offered by Leeds City Council to support organisations to improve their current practices. The trainers will work restoratively with organisations to address any ineffective equality and diversity policies, practices, etc. and target unconscious biases that exist within individuals or structures. This training will be delivered by experienced colleagues who previously facilitated training for the Stephen Lawrence Education Standard, and will be managed by the Senior Learning Improvement Consultant for Black, Asian and minority ethnic and English as an Additional Language. The training will be available at cost to the organisations which has the potential to generate income.

- c) Returning to the evidence: organisations measure and celebrate the progress so far, and apply for validation.

3.3 Next steps

- 3.3.1 The CCQM is currently being piloted by Roundhay School in North Leeds with a further pilot due to start with external partners in September 2017.
- 3.3.2 The CCQM will be launched in 2018 with a high profile event which all Leeds City Council councillors and Leeds MPs will be invited to attend. There is a hope that each council ward will be represented. Invitations will also be sent to civic entrepreneurs as well as representatives from community groups, faith groups, youth groups, trades unions and employer organisations. The expectation is that the launch would generate media interest and coverage which will raise the profile of the CCQM amongst the organisations and communities that it is aimed at.

3.3.3 Proposed timeframe

Month	Action/achievement
June 2017	Pilot started in Roundhay School
October 2017	Pilot starts with other partners and schools
March 2018	Evaluation of pilots and revising materials as necessary following pilots
June 2018	CCQM to be launched. Elected Members, Leeds City Council directorates, media, schools, colleges, universities, businesses and a range of third sector organisations invited to participate.
September 2018	CCQM to be started in a range of schools and organisations
February 2019	Successful communities/organisations from first round of applications to be officially awarded with their Cultural Cohesion Quality Mark.

3.4 Management and growth

- 3.4.1 Initially, the scheme will be hosted and managed by Leeds City Council officers working from within Children and Families. However, it is envisaged that after the formation of a trust it will be the responsibilities of the trustees. The trust would still be controlled by Leeds City Council with a majority of the trustees being council representatives. Other stakeholders such as the West Yorkshire Police, the NHS and the Chamber of Commerce would also be invited to appoint trustees to the board.
- 3.4.2 It is intended that the CCQM will be used both by communities in Leeds and increasingly by groups outside the city. Expansion of the CCQM beyond Leeds will be promoted via our stakeholders.
- 3.4.3 As participation in the scheme increases it will be necessary to increase the support available to help participants through the processes of achieving the Quality Mark. An increased income through greater participation will cover the cost of the additional staffing required to administrate the scheme
- 3.4.4 A strategy for the development of the CCQM will be created responsively and in line with research-based improvements. Targets will be created which reflect the developments of the scheme.
- 3.4.5 The governing board will conduct an annual review of the effectiveness of the systems and processes involved in the roll-out of the CCQM, and address any significant concerns that have been identified. Any issues that need to be raised before the annual reporting cycle will be raised for discussion in quarterly meeting. The scheme lead will report annually to Executive Board on the operating costs

and benefits, including the reach of the Quality Mark and its impact on the vision for Leeds.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Thus far the working group have discussed the CCQM with, and accepted recommendations from:

- Elected Members
- Director of Children and Families
- Chief Officer, Communities
- The Community Scrutiny and Sustainability Team
- Voice, Influence and Change team, Children and Families
- Children and Families Equality and Diversity Group

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The goals of the Quality Mark as discussed above are all aimed at valuing diversity and increasing integration and cohesion by improving cultural competency of organisations and communities.

4.2.2 In addition to being aligned with the Leeds 2030 vision and the Equality Improvement Priorities 2016-2020, the CCQM has strong links to the Equality Framework for Local Government (EFLG). Paragraph 3.6 of the Framework states

“The Organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities”.

The EFLG is intended to address the Council as an employer and service provider, while the Quality Mark is open to all communities and agencies (but which could include departments and teams within the Council) but the impact on communities and agencies would both inform and strengthen the Council in its adherence to the EFLG.

4.3 Council policies and Best Council Plan

4.3.1 Best Council Plan 2015-2020

The Best Council Plan states

“We want to invest in the people that make Leeds a success – our communities, our schools and the many incredible community leaders in the city. These leaders are valuable resources - civic entrepreneurs with the passion to make things happen. The council will work with our partners to create the right environment to harness this power and potential.”

The 2017-18 remains focused on tackling poverty and reducing inequalities in the city. The aims of the CCQM are well-aligned with the Best Council Plan and provide a framework for working with partners to both improve their organisations and improve Leeds through reducing inequality. The Quality Mark also supports Leeds City Council in giving practical meaning to two of the five values in the Best Council Plan as it works with communities and encourages fair treatment.

