



Leeds
CITY COUNCIL

Equality Progress 2018 - 2019

Leeds - The Compassionate City: Tackling Inequalities



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Introduction

“Our vision is for Leeds to be the best city in the UK: one that is compassionate and caring with a strong economy, which tackles poverty and reduces inequalities. We want Leeds to be a city that is distinctive, sustainable, ambitious, fun and creative for all with a council that its residents can be proud of: the best council in the country.”

(Councillor Judith Blake, Leader of Leeds City Council and Tom Riordan, Chief Executive of Leeds City Council (*Best Council Plan 2019/20 -2020/2021 Tackling Poverty and Reducing Inequalities*))

The Equality Improvement Priorities 2018 - 2022 have been produced to ensure that the council meets its legal duties under the Equality Act 2010 and to compliment the ‘Best City’ ambition aimed at tackling inequalities: for Leeds to have a Strong Economy and to be a Compassionate City.

The council’s equality improvement priorities have taken into account the protected characteristics as required under the Equality Act 2010. We continue to recognise poverty as a barrier that limits what people can do and can be. We have, therefore, included priorities that address poverty as we recognise that a number of the protected characteristics are disproportionately represented in those living in poverty

We are conscious that there is not an equality priority for every protected characteristic but all characteristics are taken into account. We are committed to equality for all our citizens and believe that improving a service for one community will have a positive impact for all communities. We will continue our work across all the protected characteristics, whether or not there are specific equality improvement priorities which are explicitly focussing on them. We will consider all communities when we give due regard to equality at both strategic and operational activities.

Context of Leeds

Demographics: A Changing Population

The population of Leeds is estimated to be 784,800 people in 2017 (ONS mid-year estimate) - an increase of 0.5% (3,800 people) in the year since the previous 2016 estimate.

- One in ten people (10.1%) are in the 20-24 age band reflecting the large student population.
- In the 10 years (2007-2017), the Leeds population has increased by 6.3% (46,300 people). The working age population had a smaller percentage increase (3.2%) than both the population of children and young people (12.6%) and the population aged 65 and over (12.7%).
- In the 10 years (2007-2017), the increase in the children’s and young people’s population has been in the primary school age groups, with an increase of 19,435 children in the 0-10 age group.
- Over the next 10 years, this increase will affect the secondary school age group, with a big rise in the number of teenagers in Leeds. There will be a projected 18,348 more young people aged between 11 and 19 years old in 2027 compared to 2017.

- The population of older people aged 65 and above has increased by 13,700 people (2007-2017). In the next 10 years, the increase in the older population will be even bigger, with 17,100 more people aged 65 and over resident in Leeds in 2027 than in 2017.
- Although the 65 and above age group still has more women than men, there has been a bigger increase in the number of men, with 8,300 more men aged 65 and over resident in Leeds in 2017 than in 2007 (compared to 5,400 more women).
- Leeds continues to become more ethnically diverse, with the greatest ethnic diversity in younger age groups. The proportion of the school population from BAME backgrounds has nearly doubled since 2005, increasing from 17.9% in 2005 to 33.8% in 2018.
- Although the population aged 65 and older is less ethnically diverse than younger age groups, the proportion from BAME backgrounds will increase as people who settled in Leeds as young adults grow older.
- The Leeds population is predicted to continue to grow, reaching 826,500 in 2027. This is a 5.1% increase in the 10 years 2017 to 2027. The working age population will have a smaller percentage increase (2.4%) than the population of children and young people (7.4%) and the population aged 65 and over (14.1%).
- There is no direct count of disability for the whole population, but the Census 2011 collected information about 'long term health problems or disability'. In Leeds 83.3% of people said that their day-to-day activities are not limited by long term health problems or disability, 7.9% said they are limited a lot and 8.9% said that they are limited a little.
- The religious profile of the city is changing. In the 10 years between the 2001 census and 2011 census, the proportion of people who said they are Christian decreased from 68.9% to 55.9%. The proportion with no religion increased from 16.8% to 28.2%. Compared to England and Wales, Leeds had higher than average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%). The Muslim community had the youngest age profile.
- The 2011 Census collected information on civil partnerships for the first time, reflecting the Civil Partnership Act 2004 which came into effect in the UK in December 2005. In Leeds, 41.5% of adults were married, which is lower than the England and Wales rate of 46.6%; 0.2% of adults were in a registered same-sex civil partnership, which is the same as the England and Wales rate; 40.8% of adults were single (never married or never registered in a same-sex civil partnership), which is much higher than the England and Wales rate of 34.6%; 17.5% of adults were separated, divorced or widowed, which is slightly lower than the England and Wales rate of 18.6%.

The latest socio-economic analysis (from the 2018 Leeds Joint Strategic Assessment, analysis based on the 2015 Index of Multiple Deprivation and the 2019 update of the council's Poverty Fact Book) show that a range of inequalities persist across the city and, linked with deprivation levels, are particularly concentrated in specific localities with long-term related challenges such as access to employment, housing, language and literacy, skills, health and care responsibilities. The slow economic recovery alongside reductions in public spending has significantly impacted the poorest members of society.

The Indices of Multiple Deprivation 2015 show the geographic concentration of deprivation in the communities of Inner East and Inner South Leeds, confirming the wider analysis of poverty and deprivation undertaken in the 2018 Joint Strategic Assessment. Analysis of relative change in the city since the previous 2010 Index suggests that there has been some intensification of the concentration of our most deprived and least deprived neighbourhoods.

- In 2016/17 almost a fifth of the Leeds population – around 150,000 people across the City were classified as being in ‘absolute poverty’. (Absolute Poverty measures individuals who have household incomes 60% below the median average in 2010/11, adjusted for inflation.)
- Over 28,000 (19.6%) Leeds Children under 16 were in poverty in 2015. In 2016/17 there has been an increase in the number of people in employment who are living in poverty. Nationally 5.4 million people now live in households where at least one member of the household is in work, yet they live in poverty. This is symptomatic of a labour market which is characterised by low pay, temporary, part-time and zero hour contracts.
- During 2016/17, in-work poverty was estimated to affect over 71,000 Leeds adults. Over 27,000 Leeds residents in full-time work earn less than the Real Living Wage of 2018 and over 10,900 Leeds workers are on zero hour contracts.
- In 2016, almost 43,000 Leeds households were in fuel poverty and almost 10,000 of these households were paying their fuel bills via prepayment meters during 2016.
- Leeds has 105 neighbourhoods in the most deprived 10% nationally. This is 22% of Leeds neighbourhoods. Leeds is ranked at 31 out of 326 local authorities on the proportion of neighbourhoods in the most deprived 10%. All the other Core Cities, apart from Bristol, have a higher proportion in the most deprived 10% (e.g. Liverpool has 45% and Manchester has 41%).
- However, if we look at the number of people experiencing deprivation, Leeds is ranked as the 3rd most deprived out of 326 local authorities. There are two measures which identify local authority districts with large numbers of people experiencing deprivation. These are the income scale and the employment scale: Income scale – this counts the number of individuals (adults and children) experiencing income deprivation in the local authority area. Leeds had the 3rd highest number (Birmingham had the highest number and Manchester the 2nd highest)

Equality Progress

Progress against each of the council's equality improvement priorities during 2018 – 2019 is outlined below. This update is not intended to give a comprehensive view of all the work that has been undertaken but provides an overview and examples from across all Directorates and from a locality perspective.

The equality improvement priorities recognise that there are currently different outcomes and experiences for different groups and communities. They were developed to support the Best Council ambitions of Compassionate City and Strong Economy and progress is reported against these. The progress updates also identify work that is linked to the council's Breakthrough Projects and locality focussed work.

Compassionate City – Living Safely and Well, Living at Home, and Valuing Communities

To ensure that the move to strength based social care (including Asset Based Community Development) has a strong focus on tackling inequalities and that implementation of new ways of working take into account the needs of individuals and communities from protected characteristics

Progress

The aim of implementing Asset Based Community Development (ABCD), and an asset based approach more broadly, within the Adults and Health Directorate is: 'For everyone in Leeds, including those with care and support needs, to have the opportunity to contribute to, be valued by, and be involved with where they live. For communities to recognise their assets, forge strong connections with one another and feel able to make the changes they want to see.'

ABCD and broader asset based approaches begin by finding out what the people living in a community care enough about to work together to change, develop and/or sustain the area. It 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. 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.

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Older people, and increasingly others with care and support needs identified loneliness as a key issue. The Adults and Health Directorate had the opportunity to test out the potential of ABCD to support older people to be more connected to where they lived. The model was first trialled in the neighbourhood networks of three areas in Leeds - Middleton, Harehills and Calverley as part of a project using European Funding. Whilst not everything worked, there were some early successes, including people growing in confidence, reducing their reliance on services and making connections with their neighbours that demonstrated this approach was worth pursuing.

Building on the successes of these early trials, three new ABCD Neighbourhood sites were established in 2017 in: Seacroft (hosted by LS14 Trust); New Wortley (hosted by New Wortley Community Association) and Chapeltown (hosted by Black Health Initiative) to further test the value of the approach. From March 2019 a further nine ABCD pathfinders are being established across the city.

To ensure that the ABCD neighbourhood sites are inclusive of the communities in which they work the following steps have been taken:

- One of the pathfinders was hosted by Black Health Initiative who have expertise of supporting people from Black and Asian Minority Ethnic groups who reflect the neighbourhood site where they are using the approach. They were also able to share their expertise with other Community Builders in the other neighbourhood sites through a network of practitioners
- Two new ABCD sites are being set up that will have a specific learning disability lens. They will specifically recruit Community Connectors that have a learning disability to test that the approach is fully inclusive and also enable the learning to be shared with other ABCD neighbourhood sites.
- The expanded group of sites now covers all the 1% most deprived areas.

On the whole, the achievements of these pilot projects have far exceeded expectations and have shown the transformative potential of people coming together to make changes for themselves and their community. This includes improving local green spaces to places where food is grown and families can play, to people coming together to make art and keep themselves well.

In addition, the Adults and Health Directorate have tested Strength Based Social Care which has also been rolled out across Leeds. Social workers support and work alongside people, focussing on 'what's strong not what's wrong' working together to agree joint goals and to harness individual, family and community resources. There are clear synergies between this work and ABCD Strength Based Social Care and building strong resilient communities.

Equality monitoring of the people connected through the ABCD sites is not undertaken as due to the nature of the approach there is no individual recording of who attends activities, for example, attending a neighbourhood barbeque. There is an evaluation framework as part of this and monitoring does take place to ensure that the approach is fully inclusive of all people who live in the communities in which the Pathfinders are working. Early information from this evaluation has

shown that the ABCD pathfinders have had positive stories of outcomes for people with long-term mental health issues, carers of children with high support needs and people with Autism. However, it is early on in measuring the impact of this way of working and there is no evidence yet that the ABCD sites are fully inclusive of people with a learning disability.

To improve access to social care services for LGBT+ people through training, quality assurance and redesign of policies and processes.

Leeds City Council Adults and Health Directorate held a workshop in June 2017 on the topic of 'Delivering effective social care with older LGBT+ communities' facilitated by Research in Practice for Adults. The attendees were providers, commissioners, social workers and members of the LGBT+ community..

The aim of the workshop was to consult with stakeholders and to:

- Improve understanding in older people's social care services of the relationship between ageing, sexual orientation, gender identity and personalisation,
- Increase confidence in care and support for older LGBT individuals in care settings with the development of a framework to evaluate the quality of services for LGBT individuals,
- Identify key actions for service improvement,
- Deliver accessible information relating to the key issues for older LGBT people in a range of care settings.

By the end of the workshop participants had:

- Explored what good practice looks like,
- Identified barriers and enablers to delivering provider services that meet the specific needs of older LGBT+ people,
- Agreed outcomes against which older people's services for LGBT individuals might be assessed,
- Contributed to the co-production of a framework to evaluate the quality of adult care providers' work with older LGBT+ people,
- Identified next steps of this as a pilot framework for awarding providers of older people's service an 'LGBT+ quality mark' (overseen by Leeds City Council).

The learning from this workshops was summarised by Research In Practice For Adults (RIPFA) in their report of the day. 'Whilst it is acknowledged that health and care services are committed to equality to date there is still evidence that LGBT+ individuals face particular issues including: dementia and sexual identity, barriers to end-of-life and palliative care, fear of indifference to sexual and gender identity and/or stigma in new settings such as residential care (Marie Curie, 2016; LGBT+ Partnership, 2016). If health and care staff do not respond appropriately to

individual differences it presents a barrier to services, intentional or unintentional, for an individual or a community who may already feel marginalised. It is important that providers of older people's services fulfil this need for the LGBT+ individuals accessing care and support.'

As a result a framework has been co-produced with a range of stakeholders that sets out 6 areas that will be targeted addressed going forward to ensure that social care services in Leeds are inclusive of LGBT+ people. The framework includes:-

- **Mobilising Change** – Change needs to happen across several areas of the health and social care spectrum and mobilising this effectively across all stakeholder groups is key.
- **Differentiating between data and information** – Being clear with people about equalities characteristics data recorded and used in aggregated form.
- **Training and development** – Staff require support to develop and maintain knowledge and skills to deliver against the themes and so good quality, consistent, training and development would be required in different forms.
- **Assessment of need** – Clarity around the assessment process and the terminology used to explain this to people. Also to be clearer about what aspects of the information gathered is shared with those providing care and support to ensure that care can be personalised without duplication of assessment or questions.
- **Confidentiality / information sharing** – Clarity around confidentiality, consent and sharing of information, and the process required to allow these to happen appropriately and effectively.
- **LGBT+ inclusive policies and procedures** – Having a clear policy of using inclusive language and images in policies, procedures and publications across the Council.

This was the basis for starting the Delivering Effective Social Care with LGBT+ People Project and provided the outline work programme. The project was developed as:-

'We need to ensure that care and support meets the needs of individuals who identify as LGBT+, taking into account the statements issues identified in the Out Loud LGBT Voices in Health and Social Care A narrative account on LGBT needs (May 2016). Some of the statements were:-

- "I can access the health care support I need quickly and locally"
- "People providing my care act in a professional and non- discriminatory way"
- "My sexual orientation and or gender identity is only taken into account when relevant to my care"
- "Health care support is matched to my needs and takes account of my sexual orientation and or gender identity where relevant"

The original action was to draft an outline charter mark and subsequently Adults and Health commissioners have been engaging with Opening Doors London (ODL) to look at adopting their Pride in Care standard as it is an already established quality mark for LGBT+ inclusive services. This is set to be piloted

within Leeds with an in house service and two independent sector care homes, this will involve reviewing policies and staff undertaking training before a final assessment by ODL. The progress of this pilot will be monitored and evaluated before looking to open this up to other social care services across the city.

Another action is in partnership with Yorkshire MESMAC to continue the roll out of LGBT awareness training being delivered to care homes and LCC in house services.

Work will continue to progress against the key themes highlighted in the RIPFA report detailed above.

To improve health outcomes for Leeds Migrant Communities

The first Leeds Migrant Health Board was convened in February 2018. The Board connects to the wider Leeds Strategic Migration Board and reports to the Health and Wellbeing Board.

The Migrant Health Board has a number of key priorities which have been identified as being particularly important for improving migrant health. These will progressed over the course of the next two years. The priorities are:

- Minimising the adverse impacts of the 2017 amendments to the NHS (Charges to Overseas Visitors) regulations. A dedicated city wide programme of work across the health system is underway but not yet completed.
- Improving access to primary care particularly in relation to pregnancy and to childbirth. The Preparation for Birth and Beyond Programme is a key intervention around migrant maternity and child health and collects case studies to highlight the impact the service is having in a more holistic way. It has offered to gather views on effectiveness of the service's signposting to primary care and any issues identified. This information is used to inform action planning.
- Improving mental health of migrants – targeted work yet to start. Other strands of work will contribute to promoting positive mental health and wellbeing.
- Increasing access to and take up of health protection screening, vaccination and treatment services, particularly TB and MMR. An action plan to be developed.
- Tackling poor housing, where it is impacting on health outcomes migrant housing issues which were considered by the Health and wellbeing Board in September 2019. Focus groups/workshops will be held to identify issues from migrants lived experience and from a programme of work will be developed.
- Increasing awareness of and reducing the impacts of female genital mutilation, sexual violence and domestic violence.

- Improve data quality and data collection issues that impact on quality and sensitive targeting of service provision. Work has started, but challenges remain in that data collected by partner agencies is often not yet in an appropriate form for identifying and tracking migrant individuals and groups. Adjustments are being sought, as and when opportunities arise.

One of the areas of work which was an immediately emerging and pressing issue for migrant health was developing a compassionate whole systems approach to reducing the adverse impacts of the National Health Service (Charges to Overseas Visitors) (Amendment) Regulations, which came into effect on 23rd October 2017.

Although a number of barriers to accessing services, including health services, for vulnerable migrant groups had previously been identified, the introduction of the regulations required NHS bodies, private and voluntary sector providers, such as community interest companies and charities supplying NHS services and local authorities in the exercise of their public health functions, to make and recover charges from overseas visitors, where relevant services have been provided to them and no exemption applies.

These services are often commissioned to reach marginalised communities and the introduction of charges was considered to undermine the vital role they play in protecting public health and safeguarding children and vulnerable adults.

Some groups of overseas visitor are exempt from charge for the health services they access. These include refugees and asylum seekers, failed asylum seekers receiving support from the Home Office under either section 4(2) or 95 of the Immigration and Asylum Act 1999 or from a Local Authority under section 21 of the National Assistance Act 1948 or Part 1 (care and support) of the Care Act 2014 by the provision of accommodation, victims, and suspected victims of modern slavery (including human trafficking), children looked after by a Local Authority, anyone liable to be detained under the Mental Health Act 1983 and anyone required to submit to treatment imposed by a court order.

However, intelligence suggests that they may not be aware of their exemption, or be fearful of public services, so often do not take up preventative opportunities.

Providers of services need to assess carefully before a charge is applied so detailed work to minimise the adverse effects of the new regulations has been the main focus of the Migrant Health Board's work to date. Actions completed since February 2018 include:

- In February 2018 the Migrant Health Board submitted a comprehensive response to the Department of Health and Social Care around the impacts of the 2017 National Health Service (Charges to Overseas Visitors) (Amendment) Regulations on vulnerable migrant groups
- In June 2018 a multi-agency workshop was delivered to co-ordinate follow on action in response to the 'The National Health Service (Charges to Overseas Visitors) (Amendment) Regulations 2017. 58 colleagues

(including from the Department of Health and Social Care and the Home Office) attended.

- From this event, all sectors of the Leeds health and healthcare system (voluntary sector, public health, NHS Leeds Clinical Commissioning Group, Leeds Community Healthcare NHS Trust, Leeds and York Partnership NHS Foundation Trust and Leeds Teaching Hospital Trust) are now working collaboratively to design and deliver a compassionate whole systems approach to the regulations.
- Providing 'Safe Surgeries' training in primary care to help improve migrant access to primary care was highlighted by 'Drs of the World', at the workshop. Primary care is an increasingly valuable universally free service for vulnerable groups, in the light of the new restrictive regulations. 20 staff in Harehills practices have so far been trained to implement inclusive practice and roll out to other neighbourhoods is now being planned.
- Commissioner organisations (Leeds City Council Public Health and NHS Leeds Clinical Commissioning Group) have now assessed which commissioned services are in, or potentially in scope of the new regulations.
- Leeds and York Partnership NHS Foundation Trust held an internal workshop and a further questions and answers workshop with NHS Improvement in October 2018 to clarify and identify groups in scope and to inform process mapping across its services e.g. community and specialist services.
- A sub group from Public Health, Leeds Community Healthcare NHS Trust, Leeds and York Partnership NHS Foundation Trust, Leeds Teaching Hospital Trust and NHS Improvement representatives met in January 2019 to formulate their collective view on how providers can develop a compassionate approach to the regulations across the Leeds health system.
- Leeds and York Partnership Foundation Trust is examining data from the last 4 years to ascertain numbers of individuals who would have previously been in scope, had the regulations been in place. This will inform future plans.
- The Board is working with all partners to ensure a consistent and accurate message is relayed to health professionals at all levels, the voluntary sector and potential/current service users themselves.

Other work being undertaken by the Leeds City Council Public Health Team includes:-

- The One You Leeds service and the Better Together service included an Equality Impact Assessment in the initial stages of the procurement process which will be refreshed at several points.
- Public Health colleagues are implementing a number of actions to improve data collection on migrants, particularly in terms of commissioned contracts.
- A health needs assessment of Gypsy, Traveller and Roma communities has been compiled and work to secure a new service is underway. This means that dedicated work to meet the health needs of Roma communities,

including women's health needs will now be addressed and the outcomes closely monitored.

- A housing and health workshop is in the planning stages which aims to identify and address the key housing issues of migrants. As well, as addressing the Leeds City Council Migrant Health Board priority around housing, this will contribute to the Leeds City Council Housing Strategy.
- It is too early to identify impact on end users at the moment but a number of mechanisms are being put in place to help collect useful data which can be tracked.
- The One You Leeds service are now recording access, monitoring progress and outcomes for migrants using the service for smoking cessation, healthy weight and alcohol. It has now added the 'UK citizen or other' question into its baseline questionnaire which all clients are asked to complete when starting the service. Any clients who are migrants (subject to them completing the form) will now be monitored for outcomes from start to exit of the service.
- In April 2019 this question is to be added to all other relevant public health commissioned services. The new residency question will be used to establish baseline values of access to relevant Public Health funded contracts and monitor trends, identify any gaps in service provision and user benefits. Numbers may be small initially, but will be tracked yearly to identify long term trends in service usage, effectiveness and outcomes.
- Actions, including Safe Surgeries training to support vulnerable groups to access and navigate the healthcare system, with a focus on: Refugees, Asylum Seekers, Roma and Gypsy and Traveller groups have been entered into the NHS Leeds CCG Draft Primary Care Access Improvement Plan.
- Exploration of benefits and rollout of the 'Health Help' card used by Gypsies and Travellers to help non/low literate individuals access health services have been entered into the NHS Leeds CCG Draft Primary Care Access Improvement Plan.
- The requirement to collect and share data on service use by clients with protected characteristics has been enhanced within the new 0-19yrs service specification.
- The General Practice data audits undertaken by the public health intelligence team contributes by highlighting differences in the reporting of ethnicity and first language for GP registered patients.
- The Voluntary sector was funded to raise awareness of TB screening services, signs and symptoms of TB through a TB champion programme targeting new entrants to Leeds from high risk countries (now concluded). 600 individuals cascaded messages to target community.
- A 6 month programme to raise uptake of the MMR vaccine in communities where uptake is low, particularly focusing on eastern European communities is currently funded by NHS Leeds CCG through the LS8/9 Local Care Partnership. This started in February 2019 for a period of 6 months and is delivering local MMR clinics in community appropriate venues, mainly cafes/community centres. Awareness raising continues

through various channels including in community health promotion events and local radio.

Public Health have commissioned Unique Improvements to deliver a 3 year Cancer Awareness Community Service in Leeds to increase awareness of the signs and symptoms of breast, bowel and lung cancer and to encourage uptake of screening, targeting deprived geographies and 6 priority groups including– BAME and Gypsies, Roma and Travellers. Although, BAME figures are available, it is not currently possible to break these down further.

Improve the well-being of young people that identify as Lesbian Gay Bisexual and Transsexual across the city.

Progress

Homophobic, biphobic and transphobic bullying and a limited level understanding of the needs and experiences of LGBT+ young people can negatively impact upon LGBT+ young people's mental health and wellbeing as well as their ability to achieve their potential.

Information reported by Stonewall (national LGBT+ organisation) and locally collected data tells us that more needs to be done to support LGBT+ young people and to ensure our teachers and staff are adequately informed and trained to aid, assist and support LGBT+ people within our schools and other settings.

Statistics from Stonewall state that:-

- 84% of transgender young people and 61% of lesbian, gay and bi young people who are not trans have self-harmed;
- 45% of trans and 22% of lesbian, gay and bi young people who are not transgender have attempted to take their own life;
- Just 40% of LGBT+ young people have an adult at home they can talk to about being LGBT+

Data from the 2017-18 My Health My School Survey data shows that 3.7% (198 of 5342 responses) of primary pupils (Year 5 and 6) who reported they had been bullied in the last 12 months, felt that it was due to them or a family member being gay, lesbian or bisexual or had been called words like 'gay' as an insult.

Of the Secondary (Year 7, 9 and 11) pupils who reported being bullied in the last 12 months ,5.2% (282 of 5412 responses) felt that it was due to them or a family member being gay, lesbian bisexual or transgender or had been called words like 'gay' as an insult.

(*Overall number of young people reporting being bullied - Primary 2882 of 9124 (31.5%) Secondary 2386 of 8052 (29.6 %).

26.7% (1096 of 4102 responses) of Year 9 and 11 pupils completing the 2017-18 survey felt that they need better information on Homophobic/ Biphobic/ Transphobic bullying and ways to stop it.

The Children and Families Directorate has a Hate Incident Reporting Scheme (HIRS) which has been in operation since September 2014. The scheme provides a mechanism for schools and other Children and Families Services to report incidents of hate that occur in their settings. The information reported includes details on the type of incident, for example, 'verbal abuse', and the hate category (or strand as it is known) the incident related to, for example, 'ethnicity'.

Between July and September 2014/15 and July and September 2018/19 a total of 1936 incidents were reported through the HIRS. Of this total 256 (13%) of these incidents related to 'sexual identity' and 72 (3.7%) related to 'gender identity' which provides further information that lesbian, gay, bisexual, transgender and young people questioning their sexual or gender identity do suffer from abuse from other children and young people and more needs to be done to educate them to respect diversity.

Leeds City Council is a Stonewall Education Champion and each year a Stonewall Education Equality Index submission is made. The Education Equality Index (EEI) is a comprehensive benchmarking exercise for local authorities, designed to showcase how well they are celebrating difference and tackling homophobia, biphobia and transphobia in schools and other children's settings.

The submission involves providing evidence against the criteria in the EEI. This includes:-

- Policy and guidance
- Engagement with schools
- Training and multi-agency working

The range of evidence collated to support the 2018 submission demonstrates the vast amount of work that is being done to support LGBT+ young people.

The 2018 results for the Stonewall Education Equality Index, was the best result to date achieving 86.5% and ranking 11th out of 25 authorities. This result is an improvement on last year where the Children's and Families Directorate achieved 85% and came 14th out of 39 authorities. Whilst less authorities signed up to do the Educations Champions programme in 2018, the real achievement is that Children and Families increased its score against an increased Stonewall total score. Last year they scored 123 out of 145 last year whilst this year they scored 134 out of 155.

In February 2019, Children and Families Services received feedback on its 2018 submission Education Equality Index submission. Whilst it was acknowledged that Leeds is doing well at supporting LGBT+ young people Stonewall suggested areas that could be further improved.

Stonewall feedback was discussed at a Children and Families Equality and Diversity Group meeting in April 2019 and an Action Plan has been proposed to follow up on the areas for further development.

One such area identified from the feedback was the need to do more work with primary schools to enable them to understand, and be able to support, LGBT+ and questioning young people within their schools. As a result Stonewall will be delivering some training in schools.

Also in recognition of the narrow focus of the Education Equality Index Stonewall have launched a new programme for local authorities called Children and Young People's Services (CYPS) Champions programme. According to Stonewall, the CYPS Programme supports holistically across all of a local authority's Children and Young People's Services, whereas the Education Champions programme primarily focused on offering support to teams that support schools. To continue the work to support LGBT+ in Leeds the Children and Families Directorate have agreed to sign up to the new Stonewall CYPS Programme.

It was considered that there was a lack of information available for schools and Children and Families Staff to enable them to adequately support transgender young people and young people questioning their gender identity. As a result, a gender identity guidance document was developed in the latter part of 2018. The guidance aims to inform professionals to support LGBT+ young people and help them to achieve their full potential by:

- Promoting inclusion for all children and young people within education by improving support for transgender young people and those questioning their gender identity.
- Promoting awareness of the issues faced by transgender children and young people and those questioning their gender identity.
- Ensuring that staff, governors and teachers are able to support transgender children and young people and those questioning their gender identity with confidence.
- Providing information to ensure schools and settings feel confident that they are complying with the Equality Act 2010 and meeting their Public Sector Equality Duty obligations.

The guidance was written in partnership with Stonewall and consultation took place with organisations such as Mermaids, West Yorkshire Police, youth workers and counselling services. Most importantly young people themselves were consulted to make sure the guidance reflects their concerns and priorities along with possible ways to improve their experiences. As an example the LGBT+ Trans and Gender Identity Sub Group were consulted to gain feedback on the draft Guidance. Their comments were very valid and the guidance was adapted to take on board their comments.

The Health and Wellbeing Service undertook a full review of the My Health My School Survey (MHMS) and after consultation with Stonewall, implemented further response options/questions to the demographic section of the 2018/19

survey. These new additions to the survey will enable specific analysis of the health and wellbeing of LGBT+ young people on a school and city wide level.

When asking to specify 'Gender', responses now include three additional options - Transgender (Year 7/9/11 and P16 option only), I would describe my gender in some other way, I would prefer not to say.

In addition a question has been added to the Secondary (Year 9 and 11 only) and Post 16 surveys which asks about sexual identity. This includes the following four response options: Heterosexual, Gay/Lesbian, Bi-sexual, I would describe my sexual identity in some other way.

A further question has been added to the Secondary and Post 16 survey which asks if pupils are aware of where they could go for help or advice on Homophobic/ Biphobic/ Transphobic bullying.

For the My Health My Survey Stonewall advised that a breakdown of the Secondary bullying question so that it can be clearly identified whether this is due to gender identity (transgender) or sexuality. A further review of the survey needs to be undertaken to ensure questions referring to LGBT+ issues/bullying/advice are consistently asked to all pupils (Primary, Secondary, Post 16), where appropriate.

The 2018-19 survey is expected to close to pupils on 31st July 2019 and citywide data will be available shortly after this date.

PATH Yorkshire (a Third Sector organisation) in partnership with Stonewall delivers training to teachers through a Train the Trainer course. The course gives pastoral, anti-bullying and Personal, Social, Health and Economic education (PSHE) leads the knowledge, tools and confidence to train colleagues on tackling homophobic, biphobic and transphobic bullying and celebrating difference, as well as meeting the requirement of the new Ofsted inspection framework. Participating schools become members of Stonewall's School Champions programme which provides bespoke support and guidance.

Training was delivered to primary and secondary schools in May 2017. The training was well received by the schools who attended and Children's and Families are now seeking to build on this for the future. Stonewall have also agreed to deliver a train the trainer course to key partners across the service which will be offered to school and practitioners across the city.

A training event for schools entitled 'A whole school approach to LGBT+ Inclusion' was held in 28th November 2018 in partnership with Educate and Celebrate the Health and Wellbeing Service. The interactive training led by Dr. Elly Barnes (Educate and Celebrate) was designed to support schools to achieve LGBT+ Inclusion, to develop subject knowledge and strategies to take a whole-school approach to creating institutional change by focusing on the core areas of Training, Policy, Curriculum, Environment and Community. The event was well attended with over 9 practitioners from 7 schools/Specialist Inclusive Learning Centre's (SILC's) attending (3 primary, 2 secondary, 1 through school, 1 SILC).

One secondary school has since joined the charities PRIDE Youth Network Programme and has received further training for staff and pupils.

Training is given to foster carers and potential foster carers on LGBT* issues. The training is ideal for those caring for teenagers or those with young people who possibly/do identify as LGBT+.

The training is designed to make sure that all foster carers have a full understanding of the relevant terminology, LGBT* history, understand the issues facing LGBT* children in care, and to consider how childcare professionals support LGBT* young people. At the end of the training information on where additional support can be sourced is provided. In addition, foster carers are told about the Youth Service's support groups for young people – 'Out to 18' and 'Transtastic'.

The Leeds Fostering Team, in partnership with Bradford Equity Partnership designed a new LGBT+ course which was jointly delivered in October 2018.

As part of Safeguarding Week Barnardos Positive Identities Services ran free workshops for professionals working with children, young people and families, who would like to learn about LGBTQ identities and how they can safeguard LGBTQ children and young people.

In July 2018, Elected Members were invited to attend training around gender and identity, the challenges faced by those with differing gender identities and some best practice tips delivered by council staff.

As part of this training members of the 'Transtastic' youth group along with a youth worker were invited to talk to members and share their experiences. The group started by showing the 'It's my Right' video which the group produced with a Bradford based organisation they then went on to discuss the issues 'Transgender' young people face today. Members had the opportunity to hear from the young people themselves about their experiences of being 'Transgender', both the good and the bad, and find out about some of the great projects the young people had been involved with which included taking part in London Pride, speaking at the Positive identities tool kit resource launch and the 'We are one' art project with the Art Gallery for LGBT+ history month.

The 'In Your Shoes' event took place in September 2018. The event was the second annual conference organised and delivered by young people attending 'place 2 be' and the NHS for young people with life limiting medical conditions, their siblings and parents/carers.

The day brings together these children, their siblings and parents/carers for a fun packed yet informative day shared with many of the professionals including nurses and doctors and other NHS staff who regularly work with and support these children and their families.

As part of this event the young people organising the event wanted to find out more about sexuality and gender identity and how to talk to other young people

who identify as transgender. Two young people from 'Out 2 18' and 'Transtastic' supported by the team leader attended the event. The young people delivered an activity where participants matched up words and definitions related to sexuality and gender identity. They also spoke on stage in front of 100 people about their experiences of 'coming out', discussed how they were supported and described what people can do to help. They also took some specific personal questions from members of the audience.

The Youth Offer Improvement Team continues to facilitate two youth groups for young people aged 11-18 who identify as Lesbian, Gay, Bi-sexual, and for those who are Transgender or are questioning their gender identity.

