



EXECUTIVE BOARD

Meeting to be held in Civic Hall, Leeds on
Wednesday, 25th July, 2018 at 1.00 pm

Councillors

J Blake (Chair)
R Charlwood
D Coupar
J Lewis
R Lewis
L Mulherin
J Pryor
M Rafique

MEMBERSHIP

A Carter

S Golton

CONFIDENTIAL AND EXEMPT ITEMS

The reason for confidentiality or exemption is stated on the agenda and on each of the reports in terms of Access to Information Procedure Rules 9.2 or 10.4(1) to (7). The number or numbers stated in the agenda and reports correspond to the reasons for exemption / confidentiality below:

9.0 Confidential information – requirement to exclude public access

9.1 The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. Likewise, public access to reports, background papers, and minutes will also be excluded.

9.2 Confidential information means

- (a) information given to the Council by a Government Department on terms which forbid its public disclosure or
- (b) information the disclosure of which to the public is prohibited by or under another Act or by Court Order. Generally personal information which identifies an individual, must not be disclosed under the data protection and human rights rules.

10.0 Exempt information – discretion to exclude public access

10.1 The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed provided:

- (a) the meeting resolves so to exclude the public, and that resolution identifies the proceedings or part of the proceedings to which it applies, and
- (b) that resolution states by reference to the descriptions in Schedule 12A to the Local Government Act 1972 (paragraph 10.4 below) the description of the exempt information giving rise to the exclusion of the public.
- (c) that resolution states, by reference to reasons given in a relevant report or otherwise, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10.2 In these circumstances, public access to reports, background papers and minutes will also be excluded.

10.3 Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in Article 6.

10.4 Exempt information means information falling within the following categories (subject to any condition):

- 1 Information relating to any individual
- 2 Information which is likely to reveal the identity of an individual.
- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or officer-holders under the authority.
- 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- 6 Information which reveals that the authority proposes –
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment
- 7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

A G E N D A

Item No K=Key Decision	Ward	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information within the meaning of Section 100I of the Local Government Act 1972, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If the recommendation is accepted, to formally pass the following resolution:-</p> <p>RESOLVED – That, in accordance with Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of those parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information.</p>	

Item No K=Key Decision	Ward	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration</p> <p>(The special circumstances shall be specified in the minutes)</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p>MINUTES</p> <p>To confirm as a correct record the minutes of the meeting held on 27th June 2018</p> <p><u>ECONOMY AND CULTURE</u></p>	1 - 22
6			<p>EUROPEAN STRUCTURAL AND INVESTMENT FUNDS (ESIF) PROGRAMME 2014-2020 UPDATE</p> <p>To consider the report of the Director of City Development presenting an update on the European Structural and Investment Funds Programme for Leeds City Region and which provides information on progress made by the Council in developing and implementing the approved projects. Also, the report highlights the success and achievements to date.</p>	23 - 40

Item No K=Key Decision	Ward	Item Not Open		Page No
7			<p data-bbox="675 286 1235 320"><u>RESOURCES AND SUSTAINABILITY</u></p> <p data-bbox="675 394 1249 427">ADDITIONAL CLEAN AIR MEASURES</p> <p data-bbox="675 465 1404 757">To consider the report of the Director of Resources and Housing providing details of the citywide clean air strategy, aside from the clean air charging zone; highlights the proposed partnership between Highways England and the Council to deliver a centre of excellence for ultra-low emissions vans in the south of the city and provides information on the associated public engagement campaign.</p>	41 - 54
8			<p data-bbox="675 831 1358 898">ANNUAL CORPORATE RISK MANAGEMENT REPORT</p> <p data-bbox="675 936 1404 1155">To consider the report of the Director of Resources and Housing which presents the annual update of the Council's most significant corporate risks and which details the arrangements in place, together with the further activity planned during 2018/19 to manage them.</p>	55 - 116
9			<p data-bbox="675 1227 1358 1294">FINANCIAL HEALTH MONITORING 2018/19 - QUARTER 1</p> <p data-bbox="675 1332 1385 1473">To consider the report of the Chief Officer, Financial Services which presents the Council's projected financial health position for 2018/19, as at Quarter 1.</p>	117 - 140
10			<p data-bbox="675 1547 1313 1615">CAPITAL PROGRAMME 2018/19 - 2021/22 QUARTER 1 UPDATE</p> <p data-bbox="675 1653 1377 1910">To consider the report of the Chief Officer, Financial Services providing an update on the Council's Capital Programme, as at Quarter 1 of the 2018/19 financial year, which includes details of capital resources, progress on spend and a summary of the economic impact of the capital programme.</p>	141 - 152

Item No K=Key Decision	Ward	Item Not Open		Page No
11			<p>MEDIUM TERM FINANCIAL STRATEGY 2019/20 TO 2021/22</p> <p>To consider the report of the Chief Officer, Financial Services which presents the Council's proposed Medium Term Financial Strategy (2019/20 – 2021/22) for the Board's consideration.</p> <p><u>REGENERATION, TRANSPORT AND PLANNING</u></p>	153 - 180
12 K			<p>UPDATE ON PROGRESS AND IMPLEMENTATION OF THE LEEDS PUBLIC TRANSPORT INVESTMENT PROGRAMME (LPTIP)</p> <p>To consider the report of the Director of City Development providing an update on the significant scheme and package development during 2017/18 and the first quarter of 2018/19, and which sets out the next steps for delivering the Leeds Public Transport Investment Programme.</p>	181 - 248
13 K	Kirkstall	10.4(3) (Appendix 2 only)	<p>REDEVELOPMENT OF THE FORMER KIRKSTALL DISTRICT CENTRE</p> <p>To consider the report of the Director of City Development providing an update on the development schemes emerging for the former Kirkstall District Centre site and which seeks approval to the draft terms of disposal of the Council's land interests which form part of the site.</p> <p>Please note that appendix 2 of this report is designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3).</p>	249 - 266

Item No K=Key Decision	Ward	Item Not Open		Page No
14			<p><u>CHILDREN AND FAMILIES</u></p> <p>LEEDS CHILDREN'S SERVICES INNOVATION PROGRAMME AND PARTNERS IN PRACTICE: UPDATE SUMMER 2018</p> <p>To consider the report of the Director of Children and Families providing a summary of progress made in respect of the Children and Families directorate's Innovation Programme, together with an update on Leeds' support for sector led improvement as a 'Partner in Practice'.</p>	267 - 280
15			<p><u>LEARNING, SKILLS AND EMPLOYMENT</u></p> <p>EQUALITY IMPROVEMENT PRIORITIES PROGRESS REPORT 2017 - 2018 AND EQUALITY IMPROVEMENT PRIORITIES 2018-2022</p> <p>To consider the report of the Director of Communities and Environment which seeks approval of the Council's Equality Improvement Priorities Annual Report for 2017 – 2018, together with the Council's revised Equality Improvement Priorities for the period: 2018 – 2022.</p>	281 - 412
16			<p><u>COMMUNITIES</u></p> <p>DRAFT SAFER LEEDS COMMUNITY SAFETY STRATEGY (2018-2021)</p> <p>To consider the report of the Director of Communities and Environment which presents the initial proposals for the Safer Leeds Community Safety Strategy, in order to seek the Board's comment and agreement for the draft document to be released for the purposes of consultation.</p>	413 - 442

Item No K=Key Decision	Ward	Item Not Open		Page No
17			<p>A STRATEGIC APPROACH TO MIGRATION IN LEEDS</p> <p>To consider the report of the Director of Communities and Environment providing an overview of migration activities being delivered both citywide and with supported migrant populations.</p>	443 - 458
18			<p>UPDATE ON THE DELIVERY OF THE LEEDS HIGH RISE STRATEGY</p> <p>To consider the report of the Director of Resources and Housing which provides an update on the delivery of each of the High Rise Strategy priorities, and where available, outlines the impact that the actions have had on resident satisfaction and management issues. In addition, the report also provides an update on the actions which have been undertaken following the fire at Grenfell Tower in London last year.</p>	459 - 478

Third Party Recording

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

Use of Recordings by Third Parties– code of practice

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

Webcasting

Please note – the publically accessible parts of this meeting will be filmed for live or subsequent broadcast via the City Council’s website. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed.

EXECUTIVE BOARD

WEDNESDAY, 27TH JUNE, 2018

PRESENT: Councillor J Blake in the Chair

Councillors A Carter, R Charlwood,
D Coupar, S Golton, J Lewis, R Lewis,
L Mulherin J Pryor and M Rafique

1 **Exempt Information - Possible Exclusion of the Press and Public**

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) That Appendices 2a and 2b to the report entitled, ‘Provision of a Loan Facility to Donisthorpe Hall Nursing Home’, referred to in Minute No. 19 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the commercial and business activities of Donisthorpe Hall and was used for the purpose of the Council undertaking its due diligence processes. The information used for such due diligence processes includes confidential information commissioned by the Charity for the purpose of restructuring its finances, and as such, it is deemed that the public interest in exempting this information from publication outweighs the public interest in disclosure.

2 **Late Items**

No formal late items of business were added to the agenda, however, prior to the meeting, Board Members were in receipt of supplementary information in respect of agenda item 18 (Submission of the Leeds Core Strategy Selective Review (CSSR)) which provided the Board with the outcomes from the respective consideration of the CSSR by Development Plan Panel and also Scrutiny Board (Infrastructure, Investment & Inclusive Growth), both of which met to consider this matter respectively on 20th June 2018. (Minute No. 17 refers).

In addition, prior to the meeting, Board Members were in receipt of a re-circulated version of the ‘Outcome of Consultation to Increase Learning Places at Moor Allerton Hall Primary School’ cover report, as parts of sections 3.13-3.14 and 4.3 of the original version had been either mis-formatted or had some text missing. (Minute No. 29 refers).

- 3 Declaration of Disclosable Pecuniary Interests**
No declarations of disclosable pecuniary interests were made at the meeting.

- 4 Minutes**
RESOLVED – That the minutes of the previous meeting held on 18th April 2018 be approved as a correct record.

COMMUNITIES

- 5 Illegal Money Lending Team, Progress Report**
Further to Minute No. 9, 21st June 2017, the Director of Communities and Environment submitted a report which provides an update on the activities of the national Illegal Money Lending Team (IMLT) within Leeds, and presented an updated version of the associated action plan.

Members highlighted the crucial work that the team were undertaking, and emphasised the key role played by Leeds Credit Union within communities.

Responding to a Member's enquiry, the Board received details on the number of prosecutions which had been secured as a result of the team's actions, and with regard to the number of individuals that had been supported by the team, it was undertaken that further information on this would be provided to the Member in question.

RESOLVED –

- (a) That the contents of the submitted report together with the IMLT Action Plan, as set out within appendix 1, be noted;
- (b) That the Director of Communities and Environment be requested to monitor the progress made by the Illegal Money Lending Team against the plan;
- (c) That a further report detailing the activities of the Illegal Money Lending Team within Leeds be submitted to the Board in 12 months' time.

(Councillor R Lewis joined the meeting at the conclusion of this item)

ENVIRONMENT AND ACTIVE LIFESTYLES

- 6 England and Wales Cricket Board Funding for Non Turf Pitches**
The Director of Communities and Environment submitted a report outlining an opportunity to receive around £72k of funding from the England and Wales Cricket Board (ECB) for the provision of 6 non-turf cricket pitches in parks and green spaces.

Members welcomed the proposal detailed within the submitted report and the fact that there was no restriction from the funding criteria as to which areas of the city could potentially benefit from the pitches.

RESOLVED –

- (a) That approval be given to accept the ECB funding and enter into an agreement to develop non-turf cricket pitches in relevant parks, recreation grounds and playing pitches in line with the ECB offer;
- (b) That approval be given to carry out a consultation exercise in order to determine suitable site locations;
- (c) That future decisions on this project be delegated to the Chief Officer, Parks and Countryside;
- (d) That it be noted that the Chief Officer, Parks and Countryside is responsible for the implementation of these proposals, which are anticipated to be in place by summer 2019.

ECONOMY AND CULTURE

7 Adoption of the Leeds Inclusive Growth Strategy 2018 - 2023

Further to Minute No. 37, 17th July 2017, the Director of City Development submitted a report presenting the Leeds Inclusive Growth Strategy 2018 – 2023, which had been finalised following the latest round of consultation. The report sought the Board’s approval to adopt and publish the finalised version of the Leeds Inclusive Growth Strategy, as appended to the covering report.

In presenting the submitted report, the Chair suggested that further update reports regarding the progress being made be submitted to the Board in due course which focussed upon each of the Strategy’s ‘Big Ideas’ and which detailed the impact that the work behind the strategy was having.

Members welcomed the proposed strategy, highlighting the potential it had to facilitate further partnership working across sectors in order to maximise enablement for all communities throughout the city. The Board also welcomed how the strategy linked to other priority agendas such as health and wellbeing; cultural provision and children and young people.

Members received further details on the proposed convenor role amongst other partners and sectors that the Council would play in moving this agenda forward. In addition, emphasis was placed upon the ‘federal’ nature of the Leeds economy, highlighting the level of economic activity located outside of the city centre.

In conclusion, on behalf of the Board, the Chair extended her thanks to those officers who had developed the strategy to its current position.

RESOLVED –

- (a) That the finalised version of the Leeds Inclusive Growth Strategy 2018 – 2023, as appended to the submitted report, be agreed, and that approval also be given for the Strategy’s publication;

- (b) That approval be given for the Director of City Development to lead on implementing the delivery of the Leeds Inclusive Growth Strategy;
- (c) That further update reports regarding the progress being made be submitted to the Board in due course which focussed upon each of the Strategy's 'Big Ideas' and detailed the impact that the work behind the strategy was having.

8 Workspace for Creative Businesses in Leeds City Centre

The Director of City Development submitted a report which presented a series of recommendations on how the Council could support the provision of workspaces for small and medium sized enterprises (SMEs) and creative businesses in Leeds City Centre.

It was highlighted that the proposals detailed within the submitted report looked to achieve the ambitions as set out within the Leeds Inclusive Growth Strategy (Minute No. 7 refers), and it was noted that the Director of City Development would return to the Board with proposals regarding the redevelopment of Aire Street Workshops and the Engine House, following the expression of interest stage.

The Board highlighted the important role played by SMEs and creative businesses in the city, and in reiterating the 'federal' nature of the Leeds economy, Members highlighted the need to ensure that affordable accommodation for SMEs and creative businesses were available throughout the city.

RESOLVED –

- (a) That approval be given to reaffirm the Council's commitment to a city centre that includes a diversity of uses and has affordable and accessible spaces for new, creative businesses;
- (b) That approval be given for the Director of City Development to invite Expressions of Interest for the redevelopment / refurbishment of Aire Street Workshops and the Engine House, as per the principles as contained within paragraph 3.2.1 of the submitted report;
- (c) That the Director of City Development be requested to report back with recommendations on the preferred way forward for the redevelopment of Aire Street Workshops and the Engine House upon the conclusion of the Expression of Interest stage;
- (d) That the Director of City Development be requested to work with stakeholders in order to develop longer term plans to support the delivery of workspaces for creative and start-up businesses in the city centre, which can inform the creation of a small grants programme as part of the consideration of next year's Capital Programme;
- (e) That it be noted that the Chief Asset Management and Regeneration Officer will be responsible for the implementation of such matters.

9 Waterfront Charter for Leeds City Centre

The Director of City Development submitted a report which sought approval to develop work with partners in order to deliver transformation in the waterfront area of Leeds, which would look to support the city's cultural and economic aspirations.

Members welcomed the submitted report, and in noting how rivers and waterways passed through a number of communities across the city, it was suggested that a further report be submitted to the Board in due course which explored the potential and the opportunities to maximise the benefit arising from such waterways, both for local communities and the city as a whole.

RESOLVED –

- (a) That the Waterfront Charter, as appended to the submitted report be supported, and that in doing so:-
 - (i) Approval be given to the formation of a Waterfront Investment Fund, as per the principles outlined at paragraph 3.3.6 of the submitted report, with approval also being given to provide authority to spend up to £100,000 from Capital Programme Scheme 32672 for this purpose; and
 - (ii) Agreement be given that the Council works with partners in order to establish an owner/occupier forum comprising parties with an interest in the waterfront to help to deliver the Charter.
- (b) That it be noted that the Director of City Development is responsible for the implementation of such matters;
- (c) That a further report be submitted to the Board in due course which explores the potential and the opportunities to maximise the benefit arising from the rivers and waterways which run throughout Leeds, both for local communities and the city as a whole.

10 Leeds 2023 Update

Further to Minute No. 76, 18th October 2017, the Director of City Development submitted a report outlining the steps that the city had taken in response to the decision by the European Commission to cancel the UK competition for European Capital of Culture. In addition, the report summarised the work undertaken by officers to establish the appropriate vehicle for taking forward Leeds 2023 plans, outside of the framework of the European Commission regulations.

With regard to an enquiry regarding the Council representation on the Trust, emphasis was placed upon the value of continuing a cross-party approach towards the 2023 initiative.

Members also received an update regarding a new funding stream which had been recently announced by the Arts Council (Cultural Development Fund), which the Council intended to submit a bid for.

RESOLVED –

- (a) That the overall progress made in taking forward ‘Leeds 2023’ plans, as detailed within the submitted report, be noted;
- (b) That officers be requested to:-
 - (i) Work alongside colleagues in legal and financial services in order to develop ‘Leeds Culture Trust’ as the delivery vehicle for Leeds 2023, and to develop a Service Level Agreement between the Council and Leeds Culture Trust which reflects the Council as a major funder;
 - (ii) Support the Leeds Culture Trust to secure charitable status and commence the search and recruitment process for a Chair and full Board of Trustees, to be in place by early 2019;
 - (iii) Return with a report on further progress at the appropriate time, when a new Chair and Trustees are appointed and when the work of the 2023 independent steering group reaches an end.
- (c) That it be noted that the Chief Officer, Culture and Sport is responsible for the implementation of such matters.

(Councillor Rafique left the meeting at the conclusion of this item)

RESOURCES AND SUSTAINABILITY

11 Financial Performance - Outturn for the Financial Year ended 31st March 2018

The Chief Officer, Financial Services submitted a report setting out the Council’s financial outturn position for 2017/18 for both revenue and capital, including the Housing Revenue Account and expenditure on schools. In addition, the report also sought approval of the creation of earmarked reserves and which looked to delegate their release to the Chief Officer, Financial Services.

In response to a Member’s enquiry, the Board received further detail regarding the 2017/18 outturn in respect of schools’ extended services and partnerships balances. The Board also received an update on the current position regarding proposals to implement collection route efficiencies within the refuse service.

In noting the effect that the backdated sports admission VAT receipt from HMRC had had on the outturn position and the Council’s reserves, an enquiry was made regarding the priorities for the allocation of resource moving forward. In response, it was highlighted that the intention was to submit the Medium Term Financial Strategy to the 25th July Board meeting, and this would propose how the Council’s General Reserve, which contained the VAT receipt, was to be used.

RESOLVED –

- (a) That the outturn position for 2017/18, as detailed within the submitted report, be noted;

Draft minutes to be approved at the meeting
to be held on Wednesday, 25th July, 2018

- (b) That the creation of earmarked reserves, as detailed in paragraphs 3.16 and 5.3 of the submitted report be approved, and that their release be delegated to the Chief Officer, Financial Services;
- (c) That it be noted that the Chief Officer, Financial Services will be responsible for the implementation of such matters, following the conclusion of the 'call in' period.

12 Financial Health Monitoring 2018/19 - Month 2 (May 2018)

The Chief Officer, Financial Services submitted a report setting out the Council's projected financial health position for 2018/19, as at month 2 of the financial year.

Responding to an enquiry regarding proposals to implement collection route efficiencies within the refuse service, it was highlighted that should such efficiencies not be made in 2018/19, then alternative actions would be taken with the aim of balancing the directorate budget by the end of the financial year, whilst it was also noted that further detail in respect of the Communities and Environment directorate budget would be available in forthcoming budget monitoring reports to the Board, once greater information was available in respect of specific demand led costs.

Members also received an update regarding the current position of the Children and Families directorate budget.

RESOLVED – That the projected financial position of the authority for 2018/19, as at month 2, and as detailed within the submitted report, be noted.

13 Treasury Management Outturn Report 2017/18

The Chief Officer Financial Services submitted a report which provides a final update on the Council's Treasury Management Strategy and operations for the period 2017/18.

The intention to further consider the Council's debt portfolio and debt costs in the year ahead was noted. A request for future reports to identify the value of the Council's assets which separately identified schools and Council housing was also noted.

RESOLVED – That the Treasury Management outturn position for 2017/18, as detailed within the submitted report be noted, together with the fact that treasury activity has remained within the Council's Treasury Management strategy and policy framework.

14 The Leeds Community Infrastructure Levy - Investment of the Strategic Fund

The Director of City Development and the Director of Resources and Housing submitted a joint report providing information on the sums accumulated within the Community Infrastructure Levy (CIL) strategic fund, as set out in table 1 of the submitted report, and how it was being invested.

In response to a Member's enquiry, the Board noted that based on current information, the funding gap for the Council regarding the provision of school places was currently £71.7m.

RESOLVED –

- (a) That the investment of the CIL strategic fund, as set out in table 1 of the submitted report, to be used to contribute towards the learning places deficit for schools, be noted;
- (b) That it be noted that the responsible officer for the implementation of such investment is the Chief Officer (Financial Services).

15 Improving Air Quality within the City

Further to Minute No. 122, 13th December 2017, the Director of Resources and Housing, the Director of City Development, the Director of Communities and Environment and the Director of Public Health submitted a joint report providing an overview of the consultation responses received on the Clean Air Charging Zone (CAZ) proposal; detailed how the first stage of consultation responses had been considered and how these were reflected within the updated proposal. In addition, the report outlined the funding request to central government for both the required infrastructure and the support measures to mitigate economic impact; detailed the process to reaching approval for both the Full Business Case and the Traffic Scheme; and presented the required changes to licensing conditions for taxi and private hire vehicles to align conditions with CAZ compliant engine standards.

In presenting the submitted report the Executive Member for Resources and Sustainability recommended that a further report be submitted to the 25th July 2018 Board meeting which set out a broader range of proposals not covered by the CAZ for the improvement of air quality throughout the city.

Responding to a Member's specific enquiry, the Board received further information on the process and rationale which had led to the proposal to amend the boundary for the CAZ. It was noted that the amended boundary was being proposed in response to the consultation undertaken, and that the revised boundary did not have any adverse impact upon the delivery of the required outcomes. It was also noted that the revised boundary aimed to ensure that it was clear and easily navigable and looked to avoid any unintended consequences (eg. 'rat-running').

Also, in noting the proposals affecting taxis and private hire vehicles and the need to ensure a consistency of approach for such vehicles whether they be registered with Leeds or with another Authority, Members highlighted that it was essential for the Government to establish a national register for such vehicles, with it being noted that confirmation had been received from Government that they were working to address this issue, whilst Members also highlighted that the Local Government Association were making representations to Government on such matters.

In addition, Members also noted that a substantial funding package was also being sought from Government in order to help facilitate the introduction of the related measures.

Responding to a Member's enquiry, it was undertaken that at the appropriate stage, liaison could take place with community groups in order to provide guidance around CAZ compliancy and exemption categories.

RESOLVED –

- (a) That approval be given to entering into a period of statutory public consultation on the proposed clean air zone and the enforcement of anti-idling;
- (b) That approval be given to entering into a period of public consultation on the introduction of the enforcement of anti-vehicle idling;
- (c) That approval be given to entering into a period of consultation with regard to the proposed changes to the licensing conditions for taxis and private hire vehicles;
- (d) That the necessary authority be delegated to the Director of City Development in order to enable the Director to procure for the required infrastructure, with the necessary 'authority to spend' also being provided to the Director, once funding from government has been secured;
- (e) That the necessary authority be delegated to the Director of Resources and Housing in order to enable the Director to procure for the administration of the taxi and private hire loan, with the necessary 'authority to spend' also being provided to the Director, once funding from government has been secured;
- (f) That approval be given to exempt the resolutions contained within this minute from the Call In process, on the grounds of urgency, as detailed in section 4.5.6 of the submitted report, in order that the Council achieves the closest legitimate date for submission in compliance with the Direction;
- (g) That a further report be submitted to the 25th July 2018 meeting of the Board which sets out a broader range of proposals not covered by the CAZ, for the improvement of air quality throughout the city;
- (h) That it be noted that a further report will be submitted to Executive Board on 19th September 2018 in order to report on the outcomes of the statutory consultation as, referenced within resolution (a) above.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (f) above, and for the reasons as detailed within section 4.5.6 of the submitted report, in order that the Council achieves the closest legitimate date for submission in compliance with the Direction)

REGENERATION, TRANSPORT AND PLANNING

16 Design and Cost Report, Proposed Refurbishment, West Yorkshire Playhouse and Public Realm Works

Further to Minute No. 57, 20th September 2017, the Director of City Development submitted a report which provided a summary of the progress made to date on the proposed works to the Playhouse and the public realm redevelopment and enhancement works at Gateway Court and Playhouse Square. The submitted report also sought approval to inject additional funding into existing Capital Scheme Nos. 32019 and 32804 and to authorise expenditure on the proposed works to the Playhouse and public realm works.

Members were supportive of the proposals, and highlighted the important role of the Playhouse in the cultural offer of Leeds. In discussing the redevelopment and the future role of the Playhouse, emphasis was placed upon the need to ensure that it was an inclusive and accessible asset for the whole city.

Responding to a Member's comments, clarification was provided that the Playhouse continued to produce work, whilst the redevelopment was taking place, with a briefing being offered to the Member in question.

Finally, it was noted that the theatre had recently been renamed the 'Leeds Playhouse'.

RESOLVED –

- (a) That an injection of £1.280m into the existing Capital Scheme No. 32019 towards the cost of refurbishing and reconfiguring the West Yorkshire Playhouse, be authorised;
- (b) That a fully funded injection of £550,000 from the West Yorkshire Playhouse into the existing Capital Scheme No. 32019 towards the cost of refurbishing and reconfiguring the West Yorkshire Playhouse, be authorised;
- (c) That 'Authority to Spend' of £1.830m from Capital Scheme No. 32019 towards the cost of refurbishing and reconfiguring the West Yorkshire Playhouse, be approved;
- (d) That an injection of £0.160m into existing Capital Scheme No. 32804 towards the cost of the proposed public realm redevelopment and

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enhancement works at Gateway Court and Playhouse Square, be authorised;

- (e) That 'Authority to Spend' of £0.160 from Capital Scheme No. 32804 for the proposed public realm redevelopment and enhancement works at Gateway Court and Playhouse Square, be approved;
- (f) That subject to consultation being undertaken with the Executive Member for Economy and Culture, the necessary authority be delegated to the Director of City Development and the Chief Officer Financial Services in order to negotiate and approve the final terms associated with the receipt of the West Yorkshire Playhouse's financial contribution to the proposed works to refurbish and reconfigure the playhouse building;
- (g) That approval be given to exempt the resolutions contained within this minute from the Call In process, for the reasons of urgency as detailed within sections 4.5.1 – 4.5.2 of the submitted report, and as it is considered that any delay in implementing such resolutions will prejudice the Council's interests;
- (h) That the following be noted:-
 - (i) The actions required to implement the above resolutions;
 - (ii) The proposed timescales to progress the project, as detailed in paragraph 3.9 of the submitted report; and
 - (iii) That the Chief Officer, Culture and Sport will be responsible for the implementation of such matters.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (g) above, and for the reasons as detailed within section 4.5.1 – 4.5.2 of the submitted report, as it is considered that any delay in implementing the decisions will prejudice the Council's interests)

17 Submission of the Leeds Core Strategy Selective Review

Further to Minute No. 131, 7th February 2018, the Director of City Development submitted a report which sought approval from Executive Board to recommend to Council that it approved the Core Strategy Selective Review (CSSR) alongside supporting material and evidence for the purposes of submission to the Secretary of State, so that it may be subject to independent examination by the Planning Inspectorate.

Prior to the meeting, Board Members were in receipt of supplementary information which provided the Board with the individual outcomes from the respective consideration of the CSSR by Development Plan Panel and also Scrutiny Board (Infrastructure, Investment & Inclusive Growth), both of which met to consider this matter respectively on 20th June 2018.

RESOLVED –

- (a) That the representations made in response to the recent consultation on the proposed submission draft CSSR documents “Publication Draft” (under Regulation 19 of The Town and Country Planning (Local Planning) (England) Regulations 2012), be noted; and that the consequential changes made to the policies, which as amended now form the Core Strategy Selective Review Submission Draft Plan, also be noted;
- (b) That the individual resolutions of Development Plan Panel and Scrutiny Board (Infrastructure, Investment & Inclusive Growth), following their respective meetings on 20th June 2018, be noted;
- (c) That the following be recommended to Council:-
 - a) To approve the Submission Draft of the Core Strategy Selective Review (**Appendix 1 to the submitted report**) for independent examination, pursuant to Section 20 of the Planning and Compulsory Purchase Act 2004, as amended;
 - b) To approve the Sustainability Appraisal Report (**Appendix 2 to the submitted report**) in support of the Plan, along with supporting evidence and background documents, for Submission to the Secretary of State for independent examination, pursuant to Section 20 of the Planning and Compulsory Purchase Act 2004, as amended;
 - c) To grant authority to the independent inspector appointed to hold the Public Examination, to recommend modifications to the Submission Draft Plan, pursuant to Section 20 (7C) of the Planning and Compulsory Purchase Act 2004, as amended;
 - d) To delegate necessary authority to the Chief Planning Officer, in consultation with the relevant Executive Member, to:-
 - (i) approve the detail of any updates or corrections to the submission material and any further technical documents and supporting evidence required to be submitted alongside the revised Submission plan for consideration at future hearing sessions;
 - (ii) continue discussions with key parties and suggest to the Inspector any edits and consequential changes necessary to be made to the revised Submission Draft Core Strategy Selective Review following Council approval during the Examination; and
 - (iii) prepare and give evidence in support of the revised Submission Plan at Examination.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton both required it to be recorded that they respectively abstained from voting on the decisions referred to within this minute)

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

18 White Rose and Millshaw Industrial Estate

The Director of City Development submitted a report which set out emerging proposals for significant investment and redevelopment on behalf of the owners of land at the White Rose Office Park and Millshaw Industrial Estate. In addition, the report also provided details of opportunities that this proposal would present for the further development of inclusive growth and regeneration in South Leeds.

Members welcomed the proposal as submitted, highlighted the significant potential for the development in terms of economic growth and job creation, and emphasised the linkages to the Leeds Inclusive Growth Strategy.

With regard to a reference within the submitted report to the Leeds Public Transport Investment Programme, it was clarified that it was intended to submit an update report on the programme to the 25th July 2018 Board meeting.

RESOLVED –

- (a) That the Board's in-principle support be provided for the repurposing of the Millshaw estate as part of a joined up approach to development with the White Rose Office Park, in order to deliver significant inclusive growth benefits to the South Leeds, as set out at paragraphs 3.4 – 3.11 of the submitted report;
- (b) That the planning matters to be addressed by the landowners in bringing forward and delivering a master plan for the White Rose Office Park and Millshaw estate, as set out at paragraphs 3.12 – 3.16 of the submitted report, be noted;
- (c) That confirmation be provided that Council-owned land within and adjoining the Millshaw estate should be considered for inclusion within the master planning exercise on a 'without prejudice' basis, as set out within paragraphs 3.22 – 3.25 of the submitted report, with it being noted that the Head of Regeneration is responsible for the co-ordination of the Council's interests in this respect.

HEALTH, WELLBEING AND ADULTS

19 Provision of a Loan Facility to Donisthorpe Hall Nursing Home

The Director of Resources and Housing and the Director of Adults and Health submitted a joint report which sought approval to make a secured loan facility of £350,000 plus accrued interest available to Donisthorpe Hall care home in order to assist with the care provider's financial recovery plan.

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The Board noted the significant work which had been undertaken in respect of the required due diligence processes.

A Member highlighted the Council's role of enabling a mixed economy of care provision for the city, and how the submitted proposals were in line with that role.

Following consideration of Appendices 2a and 2b to the submitted report designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the provision of a secured loan facility, funded from the Council's balance sheet, from the Council to Donisthorpe Hall care home for the sum of Three Hundred and Fifty Thousand Pounds plus accrued interest, be approved, with this loan facility being allocated and repaid in accordance with the provisions stated in the submitted report and the exempt appendices 2a (including annexe A, B & C) and 2b;
- (b) That the Director of Adults and Health and the Director of Resources and Housing, in conjunction with the City Solicitor and the Chief Officer Financial Services, be authorised to ensure that the Board's resolution (above) is implemented.

20 Short Break Services

The Director of Adults and Health submitted a report providing details of the outcome of consultation undertaken on short break arrangements, and which sought approval to establish new arrangements to ensure that the Council's short breaks offer was fair, equitable and gave proper weighting to those with the greatest caring responsibility.