4.3.2 Child friendly Leeds

The Council's vision, strategy and actions to create a child friendly city have been praised by Ofsted (March 2015). Many of the 183,000 children and young people in Leeds spend a proportion of their time 'in the community', undertaking activities which are not managed by the Council. The CCQM would help to deliver our ambition to be the best city for children and young people by developing cultural good practice within the communities and organisations outside of Council control which regularly engage with our children and young people.

4.3.3 Compassionate City Awards

The Compassionate City Awards recognise the positive contributions that individuals, community groups and organisations do to improve fairness, equality and social cohesion. The CCQM is complementary to the Compassionate City Awards as it encourages organisations and communities to be self-reflective and pro-active in improving their cultural competency.

4.4 Resources and value for money

4.4.1 Year 1 estimated expenditure based on target of 30 registrations

Category	Details	Amount (£)
Staffing	Admin support at B1 grade (including employer on-costs)	20,213
Resources	Website	1,000
	Branding, logos, resources and awards	9000
	Printing costs	500
Launch event	Includes venue, refreshments, tech support etc.	700
Total estimated expenditure		30,513

Year 1 estimated potential income based on target of 30 registrations

Details	Cost per organisation	Total based on 30 registrations (£)
Registration cost (based on no. of paid staff)	50-1000	Between 1,500 and 30,000
Specialist support	From 360	Potential to vary greatly Between 0 and 10,800+
Validation/certification	500	15,000
Total potential income		From 16,500 – 55,800+

4.4.2 The scheme will largely operate online. The majority of meetings and validation will be carried out through use of digital technologies such as Skype, to aid in the reduction of travel, printing and postage costs. Where training is requested by organisations this will incur costs to Leeds City Council which will be factored into the cost of training. The CCQM aims to work in partnership with its stakeholders. As such, resources such as venues, photocopying, printing etc. may be sourced at little to no cost.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The recommendations in this report are key decisions and subject to call-in.

4.6 Risk Management

4.6.1 There is a risk that the CCQM will not generate the interest and sign-up that is anticipated. The impact of this risk is that we will not meet the aims of the scheme and the financial investment will not deliver the desired social return. However, this is considered low risk as interest and partnerships have already been developed and the Council are experienced in delivering similar quality marks successfully, such as the Stephen Lawrence Education Standard discussed in 2.7 above.

4.6.2 There is also a risk that more communities and organisations wish to sign up than resources allow us to effectively administrate. To mitigate this risk, care must be taken to ensure that the number of accepted applications is balanced with the staffing, time and other resources available to ensure the scheme maintains a high standard of evaluation and monitoring. The annual reporting cycle will allow us to evaluate the situation with regards to this risk and plan for the follow year.

4.6.3 A further risk is that the scheme may attract some communities and organisations on a larger scale than others and some groups may not be given the opportunity to participate. The scheme addresses this to some extent in that it is aimed at community groups outside of work and school. However, it is vital that regular monitoring is carried out by the scheme management team (see 3.4.5) which evaluates the participation of a diverse range of communities.

5 Conclusions

- 5.1 The Cultural Cohesion Quality Mark has been developed to promote harmonious communities through working with organisations and community groups to evaluate and improve their values, behaviours and knowledge in relation to positive cultural and diverse practice.
- 5.2 Transformation in these areas will contribute to increased community cohesion and cultural harmony, a reduction in inequality gaps, greater customer satisfaction, improvement in relationships between diverse communities, improvements in the diversity of the workforce and more favourable outcomes for vulnerable communities. The potential impact of participation in the scheme within any organisation is improved cultural responsiveness in governance, personnel, content of delivery, practice of delivery and management.
- 5.3 There is a timely opportunity for Leeds City Council to be the leaders of this national initiative which has strong links to the Best City Plan and the Equalities Improvement Priorities.

6 Recommendations

6.1 Executive Board is recommended to:

i. Approve the Cultural Cohesion Quality Mark and enable Leeds City Council (Children and Families) to initially resource the scheme. This will include financing, hosting, managing and delivering the CCQM. Executive Board should note:

- next steps required to implement the CCQM as per para 3.3 above;
- proposed timescales of the CCQM as per para 3.3.3 above;
- the officer responsible for implementation of the CCQM shall be the Chief Officer Learning Improvement, Children and Families.

ii. Receive annual reports regarding the CCQM's impact and effectiveness in relation to reducing inequalities and improving outcomes for Leeds citizens.

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.