The "Out 2 18" youth group is for LGB or Q young people and the "Transtastic" youth group is for young people who identify as transgender, non-binary or gender fluid. Both Groups provide young people with the opportunity to meet other young people like them and receive help and support with the issues they are facing in a safe and supportive environment.

Keep People Safe from Harm

Progress

From January 2018 to December 2018, West Yorkshire Police recorded 20,243 reports of domestic violence incidents, equating to around 50 incidents per day. As well as the human suffering involved, such as, the impacts on health, wellbeing and life chances of victims and children, there is a substantial financial impact to the City. This includes costs to services, for example, health provision, housing resources, criminal justice responses and the provision of a range of statutory and third sector services and lost economic output.

The cost of these resources in England was estimated at over £66 billion for the year ending 31 March 2017. (Rhys O et al, Jan 2019). The biggest component of this estimated cost was the physical and emotional harms incurred by victims (£47 billion). The cost to the economy was also considerable with an estimated £14 billion arising from lost economic output reduced productivity due to absence from work.

In addition to the scale of the issue, the nature of domestic violence is complex and insidious. As well as physical violence, it usually involves coercive control and psychological abuse - behaviours that are difficult to identify and evidence and that can be inextricably linked to other equality issues such as substance misuse, repeat homelessness, mental illness and child abuse. These problems are not easily resolvable and responses need to be made on many levels. Work with victims and perpetrators requires specialist knowledge and skills.

The data below from West Yorkshire Police indicates the level of reported incidents and gives an indication of the scale and nature of domestic violence:

All data is over a 12 month period (Jan-18 to Dec-18)

- 20,243 Police contacts in regards to domestic violence and abuse
- Police in Leeds receive an average of 60 domestic violence and abuse calls every day.
- 75.8% involved female victims (15,336 female domestic incident victims).
- 22.6% involved male victims (4,566 male domestic incident victims).
- 1.7% involved victims where the gender is unknown (341)
- 53.8% were incidents of violence (11,776 domestic incidents).
- 48.1% of those included are a repeat victim (10,518 domestic incidents).
- 25.1% were verbal incidents (5,481 domestic incidents).
- 31.9% of domestic incidents identified as 'victim self-reported' (6,973 domestic incidents).

In addition, there has been 3 domestic related homicides in this time period and an increase in numbers of high risk cases being heard at Multi-Agency Risk Assessment Conference (MARAC) meetings. See table below:

| MARAC | 2017 | 2018 | % Increase |
|---|------|------|------------|
| Number of meetings | 255 | 259 | 1.54% |
| Cases discussed | 2248 | 3654 | 38.47% |
| MARAC Repeats (repeat within 12 months) | 1304 | 1831 | 28.78% |
| Female Victims | 2962 | 3324 | |
| Male Victims | 156 | 330 | |

Over the last year work has taken place with partner organisations and communities on new and different ways to tackle the issues. Work is being undertaken on the 4 priority areas below:

- Changing attitudes and perceptions (individuals and communities)
- Supporting victims (adults, children and families)
- Challenging behaviours (working with perpetrators)
- Enabling Effective Change (workforce and organisational response)

Specific work strands include:

- **Focus on Equality and Diversity** – Work to help migrant communities, LGBT+ people and BAME communities is being developed to ensure that domestic violence work addresses the needs our most marginalised and vulnerable groups. Learning from this work has informed other areas such as training and also informed a successful funding bid to the Ministry of Housing, Communities and Local Government (MHCLG).
- **Victims with Complex Needs** – Central government funding supported the roll out of the Leeds Domestic Violence Quality Mark with a focus on improving

responses to victims with complex needs with particular resources for work with BAME victims, victims from migrant communities, victims with substance misuse problems and victims with mental health difficulties. 40 professionals were trained to advise victims with insecure immigration status and further funding has been secured from the MHCLG to roll out training to improve responses to victims from BAME and LGBT+ communities. The Leeds model of GP routine enquiry will also be cascaded along with specialist Advanced Practitioners placed within domestic violence settings to facilitate effective interventions with victims with complex needs.

- **Domestic Violence Quality Mark** – The Domestic Violence Quality Mark continues to promote minimum service standards to improve responses to victims, perpetrators and children. The standards include explicit requirements to respond to the needs of marginalised groups and promote the needs of victims with complex needs through a trauma informed approach.
- 26 training sessions were delivered to 300 individuals in 2018
- **Daily MARAC Meetings** – Cases are heard to review risk and plan interventions to increase safety and prevent escalation. 4599 School Domestic Violence Notifications were made in 2018 which inform schools within 24 hours if pupils have been present at an incident of domestic violence. Feedback from schools indicates that this has led to children receiving timely support. There were **3302** notifications to GPs, facilitating information sharing with primary care to promote appropriate safety planning.
- **Locality Based Initiatives** – Multi-agency meetings have extended into four localities to manage standard and medium risk cases. This has been accompanied by building links in communities to build capacity among groups working with older and BAME people.
- **Public Awareness Campaigns** – Safeguarding Week, 16 Days of Action and White Ribbon campaigns have focused on raising awareness of coercive control, older people and targeting men to take a stand against violence against women. Momentum has built over the years with established campaigns running annually.
- **GP Pilot** – Leeds has pioneered routine enquiry within GP surgeries with every female patient seen alone. This has increased opportunities for marginalised, vulnerable and socially isolated victims to disclose to health practitioners resulting in earlier intervention among patient groups who may not have otherwise disclosed they were at risk to anyone. This has attracted interest from a number of regions across the UK who are in the process of replicating the Leeds model.
- A comprehensive training programme has been delivered across the 58 Children's Centres to increase the capacity of staff to recognise indicators of domestic violence and deliver safe interventions with children and families. Training has also provided specialist input on how to engage with abusive fathers to help address a gap in services to perpetrators.

- **Domestic Violence Ambassadors** – This network of 200 trained Ambassadors from a range of sectors have promoted domestic violence work in a wide range of settings. Human Resources Domestic Violence Ambassadors also support the understanding of the council’s Domestic Violence and Abuse Policy. The Ambassadors provided increased capacity during periods of high demand, particularly, during public campaigns.
- **Disseminated Lessons Learned from Domestic Homicide Reviews (DHRs)** – Learning from DHRs has been disseminated widely through the use of written briefs targeting front line practitioners; presentations to various Boards and through integrating learning and practice points into service improvement, workforce development, policy, planning and commissioning activity. Learning was disseminated in partnership with safeguarding colleagues to target practitioners working with marginalised groups.
- **Commissioned Services** – The council’s commissioned domestic violence services has targeted marketing and delivery of services in community settings to promote access and inclusion to BAME, older and disabled victims. Further work will be undertaken to reach LGBT+ victims.

Governance arrangements and partnership working in the city have provided an infrastructure that has allowed innovation and service improvements to thrive. Feedback from partners suggests that work has made a positive difference to victims and families affected by domestic violence. Evaluations from workforce development programmes show that training makes a marked difference to the city’s response to victims and families. Staff have reported increased awareness and ability to deliver a responsive and accessible services after taking part in domestic violence training.

Locality based multi-agency meetings to address standard and medium risk cases have been in place in four localities. The last year has focused on improving the quality of case conferencing processes to promote consistency. This has supported better management of risk with some cases being referred back to the daily MARAC meetings for more intense oversight.

Links with colleagues working with migrant communities have been strengthened to promote alignment with activity taking place as part of the Migrant Access Project.

In the next year work will take place to increase and improve the options available to domestic violence perpetrators to address repeat victimisation. There is a need to build stronger links with communities who are less able to access services due to barriers around language, discrimination and isolation. This work will be undertaken through existing partnership arrangements and approaches.

Prevent and reduce levels of hate incidents by ensuring victims, witnesses and third parties of hate incidents are supported and offenders are brought to justice

Progress

Hate Crime can have a devastating impact on those affected and can cause anger, despair and fear for victims. This can create a divide within communities and create mistrust and tensions.

There has been an increase in the reporting of Hate Crime since the EU referendum, especially around events such as, the Westminster attack, Manchester Arena Bombing, London Bridge attack and the Finsbury Park attack.

In October 2018 the Government updated the 'Action Against Hate' action plan that was launched in July 2016 to 'reflect, look at the latest evidence and stretch our ambition further'. The action plan focuses on five key themes for local authorities to lead on:

- **Preventing Hate Crime** by challenging harmful narratives before they develop into hatred through, education, protecting young people from hate and challenging prejudice in the wider community.
- **Responding to Hate Crime** where it is happening most in our communities providing tailored support for communities, and improved training for police and wider services to recognise and respond to hate crime incidents.
- **Increase reporting of Hate Crime** through improved reporting and recording, and building victim and community confidence that reports will be acted upon and taken seriously.
- **Improving Support for victims** with improves support for those in the criminal justice system, including through the Victim's Strategy and Victim's Code. With support for specific communities who are particularly vulnerable.
- **Building our understanding of Hate Crime** by engaging communities, utilising expert groups and sharing experiences and expertise.

West Yorkshire police have recorded 2975 hate incidents during the year to date (January 2019) a 25.0% increase on the same period during 2017/18.

Leeds Anti-Social Behaviour Team (LASBT) has received 196 Hate related incident reports during the current year, slightly higher (11.2%) than the previous year when it logged 175 reports.

It should be noted however that data* provided by the independent Crime Survey for England and Wales (CSEW) regularly points towards a significant level of under reporting of hate incidents when compared with recorded police figures.

*2012-14 CSEW estimated 222,000 hate crimes per year compared to 52,528 recorded crimes by the police in 2014/15.

National Hate Crime Awareness Week was launched on the 12th October 2018. Organised by 17-24-30 and Stop Hate UK, this week aims to bring people together to stand with those affected by hate crime, to remember those we have lost, and

support those who need ongoing support. During this week, Local Authorities and Police Services are encouraged to work alongside key partners, and communities affected by hate crime to address local issues.

The campaign spreads a message of H.O.P.E.:-

- **H**ate crime awareness - running awareness events to increase public knowledge.
- **O**perational responses to hate crime - encouraging people to think about how they would respond if hate crime happened to someone they know.
- **P**reventing hate crime where possible.
- **E**mpowering communities to report hate crime and work together.

A programme of activities took place across Leeds aimed at raising awareness of hate crime and encouraging reporting through the Hate Incident Reporting Centres. A roadshow visited various locations throughout the city including:-

- Schools
- Leeds Gate
- Universities
- Community Hubs
- Leeds City Council Corporate Leadership team
- Freedom quarter with Angles of Freedom

A series of video blogs were developed with prominent figures in the statutory and Third Sectors and these were displayed on the council website with a selection being played on the screen in Millennium Square.

A prominent social media campaign took place and the hashtag *#LeedsNoPlaceForHate* was extremely active on Twitter, with community leaders, Elected Members. To date the campaign has reached over 77,000 Twitter accounts

A number of press releases were published including the launch event at Leeds Civic Hall and Councillor Coupar, Deputy Leader of the Council and Executive Member for Communities and Paul Money QPM, Chief Officer Safer Leeds attended Fever FM to discuss the campaign and answer questions from the public. In addition to activities taking place over National Hate Crime Awareness Week, the Hate Crime Strategic and Operational Groups continue to meet regularly, and the Operational Group has recently welcomed the Citizens Advice Bureau, Crown Prosecution Service, and West Yorkshire Combined Authority as representatives to meetings.

The Operational Hate Crime Group have undertaken an Outcome Based Accountability session which over 40 people attended from statutory and Third Sector organisations in Leeds. They even refocused priorities for the operational plan with 5 workshop sessions linked to the 5 strategic objectives.

One of our strategic priorities has been to increase confidence to report and increase reporting whilst reducing the number of repeat victims.

The increase in reports made to LASBT mirror reports made to West Yorkshire Police (WYP) with the overall figures (WYP & LASBT) show a year on year increase in reported hate incidents of around 24.1%.

Reports registered by schools under the Hate Reporting in Schools (HIRS) scheme have also seen an increase. This is because the refreshed HIRS guidance and positive messages passed out to schools have stressed the importance of schools both identifying and sharing reports of hate incidents. The first two terms (WHEN) have generated 402 reports which is an increase on the previous year but this could be down to better understanding in schools on how to report.

Hate data collated by agencies in Leeds can be analysed and monitored by a number of means including strand and locality.

WYP data for hate incidents show the most prevalent wards for reporting hate crimes are:

- Little London and Woodhouse
- Hunslet and Riverside
- Gipton and Harehills
- Burmantofts and Richmond Hill
- Beeston and Holbeck

It should be noted that Hunslet and Riverside ward encompasses the City Centre and inevitably captures reports from both residents and visitors to the commercial centre.

The data collated by LASBT albeit a much smaller dataset broadly follows the same locality focus as the police data with Middleton, Gipton and Harehills, Beeston and Holbeck, and Temple Newsam in the top reported wards for the city.

A Strategic Action Plan has been developed as part of the revised Hate Crime Strategy that will be developed and added to over the coming year. It will be influenced by the input of those agencies delivering interventions and support on the ground but shaped and prioritised by the Hate Crime Strategic Board. Current prioritised actions include:

- Leeds Signposting centres will be further developed in partnership with Stop Hate UK.
- A Leeds wide shared training package is being developed collaboratively to increase consistency and reduce duplication.

- Additional work will be explored and developed with Children’s Services and Youth Services to broaden reporting of incidents involving young people.
- Work with taxi licencing supporting them around hate crime prevention and reporting.
- Strengthening partnership work with community based organisations including working with LGBT+ communities that already provide assistance to those who experience hate
- Strengthening the hate crime/incident reporting infrastructure to provide those wishing to report a genuine choice as to where they can report.
- Reviewing current Hate Crime communication routes and materials to identify opportunities to target communities with highest rates of under reporting.
- Working more closely with Victim support and Witness Care services to ensure victims of hate crime and/or their advocate’s voices are heard and they are fully supported through any enforcement process.
- Developing our shared understanding and responses to Hate Crime where there are suspected links to Extremism and radicalisation.
- Closer working with third sector organisations to promote reporting of hate crime and raise confidence in communities.

Improve the approach to migration in Leeds:

- **Improve access to services;**
- **Change attitudes and behaviours;**
- **Increase awareness and understanding;**
- **Strengthen resilience and build capacity;**
- **Strong partnership approaches**

Progress

The ambition is for Leeds to be a welcoming and compassionate city with a strong economy. Leeds has a long and proud history of welcoming new communities from across the world. People come to Leeds to work, study, join family and seek sanctuary, bringing a wealth of knowledge, experiences and skills that enrich our economy, culture and diversity. New communities form part of the fabric of the City, valuably contributing to our prosperity.

Leeds is one of the fastest growing cities in the UK; home to over 170 different ethnic groups with over 104 languages spoken, making Leeds one of most diverse cities outside of London. The 2011 census showed the number of Leeds residents born outside of the UK equated to just over 11% of the population; just over half arrived at some point in the preceding ten years. The population is predicted to rise by a further 15% over the next 25 years.

As a City we recognise there are significant challenges ahead. Deprivation and significant inequalities exist, with over 163,000 people in Leeds living in areas ranked amongst the 10% most deprived nationally. There are sustained financial challenges to public sector services, a decline in Third Sector funding, ongoing immigration legislative changes and continued uncertainty around Brexit. As a City, we recognise greater immigration restrictions impact the potential risk that skills shortages may emerge in important sectors. Responding to these challenges requires continued and long-term efforts to promote economic growth that benefits all, with a focus on those people and areas most at need.

These challenges cut across services and highlight key barriers faced by migrants.

The City has good third sector partnerships who specifically work with refugees and/or asylum seekers as well as generic services who provide support with connections and information.

To meet the ambitions as the City grows we need to ensure we effectively meet need for all new and existing communities. This led to the development of a strategic, coordinated and inclusive approach to migration which sets out the long term strategic direction. It aims to ensure people who migrate to Leeds are able to establish their lives quickly and successfully; all people live in thriving and resilient communities; and migration continues to benefit the city.

The following five priorities were identified which underpins the programme of work taking place:

- Improve access to services;
- Change attitudes and behaviours;
- Increase awareness and understanding;
- Strengthen resilience and building capacity;
- Strong partnerships approaches.

Data analysis has evidenced the approach to the work on migration and enabled the presentation of findings at a local level to improve service delivery and meet the needs of new migrants. This has also strengthened partnership working to set out the priorities. Led by the Communities Team a group of partners were brought together from all sectors with skills and knowledge of Migration. By using various data sets, researching into existing service provision and valuable discussions with communities the council were able to share case studies to identify notable practice and identify gaps and challenges.

As a result four key cross cutting challenges were identified and these are:-

- **Reduced understanding of rights, entitlements and responsibilities** by communities and service providers, in particular, a need to better understand immigration status and its impact.
- **Not being able to access available services** as a consequence of lack of knowledge of services, support provided and how to access them.

Signposting sometimes fails to connect people who are often unfamiliar with the services that are available to be able to navigate appropriate support, services, systems and the City. Indeed, many services providing advice to communities are unclear on the range of services that are available to meet migrant needs, including, those offered by third sector providers and community based activities. In addition, there is limited confidence and trust of service providers to deliver culturally sensitive services. Also considered is the poor access to consistent digital technology across the city which is a contributory factor.

- **Language barriers contribute to ineffective communication** and present a significant hurdle to migrants when accessing services. Moreover, even when English is spoken, or when an interpreter is available, there can still be gaps in communication and a fuller appreciation.
- **Lack of knowledge and information further compound the problems** caused by the challenges articulated in points 1-3, impeding the ability of migrants to make informed choices. Advocacy is important to support access to services and information so that people can make informed choices on legal support, integration, navigation and informed social networks.

Working in partnership a Migration Strategy was developed for the City. The vision of the strategy is :-

‘Leeds is a welcoming and compassionate city for new and existing communities, a place where people feel safe and connected; contributions are valued and celebrated; and individuals, families and communities can reach their full potential’.

Over the last year the council has been working with partner organisations, communities and individuals to focus the combined response to migration underpinned by the five key priorities. This has included building on the Migrant Access Project to oversee development of the Migrant Access Project Plus which has increased community capacity in areas where outreach with new and emerging communities has been challenging. Also a range of notable practice is taking place across the City. This ranges from universal approaches through to more targeted work which has included working on specific gaps that have been identified or actions to reach residents in targeted areas. A number of specific strands of work has taken place in the last 12 months:

Work taking place over the last 12 months on the five priority areas has included:

Improve access to services - aims to ensure new and existing communities are aware of support available and are able to navigate the City and effectively access services. Some examples include:

- Leeds Housing Services received funding to take part in a 2 year pilot initiative aimed at providing support to asylum seekers who received a positive decision from the Home Office to settle in the City. This included funding for a Local Authority Asylum Support Liaison Officer (LAASLO). For

individuals who have received positive decisions, their asylum cases are supported by LAASLO officers. However, the challenge of providing housing advice/support to people who have received a negative asylum decision is a significant one, not least because people will not be eligible for housing assistance/allocation. The work in partnership with key third sector organisations such as Positive Action for Refugees and Asylum Seekers (PAFRAS), Refugee Education Training Advisory Services (RETAS) and the Red Cross are essential to ensure that people continue to feel supported.

- Leeds Migrant Health Board partners compiled and submitted a joint response to the Department of Health and Social Care detailing the impact of NHS charging regulations on vulnerable groups in Leeds. A dedicated multiagency workshop took place in the summer of 2018 to discuss the regulations as the first stage compiling common guidance for Leeds. There is now a commitment to work together across the NHS and voluntary sector, in Leeds and with regional partners to improve vulnerable patients' experience.
- A Domestic Violence and Abuse and NRPF (No Recourse to Public Funds): guide for frontline practitioners in West Yorkshire was produced. The council were successful in obtaining national funding to develop the toolkit aimed at all frontline practitioners. A range of services contributed to this important protocol that provides clarity to front line staff supporting people experiencing domestic violence and abuse and have no recourse to public funds (NRPF). All women have the right to live a life free from the threat of violence and abuse, irrespective of their immigration status. Victims and survivors of domestic violence and abuse (DVA) who also have the added complexities of having NRPF, could be considered one of the most marginalised groups in our society today. Although DVA occurs in all communities and cultures, many of the women with NRPF may categorise themselves as being from a minority ethnic group or as having cultural differences. It is important to understand that these cultural differences can also contribute to additional barriers in accessing the right support and services. Having NRPF may often leave those experiencing DVA, with little or no choice but to stay in or return to dangerous and abusive situations, leaving them more vulnerable and at risk of further ongoing abuse.
- Department of Work and Pensions Universal Credits full service went live on 10th October 2018. Awareness sessions have been delivered throughout the year to help those impacted prepare and access support through local services.
- The EU Settlement Scheme is currently a key activity. As the UK leaves the European Union (EU), free movement regulated by EU law will end. All nationals other than British and Irish citizens, will need permission if they want to come to the UK, to visit, work or study and will need to comply to this new single system as the implementation period ends in December 2020 (if in a 'no deal' situation) or July 2021. Leeds City Council have been proactive and supported a number of activities including hosting Home Office events aimed at informing civic leaders and local citizens. Circulating guidance toolkits to businesses and communities and local organisations, on the implementation of the scheme. The council has added value by further supporting information sessions to volunteers and schools.

- In 1948, Britain was just starting to recover from World War 2. Thousands of buildings had been bombed, lots of houses were destroyed and it all needed to be rebuilt. In the Caribbean, lots of young men and women had served in the British armed forces as at the time were still under British rule and not yet independent. After the war, some of these people answered an advert to come to Britain where there were lots of different jobs to do. They travelled on the Empire Windrush ship and are known as the Windrush Generation. Following the issues around immigration and people from the Windrush Generation being removed from the country the council consulted with key statutory services and produced a briefing paper and guidance. This provided information to services responding to the concerns of local residents and people potentially impacted by these issues. The council also hosted events delivered by the Home Office.
- The Connecting Opportunities Project works with new migrants to develop their skills and opportunities to find work and be part of the local community through developing the skills needed to gain employment in the UK; improve English; feel part of the community, increase their confidence and improve their well-being. The service operates in West Yorkshire and parts of North Yorkshire and is delivered by 10 partner organisations from the voluntary sector.

Change attitudes and behaviours seeks to ensure welcome, inclusion and compassion remain at the heart of service delivery to enable positive experiences and confidence for new and emerging communities when accessing services. As our population diversifies workforces need to be equipped to deliver culturally sensitive services effectively to meet the needs of new and diverse communities. Some examples include:

- Migration Yorkshire continue to deliver Introduction to Migration training sessions to Local Authorities and services across the region. Leeds participates in this programme and a further four sessions have been agreed for 2019.
- Public health worked with Migration Yorkshire to provide public health staff, other council staff and public health commissioned organisations to receive Migration Awareness Training, with a view to increasing the effectiveness of commissioned services to meet the needs of migrant groups.

Increase awareness and understanding aims to ensure reliable sources of information are available to service providers and communities; development opportunities are available to learn and share expertise; and good practice is captured and shared to enhance efficiency, knowledge, skills and confidence. Some examples include:

- Leeds Migration Map is available on the Leeds Observatory and provides information of population changes and trends in Leeds at a local level. It displays the spread and diversity of new and existing communities alongside wider contextual information to support the meeting of diverse need.
- 'New to Leeds' and 'Transition Guide' were commissioned by the council. These two resources were designed in partnership with providers and

people with lived experience. These resources contribute towards improved understanding of rights, entitlement and responsibilities, access to service providers, promotes independence, and is available in a number of languages.

Strengthen resilience and build capacity contributes towards the strong communities commitments by increasing community confidence to adapt and thrive. It aims to ensure accessible information is available to aid community understanding and independence; to build knowledge, experience and skills are available to facilitate better informed social networks and enhance community assets.

Experts by experience are empowered to be involved and represented in service, partnership and citywide developments. Their approach to engagement promotes genuine inclusion, so that voices are heard and valued. Some examples include:-

- Migrant Access project (MAP) and MAP 'Plus' engage with local communities to improve access to information and services. MAP 'Plus' has progressed in thematic work in satellite areas that link to service priorities.
- The Leeds Refugee Forum core activity provides support to existing and newly emerging refugee community organisations in Leeds promoting physical health and mental well-being by providing community facilities, and social, recreational and educational opportunities. The One Community Centre continues to be utilised seven days a week.
- The council was successful in securing national funding for the Leeds Language Hub to deliver a two-year project offering £200,000 of grant funding to community and third sector organisations. It focuses on bringing new and settled communities together through activities, so people can share their skills, build relationships and have opportunities to practice conversational English.
- The Leeds Homeless Charter is co-chaired by people with lived experience. The Leeds Homeless Charter, which will be a set of principles and actions that everyone will work towards is starting to take shape and having a specific group on the theme of migration and homelessness seems crucial in hearing people's voices. Absolutely key is the encouragement of people with Lived Experience to be able to share their experiences and be involved in any decisions that we make.

Strong partnership approaches - there is a wide range of work taking place in Leeds to deliver on the Migration Strategy priorities. Working together as a city for Leeds is key to our approach. This ensures good practice and lessons learned are shared which contribute towards collaborative citywide responses, effective early intervention and reduction of unnecessary duplication. The strategic approach and strong partnership working enables opportunities to strengthen local infrastructure and involve experts by experience in decision making processes toward achieving our collective aims.

Some examples include:

- The Leeds Migration Partnership works to develop voice and influence for the migrant sector and is currently focusing on health, housing and safety.
- The Leeds Migrant Health Board was established in February 2018 to respond to migrant health needs.
- Leeds hosted a two day EUROCITIES event in September 2018 to showcase its strategic, inclusive and co-ordinated approach to migration. This has led Leeds to be recognised as a leader in migration activity.
- The Leeds Strategic Migration Board continues to provide a strategic, multiagency citywide approach to understanding and addressing migration in Leeds. The board provides governance to local arrangements and seeks to understand national developments and associated implications in Leeds.

Various areas of work are key in increasing voice and influence. The Migrant Access Project Plus has increased voice and Influence in local areas and in particular priority neighbourhoods where little or no engagement existed. Through partnership work local areas suggested a thematic focus in order to improve engagement of new and settled communities to access services. This has proved successful through participatory budgeting where communities are taking pride in their areas and coming together with their ideas. These outcomes are a result of our work with communities and successful funding from the Ministry of Housing, Communities and Local Government.

The Leeds Migration Team has made excellent connections and been directly involved in developing policies. For example, they worked closely with Safer Leeds Domestic Violence Team to discuss No Recourse To Public Funds for those fleeing violence and contributed to developing the regional protocol.

They have also worked with services and organisations to support services where they have experienced challenges in engaging with new communities. One example is where they worked with West Yorkshire Police to bring Migrant Community Networkers, third sector organisations and the Police together to discuss the work of the local policing teams and programmes of work on migration. This led to positive conversations and the Police met with Migrant Community Networkers directly which has enabled direct liaison between the two groups..

Work is currently taking place with the NHS to improve the uptake of child immunization amongst new migrant communities through education and training.

As a city, and across all sectors there is a harnessing of continued passion and commitment to improve outcomes that have resulted in strengthened partnership arrangements. This has led to successful bids to national funders. There are a number of cities chosen to take part in various government pilots and this has led to working closely with local authorities and partners at a regional and national level.

There is Increased inclusion of people with lived experience to influence policy for example the Homeless Charter that has formed a migration homeless charter

working group to give those who have lived experience to share and feed into the Council's Homeless Strategy.

Over the next year work will continue to embed the strategic, coordinated and inclusive approach to migration in partnership with other strategies to address inequalities, improve partnerships and join up work to deliver priorities. In March 2019 the Environment, Housing and Communities Scrutiny Board approved the continuation of the approach and endorsed the work going forward and this leads to further discussions on developing measures and indicators.

It is important that the council continues to understand national developments and the associated implications in Leeds.

Improve equality outcomes across the six priority neighbourhoods with a focus on addressing inequality and poverty

Progress

The council's Executive Board approved a new model for Locality Working in November 2017 to respond to the national Indices of Multiple Deprivation (IMD) data for 2015 which demonstrated Leeds had sixteen neighbourhoods categorised as being in the most deprived 1% of neighbourhoods, nationally

The Best Council Plan was refreshed in December 2018 and tackling poverty and inequality is a cross cutting theme throughout the council's approach to being the best city to live.

The Annual State of City discussion in 2018 placed communities at the heart of the discussion exploring what it felt like to 'live in Leeds'. This illustrated the council's continuing commitment to listening to communities and reflecting on the impact of council and partner activities. Particularly, in some of the most disadvantaged areas of Leeds.

The recent Joint Strategic Assessment also highlights that some of most disadvantaged neighbourhoods are seeing the fastest population growth, particularly the number of children and young people. The collective ambition is to use a community-focused approach to tackling poverty and inequality by pursuing inclusive growth (Leeds Inclusive Growth Strategy), tackling child poverty and improving the health of the poorest the fastest, through the Leeds Health and Well Being Strategy. It is within this context that the Locality Working and Priority Neighbourhoods approach aims to improve connectivity with local communities, recognises the strength of local Elected Members as strong community advocates and better connect strategic policy with improving outcomes in disadvantaged neighbourhoods.

Six priority neighbourhoods were identified to accelerate the council's approach to tackling poverty and inequality in the City to support and encourage partners and

stakeholders to work differently and encourage learning and development around some of the most challenging issues in the city.

Over the last year the council and partners have developed the arrangements for the new approach. The methodology has been based on doing things with and alongside local Elected Members, communities, partners and stakeholders, listening to local opinions and reflecting collectively. This resulted in developing an emerging approach for the priority neighbourhood's work. The Locality Working refresh is complete and the new governance and operational arrangements have been introduced. The aim is to create a collective endeavour between Elected Members, local partners, council services and communities.

This includes setting up the Neighbourhood Improvement Board (Chaired by the Deputy Leader, Executive Member for Communities) brings strategic leaders together from across a range of council directorates and partner organisations, together with local Elected Members to oversee the neighbourhood improvement programme. The group has completed working group activities to get to know the six priority neighbourhoods and have visited each neighbourhood to work with local teams to tackle some of the strategic challenges and opportunities. Strategic leaders have the opportunity to work at a lower spatial geography and explore how organisations can better tackle poverty and inequality in communities experiencing the greatest challenges.

Local partnership teams known as Core Teams were also established towards the end of 2018. They have worked with communities to increase community involvement and participation, develop local action plans and build collaborative projects around key community issues.

Each of the Priority Neighbourhoods has a draft action plan that highlights the priorities and key actions and they are starting to identify which performance measures should be used to monitor progress. Currently, impact is being monitored through activity, community reach and project outputs.

The examples of early success stories include: reductions by almost 70% in anti-social behaviour for neighbourhoods that have been suffering particular challenges and increasing the community engagement in areas where community contact has traditionally been poor. Several hundred people have been contacted through this neighbourhood approach either through door knocking exercises, social media campaigns, consultation exercises and community drop in sessions. This has resulted in greater reach into isolated communities and increasing access to support services. Local Elected Members and trusted partners have led these approaches in communities.

Success in the Priority Neighborhoods to date has been:

New Wortley Priority Neighbourhood – One of the first agreed activities of the New Wortley Core Team was to identify a 'Top 10' list of key children and young people at risk of being drawn into anti-social behavior and crime. Using an intensive collaborative case management approach, data from range of agencies was pulled together and shared between local partners. The result of this exercise

identified individuals with needs that were not previously on any services' radar. A number of young people and families were then able to receive collaborative support packages to address some of their complex issues. This approach has now been used for over a year and all of the identified key individuals and families are engaging with some form of provision and/or support. During this period Youth Anti-Social Behavior in the area has reduced by nearly 70%.

In recent months an Employability Project has also been operating from the New Wortley Community Centre which brings together Third Sector support and Engage Leeds. As a result 31 local residents have been supported and 14 have gained successful employment. This small scale localised approach is helping to build positive relationships and the confidence to engage in learning.

Boggart Hill Priority Neighbourhood – Housing Leeds and other partners have worked together to develop a neighbourhood survey to improve response rates to many traditional methods of community engagement. 250 surveys have been received and further surveys will continue to be completed as part of the annual tenant visit in the area. 40% of households returning the survey have said that they would like to have greater involvement in their community activity. As part of this approach partners have used targeted Facebook advertising which has proved to be a low cost effective approach to increase local awareness, interest and attendance at local activities and events. The Core Team was then able to use this network of contacts to promote an event providing financial advice for Christmas spending which supported 150 residents.

A Project Development Worker Apprentice has been funded through Public Health, the Apprenticeship Levy and Community Committee Well-being fund and they operate out of the new Deacon House Community Hub and a local Community Cafe. The post uses an Asset Based Community Development approach when working with local communities. The first quarter review has demonstrated some early successes including securing interest of 10 local people with the Community Health Champion model and developing a community-led asset map identifying the places and support that local people value.

The Recreations, Holbeck Priority Neighborhood – Partners from the Recreations Core Team developed and launched the support hub “@Holbeck” in June 2018 which was the use of a terraced house into a mini community hub. This local offer includes support from organisations, such as, Dewsbury Road Hub staff, Touchstone, Blue Apple, Improving Access to Psychological Therapies Services (IAPTS) and Holbeck Elderly Action. They all work from this location 3 days a week. Leeds Anti-Social Behaviour Team also offer a monthly drop in session for residents to report issues and receive advice and support. This was an area that was identified as having low levels of contact with support services and to date the hub dealt with over 160 enquiries from residents, including requests for employment support, benefit support and housing support. The Core Team have also seen increased involvement of local residents. This has included a large numbers of residents attending the Holbeck Forum and an average of 60 people attending each community film night.

The Holbeck Receptions area covers the Managed Approach and as a result a large amount of community dialogue has taken place with regular large scale meetings. A smaller resident working group has been established and Community Safety will be carrying out surveys to monitor the management arrangements and manage any challenges. This is done in collaboration with the local residents.