Responding to a Member's enquiry in respect of consultation, it was highlighted that the intention was to submit a further report to the Board in due course which provided further detail on the number of users which would be affected by the proposals and how they would be affected.

RESOLVED –

- (a) That approval be given to the expansion of the in-house Short Breaks service, so that it can offer short breaks to a greater variety of people and for a wider range of needs;
- (b) That the three tier approach towards having a short break which supports a range of carer needs, be approved;
- (c) That approval be given to the gradual withdrawal of the Outreach Service over time, in order to facilitate resolution (b) above, with it being noted that people's short breaks will be maintained through alternative arrangements when their sessional worker leaves / retires;

- (d) That further consultation be undertaken on a revised service specification for the Community-based Respite service, including referral pathway and service criteria;
- (e) That it be noted that the Community-based respite service and the Outreach Service are not the only way that people with eligible social care needs may have a break, and that people may choose to have a personal budget in order to arrange a short break that suits them and the cared-for person;
- (f) That it be noted that the Director of Adults and Health is responsible for the implementation of such matters.

21 Leeds' Commitment to Carers

Further to Minute No. 23, 21st June 2017, the Director of Adults and Health submitted a report which provided an update on the progress which had been made by the Council and the Leeds Carers' Partnership in relation to the Leeds Commitment to Carers initiative.

The Board welcomed Val Hewison, Chief Executive of the 'Carers Leeds', organisation who was in attendance and provided the Board with an update on the progress made by the initiative over the past 12 months, highlighted the areas where progress was still required and provided further information on the crucial role played by the many carers throughout the city. In addition, as part of the ambition to make Leeds the best city for carers, an offer was made for further liaison to take place with each Council directorate in order to raise greater awareness in this area.

Members supported the range of actions being taken whilst noting that there was still further work to do in this field. In addition, Members highlighted the importance of providing adequate support to all carers, with reference being made to Council employees. Emphasis was also made to the link between being a carer and the impact that that could have upon an individual's mental health.

RESOLVED –

- (a) That the progress which has been made to date by the Council and the Leeds Carers' Partnership in relation to the Leeds Commitment to Carers, be noted;
- (b) That approval be given to continue the promotion of the Leeds Commitment to Carers initiative across Leeds City Council directorates and also Elected Member Lead Portfolio areas.

22 Leeds Health and Wellbeing Board: Reviewing the Year 2017-18

The Director of Adults and Health submitted a report presenting the 'Leeds Health and Wellbeing Board: Reviewing the Year 2017-2018', which served as an annual review and roundup of the range of activity commissioned or

directed by the Board, which had been guided by the Leeds Health and Wellbeing Strategy 2016-2021.

Responding to a Member's enquiry regarding the several specific issues which had been identified within the Director of Public Health's Annual Report for 2017/18, the Board noted that it was expected that such issues would feature upon the future work programme of the Health and Wellbeing Board.

RESOLVED – That the contents of the submitted report, together with the contents of the appended *Leeds Health and Wellbeing Board: Reviewing the Year 2017-2018* document, be noted, with the following being specifically highlighted:

- The successes achieved in Leeds to bring together effective partnerships/deliver major programmes of change such as the Improved Better Care Fund and Local Care Partnerships;
- Achieving the position as the 'Best Core City for Health and Wellbeing';
- Leeds' increasing influence in West Yorkshire and nationally via the power of our strengths and assets with a community focused approach towards health and care integration;
- Leeds' priority to improve the health of the poorest the fastest and address the social determinants of health (employment, housing, inclusion, community); and
- The additional challenges of delivering the health and care agenda despite ongoing austerity settlements.

CHILDREN AND FAMILIES

23 Leeds Safeguarding Children Board Annual Report (2017/18): Evaluating the Effectiveness of Safeguarding Arrangements in Leeds

The Independent Chair of the Leeds' Safeguarding Children Partnership submitted a report which presented the key findings from the Partnership's Annual Report for 2017/18.

The Board welcomed Dr. Mark Peel, Independent Chair of the Leeds Safeguarding Children Partnership, who was in attendance at the meeting in order to introduce the key points of the annual report and to highlight key priorities.

Responding to a Member's enquiry, the Board noted the view of the Independent Chair when considering the effectiveness of the procedures in place to exchange information between Leeds and other Local Authorities / agencies when dealing with cases which crossed the Local Authority's boundary, who confirmed that he believed that robust processes were in place.

Also in response to a Member's enquiry regarding the capacity in Leeds to deal with continuing and emerging issues around the protection of children and young people, the Independent Chair advised that he did not detect any negative impact in the safeguarding provision in Leeds as a result of the

resource being provided to Kirklees Council, as part of the Partners in Practice programme. Further to this, the Director of Children and Families advised the Board that a period of 3 years had been identified for Leeds' involvement in Kirklees which included a tapering of support, and it was also highlighted that agreement had now been reached with the Department for Education (DfE) for Kirklees to look to recruit their own Director of Children's Services. It was also noted that Leeds was in regular contact with the DfE on such matters.

Following a specific request, the Independent Chair undertook that the Partnership would carry out a piece of work around the 'Early Help' strategy in respect of those children and families who required support, with it being highlighted that although demand for such support was high, a number of schools in the city were withdrawing support for Clusters, through which a number of related services were focussed. It was noted that the outcomes from that piece of work would be provided to Board Members as appropriate, with it also being suggested that it may be appropriate to raise this matter with the Department for Education.

In conclusion, the Chair paid tribute to the vital work of the Leeds Safeguarding Children's Partnership.

RESOLVED –

- (a) That the contents of the submitted cover report together with the contents of the appended Leeds Safeguarding Children Partnership Annual Report (2017-18) be noted, together with the identified safeguarding priorities for the city, as detailed within the Annual Report;
- (b) That the Leeds Safeguarding Children Partnership be requested to carry out a piece of work around the 'Early Help' strategy in respect of those children and families who required support, with it being highlighted that although demand for such support was high, a number of schools in the city were withdrawing support for Clusters, through which a number of related services were focussed, with the outcomes from that piece of work being provided to Board Members as appropriate.

24 Annual Report of the Fostering Service and Annual update of the Statement of Purpose.

Further to Minute No. 29, 17th July 2017, the Director of Children and Families submitted a report which presented the annual report of the fostering service and which sought approval of the revised statement of purpose for Leeds City Council's Fostering Service.

RESOLVED –

- (a) That the Statement of Purpose for Fostering Services for Leeds City Council, as appended to the submitted report, be approved;
- (b) That the contents of the annual Fostering report, as submitted, be noted, with the Board confirming its continued support for the work of

the adoption and fostering service which aims to ensure that children receive the best possible support.

25 Annual Report of the One Adoption West Yorkshire & Statement of Purpose.

Further to Minute No. 29, 17th July 2017, the Director of Children and Families submitted a report which presented the annual report of One Adoption West Yorkshire (OAWY), as required by the National Minimum Standards 2011. Specifically, the report sought approval of the revised Statement of Purpose for OAWY.

RESOLVED –

- (a) That the Statement of Purpose for One Adoption West Yorkshire, as appended to the submitted report, be approved;
- (b) That the annual adoption report, as appended to the submitted report, be noted, with the Board confirming its continued support for the work of OAWY, which aims to ensure that children receive the best possible support.

LEARNING, SKILLS AND EMPLOYMENT

26 Councillor Pryor

At the commencement of the reports within his portfolio, the Chair welcomed Councillor Pryor, given that this was the first Executive Board meeting which he had attended since his recent appointment to the position of Executive Member for 'Learning, Skills and Employment'.

27 The Annual Standards Report 2016-17

The Director of Children and Families submitted a report which presented the progress made towards Leeds becoming the best city for learning. The report outlined Leeds' current position in relation to the associated strategy and the actions that had been taken to ensure that all children in Leeds, including those affected by poverty and other disadvantages were supported to help them achieve their potential.

Responding to a Member's enquiry, the Board received further information on the range of ongoing actions being taken to narrow the gap between advantaged and disadvantaged learners, which included details of the 'Advantaging the Disadvantaged' strategy and the work of the Child Poverty Impact Board.

In noting the recent appointment of a new Deputy Director (Learning), who was due in post in the Autumn, it was suggested that a piece of work that looked at further tackling such matters be developed in readiness for the new Deputy Director, so that they could pick it up as a priority.

Also, responding to an enquiry, the Board received details regarding the processes and timescales by which Educational Health and Care Plans for SEND (Special Educational Needs and Disability) learners were put in place.

RESOLVED –

- (a) That the contents of the submitted report, together with the Annual Standards Report, as appended, which details the outcomes of Leeds children and young people in the 2016 / 2017 academic year, be noted;
- (b) That the expectations for future developments in learning and the ways that Leeds intends to diminish differences between key groups across the city; including those pupils with pupil premium funding, SEND (Special Educational Needs and Disability) or within a minority group, be noted;
- (c) That the provision of ongoing support, challenge and intervention in Leeds be approved, in order to ensure that progress continues to be made towards Leeds becoming the best city for learning.

28 Learning Places Programme - Request for Approval to Inject Basic Need Funding to Expand the Co-operative Academy of Leeds

The Director of the Director of Children and Families submitted a report regarding proposals as part of the Learning Places Programme scheme to increase the Pupil Admissions Number at The Co-operative Academy of Leeds from 180 to 240 from September 2019, which would create an additional 300 places across years 7 – 11. In addition, the submitted report sought approval to undertake related capital expenditure.

RESOLVED –

- (a) That 'Authority to spend' on the Learning Places Programme for the expansion of The Co-operative Academy of Leeds at a total value of £4.1m, as detailed within the submitted report, be approved;
- (b) That it be noted that it is currently envisaged that the scheme will be completed by October 2019, however it is also noted that discussions are ongoing between all parties to look at ways in which to bring this date forward to September 2019;
- (c) That it be noted, that if the required works cannot be completed by September 2019, a contingency plan will be developed to ensure that the Academy is able to accommodate the additional pupil numbers;
- (d) That it be noted that the Chief Officer, Asset Management and Regeneration is responsible for the delivery of the scheme.

29 Outcome of consultation to increase learning places at Moor Allerton Hall Primary School

Further to Minute No. 138, 7th February 2018, the Director of Children and Families submitted a report which detailed the outcome of the consultation undertaken regarding proposals to permanently expand primary school provision at Moor Allerton Hall Primary School from 2 form entry to 3 form entry and which sought permission to publish a Statutory Notice in respect of such proposals.

Responding to an enquiry, assurance was provided to the Board that the proposals being put forward were not simply a short term measure for that area.

Prior to the meeting, Board Members were in receipt of a re-circulated version of the submitted cover report, as it had been noted that parts of sections 3.13-3.14 and 4.3 of the original version had been either mis-formatted or had some text missing.

Having taken the resubmitted version of the cover report into consideration, it was

RESOLVED –

- (a) That the publication of a Statutory Notice on a proposal to permanently expand primary provision at Moor Allerton Hall Primary School from a capacity of 420 pupils to 630 pupils, with an increase in the admission number from 60 to 90, with effect from September 2019, be approved;
- (b) That it be noted that the previous proposals to form a through-school by joining together Moor Allerton Hall Primary School with Allerton Grange School, and to expand primary provision as part of that through-school, are not to be taken forward;
- (c) That approval be given to exempt the resolutions within this minute from the Call In process, for the reasons as set out within paragraph 4.5.2 of the submitted report;
- (d) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (c) above, and for the reasons as detailed within section 4.5.2 of the submitted report)

30 European Structural and Investment Funds Programme 2014-2020: Supporting Young People into the Labour Market

The Director of City Development submitted a report which sought authorisation to commit a maximum of £1.8m Council match-funding in order to deliver the Leeds element of the Leeds City Region Employment Hub Project (Routeways) and 'Not in Education, Employment or Training' (NEET) Youth Engagement and Progression (YEP) Projects. The submitted report highlighted how such projects would result in investment of up to £3.8m in the

city and £14m across the Leeds City Region, part funded by the European Structural and Investment Fund (ESIF).

RESOLVED –

- (a) That the Council, as a Delivery Partner, be authorised to work with:-
 - (i) the West Yorkshire Combined Authority under a Service Level Agreement, to deliver the Leeds City Region Employment Hub Project (Routeways), as part of the ESIF Sustainable Integration of Young People into the Labour Market Programme; and
 - (ii) City of Bradford Metropolitan District Council under a Service Level Agreement, to deliver the YEP Project, as part of the ESIF Sustainable Integration of Young People into the Labour Market Programme.

- (b) That the following total expenditure be approved:-
 - (i) up to £1.4m by the Council inclusive of £0.7m maximum match funding to deliver the Leeds element of the YEP project over the next three years, 2018-2021;
 - (ii) up to £2.1m by the Council inclusive of £1.1m maximum match funding to deliver the Leeds element of the Routeways project over the next three years, 2018-2021;

- (c) That it be noted that the Head of Projects and Programmes in the Employment and Skills Service will be responsible for the implementation of both projects in Leeds, which are anticipated to commence by August 2018 and be completed by August 2021.

31 LGBT+ Inclusive City

Further to Minute No. 105, 7th November 2012, the Director of Communities and Environment submitted a report which provided an update on the progress made over the past 6 years since the LGBT+ Friendly City report was considered by the Board. In addition, the report highlighted the work of the re-launched LGBT+ Hub and the Council's LGBT+ Staff Network in contributing towards the development of the agenda alongside partners in the public, Third and Business Sectors.

RESOLVED –

- (a) That the current and ongoing work undertaken to make Leeds an LGBT+ Inclusive City be noted, and that support be provided to the LGBT+ Hub in developing and maintaining a forward work programme, together with success measures which reflect the work streams outlined within the submitted report and appendix. It is also noted that the work programme is to be co-produced and owned between the LGBT+ Hub and the LGBT+ community;

- (b) That support be given to the cross city partnership approach that has developed between the Council, other public bodies, the Third and Business Sectors to deliver on the Inclusive City agenda;

- (c) That support be given to the work undertaken to address the lack of LGBT+ community infrastructure within the city relative to other major urban areas;
- (d) That continued support be given to the leadership role of senior officers, Elected Members and partners in taking forward the LGBT+ equality agenda, with recognition being given to the significant positive impact that the work of champions and allies has in delivering outcomes;
- (e) That the intention for the LGBT+ Hub to develop a forward work programme with a 5 year prioritised timeframe, be noted, together with the fact that the responsibility for supporting the associated resolutions arising from this report will sit with the Director of Communities and Environment and Chief Officer Communities.

DATE OF PUBLICATION:

FRIDAY, 29TH JUNE 2018

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:**

5.00PM, FRIDAY, 6TH JULY 2018

Report of Director of City Development

Report to Executive Board

Date: 25 July 2018

Subject: European Structural and Investment Funds Programme 2014-2020 Updates

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

Summary of main issues

1. The European Structural and Investment Funds (ESIF) Programme is a seven year programme that can support a range of economic development, skills, environmental improvement and social inclusion activities. The Leeds City Region has one of the largest allocations totalling circa £340m, with expenditure continuing until 2023.
2. The programme has now been open for applications since spring 2015, and this report provides an update on successes in applying for funds, and highlights applications currently in appraisal and future calls for proposals for the remainder of 2018.

Recommendations

- To note the update on the progress made to date by the Council in developing projects funded by the ESIF Programme.
- To support LCC applications in appraisal, in particular Phase 2 bids for Ad:Venture and Digital Enterprise which are aligned to the delivery of the Inclusive Growth Strategy.

1 Purpose of this report

- 1.1 To update Executive Board on the European Structural and Investment Funds Programme for Leeds City Region and provide information on progress made by the Council in developing and implementing approved projects.
- 1.2 To highlight the success and achievements to date.

2 Background information

- 2.1 The ESIF Programme for Leeds City Region Enterprise Partnership area is a £303m programme which can fund projects in economic development, skills, environmental improvement and social inclusion. The programme has been open for 3 years and now forms a critical building block in funding the Council's Inclusive Growth Strategy which was approved at Executive Board on the 27th June 2018.
- 2.2 It is important to note that the ESIF Programme remains largely unaffected by the Leave vote in June 2016 and the subsequent negotiations with the European Commission. The Treasury has confirmed that all projects with a European funding agreement before the UK leaves the European Union, will be guaranteed an equivalent amount of funding subject to the project being in line with UK domestic policy and being able to demonstrate value for money according to Treasury Green Book principles.

3 Main Issues

3.1 Progress Update

LCC teams have been involved in 25 projects since the ESIF programme opened in spring 2015. As of June 2018, LCC is the lead applicant and accountable body on 19 ESIF applications in development and delivery and an active delivery partner in a further seven projects; a total of 26 ESIF projects. Appendix 1 sets out all applications in which LCC is involved, including applications submitted in response to calls in spring of 2018.

- 3.1.1 Projects where LCC is the applicant total £94.3m (ESIF £46.2m). However, Executive Board should note that the majority of applications are for multi-district projects, with Leeds acting as the Accountable Body and lead partner.
- 3.1.2 Where the Council is a delivery partner, total project values equates to a further £49.5m (£24.7m). This figure includes the Superfast West Yorkshire and York broadband infrastructure programme (current and proposed future phases); the Resource Efficiency Fund and the STEP project, which provides employment

support for some of the city's priority groups, including care leavers and people with mild to moderate mental health issues.

- 3.1.3 It should also be noted that the council is involved in projects covering eight of the nine original thematic objectives in the Leeds City Region ESIF strategy. This is despite the challenges and drawn-out nature of the programme's processes. LCC has actively engaged with projects from £30k projects to support the production of Local Development Strategies to £12m business support programmes with city region coverage and a large and diverse delivery partnership. This illustrates the high level of engagement and success of LCC teams working with a wide range of stakeholders to access funding to benefit Leeds and the wider city region.
- 3.1.4 There are now 9 live ESIF-funded projects being managed by LCC directorates, with a further 4 full applications in appraisal. In addition, LCC is a delivery partner in a further 6 projects. No other single organisation outside West Yorkshire Combined Authority has engaged as actively with the ESIF programme: this is the first European Structural Funds programme in which LCC has played such a major role.
- 3.1.5 Appendix 2 highlights the value of projects by Council directorate, in the context of the wider pipeline of programmes in development and delivery. Of particular relevance to the Council's Inclusive Growth Strategy are the Ad:Venture Enterprise Growth Programme and the Digital Enterprise Programme, which are outlined further below:

- **Ad:Venture Enterprise Growth Programme**

The Ad:Venture Enterprise Growth Programme is an important delivery mechanism for the Inclusive Growth Strategy's Big Idea 10 - Backing Innovators and Entrepreneurs. The programme aims to support start ups and scale ups trading less than three years across the Leeds City region who can demonstrate growth potential. In its first 15 months the programme is working with 900 businesses, 600 individuals exploring self employment and has to date helped to create over 200 jobs. Examples of successful start-ups supported to date include:

- (i) **North Brew**

Over 20 years, the owners successfully grew the North Bar group to a total of 7 venues and in 2015 they turned their 10-year dream of making their own beer into a reality by opening a brewery in Leeds, North Brewing Co. The opportunity for growth was there, with demand outstripping supply for their products. Submitting a successful grant application, they secured £16,108. Brewing capacity has more than doubled, adding several brewing vessels and enabling the brewery to

meet current demand, with their beers now widely available throughout the UK as well as being exported to eight European countries.

(ii) Lean Lunch

Like most businesses, this start up began trials and testing out healthy lunch products at home, but after accessing support from the programme, and successfully securing grant funding of £11,200 towards project costs, they have recently moved into a new custom kitted kitchen in the Cardigan Workspace. The move has already resulted in 4 full time jobs, with more to come. Global firms PwC and SKYBET are both early adopters of the service. Owner Sat says “It’s been an amazing experience to launch the first online healthy food delivery service in Leeds. Our ambition is to change the way people eat at work with a conviction of the positive impact this will have for both employers and employees. We are very grateful for the grant support from Ad:Venture which has crucially supported the capital costs of launching the business”.

(iii) Infinity Works

As growth over the previous 2 years had shown, there was great demand for this software consultancy service in the region and further afield. The company had ambitious plans to build its client base across Leeds and London, whilst continuing to provide a great service for existing clients. Moving to a new larger Leeds office was the way to address this, and with the help of grant funding through the Ad:Venture programme, enabled the team to transform the office into a collaborative working space with the capacity to help run and drive new customer accounts, in addition they now have the space to deliver community events. The company secured £16,400 towards the project costs. The new office will support recruitment of 12 new staff members, including graduate recruits and high skilled IT engineering roles.

• Digital Enterprise Programme

The Digital Enterprise Programme is also important to the Inclusive Growth Strategy’s Big Idea 9 – Leeds as a Digital City. The programme aims to help businesses across the Leeds City Region to utilise digital technologies to help facilitate business growth. Over the last 21 months the programme has received over 1,500 applications for assistance from small/medium sized businesses and is on target to help over 1,100 businesses across the City Region. Examples of assistance provided to date include:

(i) Blueberry Marketing

Leeds based Blueberry Marketing, a direct marketing business that began life at the Leeds Beckett University business incubator, has won contracts and created six new jobs with the help of a £10,000 Digital

Growth Voucher from Digital Enterprise. The funding has been used to upgrade its in-house digital technology by part funding an upgraded IT infrastructure including a super-fast internet connection and VoIP telephone system.

(ii) Arville Textiles

Arville Textiles, a Wetherby-based business that makes some of the world's most high-tech protective and safety fabrics, has seen a 15% increase in turnover since the firm secured £9,000 of funding from Digital Enterprise to boost its digital technology. The funding from the Digital Enterprise programme has enabled the firm to install new digital systems that have streamlined Arville's internal communications and increased efficiencies.

(iii) Herida Healthcare Ltd

Herida Healthcare, a manufacturer of pressure relieving products used in the care industry and by the National Health Service, took advantage of £5,000 of funding from Digital Enterprise and is now on course for £2 million turnover just eighteen months after the business started trading. The Leeds based business has streamlined the way in which they operate by using the funding to purchase specialised software and IT hardware so that they could establish a digital system for stock, inventory, order and invoice control.

Further details on Ad:Venture, Digital Enterprise and the STEP project are included in Appendix 3.

3.2 Future Calls for Proposals

- 3.2.1 The programme has reached its halfway point, with opportunities to bid for further funding across 2018. These opportunities will primarily be for second phases of current projects and programmes. It is therefore proposed that the Council progresses these two bids for the Ad:Venture Enterprise Growth Programme and the Digital Enterprise Programme, to help support Big Ideas 9 and 10 of the Inclusive Growth Strategy. All calls for proposals require match funding at the standard 50% of total project costs, which is challenging, but the progress to date by LCC teams in bringing together strong partnerships demonstrates that this can be overcome. Appendix 1 set out the projects in delivery and those in appraisal, whilst Appendix 4 is a summary of calls for proposals anticipated for the remainder of 2018.

3.3 Project Delivery and Implementation

- 3.3.1 There are currently 12 projects which have already received a funding agreement and are now in the various stages of delivery. Those just approved are gearing up to ensure that they are ready to get contract management and delivery underway as soon as possible.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The overall ESIF strategy for the Leeds City Region LEP area was subject to wide consultation across the city region during its development through large scale events, and smaller stakeholder sounding groups to develop programmes of activity under each thematic objective are continuing. The progress of the strategy has been reported at LEP Board, Leeds City Region Chief Executives and Leaders Board meetings. Leeds City Council officers have been actively engaged from the outset of the ESIF strategy and programme development which began in 2013. Sounding Groups on calls for proposals are organised by the LEP as necessary.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 At ESIF strategy level, the assessment of the strategy by central Government incorporated an assessment of a range of equality and diversity issues. Each individual project application also has to address gender and diversity issues and in certain areas of the programme, projects will have to set targets for women's and BME groups' participation, amongst others.

4.3 Council Policies and the Best Council Plan

- 4.3.1 The city's wider ambitions are clearly and publicly set out in the Best Council Plan, to be the best council and city in the UK. ESIF projects in the development and delivery pipeline are making, and will continue to make direct contributions to achieving the desired sustainable and inclusive economic growth and improving the economic wellbeing of local people and businesses in the city. We have worked with our partners to face the challenges of the ESIF Programme and to bring forward programmes which will allow residents and businesses to make real progress.
- 4.3.2 The overall ESIF Programme complements the clear ambitions set out in the Inclusive Growth Strategy which has been agreed by the Executive Board, across People, Place and Productivity themes. The Inclusive Growth Strategy has twelve big ideas, of particular relevance to the ESIF funding programme are 21st Century Infrastructure, Leeds as a Digital City, Backing Innovators & Entrepreneurs and working together to Create Better jobs. The examples listed in Appendix 3 –

Ad:Venture, Digital Enterprise and STEP highlight the linkages between ESIF and Inclusive Growth.

4.4 Resources and value for money

4.4.1 At a time of continuing and significant budget reductions, ESIF remains one of the few opportunities to part-fund economic development, employment and skills programmes which are a priority for the city, as well as continuing to be almost the only source of multi-year revenue funding.

4.4.2 There remain challenges around match funding. In the second half of the programme, this will continue to be a major barrier for potential applications, and most significantly for revenue projects, but the progress to date by LCC teams in bringing together strong partnerships demonstrates that this can be overcome.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no significant legal issues relating to this report, which is subject to call-in.

5 Conclusions

5.1 There is a clear rationale in ongoing and active engagement with the second half of the ESIF Programme. The Council should maintain its active involvement in stakeholder events as well as in the provider networks established by the LEP, to ensure that the strategy and its calls for proposals remain relevant to the Leeds context, and that delivery is not only compliant with the regulations, but having genuine impact in communities and businesses across the city.

5.2 In this regard, now that the Inclusive Growth Strategy has been approved, it is important to ensure that our activity is fully aligned to its implementation. Accordingly the Ad:Venture Enterprise Growth Programme and the Digital Enterprise Programme will support the delivery of the Big Ideas for Backing Innovators and Entrepreneurs in Business and Social Enterprises and Leeds as a Digital City and should therefore be progressed as phase 2 bids.

6 Recommendations

6.1 To note the update on the progress made to date by the Council in developing projects funded by the ESIF Programme.

6.2 To support LCC applications in appraisal, in particular Phase 2 bids for Ad:Venture and Digital Enterprise which are aligned to the delivery of the Inclusive Growth Strategy.

7 Background documents¹

7.1 None.

8 Appendices

8.1 Appendix 1 – Summary of ESIF Applications in Development and Delivery, where the Council is Accountable Body or Delivery Partner.

8.2 Appendix 2 – Financial Breakdown by Directorate

8.3 Appendix 3 – Examples of 3 ESIF-funded programmes: Ad:Venture, Digital Enterprise and STEP

8.4 Appendix 4 – Schedule of ESIF Calls for Proposals for 2018

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

ESIF Programme Area	Project Name	Value	ERDF	ESF	Geographic Coverage	Activity	Stage in application process	Lead Directorate
LCC as Applicant and Accountable Body								
SME Competitiveness	Ad:Venture	£12,322,168	6,161,084		Leeds City Region	Wrap-around support for pre-start up, new and young businesses up to 3 years old with growth potential. The programme will support around 1,200 young businesses with growth potential and create 2,400 new jobs across the city region.	In delivery	City Development
ICT	Digital Enterprise	8,400,000	4,200,000		Leeds City Region	This is an integrated programme of information, advice and financial support, and a grants programme to encourage firms to take-up faster digital connectivity and introduce enhanced ICT systems to improve business performance.	In delivery	City Development
Low Carbon Economy	Lincoln Green District Heating Network	12,600,000	5,700,000		Leeds only	Installation of innovative and highly energy efficient low temperature district heating systems to 1500 council owned flats in multi-storey blocks around the Lincoln Green area. This will provide lower costs and low carbon heating and hot water to some of the most vulnerable council tenants.	In delivery	Environment and Housing
Social Inclusion	Stronger Families	3,500,000		1,750,000	Leeds and Bradford districts	A pre-cursor to the existing Troubled Families programme, providing a range of support to families at risk of becoming 'troubled'. It will work with families before they start to cause anti-social behaviour problems, risk criminal records, come to the attention of police or have their children excluded from school, all of which may result in major barriers to gaining and sustaining employment. Match funding provided by the Big Lottery.	In delivery	Children's Services
Social Inclusion	Connecting Communities	2,800,000		1,400,000	Leeds City Region	Targeted support to address the complex barriers faced by marginalised and vulnerable new migrants in seeking and obtaining employment. An extensive variety of interventions will be offered as participants likely to include those with a wide range of experience, including those with no education or work experience at all and those who are professionally qualified. Match funding is provided by the Big Lottery.	In delivery	Citizens and Communities
Social Inclusion	South Leeds CLLD	3,000,000	750,000	750,000	Top 20% most deprived LSOAs in Inner South, plus small part of Morley <u>Partners:</u> CLLD Local Action Group, with public, private and third sectors and resident representatives	Offering grants to local organisations to deliver support to three priority groups, identified during consultation for their Local Development Strategy in 2016. 1. Workless families; 2. People with disabilities; 3. Sex workers, based in the 'managed approach' area of Holbeck. These are groups which are typically a long way from the labour market and require longer-term intensive support than is currently available through mainstream programmes, to allow them to overcome barriers and engage effectively in the workplace. These multiple disadvantages may include unresolved mental and physical health problem, complex social and health issues, and basic literacy, numeracy and social skills, and require a more supportive structure to realign with economic opportunities available.	In delivery	Citizens and Communities
Social Inclusion	Inner East CLLD	3,000,000	750,000	750,000	Top 20% most deprived LSOAs in Inner East Leeds	Offering grants to deliver support to local people and businesses against the three objectives in its Local Development Strategy. •1. develop a network of community organisations-based 'opportunity' shop sessions as a front door to key worker and integrated service support which includes home visits. • 2. Build on the strengths of the local employer asset base, encouraging local employers to provide experiences for isolated and marginalised residents enabling progress to employment. • 3. Develop customised support to open up self-employment as an opportunity.	In delivery	Citizens and Communities
Social Inclusion	Leeds West CLLD	3,000,000	750,000	750,000	Top 20% most deprived LSOAs in Inner West Leeds	Offering grants to local organisations to deliver support in 7 priority neighbourhoods, to address skills gaps, increase employment and business support and engagement in the area. • Individualised learning and training programmes to those furthest from the labour market • Mentoring and coaching to support residents to move closer and into work • Joint development of community infrastructure with residents • Mentoring and supporting business growth – supporting budding entrepreneurs and employers to grow and develop new job opportunities; generate new business ideas and initiate new enterprise.	In delivery	Citizens and Communities
Climate change adaptation, risk prevention and management	Leeds Flood Alleviation Scheme (FAS) (Stourton Extension) - alleviating flood risk between Thwaite Mills and the M1	£1,067,000	£533,500		Leeds only	Part of the wider Leeds FAS Phase 2, funding to construct circa. 600m of 1.1m high reinforced concrete wall, surface water drainage improvements and upgrade of an existing pumping station. The scheme will protect 90 existing businesses in an important employment area, safeguard over 4,000 existing jobs, protect a section of a nationally significant transport asset (M1); protect 104,300msq. of employment land, identified in the Aire Valley Area Action Plan and secure the area for future strategic investment.	In delivery	City Development
Low Carbon Economy	Stourton Park and ride Smart Energy Grid	£6,005,200	£2,796,000		Leeds only	This project will install a 3000 sqm solar canopy over 460 parking bays, with a total low carbon and renewable energy generation capacity of 0.8 MW at Stourton Park and Ride. An energy storage facility and smart energy distribution will allow LED lighting, electric car and bus charging units and local premises to be powered by this solar energy. The result will be localised low carbon energy creation, enabling use of electric vehicles for public transport and private trips, greenhouse gas reduction and measures to support energy security. A total of 0.8MWp of photovoltaic panels will be installed above 450 parking spaces, along with 27 electric vehicle charging points.	Working to full application	Resources and Housing