Beeston Hill Priority Neighbourhood– This summer saw Trentham Park in Beeston Hill transformed from a dull, unsafe, uncared-for space into a vibrant family-friendly play area, through a community-based project called ‘Green up Your Life – For Art’s Sake’. The project’s success was largely due to the initial multi-agency local door knocking consultation, which led to people being engaged and generated ideas that shaped the summer activities. There are 30 residents who regularly attend the sessions held on a Saturday morning and continue to engage with the Core Team to explore how residents take a stronger role in place shaping in their community.

The impact of anti-social behaviour (ASB) and organised crime on the residents had been underestimated by the Police and the council. This is a challenging community issue but as the levels of trust increased the discussions with residents became more open about what was happening in the community. To address these concerns a number of initiatives were put in place that included CCTV cameras in Cross Flatts Park and Tempest Road and a new zebra crossing on Tempest Road. In the next round of monitoring, it is anticipated there will be a reduction of crime in this area. This activity has increased community confidence in the collective ability to respond encouraging further engagement by the community.

Clifton’s and Nowell’s Priority Neighbourhood – The Nowell’s area saw a significant amount of hate crime that reached crisis point in the late spring of 2017. The work of the Core Team increased confidence for people to report incidents and the team quickly organised a series of community conversations through door knocking activity. As a consequence of language barriers Migrant Access Project (MAP) volunteers supported local practitioners and agencies to talk to as many residents as possible. This helped to build community confidence and provided further evidence about perpetrators and victims of hate crime.

In total, 3 door knocking sessions have taken place with all 800 households contacted providing key information about access to services. The local team have spoken to 177 residents of which 52 have indicated a willingness to be involved in community activity, with several volunteering to support youth activities. In addition, a number of families received increased targeted support to address their complex circumstances and challenges. This included both victims of crime and children, young people and families with offending behavior.

The Core Team developed a targeted work programme to enhance community activity and youth provision in the area, and LEODIS were deployed with other local partners to address hate crime and ASB activity. The local Children’s Centre was opened up in the evenings and additional youth provision was developed including a package of support through Active Leeds. Up to 30 local young people regularly attend activities and a number of the young people have previously been

perpetrators of hate crime. Community enforcement was strengthened by the introduction of an ASB PSPO and targeted environmental works. The Core Team also worked with the Communities and Environment Directorate to submit a project for funding as part of a Home Office bid led by the Office of the Police and Crime Commissioner. The bid was successful and as part of this West Yorkshire wide programme, £45k will be allocated to developing a community-led children and families hub project in the Nowell's area.

As a result of this targeted programme of work the crisis was significantly reduced and work can now take place to develop community confidence and increase community activity. During this period of intensive work recorded crime decreased by 70% from May to September 2018 and the number of reported police incidents also reduced by 70% in the same period. This is an overall reduction on the same period in the previous year. Leodis reported that the Core Team arrangements improved the effectiveness of their role and contributed to the development of a more sustainable improvement programme.

Lincoln Green Priority Neighbourhood – Engagement in the neighbourhood was traditionally poor and all local partners described a desire to not do things ‘to people’ but to increase the collective understanding of what people would like to see improve and change. The Core Team has worked with Housing Leeds to pioneer a Social Value questionnaire to measure the longer term impacts of community capacity building work to identify what adds the most value to local resident’s confidence and quality of life.

A series of community engagement events have taken place since spring 2018 talking to over 150 residents and a children and young people’s event where around 40 young people engaged in conversations. This approach helped to shape the focus of the team on a few key local projects which the community identified as important. Work has taken place to improve a local park which is a highly valued local community space. A strong programme of youth engagement activity has been developed, with support from local partners and Active Leeds, which run from local venues.

Digital access has been improved through the installation of public access Wi-Fi at Lincoln Green Community Centre. A digital drop in has been delivered from the community centre for the last 12 months. 85 residents have accessed this service supported by 26 volunteers, 14 of which have now secured employment.

Over 100 residents have also been involved in the development of a local health needs analysis. The aim is to use this evidence to influence health commissioning arrangements going forward and work with the new Local Care Partnership arrangements. This health theme has developed and plans are now in place to work with local partners to explore what a health-led approach to the local investment opportunities might look like and where investment can have the greatest impact on health and wellbeing.

Finally, Leeds Teaching Hospital Trust (LTHT) have committed to connecting to the Core Team work as part of their “Anchor” institution role (these are the main organisations in the City, such as, Universities and Hospitals). They have indicated

strong support for the Priority Neighbourhoods approach and have agreed to test out new ways of working in a smaller geography which they hope will better connect the Hospital to the nearby community. Plans include developing an employability programme between LTHT and the Core Team to help resident's access work, voluntary work to support a focus on increasing MMR immunisation rates and also the potential to support local work around enhancing learning in the community with potential mentoring schemes.

In 2019/20 work will continue in each Priority Neighbourhood through the Core Teams and their local action plans.

Ensure fair and equal access to taxi and private hire services for disabled people

Progress

It has long been understood that taxi and private hire vehicles are a particularly valuable means of transport for disabled people. The most recent Department for Transport survey suggests disabled people are around three times more likely to use taxi and private hire vehicles, and are vulnerable when the service booked is late or doesn't arrive.

The council had encouraged the accessibility of taxi and private hire vehicles in a number of ways which include:-

- A requirement that 50% of hackney carriages taxis are to be wheelchair accessible;
- Vehicle conditions in place to ensure that all vehicles licensed are crash tested and meet requirements of the majority of wheelchairs;
- Driver training on wheelchair accessibility and practical wheelchair (MIDAS) training;
- A requirement that drivers who have a physical or medical reason why they cannot assist wheelchair passengers get a medical exemption;
- Driver training on passengers with guide and assistance dogs accessibility;
- A requirement that drivers who have a physical or medical reason why they cannot accommodate passengers with guide or assistance dogs get a medical exemption

The law changed in 2018 with the adoption of the Equality Act 2010, which had specific requirements for local authorities and for taxi and private hire drivers. This has helped to raise the general awareness of disabled passengers irrespective of whether they use wheelchairs or guide or assistance dogs. As a result there has been a small increase in the number of complaints explicitly about disability discrimination. There has been a wider awareness among Elected Members and the Local Government Association.

The Taxi and Private Hire Licensing Team carried out a range of actions to check on the current experience of disabled passengers. The team have given presentations in 2018 and 2019 to the Disability Hub, to the Learning Disability Partnership, and work closely with Guide Dogs UK and Leeds Access Committee.

The current fleet of taxi and private hire vehicles is around 5000 vehicles. Around 350 of these vehicles are wheelchair accessible which is about 7% of the total fleet. 270 of these vehicles are hackney carriages taxis which represents 50% of the hackney carriage taxi fleet. 80 are private hire vehicles which represents less than 2% of the private hire fleet. The majority of these private hire wheelchair accessible vehicles are the larger 8 seater small minibus type which are used for school, care and health transport. These wheelchair accessible vehicles are significantly more expensive to purchase than saloon vehicles.

In order to maintain and encourage the provision of wheelchair accessible vehicles, the council agreed in October 2018 to exempt wheelchair accessible vehicles from the Clean Air Zone charge of £12.50 a day from January 2020.

Discussions with disabled people that have taken place suggest that there is a pattern of under reporting complaints to the council about poor experiences when using taxis, which include, cancelled bookings or a vehicle arriving late. In particular, passengers said that the wheelchair accessible taxi provision in the City Centre and at the Railway Station was not matched by wheelchair provision away from the City Centre and at evenings and weekends. A small number of passengers have also reported that drivers were either charging more to wheelchair passengers (by starting the meter before loading the wheelchair) or not properly attaching restraining straps to the wheelchair. These cases have been investigated and are being considered for prosecution.

Passengers with learning disabilities suggested that their access to vehicles and experience was more difficult where their disability meant that they found talking difficult or drivers had poor English and relied on the use of satellite navigation.

In contrast to the national picture shown by Guide Dogs UK and the Local Government Association Leeds does not appear to have a significant problem with drivers routinely refusing to take guide and assistance dogs. The council maintains a register of all drivers who have medical exemptions which mean that they do not need to take guide or assistance dogs.

The council has carried out more than 20 mystery shopping test purchases of bookings for a passenger with a guide dog, in each of the last three years. In 2018 and 2019, these purchases were made by blind or visually impaired passengers who volunteered to work with the council and Guide Dogs UK. The mystery shopping has resulted in several drivers being warned and referred for retraining. The actions have undoubtedly raised awareness of broad issues of accessibility of disabled passengers, including those specifically covered by the Equality Act.

There are a very strong set of partnership relations in place with Leeds Access Committee, Disability Hub and Guide Dogs UK and the taxi associations. It is positive that the exemption of wheelchair accessible vehicles to the Clean Air Zone

will not discourage the provision of wheelchair accessible vehicles. Looking forward, there are plans to issue refresher wheelchair training for proprietors and drivers of all wheelchair accessible taxis during 2019. The council will continue to review the experience of passengers, including cancelled or late bookings.

Taxi and Private Hire Licensing to work with key partners in Leeds and to make sure hate crime incidents are reported, action taken, and information fed back.

Progress

Two areas of concern relating to hate incidents and hate crimes have been identified.

Firstly, there was a concern about taxi and private hire drivers' behaviour or alleged behaviour, where they may have spoken or acted inappropriately and in a way which might have been interpreted by a passenger or a member of the public as a hate incident or hate crime.

The council's Taxi and Private Hire Licensing Team use a specific electronic system to manage complaints made to the council about taxi and private hire licensing issues, and complaints of sex, race or disability discrimination can be identified separately. The number of complaints from the last three years is set out below:-

| | 2016 | 2017 | 2018 |
|---------------------------|------|------|------|
| Disability Discrimination | 14 | 11 | 16 |
| Sex Discrimination | 0 | 3 | 10 |
| Race Discrimination | 0 | 5 | 13 |

The first specific issue was drivers refusing to take LGBT+ passengers or disabled passengers (including but not limited to wheelchair users or guide/assistance dogs). These issues were raised by some complainants and at the council's LGBT+ Hub and Disability Hub.

All taxi and private hire driver training includes content on LGBT+ people's right to fair access to taxi and private hire vehicles, and to LGBT people's expectation to be treated fairly and with respect while in a taxi or private hire vehicle. A question is included in the test for drivers which asks whether it is acceptable to refuse to pick up a passenger from one of the protected categories (including LGBT+). There was also a presentation to LGBT+ forums by taxi and private hire licensing. As a result of this work one driver has had his licence suspended and then revoked because of his inappropriate behaviour towards an LGBT+ passenger.

All taxi and private hire driver training includes content on disabled people's right to fair access to taxi and private hire vehicles and disabled people's expectation to

be treated fairly and with respect while in a taxi or private hire vehicle. A question is included in the test for drivers which asks whether it is acceptable to refuse to pick up a passenger from one of the protected categories (including disability). The driver training specifically includes Equality Act 2010 law relating to passengers with wheelchairs and guide or assistance dogs. There was also a presentation by taxi and private hire licensing at the Disability Hub and to Learning Disability Partnership Board.

One passenger reported the failure of a taxi driver to adequately secure his wheelchair as a hate crime to the council. This was reported as a hate incident /hate crime to West Yorkshire Police. The taxi and private hire licensing team has carried out test purchases of journeys with guide and assistance dogs, working closely with Leeds Guide Dogs for the Blind.

All taxi and private hire driver training includes content on people of any faith or race to fair access to taxi and private hire vehicles, and to people's expectation to be treated fairly and with respect while in a taxi or private hire vehicle. A question is included in the test for drivers which asks whether it is acceptable to refuse to pick up a passenger from one of the protected categories (including race and faith).

Secondly, there was a concern about taxi and private hire drivers being the victims of hate incidents or hate crimes where their passengers or the wider public may have spoken or behaved inappropriately towards them.

The second specific issue raised was of an increase in tension following the terrorist attacks in London and Manchester in 2017 and 2018. Around 76% of the taxi and private hire drivers in Leeds are Asian with around 72% who are Muslim, (based on survey of licence holders in 2014.)

The council received information from the Resilience and Emergencies Team, Safer Leeds, West Yorkshire Police and from some representatives of the taxi and private hire trade that taxi and private hire drivers who were Muslim or Asian, or perceived to be Muslim or Asian, could be targeted by passengers as part of a reaction against the terrorist attacks which claimed Islamist motives.

All taxi and private hire drivers and operators are given information to report all incidents of a criminal nature, including hate incidents/crimes to West Yorkshire police. In 2017, some drivers had a belief that stone throwing aimed at taxi and private hire vehicles by youths in some areas of Leeds was targeting primarily Asian and Muslim drivers.

All reports of stone throwing against taxi and private hire vehicles were directed to a single point of contact during 2017 and 2018.

The taxi and private hire licensing team has worked with a number of agencies and organisations to raise awareness that taxi and private hire vehicles should be a safe place for all people, for example:

- West Yorkshire Police Hate Crime Team – input to safer travel strategy 2018
- Safer Leeds – hate crime awareness week 2017 and 2018

- Stop Hate UK – promoting Stop Hate UK as a safe reporting medium
- Unite / British Transport Police / Network Rail – approving anti hate crime stickers on taxis using Leeds rail station 2018
- Exploring options to promote Private Hire Trade Monthly campaign 2019
- Exploring options to update CCTV

The presentations at different fora have raised awareness of the expectations that taxi and private hire vehicles should be safe places for passengers and drivers, and that hate incidents which are not reported cannot be acted on

The increase in complaints reported to the council on sex and race discrimination is likely to be a result of improved awareness and better configuration of the complaints system. They represent a very small proportion of the several hundred complaints the council receives each year, however, they do drive investigations and subsequent action (additional training, revocation of licence).

The action taken by the council to report stone throwing at vehicles to police and encourage drivers to report issues of violence and abuse against drivers to the police has had a mixed reception. The issue remains significantly under-reported.

The main taxi licensing priority going forward is to continue the progress on raising awareness at a range of fora of taxi and private hire vehicles as safe places, and the means to report hate incidents to the police or other agencies, and report complaints to the council.

A supporting priority is to repeat the 2014 survey of licence holders to update the age, gender, race, faith composition of the trade. There is a broader council priority of improving relations between the taxi and private hire trade, the council and the police. Our belief is that incidents against drivers remain under reported.

Where appropriate Electoral Services will actively promote anonymous registration for electors experiencing violence, harassment, etc.

Progress

All voters are required to give basic personal information to their local Electoral Registration Officer (ERO) so that the ERO can check that they are eligible to register to vote. The difference between a standard and an anonymous registration is how these details then appear on the electoral register and how the ERO communicates with the voter.

If someone is registered anonymously their name and address will not appear on the electoral register. Anonymous registration is a safe and secure way for someone to register to vote. Their details will be securely stored by the local authority and who will have access to them is limited. In Leeds the number of anonymous registrations have been low.

Anonymous registration was set up to help individuals whose safety would be at risk (or where the safety of other people at the same address as them would be at

risk) if their name or address was listed on the electoral register, for example, a person who has fled domestic violence/abuse.

Figures for anonymous registrations in Leeds are:-

| | | |
|--------------------------|---|----|
| 1 December 2019 register | - | 71 |
| 1 December 2017 register | - | 68 |
| 1 December 2016 register | - | 65 |
| 1 December 2015 register | - | 65 |

There has been a slight increase on the 2019 register from previous years

These figures were compared to the number of domestic violence or abuse incidents in Leeds. Whilst the figures themselves are restricted and cannot be published here, they were significantly higher than the number of anonymous registrations, typically up to 275% higher on average. Also, the number of domestic violence or abuse incidents have increased by over 3,700 over the past 3 years. The figures were also obtained for the number of people rehoused due to domestic violence or abuse since 1 January 2013 up to the end of 2017. There were 328 cases which is an average of 65 per year.

This suggests that we should expect to see a corresponding increase in the number of requests for anonymous registration over the past three years. The reality is that there has only been an increase of 3 registrations in that period. From discussions with colleagues in other council services it was clear they were unaware of the ability for victims of domestic violence and abuse to be able to register anonymously so it is very likely the victims themselves are not aware either.

Work has taken place to promote the Anonymous Registration Scheme across the council and ensure that the people who need to know about it are made aware.

Outreach work has taken place with the council's Women and girls Hub to promote anonymous registration which involved supporting people attending at those events through the whole process of completing the registration process and enabling those persons to have a vote in all elections/referendums that they are entitled to participate in.

Work will continue to ensure more electors are aware of the ability to register anonymously if their personal safety is in danger and monitoring the changes to the number of anonymous registrations.

To inform and improve the equality and diversity aspects of Environmental Health Service Delivery

Progress

It is recognised that the more deprived the neighbourhood, the more likely it is to have social and environmental characteristics that present risks to health. Creating an environment in which people can live healthier lives is a significant factor in reducing health inequalities.

The work of the Environmental Health Team impacts directly on the health of communities, for example, regulation of polluters, workplace safety, control of pests and access to good quality nutritious food. It is important that these services are accessible and effective to all residents and communities.

The new model for Locality Working approved by the council's Executive Board in November 2017 focuses work in the most deprived wards in the City. This new focus was driven to respond to the national Indices of Multiple Deprivation (IMD) data for 2015 which also identifies a link between environmental conditions and poor health.

A range of work has been taking place to address these issues:-

- The introduction of the Safer Food Direct Initiative. This offers additional advice and guidance to food businesses including the Third Sector to improve standards of food safety. The Service also supports the Leeds Food Partnership with the aim of promoting healthy eating and reducing diet related health conditions.
- Using the Public Health Data Matrix when determining premises licence applications for the sale of alcohol in high risk areas, for example, where there are high incidences of alcohol related harm. The use of the public health data matrix has contributed to a number of license applications for alcohol sales to be refused.
- Using SHAPE which overlays public health, NHS data and environmental data (predominantly local air quality at present) to identify areas of mutual concern. This helps to ensure joined up interventions and should allow the impact of interventions on health to be monitored.
- Implementation of an awareness campaign targeting workplace safety at takeaways following a number of reports of injury to takeaway workers
- Reviewing the process for managing the customer journey when responding to environmental issues, such as, noise and odour nuisance. New procedures are in place that ensure the focus is on the best outcome for the customer rather than meeting the statutory duty. Direct contact is used to identify and support individual customer needs.
- The recruitment of two Environmental Health Officers who reflect community demographics .

- The Service has been part of the Clean Air Zone (CAZ) Project Board and Implementation Board providing technical advice on air quality. The introduction of the CAZ in 2020 is expected to improve air quality in inner city areas.
- Every food businesses taking up the Safer Food Direct offer has improved or maintained a high hygiene rating. The % of businesses in Leeds obtaining a Food Hygiene Rating Score of satisfactory to very good have increased from 96% in 2017 to 97% in 2018.

A number of our actions related to improvements in public health and workplace safety will take time to become apparent. Work will continue to monitor and report on customer satisfaction rates and any improvements in public health and workplace safety linked to the interventions that have been introduced.

To focus on changing how the Environmental Action Service is seen by communities both in terms of being a service provider and potential employer

Progress

There are certain groups of the population who are under-represented in the Environmental Action Service workforce and the aim was to try to address this and attract people from across the demographic spectrum.

The perceived benefits of doing this mean that the workforce then reflects the population of Leeds more closely and should hopefully encourage more engagement with all communities feeling they are represented within the Council

Analysis of the workforce within the Environmental Action Service has shown that there is an under representation of certain groups of the population, for example, women and BAME staff in some of the operational roles within Parking Services and Cleaner Neighbourhoods Team.

Work in the council's Priority Neighbourhoods has found a general apathy and/or mistrust of statutory services that hinders progress and behavioural change in those areas. Attempting to ensure that the workforce is more representative of the population of the City should increase engagement as people see members of their own community working for the authority.

Testing alternative recruitment methodologies including using social media to advertise vacancies in order to reach different parts of the community and attract new staff into the service have been undertaken in different parts of the service. A post on Facebook was extremely popular and resulted in increased interest from women possibly due to the fact that the availability of flexible hours was promoted.

The Cleaner Neighbourhoods Teams held two recruitment open days as a way of attracting candidates using a less formal interview process. Open day locations were chosen based on them being accessible but they were also in areas that are

particularly diverse in an attempt to reach a greater number of BAME candidates. During one day alone around 45 potential candidates were interviewed for over 15 vacancies.

In addition to using new ways of promoting the vacancies, the trial recruitment process aimed to make it easier for people from a wide variety of backgrounds to apply for jobs and be successful in their applications. For example, for operational roles the process has been changed to acknowledge that being good at completing the application form should not be the determining factor in deciding whether somebody gets an interview or ultimately a job because this is not a skill that is relevant to the role. For this reason, help in completing the form was available on the day. Video applications were also encouraged through Facebook for one round of recruitment.

The varied range of promotional techniques trialled by the Cleaner Neighbourhoods Team were successful and led to a number of people being recruited. Since summer 2018 the teams have employed an increased number of women in operational roles - 6 in East Leeds, 5 in West Leeds and 3 in South Leeds.

The City Centre team has also worked to champion equality and inclusion through the year. The team worked in partnership with Leeds City College to introduce a pilot intern scheme. This involved the college identifying a couple of students with stated additional needs who went to work with the City Centre team. The aim of the programme was to give the students a taste of the world of work and hopefully help to prepare them for life after college. When the students were working they had 1-2-1's and appraisals and were treated the same as any full time member of the team. This proved to be really successful from the students', the college and the council perspective.

Whilst the 2 students were based with the team two Attendant posts became vacant. The students applied for the posts and through a competitive interview process were successful and secured the roles. Although it involved quite a lot of work it was felt to be very rewarding and the service manager believes it was definitely worth doing. They are looking to continue this partnership with the College for the foreseeable future.

Parking Services have also been running a continuous programme of work opportunities with IGEN Aspire to offer a route into work for young people who are not in education or training. They are given an introduction into the workplace with a genuine opportunity to go on to gain permanent employment. In the last 2 years 5 young people have been successful in getting work with the team. Parking Services received the Aspire Award for Employer of the Year 2018 in recognition of this project.

Across the service, recruiting managers are required to complete an "Unconscious bias" training course to ensure that future recruitment is undertaken fairly. In addition, within the Cleaner Neighbourhoods Teams, the Senior Team Leaders, Team Leaders and Charge Hands have been tasked with developing a better understanding and appreciation of equality and diversity issues within both their

teams and the community. As part of the appraisal process they have been asked to gain an understanding of the 9 Protected Characteristics outlined in the Equality Act 2010 and to ensure that these are discussed at appraisals and 1-2-1's during 2018/19.

The Parking Services Team have pioneered some new staff briefings; inviting guest speakers to address uniformed staff groups who are often excluded from corporate communications due to shift patterns and limited access to email. The team used these sessions to discuss workplace matters with a focus on equality and inclusion issues, for example LGBT+ awareness and behaviours in the workplace. These have been very successful and the lead officers have been invited to speak to other departments to promote the idea across the council. The City Centre team have also carried out similar work and has had equality as focus through 1-2-1s and at regular team meetings. In addition, a number of guest speakers have attended the City Centre team meetings to give staff an awareness of a whole host of equality related issues such as LGBT+ awareness, awareness of rough sleepers and street support type issues and an awareness of child sexual exploitation.

A number of staff within the service have completed the Mental Health First Aider training. The City Centre team currently has 2 trained Mental Health First Aiders and they are looking to extend the number further to help support the needs of the team and to try and help reduce. There are other Mental Health First Aiders located within the Cleaner Neighbourhoods Teams.

Some staff across the service have been given the role of equality champion. These people actively promote the range of different events that are arranged across the council and all staff are encouraged to attend equality events. Some of the recent events have included International Women's Day and Disability Awareness Day. Staff have been allowed time to attend these events within their working day. In Parking Services they have set up the Women's Staff Group who meet regularly with managers to discuss workplace issues.

The Chief Officer meets with the equality leads throughout the year to hear progress and offer support to the work they undertake across the service. This helps ensure equality priorities are embedded within the department's values.

A staff handbook for those staff who do not have access to a computer at work has been developed. The book will include a wide range of information including an outline of the different policies that exist within the council, how to book leave, useful contacts and details of the employee assistance programme. Operational staff from the Cleaner Neighbourhoods Teams recently attended an event where the handbook was discussed and they were able to provide feedback prior to final sign-off. The Unions have also been consulted. The finished handbook should be available shortly.

The @Clean_Leeds Twitter account continues to promote the good work that is carried out in communities across Leeds both by the teams and by members of the public in an attempt to engage local communities. The account is staffed by volunteers from different teams across the Cleaner Neighbourhoods Service and

currently has over 2500 followers. This is in addition to the Facebook page that has been used to promote vacancies within the department and to illustrate the work that has been done.

Team Leaders and Charge Hands use the welfare checklist that has been developed when carrying out 1-2-1s. This ensures that a wide range of welfare related issues can be discussed with staff in a structured format. By revisiting the form at each meeting there is opportunity for staff to raise any new matters or confirm that things remain the same or have improved.

Team Leaders and Service Managers work with local community groups by attending regular meetings to provide updates on the work that is being done. In some priority areas, additional cleaning may be carried out to try to raise standards and increase local pride in the environment. In South Leeds a designated Enforcement Officer is allocated to each area as a way of helping officers build up links with, for example, local landlords in order to promote required standards.

Recent campaigns in Parking Services and across the Cleaner Neighbourhoods Teams have resulted in interest and applications from a broader spectrum of people and a greater interest from those currently under represented in our workforce indicating that the equalities priorities work has had an effect on our recruitment both in terms of reach and accessibility for the public.

The work that has been undertaken has had an impact in terms of make-up of the workforce and new and fresh approaches to what the job is and how it is being undertaken in practice. However, there is still no female shop steward which is one of the actions the service had hoped to target.

Work will continue to better engage staff with the Staff Networks by encouraging them to attend these regularly and enable them to take part and to actively encourage staff to engage with City wide diversity events, such as, the White Ribbon Campaign and International Women's Day.

Meetings of the equality action group have taken place every 6 weeks during 2018/19 and these will continue in order to build on the progress that has already been achieved. Further staff will be trained as Mental Health First Aiders across the service and regular training and awareness sessions will continue to be provided. We now have over 10 mental health first-aiders across the Cleaner Neighbourhoods Teams and Parking Services and this figure will increase with each session provided.

Improving housing options for young people:

- **reduce homelessness for 16 to 24 year olds, such as care leavers, young offenders and young people whose relationship with family has broken down**
- **reduce homelessness from existing young tenants who find it difficult to maintain successful council tenancies**

Progress

The ongoing ambition in Housing Leeds is to keep on improving services to younger people and focussing efforts on this priority. However, a shift change was identified in the particular area, focussing on younger LGBT+ customer experiences and needs and the measure was adapted to better reflect ongoing work.

Housing Leeds recognises that the LGBT+ community may experience a range of housing and housing related problems. This includes harassment, Hate Crime and homelessness caused by family breakdown or rejection. Young people in the LGBT+ community are disproportionately affected by homelessness when compared to their peers. Although only 2% of the population identifies as LGBT+ that number rises to 24% when we look at young people affected by homelessness and 77% of these young people believed that coming out was the main factor in them becoming homeless. This is because of discrimination amongst the young person's support network, causing arguments which can escalate to the point where the young person is either asked to leave, chooses to leave or is removed for their own safety

This was further confirmed in the 2017 Leeds LGBT+ 'Mapping Exercise', which identified homelessness as a key concern in the LGBT+ community especially for younger people and that homelessness was one of the things that most negatively impacts the LGBT+ community in Leeds.

Housing Options evaluated its current practice in relation to the provision of housing advice services to members of the LGBT+ community to improve access and support for younger LGBT+ customers. This followed a range of discussion and feedback events which took place with the LGBT+ community, According to statistics from Stonewall, almost 50% of all gay and bi men have experienced at least one incident of domestic abuse from a family member or partner, rising to 80% for Tran's people. This contrasts with around 25% of women and 16% of men in the general population.

The following information also informed work that was undertaken:-

- For Transgender/non-binary people (especially those needing to access emergency accommodation) the needs of this group have historically been unmet by traditional accommodation provision and this continues to be a challenge.

- Feedback from the BAME community has been that the challenges already facing this community when accessing services/support around housing need are multiplied when the customer is also a member of the LGBT+ community. There may also be increased vulnerability within some sections of the BAME community due to 'honour' based violence.
- A report by the Albert Kennedy Trust shows that LGBT+ young people (16-25) make up almost 25% of all young people who are homeless.
- Homophobic attacks in the UK rose by 147% in the three months after the Brexit vote. Members of the LGBT+ community are statistically more likely to be the victims of a hate crime and this can result in homelessness.

Work undertaken included:-

- Improving greater staff awareness of LGBT+ issues through a range of formal and informal training for example, staff awareness sessions exploring Gender Identity and Domestic Violence in the LGBT+ community.
- Housing Options hold monthly surgeries at MESMAC and outreach surgeries at BASIS and the Joanna Project, (both of which are support agencies for sex workers) and the Together Women's Project, giving advice to anyone in housing crisis or in need of housing support.
- The Housing Options web page for LGBT+ customers provides advice and guidance on what is specifically available for the LGBT+ community, along with clear service standards for LGBT+ customers accessing housing advice and support.
- Provision of locality based housing advice which assist with the aim of meeting the housing advice needs of the LGBT+ community in environments which are more likely to be 'safe spaces'. The service is delivered where there is demand and ensure that the wide cross section of the LGBT+ community has access to the services.
- Improved data collection to ensure that the needs of different sections of the LGBT+ community are being met. There has been an historical reluctance from staff to ask people what their sexuality and gender identity is either as the result of feeling uncomfortable and/or being concerned that the question is intrusive. Work is taken place to move to a culture where the question is asked up front which lets people know that Housing Options are aware of sexuality and gender identity as something that is important to the customer.

The current rate of homelessness prevention is 92% across the board and this is mirrored in the targeted work with LGBT+ young people. There has been extremely positive feedback from the Leeds City Council LGBT+ Hub who have stated that the service is much more approachable and members of the community are more confident approaching Housing Options for support and advice. There is also a named officer to contact and this with the outreach based approach has worked well as professionals working in the community can contact someone regarding a vulnerable customer and know that they can receive the correct advice quickly.

Examples of where this has made a difference are:-

- 19 year old Customer accessed Leeds Housing Options after reading about the service offer on the Leeds City Council website. The customer had been asked to leave the family home due to their sexuality and had no alternative housing options. The customer was booked in for an on the day assessment with the Young Person's Team who made an urgent referral to GIPSIL (a Third Sector organisation.) The customer was offered a GIPSIL 'trainer flat' and will be living there with support whilst bidding on council properties and had been awarded a high priority
- A 23 year old transgender woman was brought to Leeds Housing Options by the Police. Although there was no violence, family arguments were escalating and this all revolved around her gender transition. The customer was assessed by a member of the safeguarding team and arrangements were made for her to be accommodated in a female hostel as she was not comfortable in a shared environment. Mediation was offered and following a night away from the property for all parties to cool down and reflect they agreed that the customer should return home and make a managed move. The specialist advisor has stayed in touch with the customer who is aware of the options available should the relationship deteriorate.

In addition the service recognise the value that is added by having a dedicated LGBT+ champion on the Management Team and the Staff Team. This champion will be responsible for: raising awareness, delivering/attending training, being a point of contact for professionals and customers and social media campaigns.

In 5 years' time Housing Leeds want:

- To have a workforce that reflects the community that we work for/with
- To have an LGBT+ inclusive culture in all our services.
- To reduce the barriers facing our young LGBT+ customers in accessing our services.
- To be a learning beacon on LGBT+ inclusivity for other Local Authorities and housing providers.
- Improve our understanding and practice of appropriate equality monitoring
- To have a workforce that understands and works with the LGBT+ community to make appropriate service improvements.

We want to continue to ensure that the best possible service is being provided to members of the LGBT+ community. The service will encourage people to contact them (via a safe mechanism) to highlight those cases where things have gone wrong. This will be used to put things right for that individual as well as to learn any lessons and improve the service moving forward.

As this piece of work is now embedded in the service as part of the policy/strategy and is part of the mainstream work that the team carry out this will not be reported on separately in the future.

Reducing Fuel Poverty and improving energy efficiency

Working to improve properties and assist tenants living in fuel poverty over the next four years

Work undertaken this year included:-

- The replacement of electric storage heating with gas central heating which has reduced heating costs by approximately a third for each household.
- The overall Energy Performance Certificate (EPC) rating for the properties where gas central heating was installed has increased.
- The overall SAP rating for all Housing Leeds stock is 70. This is 10 points higher than the national average.

(A SAP rating is a way of comparing energy performance of different homes – the higher the SAP rating the lower the fuel costs and the lower the associated carbon emissions)

- Installing cavity wall and loft insulation which reduces heating costs by up to £390 per year for an average household

All the current installations are focused on Lower-Layered Super Output areas (LSOA's) with an overall domain index of the lowest 25%

A substantial number of residents are still not engaged with Housing Leeds' Gas Central Heating offer (using Warm Home Funding) which has resulted in a lower uptake than the service would wish. To address the service will:

- Promote the work through social media/web/flyers/local groups and by word of mouth
- Ensure staff are fully updated to encourage promotion across all teams
- Provide material to show benefits of upgrading to gas central heating
- Work with other partners and contractors
- Ensure relevant staff are trained
- Identify further funding to widen the area of benefit

Work will take place to explore the services links with the Digital Inclusion Coordinators and Tenant Engagement Team to engage in new ways in priority neighbourhoods to maximise take up.

To enable older and disabled people to remain in their homes as long as they wish

Progress Update One

It is a known issue that as people get older they are more likely to become socially isolated and lonely. Housing Leeds has over 4,000 older people living in Retirement LIFE settings with a further 10,000 people over the age of 65 living in general needs properties.

It was identified that at some Retirement LIFE schemes activities were infrequent or non-existent. Consultation throughout 2017 with our tenants living at Retirement LIFE schemes highlighted that tenants avoided activities for various reasons such as:

- Traditional activities such as bingo were perceived to be boring and the residents wished for something different.
- Many of the communal areas in the schemes were perceived as being uninviting with outdated furniture and furnishings.