Low Carbon Economy	Fitting the Future	£4,528,450	£2,195,053		Leeds only	This project will trial the installation of flexible low or zero carbon energy assets such as battery storage, electric vehicle charge points, smart heating controls and smart storage heaters, to balance the grid when renewable production is high. Income will be earned on grid balancing services. Renewable energy will also be added to the grid through solar panels and potentially air source heat pumps. The project will involve a community building, 200 houses and 2 blocks of flats to provide a balanced portfolio. Insulation will also be added to reduce the energy required for heating for the residential dwellings.	Working to full application	Resources and Housing
Low Carbon Economy	Transformational Insulation for Back to Backs	£9,827,690	£4,913,845		Leeds only	This project will transform the market for external wall insulation, starting with back to backs within Leeds' priority areas. Back to backs are expensive to insulate with solid walls, original attic rooms, and low ventilation. It will be part of a larger mixed tenure trial of innovative EWI for Victorian back to backs together with attic room insulation. Better Homes Yorkshire will install both the external wall and attic room insulation, and carry out any ancillary ventilation or other work required to remedy any damp issues. An innovative external wall system will be used, replicates the existing finishes and can be applied in all weathers. The use of this innovative system should drive down future costs and increase the quality of the finish. Delivering the trial will allow training of a local supply chain to be trained to install this new product, building capacity for the future.	Working to full application	Resources and Housing
Low Carbon Economy	Transformer: Innovations in Electric Heating	£2,839,565	£1,419,783		Leeds only	A review of multi-storey flats identified 42 blocks that will remain electrically heated. These currently have standard electrical storage heaters and electric hot water systems, which provide inadequate heating, are unpopular with tenants and expensive to run. Many of these blocks also have electrical capacity issues and so require extensive mains strengthening to improve heating using standard technologies. So a solution needs to be found that will improve the heating within flats without increasing the peak electrical usage or running costs. The council has engaged with several companies proposing innovative technologies that may provide solutions, including VCharge smart storage heater controls and fusion electric boilers. LCC is currently undertaking a pilot of smart energy management using VCharge in the block with the worst electrical issues and is trialling electric boilers elsewhere. The project will ultimately replace the heating systems in 664 flats in 8 blocks, to provide a large scale demonstration prior to roll out to all 42 blocks.	Working to full application	Resources and Housing
SME Competitiveness	Ad:Venture2	£11,444,000	£5,720,000		Leeds City Region	Application for a second phase of Ad:Venture, providing wrap-around support for pre-start up, new and young businesses up to 3 years old with growth potential, building on experience and successes in Phase 1, which is due to finish in June next year. Phase 2 will commence in July with continuing delivery from a range of project partners including universities, West and North Yorkshire Chamber of Commerce, Business Enterprise Fund and local authorities.	Outline Application in appraisal	City Development
ICT	DE 2.0	£10,000,000	£5,000,000		Leeds City Region	An integrated programme of information, advice, and financial support to encourage firms to take-up faster digital connectivity and introduce enhanced ICT systems to improve business performance. <ul style="list-style-type: none"> Financial support via Digital Growth and Connectivity vouchers, to help them upgrade digital capabilities, e.g. part-funding investment in new hardware or software systems, e-commerce, interactive websites or superfast/ultrafast digital connectivity. Workshops, masterclasses and mentoring support delivered through the project's Digital Knowledge Exchange service Mini digital technology demonstrator projects specifically targeted at certain sectors/business types - projects could involve investment e.g. artificial intelligence/automation, cloud migration and business continuity 	Outline Application in appraisal	City Development
		94,334,073	40,889,265	5,400,000				

LCC as Delivery Partner

Programme Area	Project Name	Value	ERDF	ESF	Geographic Coverage & Partnership	Activity	Stage in application process	Lead Directorate
LCC as Delivery Partner								
ICT	Superfast West Yorkshire and York Broadband Infrastructure Programme.	£14,600,700	£7,300,385		West Yorkshire and York Partners: Local Authorities in West Yorkshire and York	This is Phase 2 of the West Yorkshire Local Broadband Plan and will install superfast broadband infrastructure across the identified area, except for Bradford, Leeds and York city centres. The target beneficiaries are SME premises with initial targeting on 510 priority postcodes in business parks and industrial zones that have not benefited from earlier phases of fibre investment; areas where there is a concentration of eligible SMEs; and, areas which were not covered by Phase 1 West Yorkshire programme, nor the adjacent Superfast North Yorkshire programme. LCC is responsible for undertaking the majority of the contract management for the applicant, West Yorkshire Combined Authority.	Approved and in delivery	City Development
Employment	STEP	9,890,000		4,940,000	Leeds and Bradford districts Applicant: Bradford MDC Leeds element of the programme - £2.8m total cost; £1.4m ESF	A targeted flexible programme to enable people furthest from the labour market to successfully compete and move into sustainable employment. Potential project beneficiaries will be identified by delivery organisations and will include self-referrals e.g. via LCC Community Hubs. The project is for unemployed people over the age of 25, who face particular labour market disadvantage and need support to tackle barriers to work. Participants will be assigned a key worker who will offer flexible tailored support and interventions, based on a broad partnership approach and with a strong mentoring style. This project will provide a progression route from the ESIF Back to Work Programme being delivered by Reed in Partnership.	Approved and in delivery	City Development
SME Competitiveness	Resource Efficiency Fund	4,600,000	2,300,000		Leeds City Region Applicant: West Yorkshire Combined Authority	Aims to remove the barriers that prevent SMEs investing in cost-effective resource efficiency measures. Support offered by the project will: <ul style="list-style-type: none"> Improve SMEs understanding of the potential for resource efficiency savings Provide them with advice on potential measures that they could implement and invest in to reduce costs and improve their resilience; and Support them in implementing identified resource efficiency measures. The Business Grant Programmes team in City Development is managing the grants element of the project on behalf of West Yorkshire Combined Authority.	Approved and in delivery	City Development
Social Inclusion	CLLD Preparatory Stage applications	60,000	15,000	15,000	Leeds - Inner East, Inner South, Inner West <u>Partners:</u> LCC, locally-based third sector organisations, VAL	6 small value 'preparatory stage' funding applications across Inner Leeds. These applications were for funding to carry out local consultation, establish a Local Action Group, to produce a Local Development Strategy for Community Led Local Development and identify an accountable body for the delivery of the strategy. LCC supported this work on developing localised strategies via the Area Teams. The approval of the CLLD strategies in October 2016 allowed for the submission of the 6 CLLD full applications described in the LCC Accountable Body section above.	Projects completed	Citizens and Communities
Employment	NEETs	£5,000,000	£2,500,000		Bradford, Kirklees, Leeds	The proposed project will <ul style="list-style-type: none"> support the rise in the participation age by providing additional traineeship and apprenticeship opportunities engage marginalised 15-18 year olds and support them to re-engage with education or training address the basic skills needs of young NEETS so that they can compete effectively in the labour market provide additional work experience and pre-employment training opportunities to unemployed 18-24 year olds support young lone parents to overcome the barriers they face in participating in the labour market It is expected that 35% of project activity will be delivered in Leeds, meaning a project value of around £1.7m.	Full application in appraisal	City Development
Skills	Routeways	£9,000,000	£4,500,000		Applicant : West Yorkshire Combined Authority, a programme covering Leeds City Region.	The focus is on young people aged 16-24 who are unemployed or economically inactive. Within this there is a further focus on participants from BME backgrounds, lacking basic skills, and lone parents, providing support and identifying route towards employment and training.	Full application in appraisal	City Development
ICT	Superfast West Yorkshire and York – the final 5%	£6,391,572	£3,195,786		Applicant - West Yorkshire Combined Authority West Yorkshire and York Partners: Bradford, Calderdale, Kirklees, Leeds, City Of York	The project will deliver fast and reliable broadband to the hardest to reach rural areas, those areas not already targeted through either a commercial roll-out or the previous phases of superfast broadband delivery. This project will install a fibre network with the capability to provide a superfast broadband connection for approx. 800 eligible SMEs, building on the existing infrastructure, creating fibre connections, with the capability to connect those businesses with superfast broadband (30Mbps plus).	Full Application in Appraisal	City Development
Totals		£49,542,272	£19,811,171	£4,955,000				

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1. LCC as Applicant and Accountable Body

By Directorate	Total Projects Completed	Total Projects approved	Total Projects at full application stage	Total Projects at outline application stage	Total By Directorate
City Development	£0	£21,789,168	£0	£21,444,000	£43,233,168
Communities and Environment	£0	£11,800,000	£0	£0	£11,800,000
Children's Services	£0	£3,500,000	£0	£0	£3,500,000
Resources and Housing	£0	£12,600,000	£23,200,905	£0	£35,800,905
Total	£0	£49,689,168	£23,200,905	£21,444,000	£94,334,073
ESIF value	£0	£24,244,584	£11,324,681	£10,720,000	£46,289,265

2. LCC as Delivery Partner

By Directorate	Total Projects Completed	Total Projects approved	Total Projects at full application stage	Total Projects at outline application stage	Total By Directorate
City Development	£0	£29,090,770	£20,391,572	£0	£49,482,342
Communities and Environment	£60,000	£0	£0	£0	£60,000
Children's Services	£0	£0	£0	£0	£0
Resources and Housing	£0	£0	£0	£0	£0
Total	£60,000	£29,090,770	£20,391,572	£0	£49,542,342

3. Overall Total

By Directorate	Total Projects Completed	Total Projects approved	Total Projects at full application stage	Total Projects at outline application stage	Total By Directorate
City Development	£0	£50,879,938	£20,391,572	£21,444,000	£92,715,510
Communities and Environment	£60,000	£11,800,000	£0	£0	£11,860,000
Children's Services	£0	£3,500,000	£0	£0	£3,500,000
Resources and Housing	£0	£12,600,000	£23,200,905	£0	£35,800,905
Total	£60,000	£78,779,938	£43,592,477	£21,444,000	£143,876,415

Key points

1. This is not an indication of the match funding requirement from LCC budgets
2. Majority of the projects deliver across a wider geography than Leeds
3. Where LCC is a delivery partner, the values are for the total project cost, not just the element supporting Leeds businesses/residents.

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1. Ad:Venture Enterprise Growth Programme

The Ad:Venture programme has been in delivery for 15 months.

The programme supports pre-start, young and new business with the potential to grow. Support includes:

- One-to-one support – Dedicated business advisors to guide business growth and help develop a business plan.
- High value workshops and events programme targeted to develop skills to drive business growth – in topics such as HR, Strategy, Cash flow forecasting, Sales, Branding, Marketing, Innovation and Research and Development.
- Business Growth Collective – Expert University and academic support to solve business problems
- Access to Incubation Space
- Specialist Advice and Sectoral Support, with some areas offering sectoral opt in's and accelerators.
- Growth Grant funding between £1,000 - £25,000

The programme aims to assist 1240 businesses, create 640 new businesses and help create 2400 jobs.

140 Ad:Venture events were delivered in 2017 and 2018. The programme is currently actively supporting 900 businesses and over 600 individuals and has received over 90 grant applications to date, and have helped to create 200 jobs.

2. Digital Enterprise

Digital Enterprise helps eligible small and medium sized businesses (SMEs) invest in digital technologies to improve business operations, address customer needs and facilitate growth.

There are three strands to the programme:

- A Connectivity Voucher worth between £500 and £1,000 to help eligible businesses upgrade their broadband connection to faster broadband (over 30mbps).
- A Digital Growth Voucher which provides funding of between £2,000 and £10,000 towards the cost of investment in digital or ICT solutions including upgrading a website, enhancing a digital connection, acquiring new hardware or software, or a combination of these. Phase four of this strand will open in October 2018.
- The Digital Knowledge Exchange service, which offers businesses access to expertise and advice on deploying digital solutions via free workshops, digital advisor support, mentoring, large conferences and access to an exclusive business community.

Since its launch in October 2016, Digital Enterprise has received over 1,500 applications for funding and assistance, and it is expected that the programme will assist over 1100 businesses, providing in excess of £3.2 million investment support for digital projects. The project will lead to a £10m boost to the regional economy and help with the creation of around 1400 new jobs.

Over 300 specialist digital suppliers, providing services to organisations seeking to upgrade their technology are registered with the programme.

Further activities include 'Go Digital Live!' the programme's next large digital conference as part of Leeds Business Week in October.

3. Skills, Training and Employment Pathways (STEP)

STEP is a partnership project between Leeds and Bradford Councils and delivers a range of support to unemployed people across the two cities.

The programme targets people over 25 years old, who are inactive or on benefits but have been out of work for at least twelve months, and who need additional support to tackle the barriers they face in accessing work. In Leeds the focus is on people who have mild to moderate mental ill-health, people with alcohol and drug addiction, people with ESOL needs and older adults 50 years plus. Up to £2.8m has been allocated to Leeds to provide tailored employability support for adults furthest from the labour market and is delivered by a range of specialist local delivery organisations

The programme launched in May 2017, with a target of assisting 1,500 people, and to date has supported 665 Leeds residents to tackle the barriers they face in moving into employment.

Timetable of Calls in 2018		
Programme Activity areas	Estimated Value	Estimated Publication Date
Starting out – Unemployed	£2.5m	Open for applications
Starting out – Employed	£2.0m	Open for applications
Health and Wellbeing Programme – Unemployed	£7.0m	Open for applications
Sustainable Urban Development SME Competitiveness (Site Development)	£4m	Open for applications
Sustainable Urban Development Blue and Green Infrastructure	£2.5m	Open for applications
Resource Efficiency Programme – Phase 2 call	£2.0m	October 2018
SME Competitiveness	TBC	October 2018
Troubled Families and Vulnerable Migrants programmes <i>Possible Phase 2 of programmes which are currently match funded with Big Lottery. Awaiting confirmation that there will be Big Lottery funding for a second phase.</i>	£7.0m	Late 2018

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Report of Director of Resources and Housing

Report to Executive Board

Date: 25th July 2018

Subject: Additional Clean Air Measures

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

Summary of main issues

1. A report was brought to June’s Executive Board that detailed the proposed Clean Air Charging Zone for HGVS, buses, coaches and taxis and private hire that will ensure that the city achieves compliance with the air quality directive in the shortest possible time as instructed by the ministerial direction that was issued under environmental legislation.
2. There are many parts of the city that already achieve compliance but where the council is keen to support work to drive further improvement in air quality as part of a citywide air quality strategy to improve health. The Executive Board requested that a further report be brought to the July meeting setting out other actions which can be taken to achieve this.
3. Concerns have been expressed that the redrawing of the boundary has left some residential areas in the South at risk to the polluting effects of older HGVs. The air quality model shows no significant impact upon air quality levels, however, there will be special attention given to ensure that traffic measures are taken to prevent any unintended consequences and that any existing roads in this area which experience “rat running” by HGVs are prioritised for action based on consultation with local ward members.
4. It is important to note that Highways England rather than the council is responsible for the motorway network in and around the city, including M621, M61 and M1. As a result of this, the motorways are not included in the proposed Clean Air Charging Zone. As

part of Highway England's work to support reductions in emissions on their strategic road network, the council is working with them to develop a business case for a regional centre of excellence for ultra low emissions vehicles located in the south of Leeds, which would assist firms located in the area as well as those that use the motorway network to move towards electric vans, with significant air quality benefits.

5. The previous report also sought approval to enter into consultation on the enforcement of anti-idling. Whilst the consultation is on-going about enforcement, the behavioural campaign to increase the public's understanding of the negative impacts of idling will be rolled out. It is proposed that there is a specific campaign to tackle idling outside schools.
6. Vans and private cars are not included in the Clean Air Charging Zone proposal that is currently under consultation. However, work is still underway to promote a move from older polluting vehicles to electric alternatives as an electric vehicle produces zero tailpipe emissions, and is therefore a much bigger step in emissions improvements than simply moving to EURO 6.
7. Over the next 6 to 12 months, there will be increased investment in electric vehicle charging infrastructure and the offer of free ultra low emission parking to Leeds' residents in council car parks has been extended to March 2020. This will be developed alongside an on-going communications campaign to raise awareness on the health impacts of poor air quality and the role that everyone has to play to reduce their own emissions.
8. It is proposed that an eighteen month campaign in advance of the introduction of a Clean Air Charging Zone, focusses on enabling the public to understand the impact of their travel choices on air quality and provides support and advice to encourage practical cleaner alternatives.
9. Although there is a lot of work happening at a local level, there still needs to be more coordinated and decisive action at a national government level. The council continues to lobby government to introduce a targeted scrappage scheme that focuses on those vehicles that are pre-Euro 3 and takes the dirtiest vehicles off our road as quickly as possible.

Recommendations

The Executive Board is recommended to:

- delegate authority to the Director of Resources and Housing to:
 - enter into the required legal agreement to support the partnership with Highways England;
 - approve the authority to procure for the low emissions vehicles, the business engagement partner and the associated electric charging infrastructure to support the regional ultra low emissions vehicle centre.
- Endorse a campaign to focus on anti-idling outside schools;
- Request the Highways Service to examine traffic restrictions on HGVs, with particular focus on the areas that are now excluded from the CAZ in the modified boundary;
- Support a publicity campaign providing advice on cleaner travel alternatives;

- Request the government to provide a targeted scrappage scheme aimed at the most polluting older vehicles.

1. Purpose of this report

1.1. To provide details of:

1.1.1. the measures in the citywide clean air strategy, aside from the Clean Air Charging Zone;

1.1.2. the proposed partnership between Highways England and the council to deliver a centre of excellence for ultra low emissions vans in the south of the city;

1.1.3. to provide details of the overarching communications campaign with a focus on how the anti-idling aspects will be further developed

2. Background information

2.1. On 27 June 2018 a report was brought to Executive Board that detailed the Clean Air Charging Zone.

2.2. In December 2016 the Council bid for £1 million from the Joint Air Quality Unit (JAQU). This funding was awarded in January 2017 and will provide money to undertake a communications campaign, including the development of a website, infrastructure upgrades to the council's own depots, support for taxi and private hire drivers to make the transition to petrol hybrids or electric vehicles as well as funding to support the bike share scheme.

2.3. In January 2018 the council was awarded a further £ 1.8 million of funding from JAQU to support the following five schemes:

2.3.1. City Dressing Scheme - We are improving the visibility of air quality information in the city and informing anybody travelling by vehicles in Leeds how they can reduce their own emissions by putting no idling signs at schools and car share signs along busy road routes. Variable road signage will be utilised to show air quality levels and promote the use of alternative modes of transport. We are working with businesses to improve the level of car sharing in West Yorkshire. The scheme will also look to incentivise the modal shift away from the private car.

2.3.2. Electric Vehicle (EV) Charging Points - We are providing public electric vehicle fast chargers located at council sites such as parks and leisure centres with some rapid chargers for on-street parking in the city centre. We will also be extending our ultra-low emission vehicle free parking scheme for another two years to March 2020.

2.3.3. Scoot to school - A package of measures, including training, scooter storage and educational materials will be provided to 30 schools that have been specifically identified due to the high number of children travelling to school by

car. Information will also be sent to parents to help with the modal shift away from using cars.

2.3.4. Business engagement - This scheme is focused on increasing the uptake of electric vehicles with businesses by supporting businesses in their business case development and allowing them access to longer vehicle trials. We will provide extra grants to support business with a suitable charge infrastructure and signpost them to any existing funding schemes.

2.3.5. Taxi and private hire electric leasing scheme - There is low uptake of electric vehicles in the Taxi/Pirate Hire (T/PH) sector so we are providing the opportunity to trial vehicles to demonstrate the advantages of using them.

2.4. As well as the measures outlined above, there are other complementary measures being delivered across the city. There is a plan in place to ensure that the whole of the council's fleet is as a minimum Euro 6 compliant but good progress has already been made to move a large proportion of the fleet to alternative fuel. The council is already recognised as leading the way as an early adopter with the largest electric fleet of any local authority in England. By the end of this year the council will have just under 100 electric vehicle on fleet and by the end of 2019, this is intended to rise to almost 300. Further information on this subject was submitted to Executive Board on 18 April 2018.

2.5. The Leeds Public Transport Investment Programme (LPTIP) is also a key component of the council's strategy to improve air quality as it will support significant modal shift through the development of a comprehensive improvement package for bus services in the city including operator investments in new vehicle fleets, bus priority and new information and facilities, new and expanded park and rides and new train stations. A report which updates Executive Board on progress with this programme will be tabled separately.

2.6. There is significant evidence that currently EURO 6 diesel engines found in cars and vans are currently not performing as expected in real life conditions. In one study undertaken by James Tate from the Institute for Transport Studies at the University of Leeds, a 1.4 Litre VW Polo had NO₂ emissions 13 times higher than EU regulations allowed, meaning that it produced the same NO₂ per kilometre as a fully laden diesel truck with a 13 litre engine.

2.7. A further study was undertaken covering 4850 vehicle models and 750,000 cars, out of which ICCT developed a system of ratings that show how cars fare when compared with NO_x requirements. The study showed that not one diesel car achieved a good rating for performance against the required standard.¹

2.8. As a result of evidence such as this, the council is keen to work with businesses with vans to support a move straight to electric rather than to EURO 6 as well as promoting electric cars to residents.

3. Main issues

¹ Bernard et al. (2018). *Determination of real-world emissions from passenger vehicles using remote sensing data*. Retrieved from https://www.trueinitiative.org/media/596931/true_remote_sensing_data.pdf

Regional Centre of Excellence - Ultra low emission van scheme

- 3.1. As part of our early measures fund the council bid for over £650,000 to work with small businesses to help drive up the uptake of ultra low emission vehicles. The money was going to be used to purchase vehicles, procure a contractor and develop infrastructure. It was anticipated that this would allow us to engage with 50 businesses.
- 3.2. A MSc student from the University of Leeds is undertaking a research project to understand the potential for the expansion of the electric van fleet. Part of his research included speaking to businesses and this showed that companies thought trials would be invaluable in terms of increasing electric vehicle uptake, accompanied by support to transition.
- 3.3. Highways England have expressed their desire to implement a scheme of a similar nature but on a much larger scale so they have approached the council to explore how we can best work in partnership. Leeds is considered an optimum base for the scheme due to the proximity of the motorways to some of our communities. Highways England are keen for the centre to be accessible regionally and due to Leeds' central location, it again provides Highways England with a practical solution.
- 3.4. The scheme will be based in the south of the city to allow easy access to the motorway network and will provide a centre of excellence for ultra low emissions vehicles.
- 3.5. The scheme will provide investment for:
 - 3.5.1. The purchase/ lease of electric vans
 - 3.5.2. The purchase of telematics system to enable accurate data collection;
 - 3.5.3. Electric charge network;
 - 3.5.4. Premises with front office with staffing;
 - 3.5.5. Third party to undertake business engagement and support;
 - 3.5.6. Marketing materials.
- 3.6. A suitable location is currently being investigated and a detailed business case is being developed in conjunction with Highways England that will be taken to their investment committee in August for approval.
- 3.7. An options appraisal will also be completed to compare the value for money of purchase versus lease and to explore the opportunities to reutilise vehicles within public sector organisations if they are bought outright when the scheme comes to a close.

Anti-Idling

- 3.8. The council is currently consulting on its enforcement of anti-idling. However, a large part of our work on anti-idling will be to undertake a widespread education campaign with the public.
- 3.9. Training will be rolled out across parking enforcement to enable those staff that spot vehicles idling to support behaviour change.
- 3.10. Engagement material will be developed that can be handed out to those that leave their engines running to explain the impact on their own and others' health.

- 3.11. There will also be targeted engagement with bus and coach companies as well as the taxi and private hire trade to raise their drivers' awareness of the impacts associated with vehicle engine idling.
- 3.12. There will be a targeted anti-idling campaign with schools with signage being installed to support the behaviour campaign.

HGV management

- 3.13. In terms of traffic and network management in the areas outwith of the proposed Clean Air Charging Zone boundary, a strategy of managing the network to maximise the use of the strategic network including the motorways and the primary A road and B road network. Improvements including those planned by Highways England will encourage this and help to minimise commuter and other non-local traffic "rat-running" through local communities. In addition in many areas traffic management including traffic calming measures and 20 mph speed limits have been put in place to manage the network and assist in safeguarding local communities and their road safety. Monitoring of routes will continue and this will include any concerns about non-local HGV movements that may arise. These will be investigated as has been the previous practice alongside continuing engagement with the distribution industry and their representative trade organisations. Similarly monitoring of road safety and traffic movements on key routes will be maintained as part of established programmes and in any particular issues that may arise will be followed up.

Public Engagement Strategy

- 3.14. The communications strategy has been developed to ensure a clear narrative, with consistent messages to outline what is happening in the city to tackle air quality and to engage the public on the impact air pollution has on health and wellbeing.
- 3.15. The communications strategy plans for a co-ordinated campaign up to and beyond the implementation of the Clean Air Charging Zone, with a specific focus on raising awareness of air quality issues, prompting behaviour change across the key identified stakeholder groups and provide information on opportunities to take action, both individually, as part of an organisation, or by businesses.
- 3.16. In addition to this the communications strategy will provide wider information on changes that can be made by the public, schools, businesses and other organisations to further reduce emissions beyond the Clean Air Charging Zone and to highlight the collective responsibility to improve air quality.
- 3.17. This will include advice on active travel, travel planning and accessible support for businesses. This work will be ongoing to both support the aim of the Clean Air Charging Zone to directly reduce emissions and improve air quality, but will also form the basis of continually making the case for improvements and changes, by demonstrating the benefits of a cleaner, healthier city.
- 3.18. The key aim of the behaviour change work is to raise awareness and share information with anyone who drives a vehicle on Leeds roads. Car users are been asked to drive just 5 miles less each week by encouraging car users to switch from jumping in the car each time they travel, to using public transport or active transport such as cycling, running or walking which has added health benefits for the residents of Leeds.
- 3.19. This will be achieved through utilisation of a number of methods and media; a dedicated website, social media, outdoor media including bus advertising and

billboards at main junctions and key arterial routes, news articles, radio campaigns and face to face engagement. These opportunities will ensure appropriate and effective messages are affirmed, through interactive channels like social media it also allows for engagement at an informal, but accessible level so that impact can be measured.

- 3.20. High impact awareness raising campaigns will occur twice a year across a 4-6 week period, complemented by an ongoing steady stream of information and messaging in the run up to and beyond the introduction of the Clean Air Charging Zone. A variety of marketing tactics, initiatives and strategies are being deployed and led by our intelligence and insight.
- 3.21. A combination of channels would be used to help amplify our messages and ensure audiences were reached through a number of touch points. Hyper-local campaigns will be delivered where behaviour change is most likely to occur, where good transport links are available or as the infrastructure improves and we work closely with colleagues in City Development. In addition lifestyle choices are a key driver and consideration when looking at who we are most likely to be able to influence so we continue to work closely with our market research agency, intelligence and data and community teams to better understand local perceptions, attitudes and motivations.
- 3.22. We will be monitoring and evaluating our campaign at key points over the next 48 months to see what impact the marketing activity has had and how we can change or amend our strategy should we need to.
- 3.23. A purpose designed Clean Air Leeds website has now launched, www.cleanairleeds.co.uk offering practical resources, information and signposting portal to all things air quality related in the city, an area where people can see the latest 'air quality' forecast, the site contains downloadable and shareable information and a news site to keep people updated on all new developments in the city relating to, and improving air quality, including links to Connecting Leeds and Public Spaces work.
- 3.24. The site is being developed to host information on the health impacts of poor air quality with links to Public Health and NHS advice, and health charities such as Asthma UK and the British Lung Foundation.
- 3.25. The site features guidance on how members of the public can reduce their own personal contribution to air pollution, including links to sustainable travel, cycle super highway, park and ride, cycle2work schemes, walk to work schemes and car share initiatives. The website will support the consultation process with the public on Leeds plans and link with existing behaviour change programmes such as the Influencing Travel Behaviour Team and Sustainable Travel teams.

Public Engagement – schools, children and young people

- 3.26. Engaging with young people to develop their knowledge and to help influence their travel and behaviours is vital to help future generations grow up in areas with far less pollution than there currently is. Children at schools across Leeds are the city's next generation of influencers, and therefore we need to make sure we are speaking to them and getting them on board as 'ambassadors' for cleaner air.
- 3.27. We are continually seeking opportunities to work with schools and aligning this to the current curriculum and national campaigns. £150k has been secured that allows us to support 30 schools in scooter training and storage. This work will be focussed where there is a high commute to school by car.

- 3.28. We've worked with the London Sustainability Exchange to develop a Leeds focussed toolkit that will support the schools travel plan and will include lesson plans, key activities and ways to get our future generations involved in reducing pollution. The toolkit will be piloted with a school before being rolled out across the city.
- 3.29. On the back of the great response from over 30 primary schools across Leeds in 2017 when we ran a 'Green Miles' competition with the winning school being announced on Clean Air Day we have launched the CAL champions competition asking schools to design and create their very own superheroes and baddies in the fight against pollution in Leeds.
- 3.30. Leeds City Council have produced the Sustainable Education Travel Strategy which sets out clear guidelines on how the council will promote sustainable travel to and from school. This strategy underpins a culture of active and sustainable travel amongst children and young people that has a long-term impact on future travel choices. It will contribute to the long term health and wellbeing of children by promoting an active and healthy lifestyle and reduce emissions in the city by decreasing the number of cars on Leeds' roads and easing congestion around schools.
- 3.31. The Council will continue to promote the development and implementation of school travel plans as a key tool and catalyst for planning and promoting sustainable travel in all schools and colleges. Travel plans provide the means within schools to provide direction through parent, pupil and community consultation, which identifies barriers and provides the school with a clear action plan for the promotion of sustainable travel. This approach has contributed to the reduction in the number of children travelling to school by car in Leeds from 28.4% in 2007 to 25.8% in 2016.
- 3.32. Modeshift STARS (Sustainable Travel and Recognition for Schools) is a national accreditation offered to all schools in Leeds. 45 Leeds schools have received an accreditation to date with 116 schools are signed up to the scheme. DEFRA funding has enabled the Council to add to the current provision offered to schools across the city.
- 3.33. Sustainable travel to and from school promotions activity are balanced with the delivery of road safety education and training and Bikeability training. The recent Schools Yorkshire Tour 2018 to promote cycling to school , delivered a school cycle relay across Yorkshire involving hundreds of pupils, in over 160 schools. 27 Leeds schools (270 pupils) taking part in the event each received bikeability training as an enabler to participate in the event. Large scale events such as these complement our localised events such as Scootember, Walk to School Week, Transition and Bike Week.

4. Corporate considerations

4.1. Consultation and engagement

4.1.1. There is currently a statutory consultation underway on the Clean Air Charging Zone. The consultation also seeks the public's views on:

- the location of electric vehicle infrastructure;
- no idling campaign key locations;

- future ambitions for the city.

4.1.2. Consultation with ward members will be undertaken on the proposed location of the Regional centre of excellence for ultra low emission vehicles as well as regarding requirements for highways measures.

4.2. Equality and diversity / cohesion and integration

4.2.1. An equality screening has been completed and one potential impact has been identified regarding the impact of quieter vehicles on visually impaired pedestrians. A full equality impact assessment will therefore be completed by the end of August.

4.3. Council policies and best council plan

4.3.1. The importance of air quality as an issue is reflected in the Council's vision under our Best Council Plan. Our vision is for Leeds to be a healthy city in which to live, work and visit and we are working with partners to reduce emissions which will bring about health and wellbeing benefits including reducing premature deaths, improving health, promoting physical activity and reducing obesity levels. We are raising general health and environmental standards across the city through the promotion of walking and cycling. The Leeds Public Transport Improvement Programme is working to make improvements to the bus and rail networks which will enable reductions in congestion and greater modal shift, supporting a reduction in emissions.

4.4. Resources and value for money

4.4.1. There are no resource impacts as all the schemes will be funded by external grant funding.

4.4.2. The vehicles required to support the ultra low emission vehicle scheme will be bought via a pre-existing approved framework to ensure value for money is achieved and to reduce the resource required to undertake the procurement.

4.4.3. There will be a further procurement completed to identify a partner to run the ultra low emission vehicle centre as well as the required charging infrastructure.

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

4.5.1. Legal advice will be sought to support the development of the agreement between the council and Highways England. Further work will be undertaken to develop the lease agreements to allow vehicles to be leased out to other companies and partners.

4.5.2. A lease agreement will also need to be entered into for the premises required.

4.5.3. All of the procurements undertaken will be completed in line with CPRs. Any vehicles purchased will use the pre-approved framework that is already used for the council's standard fleet replacement programme.

4.6. Risk management

4.6.1. As the Highways England partnership develops, a detailed risk analysis will be undertaken to ensure a risk neutral position is achieved for the council in terms of financial liabilities.

5. Conclusions

- 5.1. Although compliance will be achieved via the implementation of our proposed Clean Air Charging Zone, this is just one strand of work in an overall citywide air quality strategy that will support further improvements in air quality and that is complemented by the projects to encourage modal shift included in the Leeds Public Transport Investment Programme.
- 5.2. The opportunity to develop a Regional Centre of Excellence for ultra low emissions vehicles provides the city an exciting opportunity to lead the way in terms of electric vehicle uptake.
- 5.3. The roll out of the behavioural campaign to support anti-idling will provide some quick wins across the city.

6. Recommendations

The Executive Board is recommended to:

- delegate authority to the Director of Resources and Housing to:
 - enter into the required legal agreement to support the partnership with Highways England;
 - approve the authority to procure for the low emissions vehicles, the business engagement partner and the associated electric charging infrastructure to support the regional ultra low emissions vehicle centre.
- Endorse a campaign to focus on anti-idling outside schools;
- Request the Highways Service to examine traffic restrictions on HGVs, with particular focus on the areas that are now excluded from the CAZ in the modified boundary;
- Support a publicity campaign providing advice on cleaner travel alternatives;
- Request the government to provide a targeted scrappage scheme aimed at the most polluting older vehicles.

7. Background documents²

- 7.1. None

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

Equality, Diversity, Cohesion and Integration Screening

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Resources and housing	Service area: Sustainable energy and air quality
Lead person: Tom Cowen	Contact number: 0113 378 8795

1. Title: Electric van hire scheme for business

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify: A bid for funding to Highways England to operate an electric van trial scheme for businesses.