Housing Leeds have 122 Retirement LIFE schemes with 45 dispersed schemes which have no communal facilities.

A planned approach was taken to address various aspects needed to both improve the communal areas along with reducing social isolation in the Retirement LIFE support services provided.

A rolling investment programme has been in place since 2015 which has seen a range of improvements to communal areas, enhancing the spaces for tenants and wider community groups. Fifteen schemes have benefitted from new carpets, decorating work and new furniture along with a further nine schemes having new furniture purchased. Work has also been completed to remodel toilet areas and install ramps and auto opener doors to improve accessibility and use of the communal areas.

Alongside physical building improvements, an analysis was undertaken of what activities were taking place across the schemes with a commitment to tenants from the Older Person Retirement LIFE team that they would work alongside them to understand what activities they would like to see happening and support from staff to develop and deliver new and existing activities. Further work has also taken place to promote the activities through wider networks to support and welcome older people into Retirement LIFE schemes from the wider community.

Work has taken place to develop partnerships with:-

- Neighbourhood Network groups across the city to support and promote the use of the 77 communal schemes across Housing Leeds.
- Leeds Libraries promoting and sharing the various activities that take place locally across both services so services are accessed by a wider audience.

- Leeds Let's Get Active to create opportunities for staff to learn about more active sports and physical activities that benefit older people's health and wellbeing. For example, a 12 week taster programme was trialled with the Whinmoor and Seacroft team with a dedicated sports coordinator supporting staff to enable them to continue with activities, such as skittles, indoor bowls, and ball games.

Training has been identified across the team for those staff who would benefit from additional knowledge or support to develop their confidence and skills to enable them to deliver and take forward activities across the service. Training has included armchair exercise classes, basic food hygiene, wheelchair handling along with team support in shadowing each other and understanding why activities are important.

A City wide database is in place that allows the service to understand what activities take place at each scheme and who is running the activity. The data is reported by activity type such as 'healthy and active' or 'meals and nutrition' and allows the service to understand where there are trends, including decreases and increases in use. A quarterly report is produced that is shared with a group of Retirement Life residents called the Voice For Older Leeds Tenants'(VOLT). A summary of activity is also reported into the Making Leeds the Best Place to Grow Old Breakthrough Project.

Staff are also promoting the activities and good news stories from the different schemes through Housing Leeds Matters, our internal staff bulletin, through Housing Leeds and partners social media networks and in Library Services mailing lists.

There has been a consistent growth in a range of activities taking place over the last 12 months with over 1,860 activities taking place across the 77 schemes on a monthly basis. There has been a reported rise in active and wellbeing activities happening with an increase over the last 12 months from 279 to 637. Leeds Let's Get Active Project Coordinators have observed and attended the armchair exercise sessions commending the work that the staff do and comparing them on a similar scale to those taking place within their own sports service.

Tenants who were historically known by the team to avoid attending activities have, with support from the staff started to join in various activities and have now made this part of their weekly routine.

Examples of activities and the benefits include:

- World Food Day Events at Wetherby and Queensview. These events have gone down well with tenants and they have tried different types of food that they wouldn't normally have. This has been so successful that tenants in Queensview have requested further activities around this and have just had a Chinese themed event and started ordering in pizzas.
- Bowling activities at Sherburn Court which was taken up by residents who wouldn't normally have joined in

- Feedback from one tenant was that his GP has noticed an improvement in his mobility since taking part in the weekly armchair exercise classes.
- White Laithe Court have had a TV and DVD player provided which brings tenants together to watch films and form a film club. Film clubs in general are growing in popularity, as a way, to help reduce isolation and get tenants together.
- Haigh Road Community Centre now has a breakfast club, starting with 8-9 tenants attending its initial launch but now increasing week on week not just with tenants, but also with older people in the wider community. Due to the success of this tenants and the community have requested a luncheon club to be held as well.
- An afternoon tea and singer was provided to tenants at Sherburn Court by the Retirement Life team. This was well attended not just by the usual tenants, but a lot of new attendees who wouldn't normally take part in activities. This event was also a good example of joint working with Yorkshire Housing who manage the building. Due to its success Yorkshire Housing will now fund the next event.
- A fund raiser for Yorkshire Air Ambulance which was a joint venture between Retirement LIFE staff and tenants in the Allerton Bywater area. Events at three centres in aid of Yorkshire Air Ambulance. Tenants were so emotive about this that they collected all the raffle prizes and as there were so many prizes over £1,300 was raised for Yorkshire Air Ambulance. This was great to see tenants getting involved.

The Support Officers have embraced developing these activities and in their team priorities and achievements for 2019 they have highlighted that developing and delivering activities has been a key success for them and the wider teams

The Older People's Service has a plan in place for 2019 that includes updating local activity posters that will be displayed locally at schemes and promoted with local library teams.

The service will also be producing a bi-annual newsletter promoting activities that take place that will go out to all Retirement LIFE tenants including the 45 dispersed schemes.

Further work is underway to identify and support staff training to enable and encourage them to develop and deliver more activities that are effective and meaningful to older people.

Progress Update Three

Four main barriers to more people becoming digitally involved include:-

- Customers not having the skills or confidence to get online
- Lack of connectivity
- A lack equipment and not being able to afford any
- The motivation to get online, just not feeling that being online has any benefit or relevancy.
- In addition many older residents talk to Support Officers about a fear of staying safe online.

Many of the older people living across Retirement LIFE schemes have never had the opportunity to understand the benefits of being online and many do not have the equipment or internet access to do so.

At present digital connectivity and Wifi access is not commonly available across our Retirement LIFE communal schemes with only 1 or 2 schemes having bought computers which are funded independently by their own resident groups or networks.

The recent Survey of Tenants and Residents that included Retirement LIFE residents discovered that only around 44% of tenants living in Retirement LIFE homes have access to the internet. This is lower than both the general needs tenant population who have 68% access and much lower than the general population of the City as a whole who enjoy 87% access.

Supporting the development of digital opportunities has been a key focus of the Retirement LIFE Service Plan throughout 2018/2019.

Taking advantage of the joint work with Library Services an application was submitted to take part in their new tablet lending scheme which is a key part of their 100% Digital Leeds Project. Given the unique position to access and talk with older residents the service was successful and borrowed 21 tablets for use by local Support Officers across the Retirement LIFE team. In this way, Support Officers helped tenants, either individually or in small groups, use the tablets, talk about the benefits of using them and do everyday things that helped get people talking and becoming interested in the benefits of being online.

Nine Support Officers volunteered to lead on this project and undertook Digital Champion training to make them familiar with the purpose of the project helping them motivate and support others. As well as, to get hints and tips about having good digital conversations that get people engaged with digital in fun and interesting ways.

Also joint meetings are taking place between Library Services Digital Inclusion Coordinators and the Retirement LIFE team to develop reporting mechanisms to capture tenants' use, learning and experience and the difference using the tablets has made to them.

The Digital Champion training and support to staff has given them the confidence and ability to use the 21 tablets in various ways, such as, in group settings along with meeting tenants in their own homes to deliver 1 to 1 support and guidance. Being flexible with the tablet usage has offered the opportunity to a wide range of tenants to support them to get online and for them to familiarise themselves with the opportunities and discover what information is available online.

One team approached their local school and set up some intergenerational tablet workshops with both the children and older people really enjoying the sessions.

For some tenants this was their first experience of going online and feedback was that they were amazed at just what you could look at and see. Many tenants

found themselves wanting to step back in time by listening to music, looking on google maps for places that they used to live, looking up places of interest that they used to visit. The Leodis website was also very popular amongst residents, as holds a huge array of archived historical photographs of Leeds, prompting conversations, new friendships and a sense of shared history.

Some tenants did some online Christmas shopping, some set up email accounts and some tenants have used the tablets to connect with family and friends using Skype. The project aims to support older people to live safely and independently and recent case studies are that tenants have been supported to make dental appointments online, look up food delivery services along with what is on in their local neighbourhoods.

The use of the tablets has been rolled out across several teams and schemes, all of which have a local focus. Currently Digital Champions are active across Garforth, Rothwell, Holbeck, Inner City, Guiseley, Hunslet, Otley, Armley, Morley and Pudsey wards.

These areas were the first to have the use of the tablets due to the location and place of work of the Support Officers who volunteered to be Digital Champions.

The experience of the tablet project from the initial wave of volunteer Support Officers and residents has been really positive. It provides the service with a strong platform to now seek to roll out Digital Champion training throughout the remainder of the Retirement LIFE service so that the lower levels of digital inclusion amongst Retirement LIFE residents can be addressed.

The service also wishes to continue to monitor progress and evaluate the impact and the approaches used to so that they can continue to improve understanding of what kinds of digital conversations and online services appeal and attract older residents the most so we can engage with as many residents and residents themselves benefit.

The 21 tablets being used are on a loan basis, however, the service has supported purchasing tablets for permanent use by the team to help further this work and to make their use part of the everyday role, use on a 1 to 1 basis in tenants' own homes and to be available at activities.

Digital Champion training, using the national 'Learn My Way' learning resource and with further support from the Digital Inclusion Coordinators, is to be rolled out across the Retirement LIFE team thus increasing digital inclusion awareness and knowledge for staff themselves to be able to take this work forward.

Progress Update Three

The Health and Housing Service is responsible for the administration of the Disabled Facilities Grant (DFG), a government grant which allows sick or disabled persons to remain in their homes and live independently.

The council works closely with both the Health Service and Adult Social Care in order to assess and deliver adaptations. There are four tests that apply to any proposed work, such as, are they 'necessary and appropriate' and 'reasonable and practicable'. The grant available is up to £30,000 and there is a national prescribed financial 'test of resources' which informs applicants of how much grant assistance they may be eligible for. This works across all tenures, with the exception of council tenants where the council as the landlord meets all the financial cost of this work.

Previously, there has been a risk to both the council and NHS in terms of budgets not being spent effectively as they were not joined up to meet the long term health needs of chronically sick and disabled persons. As well as experiencing increased costs in front line delivery, the quality of life of the disabled person and their families was often impacted. By taking a more joined-up approach across both services, there are significant cost savings. This also improves the quality of life for all involved in the care, as ill health and disability impacts on those supporting, as well as the individual themselves.

One positive example of this joined up service is:-

The service was approached by a legal representative, requesting assistance for a family with a severely disabled child who needed to move. The family had experienced a change in their income following a relationship breakdown. This made the mortgage and living costs unaffordable. As the child had complex needs the solicitor was concerned that the needs of the family needed to be met in a timely manner, as the current property was up for sale. The child was in her Grandmother's care and as her health continued to fail she wished for the child to be reunited with her mother. As the child's mother's accommodation was not suitable for the child to reside in, the scheme developed by Health and Housing would serve a dual purpose of meeting housing need and enabling a family reunion, with the help and support of colleagues in social care. This brought a saving to the public purse, as the child is no longer 'looked after' but reunited with their parent.

The Health and Housing team worked with the family to initially assist with carrying out a 'Medical Housing Needs Assessment' alongside a 'Child in Need of Suitable Accommodation' assessment from Social Care. This resulted in a priority award for rehousing and specific housing recommendations being made to create suitable ground floor living space, meaning an accessible bedroom and bathroom to a three bed house.

Once the appropriate property was identified by Health and Housing staff, the team developed a bespoke plan to build an extension to the property with a hard standing to create safe access for vehicles and ramped access into the ground floor living space. The bathroom facility included a specialist bath to allow bathing and care needs to be met. There was also adequate space for a wheelchair and access to the garden.

The work to adapt an existing home kept the child out of a residential placement and allowed the child to be reunited with their parent and sibling as they were now

all able to live in a suitable home that met their needs. This is a positive step for both the child and their immediate family as it keeps the family unit together and their close relationships and help for each other to remain. This also gives the child stability and security to improve behavioural and mental health outcomes in the longer term.

The cost of residential care for this child would have been in excess of £5,000 per week due to the level of the child's care needs. This would equate to an annual cost of approximately £260,000 compared to the one-off cost of £80,000 for the adaptations a clear saving of over £150,000 in the first year alone. The Health and Housing team worked closely with Children's Social Care in order to carry out these adaptations, building positive working relationships for future projects and to use this as a model for further cases of this type.

The scheme was designed and drawn up by Senior Surveyors within the Health and Housing team, so the service is becoming more skilled in designing and carrying out adaptations to meet complex needs and understanding the role the service can play in keeping families together as well as making the best use of resources.

The service has an ambition to continue to develop innovative adaption schemes across a range of cases with various needs and to demonstrate the 'invest to save' benefits of doing so.

Compassionate City – Enjoying Culture and Sport, Inclusive Access and Language Access

Improve access to cultural opportunities and sport

- **Working to ensure equality groups are fully involved in Leeds 2023**

Progress

The project needed to reflect something of everyone, highlight what people of Leeds like about the City and aim to remove many of the barriers to culture that exist (as identified by the public) in Leeds.

Engagement needed to be City wide and reach a range of Leeds residents according to the desires of the whole city and international aspirations. It was very clear from the beginning people wanted for the project to be for and by everyone in the city.

Over the last 4 years Leeds 2023 has listened to thousands of people, has conducted extensive consultation work with a range of social groups across Leeds.

Leeds has 2023 engaged with and represents the diverse range of people that call Leeds home. This includes conversations with over 3000 people - children and young people, older people, BAME, migrants, LGBT+ groups, the independent sectors alongside the major institutions in the City, the higher education sector, local and regional media and a range of other community / social / equality groups across the whole City.

The project's direction and scope to date have been led by 3 individual engagement streams, passionate about the City and representing a multitude of demographics: These include:-

- An independent Steering Group made up of stakeholders, Elected Members, citizens and key voices and partners in the City and the wider region which was Chaired by Sharon Watson of Phoenix Dance
- Engagement Group of individuals from across Leeds with a broad range of knowledge and experience of Leeds cultures and communities, for example Tenfold Disability Forum, Together for Peace and the LS14 Trust
- THINK Leeds 2023 the voice of a group of young people from diverse backgrounds to support their journey to become cultural leaders of the future, one member being a Chapeltown resident who has featured in the BBC documentary series '21 up' since he was seven

The entire projects objectives and drive was based around comments from the people of Leeds such as those set out below:

“I love that we have such diverse people living here in Armley and the acceptance of those difference. I am proud that the real junk food project started here.”

“So many people here who are willing to help others. Volunteers for community projects”

“The 52 languages and multiple cultures that live here, the fact that such a diverse group can come together to have so much fun today.”

“I came to Leeds to work from Jamaica and it is my home, so yes I am proud of this city. I am proud of who I am. My culture. The work I do. The people I help.”

Leeds communities are recognized in “whole city” and “international” core values.

The engagement work has seen a reach across the breadth of communities across the Leeds area with real and in depth conversations.

Additionally some of the projects that have formed part of the bid book that focus on different Leeds’ demographics: These include:-

- Crossing the Line a week-long inclusive performance festival featuring leading learning disabled theatre companies from across Europe.
- Pablo which is the moving and little-known story of Pablo Fanque, the first Black British circus impresario, who made his name here in Leeds and is immortalised on the cover of The Beatles album, Sgt. Pepper’s Lonely Hearts Club Band. The project will be created and led by local circus company Urban Angels and supported by international circuses. Pablo’s story will be shaped by artist, writer and academic Joe Williams and Leeds producer Rosalind Coleman will lead an international creative team.
- Queer and Belonging which is a new network of 20 queer and ally DIY organisations across Europe will seek to address the disparity of LGBTQIA+ rights using co-commissions, touring and a series of events led by The Gender Roadshow and Live Art Bistro. The Project will include a European transgender and non-binary collaboration of talks and performances and commissions for local, national and European LGBTQIA+ Live Art and artists. It will create new work for children and young people that responds to the growing profile of transgender youth and parenthood.

The two projects below are examples of Bid Book projects that are already underway:-

- The East Leeds Project (ELP) will be a major new visual art and public realm programme that will occupy green spaces in a wide corridor of land and space in East Leeds. The project will be led by international and Leeds-based curator Kerry Harker. The ELP is a way to think through the issue of deprived ‘east ends’ that many cities across Europe have in common. The ambition is to enhance the aspiration and skills of those who live in East

Leeds and to create a stronger sense of collective ownership over how this area might develop.

- Bus Pass is a large-scale performance project involving thousands of people in Leeds over the age of 60. They plan to create events every year over the next five years that will inform the large-scale production in 2023 and to make a final piece that will transport performers and audiences on sixteen double-decker buses to a number of spectacular events around the City. There will be performance on the buses, on the roads, in parks and wherever our journey takes us.

Going forwards Leeds2023 will be delivered by a new organisation the Leeds Culture Trust (LCT). The council will ensure that LCT adheres to the inclusive principles of the work completed so far through representation on its Board and through the council's funding contract with LCT.

The next steps of Leeds' 2023 include gathering a baseline of information on cultural participation in Leeds and how the project can set meaningful and achievable objectives for Leeds Culture Trust in the lead up to the year 2023.

Whilst the engagement work has been wide ranging over four years the Leeds 2023 team are not complacent that they have reached everyone. They know there are still people who are unaware of the conversations and the projects efforts will focus here as they move forward. The council will work alongside Leeds Culture Trust with Leeds communities and social / equality groups to ensure Leeds 2023 project adapts and reflects the needs and desires of the Leeds people.

Improve inclusion and diversity across the built environment

- **Make our operational estate as inclusive and accessible as possible to our diverse range of customers, staff and visitors, within limitations of individual buildings (e.g. those listed) and available resources.**

Progress

In September 2016 the council's Executive Board approved the Leeds City Council 'Integrating Diversity and Inclusion into the Built Environment framework' to support its aim and aspirations of being a *modern, forward thinking, inclusive Council*. The framework covers access, inclusion and inclusive design for all council building stock.

When acquiring new properties or refurbishing exiting properties it is important to use the framework to ensure that accommodation supports inclusive design principles and as far as possible replicates the modern, accessible and inclusive office accommodation delivered at Merrion House.

Audits were also carried out which raised a number of issues within the council's current asset portfolio and to date 20 Inclusion and Diversity Audits have been

undertaken. The Audits have been undertaken by colleagues in HR, Health and Safety and Asset Management.

As part of refurbishment projects or new acquisitions an Inclusion and Diversity Audit is undertaken to ensure all measures which are practically possible are included in the design. An example of this work is the acquisition and refurbishment of Albion House in Rawdon. Asset Management worked with colleagues in Human Resources and Health and Safety throughout the design period to provide the best possible accommodation the building would allow. Using the principles adopted for Merrion House, Albion House has a Contemplation and Wellbeing Room, accessible toilets, stand/ sit desks throughout the building, flexible meeting space and specifically dedicated family contact rooms which are welcoming and comfortable.

Once complete Albion House will provide both office accommodation and public access family contact space which will be accessible and inclusive. The accommodation will be occupied by Leeds City Council and supporting partners, Leeds Community Health and the Aireborough Children's Cluster. This example provides a good foundation for future acquisitions and refurbishments as the Changing the Workplace Programme continues to progress and evolve.

Albion House in Rawdon was acquired specifically to accommodate the locality based Children and Families area social work team and the west based joint Adult and Health and Leeds Community Health Integrated health and social care team. All the teams who will be based in Albion House are west based locality teams.

The Inclusion and Diversity Audits have raised a number of challenges in the council's current portfolio. However, there is no budget to fund identified improvements. In addition, much of the older properties do not lend themselves to new ways of working, modern and accessible accommodation. The Changing the Workplace Phase 2 Programme has just been established and will be looking at many of these properties.

To increase our understanding of focus communities to allow for future financial investment into supporting people to become more physically active, enabling the development of targeted physical activity programmes to these areas

Progress

Approximately 21.6% of the Leeds population are obese and 23% are inactive (taking 30 minutes or less of physical activity a week). These rates are higher than the national average and there is a correlation between living in deprived areas and obesity and inactivity levels. In addition, there is the increasing prevalence of other long term conditions such as diabetes. There are now 39,635 people in the city with diabetes a rise of 14% over the last 3 years (compared to a national average of 6%).

The role of physical activity in delivering City outcomes is increasingly being recognised and valued across Leeds. This suggests it is time to harness this enthusiasm and commitment to drive forward a bold and transformational approach to its delivery. Physical activity is extremely well placed in the following key citywide strategies and policy documents:

- Health and Wellbeing Strategy 2016/ 2021 physical activity is one of only 12 priorities for the Leeds Health and Wellbeing Board and the only lifestyle risk factor identified individually within a specific priority)– ‘More people, more physically active, more often’
- Best City Plan (2015 – 2020) where it sits as one of 20 priorities in the Best Council Plan ‘Promoting physical activity’
- Sport Leeds strategy 2013/2018 where tackling health inequalities is firmly embedded as a key concern with the aim to ‘support the inactive to become active’ . A strategy re-refresh is underway which will likely increase the emphasis on physical inactivity.
- In addition to the above strategies Leeds is prioritising seven city wide ‘Breakthrough’ projects, one of which focuses on health inequalities with physical activity positioned as one of only three workstreams
- Leeds Health and Care Plan where physical activity included in the Prevention strand

There is an opportunity to work with Sport England on a project to help address this issue however it is clear that short term interventions do not have a lasting impact and therefore it is important that our understanding of the issue and what may help address it is increased.

The initial priority is to better understand the issue and what may help improve it. A brief was developed and a tender exercise undertaken and Social Marketing Gateway were appointed to undertake a piece of work (funded by Sport England).

The objectives of the work are:-

- To gain an insight into the motivations, behaviours and aspirations of people living within the communities and how that may affect future physical activity levels
- To gain an insight into the organisations, groups and volunteers working within these areas in relation to their positioning of physical activity in their work, their capability and capacity to support future work
- To map out the physical, social and people assets within the communities that can be used to increase activity level
- To set out a vision and action plan for the next phase of work
- To establish baseline data for the development of robust performance indicators and measures

This work is still underway and includes:

- Desk work to review local data
- Discussions with Active Leeds and Locality Core Teams
- Consultation with local individuals and organisations from field visits, and internet searches
- Creation of an inventory of assets

The work has been extended from the original timescale because during the first phase of work, it became apparent that the consultation with individuals and local organisations would benefit from a more in depth approach.

The Social Marketing Gateway Research project is still underway. The outcomes will be used to build a bid to Sport England for funding to support in addressing physical inactivity in the areas referred to.

This work ties into the work that council is supporting on a locality based approach to future service delivery. The council initially identified six of the most deprived communities in the City where services will focus their resources with the intention of reducing inequalities with a focus on building individual and community resilience and health capacity. The priority areas selected for this consultation all fall into the six communities initially identified. All of the evidence highlights that low levels of physical activity correlate with wider health inequalities.

The focus of this work is specifically in 3 areas (which include the 6 priority neighbourhoods initially identified as part of the council's locality working approach):-

- Stratford Street, Beverleys in City and Hunslet ward, Crosby Street, Recreations, Bartons in the Beeston and Holbeck ward
- New Wortley in the Armley ward
- Boggart Hill and the Wykebeck Valley in the Seacroft and Killingbeck ward (including catchment area for proposed new Fearnville wellbeing centre).

The next step for the work is to get a report back from Social Marketing Gateway for each of the 3 areas. The insight in the reports will be used to help develop the bid to Sport England. Once project arrangements are agreed with Sport England an implementation plan will be developed.

Improve the walkability and accessibility of Leeds City Centre by developing and expanding a user friendly wayfinding system

Progress

Prior to the implementation of the Legible Leeds Pedestrian Wayfinding Project the mapping and signage network across Leeds City Centre was a patchwork of different signage styles which did not offer a coherent and high quality network that people could easily follow.

Discussions took place with businesses and research in to other cities wayfinding systems was undertaken. As a result work was undertaken to:-

- Develop and implement a new pedestrian wayfinding system for the City Centre called Legible Leeds.
- Extend Legible Leeds Pedestrian Wayfinding System to provide a comprehensive system across the City Centre.
- Focus on increasing the number of signs across the city centre, with a particular focus on the waterfront and South Bank; and ensuring that usage of the printed map products remains high.
- Keep maps and signs up to date with continual work that reflect the growing and changing City Centre

Since Legible Leeds was introduced, it has brought the following benefits in terms of accessibility and user friendliness:-

- 'Heads up' mapping, is more accessible for users that are not comfortable using 'North up' maps to orientate themselves, as it represents what they see directly in front of them.
- Pedestrians with limited mobility prefer to know the average length of time it takes to walk to a destination.
- Pedestrians with limited knowledge of written English or with visual impairments are supported with universally understood symbols and large, uncluttered maps without clashing logos styles. Pictograms (illustrated buildings) are highlighted as destinations but also act as landmarks for users to locate themselves by.
- Pedestrians without access to digital technology such as international visitors, or those lacking in digital skills, are provided for with paper based and high quality on-street mapping.
- On-street maps are free and accessible for all to use revealing the city centre's attractions and indicating a welcoming and open for business city.
- Sign direct users to destinations using accessible routes.

- Extension to Legible Leeds has helped connect South Bank to the city centre.
- New wayfinding signage to newly opened Merrion House and City Centre Hub
- Appointing a new supplier saved the Council money on overall contractor

Current work includes:-

- New updates to encourage a walking route from Leeds Station to Elland Road football stadium.
- To support the new office developments in the West End, discussion are taking place with partners for additional extensions to Wayfinding with the possibility to joint funding schemes. The West End business group have requested and support this potential extension.
- Building on the City's ambition to activate the Waterfront, a new phase of works are to begin to encourage the use of the River Aire which will include additional wayfinding signage.

Key Actions that need to take place include:-

- Regular updates to ensure map accuracy;
- Expansion of the system;
- Work closely with partners (internally and externally) to understand and schedule in new work that arise from any significant City Centre developments.

Deliver well designed streets and transport infrastructure that is inclusive, people focused and accessible to all

Progress

The Leeds Transport conversation (2016) engaged extensively with Equality Hubs and other organisations representing people with protected characteristics, including the Youth Parliament. The consultation and workshops identified some differential impacts for certain equality characteristics; in particular:-

Disabled residents who are less likely to travel to work by bus and less likely to think the City Centre is not pedestrian friendly of these:-

- 63% said access to local services, for example, GP's and shops are more important than travelling to the City Centre.
- 70% think the distance to travel when interchanging between buses/trains is unacceptable.

- Only 29% think that it is easy to use different types of transport for local journeys.

And for Older residents:-

- 69% say that access to local services, for example, GP's and shops are more important than travelling to the City Centre
- Are the least likely to feel their local neighbourhood is pedestrian friendly

A Transport Hubs and Connecting Communities workstream was created to help better connect local communities and services (and each other), rather than focusing on key bus corridors to the City Centre.

Stakeholder engagement took place with the Older people's Forum, Neighbourhood Networks and Disability groups, as well, as community transport providers and service providers.

The Connecting Leeds brand was launched in February 2018 by the council investing significant time in a programme of stakeholder and public engagement. The programme, is led by the Highways and Transportation Team, following best practice and the key principles are to:-

- Engage at the earliest possible stage - Bring members of the public, business owners and other stakeholders along with us and involve them in all stages of the process
- Meaningful engagement - Involve consultees before any key decisions are made and allow opportunity to influence and design decision making process
- Maximum engagement - Work to ensure the consultees are representative of the public with particular emphasis of engaging seldom heard groups in society.
- Prompt and robust feedback - Continue a two way process providing consultees with information on how their feedback has been used and what the next steps are.

The Leeds Public Transport Programme (LPTIP) as part of Connecting Leeds has undertaken numerous amounts of public engagement during 2018. The intention is to seek a balanced approach across the board and ensure that seldom heard voices are communicated to and engaged with. The work, along with partners WSP NEED FULL NAME (who provide global professional services and engineering consultancy), ensure Elected Members, stakeholders and ultimately, Leeds residents are informed, engaged and actively consulted on infrastructure improvement plans.

This has meant that Connecting Leeds' engagement has been 'the finest example of engaging people in the UK' (Nigel Foster, Chair of Expert Advisory Panel speaking to the council's Executive Board in July 2018).

The summary of work to date includes:-

- Phase 1a Stakeholder engagement (February/March 2018) on 3 Bus corridors

- Phase 1b Stakeholder engagement (June/August 2018) on 2 Bus corridors, 2 Park and Ride Schemes and City Centre Gateways.
- Early Intervention – September / October 2018
- Dawsons Corner and Armley Gyratory
- Phase 2a Stakeholder engagement (November/December 2018)
- Phase 2b Stakeholder engagement (February/March 2019)

The summary of engagement is:-

- Over 35,000 residents, workers and employers engaged in the design development process during 2018.
- A total of 20,000 contributions were received ranging from single sentences through to 100 page detailed reports and analysis.
- A suite of 72 carefully designed engagement boards were developed to clearly communicate 46 schemes and the associated impacts and benefits.
- Over 45,000 leaflets, posters and flyers were circulated by hand across the City in doctor's surgeries and shopping centres and 35 events were attended by hundreds of interested individuals.
- Representatives from each of the partners delivered over 50 presentations, chaired workshops and roundtable discussions.
- A substantive and professional social media campaign built of 9 phases spanned Facebook, Twitter and Instagram.
- Inclusion of walkabouts with the Access and Usability Group (AUAG) in the City Centre and focused workshop to go through the plans in detail, listening to issues and concerns and providing feedback
- 14,000 contributions from members of the public and other stakeholders
- 40+ public meetings and drop in sessions
- Several launch events and press activities
- Social media activities across Facebook and Twitter
- 20+ workshops and special meetings with seldom heard groups
- Targeted business and key stakeholder engagement (Chamber of Commerce, Leeds Business Improvement District)
- 1 high profile City Centre event

Businesses and the public have had the opportunity to influence the proposals at concept design and preliminary design stages of the consultations. The team have been able to demonstrate we have listened carefully to local concerns and have addressed issues where able to do so.

Bus operators share a common objective with the council and West Yorkshire Combined Authority to transform travel for people who live, work in and visit the City and to double passenger numbers over the next decade. In particular, operators are focused on improving the customer's whole journey experience which supports the council's investment in the highway network to deliver a reduction in bus journey times and improve reliability. Investment by operators includes £71m by First Leeds on nearly 300 new ultra-low emission buses by the end of 2020 which will meet the City's Clean Air Zone requirements.

The design of the vehicles have been influenced by consultation and customer feedback with vehicle user-visits involving the vehicle manufacturer, as well, as members from the council's Access and Use-Ability Group (AUAG). Such visits have specifically led to improvements in interior vehicle design, for example, position of hand-poles in the wheelchair priority area. As well as free Wi-Fi, USB charge points and extra space for customers with push-chairs, all new vehicles introduced in Leeds include audio-visual (AV) next stop announcements.

Prior to the introduction of the first AV units, representatives from a range of user groups including Guide Dogs UK, Royal National Institute for the Blind (RNIB) and Leeds Federation for the Blind joined First Leeds and the Executive Member for Regeneration, Transport and Planning at a route demonstration which directly led to change improvements. Operators remain committed to continuing to improve accessibility for all customers, for example, investment in new ticket machines has enabled customers to pay by smart phone and by contactless card payment improving convenience and journey time with quicker boarding.

The majority of people responding to the previous consultation felt positively about the proposals, with support for creating more public space, including adding greenery, seating and cycle facilities. A number of respondents were concerned about the potential impact on disabled people, which we have been further considered in revised plans.

The revised plans now include:

- Footway widening where possible, preventing people stepping onto the road in busy areas
- Increased pedestrianisation making the City Centre more accessible and easier to move around.
- Improved pedestrian crossings with upgraded technology.
- Improved bus shelters replacing very long bus shelters to prevent people feeling "trapped".
- Improved signage at bus stops with the use of new technology showing real time information
- Tactile surfaces in line with Department for Transport guidelines.
- Inclusive Safer streets

Ongoing engagement with the Access and Usability Group (AUAG) and seldom heard groups continues as the programme progresses from Design stage into Delivery Stage to ensure feedback is understood amongst the delivery partners as construction commences.

The stakeholder engagement and consultation exercise have been delivered in partnership with four partner organisations:-

- Aberfield Communications - Aberfield Communications were tasked with producing easy to read and clear communication materials such as leaflets, presentation boards and posters.

- Leeds Involving People - Leeds Involving People were tasked with delivering a city wide outreach exercise aimed to engaging communities and local residents in the consultation process. Activities involved handing out flyers around shops, health centres, libraries and urban centres. The primary focus of Leeds Involving Peoples work was engaging seldom heard groups such as visual impaired people, adults with learning difficulties and BAME communities. This involved circulating bespoke materials (such as braille or audio files) and arranging special meetings and workshops. Leeds Involving People also made contact with community groups and third sector organisations to help promote attendance at public meetings.
- Commonplace - Commonplace were tasked with developing an online engagement portal which offers people the opportunity to view the proposals and comment on them thereby taking part in the process. This platform also allows all participants to see all the comments made in a fully transparent manner.
- Bus operators - First Leeds, Transdev and Arriva helped promote engagement amongst bus users and helped at staff events. This worked to ensure people understand the interface between the infrastructure improvement plans and improvements being delivered by the operators themselves such as new vehicles and timetable changes.

The Programme Team offer updates at Community Committee Meetings which are well attended with local people. Elected Members and Parish Councillors all receive briefing notes on all schemes and invited to meet the team to discuss the schemes in their area.

As well as, support at other City Centre events, for example, Cycling Forums, Civic Trust meetings, Chamber of Commerce meetings, Voluntary Action Leeds, engaged with local schools and colleges, and City wide open events. These include Disabled Access Day, where we provided information to the public and support other parts of the council to promote services to disadvantaged groups. The delivery partners are signed up to Social Value and have engaged with local schools and colleges to promote employment from areas of deprivation and attended the Leeds Apprenticeship Fair in March.

Additional partnership working has commenced with the Safer Leeds Team ensuring the streets of Leeds are safe for all during and after construction. Over the next 6 months the council will be undertaking consultation on the following projects. In each case this will be the second round of consultation at which consultees will be invited to comment on the latest drawings and materials:-

- 2B – Consultation on proposed works at A61N and Alwoodley Park and Ride
- 2C – Consultation on proposed works at the Headrow
- TBC – Consultation on proposed works A58, A660 and City Centre Gateways
- TBC – Construction engagement activities

The consultations at this phase will include details of what has changed from the concept designs so that the public can see they have been listened to and responded to where possible.

Leeds City Council have appointed two contractors to build the schemes once the detailed designs have been approved. Construction on some schemes will begin in early 2019 and each scheme will have undergone a robust review of key stakeholders to ensure all categories are engaged with from the public and businesses. Robust plans will be put in place to minimise disruption with clear communication plans in place.

Strategic planning is underway with the delivery partners for the next stage of the project

To deliver accessibility standards as part of the Core Strategy Selective Review and adoption via the examination process

Progress

This work outlines two proposed accessible housing standards for new build houses. These standards have come about as a result of changes to national planning policy and Building Regulations which introduced optional housing standards which a local authority can introduce if they demonstrate a need and viability for these through the local Plan process.

This would allow a Local Authority to require the provision of accessible dwelling targets, as part of, new residential developments to meet the needs of residents. In Leeds there is an evidenced need for accessible housing, to provide housing suitable for disabled people, older people and families with young children. However any policy which is adopted as part of the Local Plan known as the Core Strategy Selective Review (CSSR) would need to be examined by an independent inspector and found to be acceptable as part of the Local Planning Process.

Proposed policy H10 (accessible housing) which forms part of the CSSR, introduces a requirement for a proportion of new build dwellings both to be designed to be more suitable in particular for disabled and older people . The dwellings which are known as M4(2) or M4(3) should provide choice of size, location, type and tenure for people who need them.

The proposed policy requires 30% of new build dwellings to be built to M4(2) standards 'accessible and adaptable dwellings' which are more suitable for many disabled people, older people and many families with young children and includes:-

- Step free access provided into the dwelling. For a house there will not be steps in through the entrance and for a flat above or below entrance level this can be accessed via a lift
- Where parking is required additional space is also provided to make it easier to get in and out of the vehicle
- More spacious circulation areas and wider doorways
- A ground floor toilet which is slightly larger than standard
- Bathroom and WC/ cloakroom walls which are strong enough to attach grab rails to if needed
- Additional space in key areas to allow people to maneuver and use them

The Policy also proposes 2% of new build dwellings to be built to M4(3) standards 'wheelchair user dwellings' which are designed to be easily adapted so that they are suitable for wheelchair users and include:-

- Step free access provided into the dwelling. If it is a house there will not be steps in through the entrance and if it is a flat above or below entrance level it can be accessed via a lift
- Additional space to the side and rear to allow wheelchair users to get in or out of the vehicle where parking is provided for the dwelling
- Enough space in the dwelling and large enough doorways for a wheelchair user to maneuver

Most M4(3) dwellings will need some additional work to make sure they are suitable for wheelchair users like the fitting of grab rails in the bathroom.

A needs assessment was undertaken that showed there is a need for the policy and that appropriate targets would be beneficial in particular for many disabled people, older people and many families with young children.

However before the policy can be adopted it needs to go through a specific planning process which is set out in a Local Plan. Local Plans are sets of documents through which local planning authorities can establish:-

- A vision and framework for the future development of their area
- Engaging with their communities in doing so
- Includes a Public Examination of the policy by an independent Inspector appointed by the Government.

This Examination was held in February 2019 and following the Examination the Inspector will make recommendations in their report as to whether the policy is acceptable.

The process referred to above has been followed to enable the policy to be approved as part of the Core Strategy Selective Review (CSSR) as set out in national guidance. In addition consultation has been carried out in two stages of the CSSR preparation. This has been guided by the council's Statement of Community Involvement which is a statement on how the local community and

others will be involved in the preparation of the Local Development Framework and the consideration of planning applications.

The introduction of the policy will have a very positive impact on the all of the equality protected characteristics. Particularly, families with young children, older people, and those with mobility issues will benefit. Once the policy is adopted and approved this will mean that all planning applications for residential development will need to provide 30% of dwellings to meet the requirements of M4(2) 'accessible and adaptable dwellings'. Also 2% of dwellings to meet the requirement of M4(3) of 'wheelchair user dwellings', wheelchair adaptable dwellings.

The Inspectors recommendations are expected mid-summer 2019. Depending on any modifications proposed by the Inspector to the policy a further public consultation will be held and the outcome of this reported to the Inspector. Once the Inspector's final report is issued in mid-summer 2019 then the policy can be adopted and implemented.

To improve the quality of parks in Leeds with a focus on community parks that provide and develop facilities and activities available for everyone who wishes to visit. Particularly for BAME, people of faith, young and old, disabled people.

Progress

The Parks and Countryside Service operate an inspection and reporting system based on the Green Flag Award which is the national standard for Parks and Green Space. This system is known as Leeds Quality Park (LQP) and all community parks and a representative selection of other typologies are assessed against the standard with the percentage pass rate published as a key indicator of performance.

There is a target in the Parks and Green Space Strategy for Leeds to have all community parks to the LQP standard by 2020. In addition in 2016, a team at the University of Leeds commenced a public survey in partnership with the council's Parks and Countryside Service as part of a broader project investigating how Leeds parks have changed through time, how they are used today and what their future prospects might be. The survey focused on the use and experiences of and expectations for, the 70 designated major and community parks in the City. The survey investigated uses of parks across the City and by different social groups, experiences and expectations of park-users and levels of satisfaction with parks and priorities for the future. Some 6,432 people responded to the public survey, which was available online and sent to 20,000 households across the city between June and November 2016.

In 2017/18, 42 of the 63 community parks (67% of the total) achieved Leeds Quality Park standard which is below the target of 81%. The University of Leeds survey established that parks in Leeds are widely used and enjoyed by diverse

social groups. Some 91% of people had visited a park in the preceding year and, on average, people visited more than 5 parks per year throughout the city. 77% of park visitors reported very pleasant experiences and 90% were satisfied or very satisfied overall with their main park. The majority of park-users said they felt very safe using their park (57%). Public parks that meet designated quality standards such as LQP are associated with enriched visitor experiences and higher levels of satisfaction and well-being.

There were variations in the use of parks and people's experiences of them across the City - notably in terms of the type and quality of the park and by the age, disability and ethnic group of the visitor. The report made a number of recommendations that have been accepted by the council which are:-

- Priority should be given to raising the standard of parks across the City to ensure access to good quality green space for all residents and visitors, paying due regard to the specific needs of particular social groups so that they can enjoy the full benefits of well-managed parks.
- Park managers should work closely in partnership with diverse organisations in the public, private and third sectors to ensure that their contribution and role is harnessed in support of good quality accessible urban parks.
- The differential experiences of park-users across the city should inform park management targets and strategies in ways that seek to ensure a quality park experience is available to all.
- To ensure that there is an equivalent service of accessible, quality parks across the city, managers should prioritise resources and seek investment to raise the level of all community parks to recognised standards.

Park managers need to develop a better understanding of the personal and social barriers to the full enjoyment of parks by older and disabled people who were much less likely to use parks.

The council want to ensure that all communities in Leeds have access to good quality parks and green spaces as demonstrated by the LQP scheme. The existing target to have all community parks at LQP standard by 2020 is still a valid approach to achieve this outcome and will be retained as the key performance indicator. The Parks and Countryside Service continue to engage with the Leeds Parks and Green Space Forum, equality hub groups and others to influence park management and development towards to the performance indicator with particular regard to age, disability and ethnicity.

Examples of improvement and development schemes undertaken in the last 12 months include:

- £72k secured for the installation of all-weather cricket wickets particularly focused in support of South Asian communities. This built on a £50k England and Wales Cricket Board funded project
- Development and submission of a bid to the Ministry of Housing Communities and Local Government to create a pocket park in New Wortley with New Wortley Community Association.

- Working with Groundwork to bring forward a scheme of improvement for open spaces in Beeston Hill
- Submission of bid to a Heritage Lottery / National Trust managed Future Parks Accelerator (FPA) fund to develop a 25 year vision for parks. The project will seek over 2 years to develop a long term vision for the development and management of the city's parks and open spaces from 2020 to 2045. As part of the project we will seek to co-design with communities the long term vision and enable community co-management of sites.

Where schemes have been delivered local residents and other site users have access to parks and open spaces that are of increased quality, provision with new or refurbished features

There remains a need to focus available development funds to sites not meeting LQP standards where possible.

Improve the customer experience for deaf people

Progress

When a deaf or hard of hearing customer wanted to contact the council they had to request a face to face British Sign Language (BSL) interpreter or communicate by writing information down and pass between themselves and the officer.

The council would need approximately two weeks or longer to book a face to face BSL Interpreter to interpret due to the high demand and availability of BSL Interpreters. This meant the customer's enquiry could not be resolved at first point of contact and they had to return on the appointment date.

BSL Interpreters are nationally in high demand therefore, delays are expected and time was needed to secure an interpreter for a face to face appointment. This resulted in an inequality of accessibility for the deaf community. There was not equal access for deaf and hard of hearing customers as English and Non English speaking customers could have their enquiries dealt with immediately with or without a community language interpreter

Conversations with the Leeds Deaf Forum led the council to look at the experiences of deaf customers accessing One Stop Centres across the City. This showed that some BSL users had waited longer than an English or non-English speaking customer for an appointment and this is considered unacceptable. For the majority of enquiries the resident couldn't wait this length of time and the Deaf Forum asked the Council to lead the way and look at how to improve access to services for deaf customers.

The Interpreting and Translation Team Co-ordinator met with the Leeds Deaf Forum which has representatives of the deaf and hard of hearing community to gather their views on how to improve the service. As a result of those meetings

and suggestions from the Leeds Deaf Forum different options to provide BSL Interpreters were researched and a BSL video interpreting service was procured. This was delivered in 5 One Stop Centres across Leeds where a deaf person can connect to a BSL Interpreter within 2 minutes and have their immediate enquiry resolved.

Feedback from the Deaf Forum was that it would be more suitable to use a larger screen and for the service to be delivered from more locations across the City. As a result staff use their laptops to provide this service which means the screen size is larger and the service is now accessible from Community Hubs across the City.

The first contract ended at the end of November 2018 and following a procurement exercise the contract was awarded to a new supplier SignLive.

The service provided by SignLive is accessed via a web browser so is accessible from and Community Hub. This means the service has improved as Deaf people can access the service anywhere in the City. This means that the customers can remain independent.

Work will continue:-

- To promote the availability of the service
- To look at offering the service to other council Directorates if required
- To explore opportunities to gain customer feedback and use this to continue to improve the service provision

Strong Economy – Achieving Potential and Improving representation

Reduce the gaps in learning outcomes for vulnerable learners including Children Looked After and children and young people with Special Educational Needs and Disabilities including Social, Emotional and Mental Health

Progress

The ambition in Leeds is to improve outcomes for all children and young people and we know we need to do more to make a difference for children and young people who are particularly vulnerable. There is a city wide focus on closing the gap, through raising the attainment, achievement and attendance of vulnerable learners. Closing the gap in these learning outcomes is a key priority for the Children and Families Service and Learning Improvement.

Leeds is striving to ensure that education in the City is equitable through acknowledging that not every child starts at the same point and ,therefore, focusing extra support to ensure that children who are disadvantaged make accelerated progress and achieve the same outcomes as their peers.

The following information provides an overview of progress, what difference has been made and further actions for the following four areas of work:-

- Children Looked After
- Special Educational Need and Disabilities
- Social, Emotional and Mental Health
- Free school meal eligible children/ children living in poverty

Children Looked After

Nationally children who have experienced care do not do, as well, in their learning as their non-looked after peers and this is the case at all stages of learning from early years to higher education.

Key stage 1 outcomes for Children Looked After by Leeds are poorer than for Children Looked After regionally and nationally, with writing a particular area of need.

Termly monitoring data and statutory testing outcomes have directed activity of the Virtual School to where children are not attaining key milestones, for example, not achieving reading, writing and maths expected standards at Key Stage 2. This also informs other learning support services, for example, educational psychologists of learning improvement.

In June 2018 the Virtual School commissioned the Institute of Education/University College London “Promoting the Achievement of Looked After Children” knowledge exchange programme to work with Springwell, Roundhay, Allerton High, Royds

and Corpus Christi to undertake action research which will be shared in the summer term of 2019.

A revised Pupil Premium Plus Policy was published to all schools in September 2018 promoting the Education Endowment Fund toolkit for identifying those interventions that have an evidence base.

These actions have meant that:-

- Children Looked After made better than expected progress in reading and maths at Key Stage 2 in 2017/18.
- Attendance for primary aged children in care is better than their non-looked after peers for the 6th consecutive year.
- There were no permanent exclusions of Children Looked After in Leeds in 2017/18.
- The number of named governors for Looked After Children almost doubled
- An increased number of Designated Cluster Champions from 3 to 5 and this number is still growing.
- The partnership with the regional adoption agency to deliver new statutory duties in regard to children previously looked after was recognised as best practice by the Department of Education.

The ambition of the Designated Teacher cluster champion/co-ordinator work is that every school in the City is part of a local network of Designated Teachers who will be supported by the Virtual School to share best practice and develop provision in their localities that promotes the education of looked after and previously looked after children.

Work will continue to:-

- Realise improvements to the quality of target setting in personal education plans (PEP) by enabling schools to better contribute directly to the recording on the child's PEP.
- Require all PEPs for children and young people in the primary phase to have a specific action in regard to writing.
- Explore how early years settings and practitioners could, potentially, support foster carers with children's "readiness for school" with a focus on sensory integration, gross and fine motor control, for example, Sheridan's checklist of developmental milestones to identify deficits and what kinds of activities can support children making accelerated progress.

Special Educational Needs and Disabilities

There is recognition that not all children with Special Educational Needs and Disabilities (SEND) have the levels of attendance and attainment that they should have and that academic progress could be stronger.

Linked to the sustained rise in the growth of the City Leeds has experienced rising demand for support for children in schools with SEND, including those with Social,

Emotional and Mental Health (SEMH). This applies to both mainstream and specialist school provision.

There have been increases in the range of need and the complexity of need and a rise in children experiencing more than one type of need. Data shows that there is a gap in educational attainment for pupils with an identified SEND in Leeds as compared to similar cohorts in other authorities and we accept that this is an area for focused improvement.

However, it must be recognised that comparisons against national data must be viewed with caution as we are not necessarily comparing like with like. School census returns are based on individual school identification of needs which are not moderated from authority to authority. In addition, Leeds, unlike most authorities, funds all of its learners with a complexity of need with or without an Education Health and Care Plan (EHCP). This means that Leeds has a lower number of EHCPs than other similar authorities and that the majority of the Leeds cohort has far more complexity of need when compared to other local authorities.

The Good Learning Places Board ensures identification of need/demand and a joined-up approach to developing special school provision. In 2017 the local authority completed a Strategic Review of SEND provision and has set out 4 key priorities, informed by discussions with families, including development of more special school places in Leeds.

A new multi-site academy led by the Wellspring Trust is now established. This new-build academy represents some £45 million of investment by the council and offers more sites and improved facilities for complex SEMH needs. All of the new Springwell Leeds sites are now operational and the council commissions a total of 340 places for learners there. The council has also recently won a generic free school bid for an additional 200 learners with SEND and we are also working closely with our Specialist Inclusive Learning Centre's (SILC's) to expand the current provision. Plans are also in place to ensure that there is a holistic offer of Early Help that encompasses the Early Help education offer and includes young people with SEND.

Revisions to the 0-25 SEND strategy include a sharper focus on the 3A's (Attainment, Achievement, and Attendance) and a restructure in the Children and Families Directorate has been undertaken to facilitate this. As a result a new Learning Inclusion Service was formed in 2018. Teams have been brought together to integrate and align universal learning improvement, learning improvement and support for vulnerable learners, including the Head of Virtual School for Children Looked After and the attendance and exclusions teams. The service is led by a new Head of Learning Inclusion.

Children and young people with SEND attain less well than pupils without SEND and SEND pupils nationally across all key stages. However, there have been ongoing improvements in some areas which include:

- The percentage of children with Special Education Needs (SEN) support reaching a good level of development at Early Years Foundation Stage increased by two percentage points in 2018 to 25 per cent, narrowing the gap to national.
- At key stage 1, the proportion of children with SEND reaching the expected standard increased across all three subject areas of reading, writing and maths.
- In 2016, at the end of Key Stage 2, only 11 per cent of children with SEN support were achieving the expected standard in combined reading, writing and maths, compared to 21 per cent at 2018.
- At key stage 4, more young people with SEND achieved a standard pass (grade 9-4) in 2018, compared to 2017.
- The number of permanent exclusions for all pupils has reduced from 26 in 2015/16 to 8 in 2017/18; there were no permanent exclusions in primary schools in 2017/18.
- Attendance for children and young people with SEND is lower than for pupils without SEND, reflecting national trends. Levels of attendance in 2018 remains broadly in line 2017.

The service will seek to continue recent improvements in learning outcomes for those accessing SEND support; this will be a key driver in revising our 0-25 SEND strategy.

Work will continue to rigorously analyse outcomes for learners with an Education, Health and Care (EHC) plan. Published data indicates that in Leeds the position is less strong than is typical nationally. However, the EHC plan cohort in Leeds is different to that in other local authorities; this is because in most authorities, higher level funding is only awarded if a learner has an EHC plan.

However in Leeds the system allows schools to access funding for learners without an EHC plan, if there is evidence of need putting the needs of the child first. To make direct comparisons is not equitable. Work will be carried out to analyse the figures locally accounting for these differences to better understand the position. This will also include considering the impact of historical under-funding as to date Leeds has received High Needs funding allocations at 25% lower than the national average (this will change due to a new funding formula, but its legacy remains). Understanding these issues will inform improvement plans.

A new Learning Inclusion Service will be developed to ensure the most efficient, aligned approach to learning improvement across the wider context for vulnerable learners and across all associated teams.

A review and refresh of the 0-25 SEND strategy will also be undertaken, driven by improved outcomes and emphasising: the universal inclusion agenda; the early help agenda; inclusion support and the 3A's and effective targeting of support.

Work will continue to develop capacity in specialist education, in line with rising demand. There will be a specific focus on places for learners with complex communication needs and autism with plans for new resourced provisions for

these needs in 2019 and 2020. The council has also bid for a new generic special school in the East of the City in 2021.

The council will work with the academy trust leading the new specialist SEMH provision to establish a rigorous means of identifying outcomes for learners at the provision.

In addition to this, key priorities for future SEND provision were outlined in the Strategic Review of Special Educational Need and Disability (SEND) Provision in Leeds 2017-2021 to:

- Increase the percentage of pupils attending mainstream placements for pupils with EHC plans supported by our strategic approach to inclusion and the drive to enable capacity in mainstream schools.
- Establish 3 primary and 3 secondary Resourced or SILC Partnership Provisions, (25 primary places and 75 secondary places) for Children and Young People with Complex Communication and Learning and Adult Social Care in focused areas of the city. We will aim to have the extra places available from 2021.
- Continue to work with our post-16 providers to develop the post-16 offer including mainstream settings and SILCs to support preparing young people for adulthood and to offer a range of local SEND provision, including consideration of a central post-16 provision in collaboration with our SILCs.
- Continue to work with our Early Years and Childcare providers to ensure accessible and inclusive provision as well as ensuring that providers offer the Free Early Education Entitlement and comply with the statutory duty to publish their 'Local Offer'.

Social, Emotional and Mental Health (SEMH)

The number of learners needing support for Social, Emotional and Mental Health (SEMH) is rising in Leeds and nationally. This applies to both mainstream and specialist school provision. There have been increases in the type of need and the complexity of need and a rise in children experiencing more than one type of need. Children who have SEMH identified as a primary or secondary Special Educational Need typically achieve lower educational outcomes than children with no SEMH or SEN needs.

In terms of early help services expectations of the support all schools should provide for learners with SEMH needs (by law, all local schools must deliver this) has been co-produced with partners. This complements the MindMate curriculum offer.

In addition, the Area Inclusion Partnership (AIP) offer (supporting learners at risk of exclusion due to SEMH needs) has been developed, including in quality assurance, sufficiency and capacity, outcomes monitoring, and greater focus on early help.

A new multi-agency SEMH Panel supports school practitioners to plan pathways for learners who have been permanently excluded, are new to Leeds, or cannot be supported at AIP level.

In October 2018 there was a refresh of 'Future in Mind: Leeds Local Transformation Plan for Children and Young People's Mental Health and Wellbeing': The following 11 priorities were outlined as areas of action in the refresh:

Priority 1 - Develop a strong programme of prevention that recognises how the first 1001 days of life impacts on mental health;

Priority 2 - Work with young people, families and schools to build knowledge and skills in emotional resilience and to support self-help

Priority 3 - Continue to work across health, education and social care to deliver local early help services;

Priority 4 - Commit to ensuring there is a clear Leeds offer of the support and services available and guidance on how to access these;

Priority 5 - Deliver a Single Point of Access for referrals that works with the whole Leeds system;

Priority 6 - Ensure vulnerable children and young people receive the support and services they need (including reducing fixed term exclusion, improving attendance and achievement);

Priority 7 - Ensure there is a coherent citywide response to children and young people in mental health crisis;

Priority 8 - Invest in transformation of our specialist education settings to create world class provision;

Priority 9 - Work with children and young people who have mental health needs as they grow up and support them in their transition;

Priority 10 - Establish a city-wide Children and Young People's Community Eating Disorder Service;

Priority 11 - Improve the quality of our support and services across the partnership

The MindMate website includes expectations of the support schools should provide for learners with SEMH needs.

Guides have also been produced for Leeds schools, to help them promote the local offer for SEMH.

A new multi-site academy for specialist education provision led by the Wellspring Trust is now established. This new-build academy represents some £45 million of investment by Leeds City Council and improved facilities for learners. All of the new Springwell Leeds sites are now built and in operation, and the council commissions a total of 340 places for learners there.

In 2018, the Children and Families Services reformed teams to form a new Learning Inclusion Service which seeks to align teams supporting vulnerable learners, ensuring coordination with universal learning improvement, attendance, and exclusion teams, along with the Head of Virtual School for Children Looked After. This is intended to enable greater integration and coordination of support,

and reflect the new 3A's learning strategy for Leeds (focusing on attendance, attainment and achievement for all, including vulnerable learners; and on ensuring a rigorous approach to early help).

During 2017/18 there were developments to the offer from Area Inclusion Partnerships (AIPs; supporting learners at risk of exclusion due to SEMH needs) which included:-

- Refining the agreement between AIP members/schools and the local authority
- Improved rigor in identifying AIP outcomes with a greater focus on referral to early help assessments
- Developments to quality and sufficiency of provisions for those with SEMH needs and at risk of exclusion.

The new Learning Inclusion Service has and will continue to ensure there is an aligned approach to learning improvement across the wider context for vulnerable learners and across all associated teams.

The close working relationships between the local authority and AIPs has achieved very good outcomes in preventing permanent exclusions and had a positive effect on developing practice to reduce fixed-term exclusions. For example, AIPs provided support to several hundred learners at risk of exclusion and their schools in 2017/18. The AIP offer was complemented by a new multi-agency SEMH Panel, whose members support education practitioners to plan pathways for referred learners with more complex SEMH needs. The Panel supported 50 referrals in 2017/18. These developments have enabled the service to achieve a very low level of permanent exclusions in Leeds which is one of the lowest in the country; which has been recognised at national level.

The Area Inclusion Partnership (AIP) functions will be further refined, including reporting of outcomes and continue to review and develop sufficiency, capacity and quality in AIP provision. The functions of the SEMH Panel will also be refined to ensure its effectiveness in planning pathways for learners who have been permanently excluded or whose needs cannot be met at local AIP level.

Work will be undertaken to establish a new Virtual School for SEMH which will be led by a Virtual Head (similar to the Virtual Head for Looked After Children). This was identified in a recent parliamentary review as a potential means of increasing accountability for these most vulnerable learners.

The council will also work closely with the academy trust leading the new specialist SEMH provision to establish an efficient and rigorous means of measuring and reporting outcomes for learners attending the new provision.

Free School Meal Eligible Children/ Children Living in Poverty

The number and percentage of children who experience poverty is increasing, both in Leeds and nationally. The impact of poverty on the experience of education and educational outcomes is stark. Children who live in, or experience poverty,

can face a range of challenges both in and out of school and these challenges can impact them for the rest of their life.

In Leeds, 20% of all dependent children under the age of 20 lived in relative poverty before housing costs in 2016 compared to 17% nationally. This is likely to be an under representation of the actual figure. Experiencing childhood poverty has severe short and long term consequences across all indicators for success, with statistically significant relationships evidenced in gaps for educational attainment, health and employment.

A cross-phase Achievement for All Conference was delivered in March 2018 to showcase strategies which have improved outcomes for disadvantaged learners. A key focus was Language for All with a keynote address from Neil Mercer, Emeritus Professor of Education at Cambridge University.

An action plan to address disadvantage was created by all the teams in Learning Improvement and a Language Strategy was developed across all phases to address the vocabulary and speech gap which can affect disadvantaged learners.

Thriving: A Child Poverty Strategy' is also being developed. The strategy contains a key workstream entitled 'Readiness for Learning and School Aged Education'. Initial projects within this workstream include '50 Things to do Before You're 5' and 'Attendance and Poverty; Period Poverty'.

To date the actions undertaken have resulted in the following improvements:-

- 48% of Free School Meal (FSM) eligible children in Leeds achieved a good level of development in foundation stage in 2018, an improvement of 1 percentage point from 2017.
- 39% of FSM eligible children in Leeds achieved the expected standard in reading, writing and maths at the end of Key Stage 1, an improvement of 5 percentage points from 2017.
- 40% of FSM eligible children in Leeds achieved the expected standard in reading, writing and maths at the end of Key Stage 2, an improvement of 7 percentage points from 2017.

Improvement work will continue in 2019. This will include hosting a poverty and education conference in July 2019 with nationally and internationally renowned speakers on this important subject.

Support and training for schools to improve outcomes for disadvantaged pupils will continue. In particular, a project run by Learning Improvement in conjunction with Huntington Research School will target a group of primary schools where the gaps between outcomes for disadvantaged and non-disadvantaged learners are high.

All teams in Learning Improvement will use the Education Endowment Fund Implementation Guide to evaluate the effectiveness of a key strategy designed to improve outcomes for disadvantaged pupils.

A directory will be disseminated to schools and settings with links to research, relevant organisations and local authority support which seek to overcome barriers faced by disadvantaged pupils.

Under the Thriving Child Poverty Strategy, collaborative partnerships with key individuals and organisations across Leeds will work together to mitigate the impact of poverty on education. This will have a focus on how directorates and organisations involved with children and young people can support their educational experience and outcomes.

National funding is being sought to further target disadvantaged pupils at Early Years to enable a narrowing of the gap to their national peers.

Over 12,000 free books have been received from the Book Trust and these will be used (alongside funding from Child Friendly Ambassadors) to establish pop up libraries in areas of poverty and deliver books and resources into homes of some of the most disadvantaged families.

Improve access to apprenticeships, particularly for young people and Black Asian and Minority Ethnic (BAME) communities

Progress

The proportion of young people from BAME communities starting an apprenticeship in Leeds 2013-14 was 10%. This was lower than BAME participation rates across other learning, including the Council's Adult Learning programme (supporting 7-8,000 learners each year) with a BAME participation rate of 34%. It also reflected poorly against a school BAME population level of 21.2%.

The release of statistical data on apprenticeship starts by ethnicity by the Skills Funding Agency (for the first time) confirmed anecdotal evidence.

In December 2015, large scale national apprenticeship reforms included the introduction of new standards and higher level apprenticeships, making apprenticeships a credible alternative to university. This is pertinent to BAME communities as the commissioned research, by PATH Yorkshire, highlighted that there was recognition across the vast majority of young people that school staff and other key influencers in the community encouraged young people to take the 'traditional academic' route and to progress from school on to sixth form or college, and then on to university.

In 2016 the Employment and Skills service, in partnership with the City of Bradford Metropolitan District Council commissioned research (carried out by a team including PATH Yorkshire) into the challenges and barriers regarding apprenticeships facing young people from BAME communities. This involved consultation with young people and those influencing them in their communities across both cities. The research findings enabled a better understanding of the

challenges facing young people in being aware of and applying for apprenticeships and enabled the design of an intervention to address these challenges.

Education and Skills Funding Agency (ESFA) data on the take up of apprenticeships by BAME young people has previously been released with a significant time lag and no data was released since the 2013/14 data until January 2019. Data for the period 2015 – 2018 was released in January 2019. The data for this period outlines the number/percentage of BAME individuals starting an apprenticeship as:-

- 2015/16 – 807 / 11.4%
- 2016/17 – 854 / 12%
- 2017/18 – 655 / 11.6%

This data relates to the learners with a Leeds postcode only.

The data shows an increase of BAME apprenticeship starts from 10% in 2013/14 to 11.4% and 12% in 2015/16 and 2016/17 respectively, and a reduction to 11.6% in 2017/18. The data identifies Leeds as being slightly ahead of the national position which outlines BAME apprenticeship starts at 10.5%, 2015/16, 11.7%, 2016/17 and 11.3%, 2017/18.

It is important to note that although the number of apprenticeship starts has declined overall both in Leeds and nationally for the period 2017/18 the reduction in the percentage of BAME apprenticeship starts in Leeds mirrors the national picture at 0.4%. Further data release is planned on a six month basis moving forward.

In response to the research the Employment and Skills Service commissioned Prospects Services to promote apprenticeships specifically to young people aged 16-25 years in BAME communities and to support those young people in making apprenticeship applications. This 12 month contract commenced in January 2018.

The Employment and Skills service has also provided funding and is supporting a pilot pre-apprenticeship recruitment and training programme that aims to support a more inclusive and representative workforce in the Council's Active Leeds service.

The Employment and Skills Service also delivered the parent /carer focused Apprenticeship Industry Seminar Programme (2016, 2017 and 2018). All Leeds schools were contacted and promoted the opportunities to their young people, including those schools with the highest BAME representation.

Over the period 2013 - 2018 the Employment and Skills Service organised and hosted the Leeds Apprenticeship Fair which attracted 6500 visitors and 130 exhibitors in 2018. Prospects Services were one of the 130 exhibitors in attendance and promoted the launch of the BAME targeted provision - Participation in Apprenticeships by BAME Young People.

These activities complement ongoing activity by the Employment and Skills service to promote apprenticeships to levy paying employers, specifically since the levy introduction in April 2017.

The research activity raised the profile of this issue among BAME young people and communities, creating interest in this agenda. While this has not had a bearing on apprenticeship starts to this point, it has helped to create more awareness of apprenticeships and has been a catalyst for the targeted commissioned activities.

The Participation in Apprenticeships by BAME Young People 12 month contract concluded in January 2019 with final outcomes against target position to be reported by February 2019. Due to challenges experienced in delivering the contract/achievement against outputs a re-profiling exercise revised the contract targets as of August 2018. Re-profiled targets coupled with outcomes include:

- 400 young people reached and actively engaged, a reduction from 500 of which 409 were achieved;
- 60 young people to apply for a minimum of 3 apprenticeship opportunities, a reduction from 100 of which 29 were achieved;
- 10 young people to commence an apprenticeship, a reduction from 25 of which 0 were achieved.

In addition to the contract targets 63 eligible young people received intensive individual on programme support and had at a minimum made 1 apprenticeship application.

A number of challenges were encountered throughout the BAME apprenticeship contract which included:-

- Access into schools in the city was limited with the timing and duration of the contract being recognised as a key factor.
- The high level of support programme participants required; a number of schools / colleges identified data sharing / General Data Protection Regulation (GDPR 2018) as a barrier.

The Active Leeds pre-apprenticeship recruitment and training programme commenced in May 2018. Outcomes to date include 10 applications received (7 BAME/3 non BAME), 2 starts on programme of which 2 successfully completed their traineeship (1 BAME/1 non BAME). Further updates on applications and starts are awaited following a recent round of recruitment.

Challenges encountered throughout the delivery of the Active Leeds traineeship pilot included lack of awareness about career route-ways in this field, limited swimming ability and experience of potential applicants and capacity within the recruiting service.

Recommendations identified for future BAME targeted delivery are outlined below:

- An extensive, targeted, long term communication/marketing campaign must precede/run alongside targeted delivery;

- Delivery of contracts to be in line with the academic year coupled with duration of contract being considered for 2 – 3 years as a minimum;
- Review of evidence requirement in line with contract claims in response to GDPR requirements;
- Focus on the importance of raising awareness/providing information on traineeships/apprenticeships from Years 9/10 ages 14/15 in an effort to 'sow the seed' for the future both with young people, their parents/ carers, schools and community leaders/groups. It is important to note that this type of engagement may not achieve outcomes for 3 – 5 years;
- Develop a citywide steering group that is inclusive of key stakeholders and community partners that are integrated into BAME communities;
- Maximise further opportunities with existing customers and partners;
- Develop stronger links in schools and colleges;
- The recruiting service to develop closer links with commissioned NEET partners;
- Earlier in the process introduce consistent supervision and feedback;
- Develop young person friendly recruitment and selection processes;
- Develop a lead person responsible for driving the commissioned activity within contract providers/Council services;
- Develop an apprenticeship recruitment pipeline within Council services.

Work will now take place:-

- To complete a full evaluation of the Participation in Apprenticeships for BAME young people contract.
- To continue recruitment for the pilot of the pre-apprenticeship recruitment and training programme to support the development of a more inclusive and representative workforce in the Active Leeds service.