2. Please provide a brief description of what you are screening

Highways England are keen to reduce NO₂ concentrations on the strategic road network, particularly on urban motorways and trunk roads. Tackling emissions from light goods vehicles or vans is a key part of this; the number of vehicles within this class has increased by 74% since 1996, they are almost exclusively diesel fuelled and are estimated by DfT to account for 30% of NO_x, despite making up only 15% of road traffic. Research carried out by the Energy Saving Trust indicates that whilst very few businesses run electric vans in their fleet, a high proportion are interested in doing so and feel that a 'try before you buy' scheme would be beneficial in helping them reach a decision.

For this reason, Highways England are making funding available for a local authority partner to operate an electric van loan scheme and centre of excellence. Electric vans will be made available for loan to businesses for a relatively short period of time to enable them to get hands on experience of operating these vehicles and consider how they can be integrated into their existing fleet and business operations.

The council will conduct maintenance checks on vehicles when they are returned from loan and will store and look after vehicles during those periods in which they are not out on loan to businesses.

The scheme will be actively marketed to local businesses to encourage take up and make sure the vehicles are utilised as much as possible. We are particularly keen that SMEs and micro-businesses benefit and intend to target these categories of business in particular with promotional activity.

Electric vehicles are inherently quieter than traditional engines and RNIB and other advocacy groups for visually impaired people have expressed concerns that this poses a risk to visually impaired people who rely upon engine noise as an indication of whether it is safe for them to step into the road. EU legislation mandating all new electric vehicles to be fitted with noise generating equipment for the benefit of alerting pedestrians to their presence will be implemented from July 2019.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	X	
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity 		X

<ul style="list-style-type: none"> • Fostering good relations 		
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If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

<p>4. Considering the impact on equality, diversity, cohesion and integration</p>
<p>If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.</p> <p>Please provide specific details for all three areas below (use the prompts for guidance).</p>
<ul style="list-style-type: none"> • How have you considered equality, diversity, cohesion and integration? (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)
<ul style="list-style-type: none"> • Key findings (think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)
<ul style="list-style-type: none"> • Actions (think about how you will promote positive impact and remove/ reduce negative impact)

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.	
Date to scope and plan your impact assessment:	20/08/18
Date to complete your impact assessment	31/08/18
Lead person for your impact assessment (Include name and job title)	Tom Cowen – Senior Project Officer

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Polly Cook	Executive Programme Manager	13/07/2018
Date screening completed		

7. Publishing	
Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision .	
A copy of this equality screening should be attached as an appendix to the decision making report:	
<ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. 	
Complete the appropriate section below with the date the report and attached screening was sent:	
For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Report authors: Coral Main &
Tim Rollett
Tel: 37 89232 / 37 89235



Report of the Director of Resources and Housing

Report to the Executive Board

Date: 25th July 2018

Subject: Annual Corporate Risk Management Report

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

Summary of main issues

1. Our vision as set out in the Best Council Plan is for Leeds to be the best city with the best council in the UK: a city that is compassionate with a strong economy, tackling poverty and inequalities; a council that is efficient and enterprising. A corporate risk is something that, if it occurred, could impact on this vision and our Best City/Best Council ambitions. It is essential that we understand, manage and communicate the range of risks that could threaten the city and the vital services provided by the council, so that we're better placed to prevent them from happening and to reduce the impact on communities, individuals, services, organisations and infrastructure.
2. This annual report updates the Executive Board on the most significant risks currently on the corporate risk register: what they are, assessment of their level of risk, the accountable director and portfolio member risk owners and current and planned arrangements to proactively manage them. The following risks are included:
 - Safeguarding children
 - Safeguarding adults
 - Health and safety
 - City resilience
 - Council resilience
 - Financial management (both the risk to the in-year budget and longer-term financial sustainability)
 - Information management and governance
 - School places

Recommendations

Executive Board is asked to note the annual risk management report and the assurances given on the council's most significant corporate risks in line with the authority's Risk Management Policy and the Board's overarching responsibility for their management.

1 Purpose of this report

- 1.1 This annual report updates the Executive Board on the council's most significant corporate risks and the arrangements both in place and further activity planned during 2018/19 to manage them.
- 1.2 The assurances provided are an important source of evidence for the council's Annual Governance Statement: a statutory requirement for all local authorities to conduct a review at least once in each financial year of the effectiveness of the system of internal control and to include a statement reporting on the review with its Statement of Accounts. Leeds' 2017/18 Annual Governance Statement was approved by the Corporate Governance and Audit Committee on 26th June 2018.

2 Background information

- 2.1 The previous annual corporate risk management report was provided to Executive Board on 17 July 2017. Since then, the corporate risk register has continued to be reviewed and updated in accordance with the council's Risk Management Policy and in line with the Best Council Plan outcomes and priorities. The remainder of this report focuses on the management of the most significant risks currently on the corporate risk register.
- 2.2 It is supplemented by the annual assurance report on the authority's risk management arrangements considered on 26 June 2018 by the council's Corporate Governance and Audit Committee. This report is publicly available and focuses on the policies, procedures, systems and processes in place to manage risks at corporate, directorate, service and project levels. No issues were identified by the Committee.

3 Main issues

- 3.1 The council's risks stem from a variety of sources, many of which are out of our direct control: for example, global events such as an economic downturn, major conflicts or significant environmental events. Closer to home, more localised incidents can impact on communities, individuals, services, organisations and infrastructure. We also often have to respond quickly to changes in government policy and funding and must recognise and meet the evolving needs of our communities, particularly those of vulnerable people. Such changes, and the uncertainties they may bring, can pose threats that we need to address but also bring opportunities to exploit. Both aspects of risk management rely on the council working effectively with partners across the public, private and third sectors and with communities and individuals.
- 3.2 All council risks are managed via a continuous process of identification, assessment, evaluation, action planning and review, embedded at strategic and operational levels and for programmes and projects. All staff and elected members have responsibility for managing risks relevant to their areas, including Scrutiny Boards, Community Committees and partnership boards.
- 3.3 This annual report considers the strategic level: the arrangements in place to manage the council's corporate risks. Corporate risks are those of significant, cross-cutting importance that require the attention of the council's most senior managers and elected members. Each of the corporate risks has one or more named 'risk owner(s)': a member of the Corporate Leadership Team and a lead portfolio member who are accountable for their management. The Executive Board as a whole retains ultimate responsibility.

- 3.4 The nature of risks is that they come and go as the environment changes. However, there are a set of 'standing' corporate risks that will always face the council:
- Safeguarding children
 - Safeguarding adults
 - Health and Safety
 - City resilience (external emergency / incident management)
 - Council resilience (internal business continuity management)
 - Financial management (both the risk to the in-year budget and longer-term financial sustainability¹)
 - Information management and governance
- 3.5 The annual report at Appendix 1 provides detailed assurances on each of these seven risk areas, covering an overview, description of the risks, the latest risk assessment, current arrangements in place to manage them and additional activity planned. There is a further assurance explaining how the authority manages its statutory requirement to provide sufficient school places to the children and young people of Leeds, one of only five 'red' risks (based on a combination of its probability and impact scores) currently on the corporate risk register. Of the remaining four 'red' risks, three are 'standing' risks and thus have their own detailed assurances. The final 'red' risk relates to a major cyber incident: information on how this risk is managed is contained within the two 'standing' risk assurances on 'Council resilience' and 'Information management and governance'.
- 3.6 Appendix 1 also contains:
- An introduction that explains the council's risk management framework and how corporate risks are assessed and managed;
 - The latest corporate risk map approved by the council's Corporate Leadership Team (Chief Executive and directors) on 26th June 2018; and
 - An annexe explaining how all council risks are evaluated in terms of probability and impact.
- 3.7 Additional, more operational assurances for a number of these risk areas are considered each year by a number of committees and boards. These include:
- The council's corporate Governance and Audit Committee which receives assurance reports on the council's business continuity management arrangements, procurement, information governance, and financial planning and management (all most recently reported to the Audit Committee on 16th March 2018) as well as the annual assurance report on the council's overarching risk management arrangements;
 - Safeguarding reports considered by the Leeds Safeguarding Children Partnership, Leeds Safeguarding Adults Board and Safer Leeds;
 - Reports on specific risk areas as requested by Scrutiny Boards – for example, Scrutiny Board Strategy & Resources considered a report on the council's contractual arrangements with Carillion at its February 2018 meeting, incorporating the authority's procurement risk management processes;
 - The Executive Board considered the 'Health, Safety and Wellbeing Performance Assurance report' at its April 2018 meeting.

¹ Please also refer to the report on today's Executive Board agenda updating the Medium-Term Financial Strategy for the period 2018/19 – 2020/21.

3.8 In addition, the council's report template includes a section on 'Risk management', requiring the report authors to detail any key risks and their management – this information then helps inform decisions made, including investment decisions; this applies to all reports to this Board.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The corporate risk assurances at Appendix 1 have been subject to consultation with key officers, the Corporate Leadership Team and portfolio members.

4.1.2 The arrangements in place to manage the council's risks are embedded and therefore subject to consultation and engagement on an ongoing basis.

4.2 Equality and Diversity / Cohesion and Integration

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

4.3 Council policies and the Best Council Plan

4.3.1 The risk management arrangements in place support compliance with the council's Risk Management Policy and Code of Corporate Governance, through which, under Principle 4, the authority should take 'informed and transparent decisions which are subject to effective scrutiny and risk management'.

4.3.2 Effective management of the range of risks that could impact upon the city and the council supports the delivery of all Best Council Plan outcomes and priorities.

4.4 Resources and value for money

4.4.1 All council risks are managed proportionately, factoring in the value for money use of resources.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The council's risk management arrangements support the authority's compliance with the statutory requirement under the Accounts & Audit Regulations 2011 to have 'a sound system of internal control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk.'

4.5.2 The corporate risk map is made publicly available via the leeds.gov website and is also published on the council's Intranet risk management webpage, available to elected members and staff. The annual assurance report considered by the Corporate Governance and Audit Committee on the council's risk management arrangements is publicly available on the leeds.gov website.

4.5.3 This report is subject to call in.

4.6 Risk Management

4.6.1 This report supports the council's Risk Management Policy in providing assurances on the management of the authority's most significant risks.

5 Conclusions

5.1 The corporate risk register describes the council's most significant risks that could impact upon our Best Council Plan ambitions, outcomes and priorities. Robust and

proportionate arrangements are in place to mitigate the risks, considering both the probability of each risk materialising and the consequences if it did.

- 5.2 Assurances on the council's most significant 'standing' risks are given through this annual corporate risk management report and provide an open, comprehensive and important source of evidence for the authority's Annual Governance Statement.

6 Recommendations

- 6.1 Executive Board is asked to note the annual risk management report and the assurances given on the council's most significant corporate risks in line with the authority's Risk Management Policy and the Board's overarching responsibility for their management.

7 Background documents²

- 7.1 None.

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



Annual Corporate Risk Management Assurance Report

July 2018



Leeds City Council's 2018 Corporate Risk Assurance Report

To achieve the ambitions, outcome and priorities set out in our Best Council Plan, it is essential that we understand, manage and communicate the range of risks that could threaten the organisation and vital council services. This annual report provides assurance on how the council manages its most significant strategic risks.

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For more information on the council's risk management arrangements please contact Coral Main coral.main@leeds.gov.uk or Tim Rollett timothy.rollett@leeds.gov.uk.

Introduction

The council’s risks stem from a variety of sources, many of which are out of our direct control: for example, global events such as an economic downturn, major conflicts or significant environmental events. Closer to home, more localised incidents can impact on communities, individuals, services, organisations and infrastructure. We also often have to respond quickly to changes in government policy and funding and must recognise and meet the evolving needs of our communities, particularly those of vulnerable people. Such changes, and the uncertainties they may bring, can pose threats that we need to address but also bring opportunities to exploit. Both aspects of risk management rely on the council working effectively with partners across the public, private and third sectors and with communities and individuals.

Risk Management Framework

The council’s risks are identified, assessed and managed using six steps:



These iterative steps enable us to:

- Understand the nature and scale of the risks we face.
- Identify the level of risk that we are willing to accept.
- Recognise our ability to control and reduce risk.
- Recognise where we cannot control the risk.
- Take action where we can and when it would be the best use of resources. This helps us make better decisions and deliver better outcomes for our staff and the people of Leeds.

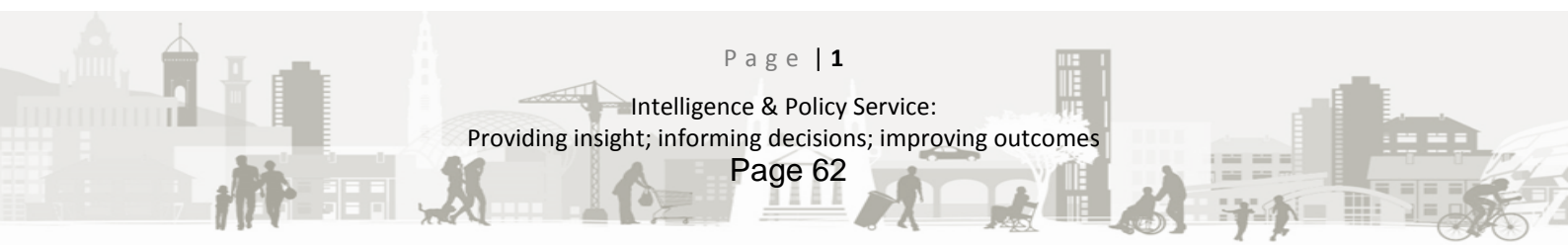
The steps are applied across the organisation through the Leeds Risk Management Framework: at strategic and operational levels and for programmes and projects. The adoption of the framework and compliance with it has helped embedded a risk management culture within the organisation. This report considers the strategic level: the arrangements in place to manage the council’s corporate risks.

Corporate Risks

Defining a corporate risk

Corporate risks are those of significant, cross-cutting strategic importance that require the attention of the council’s most senior managers and elected members. While all members of staff have responsibility for managing risks in their services, each of the corporate risks has one or more named ‘risk owner(s)’: members of the Corporate Leadership Team and a lead portfolio member who, together, are accountable for their management. The Executive Board as a whole retains ultimate responsibility.

Corporate risks can be roughly split into two types: those that could principally affect the city and people of



Leeds and others that relate more to the way we run our organisation internally. An example of a 'city' risk includes a major disruptive incident in Leeds or breach in the safeguarding arrangements that help protect vulnerable people; these are often managed in partnership with a range of other organisations. An example of a more internal 'council' risk is a major, prolonged failure of the ICT network.

How corporate risks are assessed and managed

Each corporate risk has a current rating based on a combined assessment of how likely the risk is to occur – its probability - and its potential impact after considering the controls already put in place. When evaluating the impact of a risk we consider the range of consequences that could result: effects on the local community, staff, the services we provide, any cost implications and whether the risk could prevent us meeting our statutory and legal requirements.

A consistent '5x5' scoring mechanism – included here at Annexe 1 - is used to carry out this assessment of probability and impact which ensures that the risks are rated in the same way. Target ratings are also applied for each risk based on the lowest probability and impact scores deemed viable to manage the risk to an acceptable level given the amount of resources available to deal with it. These are used to compare the gap between 'where the risk is now' to 'how low do we aim for the risk to go' and so help determine whether additional actions are needed to manage the risk down to the target level.

The greater the risk, the more we try to do to manage it if it is in our control and if that would be the best use of resources. The council recognises that the cost and time involved in managing the risk down to nothing may not always be the best use of public money and we factor this in when establishing the target rating and developing our risk management action plans.

Risks are reviewed and updated regularly through horizon scanning, benchmarking and in response to findings from inspections and audits, government policy changes and engagement with staff and the public.

Current corporate risks

The risk map overleaf at Figure 1 summarises the risks on the corporate risk register as at 26 June 2018 and also their ratings based on probability and impact scores.

The majority of the risks shown on the risk map will come and go as the environment changes, eliminating the risk or reducing it to a very low level. However, there are a set of 'standing' corporate risks that will always face the council and which are the focus of this report:

- Safeguarding Children
- Safeguarding Adults
- Health and Safety
- City Resilience
- Council Resilience
- Financial Management (in-year and the medium-term)
- Information Management

The remainder of this document discusses these 'standing' corporate risks in more detail, plus an additional risk increasingly of high significance – school places, providing assurance on how the council, often in partnership, is managing them.

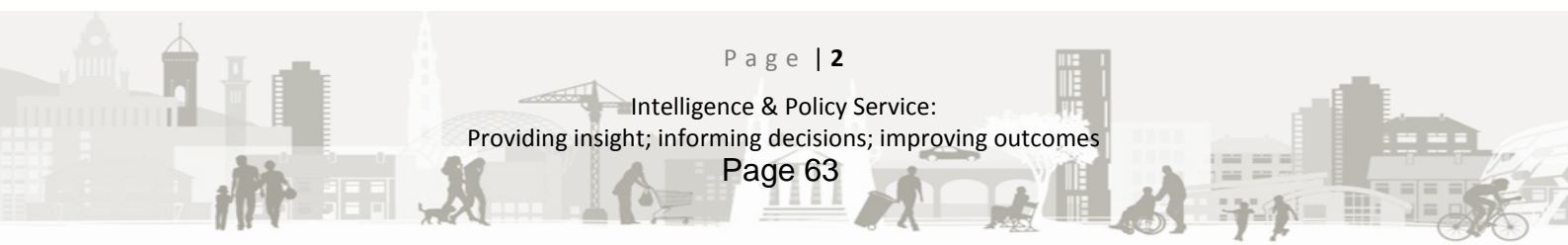
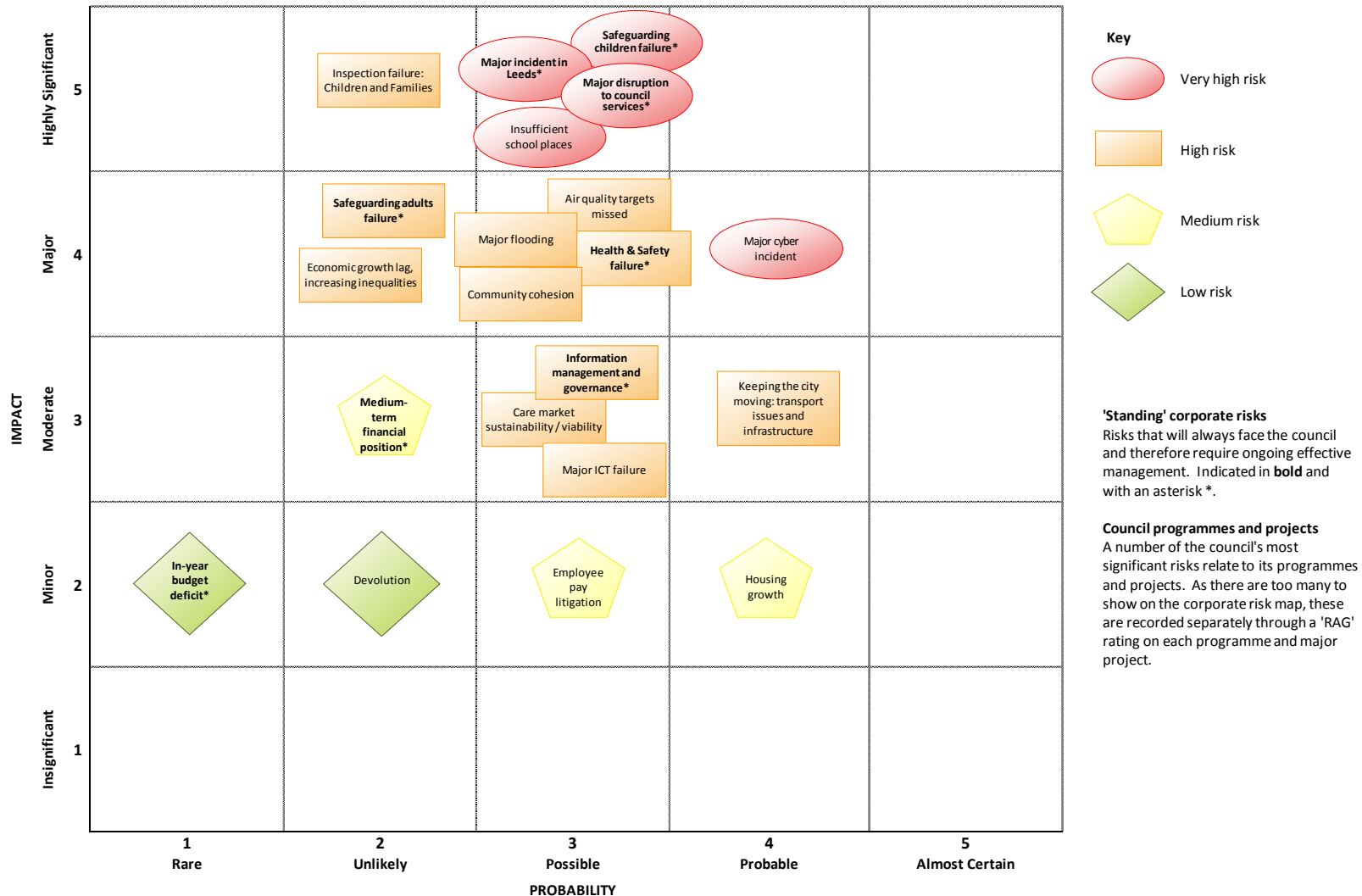


Figure 1: Corporate Risk Map at 26 June 2018

Supporting our Best City / Best Council ambitions



Safeguarding Children Corporate Risk Assurance

Overview

Leeds City Council has a legal duty to safeguard and promote the welfare of children. The potential consequence of a significant failure in safeguarding is that a child or young person could be seriously harmed, be abused, or die. Secondary effects of this include reputational damage, legal and financial costs, and management and staffing time. The council is strongly committed to improving the safeguarding of children and young people, contributing directly to our Best Council Plan outcomes, specifically for everyone in Leeds to be safe and feel safe.

Corporate risk: Safeguarding children				
Risk description	Risk of harm, accident or death to a child linked to failure of the council to act appropriately according to safeguarding arrangements			
Accountability (Risk owners)	<i>Officer</i>	Director of Children and Families		
	<i>Member</i>	Councillor Mulherin - Executive Member for Children and Families		
Evaluation		<i>Probability</i>	<i>Impact</i>	<i>Overall rating</i>
	<i>Current</i>	3 (possible)	5 (highly significant)	Very high (red)
	<i>Target</i>	3 (possible)	5 (highly significant)	Very high (red)

The current and target risk ratings reflect that the council is doing all it can to manage the risk with the resources available, but the impact is ‘5’ because even a single safeguarding incident could be highly significant.

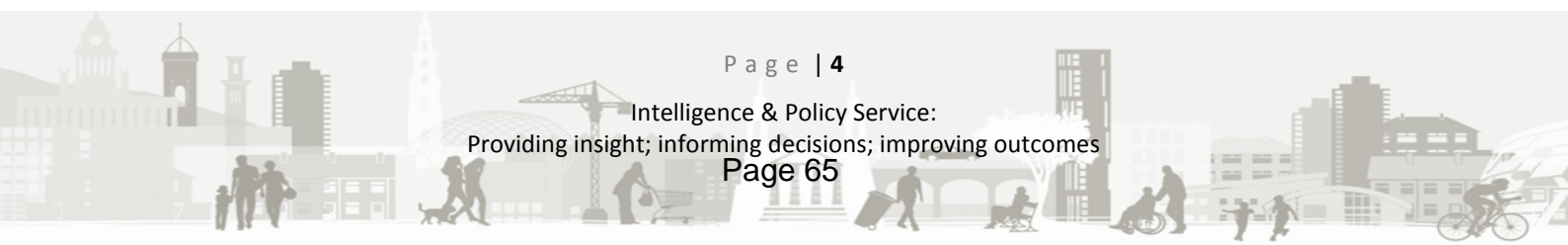
Introduction

What are the risks?

The consequences of a significant failure in safeguarding are that a child or young person could be seriously harmed, be abused, or die. This tragic outcome poses significant risks to the authority, including: a very high reputational cost; possible financial costs in compensation; management and staff costs in time and possible restructures; and, depending on the seriousness of failure, possible intervention by Ofsted and/or government.

The causes of safeguarding failures are well-established both locally and nationally. High profile cases such as Victoria Climbié, Peter Connelly, and Khyra Ishaq all re-emphasise similar lessons, and identify the same risks for children and young people. Key risks include:

- Poor quality practice or lapses in professional standards by front line workers
- Failure to identify and manage safeguarding risks
- A failure to listen properly to the views of the child or young person
- Failures in communication and information sharing between professionals, both within the council and across partner agencies



- Delay and drift within and between professionals and services
- Lack of clarity of roles and responsibilities

Risk management

How the council is managing the risks

The council is strongly committed to improving the safeguarding of children and young people. Safeguarding is a clear priority in corporate and partnership strategic plans and the authority has backed this up with a high level of investment in children's safeguarding, even in the challenging budget context.

The most thorough assurance for this risk is external inspection by Ofsted. Ofsted implemented a new inspection framework in January 2018. On 30 and 31 January 2018, Leeds became one of the first local authorities in the country to receive a two-day focused visit, which is one of the elements of the new framework.

Inspectors looked at "the local authority's arrangements for the quality of matching, placement and decision-making for children in care, including the quality of planning and the identification and management of risk and vulnerability". Unlike a full inspection, a focused visit does not result in a 'grade', although a letter is provided detailing any strengths and areas for improvement identified by inspectors. Leeds' letter states that "senior leaders have created an environment in which social work is flourishing. Children, young people and their carers are benefiting from an increasingly stable workforce. The local authority's commitment to continuous improvement is tangible".

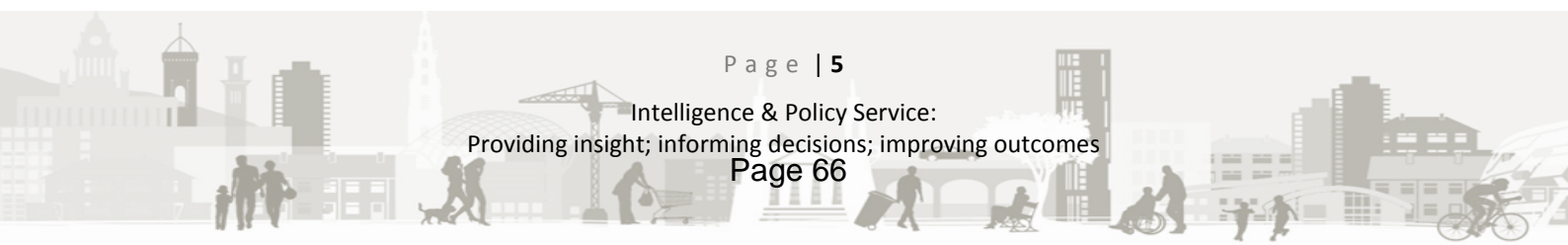
The LSCB (Leeds Safeguarding Children Board) has for many years been a statutory body established under the Children Act 2004. It is independently chaired and consists of senior representatives of all the principal agencies and organisations working together to safeguard and promote the welfare of children and young people in the city. Following a national review of all safeguarding boards, and a resulting change in legislation, the board has been renamed the Leeds Safeguarding Children Partnership (LSCP).

The statutory responsibilities for safeguarding in Leeds will now be collectively held by Leeds City Council (through the Children and Families directorate), the local NHS clinical commissioning group and West Yorkshire Police, through the LSCP. The LSCP is an independent intermediary body, and will continue the approach of the LSCB, working with all agencies to safeguard and promote the welfare of children and young people in Leeds.

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, have due regard to the need to safeguard and promote the welfare of children. Contracted providers are required to complete the online Section 11 audit toolkit for the LSCP. Providers are monitored in terms of safeguarding practice through contract monitoring arrangements.

The Integrated Safeguarding Unit provides an independent oversight from case management teams, offering challenge to those cases where children are most vulnerable, for example children subject to a child protection plan.

Regular practice improvement meetings, which are attended by senior managers and officers, focus on



social care practice. These meetings identify and share good practice within social work teams, and identify and remedy any poor practice that may have a negative impact on safeguarding activities.

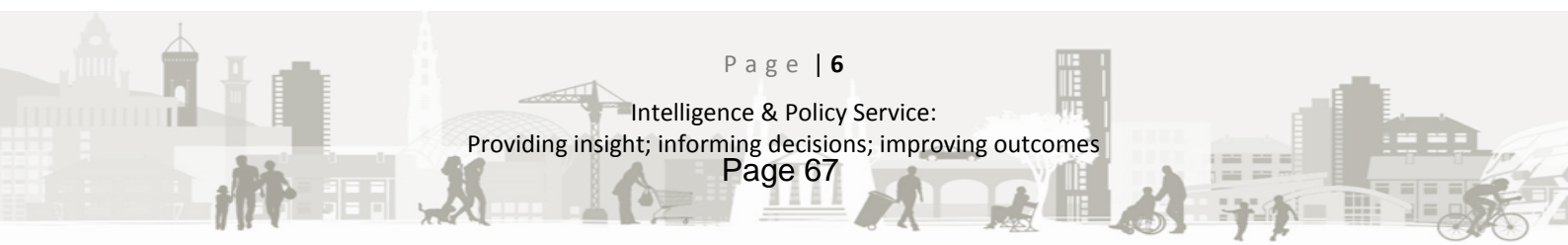
The weekly referral review meeting is a multi-agency partnership meeting that focuses on decision making and practice issues. As with the practice improvement meeting, good practice is identified and shared across teams; incorrect and/or unclear decision-making is promptly challenged. Team managers and service delivery managers are tasked with addressing these challenges, with the response reported to the next weekly referral review meeting. This data- and evidence-focused approach ensures that decision-making 'at the front door' (the name for our Front Door Safeguarding Hub). The 'front door' has two clear functions: the first is to provide a 'Duty and Advice' (guidance) function to directly receive contacts from practitioners and to identify an appropriate response where there are concerns about the welfare or the safety of a child or young person; the second is to provide a daily, co-ordinated and consistent response to domestic violence cases.

Whilst there are specific responsibilities for the safeguarding of children and young people under the Children Act 2004, all council staff have a moral and legal obligation to protect children and young people (and adults). The cross-council safeguarding policy helps employees to understand, recognise, and report a safeguarding concern. The cross-council safeguarding group contains representatives from all directorates, who discharge the activities required to ensure a cross-council approach to safeguarding is achieved and sustained. The cross-council safeguarding people policy and procedure states that, "It is essential everyone recognises that safeguarding is best addressed in partnership with all the appropriate agencies...the cross-council group will promote this".

The council's work within the Safer Leeds partnership involves helping co-ordinate a response to reducing anti-social behaviour and offending amongst young people, as well as sharing vital intelligence on young people at risk of child sexual exploitation (CSE). Some children are particularly vulnerable to CSE, such as disabled children, children looked after, care leavers, migrant children and unaccompanied asylum-seeking children.

The Children's Social Work Service's case management system is called Mosaic. This system offers a transparent view of the child through social care processes, which further strengthens safeguarding for the most vulnerable children. Since the system went live in November 2013 (originally called Frameworki, before a major software upgrade in 2017) front line workers have a clearer view of decision making; practitioners have to follow a defined workflow centred on best practice principles; and it is easier and quicker to locate appropriate information. More information on vulnerable children and young people is available in one central location, from which reporting and monitoring is readily available. This in turn allows oversight and challenge from senior managers through the use of regular performance reports, and the ability to 'self-serve' by running child-level reports directly from Mosaic.

Leeds is part of the CP-IS (Child Protection - Information Sharing) project. CP-IS, a secure system with clear rules governing access, connects local authority children's social care systems with those used by NHS unscheduled care settings, such as Accident and Emergency, walk-in centres and maternity units. Medical staff are alerted if a child who is receiving treatment is subject to a child protection plan, or is a child looked after, with the system automatically providing contact details for the social care team responsible for them.



Social care teams are alerted when a child they are working with attends an unscheduled care setting, and Mosaic updates the child's record to indicate that the process has been triggered.

In 2015, Leeds successfully bid for funding from the Department for Education's Innovation Fund, resulting in £4.6 million coming in to underpin the Family Valued programme. The Innovation funding is being used to embed wide-scale culture and practice change, creating a much more family support oriented model. This is being done by enabling practitioners to use restorative techniques that work with children, young people and families to help them safely and appropriately find their own solutions to the difficulties they face before the need for more significant social care intervention. With the fund, the aim is that across the city we can realise the following entitlement for children, young people and families in Leeds:

- The default behaviour of children's services in all its dealings with local citizens/partners and organisations is restorative - high support with high challenge
- Children's Services in Leeds ensure that families, whose children might otherwise be removed from their homes, are supported to meet and develop an alternative plan before such action is taken
- In all other cases where there are concerns about the safeguarding or welfare of a child or children, we work safely and appropriately with the family to support them in helping to decide what needs to happen

This commitment to working with people is called restorative practice and we've been using it more and more in Leeds with positive results and great feedback from families.

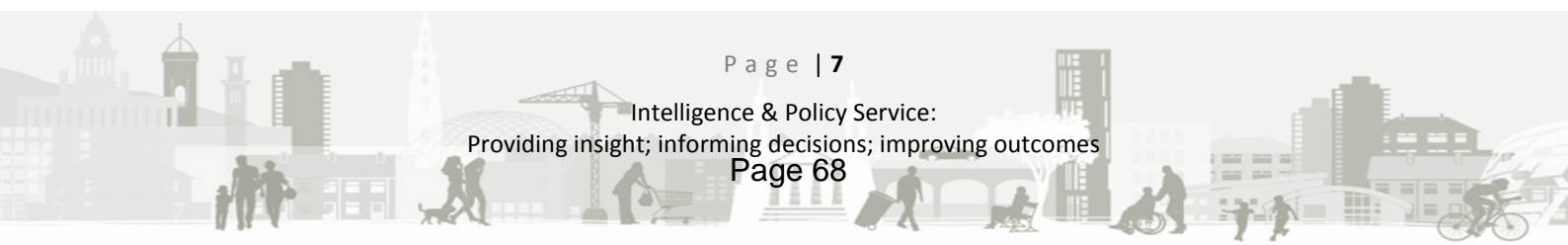
A further bid to the fund was made in 2016/17 and has resulted in £9.6 million being allocated to Leeds over the next three years. Using this funding, restorative early support (RES) teams have been established in eight high need clusters, with plans being developed to all neighbourhoods of the city. RES teams bring additional capacity and a common practice model into high-need areas to ensure closer working between practitioners in Children and Families, schools, and partner agencies.

Where young people will remain supported by the council as they move into adulthood (for example, young people with disabilities), an action plan is developed with their current and future social worker. This will cover support, vulnerabilities, and any safeguarding issues that will need to be covered after the young person turns 18.

What more do we need to do?

The council maintains an ongoing commitment to practice improvement, to ensure that staff have the right tools and support to deliver exceptional service to children and young people to improve their outcomes. Staff are encouraged to do "the simple things well", and are supported to deliver outstanding social work practice.

The Children and Families directorate uses national experts to provide an external view and oversight of processes; benefits from peer working through the Association of Directors of Children's Services (ADCS) and other arrangements; has a comprehensive workforce development programme, supported by the LSCP; works restoratively with families; and has introduced more evidenced-based and integrated work with partners to both intervene early in the life of problems and to effectively identify and prioritise where there are high risk cases. The centre of excellence, established with Innovation Fund monies, will allow



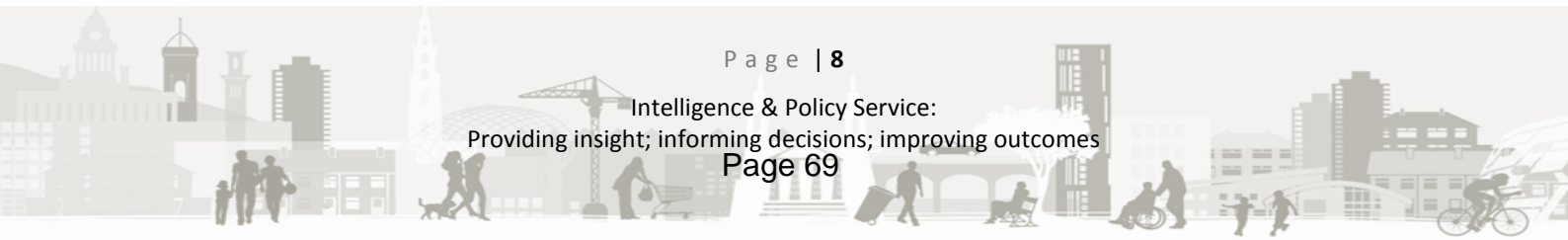
greater sharing of best practice with local authorities across the country, helping them reform and improve the work they do with children and families. It will also run a range of initiatives and events across the country. The centre will focus on areas where Leeds is leading the way nationally: on leadership, restorative practice, and developments such as the 'Front Door'.

The improvement journey ('from good to great') to improve the outcomes for all children and young people in Leeds continues, particularly those who are in vulnerable situations. The increasing budget pressures due to government cuts place this strategy at risk, although recent successful bids for external monies have allowed Leeds to sustain and secure improvements, and to build on the successful strategy to hasten the pace of systemic change within the city.

Further information

Further information is available through these web links:

- [Ofsted Focused visit to Leeds City Council children's services 22 February 2018](#)
- [Leeds Safeguarding Children Partnership](#)
- [Section 11 auditing](#) (via the LSCP)
- [One minutes guides](#) on a range of topics relevant to Children's and Families
- [Safer Leeds](#)



Safeguarding Adults Corporate Risk Assurance

Overview

The council is committed to ensuring that adults whose circumstances make them vulnerable to the risk of abuse or neglect are given the safeguarding and support they need. Safeguarding is a clear priority in corporate and partnership strategic plans. The potential consequences of a significant failure in safeguarding are that an adult at risk could be seriously harmed, abused or die. Knock-on effects of this include significant reputational damage, loss of public confidence in the council, legal and financial costs and also management and staffing resources.

The council works closely with partner organisations, including the NHS and the Police, to manage this risk through the Safeguarding Adults Board, directly contributing to our Best Council Plan outcomes for everyone in Leeds to be safe and feel safe; around people enjoying happy, healthy, active lives and living with dignity and staying independent for as long as possible; also our Best Council Plan ambition for the council to continue being an efficient and enterprising organisation.

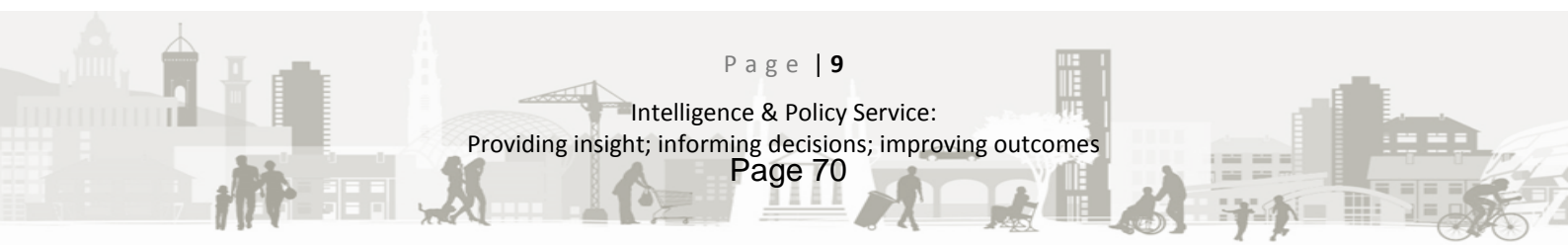
Corporate risk: Safeguarding adults				
Risk description	Failure of (a) staff in any council directorate to recognise and report a risk of abuse or neglect facing an adult with care and support needs in Leeds; (b) staff in adult social care to respond appropriately, in line with national legislation and safeguarding adults procedures			
Accountability (Risk owners)	<i>Officer</i>	Director of Adults and Health		
	<i>Member</i>	Councillor Charlwood, Executive Member for Health, Wellbeing & Adults		
Evaluation		<i>Probability</i>	<i>Impact</i>	<i>Overall rating</i>
	<i>Current</i>	2 (unlikely)	4 (major)	High (amber)
	<i>Target</i>	2 (unlikely)	4 (major)	High (amber)

Introduction

The Care Act 2014 and the Care and Support Statutory Guidance (revised March 2016) require each local authority to establish a Safeguarding Adults Board (SAB) with three core statutory partners: the local authority, the NHS Clinical Commissioning Groups (CCGs) and the Police. The Care Act 2014 states that the role of the Safeguarding Adults Board is as follows: ‘The main objective of a SAB is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area who have care and support needs and are at risk of abuse and neglect’.

The Care Act 2014 also states that the local authority must make enquiries (or cause others to do so) if an adult in its area is at risk of abuse or neglect, has care and support needs, and because of those needs, cannot protect themselves from the risk of abuse or neglect they face. The purpose of such enquiries is to establish whether any action is needed to safeguard the adult, and if so, by whom.

The safeguarding duty that the local authority has for adults in its area includes both safeguarding adults at risk and making enquiries about allegations of abuse and neglect. Both these duties are carried out in



partnership with other statutory Leeds SAB members, including the Police (in the case of criminal abuse or neglect) and the NHS, Housing and Safer Leeds colleagues.

In each local authority area the Director of Adult Social Services (DASS) has a statutory role to lead partnership arrangements for safeguarding adults.

What are the risks?

The main consequence of a significant safeguarding failure is that an adult at risk suffers violent abuse, serious harm and/or ultimately death. Such a tragic outcome would be a failure in the local authority's legal and ethical duty in safeguarding its citizens. The consequences that could impact on the council and/or the city if safeguarding processes are not followed include reputational damage, loss of public confidence in the council, legal and financial costs (such as the payment of compensation) and also management and staffing time.

Reputational damage could materialise when individuals at risk or their families are not identified as being so and suffer harm or are dissatisfied with either the protection or the thoroughness of the enquiries undertaken. At the other end of the spectrum, people or organisations alleged to have caused harm can challenge the fairness and the thoroughness of the process.

Parties in both situations can make complaints, which can result in associated press coverage, ombudsman enquiries and even judicial review. Where a council employee is the person alleged to have caused harm, the way its services are run and the implementation of internal HR policies can be questioned. The potential consequences of the risk include the use of resources to support the council through legal action, and the cost of compensation to individuals who have been unfairly dealt with.

Safeguarding Adults Reviews

The Care Act 2014 requires SABs to undertake Safeguarding Adults Reviews when:

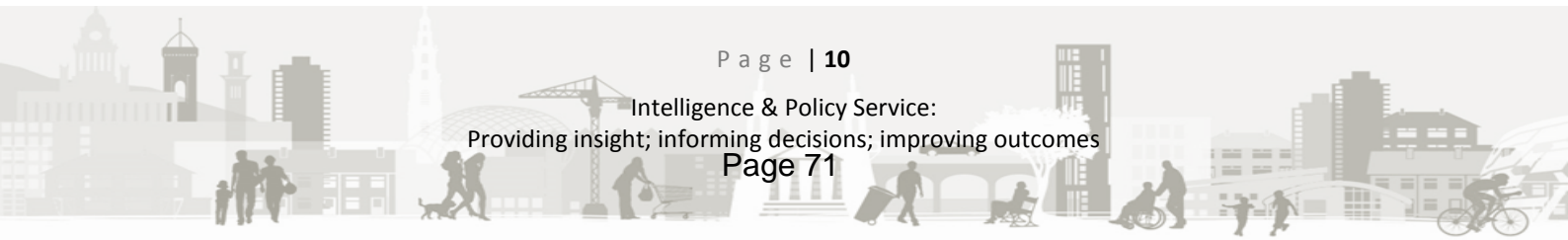
'An adult in its area with needs for care and support (whether or not the local authority has been meeting any of those needs) if:–

- a.) There is reasonable cause for concern about how the SAB, members of it or persons with relevant functions worked together to safeguard the adult; and*
- b.) The adult has died, and the SAB knows or suspects that the death resulted from abuse or neglect (whether or not it knew about or suspected the abuse or neglect before the adult died); or*
- c.) The adult is still alive, and the SAB knows or suspects that the adult has experienced serious abuse or neglect'.*

The main risk associated with Safeguarding Adults Reviews is failing to highlight areas of practice that could be improved, and this could result in both legal claims and/or reputational damage to the council.

In summary, the main sources of the safeguarding adult risk for the council are:

- Failure of front line staff to correctly identify and deal with an actual or potential safeguarding episode under the terms of the Multi-Agency safeguarding procedures and statutory requirements of the Care Act 2014.



- Staff in any agency fail to follow their own safeguarding procedures in managing actual or potential safeguarding episodes, resulting in the local authority failing in its own statutory duty under S42 of the Care Act 2014.
- Poor quality practice or lapses in professional standards by frontline workers.
- Failures in communication and information sharing between professionals both within the council and across partner agencies.
- Failure to identify and manage safeguarding risks.
- Delay and drift within and between professionals and services.
- Lack of clarity of roles and responsibilities.
- A failure to listen properly to the views of the child, young person or adult.

Risk management

How the council is managing the risks

Cross-council safeguarding

Whilst there are specific responsibilities for the safeguarding of children and young people under the Children Act 2004, all council staff have a moral and legal obligation to protect children, young people and adults. The cross-council safeguarding policy helps employees to understand, recognise, and report a safeguarding concern. The cross-council safeguarding group contains representatives from all council directorates who discharge the activities required to ensure a cross-council approach to safeguarding.

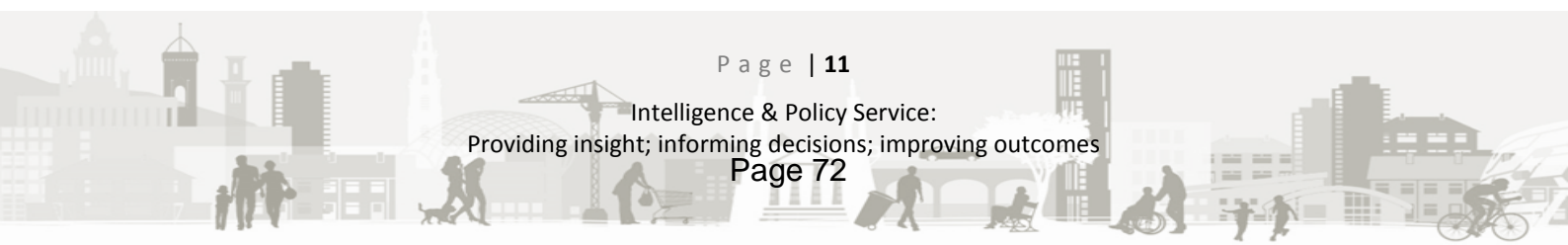
The Leeds Safeguarding Adults Board (SAB)

The Leeds SAB was constituted in in 2009 and has an independent chair. The current incumbent, Richard Jones CBE, was appointed in September 2015. The chair is accountable to the council's Chief Executive and their contract is reviewed by the DASS annually.

The SAB is required to have an annual strategic plan, describing how each member will contribute to its strategy, and to produce an annual report of the activity of the Board and its members which is presented annually to the council's Executive members.

The DASS is actively involved in the running of the Board, with scheduled meetings with the Independent Board Chair and these meetings also extend to regular meetings between the DASS, the Independent Board Chair and the Executive Member for Health, Wellbeing and Adults. The Independent Chair also meets periodically with the Leader of the council and attends Scrutiny Board and Executive Board annually. This arrangement ensures that senior officers in the council and elected members are aware of and able to influence the work of the Leeds SAB.

When safeguarding adults reviews are undertaken by the Leeds SAB, the DASS has a personal involvement in signing off the review report, along with the independent chair of the Board and the chair of the Safeguarding Adults Review sub-group. These reviews are completed prior to the report being presented to the Leeds SAB for approval.



Management of Risk for Individuals

Services in the council's Adults and Health Directorate work within a Quality Assurance Framework that enables the directorate to audit compliance with those procedures and support individuals to manage risk. Staff oversee an independent quality and risk audit process which provides independent assurance. Management audits also take place against the quality assurance framework in place for in-house provision. A further check is made of information required by the Care Quality Commission (CQC), the independent regulator of health and social care in England. To ensure robust high quality risk management in protection plans, risk is central to the safeguarding process, with promotion of a positive approach, rather than one of risk avoidance.

The Safer Leeds Executive is the city's statutory Community Safety Partnership involving the council and relevant key partners such as the Police. Safer Leeds has responsibility for tackling crime, disorder and substance misuse and undertaking Domestic Homicide Reviews (DHRs). Safeguarding runs through all the work and priorities of the partnership including:

- Anti-social behaviour
- Domestic violence and abuse
- Youth crime and on-street violence
- Organised offending
- Local drug markets
- Hate Crime (Community Cohesion, Prevent/Radicalisation)

Safer Leeds provides additional focussed support to other partnership boards and delivery groups on the following cross-cutting issues:

- Safeguarding (Sexual Exploitation, Modern Slavery, Human Trafficking, Honour-Based Abuse)
- Complex needs (Mental Health, Alcohol and Drugs)
- Road Safety and Safer Travel

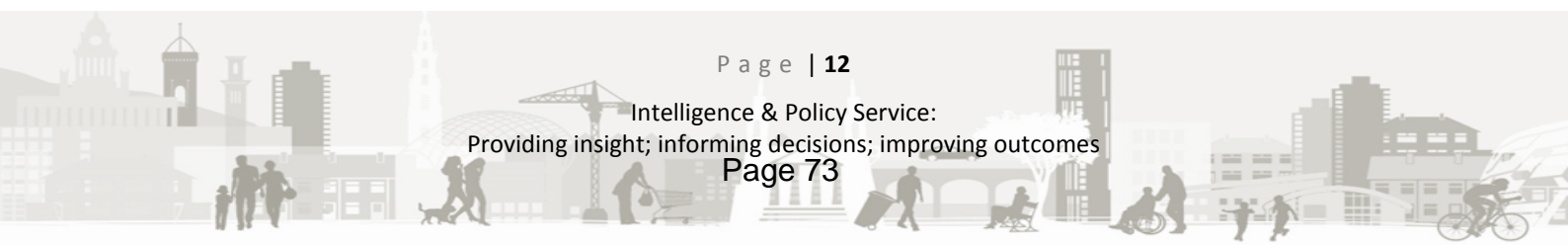
The SAB has done extensive work around learning lessons from DHRs that apply to adults with care and support needs. Lesson learned are disseminated widely and in a number of ways, including via the Leeds Safeguarding Children's Partnership and also integrated into areas such as domestic violence training to relevant council staff.

A Performance and Quality Group meets every three months with a focus on monitoring and promoting quality. The meetings are chaired by the Head of Service for Safeguarding, with the Police, NHS and relevant stakeholders attending. Actions have included developing strong links between council staff and the Hospital Safeguarding Staff to improve quality in referrals improve outcomes.

In addition to the above risk management aspects, the safeguarding adults risk is regularly reviewed, updated and reported to the Director of Adults and Health.

What more do we need to do?

The cross-council safeguarding group is currently auditing its approach to safeguarding adults and children. The findings are to be used to inform the approach to learning and development and also to update the content of guidance documents. The group is also seeking to strengthen its links with the statutory



Safeguarding Adults Board, Community Safety Partnership and Safeguarding Children's Board. This will aim to improve the city's strategic approach to safeguarding.

The council plans to:

- Continue joint work with CCGs and the Care Quality Commission, to ensure that quality concerns in regulated care services are picked up early and prevented from developing into safeguarding concerns;
- Incorporate Strength-Based Social Work within Safeguarding Policy and Practice;
- Ensure training is fit for purpose and quality assured;
- Ensure that the priorities of the Leeds Safeguarding Adults Board are met;
- Establish a Street Intervention initiative to address issues in the city centre in relation to rough sleeping, homelessness, substance misuse, anti-social behaviour and mental health; and
- Implement a pilot for working with individuals who are abusive in relationships to ensure greater competence in this arena and to explore evidence-based practices in relation to working with abusers within a legal framework.

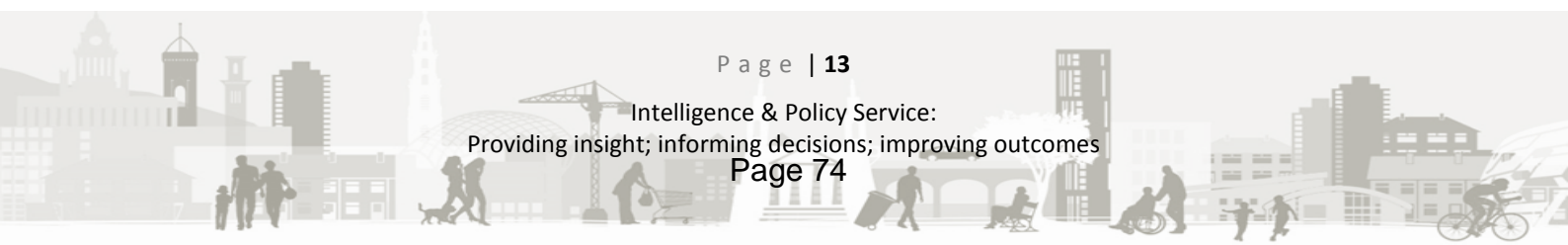
In addition, there are a number of shared priorities with the Safer Leeds Executive including anti-social behaviour and criminal exploitation, domestic violence and abuse, hate crimes and community tensions, the impact of drugs, alcohol and mental health and serious and organised crime.

Further information

Further information, including all procedures and forms, is available on the Leeds SAB website:

www.leedssafeguardingadults.org.uk

Please also refer to the [Safer Leeds](#) website



Health and Safety Corporate Risk Assurance

Overview

Health and safety is about saving lives, not stopping people living. The council continues to support the Health and Safety Executive’s (HSE) campaign for sensible risk management, one that is based on practical steps to protect people from harm and suffering – not bureaucracy. This is important as the council is responsible for delivering a wide range of services and activities across the city.

Taking a risk-averse approach to health and safety could be damaging to the council’s reputation. Instead, a sensible approach allows the council to focus on the real risks to its own staff and members of the public and set an example to others. As a large, diverse organisation that delivers most services in-house, council employees face a variety of hazards which must be managed to prevent the risk of injury, death, chronic health conditions, legal challenge and reputational damage.

Health and safety priorities are agreed by the council’s corporate leadership team and these are underpinned by policies, procedures, training and audit reviews. A positive culture of safe and healthy working is encouraged and developed jointly with workforce trade union representatives.

A positive approach to the management of health, safety and wellbeing contributes to the ambitions of the council to encourage a city which is compassionate, safe, efficient and enterprising and which has a positive influence on the wider public health and wellbeing in the city and beyond.

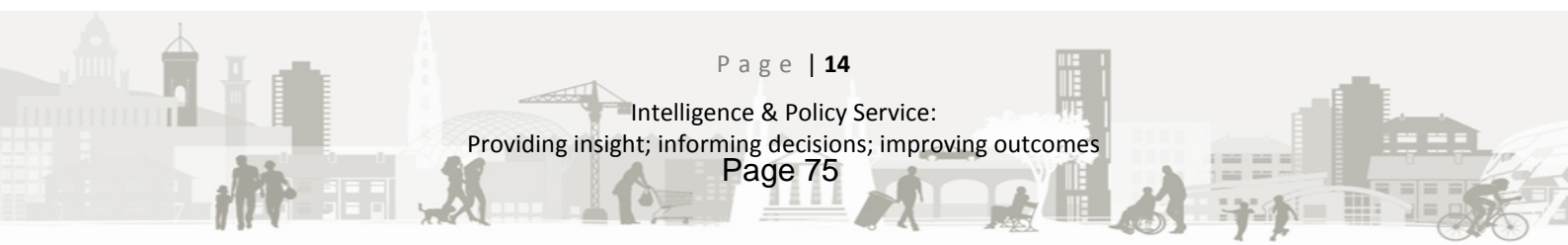
Corporate risk: Health and safety				
Risk description	Risk of an health and safety failure resulting in death, injury, damage or legal challenge (either criminal or civil)			
Accountability (Risk owners)	<i>Officers</i>	Chief Executive and Director of Resources and Housing		
	<i>Member</i>	Councillor J Lewis, Deputy Leader and Executive Member for Resources and Sustainability		
Evaluation		<i>Probability</i>	<i>Impact</i>	<i>Overall rating</i>
	<i>Current</i>	3 (possible)	4 (major)	High (amber)
	<i>Target</i>	2 (unlikely)	4 (major)	High (amber)

The ratings are ‘high’ because even with strong controls in place to mitigate against a health and safety incident, the scope of the risk is very broad and covers a wide variety of hazards across all council services. Even a single health and safety failure could have a major impact.

Introduction

The council has a number of roles, responsibilities and duties with regards to health and safety at work. These include:

- As a duty holder with large numbers of employees.
- As a service provider with large numbers of clients, visitors, pupils etc.
- As a landlord with a large portfolio of buildings and land.
- As a regulator through Environmental Health.



- As a large-scale procurer of goods and services which can influence safety and health through the supply chain.

The council believes that it can only achieve its Best City and Best Council ambitions by ensuring these roles are fully integrated in its plans. This is not just about legal compliance, but is also a moral and ethical duty of care. It also encourages organisational performance by influencing a positive culture, reducing sickness absence and driving down costs associated with lost time and damage to equipment. The link between health and safety, wellbeing and inclusion is also strong and helps to provide an inclusive and supportive workplace.

What are the risks?

- That a serious incident occurs, causing death, injury or chronic ill-health to employees, clients or service users (including pupils) arising from the many services that the council provides or commissions. Nationally this has been brought into focus during the past year by the tragedy at Grenfell Tower in London where 72 people lost their lives in a fire at a tower block of flats. Should serious incidents occur, the council is committed to identifying any lessons learning and taking forwards recommended actions.
- Enforcing authorities such as the Police, West Yorkshire Fire and Rescue Service or the Health and Safety Executive (HSE), can undertake lengthy investigations if things go wrong and these may require suspension of services or closure of buildings. HSE inspectors can enforce health and safety standards through enforcement notices requiring improvements to be made: these can either prohibit an activity or allow time to comply, enabling satisfactory remedial action to be taken. During the past 12 months, and for the fourth consecutive year, the council received no formal Improvement or Prohibition Notices from the HSE or Fire Service. 'Notification of Contraventions' were received from the HSE, however, in relation to refurbishment activities and some forestry work being undertaken by a private contractor on the council's behalf. These were subsequently resolved to the satisfaction of all parties.
- Prosecutions can also be brought against the council following serious breaches of health and safety law. This can result in unlimited fines, adverse publicity, public enquiry or possible negligence manslaughter charges. The changes to the sentencing guidelines for health and safety offences two years ago have resulted in large fines for local authorities: for example, a £1 million fine for Nottingham County Council for an accident involving a tractor where a member of the public was seriously injured and others endangered.
- Civil claims for compensation can also be brought against the council by employees or members of the public injured due to the council's work activities.
- A poor health and safety record also affects: staff morale and engagement, productivity and increased costs due to lost working time as a result of accidents, sickness absence and agency/overtime payments. It may also negatively impact on the council's ability to tender for work.



The consequences of a health and safety risk arising include:

- HSE investigations and/or a public enquiry.
- Adverse publicity resulting in significant reputational damage and a loss of public confidence in the council.
- Legal action being taken against the council.
- Council services and facilities unable to function or even closed down.
- Unlimited fines.
- The council becoming totally risk averse (rather than being risk aware). This could have an adverse impact on undertaking activities such as school trips or our willingness to host major city events.

Risk management

How the council is managing the risks

Priorities

Eight key priorities for health, safety and wellbeing for a three-year period were agreed by the council's senior leadership team and endorsed by Executive Board on the 14th December 2016, after consultation with key stakeholders, including services and Trade Unions. These are: stress and mental health; building/staff security; risk management; managing safety in the council's vehicle fleet; fire safety (especially in council-owned housing stock); musculo-skeletal disorders; violence and aggression; and health-related matters.

Compliance

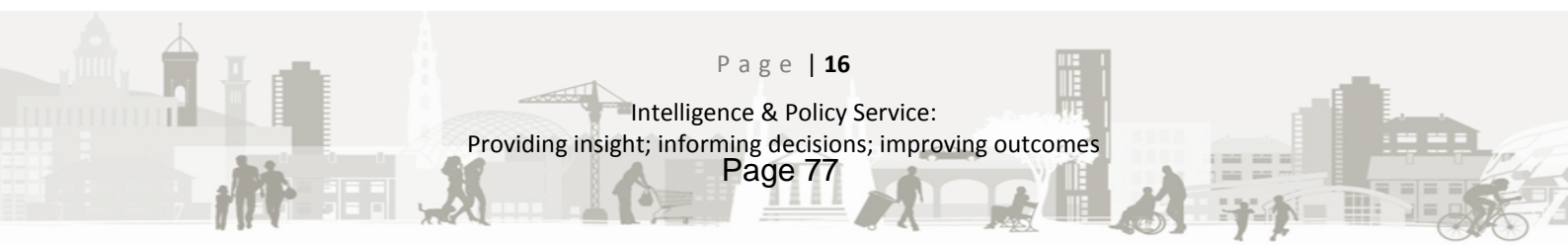
Health and safety management in the council is based on an approach advocated by the HSE. This is realised through our own Health and Safety Policy which sets out the roles and responsibilities of staff, and a series of Health and Safety Performance Standards (policies), jointly agreed with the trade unions. Compliance with the Policy is checked via internal and external audits and reviews by management teams across the council. Health and safety performance improved in most areas in 2017/18 compared with the previous year.

A wide range of guidance and information on health & safety matters is available to council staff on the internal Intranet system including:

- Contact details for competent health and safety advice
- Accidents and incidents in the workplace
- Fire Safety
- Personal protective equipment
- Risk assessments
- Mental Wellbeing

Accountability and performance

The Chief Executive is ultimately accountable for the health and safety of council employees and service users. To assist him to undertake this role he has nominated the Director of Resources and Housing with



responsibility for apprising him of health and safety performance. In turn, the Director of Resources and Housing is supported by a team of professionally qualified Health and Safety Advisers and Occupational Health Practitioners, led by the Head of Health and Safety.

In addition to these specific roles, the council's Health and Safety Policy details individual accountabilities for every level of employee. The Leader of the council also has a responsibility to ensure that decisions taken by elected members do not compromise the health and safety of staff or service users.

The Head of Health and Safety meets monthly with the Director of Resources and Housing to provide health and safety assurance and performance and assurance reports are also submitted to the council's leadership team and Executive Board. A 'High Hazard Group' has also been established to share best practice across the council. This is chaired by the Director of Resources and Housing and attended by senior leaders from high hazard services and supported by Human Resources (including health and safety).

Co-operation and consultation (safety committees)

Co-operation and consultation with the workforce on health and safety matters is extremely positive. There are corporate, directorate and service level Health and Safety Committees in place. An elected member chairs the Corporate Health and Safety Committee: a method of employee consultation made up of managers and employee representatives who meet regularly to discuss issues of mutual concern. In addition, working groups for asbestos and construction/contractor management have continued to improve these areas across the authority and good progress is being made.

Insurance arrangements

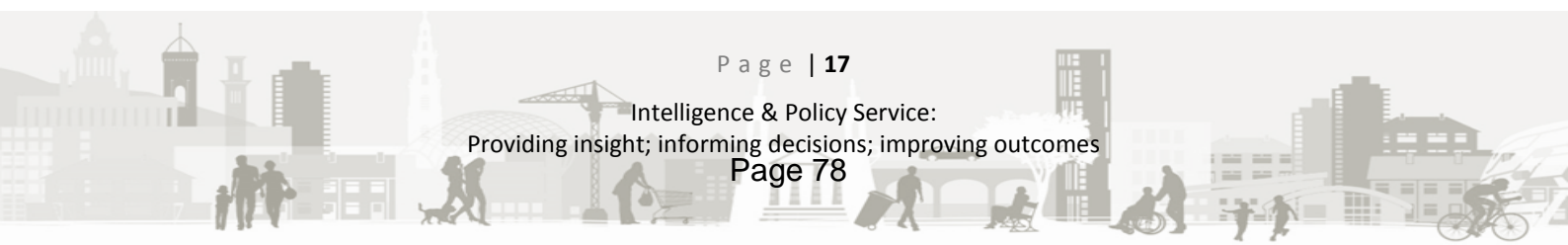
The council's arrangements dealing with the Health and Safety risk include both public and employer's liability insurance. The adequacy of the liability insurance arrangements is tested by benchmarking with other local authorities and informed by advice from the council's insurance brokers. The council's Insurance Section supports the Health and Safety team to assist with achieving a safer working environment for all employees and visitors through ongoing discussions and learning from experience gained from handling compensation claims.

Risk management – Specific work undertaken during 2017/18

Estates Management

The council has a large property portfolio, including those we own and occupy, those we lease out and some we lease in. These premises represent a significant asset, but can also pose a significant health and safety hazard if not managed effectively. For this to happen all council services must work closely together to ensure that properties are: inclusive, surveyed, inspected, maintained pro-actively and repaired promptly.

Essential pro-active maintenance includes: fire risk assessments, management of asbestos, Legionella control, inspections of lifts and other equipment and security. The work undertaken on fire safety, for example, and the agreement the council has in place with the Fire Service, was extremely important when reviewing housing stock and other large buildings in the wake of the Grenfell Tower tragedy.



Schools

Schools must always be safe environments for children, young people and staff. Much work was undertaken in 2017/18 to support this, including: regional workshops on school security, work to address the issue of weapons in schools and helping staff to address increasing levels of violence and aggression.

Employee Wellbeing

The Employee Wellbeing Strategy has continued to promote mental wellbeing, physical health, healthy lifestyles and a culture of wellbeing with many specific initiatives.

Access and Inclusion

Work continued on the 'Changing the Workplace' programme to modernise council offices making them better places to work in, and to improve the experience of disabled colleagues. This included applying Inclusive Design Principles to Merrion House which re-opened in early 2018 following an extensive refurbishment.