The Employment and Skills service has also been successful in securing two European Structural and Investment Funds bids as outlined below:-

- NEET (Not in Education, Employment or Training), known locally as Youth Engagement and Progression (YEP) which covers Leeds, Bradford and Kirklees council areas. Bradford will lead on the contract. The programme will support NEET young people in each area transition towards employment, education and training. For Leeds this will be an £1.8m project in partnership with the Prince's Trust and the Learning for Life service in Children and Families directorate. YEP plans to support over 1,200 young people in Leeds;
- Leeds Employment Hub is a partnership across the LA's in Leeds City Region, with the West Yorkshire Combined Authority acting as lead partner. In Leeds there is a commitment from the Council's Employment and Skills to match £1.05m to ESIF to deliver a £2.1m project. The Council aims to support over 1,800 young people on this project.

For both the YEP and Leeds City Region Employment Hub projects the council will be a delivery partner responsible for direct delivery, procurement and contract

management of any external sub-contractors delivering in Leeds and responsibility for a pro rata share of the total project.

The contracts will target delivery to ensure engagement with priority target groups in the city to include BAME young people. There will be a range of delivery interventions/activities with targeted marketing/communication that will specifically aim to engage with BAME young people to include the Leeds Apprenticeship Fair, Apprenticeships seminars, school engagement programme and community delivered business recruitment events.

Work will also take place to explore (subject to securing resources) a two year targeted marketing/communication programme to raise awareness/knowledge and provide information on apprenticeships with young people, their parents/carers, schools, colleges, universities and target communities, key influencers, faith centres and specialist partners to include the BAME Hub.

Data on apprenticeship starts will be reviewed by young people from BAME backgrounds from Core Cities once it is available to identify areas of good practice/lessons learnt.

Provide effective support to disabled people and people with long term health conditions with a focus on those with poor mental health to access the labour market and sustain employment

Progress

Leeds has a higher than average employment rate of 78.5% but as the City moves towards full employment the highest proportion of claimants in receipt of out-of-work benefits are on the grounds of ill-health and the increasingly the duration of claims are long term.

In February 2017 the total number of claimants was 31,395, with 26,235 (84%) claiming for under 5 years and 5,160 (16%) claiming for over 5 years, which is an increase of 2,735 (9%) when compared to the previous year.

Disabled residents and those with long term health conditions dependent on benefits are often living in poverty with few resources to assist them to overcome the barriers they face when seeking employment. To successfully support those who can and want to work into employment or further training a range of flexible and supportive pathways are required.

There is also a need to better connect organisations and align existing support measures which currently focusing separately on an individual's employability and health needs.

In February 2018 the Employment Support Allowance claimant data shows that there are 31,070 people claiming this type of health related out-of-work benefit.

The highest proportion of these, 16,755 (54%) have identified as having mental health conditions. The majority of claimants are aged 25 years plus 28,865 (93%) and 9,805 (32%) have been claiming ESA for over 5 years which is an increase of 4,645 (16%) when compared to the previous year.

There has been a significant reduction in resources allocated to national programmes managed by the Department for Work and Pensions (DWP) the key agency for employment support. However, there is recognition that mental ill-health has become an increasingly entrenched barrier to work for many and the DWP have realigned customer facing services delivered through Jobcentre Plus to more effectively meet this demand. Third Sector partners have also echoed the recognition of an upward trend in service users presenting with health barriers

Operationally, the issue had also been identified via Community Hubs and the Jobshops which have seen a steady increase in the volume of individuals presenting with a range of health issues but most frequently mental ill-health.

The results of a 2 year pilot programme between Leeds Mind (Workplace Leeds) and the Jobshops to better integrate support to customers resulted in overachievement of both starts and outcomes with demand exceeding capacity at an early stage.

As a result of the lessons learned from the Workplace Leeds pilot reflective practice groups and group job search session delivery focusing on those customers identifying with mental health needs have been implemented.

The European Structural and Investment Funds (ESIF) funded programme Skills, Training and Employment Pathways (STEP) has been now been running for 18 months offering support to long term unemployed people aged 25+ and those experiencing mental ill health who were identified as one of the priority groups. Also Leeds Mind were commissioned to deliver specialist mental health key worker support to people who identified as having mental ill-health as a barrier to work. Delivery is centered on building confidence and self-esteem, exploring volunteering and training opportunities to help participants to look for and gain paid work when they are ready. STEP is delivered across the whole Leeds district but the marketing and engagement plan has had a locality focus with specific activity undertaken in the council's priority neighbourhoods.

In addition to Leeds Mind, there are five other providers that deliver key worker support through STEP including help for those who identify as having a disability.

The support offered to those people in receipt of Council Tax Benefit (Personal Work Support) and are, therefore, obliged to attend for additional support to secure employment, has been revised to more effectively reflect and respond to the needs of those attending. The new support package My Work Pathway is now more intensive and includes access to a broader range of support services. The My Work Pathway model is being delivered from 4 sites across the city, located within the most deprived communities who have the highest volume of residents in receipt of Council Tax support.

Connections are being made to the Local Care Partnership network to explore ways of bringing employment support closer to GP interventions for those patients for where ill health and unemployment are inextricably linked. Locating commissioned programmes within surgeries and providing effective signposting services on site are two examples of how the work may evolve. There is an amount of capacity building required ahead of this successfully gaining traction with GP's but there is a willingness to build these connections.

Some work around preventative activity is also taking place. Given work has the potential to be as much of a risk as it can be a protective factor work is being explored with the City's Anchor Institutions (these are the main organisations in the City, such as, Universities and Hospitals) to ensure that workplaces are as healthy and inclusive as possible. This is to ensure that people with health conditions are able to access and thrive in the workplace and that support to maintain a healthy lifestyle is available in the workplace which will support them to sustain employment wherever possible

Following the success of the Workplace Leeds Pilot, (100% of customers stated that they would recommend the programme to others; 80% had improved confidence and 93% stated that their Health and Wellbeing had improved) good practice is now embedded across Jobshop delivery.

23% of customers who accessed support via the council's Personal Work Support package identified as having health conditions/disabilities and as a result 14% of them moving successfully into work.

Local provision delivered by the council and funded through the ESIF programme has seen a further 916 residents supported with 223 moving into work which is an increase from 18% to 34%. An increasing focus on meeting the needs of this priority group through wider provision means that over 20% of customers identify as disabled. This has been most prevalent within the STEP programme as 30% identified with having a health condition, with 25% moving into work.

Further develop relationships with Adults and Health directorate to build capacity within the work force and develop a strategy for better connection to employment support for those accessing services.

Work will continue to:-

- Maintain the work with GP surgeries and assess the potential for replication once this approach has been tested on a small scale.
- Evaluate the work in progress with the Anchors institutions to consider expanding the approach beyond the current network.

Increase Board representation and representation in major projects

Progress

The membership of several Boards in the City Development Directorate are not representative of the Citizens of Leeds. It was also recognised that work needed to be done to improve representation at a senior level within the Directorate. Particularly noticeable was the lack of female representation on the following Boards:-

| | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Direction of Travel |
|---------------------------------------|--|--|--|---|---------------------|
| Resident Population | 51% | | | | |
| CDD Management Team (Chief Officers) | 1 Female in attendance, but 100% Male Chief Officers | 2 Female Chief Officers - 25% | 4 Female Chief Officers – 44% | 4 Female Chief Officers – 44% | ➔ |
| Sustainable Economy and Culture Board | 4 Female – 19% | 6 Female – 21% | 3 Female – 14% | 7 Female – 22% To develop into Inclusive Growth Strategy Board | ⬆ |
| Highways Board | ---- | 1 Female in attendance – 100% Male Board | 1 Female in attendance – 100% Male Board | 1 Female in attendance – 100% Male Board | ➔ |
| Public Realm Programme Board | ---- | | 2 Female board members and 4 in attendance – 40% | | |
| Kirkgate Market Management Board | ---- | 2 Female – 25% | 4 Female – 36% | 4 Female - 27% | ⬇ |
| JNC Cohort (Extended Management Team) | 29% | 24.5% | 33% | 45% | ⬆ |

In previous year's the CDD Management Team has proactively supported development of staff to ensure Board representation and this year additional work included:-

- Focusing on encouraging staff to both attend and present at the City Development Directorate Management Team (CDD) meetings to gain exposure and involvement in discussions and to demystify the conversations and perception of the CDD Management Team. A recent example of this was how the Directorate's graduates were invited to attend CDD Management Team where they were able to participate with discussions and present their work making recommendations.
- Running a number of listening sessions in April 2018 to hear what staff felt about a range of issues including career progression. The feedback resulted in a programme of development across the Directorate including Coaching for

Managers; Let's talk Coaching; Let's talk Mentoring. Also running approximately 30 masterclasses which offered a range of topics which were delivered by both internal and external speakers. This ensured that the workforce was exposed to thinking wider than the council but equally it provided an insight in the strong leadership role of the council and its Officers

- Funding 48 places for managers to attend the coaching for manager's course. This course contributed to not only the manager's skills but their self-awareness as a leader. By adding this offer to the programme the Directorate felt that this would enable staff to increase their confidence with difficult conversations and to progress through the organisation.
- Promoting the Leadership and Management Apprenticeship (Level 3-7) in July 2018 in the Directorate and 45 requests for places were made and of these 51% were female. The CDD Management Team recognise that this offer is truly valuable in order for staff to grow in knowledge and confidence and thus progress through the career structure eventually becoming Heads of Service or Chief Officers, as well, as representing the Directorate on a number of Boards

Whilst the Directorate's best efforts have been made to address the issue, it is important to acknowledge that it may take some time for a difference to be evident. In order to see a noticeable difference, posts need to become vacant and more women and other under-represented groups need to be in a position to apply for the roles and to be able attend the Boards. However, the work that is being undertaken in the meantime cannot be underestimated in preparing our future leaders in readiness for these posts

Some positive difference has been made and there has been an increase in the representation of women on the Sustainable Economy and Culture Board and the JNC Cohort (management grades) in the Directorate. The number of females on the CDD Management Team has remained the same but is still a positive change from the position in 2015 - the CDD Management Team has gone from being 100% male to 44% female. However, there is still more work needed to increase the representation of women on the Highways Board and the Kirkgate Market Management Board, which has grown in size in the last year but only with male members.

Creating a workforce that is representative of the City is a priority in all levels of the Directorate. There is also a focus on all protected characteristics, in addition, to gender and the Directorate is consistently working hard to achieve this.

Increase digital inclusion particularly for those in poverty to provide greater access to jobs, skills and learning to reduce poverty

Progress

Digital exclusion is more likely to affect people who are older, disabled or living with long-term health conditions, unemployed, on a low income or have low

literacy and numeracy levels. These are the very people who would most benefit from being digitally included. Digital inclusion leads to higher earnings, more people in employment, time and cost savings, savings to the NHS and social care as well as improved outcomes and increased self-sufficiency for individuals.

As well as barriers to inclusion around motivation, confidence, digital skills and access to equipment there is a further barrier around access to connectivity. A lack of choice of good quality and cost effective internet service providers can further exacerbate exclusion.

In June 2015 City Development Scrutiny Board resolved to undertake an inquiry looking at Digital Inclusion. Research had identified that poverty is a barrier to internet connectivity and concern was expressed that many areas, including welfare services and access to employment, are evolving to 'digital by default'. In conducting the Inquiry the Board reflected on the value and impact of the council, partnerships and organisations to identify effectiveness in reducing the digital divide and promoting economic prosperity for people who live and work in Leeds.

The Scrutiny Board aimed to establish if robust strategies, governance, partnership arrangements and high impact operational practices are in place to maximise access to technology, training and support. The Board gathered intelligence and were informed through the collective knowledge and experience of all those who contributed to the inquiry. The review concluded in December 2015 and a report setting out the Scrutiny Board's findings and recommendations was published in April 2016.

To support the digital infrastructure work analysis was commissioned following delivery of the Superfast West Yorkshire contract one and public consultation established a new baseline for superfast broadband (at least 24 Mbps) coverage across the region:

| Table 5.2 Comparative OMR Coverage Positions (2014-16) | | | |
|--|---------------|---------------|------------|
| Authority | 2014 Position | 2016 Position | Change +/- |
| Bradford | 95% | 98% | 3% |
| Calderdale | 91% | 95% | 4% |
| Kirklees | 84% | 96% | 12% |
| Leeds | 93% | 97% | 4% |
| Wakefield | 95% | 98% | 3% |
| York | 81% | 93% | 12% |
| Average | 92% | 97% | 5% |

Source: Supplier OMR data, Superfast West Yorkshire & York, Regeneris, 2014, 2016

The analysis showed that whilst progress had been made in ensuring superfast broadband access coverage across the West Yorkshire region there were still areas in all West Yorkshire districts where residents and businesses were not able to access superfast broadband.

The Library Service is leading and managing the 100% Digital Leeds programme on behalf of the council and wider City. A Digital Inclusion Team is based in the Library Service and they work closely with Housing Leeds, Smart Leeds, Adults and Health, Economic Development and community partners to deliver the

objective of “developing a universal offer to address the barriers to digital inclusion”.

The 100% Digital Leeds has programme secured almost £1million investment in the last 12 months. This is a huge vote of confidence in Leeds Libraries to lead this programme of work and in the Digital Inclusion Team to coordinate activities that achieve the council’s strategic objectives. Investment has come from Housing Leeds, Digital and Information Service, Business Rates Fund, Local Integrated Better Care Fund and NHS Digital. This is a funding model that other councils and Central Government are looking at as breaking down silos and combining budgets from different departments focuses on improving outcomes. These include:-

- Establishing the Digital Inclusion team based in the Library Service and funded by Housing has a City wide remit to build a digital inclusion network across Leeds. This is a unique approach that has produced tangible benefits. We are not aware of any other city in the UK that has seen this level of council investment into their digital inclusion programme or appointed a permanent team to lead the work.
- Developing the biggest tablet lending scheme in the country. 300 tablets are available for organisations to borrow to trial new ways of working with their service users. The tablets are building digital confidence and capacity in organisations across Leeds.
- Expanding free council Wi-Fi into 20 community centres. The Digital Inclusion Team work with the Smart Leeds Team and the Communities Teams to identify priority locations for this.
- Developing a grants scheme for community organisations to be launched after April 2019 with £100,000 to be distributed as small grants to community organisations. Application criteria, reporting mechanisms and performance indicators are currently being agreed.
- Working with Good Things Foundation and successfully building the skills and capacity of the Digital Inclusion Team and the wider digital inclusion network to create a framework for evaluation and Return on Investment.
- Delivering health initiatives using digital to improve outcomes for people with dementia and long-term conditions. This includes a two year project to develop a Health and Social Care focused digital inclusion offer for people living with long-term conditions. This will include appointing another Digital Inclusion Coordinator to work as part of the existing Digital Inclusion Team. As well as, a one year NHS Digital Widening Digital Participation Programme Pathfinder to target digital inclusion activities at improving outcomes for people with dementia and their families/carers. This work will support people with dementia to benefit from digital innovation to manage their condition to improve health, wellbeing and independence. Both projects started in April 2019.

To address ongoing broadband infrastructure issues the council has taken a two pronged approach. Firstly, working in partnership with the public and private sector the council has helped enable access to superfast broadband through the delivery of the existing Superfast West Yorkshire and York contract two. To the end of September 2018 a total of 4,538 (4,334 superfast i.e. at least 24 Mbps) additional homes and businesses in Leeds have access to improved broadband

speeds. An additional 11,000 homes and businesses in Leeds are due to benefit by the end June 2021.

Secondly, in line with the Government’s ambition that the UK should prioritise the delivery of extensive full fibre networks (see link to Future Telecoms Infrastructure Review below) the council have been exploring options to procure a new full fibre wide area network (WAN) serving council corporate sites. This network will serve the council (and some partner) sites across the whole Metropolitan District and it is hoped will stimulate market operators to extend the reach of their commercial networks to homes and business across the district.

Community engagement with the 100% Digital Leeds Programme has already resulted in:-

- 38 organisations attending networking events.
- 20 organisations becoming Online Centres and delivering digital skills training. These organisations join the existing Online Centres Network in Leeds that includes the 30+ libraries and Community Hubs across the city.
- 288 individual tablet loans to 29 organisations and projects.
- 9 organisations receiving grant funding totalling £13,500.
- Digital Champions training has been delivered to over 100 staff and volunteers at 20 organisations and council departments.

Performance data gives figures for the City as a whole but does not identify specific areas where the issues are more pressing. This data has been to give a more accurate picture of digital inclusion/exclusion in Leeds and to identify target wards. After discussions with colleagues in Housing Leeds and a further analysis of data from their Annual Home Visits survey the Chapel Allerton ward was added to the list. This means that the final list of priority wards is:-

| | | | |
|--------------------------|---------------------|-----------------------------|-------------------------------|
| Armley | Beeston and Holbeck | Bramley and Stanningley | Burmantofts and Richmond Hill |
| Chapel Allerton | Farnley and Wortley | Gipton and Harehills | Hunslet and Riverside |
| Killingbeck and Seacroft | Kirkstall | Little London and Woodhouse | Middleton Park |

In addition, working with Housing Leeds work is focused on three of the council’s six priority neighbourhood areas: Lincoln Green (in the Burmantofts and Richmond Hill ward); Boggart Hill (in the Killingbeck and Seacroft ward); Holdsworth’s and Clyde Approach (in the Armley Ward).

Despite excellent progress over the last six months it is still too early to measure and report the return on investment and wider benefits of the Digital Inclusion Programme. The Digital Inclusion Team is working with Good Things Foundation to design an evaluation and reporting model that can be used throughout the life of the programme.

In doing so, the Foundation is drawing on its expertise as a national leader in the research and evaluation of digital inclusion programmes, including work with Government and other national stakeholders such as: Department for Education, NHS England/NHS Digital, Ministry of Housing, Communities and Local Government, Centre for Ageing Better, BT, Lloyds Banking Group.

The evaluation framework will:-

- Provide estimates of Return on Investment to the programme, both in terms of savings to the council related to channel shift, and indirect savings and economic benefit related to the wider benefits of digital inclusion.
- Measure the social impact of the programme, in terms of positive benefits experienced by Leeds residents who have gained digital confidence and skills.
- Provide options for measuring ongoing progress in achieving the ultimate aim of 100% Digital Leeds - achieving full digital inclusion across the city.

To support the ambitions to improve the digital infrastructure of Leeds and resident and business access to a range of connectivity options, the council will work with West Yorkshire partners to consider whether to extend the Superfast West Yorkshire programme to address the remaining 2% of premises across the region that do not have access to superfast broadband. The council will ensure that the forthcoming procurement of a new WAN serving council sites maximises the opportunity to uplift the infrastructure position of the entire district and to make connections between the provision of physical infrastructure to council corporate sites to our wider digital inclusion ambitions.

Work will continue to build the digital inclusion network across Leeds to deliver against the Scrutiny Board recommendations, Leeds Inclusive Growth priorities and the ambitions for 100% digital inclusion.

Support people out of financial hardship:-

- **Helping people out of financial hardship**
- **Tackling the financial challenges of poverty, deprivation and inequality**

Progress

Access to affordable financial services, taken for granted by the vast majority of citizens, is not generally available to people on low incomes. It is well known that the poorest members of our society often turn to alternative sources of finance such as doorstep and payday lenders, pawnbrokers and rent to buy options, or in the worst case scenarios illegal lenders. This effectively means that the lowest earners pay a 'poverty premium' for basic goods and services, which reinforces low pay and offers little options for improving financial circumstances.

This situation has been exacerbated in recent years following the slow economic growth and welfare changes, which have impacted disproportionately on the poorest people, and have led to increased problems of financial hardship and distress.

Poverty is recognised as an issue that impacts on equality and financial exclusion as a barrier to an equal society. Poverty and financial exclusion disproportionately affect people within specific equality groups, particularly single parents (typically women), and people with mental health problems. Since 2003 the council and partners have developed many initiatives to tackle financial exclusion by; increasing access to affordable credit, increasing the availability of free debt advice, and improving levels of financial capability.

The origins of the financial inclusion project in Leeds go back to 2003 when, following discussions with the credit union, the council became aware of anecdotal evidence of the detrimental effect on people without access to mainstream financial services. Research was undertaken and the scale of the issue was uncovered. The research found high levels of people living in the most deprived areas of the city did not have access to mainstream financial services; used credit for day to day living expenses; and were turning to high cost financial services.

The research was repeated in 2010 to look at the change over time and the impacts of the recession. A finding from this study was that due to the worsening economic climate and increase in high cost lending (particularly online payday lending) financial exclusion was spreading to the most economically average areas of the city.

A further repeat of the research in September 2018 suggested that access to financial services, debt, savings and financial wellbeing for households in both sample areas has improved since 2010 but only the same or worse than the 2004 levels. The expansion in bank account ownership and use is one important area in which there has been progress beyond 2004 and 2010. This latest research shows that since the financial crisis in 2007/8, it is only now we are starting to get back to where we were in 2004. This means that, the reasons for which the council and partners invested in financial inclusion interventions on the back of the 2004 report on financial exclusion are still there.

The research also highlights that savings levels are low, with 56% of household in the most economically deprived areas of the City having no savings at all or less than £100 in savings. Where credit is being used, 35% of respondents state that this is to cover day to day living expenses which indicates the extent to which family finances are stretched. Further evidence of this along with data on the use of foodbanks is highlighted below:-

Credit / Savings

- The StepChange report in May 2018 Behind on the Basics showed an increasing number of people are turning to credit to keep up with their essential household expenditure. In 2016, around 8.8m people used credit for a

household need. By 2017, this had risen to 9.3m with 1.4m of these turning to high cost credit. This highlights the predicament that many households have to face and borrowing is often the only way they can find to pay their bills but doing so increases their risk of falling into problem debt.

- The Financial Conduct Authority analysis of its Financial Lives survey which is their survey of nearly 13,000 adults and is the largest tracking survey in the UK specifically looking at consumers and their use of financial services. In June 2018 the analysis showed that the North East has the lowest levels of savings and investments of any English region: 17% of adults in the North East have no savings or investments whatsoever. This compares to 15% in the North West, 10% in the South West and 8% in the South East.

Foodbank Use

- The Trussell Trust's mid-year statistics show that the foodbank network provided 658,048 emergency supplies to people in crisis between April and September 2018 which is a 13% increase on the same period in 2017. The Trust believe that this may be largely due to the five week minimum wait for a first Universal Credit payment.

Trussell Trust figures cannot be used to fully explain the scale of foodbank use across the UK because their figures relate to foodbanks in their network only and not to the hundreds of independent food aid banks. Research suggests that Trussell Trust foodbank centres account for roughly two-thirds of all emergency food banks in the UK.

- In Leeds the Food Aid Network brings different people, initiatives and institutions together who are involved in tackling food poverty in Leeds. The latest figures reveal:
 - 27,902 people have accessed a foodbank in 2017/18. This is a 4.3% increase on the previous year.
 - 81,024 meals were given out through a drop in or through Street Outreach. Food provision via this route increased by almost 40% from 60,474 in 2016/17

In addition to this evidence the Financial Inclusion Team also produces the 'Leeds Poverty Fact Book', which is a compilation of data, information and analysis for the city. The Fact Book covers poverty levels, incomes, welfare reform impacts, food and fuel poverty and levels of debt. This information enables effective monitoring of poverty in the City.

A partnership approach to tackling financial exclusion was adopted in 2004 when the Financial Inclusion Steering Group was established. The main aim of the Financial Inclusion Steering Group was to co-ordinate the activities of partners and to develop specific proposals aimed at bringing about financial inclusion. Smaller more focused working groups have been formed to work specifically on key issues and projects including credit union development, debt advice provision and financial capability. More recently partnership working groups have been

established to work on welfare reform impacts (especially the recent introduction of a reduced benefit cap), food poverty, and the implementation of Universal Credit.

Examples of the most recent projects and developments are as follows:

Local Welfare Support Scheme

The council has used its funding from central government to design a unique scheme to help those in the most desperate need and require emergency assistance. The scheme provides basic household goods and emergency food provision. Since 2013, over 29,000 awards have been made to vulnerable residents of Leeds. Although cuts in Government funding have meant refinements to the scheme, the Council continues to provide a scheme which continues to target those most in need of emergency food aid and support for basic household goods.

FareShare

FareShare Yorkshire launched FareShare in Leeds (FiL) in August 2014 in partnership with the council, Leeds Food Aid Network and St Georges Crypt. They support food aid providers in the City who are engaged in feeding vulnerable people alongside providing support to help people out of crisis and tackling the underlying causes of food insecurity.

Since April 2015 FareShare Yorkshire and the Food Aid Network have provided the food parcel service for the Local Welfare Support Scheme. This has resulted in a reduction in the costs to the scheme associated with supplying food but also allowed continued food supply to those people in the most immediate need.

In September 2018 following a relocation to new premises FareShare Yorkshire launched a new Employability Programme providing volunteer placements, mentoring and accredited training to support individuals into long term employment.

Since the launch of FareShare in Leeds in 2014 (to 1 March 2019):

- 177 Charities, Community groups and Schools in Leeds now have access to food through FareShare as often as every week
- Total food provided by FiL in the city is 569,000kg (569 tonnes), helping provide over 1.36 million meals
- Schools, have access to breakfast cereal and fresh fruit to support Breakfast Club provision
- The work of FareShare in Leeds was recognised at the Council's annual awards and FareShare was awarded Partner of the Year 2015 and also with a Service to the Community 2016 award at the Hamara Annual award ceremony. This year FareShare Yorkshire has also been awarded The Duke of York Community Initiative Award for its service to the community alongside the 2019 Yorkshire and Humber Social Enterprise – Social Impact award.

In total since March 2015 to March 2019 through the Local Welfare Support Scheme FareShare in Leeds has:

- Received 2,910 referrals for food provision, of which 24% of referrals were directly delivered to a resident by FareShare Yorkshire's team.
- 5,117 people have been supported by the LWSS food provision scheme – 3,256 adults and 1,861 children.

In 2019 FareShare Yorkshire will again be supporting Leeds Healthy Holidays in partnership with the council which is an initiative providing food for organisations who will support young people and their families during the school holidays alongside a programme of fun activities.

Advice Provision

The Leeds Advice Service contract is delivered by Citizens Advice Leeds in conjunction with Chapeltown Citizens Advice and Better Leeds Communities. In 2018/19 the Leeds Advice Service:

- Assisted nearly 42,000 people with free and independent advice to deal with
 - 57,847 enquiries of which 39% (22,682) were about Benefits and Tax Credits
 - 10,398 enquiries were about sickness and disability benefits (18% of all enquiries)
 - Responded to 23,927 telephone enquiries
 - Helped 17,054 people at drop-in centres in the City Centre and Chapeltown
 - Delivered 4,607 advice appointments at 40 locations across the city, including GP surgeries, children's centres, mental health services, libraries and other community venues

In a separate contract Citizens Advice Leeds and Better Leeds Communities are funded by the Money Advice Service to deliver debt advice in Leeds. In 2018/19 the organisations have helped nearly 3,000 clients to resolve complex debt problems, in addition to those helped through the Leeds Advice Service.

Care Leavers

There is an annual cohort of approximately 80 to 100 Care Leavers from the councils care each year. Information suggests that whilst some Care Leavers do enter into financial difficulty, not all do, many do not have a benefit dependency and indeed some have gone into well paid employment.

A review in 2017 between Children's Services and Council Tax agreed that a blanket policy of allowing all Care Leavers exemption from having to pay Council Tax was disproportionate especially as one of the council's core values in supporting Care Leavers was the promotion of independence rather than one of dependency and for them to be active adults.

Instead it was agreed to allow discretionary relief in respect of Council Tax under Section 13a of the Local Government Finance Act 1992 where a Care Leaver is experiencing financial hardship. As such, the policy includes Council Tax relief for Care Leavers who are unable to pay their Council Tax liability after Council Tax support has been awarded in support of the Council's statutory obligation to provide assistance to Care Leavers under 21 years of age, or 25 years of age if the Care Leaver is in further education or training, and other Council Tax discounts and exemptions do not apply.

The policy does not, therefore, remove the requirement to pay Council Tax for Care Leavers under the age of 25 but instead provides relief to those who get into financial hardship. The Citizens Advice Bureau, Social Workers and Personal Advisers have been advised of the assistance that is available and are asked where support is being sought to complete a referral for their young person to show why a reduction in Council Tax should be considered. To date all requests that have been made have been granted a reduction in their Council Tax charge.

In 2017/18 16 Care Leavers received discounted Council Tax liability through S13a totalling £3,264. In 2018/19 33 Care Leavers have received S13a totalling £10,516.

Leeds Credit Union

With the support of the Council, Leeds Credit Union (LCU) has more than trebled its membership from 11,000 in 2005 to 36,010 today. Current projects include:-

- The provision of a variety of high quality household products from homeware specialists Own Comforts with a credit union loan to pay for them. There is a belief that everyone deserves to have quality household products and to deter people away from hire purchase high-cost payment stores.
- Offering exclusive loan APR % rates to members who save via the Payroll Deduction Scheme. These rates start from 3.9% up to 19.6% for people who choose to repay their loan via their salary or wage. LCU currently work with over 40 partners who are offered this service and continue to build upon these relationships.
- 31 school saving clubs across Leeds with a further four in the pipeline. Each pupil entering Key Stage 2 will be given £10 contribution when opening a credit union account and establishing a school savings club. It is hoped that parents will also become engaged and join the credit union. So far 621 pupils have received the initiative.
- Housing Leeds funding to LCU to deliver a City wide Money Management and Budgeting Service. The service is primarily focused at housing tenants who are in arrears and struggling to pay their rent due to low incomes or poor money management. The support service is delivered by three LCU staff members and aims to provide timely intervention to avoid court proceedings. Surgeries have been established at appropriate venues across the City and supported by partners across the City. Information packs for LCU will be in every new tenant's home with information about LCU, how to join and apply for loans including the Own Comforts scheme and the Bill Paying account.

At the end of 2018 the footfall of all branches reached over 40,000 and staff took in approximately 1,300 loan applications. The busiest day on 21 December 2018 saw 1,200 people walk through the door of the Leeds City Centre branch £215,000 cash was handed out.

The Credit Union continue to work alongside the council by attending various pop-up events from the Christmas spending event held in Leeds City Centre to presentations given to frontline staff who work for various Third Sector organisations, to Financial Inclusion Conferences and Landlord Conferences in order to promote the Bill Paying account, low-cost loans and flexible savings accounts.

Front Line Staff Training

In order to increase awareness across council services of the issues people face in relation to financial exclusion and poverty, training sessions are delivered to front line services. These sessions are aimed at staff who are in daily contact with residents with the emphasis on accurate signposting to enable staff to direct people to services in order to obtain the right advice at the first contact. Officers across a number of services (including Housing, Customer Access, Welfare and Benefits and Public Health) receive overviews relating to poverty, financial exclusion and the impacts of welfare reform, affordable credit and advice services. Children's Services have also committed to roll out this training to its front line staff. The sessions were not intended to provide officers with debt advice skills but to better equip them to direct people to the most appropriate advice services at the first contact with the council.

Holiday Hunger Initiative

The Council provided £82,500 from the Social Inclusion Fund (SIF) to Leeds Community Foundation (LCF) to run a grant scheme to provide activities, including, the provision of a meal, to school children during the Easter and summer holidays in 2018. LCF secured matched funding from the JIMBO fund and a number of other organisations around the City. The grant scheme was launched as the "Healthy Holidays" project. Fareshare, who are a national organisation, believe that this is the most comprehensive programme of its kind anywhere in the country.

Over 50 applications were received by LCF from a good range of proposed schemes including outdoor as well as indoor activity, some including preparing and cooking a meal, dancing, cricket, football, etc. In total 42 bids were successful in 2018, with organisation sourcing their food from a variety of organisations including Fareshare, Real Junk food Project and local food suppliers. Due to the success of the project an expanded and more refined scheme is being run during 2019. A Co-ordinator has also been appointed to provide support for the organisations delivering the projects to ensure that areas like food hygiene and health and safety considerations are taken into account, but to also help ensure that schemes run smoothly and reach those children most in need.

A bid was also submitted to the Department for Education Holiday Activities Fund and Leeds were successful in securing £507,000 funding for holiday activities and provision of healthy food to disadvantaged children during the 2019 summer holidays. A core part of the Healthy Holidays programme will be delivered from the 10 council Community Hub across Leeds. Alongside delivery by the Community Hubs there will also be funding available for a wide variety of Third Sector activity including youth clubs, faith groups, gardening groups, community centres, community groups, sports organisations, dance troops, charities and social enterprises.

Illegal Money Lending Team

The LCU are working in partnership with the Illegal Money Lending Team (IMLT) and the council to raise awareness of the dangers of borrowing from illegal money lenders, more commonly known as loan sharks. The joint initiative will see the team use proceeds of crime money confiscated from convicted loan sharks to sponsor new credit union accounts. The first new incentive is targeted at increasing membership amongst Housing Leeds tenants.

The first one hundred tenants to join LCU and save regularly between now and November 2019 will be awarded a £25 savings boost straight into their account before Christmas. There are various initiatives planned for 2019 including the Street Savers Project. The aim of this project is to get children out of the house and be more active by taking part in various sports clubs. When joining a club, the children can then start to save into a Young Saver account with LCU.

The information and statistics show that year on year the projects and initiatives undertaken have enabled more individuals and families to access the support and advice to assist them with their finances and improve their quality of life

In the current economic and political environment poverty and in work poverty will continue to challenge society. As a council we have a lead role to play in co-ordinating action to address financial hardship and help those most in need. Key areas of development over the next year include; expanding services provided by the credit union and FareShare, continuing the support for those moving onto Universal Credit and ensuring residents are able to access free and impartial advice.