Security

Work was undertaken to improve the physical security of buildings and to address aggression directed at members of staff in front-facing services. This has also included training for elected members and provision of lone working safety devices.

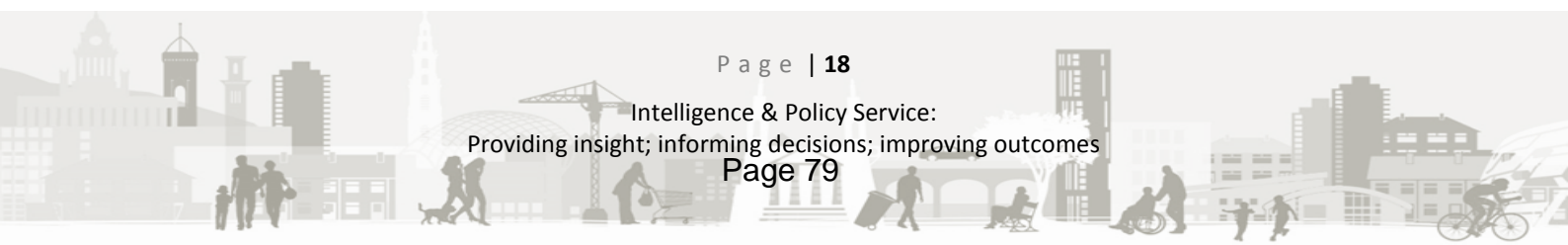
Staff Health

The council continues to provide access to an Occupational Health Service and Counselling and other support for members of staff.

What more do we need to do?

To instil and maintain a positive health and safety culture the council needs to continually seek to improve. With this in mind the current challenges are:

- Violence, Aggression and Abuse – this is an issue both in some public-facing council premises and with staff carrying out their duties in the community. A council-wide lone working solution is to be procured in addition to revised policy, guidance and training.
- Projects, Contracting and Commissioning – we are looking to improve the management of projects and contractors, including clarity around legal roles and responsibilities.
- Mental Wellbeing – we must continue to work with Trade Unions colleagues and other partners to prevent, identify and support people with mental health problems. To assist this we are procuring a new Employee Assistance Programme and working on a Supporting Staff at Work Policy and guidance, which will include the need for managers to hold a Wellbeing Conversation with staff.
- Guidance and Information – we must look to standardise, simplify and share all health and safety information to ensure that it is clear what people need to do to keep safe and compliant without the need for too much bureaucracy.
- Work-Related Ill-Health – continuing to look for innovative ways to prevent workers from exposure



to hazardous substances like silica dust or wood dust through better tools, on tool extraction, dust reduction, personal monitoring and health surveillance.

- Performance Management – the procurement exercise for the development of an electronic health and safety management system is imminent and will be used to monitor and report on health and safety incidents as well providing useful management information to drive future best practice.
- Access to Competent Health and Safety Support – the Health and Safety Team in HR will design a new service delivery model to enable resources to be directed at the areas posing the highest risk. This will involve, for example, a new way of providing more self-service information for those working in office locations.
- Wellbeing, Inclusion and Diversity – the workplace setting will continue to be used to promote health and wellbeing. A ‘social model of disability’ approach will also be embedded to help remove barriers that prevent disabled colleagues being the best they can be at work.

Further information

A copy of the council’s Health and Safety Policy can be accessed by staff and members on the council’s Intranet Site under the ‘Policies and procedures’ section. Other Performance Standards and Guidance can be accessed through the Health, Safety and Wellbeing Toolkit on the council’s Intranet Site.

Members of the public can obtain a copy by contacting Chris Ingham (Head of Health and Safety) at chris.ingham@leeds.gov.uk or by calling (0113) 3789304.

General information on health and safety can be found on the Health and Safety Executive website www.hse.gov.uk

As noted above, we are regularly updating our webpage ‘Fire safety in high rise buildings’ (available [here](#))



City Resilience Corporate Risk Assurance

Overview

Incidents in any city will have significant ramifications for businesses, retail sectors, visitors and residents – the recent chemical attack in Salisbury prevented business as usual activity for several weeks whilst investigative work remained ongoing, with many of the businesses in the locality unable to open. The severe weather ‘snow’ event in March 2018 also had an impact regionally and more locally, with many businesses suffering from a struggling transport infrastructure and the additional challenges that mass school closures presented for pupils, employees and parents. Incidents both national and international, whether hazard- or threat-based, are driving collaboration amongst responders to work closer together, developing plans and sharing resources and assets to build an effective multi-agency response capability.

For major incidents and those that cut across borders, the West Yorkshire Resilience Forum is equipped to co-ordinate a joint response to emergencies that could significantly disrupt the city and impact upon communities and individuals.

As Leeds makes progress to become an economic powerhouse for the region, raising interest on a world-wide stage as a leading retail, cultural and visitor destination, resilience needs to be a key factor. Making Leeds a safe place for our residents and visitors, and protecting our businesses and key infrastructure is essential to the success of the city. This corporate risk assurance report sets out some of the ongoing and recent initiatives and developments to enhance City Resilience.

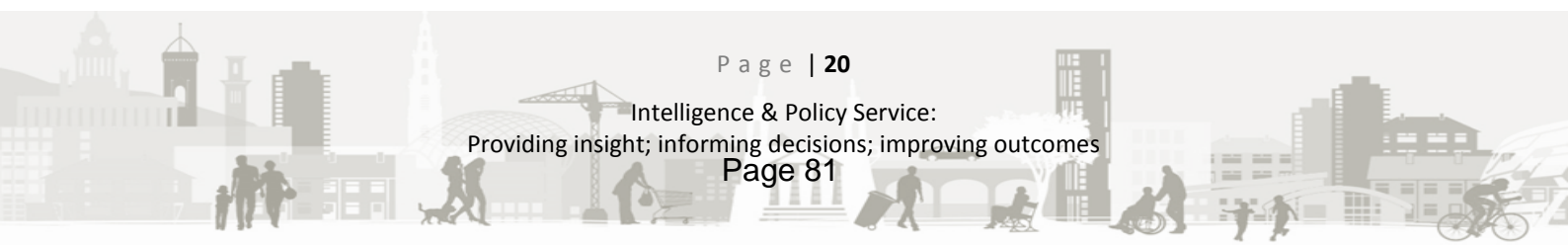
Corporate risk: City resilience				
Risk description	Risk of significant disruption in Leeds			
Accountability (Risk owners)	<i>Officer</i>	Director of Resources & Housing		
	<i>Member</i>	Councillor J Lewis, Deputy Leader and Executive Member for Resources & Sustainability		
Evaluation		<i>Probability</i>	<i>Impact</i>	<i>Overall rating</i>
	<i>Current</i>	3 (possible)	5 (highly significant)	Very high (red)
	<i>Target</i>	2 (unlikely)	4 (major)	High (amber)

Introduction

Under the Civil Contingencies Act 2004 the council has both a statutory duty and a community leadership role to ensure that the city collectively does all it can to enhance its resilience and manage its vulnerabilities. This involves partnership working to identify, assess, prevent, prepare, respond to and recover from emergencies and disruptions captured within this corporate risk.

Part 1 of the Act and supporting Regulations and statutory guidance ‘Emergency preparedness’ establish a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. The Act divides local responders into 2 categories, imposing a different set of duties on each.

Those in Category 1 are organisations at the core of the response to most emergencies (the emergency



services, local authorities, NHS bodies). Category 1 responders such as Leeds City Council are subject to the full set of civil protection duties. They are required to:

- assess the risk of emergencies occurring and use this to inform contingency planning
- put in place emergency plans
- put in place business continuity management arrangements
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- share information with other local responders to enhance co-ordination
- co-operate with other local responders to enhance co-ordination and efficiency
- provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only)

Category 2 organisations (the Health and Safety Executive, transport and utility companies) are 'co-operating bodies'. They are less likely to be involved in the heart of planning work, but will be heavily involved in incidents that affect their own sector. Category 2 responders have a lesser set of duties - co-operating and sharing relevant information with other Category 1 and 2 responders.

Category 1 and 2 organisations come together to form 'local resilience forums' (based on police areas) to help co-ordination and co-operation between responders at the local level.

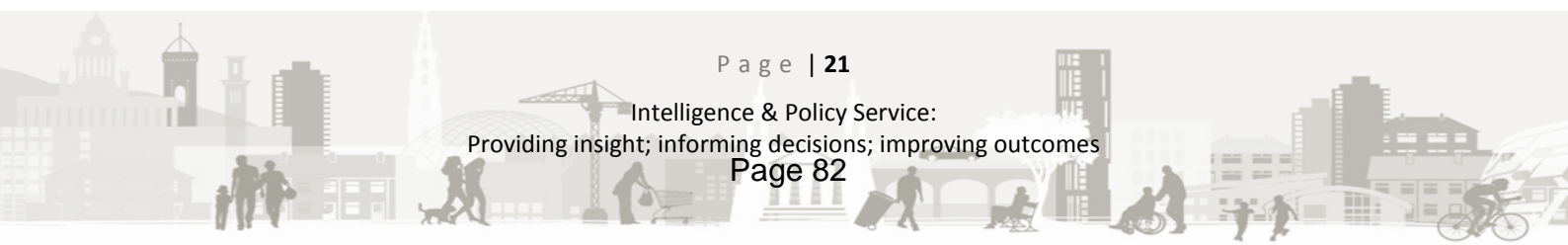
The West Yorkshire Resilience Forum (WYRF) is the council's key partner organisation for city resilience. The aim of the WYRF is to co-ordinate the actions and arrangements between responding services in the area to provide the most effective and efficient response to civil emergencies when they occur.

The assurance report focuses on the adequacy of the council's arrangements to deal with the impact of the risk including supporting a multi-agency response to play an effective contribution in the overall city response to a disruptive event.

What are the risks?

The risk of significant disruption in Leeds is a combination of two factors: the causative event and the way in which Leeds as a city responds to the event. Disruptive events include suspicious packages, severe weather and problems with keeping transport networks operational. Examples in Leeds over the last 12 months include:

- Several unrelated incidences of suspicious packages across the city, one leading to evacuation of Chapel Allerton Hospital and another of Leeds Market, the former requiring activation of a Rest Centre and the latter requiring road closures.
- Several severe weather events have occurred including snow & ice and high winds, the former impacting transport infrastructure and the latter requiring road closures due to danger from flying debris.
- There have been two instances of high rise flat fires, a gas explosion damaging three flats requiring a 200 metre cordon and several buildings identified with suspect aluminium composite material (ACM) one of which required the activation of a Rest Centre.



- Disruption has also been caused by planned events: for example traffic congestion resulting from industrial action taken by private hire taxi drivers, several major sporting events such as the Tour de Yorkshire, Leeds Half Marathon and the World Triathlon Series and major cultural and music events such as Leeds West Indian Carnival and Leeds Festival all having an impact on communities and the road network.
- There has also been a measles outbreak (35 confirmed cases in total) which was the first time such an outbreak had occurred since 2015.

As Leeds continues to attract major events, both sporting and cultural, the city and its crowded places become a potential target for terrorists and other extremist activities. Major events are equally susceptible to disruption from severe weather and the associated chaos due to impact on the road network caused by flooding etc. The council and partner organisations through the WYRF work closely together to make the city safe for all; both in planning for such events as well as developing a multi-agency capability and response to incidents should they occur.

Other major cities have faced bigger challenges and we learn from others as well as our own incidents, debriefs and exercises.

Risk management

How the council is managing the risks

Management of this risk seeks to ensure a secure and resilient Leeds, protecting our people, economy, environment, infrastructure and way of life from all major risks that could affect us directly.

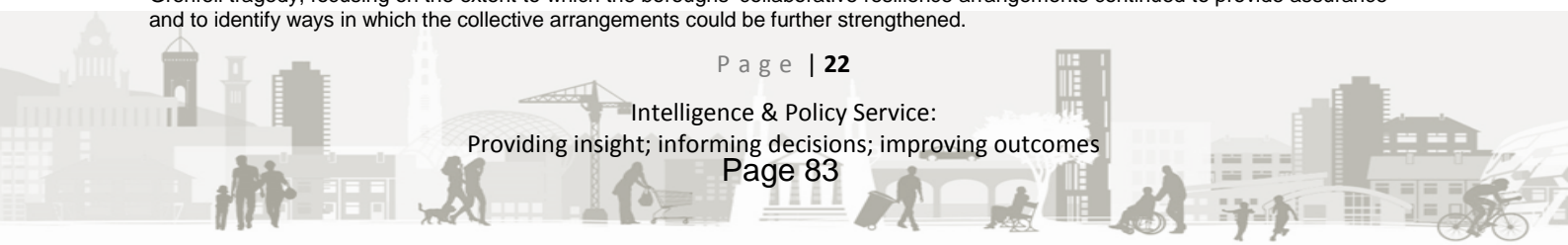
It is important to learn from incidents such as the Manchester Arena attack and Grenfell Tower fire as well as more local incidents so that planning and the capabilities of both the council and partner organisations can provide the best response to an incident as possible. Learning from the rise of the national threat level – indicating the likelihood of a terrorist attack in the UK -to critical (twice in the previous 12 months) and the ‘Independent Peer Challenge: London Local Governments Collective Resilience Arrangements’¹ offer up further opportunities for enhancing city resilience.

West Yorkshire Level

The council manages the city resilience risk taking into account both national and regional considerations. The revised National Risk Assessment (NRA) was launched in 2017 triggering a review of the West Yorkshire Community Risk Register.

The West Yorkshire Community Risk Register is key to identifying (resilience) risks that may impact the city. This register forms the basis of multi-agency emergency planning and is used by the WYRF and its partner organisations to review the risks to ensure that they are being appropriately managed. Identified and assessed risks are channelled into work programmes undertaken by the WYRF and its partner agencies (including the council) to determine the most effective means of managing the risk. The risk register is used to inform this corporate risk on City Resilience.

¹ This report details findings from the independent peer challenge commissioned by the London Councils in autumn 2017 following the Grenfell tragedy, focusing on the extent to which the boroughs’ collaborative resilience arrangements continued to provide assurance and to identify ways in which the collective arrangements could be further strengthened.



Leeds Resilience Group

The Leeds Resilience Group (LRG) is a forum for operational level practitioners from partner organisations in the Leeds area and includes Category 1 and 2 responder organisations. This includes utility partners and representation from key transport hubs including Leeds Bradford International Airport. The aim of the LRG is to develop closer working relationships on a more local basis and sharing of experience and knowledge.

Emergencies and Incidents

The council maintains a core set of plans in readiness to respond to a range of incidents. These include the Emergency Management Plan, Leeds Recovery Plan, City Centre Evacuation Plan, Leeds Flood Plan, Severe Weather Plan, Reception Centre Plan, Unexpected Deaths Plan (Excess Deaths and Mass Fatalities), Leeds Outbreak Plan, Leeds Pandemic Influenza Response Plan, Chemical, Biological, Radiological and Nuclear (CBRN) Plan and Leeds Animal Health Plan.

The Emergency Management Plan (EMP) (derived from the previous Emergencies Handbook) was completely reviewed and revised with the learning from Storm Eva (December 2015) and other more recent incidents. The EMP now includes how the council supports a multi-agency response to incidents. A foldable EMP 'Quick Guide' has been produced containing key guidance that can be carried easily on the person, in a wallet or handbag etc. so those responding to an incident can quickly access key information in support of a council and multi-agency response.

Learning from incidents such as Grenfell Tower and the Manchester Arena attack (Kerslake Report) inform further development of plans and arrangements. The recommendations from the Independent 'Peer Challenge: London Local Government's Collective Resilience Arrangements' are also being used to map the council's current position and areas for improvement into a 'Leeds City Council Organisational Resilience & Emergencies Improvement Plan'.

Planned Events

For planned events in Leeds (local galas, sporting or music events), arrangements to mitigate any issues are considered through the Strategic/Safety Advisory Group (S/SAG).

The S/SAG is now into its third year since inception and, as demonstrated through an annual review process, continues to maintain excellent levels of engagement and support from partner agencies and event organisers. The critique and challenge of event documentation and arrangements by the S/SAG helps to support event organisers to deliver safe and successful events. This is complemented by a suite of information and templates accessible by event organisers via the leeds.gov.uk website pages.

The S/SAG is hosting an event in June 2018 entitled 'Counter Terrorism Awareness for Event Organisers' at which event organisers will receive advice from guest speakers from the North East Counter Terrorism Unit on protecting events and reducing the terrorist threat.

Protecting the City Centre

A major initiative in the city centre is the implementation of the City Centre Vehicle Access Scheme (CCVAS). Phase 1 of the scheme will enforce the existing Traffic Regulation Order and provide protection from a hostile vehicle attack in the pedestrianised core. Whilst Phase 1 is delivered (completion early 2019),



temporary measures have been put in place using a series of gates. Phase 2 of the scheme will look at protection for other public spaces and consider use of portable Hostile Vehicle Mitigation (HVM) products that can be temporarily located as required.

Protection for the city from river flooding has been completed with the implementation of the Flood Alleviation Scheme (FAS). The procedures supporting the scheme have recently been tested through Exercise Titan, though the rise and fall weirs have yet to be used in a live situation.

Exercising and Testing

Exercising and testing is key to ensuring that plans and arrangements are robust and will function as expected. This applies to plans for responding to emergencies and incidents as well as planned events. Recent multi-agency exercises include Exercise Quartermain to test the response to a high rise tower fire including evacuation, Exercise Titan to test the procedures relating to the Flood Alleviation Scheme and Rise to Critical, planning for a rise to the national threat level. Future exercises include Exercise Brisbane ('flu pandemic) and Exercise White Dove (to test off-site COMAH – Control of Major Accident Hazards Regulations - plans). We also play an active role in testing/exercising through the WYRF. For planned events, there are exercises scheduled for the Leeds Tri-Athlon and Bramham Festival and recommended for Leeds West Indian Carnival with additional training and exercising planned for senior colleagues.

After recent liaison with Leeds BID (the local Business Improvement District, in Leeds representing over 1,000 businesses and organisations), consideration is being given to exercising the various zones within the City Centre Evacuation Plan. The aim is to encourage retailers/businesses located together to work closer in formulating their own plans and evacuation arrangements.

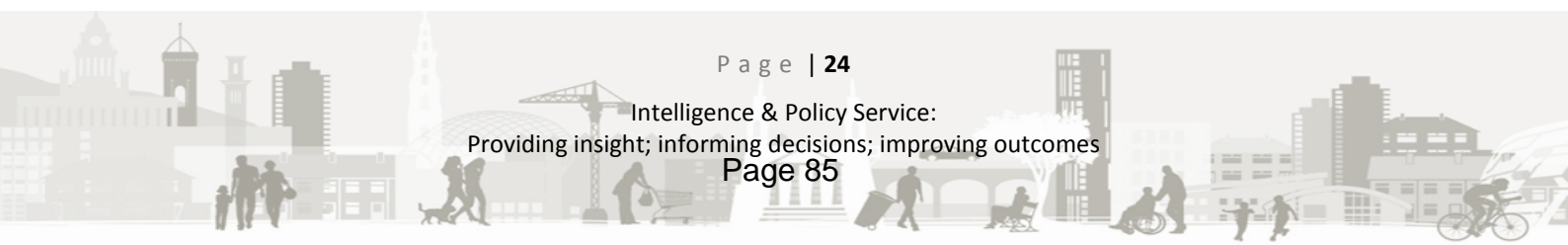
Communication/Warning & Informing

Good communication is key to achieving an effective response to emergencies. Communication is always noted in lessons to be learned from emergencies and incidents and a multi-agency response requires responding agencies to be able to share information. Use of Resilience Direct - a free to use tool accessible to the UK's emergency response community - provides a fully accredited and secure information sharing platform to facilitate this.

Although take-up of Resilience Direct across partner organisations in West Yorkshire has been fragmented, the council is moving ahead and rolling out access and training to staff and gradually increasing our ability to respond collaboratively to a multi-agency response to emergencies.

Leeds Alert, the joint Leeds City Council / West Yorkshire Police warning and informing system to which businesses and organisations can register, currently has over 1,600 registrations. Messages can be issued via SMS text and/or e-mail and provide advance warning of planned events or emergency incidents in the Leeds area which have the potential to cause disruption. The Leeds Alert Twitter account @leadsemergency has over 7,800 followers and is used to communicate more public facing warning and informing messages.

The Leeds Alert/Business Continuity Network Events continue to attract quality presenters delivering input on a range of resilience related subjects. Held twice yearly, invitations are issued to all registered with Leeds Alert and attracts 150 to 180 organisations. The aim of the events is to provide those attending with



information and guidance to enhance their own organisational resilience. The next event in June 2018 is themed on city centre resilience with key input from the North East Counter Terrorism Unit and colleagues from Police, Fire and Ambulance Services. The invitation has been extended to the Leeds BID.

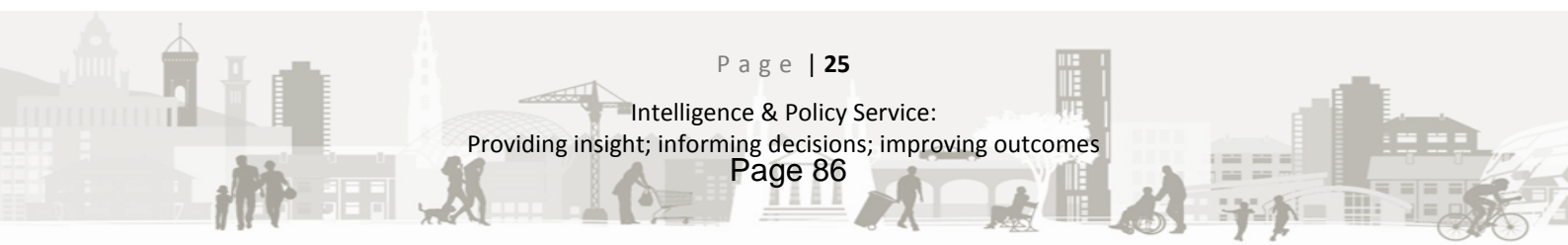
The council has signed up to receive Cross-Sector Safety & Security Communications (CSSC). The CSSC is a partnership between law enforcement agencies, private sector businesses and local/national government organisations, working together to distribute news and security messages and promote national counter terrorism campaigns to businesses around the UK. The CSSC messages will be forwarded via Leeds Alert to all organisations registered.

What more do we need to do?

There will always be opportunities to enhance city resilience. Whether through closer working with partner agencies and building valuable networks or learning from events and incidents, all help to ensure that plans and arrangements are in readiness to support a multi-agency response. Exercising and testing of plans and arrangements continues and there are opportunities for multi-agency training and development through the West Yorkshire Resilience Forum.

Ongoing developments and initiatives to enhance city resilience include:

- Further exercising to support greater understanding and familiarity with the principles of a multi-agency response through Strategic, Tactical and Operational Coordination Groups.
- Promotion of the Emergency Management Plan 'Quick Guide' to facilitate easy access to key information required during a multi-agency response.
- Access to multi-agency exercising and training opportunities including the annual WYRF 'Gold' exercise.
- Provision of briefings and training to elected members and the wider workforce.
- Broaden the usage of Resilience Direct across Leeds City Council responder staff in support of wider partnership integration and collaboration.
- Raise awareness of risks (threats and hazards) using the revised West Yorkshire Community Risk Register and developing mitigating actions in readiness should any of the risks be realised.
- Promotion of the Leeds Alert 'warning & informing' system to increase the number of businesses registered.
- Review SSAG processes and procedures.
- Progress with Phase 2 of the City Centre Vehicle Access Scheme to protect other public spaces and events.
- Inform the review and revision of emergency plans and arrangements using learning from incidents and emergencies.
- Progress with the improvements captured in the 'Leeds City Council Organisational Resilience & Emergencies Improvement Plan'.
- Continue to support national campaigns and initiatives such as 'Action Counters Terrorism' (ACT), 'Run, Hide, Tell' (a warning used for public safety in the UK in the event of a terrorist attack) and 'Remove, Remove, Remove' (supporting front line emergency services personnel on early action for suspected exposure to a hazardous substance, such as an acid attack).

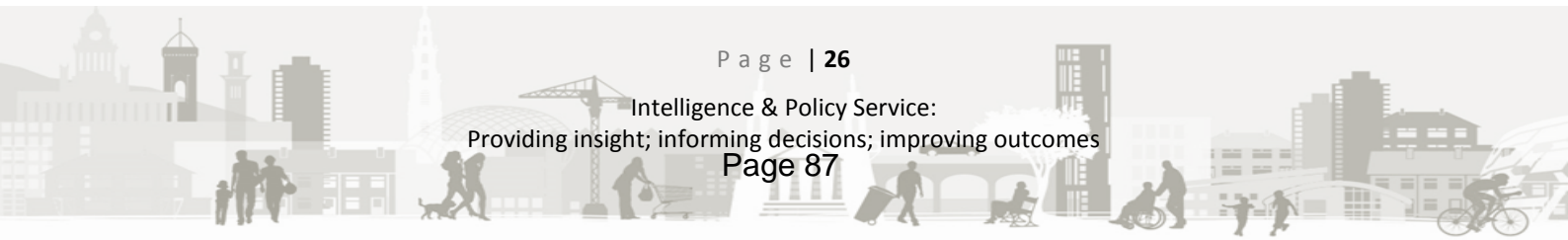


Developing greater city resilience needs to be a continuous process through experience of dealing with incidents and events, closer working (exercising and training) and sharing of resources and assets with partner organisations. It is important that plans and arrangements are reviewed and revised and lessons continue to be learned so that citizens and businesses in Leeds can be assured of an effective council and partner response in the event of a significant incident occurring.

Further information

Please click [here](#) to view the range of city resilience information for businesses and the public available on the council's website.

The West Yorkshire Police website contains details of the [West Yorkshire Resilience Forum](#) and also the [West Yorkshire Community Risk Register](#)



Council Resilience Corporate Risk Assurance

Overview

Leeds City Council has a statutory duty under the Civil Contingencies Act 2004 to have arrangements in place to maintain critical services in the event of an emergency, particularly those functions that are important to the health, welfare and security of the community. The council does this through the implementation of Business Continuity Plans.

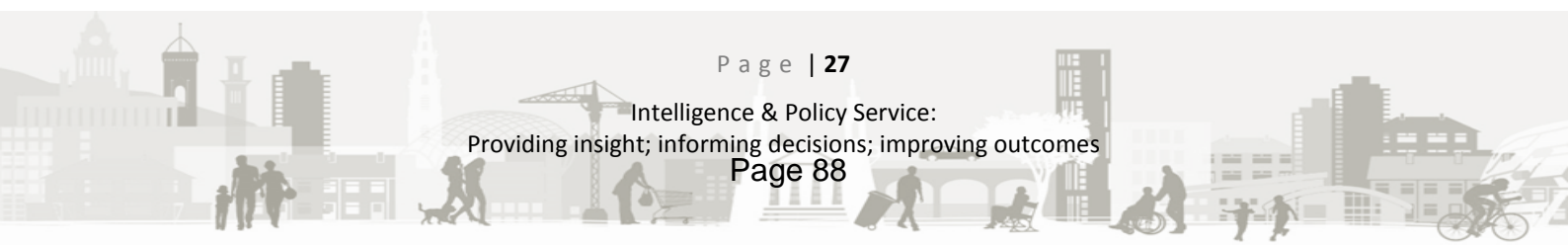
Incidents impacting on council services and functions could be of short duration: for example, a minor ICT outage or a temporary breakdown of plant or equipment which can be quickly dealt with by the service or function impacted. A more wide spread incident could impact on several services, such as a major ICT outage (cyber-attack) affecting most of the council’s services, a ‘flu pandemic, severe weather or industrial action resulting in a significant loss of staff. Some incidents may be limited to an internal service impact, but where front line services are impacted then communities and potentially vulnerable people can be affected. Widespread incidents may require the activation of a council ‘Gold’ and the convening of the Emergency Management Team as per the Emergency Management Plan, to provide strategic direction to the response and recovery. ‘Gold’ incidents require the involvement of a council director. They will not get involved in the tactical or operational activities of the response, but instead maintain strategic overview and identify and implement appropriate management measures for longer term issues which may arise from the emergency.

Corporate risk: Council resilience				
Risk description	Risk of significant disruption to council services			
Accountability (Risk owners)	Officer	Director of Resources & Housing		
	Member	Councillor J Lewis, Deputy Leader and Executive Member for Resources and Sustainability		
Evaluation		Probability	Impact	Overall rating
	Current	3 (possible)	5 (highly significant)	Very high (red)
	Target	2 (unlikely)	4 (major)	High (amber)

The Civil Contingencies Act 2004 made it a statutory duty for all councils to have in place arrangements to be able to:

- Continue to deliver critical aspects of their day-to-day functions in the event of an emergency if the impact on the community is to be kept to a minimum;
- Continue to perform ordinary functions that are important to the human welfare and security of the community and its environment; and
- Assess the resilience of organisations that the council relies on, or delivers services through.

To help the council protect its prioritised or critical services and meet its statutory duties, a refreshed Business Continuity Programme was initiated in 2012. The programme reviewed services and functions considered critical and, through close working with managers and staff responsible for the services, a series



of updated Business Continuity Plans were developed and implemented. The Business Continuity Programme was successfully delivered in September 2015. Since then, business continuity (including the annual review process) continues to be centrally co-ordinated by the council's Resilience & Emergencies Team.

What are the risks?

The corporate risk relates to significant disruption to council services and failure to effectively manage emergency incidents. The risks, hazards or threats to council services come from a wide range of sources. However, regardless of the source, the impact will generally be on the council's people, premises, ICT and suppliers and providers of goods and services – all with the potential to impact citizens and communities. By focussing on the impact, the consequences of the disruption on critical services can be assessed and business continuity plans developed to document what needs to be done to protect the service should a disruptive or emergency incident occur.

Risk management

How the council is managing the risks

The corporate risk focuses on the following four key areas:

1. The first relates to business continuity and the risk that our arrangements for council resilience prove inadequate.
2. The second specifically relates to industrial action because of its potential to cause wide-spread disruption to council services and the city.
3. The third specifically relates to Digital and Information Services (DIS – formerly ICT Services) due to the high dependency of all council services on the DIS infrastructure.
4. The fourth relates to the risk that emergency/contingency planning arrangements across the authority are inadequate.

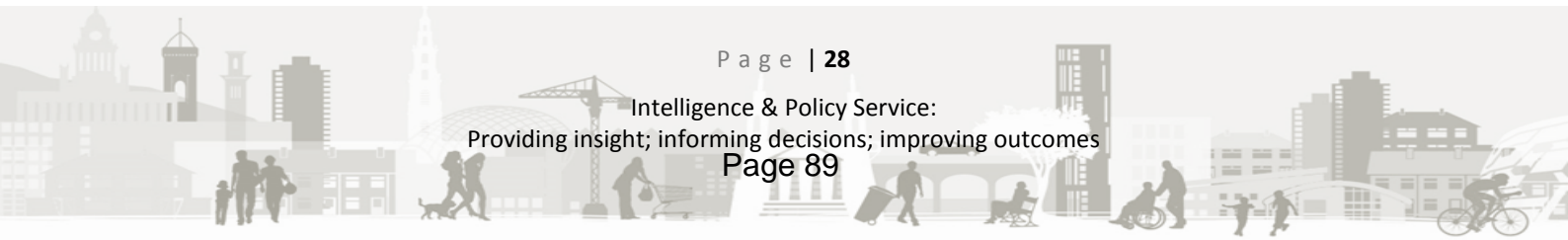
Underpinning the four risk areas is senior management level support and directorate engagement. The council's Corporate Governance & Audit Committee and the Corporate Leadership Team (the council's senior management team, comprising its directors and Chief Executive) provide support from the top by promoting and progressing emergency and business continuity planning across the council. Directorate Resilience Groups (DRGs) lead on co-ordinating directorate specific work such as ensuring that response and recovery capabilities are in place and that Business Continuity Plans are implemented for their prioritised or critical services.

Specific arrangements to manage each of the four risk areas are set out below.

1. *Business Continuity Management (BCM)*

Business Continuity Plans are implemented for all the council's prioritised or critical services and functions. There are currently 79 services identified as most critical and are identified as such by the DRGs or at management request.

Business Continuity Plans contain arrangements to maintain or recover council services to 'business as



usual' level following a disruptive event. Business Continuity Plans include arrangements in the event of loss of people (staff), premises, ICT and suppliers and providers of goods and services. Some plans might include loss of plant and machinery.

As a minimum, Business Continuity Plans are subject to an annual management review which ensures that the content remains up to date.

Other triggers to prompt a review include: where a reorganisation of the service may have changed the nature or scope of the work carried out; where services relocate their operations; where there are lessons to be learned from recent incidents; activations and exercising of the plan and where there are frequent movers and leavers requiring contact lists to be revised.

DRGs have a key role in overseeing and contributing to the implementation of business continuity and emergency planning arrangements and have an important role to play in ensuring that Business Continuity Plans are maintained through the annual review process and exercised.

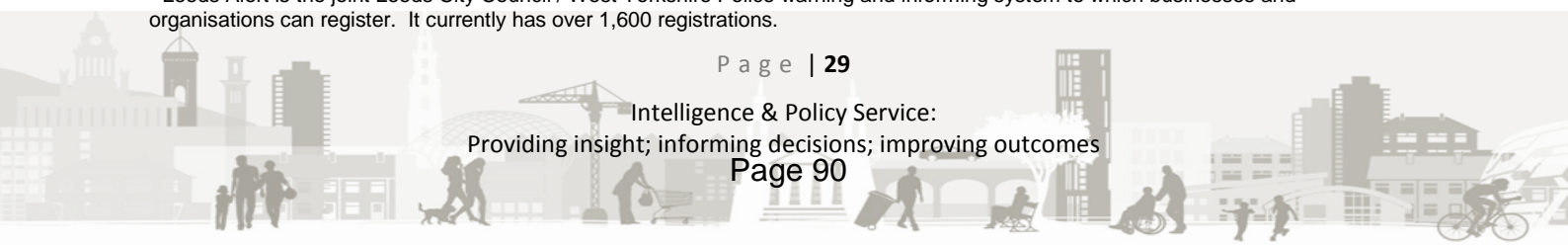
Exercising is key to testing business continuity and emergency plans. Business Continuity Plans can be exercised locally or several plans can be exercised together through scenario-driven exercises. Examples of individual service area exercises during 2017 include Legal Services and Digital & Information Services, both exercises identifying areas for improvement. An exercise was recently completed for the City Development DRG based on a city centre terrorist attack.

Opportunities continue for council services to test local plans and arrangements by participation in multi-agency 'themed' testing. Multi-agency exercises are arranged through the West Yorkshire Local Resilience Forum, or by individual partner agencies.

Some council services have a key dependency on external suppliers or commissioned service providers to deliver front line services. It is important to obtain assurance that the commissioned service providers are sufficiently resilient. The Resilience & Emergencies Team support the council's Adults & Health directorate by completing assessments of commissioned service provider plans. This includes documented feedback and a 'level of confidence' rating (Red, Amber or Green). A series of briefings have been completed for Adults & Health commissioning staff to provide them with a basic knowledge of what a Business Continuity Plan should include so that they can offer advice directly to their commissioned service providers. Presentations have also been delivered to Commissioned Service Provider Forums with the aim of informing the provider organisations attending about business continuity best practice.

Under the requirements of the Civil Contingencies Act 2004, local authorities are required to provide Business Continuity Management advice and guidance to business and voluntary organisations. This continues to be achieved by the hosting of the Leeds Alert²/Business Continuity Network Events. The events, held twice a year, invite representatives from businesses and organisations registered with Leeds Alert to attend and hear presentations from a range of guest speakers. The aim is for organisations attending to be able to take away learning to improve their own organisational resilience. The next event (June 2018) has a theme of resilience in the city centre.

² Leeds Alert is the joint Leeds City Council / West Yorkshire Police warning and informing system to which businesses and organisations can register. It currently has over 1,600 registrations.



2. Industrial Action

The council's HR service manages a documented procedure for a council-wide multi-discipline response to industrial action. The procedure provides a joined-up approach for all council services involved in managing the impact of industrial action and has been developed using documentation and learning captured from previous industrial action events.

Industrial action nationally and regionally is notified to the council by receipt of regular bulletins from RED (Resilience & Emergencies Division, part of the Government's Ministry of Housing, Communities and Local Government (MHCLG)).

The managers of the council's critical services and senior managers are informed to ensure all potential implications are considered and to cascade information to staff making them aware of the situation. Manager guidance is issued by HR to ensure that a consistent approach is taken.

Where industrial action is planned by external organisations, the impact on the council's services and functions is assessed and the council's most critical services are notified, advising them to plan for any disruption that might occur. Examples include the current ongoing industrial action impacting some train services affecting council staff travel arrangements to and from their place of work and the recent taxi and private hire driver 'slow-drive' through the city causing disruption to some council services due to the resulting traffic congestion.

3. Digital & Information Service (formerly ICT Services)

DIS has Business Continuity Plans implemented for key service areas which as a minimum address:

- Invocation of the required response/recovery and deployment of resource;
- Accessing back-up data;
- Restoration of data, information services, communications and support; and
- Recovery of the council's ICT infrastructure, for example in the event of a major cyber-attack.

Liaison between council services developing business continuity arrangements and the Digital & Information Service is encouraged to ensure that DIS recovery timescales meet the needs of the service. When developing Business Continuity Plans, council services are always advised to consider how they would maintain a service without access to any ICT over a prolonged period.

The Digital & Information Service maintains a schedule for regular testing of key council applications and systems. The schedule is managed via a calendar of testing and includes the outcomes of the test completed.

The Digital & Information Service has a Cyber Assurance & Compliance Manager in post providing expert knowledge and an awareness of current cyber-attack threats, helping to manage the corporate risk, 'Major Cyber Incident'.

4. Inadequate Emergency/Contingency Planning Arrangements

The council has a strong commitment to developing and implementing emergency and business continuity planning arrangements. This council commitment is demonstrated in the following ways:



- A corporately agreed Emergencies and Business Continuity Policy and accountability structure;
- A ready supply of response-based equipment and ability to use council assets to respond to an incident;
- Strong governance arrangements across all identified capabilities;
- Work programmes at national, sub-regional, local and internal level;
- A range of emergency and business continuity plans maintained and validated through annual review and/or exercising; and
- Mechanisms in place to meet statutory duties and demonstrate compliance.
- Learning from incidents both international and nationally to inform development of the council's emergency and business continuity plans. For example, since the Salisbury chemical attack, consideration needs to be given to whether current plans include mitigation or protection from chemical based attacks. Since the Grenfell Tower fire, analysis has been completed on the safety of council high rise flats and identification of further work to enhance resident safety.
- Other opportunities to strengthen council resilience include reviewing the revised West Yorkshire Community Risk Register for any new risks and the recommendations from the 'Peer Challenge: London Local Governments Collective Resilience Arrangements' report³.

What more do we need to do?

Strengthening council resilience, whether emergency planning or business continuity, is progressed through the continuing work of the DRGs. The DRG's are best placed to understand the directorates' response capabilities and how best to deploy resources in the event of an emergency or major disruption.

Lessons to be learned from recent incidents and exercises continue to inform development of council preparedness and resilience whilst sharing of experiences and knowledge through working closely with partner organisations provides important learning. Ongoing developments to enhance council resilience include:

- DRGs continuing to lead on development, maintenance and ownership of council emergency planning and business continuity arrangements. This includes the development of DRG work plans and the implementation of lessons to be learned from incidents and exercises.
- DRGs continuing to identify new threats and hazards and to prepare and plan directorate capabilities to be able to respond and recover in the event that such threats and hazards are realised.
- DRGs continuing to review and identify contacts (including out of hours) for inclusion in the Emergency Management Plan.
- DRGs promoting awareness of and familiarity with the Emergency Management Plan and 'Quick Guide' to staff named as contacts with a role to play in responding to an incident.
- Considering resilience in terms of workforce planning and development, implementing a 'resilience is everyone's responsibility' culture.

³ This report details findings from the independent peer challenge commissioned by the London Councils in autumn 2017 following the Grenfell tragedy, focusing on the extent to which the boroughs' collaborative resilience arrangements continued to provide assurance and to identify ways in which the collective arrangements could be further strengthened.

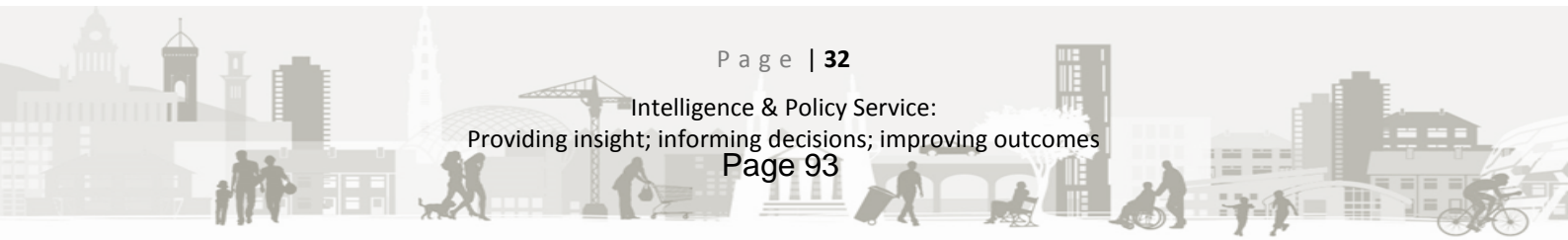


- Upskilling of staff through volunteering/training to be able to provide support for key roles when responding to incidents, particularly incidents of a prolonged nature.
- Reviewing the role of elected members in emergencies;
- Reviewing out of hours/on-call cover across the council and ensuring that such cover is robust and not based on goodwill or simply on staff being available and able/willing to respond.
- Continuing to develop and participate in exercises (both in-house/council and multi-agency) to support learning. Exercises provide a safe opportunity to develop competencies and awareness and identify areas for improvement.
- Continuing to deliver counter terrorism 'Stay Safe' briefings, helping to keep staff alert, aware of and knowing how to report suspicious activity as well as being able to react in the event of a terrorist attack. This includes continuing support for campaigns and initiatives such as 'Action Counters Terrorism' (ACT) and 'Remove, Remove, Remove' (supporting front line emergency services personnel on early action for suspected exposure to a hazardous substance, such as an acid attack) and providing a flow of up to date information is available to staff on the 'Stay Safe' pages on InSite.
- Developing and progressing the actions included in the 'Leeds City Council Organisational Resilience & Emergencies Improvement Plan' including the findings from the London 'Peer Challenge' and Manchester Arena Kerslake Report which help to strengthen council resilience.

Further information

The Business Continuity Management Toolkit developed for use by council services can be accessed by staff and elected members on the council's Intranet site [here](#) under Toolkits – Managing a service.

The Business Continuity Institute's website provides further details and can be accessed [here](#)



Financial Management Corporate Risk Assurance

Overview

The ongoing challenge of reshaping and delivering council services within significantly reduced funding levels remains a significant risk in both the short and medium-term and so we have two corporate risks on the budget: one that considers the in-year risk, and another around the medium term-budget. A key priority for the authority is to deliver our financial strategy, without which, delivery of all the Best Council Plan outcomes and priorities could be threatened.

Over the past five years the government has made major changes to the funding arrangements for local authorities, moving from a needs-based system that recognised demands and resources, to a primarily incentive-based system where funding has become increasingly dependent upon the capacity to achieve housing and business rates growth. At the same time, the national council tax benefit scheme has been replaced by a system which gives greater local discretion but for which funding from government has been reduced.

Corporate risks: financial management				
Accountability (Risk owners)	<i>Officer</i>	Director of Resources and Housing		
	<i>Member</i>	Councillor J Lewis, Deputy Leader and Executive Member for Resources and Sustainability		
Corporate risk: in-year budget				
Risk description	Council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's risk-based reserves policy			
Evaluation		<i>Probability</i>	<i>Impact</i>	<i>Overall rating</i>
	<i>Current</i>	1 (rare)	2 (minor)	Low (green)
	<i>Target</i>	1 (rare)	2 (minor)	Low (green)
Corporate risk: Medium-term budget				
Risk description	Failure to address medium term financial pressures in a sustainable way			
Evaluation		<i>Probability</i>	<i>Impact</i>	<i>Overall rating</i>
	<i>Current</i>	2 (unlikely)	3 (moderate)	Medium (yellow)
	<i>Target</i>	2 (unlikely)	3 (moderate)	Medium (yellow)



Introduction

The 2018/19 financial year is the third year covered by the 2015 Spending Review and again presents significant financial challenges to the council. The council to date has managed to achieve considerable savings since 2010 but the budget for 2018/19 requires the council to deliver a further £34m of savings.

The council continues to make every effort possible to protect the front line delivery of services, and whilst we have been able to successfully respond to the financial challenge so far, it is clear that the position is becoming more difficult to manage and it will be increasingly difficult over the coming years to maintain current levels of service provision without significant changes in the way the council operates.

The report to Council in February 2018, 'Best Council Plan 2018/19 to 2020/21', explains how this will be done: that, while continuing its programme of efficiencies, the council must continue to change what it does and how it does it, reducing costs, generating income, considering different service provision models and targeting its resources to where they are most needed and will have the most impact.

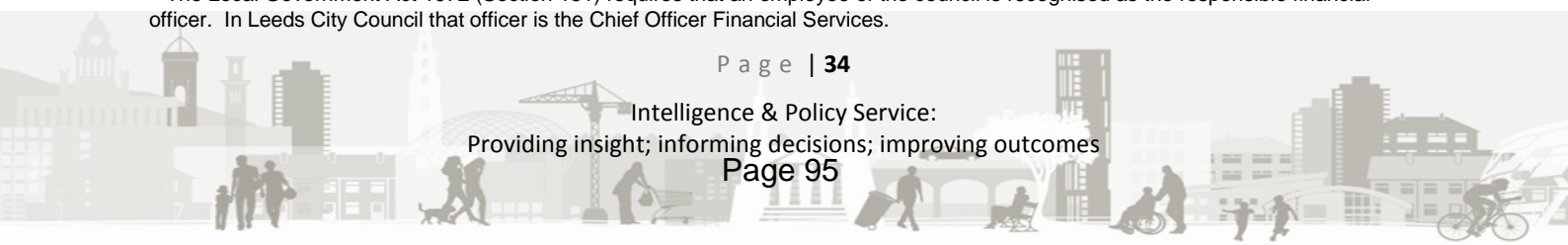
Although councils have a legal duty to set a balanced budget (taking account of any use of reserves; they cannot budget for a deficit position), there are clearly strong organisational reasons for ensuring that we have in place sound arrangements for financial planning and management. The budget, as well as a means of controlling spending within the available resources, is also a financial expression of the council's policies and priorities. Whilst this can simply be seen as an annual exercise, there is a recognition that this needs to be set within a context of a medium-term financial strategy. This is all the more critical given the financial challenges that we are facing.

What are the risks?

Failure to adequately plan, both longer term and annually and to manage the budget in-year carries a number of specific risks:

- Not able to set a legal budget by the due date;
- That the budget does not reflect council priorities and objectives;
- That the budget does not adequately resource pressures and increases in demand;
- That the budget includes savings which are not deliverable;
- That unplanned or reactive measures would be needed in-year to deliver savings;
- That the council falls into negative reserves or that reserves are used impacting upon the medium-term financial strategy;
- That the Section 151 officer⁴ exercises statutory powers and restricts or stops all spending;
- Should the audit of the council's Statement of Accounts contain damaging comments, this could potentially result in increased audit and government inspections;
- That there may be an adverse impact on staff morale if working in a challenging budget climate; and
- That the council's reputation may be damaged.

⁴ The Local Government Act 1972 (Section 151) requires that an employee of the council is recognised as the responsible financial officer. In Leeds City Council that officer is the Chief Officer Financial Services.



As a result of the UK's 2016 European Union referendum, the country faces a period of political, fiscal and economic uncertainty. There are likely to be implications for the national and local economy with consequent impact on the council's financial risks. Whilst it is too early to assess potentially wide-ranging implications, the following risks need to be considered:

- The potential for increased cuts in core government funding alongside possible increase in demand for council services.
- Rising inflation could lead to increased costs.
- Economic uncertainty impact on business rates and housing growth, with knock-ons to council tax, new homes bonus and business rate income.
- The general uncertainty affecting the financial markets could lead to another recession.
- An uncertain economic outlook potentially impacting on levels of trade and investment.
- Uncertainties around the cost of financing the council's debt, for example, due to interest rate volatility.

The ongoing management of the council's financial risks will need to take these – and possible impacts on partner organisations' funding - into account. Our service and financial strategies will be continually kept under review to keep track of developments with these risks.

Risk management

How the council is managing the risks

The duties of the council's Section 151 officer are crucial in how we manage these risks. These duties include:

- To report to Council on the robustness of the estimates and the adequacy of financial reserves;
- Certifying that the accounts are a true and fair view of the council's financial position; and
- Ensuring that the council's financial systems accurately record the financial transactions; enable the prevention and detection of inaccuracies and fraud and ensure that financial risk is appropriately managed.

Financial management within the council, both corporately and within directorates, is delivered by colleagues who are professionally and managerially responsible to the Chief Officer Financial Services (the Section 151 Officer).

Financial risks are managed through key duties including strategic financial planning, budget preparation and setting, in-year budget monitoring, closure of accounts and audit inspections. A summary of each is provided below.

1. *Strategic Financial Planning*

As part of the 2016/17 financial settlement, government set out an offer of a four-year funding settlement for the period 2016/17 to 2019/20 to any council that wished to take it up. Government stated that as part of the move to a more self-sufficient local government, these multi-year settlements could provide the funding certainty and stability to enable more proactive planning of service delivery and to support



strategic collaboration with local partners; local authorities should also use their multi-year settlements to strengthen financial management and efficiency. Government committed to provide central funding allocations for each year of the Spending Review period should councils choose to accept the offer and on the proviso that councils had published an efficiency plan. In September 2016 a report recommending acceptance of the government's offer of a four-year settlement was agreed at Executive Board.

This, in turn, informed the 2018/19 budget agreed at full Council in February 2018 and will also be important in the determination of the Medium-Term Financial Strategy 2019/20 – 2021/22, which is due to be reported to Executive Board (the principal decision-making body of the council) in July 2018.

The current four-year settlement ends in 2019/20, leading to significant uncertainties with regard to the level and allocation of future funding. We are actively engaging with government and local government representative bodies in developing these future funding arrangements and in understanding and, where possible, mitigating any inherent risks. Executive Board and Corporate Leadership Team (CLT – the council's senior management team) are kept abreast of these developments: for example, key risks will be highlighted to Executive Board in July's Medium-Term Financial Strategy report.

2. Budget Preparation and Setting

Revenue

The process of compiling the revenue (day-to-day) budget starts soon after the budget-setting of the previous year and runs through to the approval of the budget by Council. There are numerous tasks, checks and approvals involved in setting the budget, including reviews of budget proposals by finance staff, CLT and Executive Board and agreement of initial budget proposals by Executive Board and submission to Scrutiny Boards for further review and challenge.

With limited resources, it is inevitable that elements of the budget will depend upon actions which have yet to happen, or upon assumptions that in reality may vary from those assumed at budget setting. As such, an important element of the budget process is an assessment of the adequacy of general reserves which takes into account an assessment of the risks related to the budget estimates.

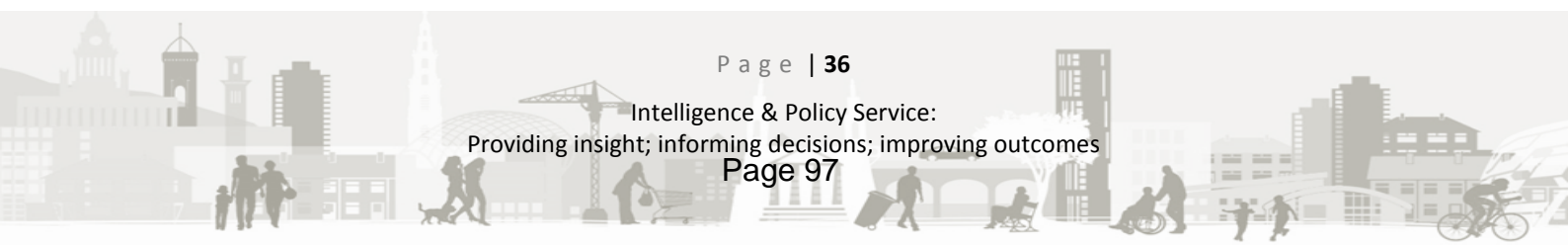
Capital

In terms of the capital (spending on assets) budget a five-year programme is prepared. The programme is constrained by the same funding reductions as the revenue (day-to-day spending) programme as ultimately where capital schemes are funded from borrowing, this needs to be repaid from revenue. The level and type of borrowing is determined before the start of the year and a limit set in accordance with CIPFA's (Chartered Institute of Public Finance & Accountancy) Prudential Code. The objectives of the Prudential Code are to ensure that the capital investment plans of local authorities are affordable, prudent and sustainable. Any in-year revisions to the council's programme need to be approved by Council.

3. In-Year Budget Monitoring

Revenue

Revenue budget monitoring is a continuous process which operates at all levels throughout the council. Although council directors are ultimately responsible for the delivery of their directorate budget,



operationally these responsibilities are devolved to budget holders across the various services. A Budget Management Accountability Framework was launched in 2015 to bring together budget information in a central source, with clear articulation of roles and responsibilities.

Financial monitoring, facilitated by the council's Financial Management System (FMS), is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk. Financial monitoring operates on a hierarchical basis, whereby the monthly projections are aggregated upwards to be reviewed by Chief Officers and Directors. The projections for the strategic accounts and for each directorate are submitted to the Chief Officer Financial Services and CLT. Further review and challenge of the projections takes place by the corporate Finance Performance Group (a monthly meeting of the Heads of Finance, representing each council directorate), prior to monthly reporting of projections to the Executive Board and quarterly to relevant Scrutiny Boards.

Capital

The Capital Programme is closely monitored and quarterly updates are presented to Executive Board. In order to ensure that schemes meet council priorities and are value for money the following are in place:

- New schemes will only take place following approval of a full business case and identification of required resources;
- Promotion of best practice in capital planning and estimates to ensure that they are realistic; and
- The use of unsupported borrowing is based on individual business cases and the source of revenue resources to meet the borrowing costs is clearly set out.

One of the main risks in developing and managing the capital programme is that there are insufficient resources available to fund the programme. A number of measures are in place to ensure that this risk can be managed effectively:

- Monthly updates of capital receipt forecasts are prepared, using a risk-based approach, by the Director of City Development;
- Monthly monitoring of overall capital expenditure and resources forecasts alongside actual contractual commitments;
- Quarterly monitoring of the council's VAT partial exemption position to ensure that full eligibility to VAT reclaimed can be maintained⁵; and
- Provision of a contingency within the capital programme to deal with unforeseen circumstances.

Budget risks are reviewed each month, with key risks included within the Financial Health Monitoring reports to Executive Board and overarching strategic risks included in the corporate risk register.

⁵ Councils make a number of supplies of goods and services where VAT is charged at zero, lower and standard rate; in addition there are non-business and exempt supplies on which no VAT is charged. The VAT we charge to customers on our supplies is known as 'output tax'; the VAT we incur on purchases we make is known as 'input tax'. Output tax is paid to HM Revenue and Customs (HMRC) and input tax is claimed back from HMRC provided certain rules are observed. The general input tax rule is that the VAT a business incurs on purchases it makes in order to make a taxable supply can be reclaimed in full – 'recovered' - from HMRC, whereas the VAT incurred in making exempt or non-business supplies can't be reclaimed. However as a local authority, there are special rules that allow the council to reclaim the VAT incurred on purchases that are used in making non-business supplies. HMRC requires local authorities to complete an annual partial exemption calculation to show how much of the input tax they have claimed back in the year relates to the exempt supplies they have made. There is a de minimis limit set, whereby if the amount of input tax that relates to making exempt supplies is below that limit, you are entitled to retain the input tax attributable to exempt supplies (which has already been reclaimed during the year). However, if you exceed that limit, all input tax that has been reclaimed during the financial year in relation to exempt supplies would have to be repaid to HMRC. The de minimis limit is 5% of the total input tax that was reclaimed during the year.



4. Closure of Accounts

Getting our accounts produced on time and without audit qualification is important to ensure that we can properly account for the resources we have used during the year and that we understand the council's financial standing. The Chief Officer Financial Services is responsible for the closedown process, reviewing both the accounts themselves and the processes used to compile them, before certifying them as a true and fair view. Alongside the budget monitoring process, significant accounting decisions are referred to the external auditors for review by their technical accounting team to ensure compliance with applicable accounting standards. For the closure of accounts 2017/18 the authority's auditor is KPMG; Grant Thornton have been appointed as our external auditor from 2018/19.

5. Audit and Inspection

The council's external auditors provide members with independent assurance that, in their opinion, the accounts reflect a true and fair view of the council's financial position, that they comply with proper accounting practice and that the council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. Internal audit also undertakes a number of reviews of our financial planning and monitoring arrangements.

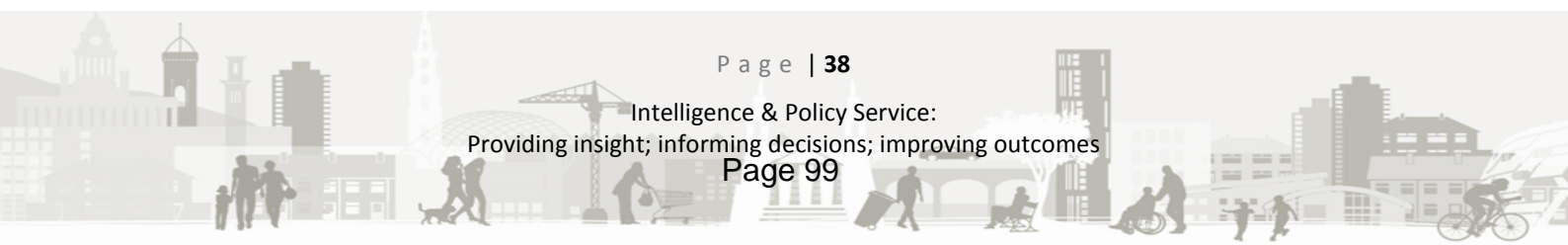
At their meeting of the 20th June 2017, the council's Corporate Governance and Audit Committee received the Internal Audit Annual Report and Opinion for 2016/17 which is of relevance to the financial risks. The report provided an overall conclusion that, on the basis of the audit work undertaken during the 2016/17 financial year the internal control environment (including the key financial systems, risk and governance) is well established and operating effectively in practice. There were no outstanding significant issues arising from the work undertaken by internal audit. At the time of writing, the Internal Audit Annual Report and Opinion for 2017/18 is due to be considered by the Corporate Governance and Audit Committee on 30 July 2018.

What more do we need to do?

The scale of the financial challenge for 2018/19 and 2020/21 was detailed in the Medium-Term Financial Strategy that was received at Executive Board in July 2017. This strategy is currently being refreshed to encompass the financial year 2021/22, going two years beyond the government's four-year settlement, and, as noted above, will be considered by the Executive Board in July 2018.

Key risks the refreshed strategy will have to take account of include economic uncertainty and interest rate volatility, demography and demand changes, and the ability to generate capital receipts. There are also a number of policy changes that will impact upon local authority financing:

- The outcomes of government's Fair Funding Review of Local Government finance which will introduce a new methodology for allocating funding to local authorities, considering their relative needs and resources;
- The implications of government's green paper on social care due to be published this summer, setting out its proposals on improving care and support for older people and tackling the challenge of an ageing population;
- Government's aim to implement greater business rates retention (most likely 75%) at a national



level in 2020/21. Leeds is currently piloting 100% business rates retention for 2018/19 and awaits final details in respect of arrangements for 2019/20.

- The Budget this autumn will set out the total public spending envelope for the years beyond 2020 with a full department Spending Review to follow in 2019, setting out departmental allocations across government.

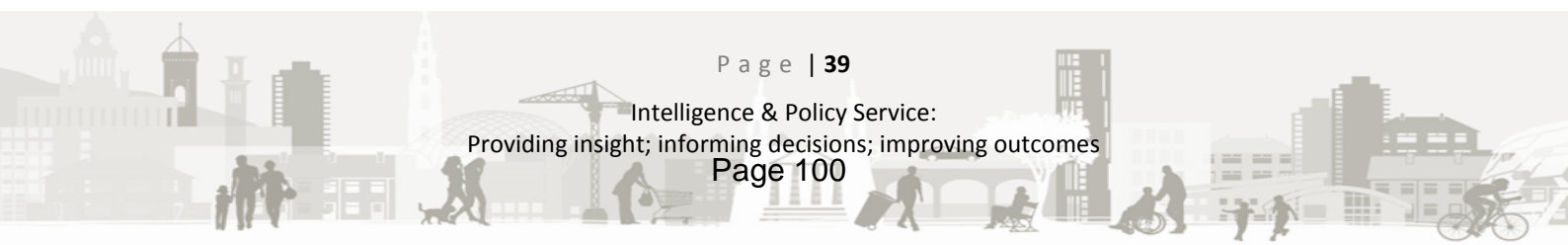
The issuing of a Section 114 notice by Northamptonshire County Council in February 2018 - imposing financial controls and banning expenditure on all services except for its statutory obligations to safeguard vulnerable people - and the subsequently commissioned Best Value Inspection, has increased the focus on local authorities' financial resilience and sustainability. At the time of writing, CIPFA is due to release a consultation on its plans for a financial resilience index, aiming to provide assurance to councils and their stakeholders on their financial stability. CIPFA is proposing to use a range of indicators based on published data to come to its conclusions, including an authority's level of resources, its borrowing and taking into account local demographic pressures. Pending the consultation period over the summer – which Leeds will take part in - CIPFA plans to produce its first ratings in autumn 2018 and thereafter published annually.

The current and future financial climate represents a significant risk to the council's priorities and ambitions, and whilst we have been able to successfully respond to the challenge to date, it is recognised that we need to continue to develop our approach to medium-term financial planning beyond just identifying likely budget gaps to encompass a greater recognition of priorities and areas for disinvestment. This work is already underway through our medium-term financial planning, but given the scale of the challenge, it is clear that it will need to be subject to regular review as to progress, and to ensure that it remains dynamic whilst aligned to our Best Council Plan priorities. In the determination of both the in-year budget and the Medium Term Financial Strategy we will continue to ensure that our processes and assumptions are sufficiently robust, building on the effective controls we have in place to mitigate the risks.

Further information

Additional information is available on the council's website through the following pages:

- [Our financial plans](#)
- [Our financial performance](#)



Information Management and Governance Corporate Risk Assurance

Overview

Information is an asset like any other; we need it to do business and without it, business would stop. We need to manage information just as we do other assets, including our people, buildings, infrastructure and relationships with partners: managing the risks whilst also maximising opportunity and value. The most significant risk associated with a failure in information management and governance is death or serious harm that could have been prevented if information and data had been properly managed or disclosed.

All our services depend upon the effective management of information and data, so managing the risks in this area underpins the delivery of all our Best Council Plan outcomes and priorities.

Corporate risk: Information management and governance				
Risk description	Risk of harm to individuals, partners, organisations, third parties and the council as a result of non-compliance with information governance legislation and industry standards.			
Accountability (Risk owners)	<i>Officer</i>	Director of Resources and Housing		
	<i>Member</i>	Councillor J Lewis, Deputy Leader and Executive Member for Resources and Sustainability		
Evaluation		<i>Probability</i>	<i>Impact</i>	<i>Overall rating</i>
	<i>Current</i>	3 (possible)	3 (moderate)	High (amber)
	<i>Target</i>	2 (unlikely)	2 (minor)	Low (green)

The gap between the current and target ratings is due to ongoing work to ensure the council complies with the requirements of the General Data Protection Regulations introduced in May 2018.

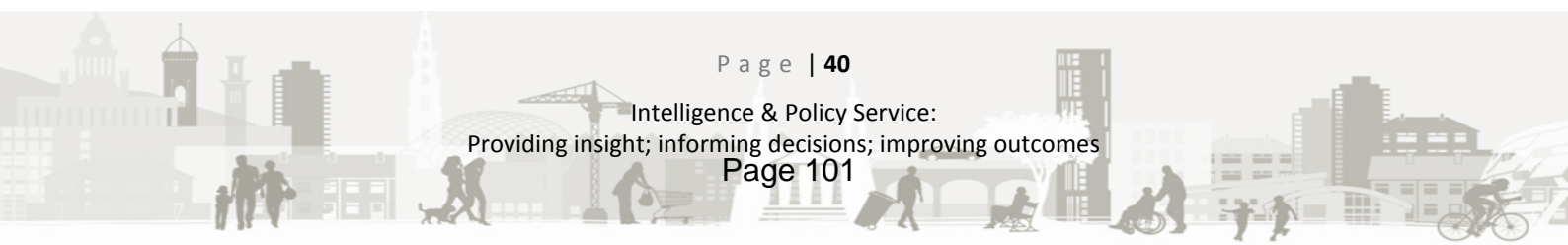
Introduction

The main characteristics of information held by the council are summarised below:

- Personal information relating to identified or identifiable individuals – name, address, identification number etc.
- Special categories of personal information relating to individuals – racial or ethnic origins, physical or mental health etc.
- Commercially sensitive information such as legal and financial details.
- Personal and special categories of personal information on council employees.
- External information relating to the citizens and business users of Leeds.

The format of information held by the council covers both electronic and hard copy files, including social care files, legal and contractual documents, invoices, council tax and business rates records and correspondence.

The council, in line with recommended practice for public authorities in the UK, has to demonstrate that the information it has responsibility for is properly managed.



What are the risks?