A skilled and diverse council workforce – achieving potential and improving representation:

- **Representative of the City**
- **inclusive and welcoming workforce where everyone is treated with respect and dignity and people say “I feel like I count“**
- **one where every person who works for the Council will have an appraisal and development plan which gives them the opportunity to develop their careers with the Council**
- **inclusive at all levels of the organisation**
- **engaged, empowered and motivated to take personal responsibility for creating an inclusive and diverse workforce**
- **safe, well and at work**

Progress

To continue to improve the council recognises the need to have a workforce that is representative of citizens of Leeds and a culture that is truly inclusive. The council knows that it needs to do more on both counts to achieve this.

For the past few years, Inclusion and Diversity has been a central part of the 'Doing our Best' culture change programme, including the approach to the council values, manager habits, appraisal and engagement. This will continue through 2019.

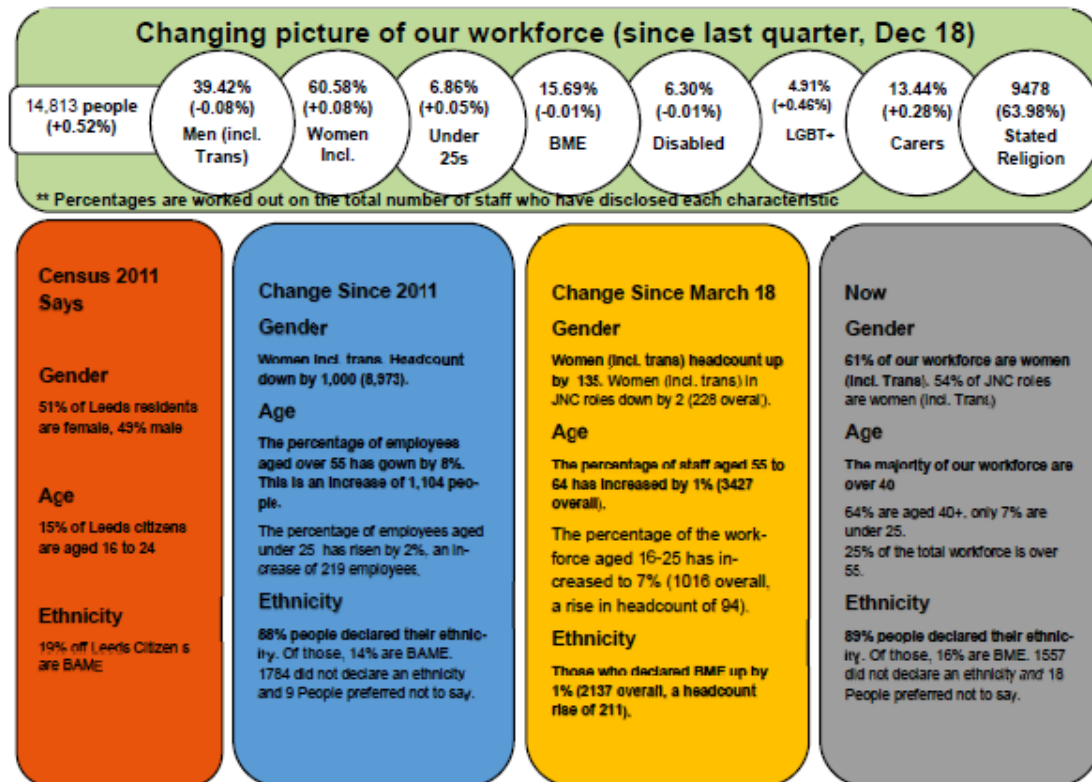
In the last year the council have continued to build on and have further renewed efforts on the Inclusion agenda and have made strong commitments around objectives for senior leaders and to support to the staff networks (particularly around their joint priorities). The profile of key events ,such as, Pride, International Women's Day, Inclusion Week, Mental Health Awareness week and Black History month have also been raised

Important building blocks have been set that will help the council become more inclusive and representative. Work will continue to encourage all teams to use this framework to check and challenge everyday practice.

There is strong leadership from Elected Members. This includes challenge and involvement and a Member Steering Group was established in early 2015. This continues to provide strategic direction and challenge to Directors on a monthly basis.

The current workforce profile clearly demonstrates that the council are not representative of the City (compared to 2011 census data) and the 5 year trend since 2011 shows that there has not been much real change or improvement in the diversity of the workforce. On top of this, the City profile has diversified further since 2011 so the gap in some areas, for example, BAME is likely to be even greater. Since August 2018 staff have been asked to update their equality information. This has included tracking increases and targeting under disclosed areas to make sure there is the most accurate information for current staff

The current workforce profile for the council is:-



The 2018 engagement survey results were also analysed by protected characteristic to identify any emerging trends from the groups and these results were shared with staff networks.

Some of the things the council use to track progress include:-

- Regular tracking of our workforce profile at all levels
- Listening to the feedback and experiences of our staff via the annual engagement survey
- Feedback from the Staff Networks
- Monitoring completion and quality of appraisals and development plans for all staff
- Key people metrics such as: cases (disciplinary, grievances, performance), health and wellbeing (including sickness)
- Staff experience during change programme

There are a range of priority areas that have led to activity and improvement work over the last 12 months including:-

Moving Inclusion Up the Council Priority List

All Directors and Chief Officers continue to have an inclusion and diversity objective and report on these regularly to the Members Inclusion and Diversity Steering Group.

From January 2019 attendees at the Members Inclusion and Diversity Steering Group are also asked to feedback on what they are doing around the workforce equality improvement priority in their area. This enables the group to suggest different ideas and link up various service areas that are trialling new approaches, such as, sharing best practice around new approaches to recruitment.

Continuing Support For The Staff Networks

Building on previous years' work the staff networks continue to grow and develop and are identifying better links for collaborative working.

The staff newsletter is produced quarterly and a handbook has been developed to help share the messages with frontline teams to enable them to engage with the networks.

The staff network leads meet regularly each month and have developed joint priorities to work on together for the next calendar year including taking the lead on work around:-

- Career progression and equity of opportunity,
- Inclusive workplaces, where individuality is acknowledged and respected
- Challenging the digital divide and increasing engagement with front line colleagues.

The demand for manager's engagement with the staff networks continues to grow. To facilitate improved engagement work is taking place including:-

- Producing a video 'About the Networks' that can be shared on InSite (the council's internal website) and used at management team meetings
- Regular joint roadshows utilising the HUGO (Helping U Get on Line) bus to engage better with frontline staff.
- Development of a staff network handbook that can be shared with managers and frontline teams

Raising Awareness Across The Organisation and Championing Key Causes and Events

Working with partners across the City, the council have actively promoted a full calendar of inclusion and wellbeing events throughout the year including:-

- National Inclusion Week
- LGBT+ History Month and Leeds Pride
- Black History Month and Leeds West Indian Carnival
- Mental Health Awareness Week/World Mental Health Day
- Carers Week
- Disabled Access Day

Staff networks have been encouraged to work collaboratively on events to enable them and their members to develop.

The council also take the lead on supporting and co-ordinating events such as International Women's Day which is increasingly becoming more outward focussed and a City wide event. It has been held in collaboration with other services and organisations. Council staff based outside the City centre have also been encouraged to hold their own satellite events and share this on social media. This approach continues to be a growing success.

Memberships of Inclusion Organisations

The council continue to subscribe to a number of organisations that are nationally recognised and support us to deliver our inclusive culture. These include:-

- Employers Network for Equality and Inclusion (ENEI)
- Stonewall
- Business Disability Forum

The Business Disability Forum is playing a key role in supporting the council submission to become a Disability Confident Level 3 employer. This includes a helpline for managers and employer and manager guides for advice. It is anticipated the application will have been submitted and the level 3 achieved for next year's annual report.

Continued Focus on Quality Appraisals for All

Throughout 2018 the council continued to see a high level return on the mid and full year appraisal cycle. The 2018 form was updated to include:-

- A new simpler online and paper appraisal forms. There are only two steps in the new online review - an employee review followed by a manager review.
- New questions that build the conversation around the employee
- More focus on people's strengths and things they bring to the team
- An opportunity to discuss how we can all work together to 'be our best'

Feedback has been taken on how the council can build on these changes for next year to make the form even better.

Taking Action on the Key Issues Coming Out of the Council's Staff Survey

Following the staff survey in 2017 a review has been undertaken to consider how responses could be used to develop the survey going forward.

The 2017 survey was analysed for trends over the previous 3 years by protected characteristics and shared with the staff networks. This was an important development as it allowed the council to take an overarching view of any particular responses coming from different protected characteristics.

Key headlines included that offline staff were much more satisfied than online staff and disabled staff are consistently much less satisfied than non-disabled staff. This has helped highlight areas of focus for future work. The analysis also showed that LGBT+ staff have consistently similar levels of satisfaction to heterosexual staff and satisfaction with BAME staff is improving. This shows where the work of the staff networks, Human Resources and collaborative approaches are benefitting the organisation.

The council's Corporate Leadership Team picked out key areas and tasked Chief Officers to follow up the 6 key themes that came out in the 2017 survey:-

- Improving the quality and value of appraisals across the council
- Giving everyone a say and influence at work, especially those in front line teams
- Tackling increased workloads and burnout, with everyone doing their fair share
- Tackling areas of poor management (Fairness, consistency, values and behaviour)
- Looking at the money pressures that people are facing and the things that will help
- Improving IT systems and equipment.

The survey has been updated and was launched in late Spring 2019.

Living Wage and Low Pay

The council continue to work toward the strategy for supporting Low Paid workers that has been developed.

As of 1st April 2019 the pay rate for council staff will be £9.18 per hour for existing staff and for all new starters (including apprentices) the pay rate is £9.00 per hour.

My staff shop has also been launched in Leeds following participation in regional research and is available for all staff, enabling them to have discounts in a variety of shops in the city.

The council are also working in partnership with the Credit Union who offer various services including low cost loans and to strengthen the links and presence of the Money Advice Service in staff areas

Apprenticeships

In order to develop the current workforce the apprenticeship levy is being utilised to develop a wide range of staff. An exercise has been undertaken in Human Resources to match council roles to relevant apprenticeships, as well, as a Leadership and Management Apprenticeship (level 3 to level 7) offer being available.

Links have been developed with local Universities and Colleges to deliver apprenticeships but also some levels are being delivered internally by trainers within the council.

As a council we are committed to improving the outcomes and aspirations for the citizens of Leeds. The council are also focused on creating a workforce that is representative of the communities we serve. With this in mind the council have linked to City wide events such as the apprenticeship fair at Leeds Arena but have also made links with 6 target schools across the City from areas of deprivation to build a greater awareness of the opportunities and apprenticeships the council offer.

The council continue to have an ageing work-force profile, which, due to reductions in the workforce, has become more skewed with reduced external recruitment and fewer younger people joining the work-force. The council has a wider role in supporting the skills system in the City and a very direct role in the education of young people.

Overall the council has increased the number of apprentices from 150 to 630. The council have ensured that staff have a positive experience and this is demonstrated by an 80% pass rate for our apprentices. We also have a high retention rate with around 90% of our apprentices gaining full time employment with us following completion of their apprenticeship.

Equality Monitoring Data Update 'Bring Your Whole Self to Work'

Following a commitment from the council's Corporate Leadership Team in December 2017 there has been a focus on employees updating their equality information during 2018. Following this the SAP system (system that collects staff data) has been updated to reflect the categories in the census and allow people to identify as trans or non-binary as well.

This initiative is 'Bring Your Whole Self to Work' and has been led by Human Resources and has been carried out in conjunction with the council's Business Support Centre and staff networks.

A plan has been created and includes a 'Top 10' list of services with the lowest disclosure rates across the council and this is where activity has been focussed to increase updated equality information.

This has included working with service managers and Human Resources Business Partners to tap in to existing initiatives but also to create new ones. This has includes having a presence at each corporate induction and attending staff communication events.

A report is run monthly and since August 2018 the increase council wide has been 11% (as of March 2019) but some service areas have seen an increase of 13% in staff information.

Over half of the disclosures that have been made so far have been made using paper forms even when employees have access to the online self-service system. The staff networks have agreed to support this work to encourage staff to update their records and have been sharing messages with their networks and have contributed to a video that has been shared on InSite to encourage staff to update their information.

Reviewing Our Training Offer

In December 2017 the council's Corporate Leadership Team made a commitment to review the cross council inclusion training offer in 2018. This would include benchmarking against other organisations and working with managers and staff networks to make sure the right support is available with a no one-size fits all approach.

Work included:-

- Setting clearer expectations for all colleagues and introduce a report to track inclusion training as part of the Annual Equality report
- Building a larger network of 'experts by experience' from the council's Equality Hubs and community and Third Sector organisations who are willing to work with us to offer challenge and support to our teams.
- Using on the job opportunities wherever possible, and offering a wide range of self help tool and resources that individuals and teams can use
- Offering more coaching and mentoring to aid progression, especially for underrepresented groups
- Building the capacity within staff networks so that they can offer more training, advice and support across the organisation
- Giving allies and champions a more visible role to lead and influence a positive change on a wider stage

Consultation took place with staff and managers across the council, staff networks and external contacts to make sure that we got it right. A range of options have been secured and the new training will be launched with all managers completing a compulsory curriculum during the summer 2019 before creating plans to deliver training with their own teams.

Updates on progress will be reported in the workforce updates in the Equality Annual Update.

Reducing the Gender Pay Gap

Following the initial publication of the council's gender pay information in 2018 lots of work has happened across the council to reduce the gender pay gap.

From 2017/18 all public and private sector employees with 250 or more employees were required to annually publish data on the gender pay gap within their organisation. The Gender Pay Gap is the difference between the average hourly earnings of all male employees in the organisation and the average hourly

earnings of all female employees within the organisation based on a set “snapshot date”. This date is the 31st March each year for public sector employees.

Data from each snapshot date has to be published by 30th March the following year. The first snapshot date public employees were required to report on was 31/03/17 with results to be reported by 30/03/18. The reported Gender Pay Gap for the council at this time was:

| | |
|--------------------|---|
| Mean Hourly rate | Women’s mean hourly rate is 8.6 % lower than men’s |
| Median Hourly rate | Women’s median hourly rate is 13.1% lower than men’s |

In addition, using the same snapshot date all organisations were obliged to report on the percentage of male and female staff by quartile, the results for the council were:

| | | |
|------------------------------|-------------|-----------|
| Top Quartile (highest) | 58% women | 42% men |
| Upper Middle Quartile | 52.5% women | 47.5% men |
| Lower Middle Quartile | 53.3% women | 46.7% men |
| Lower Quartile (lowest paid) | 78.8% women | 22.2% men |

Results for the second year of reporting based on a snapshot date of 31st March 2018 are as follows:-

| | |
|--------------------|---|
| Mean Hourly rate | Women’s mean hourly rate is 6.3 % lower than men’s |
| Median Hourly rate | Women’s median hourly rate is 10.8% lower than men’s |

| | | |
|------------------------------|-------------|-----------|
| Top Quartile (highest) | 58.7% women | 41.3% men |
| Upper Middle Quartile | 54.1% women | 45.9% men |
| Lower Middle Quartile | 55.2% women | 44.8% men |
| Lower Quartile (lowest paid) | 75.1% women | 24.9% men |

The results show a decrease in both the mean and median gender pay gap and an increase in the percentage of women in the top three pay quartiles. Moving forward indications are that the pay gap approach may be widened to other protected characteristics, with particular, attention to disability and ethnicity.

Directorate Workforce Equality Improvement Work

This section outlines the progress that has been made by council Directorates on their workforce equality improvement priorities and actions undertaken to contribute to:-

A skilled and diverse council workforce – achieving potential and improving representation:

- **Representative of the City**
- **inclusive and welcoming workforce where everyone is treated with respect and dignity and people say “I feel like I count“**
- **one where every person who works for the Council will have an appraisal and development plan which gives them the opportunity to develop their careers with the Council**
- **inclusive at all levels of the organisation**
- **engaged, empowered and motivated to take personal responsibility for creating an inclusive and diverse workforce**
- **safe, well and at work**

The council know that they need to do more and for the past few years, Inclusion and Diversity has been a central part of the ‘Doing our Best’ culture change programme, including the values, manager habits appraisal and approach to engagement.

Since the Leadership Conference in October 2015 the council have further renewed efforts on the Inclusion agenda and have made strong commitments around objectives for senior leaders, support staff networks and setting new ambitions around workplace and buildings inclusion.

Adults and Health Workforce Equality Improvement Work

Progress

The Adult’s and Health Directorate recognise that to meet the present challenges they need to have:-

- A workforce who feel valued and are well supported to undertake the roles asked of them
- A workforce that is representative of citizens of Leeds and can meet their needs
- A culture that is truly inclusive and values the contribution of everyone.

To achieve this they know they have to keep improving and developing more inclusive services and this has been a central pillar of our Better Lives Strategy and the move to Strength Based Social Care. This work has included revisiting the values, manager habits, appraisals and engagement approach.

In the Adults and Health Directorate; the following pointed to more focused work needing to take place based on the **ASC Workforce Profile at March 2017**. (This is for Adult Social Care workforce which did not include Public Health)

| | Headcount | %age | Not declared |
|-----------------|-----------|------|--------------|
| Total | 1569 | | |
| Women | 1301 | 83% | |
| BAME | 234 | 15% | 3% |
| Disabled | 101 | 6% | 5% |
| LGBT | 42 | 3% | 45% |
| Carers | 189 | 12% | 54% |
| Religion stated | 985 | 63% | 37% |
| Age – under 40 | 391 | 25% | |
| Age – over 41 | 1178 | 75% | |

A range of work has been undertaken in the Directorate which includes;-

- Promotion of Mentoring and Coaching across the Directorate, particularly, focusing on underrepresented groups becoming mentors or mentee's.
- Launching unconscious bias training with a focus on all managers to complete this not just recruiting managers.
- 'Values Recruitment' with a view to targeting underrepresented groups. Adopting a values based recruitment process signals to potential new recruits that the Directorate hold the values of "Treating people fairly" where people can bring their whole authentic selves to work without fear of prejudice.
- Holding a number of staff network events to engage staff , for example, events , covering LGBT+, looking in detail at the issues and concerns of individuals in the workplace and in a wider context the need to meet the needs of the LGBT+ community in later life. Organisational Development (OD) have also organised a number of events in 2018 to further engage all staff within the Directorate.
- Providing examples of notable practice and personal experiences from across the Directorate to contribute to the council's Disability Confident Leader application. This demonstrates a commitment to and practical experiences of the council as an attractive and supportive employer to disabled people and acting as a champion for Disability Confident within the community and encouraging partners to become Disability Confident.
- Developing a category in the Directorate Staff Awards 'Promoting Equality and Diversity' to encourage nominations and recognition of positive equality and diversity activities
- Organising joint events with NHS organisations on equality staffing issues, for example, using the joint Organisational Development Hub, made up of Adults and Health and NHS organisations in the City to share equality plans in relation to staffing and encouraging joint working across staff networks in the different organisations. As well, as acting as a supportive forum for

'check and challenge' and to showcase work in this area across organisations.

- Holding a Senior and Middle Manager event in March 2019 which focussed on how the directorate can effectively engage with the Equality Hubs and how we can further support the Staff Equality Networks.
- Establishing an Equality Champion role across the Directorate. Their role will be to inform and support equalities best practice from a service perspective whether they are a frontline care worker, an admin worker, a commissioning manager or an approved mental health professional. While there may be practice that is specific to an area, we suspect there will be common characteristics of good practice that we would want to learn about, reflect on and share.

Data analysis indicates that although the Directorate are only recruiting small numbers of new staff they are still an attractive employers to individuals with protected characteristics; and existing staff are more confident to identify their characteristics.

Current workforce profiles are:-

Adults and Health Workforce Profile at March 2018 [this includes Public Health which amalgamated with Adults from April 17]

| | Headcount | %age | Not declared |
|-----------------|-----------|------|--------------|
| Total | 1429 | | |
| Women | 1188 | 83% | |
| BAME | 221 | 15% | 5% |
| Disabled | 84 | 6% | 7% |
| LGBT | 42 | 3% | 45% |
| Carers | 171 | 12% | 51% |
| Religion stated | 893 | 62% | 38% |
| Age – under 40 | 372 | 26% | |
| Age – over 41 | 1057 | 74% | |

Figures at March 19

| | Headcount | %age | Not declared |
|-----------------|-----------|------|--------------|
| Total | 1489 | | |
| Women | 1231 | 83% | |
| BAME | 247 | 17% | 6% |
| Disabled | 93 | 6% | 8% |
| LGBT | 51 | 3% | 41% |
| Carers | 179 | 12% | 47% |
| Religion stated | 973 | 65% | 35% |
| Age – under 40 | 410 | 28% | |
| Age – over 41 | 1079 | 72% | |

Work will continue to:

- Expand the membership of the City wide equality group to include the NHS and other partners that work within the directorate.
- Share good practice and make links across staff networks.
- Develop joint work on Mentoring across the directorate and with other Directorates, particularly for those people with protected characteristics
- Increase the diversity disclosure rates for all staff in Adult and Health so that we can build a clearer pictures of the characteristics of the workforce
- Focus on Values Based recruitment with a view to targeting underrepresented groups in all areas across Adults and Health.
- Actively promote the increase of Adults and Health staff joining the Staff Networks, aiming for a good representation of Adults and Health staff within the networks.
- Encourage and increase engagement scores of people with protected characteristics across Adults and Health.
- Increase training opportunities for inclusion and diversity with 100% participation in key training areas.
- Increase the proportion of people with protected characteristics at leaderships and management levels within Adults and Health.

Children's and Families Workforce Equality Improvement Work

Progress

In Leeds we have a bold ambition to become the best City in the UK and as part of this, the best City for children and young people to grow up in – a child-friendly City. The realisation of this ambition depends on our people – the children and families workforce who, every day, work to make a positive difference to the lives of the 166,268 children and young people and their families who live in Leeds.

The Children's and Families Directorate want to ensure that the workforce represents the full diversity of the communities of Leeds through providing suitable opportunities for recruitment and progression at all levels in the organisation.

The children of this City are our future and we see children and their families as important social capital. When we get our work with children, young people and their families' right, we increase the value of that social capital and build cohesive and optimistic communities.

Children and Families Services believes that our workforce is our greatest asset, so in Leeds we have a strong and clear commitment to invest in them by supporting their individual and collective learning and development. We want to ensure that each person working with a child or young person in Leeds is doing so

to the very best of their abilities including modelling an inclusive approach to practice.

Over the last year there has been a large focus around Inclusion and Diversity in the services delivered by the Workforce Development Team with the ultimate aim of improving the culture within the Directorate This work has been done at both a corporate and service/team level.

At a Directorate level there has been a focus on the following:-

- Undertaking an audit on sickness absence, in particular, the reasons for long term sickness.
- Supporting the rolling out of the 'Bring Your Whole Self' to work campaign
- Further roll out/embedding of Restorative Practice to support inclusivity and the number of requests for support for example in relation to stress and mental ill health.
- Further embedding of Outcomes Based Accountability principles to deliver effective change on equality issues such as poverty and health.
- Further embedding of a positive culture around Inclusion and Diversity
- Increased opportunities for flexible working to support colleagues with health/disability issues or caring responsibilities.

Sickness Absence

Stress at work is a key reason for staff absence corporately, especially for female colleagues so measures have been put in place to support people, such as, the Healthy Minds staff network group. The staff employee assistance service HELP has been extended and is available 24 hours per day. Feedback from staff networks and union colleagues tells us that we still have much to do to in terms of achieving potential and improving representation of minority groups.

Gender Pay Gap

Corporate data shows that there is a reducing but significant gender pay gap across the Council. Children and Families Services, as a Directorate, has a high level of female employment compared to other parts of the Council. We have a responsibility to address this gap by supporting female colleagues in their career progression especially to senior roles to ensure representation at all levels of the directorate.

Workforce Diversity Profile

As an organisation there is an awareness that we do not represent the full diversity of the communities we serve. Children and Families Services are committed to hearing the voice and influence of all children and young people and their families so it is important that we improve our recruitment in order to achieve better representation of our citizens. The aim is to support minority groups to fulfill their potential in the workplace by recognising individual need and continually improving our approach to inclusion.

Embedding of a Positive Culture Around Inclusion and Diversity

There has been a large focus over the last year around Inclusion and Diversity within the Children's and Families services that we deliver and we are wanting to use that work to improve the culture within the Directorate as well. We will provide internal and external customers the opportunity for support and challenge by using a restorative practice approach and voice and influence.

Learning and Development

The Directorate workforce and the community have benefitted from the delivery of mental health first aid training to professionals to better understand and recognise anxiety, stress and depression.

Apprenticeships have been used to recruit and develop the workforce. This has resulted in improving diversity in terms of age and ethnicity and in increasing the number of male colleagues in the Children and Families workforce, particularly, in Children's Centres.

Restorative Practice

Being restorative in all we do is one of the four key principles which guides learning and development in Children and Families. The continued roll out and embedding of the principles of Restorative Practice, through high quality learning and development, such as, the use of high challenge and high support to enable culture change is a key priority for the Workforce Team.

During 2018-19 the Workforce Development Team offered Restorative Practice training to 1000 internal staff and external partners to create a culture of high challenge and high support. This includes bespoke, targeted, team based learning.

There is an emphasis on values and behaviour focussing on people rather than systems and processes, for example, treating people fairly. The Workforce Team offers support to colleagues experiencing challenges with colleagues.

The rollout of, and training on, Restorative Practice has seen significant benefits in terms of reduced staff complaints/grievances. Trades unions have been working closely with Children's Services to reduce formal HR processes through a more restorative approach.

This has significantly reduced the costs of customer complaints through taking a more restorative approach and resolving concerns at an informal stage. This has had benefits in terms of staff time and a reduction in stress and pressure in resolving difficult complaints.

Outcomes Based Accountability (OBA)

In terms of learning and development the Workforce Development Team have delivered 3 core sessions available to colleagues across the City - 'Let's Talk' events and bespoke sessions for health colleagues. Facilitators were trained

across the council to lead OBA events in 2014 and they lead on a number of local events each year.

The OBA model continues to be used at events and meeting as well as in day to day work to help focus on outcomes rather than outputs. We ask ourselves the 'so what?' question in order that we evidence impact of our actions on children and young people and their families.

Training on OBA continues to be delivered on a quarterly basis as part of our core offer to the wider children's workforce as well as bespoke learning for teams on request.

Being outcome focused is very closely aligned to restorative practice as the purpose of a restorative approach is to improve outcomes for children and families through effectively supporting and challenging our workforce. In terms of equality and inclusion, OBA methodology supports us to identify what equality looks, sounds and feels like in the context of our workplaces and our communities.

Children Centre Managers

Over the last year a large amount of work has been done within the Children's Centres to guide managers in supporting their teams better at work, this included some bespoke mental health training. It was identified that there was a need to provide additional learning and development to managers within Children's Centres to support their teams. Particularly on issues, such as, mental ill-health due to stress related absence, caring responsibilities and debt. This seems to be having a positive impact and work will be continue to monitor progress in this area. There has also been an improved and robust procedure around exit interviews which allows us to ensure they are understanding what the teams need to better support them at work.

Children's Centres have access to all of the core learning offered by the workforce development team which includes equality and diversity, reflective supervision, restorative practice.

Residential Improvement Group

There has been a large focus over the last year around Inclusion and Diversity within the services delivered by the Workforce Development Team and the team are expecting the impact of that to be a more positive experience for minority groups within the directorate.

Examples of this work include a Children and Families specific Equality and Diversity course, bespoke learning for partners such as Health Watch volunteers, Let's Talk sessions on restorative practice and resilience.

Staff sickness through stress is high in this service area and targeted learning and development support has been implemented to increase staff confidence and competence in relation, for example, issues around mental health, self-harm and suicide.

Overall feedback from service leads has been really positive with managers feeling more confident and competent to support and lead staff with a focus on inclusion and effective communication. Teams are more cohesive, managers clear about their role and their expectations of their teams and are more outcome focused. There is a greater understanding of the need to support for internal and external customers. This has led to higher levels of engagement and more positive outcomes for vulnerable families.

The Directorate won a Children and Young People Now Award in December 2018 for the learning and development opportunities provided to Social Work Colleagues. The approach was recognised as contributing to staff engagement, retention and progression.

In February 2019 we received an 'outstanding' Ofsted judgement. The judgement referred specifically to the impact of high quality learning and development with the workforce and in securing positive outcomes for children and young people and their families. This significant achievement has had a major impact on the morale of the workforce in recognising the value of the work that we do and the contribution of the workforce to achieving positive outcomes for children and families.

Work is taking place to develop a 4 tier impact assessment framework for all of our learning and development to assess the difference on professional confidence, competence, practice and ultimately outcomes for children and young people.

A review of inclusive practice in support of LGBT+ young people in partnership with Stonewall is taking place. This is increasing knowledge and understanding of key issues and will enable better support to colleagues, as well, as members of the community.

It is recognised that there are still improvements to be made in terms of staff engagement, the diversity of the workforce, the gender pay gap and health and well-being at work. Work is taking place at a Directorate level to implement good practice and raise our profile as an employer of choice.

We will continue to support and challenge each other to make key improvements in the identified areas for development over the next 12 months

City Development Workforce Equality Improvement Work

Progress

Throughout the Council there is the acknowledgement that we need a skilled and diverse workforce, and one which is representative of Leeds citizens. There should be an inclusive culture in all areas and at all levels of the council, which will support staff to achieve their potential.

In City Development there are various different services and work streams. This means we need to ensure that the workforce has the vast range of skills needed to complete the Directorate's work, whilst still ensuring representation. This work is delivered from many different locations, and it is important that all areas of City Development are included in the Equality, Diversity and Inclusion work.

The employment data for the Directorate shows that there are areas for improvement:-

Data as at Feb 2019

| | 01-Apr-18 | | Feb-19 | | Change |
|---------------------------|-----------|--------|---------|--------|--------|
| Headcount | 1535 | | 1597 | | 62.00 |
| Full Time | 1075 | 70.03% | 1120 | 70.13% | 0.10% |
| FTE | 1336.24 | | 1389.59 | | 53.35 |
| Female | 629 | 40.98% | 662 | 41.45% | 0.48% |
| Male | 906 | 59.02% | 935 | 58.55% | -0.48% |
| BAME | 152 | 9.90% | 166 | 10.39% | 0.49% |
| JNC | 58 | 3.78% | 62 | 3.88% | 0.10% |
| JNC Female (Including CO) | 14 | 0.91% | 17 | 1.06% | 0.15% |
| JNC Female Chief Officers | 2 | 0.13% | 3 | 0.19% | 0.06% |
| JNC BAME (Including CO) | 5 | 0.33% | 5 | 0.31% | -0.01% |
| JNC BAME Chief officers | 0 | 0.00% | 0 | 0.00% | 0.00% |
| JNC Disabled | 0 | 0.00% | 1 | 0.06% | 0.06% |
| Disabled | 69 | 4.50% | 75 | 4.70% | 0.20% |
| Bisexual | 8 | 0.52% | 9 | 0.56% | 0.04% |
| Gay man | 13 | 0.85% | 13 | 0.81% | -0.03% |
| Heterosexual | 804 | 52.38% | 906 | 56.73% | 4.35% |
| Lesbian | 12 | 0.78% | 14 | 0.88% | 0.09% |
| Other | 3 | 0.20% | 2 | 0.13% | -0.07% |
| I Prefer not to say | | | 8 | 0.50% | 0.50% |
| Not specified | 695 | 45.28% | 645 | 40.39% | -4.89% |
| 16-25 | 132 | 8.60% | 166 | 10.39% | 1.80% |
| 26-40 | 490 | 31.92% | 504 | 31.56% | -0.36% |
| 41-54 | 605 | 39.41% | 590 | 36.94% | -2.47% |
| 55-64 | 283 | 18.44% | 309 | 19.35% | 0.91% |
| 65+ | 25 | 1.63% | 28 | 1.75% | 0.12% |
| Carer | 67 | 4.36% | 79 | 4.95% | 0.58% |

The Employee Engagement Survey Results from 2017 demonstrated that only 55% of staff within City Development agree or strongly agree that they are encouraged by their immediate manager/supervisor to participate in Diversity and Inclusion training. Although the next survey has not been completed or reported on, Diversity and Inclusion training continues to be a focus for the Directorate.

Additionally, only 49% of staff within City Development agree or strongly agree that their appraisal is a valuable use of time which helps to get the best from them. Therefore, City Development have continued to focus on improving appraisals.

Between September 2017 and September 2018 2.3 days per full time equivalent staff were lost due to mental health problems. Due to the stigma around mental health problems, it is possible that these figures are inaccurate. As a result the Directorate have started to have a greater focus on mental health.

Staff Representation

The Directorate still continues to focus on raising the levels of representation within the workforce. This has included both external and internal work. Some examples include:

- The Directorate has helped support Human Resources to try and encourage staff to update their equality information on SAP (system that collects staff data) THIS to decrease the percentages of 'not declared' in relation to protected characteristics. Discussions have taken place across the Directorate, including, e mail updates and a stall was run at Merrion House for people to complete equality monitoring forms. By supporting this work we hope to have a more accurate idea on how representative the directorate is of the citizens of Leeds
- We have worked hard to increase the engagement in the Leadership and Management Apprenticeships on offer and 80 people have expressed an interest. By doing this the Directorate encouraged various groups of people to think about progression within their career. As a result, in September 2018 there were 43 Leadership and Management Apprenticeship starts in City Development and a further 9 in January 2019. It is hoped that this work will have a positive impact on the representation of the workforce in management position, and on different Boards. The ethnicity mix for the apprentices is (of the 38 declared) 10.5% identified as being BAME.
- The Employment and Skills Service in City Development support the ongoing apprenticeship work in the council. The apprenticeships are inclusive of the whole workforce, and aim to help a range of people to progress and develop within their careers.

Inclusive Culture

Building on previous year's work the Directorate continue to have a group of Equality Champions across the different services. The number of Equality Champions has increased and the Directorate have now also identified Transgender Key Contacts. Their work includes:-

- Meeting regularly throughout the year as an 'Equality Working Group'. This includes Equality Champions from Resources and Housing and Civic Enterprise Leeds, as well, as City Development.

- Working together on five success areas – staff representation, basic respect, listening and engagement, training and development and the refreshed Equality Improvement Priorities.

Additionally the Directorate has worked hard to embed an inclusive culture into its workforce. Relevant actions include:

- The Senior Leadership Team engaged in ‘Multi-Coloured Monday’ on ‘Blue Monday’ on 21st January 2019. This involved dressing in bright colours to express their commitment to the Mental Health Awareness work they are undertaking.
- The Directorate has run eight sessions on the appraisal process to get the workforce to provide feedback. This demonstrates to the workforce that the Directorate are committed to including their voices in improvements to the appraisal process. The feedback sessions suggested that the new structure of the appraisal would promote engaging conversations making the appraisal worthwhile.
- The Directorate have offered ‘Living Library’ awareness sessions on various topics, for example, bereavement. These sessions are inclusive and allow the attendees to listen to real life experiences. The directorate hope to continue these sessions throughout 2019.

Training and Development

To embed Diversity, Inclusion and Equality the Directorate have continued to organise and hold training and development sessions:

- The Directorate have now established a relationship with Trans Leeds who delivered a Transgender Awareness Session for the workforce. The feedback from this has been fantastic and attendees have shared information with their teams. The Directorate hope to deliver further sessions in 2019.
- The Directorate held 30 masterclass sessions which have focused on technical skills, such as, land and property and project management. This has promoted technical inclusion within City Development and has not only had a positive impact on training and development, but has also contributed to the directorate having an inclusive culture.
- The City Development Management Team have recently agreed to a Mental Health Awareness Initiative which will run in 2019. To guide this a Mental Health Toolbox has been created. The toolbox brings together what is taking place in the council and in Leeds. It highlights key diversity dates throughout the year and offers ideas around volunteering, awareness sessions, and training. Additionally, the toolbox offers an A-Z of support, key contacts such as the Mental Health First Aiders and a list of the City Development locations to ensure all areas are included. As part of this

initiative, various events, training, and awareness sessions will be offered in the Directorate during 2019.

- The Directorate has increased their numbers of Mental Health First Aiders, from 1 to 14. In Active Leeds colleagues are working hard to ensure there is at least one Mental Health First Aider in each Leisure Centre. This focus is highly beneficial, particularly, due to the positive links between exercise and good mental health. Additionally, 16 further members of the Directorate were trained in April 2019. This will be inclusive of both men and women, and different services.
- The Directorate organised a mental health awareness session with the State of Mind Charity in December 2018. The event was delivered by two ex-Rugby League professionals who spoke openly about their own experiences of mental health, encouraging those who need help to seek it. The session was run before Christmas, as this can be a challenging time for people, with financial pressures, family stress, and heightened feelings of loss and bereavement. There were 50 attendees.
- The Directorate also engaged in Inclusion Week. This will continue in 2019 and the mental health awareness focus will be broadened.
- On Thursday 7th February Leeds hosted 'OUTing the Past'. This was a one day conference on LGBT+ history with speakers from Leeds and further afield and was held in the Leeds City Museum. 'OUTing the Past' is one of the key events of national LGBT+ History Month activity. The Leeds Museum staff have also run several successful projects and exhibitions, such as, Queer Stories and LGBT+ History Month. Participation with these events means that front and back of house staff have been offered relevant training and knowledge, ensuring delegates and attendees are given the best and warmest of receptions.

Community Engagement

- Relationships with community organisations, such as, Leeds Mind and the State of Mind Charity have contributed to the Directorate's focus on mental health. They have offered expert feedback and have offered to deliver awareness sessions and training events. The Directorate will run these sessions throughout 2019.

Staff Networks

- The Mental Health Awareness Toolbox previously mentioned encourages engagement in the staff networks in the council, particularly the Healthy Minds Staff Network. Staff Network leads have been involved with this work.

Following the Employee Engagement Survey 2017 the council wanted to ensure there was time for people to share their views and for changes to take place. Until the results of the 2018 survey are known it is difficult to know what difference the

training and development and focus on having an inclusive culture have made. The feedback to date has been positive.

Staff Representation

It is recognised that there are difficulties in changing the levels of representation due to the current approach to recruitment. In recent months, however, a full review of the council's recruitment process has taken place and a new values based approach will be launched in the coming months. This will enable us to reach a more diverse workforce. Services continue to encourage applications from under-represented groups when vacancies arise. This includes vacancies advertised externally or the provision of development opportunities that equip existing employees to apply for internal promotion.

Examples of this work include:

- Museums and Galleries invited all colleagues to attend a half day training session to address issues of unconscious bias and stereotyping. Key outcomes were to raise awareness, consider impact and provide tools and strategies to support colleagues across the service
- Apprentices currently working in the Directorate attend recruitment fairs to encourage applications from young people
- Active Leeds continue to work with Employment and Skills on a number of BAME targeted Sports Traineeships and are currently reviewing what additional skills support can be offered to interested candidates including advanced swimming lessons
- The recent appointment two female JNC Officers (Management Grades in the council) in Asset Management and Economic Development.

The City Development Directorate:

- Will continue to ensure their workforce is representative of citizens of Leeds, particularly, at management levels. We will focus on the work that can be done to support staff so that they are in a position to apply if and when vacancies arise.
- Will ensure the Equality Champions continue to meet regularly, sharing best practice and working together on equality issues. The group will continue to prioritise the following relevant success factors - staff representation, basic respect, listening and engagement, training and development.
- Decide on a theme for their inclusion and diversity work for 2020, for example, a focus on carers and care leavers. This will build on the work undertaken during 2019 on Mental Health Awareness
- Will continue to offer various training and awareness sessions, including Mental Health First Aid Training. We hope to ensure that there are trained colleagues throughout the different levels and services of the Directorate.

Communities and Environment Workforce Equality Improvement Work

Progress

The council recognises that we need to have:-

- A workforce that is representative of citizens of Leeds
- A culture that is truly inclusive.

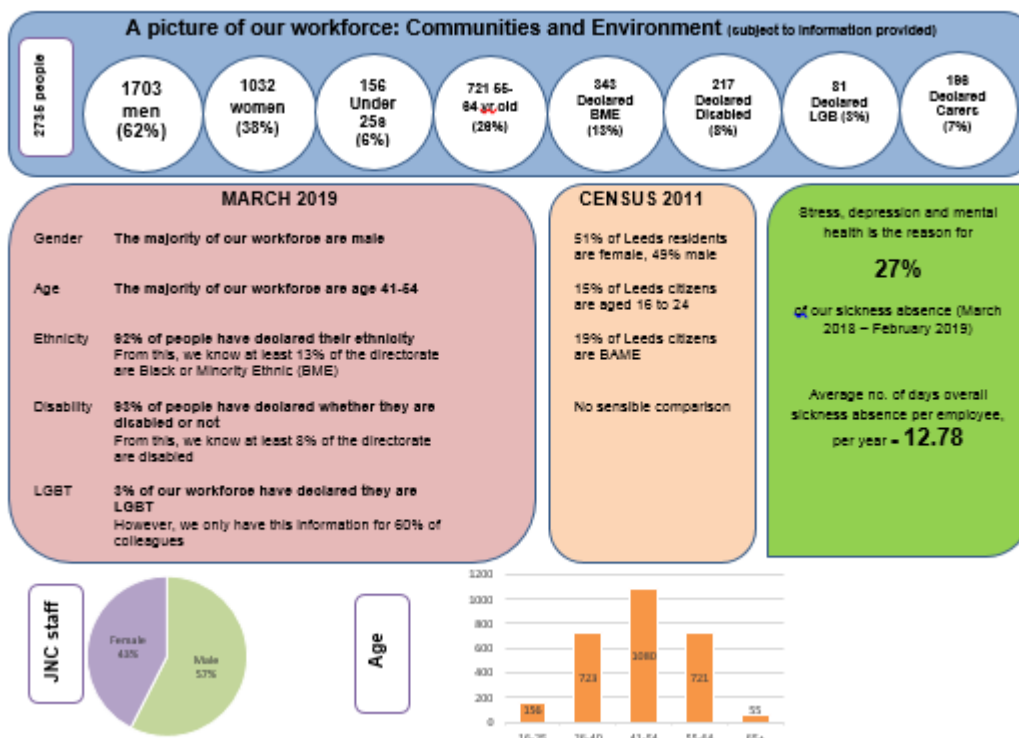
The council knows that it needs to do more and for the past few years, Inclusion and Diversity has been a central part of our 'Doing our Best' culture change programme, including our values, manager habits appraisal and approach to engagement. This work will continue.

Since the Leadership Conference in October 2015 the council have further renewed efforts on the Inclusion agenda and have made strong commitments around objectives for senior leaders, support to staff networks and setting new ambitions around workplace and buildings.

All Directorates are playing their part to understand equality issues in their work areas and to put in place actions to address these.

The Communities and Environment Directorate developed their workforce priorities in 2017 and work is taking place to drive changes

Details of the staff profile for the Communities and Environment Directorate are outlined below and the ambition is that the Directorate workforce is representative of the communities of Leeds.



A considerable amount of work has taken place over the year to better understand the results of the Staff Survey using focus groups and further surveys. The Communities and Environment Leadership team have agreed that the measure of success for delivering the equality agenda is to increase the number of non-electronic responses to the staff survey and to increase the rating against a number of identified questions. There were 208 offline responses in 2017 which is a 17% response rate. The responses to the identified questions from the 2018 staff survey showed:-

| Question | Agreed or strongly agreed |
|--|----------------------------------|
| My immediate manager/supervisor challenges inappropriate behaviour and language in the workplace | 71% |
| Colleagues in my team are open and honest. They treat me with respect | 83% |
| I get help and support from colleagues when I need it | 88% |
| I have seen or experienced inappropriate behaviour or language in the workplace | 38% |
| I am treated fairly at work | 79% |

The next staff survey is to take place starting in April 2019 with the results due around June 2019

Staff Representation

There are still gaps in knowledge of the demographic profile of staff and work is taking place to encourage staff to engage with the 'Bring Your Whole Self to Work' campaign. However, there is sufficient evidence of under representation in some areas for targeted work to take place

It is recognised that there are difficulties in changing the levels of representation due to the current restrictions on recruitment. However, work is taking place where possible to encourage applicants from under represented communities and to look at new ways of recruitment.

Increasing Representation from Members of BAME Communities and Women

Recruitment continues to take place in the Environmental Action Service using different methods of reaching new audiences. Vacancies have been promoted with a particular focus on attracting under-represented groups in the operational workforce. As a result 13 women were recruited into 40 vacant posts in December 2018.

The female and BAME colleagues who have been recruited into the service over the last year have been well supported and are making a difference to how their colleagues work and behave in teams. This has been a really positive and welcome development. Recruitment practice has also been reviewed in Waste, Services in order to attract applicants from under-represented groups. Over the summer recruitment took place for Operational roles and over 40% of applicants

were from BAME community. This resulted in 8 BAME staff being recruited (23.5% of total recruits)

In Taxi and Private Hire Licensing Team there is a lower proportion of female officers in the enforcement and vehicle examiner teams. Recent recruitment, included, inclusion statements and advertising took place at local colleges to try to encourage people from under-represented groups to apply. This is recognised as a difficult area to change. Enforcement officers and vehicle examiners need technical qualifications (like security industry or MOT tester). As a result applications come from those already working in this male dominated area. One way of aiming to address this is through the use of apprenticeships and arrangements are being made to secure a licensing/regulatory apprentice

Increasing Representation of Younger People

6 apprentices were taken on in the Council Tax and Benefits Team and all of these have now successfully gained permanent employment, with one since gaining further promotion. A further 2 apprentices have now been recruited.

An apprentice has been recruited to support the Street Support Team in Safer Leeds. This opportunity will see the apprentice working in a multi-agency setting, with services across the council, Police, commissioned support agencies, private and business sector, health, social care etc. The apprentice will be involved in supporting the team setting up a new and extremely high profile initiative and will have the opportunity to support a team in making life changing improvements to very vulnerable street user's situations.

Inclusive Culture

Staff Networks

BAME Staff Network – The Chief Officer Communities continues to take a lead role in championing race equality and is supporting the development of the BAME Staff Network.

Women's Voice - The Chief Office Environmental Services continues to steer the work of the women's staff network - Women's Voice.

Staff Involvement in Networks - There has been a real increase in staff from the Waste Management Service participating in the staff networks. As a result BAME and female staff who remain are a significant minority in this service are able to access information and support. This is particularly important in a service area such as this, where the vast majority of colleagues are off-line and can struggle to access information which is readily available to most staff elsewhere.

Championing Equality

The Communities and Environment Leadership Team continues to champion equality and drive change. Over the year discussions have focussed on each of

the protected characteristics and these have resulted in actions for the Directorate Equality Working Group to develop further.

An approach is currently being developed in the Contact Centre for managers at grade PO2 and above who work in operations to take a lead role for each of the staff networks. This is to act as champion for that area across the Contact Centre, and to encourage staff to join networks, as appropriate, and get involved in equality and diversity activities and actions.

Training/Awareness Raising

Positive attitudes and behaviours – high challenge, high support approaches have been adopted in Safer Leeds, working with leaders to demonstrate positive attitudes and behaviours, promoting a culture where leaders, lead by example, and equipping staff with the skills to deal with issues of behaviour.

All members of the Electoral Services Team have undertaken the following equality, inclusion and diversity training:-

- Creating an environment based on respect
- Mental health in the workplace
- The impact of micro behaviours in the workplace

Workshops/Awareness Raising The Equality and Diversity workshops/banter training continue in Waste Management, Environmental Action and Parks and Countryside Services. The sessions are designed to allow good engagement and honest and open dialogue on some potentially sensitive areas.

In the Parks and Countryside Service sessions have been held which included British Sign Language support for a cohort of staff with hearing impairment.

Campaigns – The Directorate Equality Working Group have provided an approach to support national campaigns, whilst making it available and accessible to all Directorate staff. Two examples are:-

- The 'stop and think' posters to encourage discussion around disability awareness day in July 2018
- For National Inclusion week in September 2018 everyone in the Directorate were encouraged to discuss equality, diversity and inclusion

Wellbeing

Discussions regularly take place both individually and within teams in Elections and Regulatory Services. This is to encourage staff to take part in corporate schemes/staff networking, support each other, to check progress and promote a reflective solution focused approach in order to promote diversity, health and wellbeing.

In Licensing Services the role of Health and Wellbeing Champion has been embedded within the service. The Health and Wellbeing Champion is very active

and attends many of the events the council runs and there is a trained Mental Health First Aider. This approach is supported by managers who are aware of stress procedures and stress risk assessments are always a constant consideration.

A number of wide ranging events/checks/awareness raising opportunities for staff in Waste Services have also taken place including:-

- Health Trainers Health Check
- Mental Health Awareness Training for managers
- Mental Health promotion
- Visitor from the Guide Dogs Association to an equality workshop;
- Blood pressure checks for staff over 35 year old.

In addition, as part of well-being work a 12 month programme took place where staff could self refer to Health Trainers who offered:

- Smoking and/or drug cessation advice
- Alcohol reduction advice
- Support with exercise, diet issues, diabetes and other long term health and well-being issues which can be improved by a healthier lifestyle
- Support to reduce days lost to stress and depression
- Support with relationship, financial and housing issues

Additional Inclusion Considerations

In addition, to promote inclusivity and following from work with Women's Voice, the Parks and Countryside Service are engaging with suppliers to develop workwear and personal protection equipment that comes in a broader range of sizes and fit so that these are comfortable for everyone.

Land and Property Search Services have gone through all of their published information to remove gender specific terminology.

There have been some changes to staffing representation and inclusion work as will continue.

Staff surveys will continue to provide useful information about how people are feeling and the results of the next staff survey are due in July 2019. An action plan will be developed following this to reflect the responses.

Whilst there has been an increase in the number of people self declaring their equality monitoring information there is still work to be done to fully understand the make-up of the Directorate workforce.

The Communities and Environments Leadership Team have taken the role of Directorate Equality Board and have a quarterly equality themed meeting. At these meetings one or two members of the team present a paper outlining the position, progress and challenges faced by the protected characteristic that they champion. This enables constructive challenge and feedback to the Directorate

Equality Working Group to ensure further work takes place to continue the spotlight on this agenda.

Further work continues to deliver against the equality action plan, and to listen to staff to fully understand what the barriers may be. The work will continue and will be shaped by the results of the 2019 staff survey.

Resources and Housing Workforce Equality Improvement Work

Progress

The council recognises that we need to have:-

- A workforce that is representative of citizens of Leeds
- A culture that is truly inclusive to enable everyone to be themselves, and
- Support in place to identify and help staff through difficult times.

All Directorates are playing their part to understand equality issues in their work areas and to put in place actions to address these.

The activities that have taken place and are planned across the Resources and Housing Directorate are outlined in this update.

In March 2019 overall disclosure levels across the protected characteristics of ethnicity, disability, religion, sexual orientation and carer status were 79% (including those who selected the 'prefer not to say' option as their response). This is a 5% increase since July 2018. Notably, Catering Services in Civic Enterprise Leeds has increased from 56% to 70% which is an increase of 14%. Of those members of staff who recorded their equality profile, analysis indicates that in the Resources and Housing Directorate the make-up of the workforce is:

| 2018/19 | % change from 2017/18 |
|---|-----------------------------|
| 42% women are employed at senior levels (JNC) | a reduction of 4% (was 46%) |
| 16% of BAME staff make up our workforce | a decrease of 2% (was 18%) |
| 10% of the workforce are aged between 16-25 | an increase of 1% (was 9%) |
| 8% of our workforce identify as carers | No change |
| 3% of our workforce disclose their identity as LGBT | An increase of 1% (was 2%) |
| 7% of our workforce disclose that they identify as disabled | No change |

Staff Engagement Survey Results 2017

- 52.4% completion rate compared to 49.4% across the council
- 7.63% satisfaction rate compared to 7.58% across the council

Appraisals

In 2018 98.22% of the Directorate workforce had a completed appraisal compared with 97.29% in 2017. In Housing management it was 100% for both years.

Staff were identified to act as Equality Champions across the service to identify need, share best practice and disseminate information. The Equality Champions meet regularly throughout the year as an 'Equality Working Group'. This includes Equality Champions from Resources and Housing, Civic Enterprise Leeds (CEL) as well as City Development with advice and challenge provided by the Communities Team.

The following are examples of related activities from across the entire directorate for 2018/19:

Equalities Training and Awareness

Fleet and Cleaning Services have developed and delivered a toolbox talk around equality and diversity which other CEL services are now considering for their staff.

5 staff from Legal Services attended wellbeing and resilience training organised by the Law Society. Legal services are now arranging a further event for their staff this year.

Housing Leeds held a staff engagement session in March 2018 and are using the results to inform their '4 People Plan'. Representatives from all of the staff networks have attended Housings Management meetings to raise the profile of the networks.

In October 2018 Financial Management organised a Healthy Minds event for Civic Hall based Finance staff.

The Member Development Strategy has many elements that are designed specifically around 'Equality, Diversity and Community Cohesion'. The following training has been held with Elected Members:-

- Safeguarding of Adults and Children in the city and the responsibilities of Elected Members
- Understanding migration
- Awareness around Dementia and Autism
- Understanding gender identity better
- Mental health and emotional wellbeing in children and young people
- Child Sexual Exploitation
- Alcohol awareness

The Director Resources and Housing emailed all staff in the Directorate to outline the work of the council's 7 staff networks and encouraged staff to get involved.

Shared Services delivered mentor training to 16 managers in March 2019. These managers are now taking on mentees as part of the staff development programme.

A number of senior staff across the Directorate are actively engaged and supporting the staff networks and some Chief Officers regularly mentor colleagues from under-represented groups.

Staff representation

Apprenticeships – apprenticeships enable the Directorate to develop existing staff and plan the future workforce according to service needs. There are currently 262 apprentices across the Resources and Housing Directorate with an additional 60 apprentices in Civic Enterprise Leeds (CEL). The apprenticeships operating across the Directorate are varied and include specific qualifications, as well, as more generic management ones, examples include:

- 68 apprentices have commenced the leadership and management apprenticeship
- 15 apprentices have been appointed in Shared Services this year, two are care leavers and one has autism. The service are using two apprentice positions for care leavers annually
- 9 employees have commenced data analyst apprenticeships with a further 5 approved for later in the year
- 5 legal apprenticeships
- 9 Comiss Chefs have been awarded 'Learner of the Year' collectively and are now preparing and serving the food at a Yorkshire Forward event.

Housing Leeds are running a training program for Aspiring Leaders which will lead to a Chartered Institute in Housing qualification.

Inclusive Culture

Shared Services have held engagement sessions with their staff outlining their service priorities and celebrating successes. The sessions were attended by almost half the staff at a variety of locations across the City.

CEL have held 'shaping' sessions with front line staff picking up various points from the engagement survey. The sessions aim to give staff the opportunity to connect with senior colleagues, provide feedback, ask questions and further shape services.

Management volunteer days have been held in CEL throughout November 2018, December 2018 and January 2019 in conjunction with Voluntary Action Leeds. So far CEL have supported Mencap, St Gemma's Hospice, St George's Crypt and

Parklands Primary School by staff attending for full days to provide a range of services such as gardening, cleaning, painting, sorting clothes and cooking.

Legal Services staff took part in an interview practice event at Roundhay School and a careers event at Carr Manor School. Both events were part of the Ahead Partnership Programme of volunteering events in schools in the most deprived areas of the city.

Carers – Housing Leeds have developed an action plan for carers to raise awareness of their needs and support them at work. The carers action plan will be incorporated into Housing Leeds ‘4 People Plan’ to be prioritised and delivered across the service.

CEL chose to focus on the carers agenda due to the high level of carers expected to be working within the service. A month-by-month plan was drafted and an aim to achieve recognition from the Leeds Carers Partnership was achieved in June 2018.

CEL have worked closely with other areas of the council and the Leeds Carers Partnership to create a document that can be used to help support a member of staff once they have identified themselves as a working carer. 1-2-1 sessions from the Leeds Carers partnership were offered to all staff and they are now monitoring take up to see how many working carers are actually coming forward and identifying themselves as one. This will allow for further support to be provided. The service also organised various events as part of Carers week to raise awareness and to raise money for charity, activities included: cake sales and raffles.

BAME – CEL worked with the BAME staff network on the Mandela Day Challenge in July 2018. The day saw staff across the whole council pledging to make acts of kindness whilst raising awareness of Nelson Mandela’s legacy and the BAME staff network.

Women – Human Resources lead the delivery of the International Women’s Day event on behalf of the Leader of the Council. This includes working closely with the Leaders office, Elected Members and Third Sector organisations. This year it was a more externally focussed event and satellite sessions were held across the City.

CEL celebrated International Women’s Day 2019 by raising money for charity through holding a fuddle, self-defence classes and car maintenance workshops. Four members of the Shared Service are Women’s Voice Ambassadors and one of them was a member of the Steering Group that organised the event to ensure active involvement and promotion of key events and activities.

Colleagues in Shared Services set up a period poverty donation station at St George House.

Disabled staff – The Disability and Wellbeing Network (DAWN) was launched in December 2018 and is chaired by the Head of Fleet Services. CEL held mini

events to raise awareness of the network and supported the Disabled Access Day in March 2019 by providing suitable transport for people to attend

In September 2018 the Digital and Information Service launched the Assistive Technology Service and partnered with Microlink (an external company), to provide suitable technology and any training necessary to staff with assistive needs, aiming to reduce discomfort and help people remain in work.

Shared Services have reviewed how they support employees with specialist equipment to make it easier for managers to purchase items recommended by Access to Work / Occupational Health.

LGBT + – Housing Leeds delivered trans and gender identity awareness sessions as part of diversity month in September 2018 and are planning to roll these out further.

The Communications Team supported the “Outing the Past” exhibition as volunteers to mark LGBT+ History Month at Leeds City museum.

Mental Health – The Directorate recognises the wide ranging impacts of poor mental health and has trained 34 Mental Health First Aiders (MHFA) with a further 26 trained in CEL. Catering Services are running a designated training session for their staff during the school holidays to allow all front line staff the opportunity to take part.

The Chief Officer Housing Management has given her commitment to get a MHFA in every office and has signed up to complete the two day course herself.

In October 2018 services and teams across the Directorate delivered a wide range of activities for World Mental Health Day. Activities included table tennis, ping pong, lego, meditation, massage and dogs for therapy. Staff also went on walks and held shake up and wake up sessions. CEL visited over 20 schools delivering hand-made goodie bags containing stress balls, information leaflets and cakes.

Colleagues Without Access to IT – Shared Services have promoted ‘learn my way’ training courses to their staff to help support development of digital skills.

CEL have introduced Calls 9 software to enable frontline staff the same access to documents as office based staff. Other corporate activity is taking place regarding the digital divide and CEL are working closely to support this.

Staff in Lower Paid Roles – Many CEL staff may fall into the definition of ‘working poor’ and often have a range of additional needs. CEL have developed packs for managers to support their front line staff with information to make their lives a little easier. The packs include details of the support available to them from the council and key partners and have been developed with support from Human Resources, Health, Safety and Wellbeing and safeguarding amongst others. This will now be distributed to all staff within CEL

Care Leavers – Legal Services continue to offer work experience to all Leeds care leavers who are studying at University for a law degree or associated degree. In addition, they will be participating in the ‘Widening Participation’ programme run by Leeds University, School of Law. This will involve taking up to 5 undergraduates for work experience in April 2019 and the same again in September 2019. This will be in conjunction with Procurement and Commercial Services to offer experience of a wide range of practice areas. Both Heads of Service in Legal and a section head are on the mentoring project for undergraduate care leavers.

A number of senior leaders across the Directorate provide mentoring to staff across the organisation including care leavers and apprentices.

A colleague in Shared Services is responsible for organising the Leeds annual care leavers’ awards event.

Health and Wellbeing – CEL organised free blood pressure checks for all staff in various locations throughout the City during the summer months.

Following the 2017 Employee Engagement Survey the council wanted to ensure there was enough time for people to share their views and for changes to take place. The next survey is due to commence in spring 2019. Comparable data will be available later this year and this will inform next year’s activities.

The Best Council Plan has been refreshed for 2018/19 and 2020/21 and one of the main changes is the ambition to be a ‘healthy’ organisation in addition to efficient and enterprising. Therefore, from 2019 there will be an even greater focus on the health and wellbeing of our staff.

The following section highlights some of the planned activities for 2019/20 across the directorate:-

Civic Enterprise Leeds are rolling out volunteering opportunities further in the service at different levels following their success this year with Principal Officer grades.

Housing Leeds are refreshing their ‘4 People Plan’ which aims to support staff engagement, workforce development, health and wellbeing and equality and inclusion. The service are analysing the results from their ‘pulse’ survey. They are also recruiting further equality champions across the service.

The Digital and Information Service will support the council has ambitions to make Leeds a ‘gigabit city’. Over the last twelve months various options have been explored, linked to UK Government’s Local Full Fibre Networks initiatives, around using some of the Council’s assets in an anchor tenancy model to achieve this. Given the size of this requirement (projected to be over 1000 assets with a cost in the region of £30m - £50m). The council will shortly be engaging with the market in a procurement exercise to seek a partner for delivery. Once the fibre network is completed it is expected that this will lead to an economic boost for the city and allow deployment of fibre into social housing to address issues of digital skills, inclusion and smart health care.

Financial Services are holding a 'State of the Mind' event in April 2019. This will be delivered by a national sports charity that aims to harness the power of sport to promote positive mental health and ultimately to prevent suicide.

Legal Services are developing a wellbeing event for their staff and will be taking part in a Law Society project about the recruitment of women returning to careers in Law after career breaks.

Democratic Services will be supporting the Resources and Strategy Scrutiny Board will be exploring the causes of the rise in corporate sickness absence and are likely to focus on the increase in the prevalence of absences due to mental health issues.

The service are also working on developing a staff event focused on mindfulness, with a view to introducing fun activities and social connections between various offices.

Strategy and Policy

Shared Services have launched their 'People Development Strategy' which illustrates their aims and commitment to recruitment, retention and training across the service. Their priority development area this year is health and wellbeing.

Shared Services are developing a workshop with Human Resources to explore resources and support for employee wellbeing. Following a pilot exercise the wellbeing conversations will be rolled out to all staff this year.

The service are also developing a bespoke restorative practice training package with the Workforce Team from the Children and Families Directorate for the whole service. This will have a strong focus on culture, leadership and team building.

Shared Services are addressing gender neutrality and gender identity through a dedicated review of the council's employee data (systems, processes and forms).

Shared service will also be offering mentoring to all their staff.

The Intelligence and Policy Service will be exploring volunteering opportunities for their staff.

The Resilience Team are running free life-saving defibrillator training across the council and the Intelligence and Policy Service have volunteered to pilot this.

In addition more staff from the Directorate will become Mental Health First Aiders.

What Next

During 2019/2020 further work will take place on reporting progress of the new Equality Improvement Priorities. These new priorities have been developed following a review which took place in 2017/18. This work will seek to identify and improve ways to report equality progress, demonstrate outcomes and impact on inequality. This will include a review of the priorities to ensure they are still relevant.

Progress will still continue to be reported annually.

Equalities and specifically tackling inequalities is also integral to the council's Best Council Plan objectives. Progress against the Equality Improvement Priorities will continue to support the City's vision for Leeds to be the best city in the UK: one that is compassionate with a strong economy, which tackles poverty and reduces the inequalities that still exist.

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Arabic:

إن كنت لا تتحدث باللغة الإنجليزية وتحتاج لمساعدة لفهم هذا المستند؛ الرجاء الاتصال بالهاتف على الرقم أدناه، واذكر اسم لغتك. حينئذ، سوف نطلب منك أن تنتظر على الخط حتى نتصل بمترجم.

Bengali:

যদি আপনি ইংরেজিতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে নিচের নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

Cantonese:

如你不懂說英語而需要協助以明白本文件，請致電下列電話號碼並說明你的母語。我們將會請你稍候以聯絡口譯員。

Hindi:

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद चाहिए, तो कृपया नीचे दिए गए नंबर पर फ़ोन करें और अपनी भाषा का नाम बोलें। उसके बाद जब तक हम किसी दुभाषिण (इंटरप्रिटर) से संपर्क करेंगे, हम आपको होल्ड पर रखेंगे।

Punjabi:

ਜੇਕਰ ਤੁਸੀਂ ਇੰਗਲਿਸ਼ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਸਮਝਣ ਲਈ ਸਹਾਇਤਾ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਹੇਠਾਂ ਵਾਲੇ ਨੰਬਰ ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ ਅਤੇ ਆਪਣੀ ਜ਼ਬਾਨ ਦਾ ਨਾਂ ਦੱਸੋ। ਫੇਰ ਅਸੀਂ ਤੁਹਾਨੂੰ ਇੰਤਜ਼ਾਰ ਕਰਨ ਲਈ ਕਹਾਂਗੇ ਤਾਂ ਜੋ ਅਸੀਂ ਕਿਸੇ ਇੰਟਰਪਰਿਟਰ (ਦੁਭਾਸ਼ੀ) ਨਾਲ ਸੰਪਰਕ ਕਰ ਸਕੀਏ।

Kurdish:

گەر زمانی ئینگلیزی نازانیت و پیوستت به هاوکاریه له تیگه یشتنی ئەم به لگه نامه یه دا ، تکایه ته له فۆن بۆ ژماره کهی خواره وه بکه و زمانی ئاخاوتنی خۆت بلێ. ئیمهش تۆ راده گرین له سههر ته له فۆنه که تا وهرگێرکی زمانت بۆ دابین دهکهین.

Tigrinya:

እንግሊዥ ዘይትግረብ/ቢ, እንተኾንካ/ኪ, እሞ ነዚ ደኩመንት/ሰነድ/ኪ, ንምርጻእ ሓገዝ ምስ ዘድልዩካ/ኪ, ቋንቋኻ/ኸ, ብምሕባር ኣብ/ኪ, ኣብ ታሕቲ ተገሊጹ ዘሎ ቁጽሪ ተሌፎን ደውለልና/ደውልልና:: ብድሕሪኡ ንሕና ኣስተርጓሚይ ክሳብ ንረክብ ኣብ መስመር ክነጸብዩካ/ኪ, ኢና::

Urdu:

اگر آپ انگریزی نہیں بولتے ہیں اور اس دستاویز کو سمجھنے کیلئے آپ کو مدد کی ضرورت ہے تو براہ مہربانی نیچے دیئے گئے نمبر پر ٹیلی فون کریں اور اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ سے انتظار کرنے کا کہہ کر آپ کیلئے کسی ترجمان سے رابطہ کریں گے۔

Czech:

Jestliže nemluvíte anglicky a potřebujete, aby vám někdo pomohl vysvětlit tento dokument, prosím zavolejte na níže uvedené číslo a uveďte svůj jazyk. Potom vás požádáme, abyste nepokládal(-a) telefon a mezitím zkontaktujeme tlumočnicka.

French:

Si vous ne parlez pas anglais et que vous avez besoin d'aide pour comprendre ce document, veuillez téléphoner au numéro ci-dessous et indiquez votre langue. Nous vous demanderons d'attendre pendant que nous contactons un(e) interprète.

Polish:

Jeżeli nie mówią Państwo po angielsku i potrzebują pomocy w zrozumieniu tego dokumentu, prosimy zadzwonić pod poniższy numer telefonu. Po podaniu nazwy swojego ojczystego języka prosimy poczekać – w tym czasie będziemy kontaktować się z tłumaczem.

Slovak:

Ak nehovoríte anglicky a potrebujete, aby vám niekto pomohol vysvetliť tento dokument, prosím zavolajte na nižšie uvedené číslo a uveďte svoj jazyk. Potom vás požiadame, aby ste nepokladali telefón a medzitým skontaktujeme tlmočníka.