Failure to manage personal information properly could ultimately cause death, harm or significant distress to individuals. Along with not managing commercially sensitive information properly, the implications for the council could include loss of public confidence, a significant fine and reputational damage. Should a major information breach occur, enforcement action from the Regulator - the Information Commissioners Office (ICO) - is likely.

On the 25th May 2018, a new data protection framework came into force, consisting of the GDPR and the Data Protection Act 2018. This new data protection framework builds on the principles contained within the original Data Protection Act 1998, but with a greater emphasis on fairness, transparency and accountability.

With the advent of the GDPR, the risk of a significant fine for the council increases if the authority is found responsible for a major breach of the regulations. Failing to manage information properly can also be a root cause of non-compliance with the council's legal duties, including human rights law, confidentiality, service specific legislation (adoptions law, children's law, council tax law, etc.) and access to information. The council could be subject to legal action and claims from stakeholders whose information was not handled properly.

Due to the wide ranging nature of the information management and governance risk, it is closely linked to other corporate risks managed by the council including Council Resilience, Major ICT failure and a Major Cyber incident.

Risk management

How the council is managing the risks

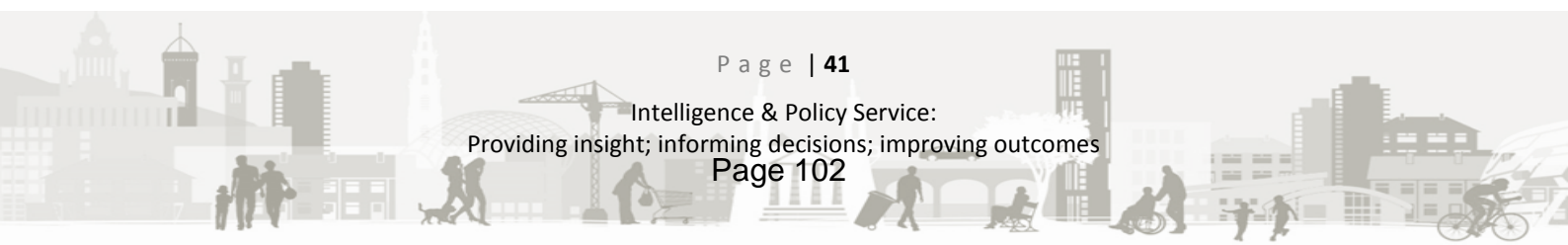
Existing arrangements in place for the information management and governance risk include:

- Policies and procedures for council staff including the Information Governance Policy.
- A wide range of guidance about managing information available to council staff on the internal Intranet site.
- Mandatory training for council staff on information management and governance.
- Staffing roles and responsibilities reflecting information management.
- Reporting to internal boards and committees such as the Corporate Leadership Team, Information Management Board, Corporate Governance and Audit Committee and directorate management teams.
- Reviews and inspections, both internal and external.

Roles and responsibilities

Ultimate responsibility for information management and governance within the council lies with the Director of Resources and Housing, the organisation's designated Senior Information Risk Owner (SIRO), supported by the Chief Digital and Information Officer and Head of Information Management and Governance.

All NHS organisations and local authorities which provide social services must have a 'Caldicott Guardian', a



senior person responsible for protecting the confidentiality of people's health and care information and making sure it is used properly: in Leeds, the Caldicott Guardian is the Director for Adults and Health.

The Head of Information Management and Governance is the council's Data Protection Officer (DPO), a position required under the GDPR. The GDPR establishes some basic guarantees to help ensure that DPOs are able to perform their tasks with a sufficient degree of autonomy within their organisation. The main tasks of the DPO are: to inform and advise the council of its obligations under GDPR when processing personal data; to monitor compliance with the GDPR; to provide advice on data protection matters, particularly with regards to data protection impact assessments and other high risk processing activities; and to act as the contact point with the ICO supervisory body.

In addition to being the DPO, the Head of Information Management and Governance role has responsibility for:

- Providing professional leadership on information management, information security, information risk management, Data Protection and Freedom of Information to support improved service outcomes, through a 'One council' approach to information.
- Ensuring there is a comprehensive set of Information-related policies, strategies and ambitions in order to effectively direct and shape the service and ensure awareness and understanding for all officers, elected members and citizens where applicable across the council.
- Leading on and supporting the council's Transparency and Open Data Strategy, ensuring that it is implemented across the whole organisation.
- Overseeing the council's operations in areas such as compliance and cyber assurance, information risk management, data quality, information access law and the arrangements for the lawful disclosure of nonpublic information.

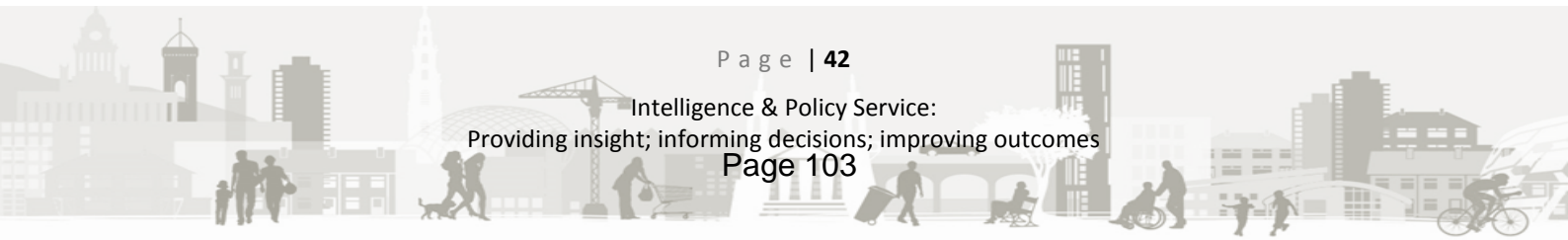
Alongside these individual roles, the council's Information Management Board (chaired by the Chief Digital and Information Officer) aims to ensure that:

- A good standard of information management and governance practice is embedded into council business processes;
- The council's Information Standards Policy is kept up to date and is fit for purpose; and
- Decisions made about information management and governance are properly communicated to the right stakeholders across the organisation.

Information Access and Compliance

Information legislation provides rights for citizens to access information held by the council. In respect of the Data Protection Act (DPA) this provides a statutory right for citizens to access information (known as a Subject Access Request or 'SAR') held about them within forty calendar days of submitting a request. Under the Freedom of Information Act (FOIA) citizens have a right to request information held by a public organisation, such as the council, and unless an exemption applies, the council is generally under a duty to provide this information within twenty working days of receiving a request.

The need to be able to locate and retrieve information is essential, both to enable the council to operate effectively and efficiently and to respond to information requests within the statutory timescales



prescribed. The risk to the council of non-compliance would be enforcement action from the ICO.

A team of Information Practitioners ensure that all requests for information to the council are processed and dealt with according to respective legislation and within statutory timescales, and handle complaints from citizens and enquiries from the ICO. The ICO's monitoring requirement for FOI requests is that an organisation should be processing 85% of its requests within the statutory 20 working day time limit; and, the monitoring threshold for SARs is that an organisation should be processing 90% of its requests within the statutory 40 calendar day time limit. The council also has its own performance indicators in relation to statutory requests, and in 2017/18 these were 96% (FOI requests) and 88% (SARs). The council is currently meeting both of these thresholds.

General Data Protection Regulations (GDPR)

During 2017/18, the council undertook work towards implementing the requirements of the GDPR in readiness for May 2018. Although some aspects of this work are still in progress, completion should bring the current risk rating down to its target level.

To help address the size and complexity of the work required to achieve compliance, the council established a working group and GDPR Implementation Team, supported by Legal Services and the Digital Information Service.

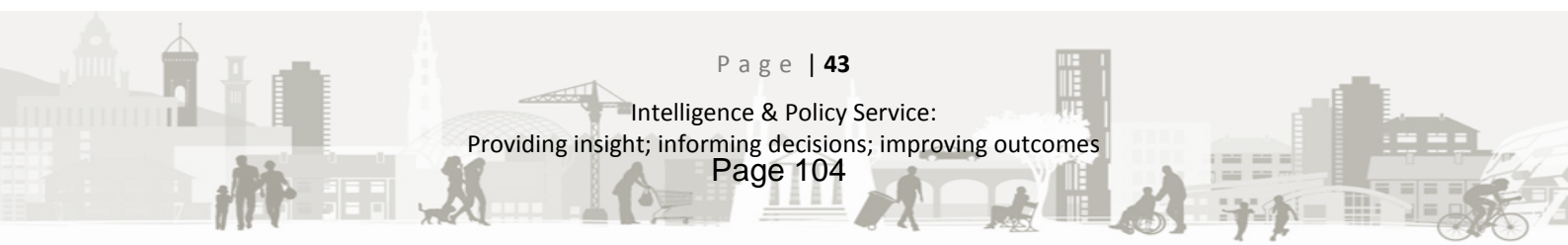
Between November 2017 and January 2018, the GDPR Implementation Team delivered a series of well-received engagement sessions to 203 staff from across the council, including 173 senior managers (directors, chief officers and heads of service). The purpose of the events was to:

- a) Provide an overview of GDPR and the Data Protection Bill, including key changes from prior legislation and regulation; and
- b) Explain the council's plans for implementation, including highlighting the responsibilities of senior managers in relation to preparing their service areas for the changes required.

Critical to the success of the implementation programme is the role of the GDPR Service Leads whose key responsibilities are to:

- Support the GDPR Implementation Team by driving the GDPR agenda within service areas including the dissemination of key messages;
- Ensure that existing processing arrangements and systems are GDPR-compliant and, where required, make necessary changes – such as technical and organisational measures - proportionate to the risks involved;
- Assist with embedding new GDPR related policies and procedures across the council; and
- Report progress on implementation against key milestones to the GDPR Implementation Team including the reporting of risks and issues as they emerge.

Work took place to assess the requirements of the GDPR and Data Protection Bill and compare them against the council's current position, enabling the identification and scoping of work required to achieve compliance. From this initial assessment, nine 'work streams' were initiated to work towards compliance and also to ensure that appropriate policies, procedures and guidance were developed or updated. A summary of the nine work streams is as follows:



1. *Demonstrating compliance* - requirement for the council to be able to demonstrate how it meets the principles contained within the GDPR.
2. *Security of processing* – requirement to implement appropriate technical and organisational measures to ensure a level of security appropriate to the risk.
3. *Security incident management* – requirement to notify the ICO of personal data breaches, without undue delay, and where feasible within 72 hours of becoming aware of it unless the breach is unlikely to result in risk to the data subject.
4. *Data Protection by design and default* – requirement to carry out data protection impact assessments (formerly known as privacy impact assessments) whenever the council is using new technologies, and the processing is likely to result in a high risk to individuals’ rights and freedoms.
5. *Contractual arrangements with data controllers / processors* – direct obligations on data processors for the first time and new requirements to be followed when using data processors.
6. *Individuals’ rights* - key rights include the right of access (similar to the rules for subject access requests); the right to restrict processing; the right to object; the right to rectification; and the right to erasure / be forgotten.
7. *Lawfulness, fairness and transparency* – requirement to have a legal basis for processing personal data with the threshold to utilise consent being higher than the previous DPA; and to provide further information within privacy notices than is currently stipulated.
8. *Storage limitation* – see section on Records Management below for details.
9. *Accuracy and data quality* – requirements around data minimisation and accuracy including ensuring that inaccurate data is erased or rectified without delay.

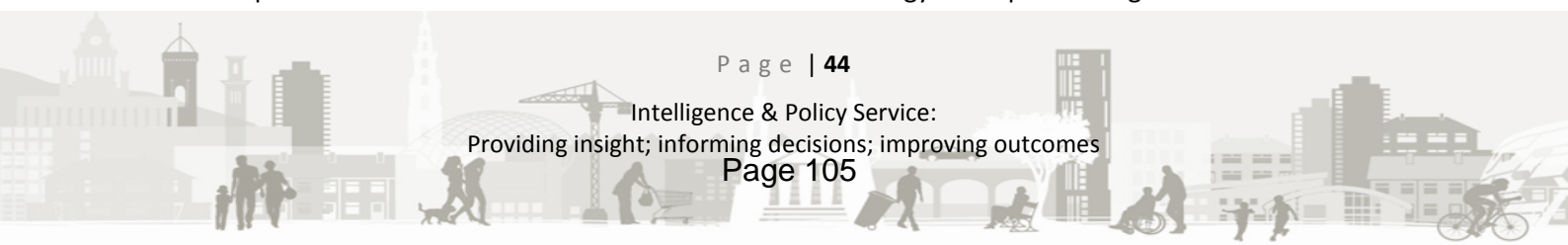
The nine work streams produced outcomes such as briefing notes, guidance tools, changes to contractual terms & conditions and new or revised policies and procedures. A GDPR Implementation Guide (“the Guide”) was developed and is subject to periodic update to ensure it remains current. The purpose of the Guide is to keep council service areas informed about what they need to do to become GDPR compliant. At the time of writing (June 2018), 3 editions of the Guide have been released.

Elected members are required in their constituency role (in which they are Data Controllers in their own right) to implement the requirements of the GDPR and the UK’s Data Protection Act. All Members were provided with a detailed guidance note regarding the new data protection laws and how it affects them. All relevant advice, policies, procedures and documentation in place for council staff will also be rolled out to Members over the 2018 summer months.

Staff awareness and training on information governance remains an important and integral part of the council’s information strategy and is delivered through a series of training programmes. Some training elements are mandatory for all staff and is provided every two years. The latest version was launched on 16th April 2018, incorporating changes under the GDPR. An Information Governance training and awareness programme for elected members is also currently being delivered to ensure councillors understand basic information governance practice around information security and information sharing.

Records Management

The council is making good progress in implementing an Information Asset Register (IAR), a list of personal and non-personal information assets that it holds. A methodology for implementing the IAR and also the



role of the Information Asset Owners (the employees responsible for ensuring that specific information assets are handled and managed appropriately) have been approved by the Information Management Board. Relevant training materials have been refreshed and reviewed to reflect these aspects.

The Records Management Team continues to implement and review records management approaches across the whole council, thereby maintaining compliance with the Data Protection Act and GDPR.

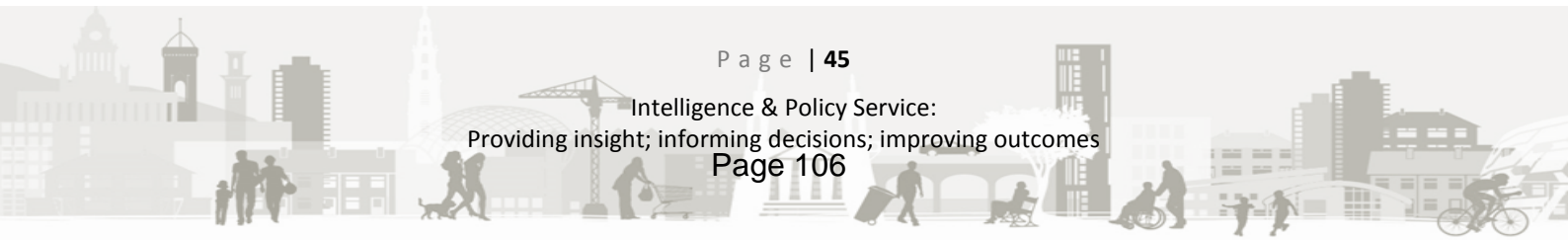
Other key priorities progressed during 2017/18 to manage information risk include:

- A series of Information Audits conducted for all council services that have moved location. The audits looked at future paper storage requirements and aimed to minimise the amount of storage needed for hard copy records.
- Applying consistency in the management of employee records across the council to ensure compliance with the DPA principles. A 'discovery project' was completed to identify inconsistencies in approach across the council with the management of employee records. The findings have been presented to relevant senior officers for consideration.
- Ensuring that all scanning and digitisation provision by the scanning framework is effectively monitored, justified and co-ordinated. The team have led on and co-ordinated a number of scanning and digitisation projects in 2017/18 to ensure compliance with the GDPR, enabling asset release and generating efficiency savings.
- Cleansing data and reducing the storage on our existing network drives, mitigating the risk of breaching DPA principles. A 'Discovery and Cleanse' tool to assist data cleansing has been developed and is nearing completion. Once this tool is available, the Records Management Team will be trained in its use and work with services to cleanse the data on their network drives.
- Improving paper records management by tracking the movement and destruction of paper records owned by the council, reducing unnecessary storage costs; and
- Developing the council's Information Retention Schedule with recommended retention periods for the different types of record created and maintained by the council. New retention schedules have now been launched, though review is on-going via the GDPR Service Leads.

What more do we need to do?

During 2018/19 a number of initiatives are planned, aimed at mitigating the risk and bringing the council closer to full compliance with the GDPR and Data Protection requirements.

1. Led by the GDPR Implementation Team, key tasks aiming to be completed by the end of this summer include: updating information security incident procedures, the Data Protection Policy Statement, and Information Assurance and Data Quality Policies; producing a public document covering an individual's rights in relation to information; including a Corporate Privacy Notice and new Subject Access Request forms on leeds.gov.uk; and further briefings for elected members.
2. Following successful workshops covering information risks in relation to adults and children, further workshops are planned for key information areas within the council. The workshops will review the risks, identify any new risks to be considered, confirm the controls currently in place to treat the risks and identify any further action required. Undertaking risk workshops across the council will



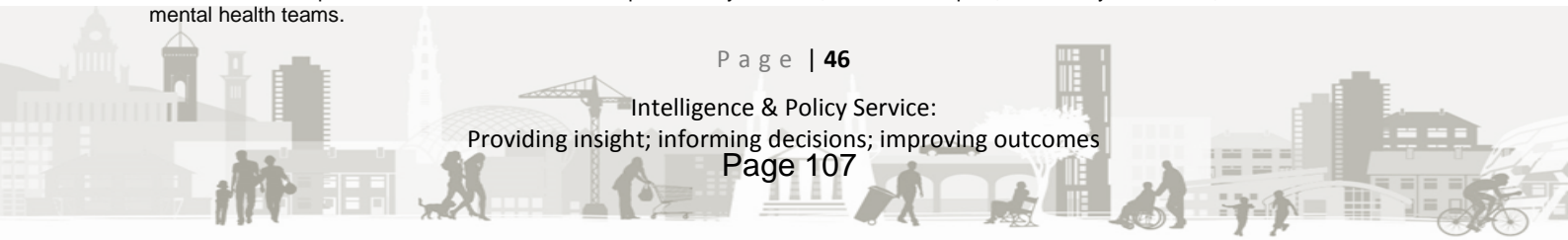
help ensure a consistent approach to managing information risk whilst also ensuring that any aspects specific to each area are managed.

3. The most recent version of the mandatory corporate Information Governance training for all council employees continues; at the time of writing, this is due to be completed in June 2018. A project is now underway to redesign the Information Governance (IG) Level 2 classroom-based training in line with GDPR. This higher level of training is mandatory for all staff in the council's Adults & Health and Children and Families directorates who access the Leeds Care Record⁶ and is also available to all employees who access special categories of personal data. Level 2 training will be rolled out from September 2018.

Further information

- Additional information can be found on the [Information Commissioner's Officer \(ICO\)](#) website. The ICO is the UK's independent authority set up to uphold information rights in the public interest, promoting openness by public bodies and data privacy for individuals.
- The council's Information Governance Policy can be accessed [here](#).
- Council staff and elected members can also find a range of information and guidance through the Managing Information Toolkit on Insite, our Intranet site, [here](#).

⁶ The Leeds Care Record is a joined-up digital care record which enables clinical and care staff to view real-time health and care information across care providers and between different systems. It is a secure computer system that brings together certain important information about patients who have used services provided by their GP, at a local hospital, community healthcare, social services or mental health teams.



School Places Corporate Risk Assurance

Overview

Ensuring that the supply of school places meets demand is a statutory duty of local authorities. This duty also includes the promotion of parental choice, diversity and fair access. In terms of meeting demand, local authorities are subject to constraints under the Education Act 2011. The Act requires that, where a need for a new school is identified, the local authority invites proposals to establish an academy or free school, with the decision over whether to go ahead ultimately taken by the Department for Education (DfE).

For schools that are already open - local authority maintained, voluntary aided or academies - they can be expanded through a prescribed process of consultation. However, local authorities cannot require academies or free schools to expand. The inherent tension between the statutory requirement for a local authority to provide school places, and the diminishing influence of the local authority in the building/expansion of schools means that there is a greater risk of not meeting the duty to provide sufficient school places in good quality provision that meet the needs of local communities.

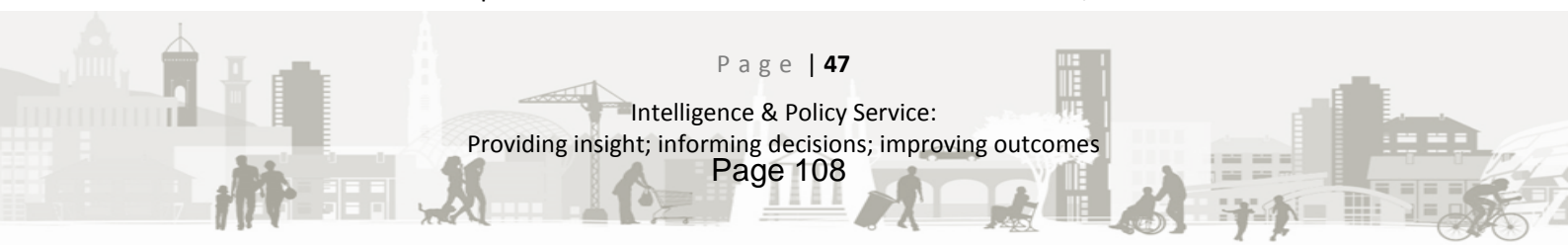
Leeds has experienced a rising birth rate since the turn of the century, with approximately a third more births per year recorded now than in 2000. The increasing child population has progressed through the primary phase and is now increasing pressure on the secondary phase. Additionally, the demographic make-up of the city has changed due to migration, meaning that houses (and, therefore, schools) are required in different parts of the city. The Core Strategy makes land available for 56,000 new houses in Leeds by 2030, which will further increase the pressure on school places.

Corporate risk: school places				
Risk description	Failure to provide sufficient school places in good quality buildings that meet the needs of local communities			
Accountability (Risk owners)	<i>Officer</i>	Director of Children and Families		
	<i>Member</i>	Councillor Pryor, Executive Member for Learning, Skills and Employment		
Evaluation		<i>Probability</i>	<i>Impact</i>	<i>Overall rating</i>
	<i>Current</i>	3 (possible)	5 (highly significant)	Very high (red)
	<i>Target</i>	2 (unlikely)	5 (highly significant)	High (amber)

What are the risks?

The risk is that the council is not able to secure sufficient school places for every child in the city that wants one, and so is in breach of its statutory duty. The factors that could cause this risk to materialise are:

- Inaccurate pupil projection calculations, underestimating the need for school places in different parts of the city.
- Proposals to create additional schools places not being approved. If proposed expansions to existing schools, changes to the age ranges of existing schools, or proposals to hold a competition to create a new school are not acceptable to local communities or to elected members, this could result in



Executive Board declining proposals.

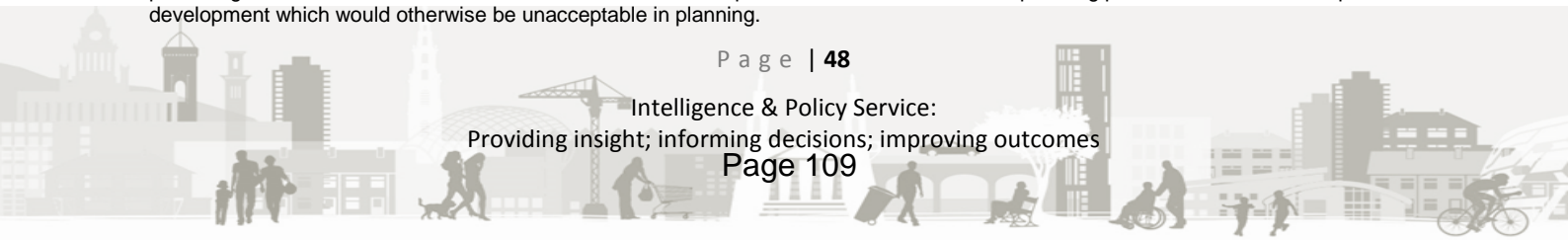
- A lack of physical options for expanding existing schools or identifying potential sites for new schools in areas of need.
- A lack of capital funding to be able to implement proposals for creating additional places. Basic need proposals have been funded through the basic need capital programme funding¹ from central government, in acknowledgement of the particular school place pressure in Leeds. However, schemes generally cost more than the funding provided by government, creating a financial pressure. Any capital budget deficit will affect not only our ability to meet the need for school places, but also on delivering other capital projects, such as the maintenance of the school estate.
- A conflict with developing national policy on changes to school governance. As increasing numbers of schools convert to become academies, or become sponsored academies, the maintained school estate is reduced, and correspondingly the council's scope for adapting this estate to population pressures is reduced. This does not prevent the local authority working with academies to commission school places, as local authorities still have overall responsibility for ensuring that there are sufficient spaces to meet demand locally, but the decision-maker over requests to expand pupil numbers at an academy is the Secretary of State, rather than the local authority.
- New housing developments adding additional pressure to both the primary and secondary phases. Where there is no existing capacity, housing developers are asked to contribute through section 106 agreements².

The consequences of the risk materialising would be:

- The council would be in breach of its statutory responsibility to secure sufficient school places.
- The council does not deliver cost effective solutions, which would bring close scrutiny on the council's ability to effectively manage its basic need capital budget through the publication of the national scorecards and, potentially, DfE intervention.
- Short-term solutions, such as temporary classrooms may be required. This could lead to poor quality teaching environments for some pupils, which could negatively affect educational outcomes, particularly for those pupils who are already at risk of poor outcomes. The additional costs also add to the pressure on the capital budget.
- Children may be expected to attend a non-local school where capacity exists. It is preferable to avoid this outcome since it means more of our youngest children travelling greater distances, impacting on attendance and attainment.
- The adverse impact on other potential capital spend priorities, such as children's centre maintenance and residential children's home improvements.

¹ Basic need funding is the money given by government to local authorities each year to help them fulfil their duty to make sure there are enough school places for children in their local area.

² Planning obligations, also known as Section 106 agreements (based on that section of The 1990 Town & Country Planning Act) are private agreements made between local authorities and developers and can be attached to a planning permission to make acceptable development which would otherwise be unacceptable in planning.



Risk management

How the council is managing the risks

The basic need programme represents the local authority's response to the demographic pressures in primary school provision. Since 2009, the local authority has created over 1,700 reception class places as part of the programme. This equates to an overall increase in school capacity of nearly 12,500 places. Projections suggest that approximately 1,500 year seven places will need to be created by 2023, based on the number of places available for the academic year 2017/18, to manage the increasing demand for secondary school places. Accurate and detailed data modelling processes help project need and provide forecasting of the Leeds school place requirement (pupil projections) to ensure that the maximum amount of funding is secured from central government. Increased stakeholder involvement in developing options and proposals helps to ensure that sufficient places can be provided in the right parts of the city.

Closer working across the local authority has raised the profile of this issue. A focused discussion at the council's Corporate Leadership Team (the council's senior management team, comprising its directors and Chief Executive) about the impact of demographic change on all council services led to a corporate working group being set up, of which basic need is a high profile strand. This closer working is reflected in the relationships built with housing agencies and the immigration service, to ensure a full picture of existing and projected provision is available.

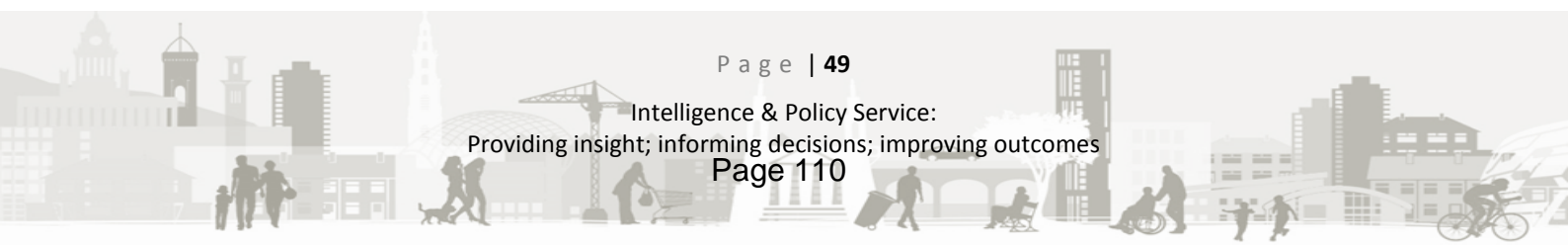
Robust financial planning and continual budget forecasting supports continual cash flow monitoring, and realignment of contingencies balances as projects/programmes complete.

An additional 285 reception class places will be in place for the September 2018 cohort. A mixture of permanent expansions of existing schools, a new free school, and bulge classes ahead of permanent expansions will be delivered to meet need. 120, 220, and 30 additional reception classes places are planned for 2019, 2020, and 2021 respectively, as the need for additional primary school places diminishes with the stabilising of the birth rate.

380 additional secondary school places have been made available for the September 2018 cohort, predominantly through schools taking a number of students over the published admission number. The delivery of an additional 1,500 year 7 places by 2023 will be delivered through a combination of new schools, expansions of existing schools, and changes to post-16 provision. Some solutions have already received approval, some are in, or are about to commence public consultation, and other solutions will be developed in the near future through consultation with key community stakeholders, to meet the demand for additional secondary school places.

What more do we need to do?

As the birth rate stabilises around the 10,000 mark per year, the need for additional primary school places is starting to level out, with fewer permanent or temporary solutions required within the near future. The larger challenge is in secondary provision, particularly where a new school in a locality is required. The equivalent of five new secondary schools across the city are required by 2023 and so the council is working close with key community stakeholders to identify solutions to meet demand.



Large housing developments as part of the site allocations plan will inevitably change the need for school places over the next 15 years, adding to the demand and pressure in some parts of the city. Staff in the council's Children and Families directorate will work closely with other directorates both at the planning stage and during implementation to identify when and where additional provision is required due to increased housing. This will be the predominant source of additional demand for primary school places over the next four years.

Given the challenges above, particularly in relation to secondary school provision, delivering the required provision in a timely and cost-effective manner requires a whole council response and a continued focus.

Further information

All reports that seek permission to consult about the creation of new school places, reports on the subsequent outcomes of those consultations, and design and cost reports basic need projects are publicly available as Executive Board reports, available [here](#).

The DfE produce statistical first releases on national pupil projections for all local authorities in England. The most recent release is [here](#).

The Education and Skills Funding Agency provides data on the progress local authorities are making in delivering good quality school places. The most recent release is [here](#).



Annexe 1: Leeds City Council's Risk Evaluation Matrices

The tables below give guidance on assessing risks on a scale of 1 to 5 in terms of their probability and impact, based on the current controls in place. Together, the two scores combine to give a risk rating. Additional notes to help make an assessment and the risk map used to determine the rating are on the next page.

Qualitative and quantitative descriptions are included to help evaluate a broad range of risks and give a level of consistency across the council's risk registers. However, you may have additional criteria you want to consider when carrying out your risk assessment or it may be that you need to adjust the thresholds up or down in an impact area such as finance / cost so please treat the tables below as a starting point. Also please bear in mind that risks will change (e.g. new information becomes available; the environment changes) so you will need to review your risk assessments frequently and adjust them as necessary.

Probability

Probability score	1	2	3	4	5
Descriptor	Rare	Unlikely	Possible	Probable	Almost certain
Frequency <i>How often might it / does it happen</i>	This will probably never happen / recur	Not expected to happen / recur	Might happen or recur occasionally	Will probably happen / recur but it is not a persisting issue	Will undoubtedly happen / recur, possibly frequently
Likelihood <i>Will it happen or not over the risk timescale</i>	Less than 5% chance	Around 10% chance	Around 25% chance	Around 60% chance	Around 90% chance

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Impact

Impact score	1	2	3	4	5
Descriptor	Insignificant	Minor	Moderate	Major	Highly significant
Health & Safety <i>Impact on the safety and wellbeing of the public and staff</i>	No ill effects.	Short-lived / minor injury or illness that may require First Aid or medication. Small number of work days lost.	Moderate injury / ill-effects requiring hospitalisation. Risk of prosecution from enforcement agencies.	Single fatality and/or long-term illness or multiple serious injuries.	Multiple fatalities and / or multiple incidences of permanent disability or ill-health.
Environment / community	No effect on local infrastructure, communities or the environment.	Superficial damage to local infrastructure (e.g. minor road) but little disruption caused.	Medium damage to local infrastructure (e.g. minor road) causing some disruption.	Key elements of local infrastructure (e.g. school, major road) damaged causing major disruption.	Extensive damage to critical elements of local infrastructure (e.g. school, hospital, trunk road) causing prolonged disruption.

Impact score	1	2	3	4	5
Descriptor	Insignificant	Minor	Moderate	Major	Highly significant
Service interruption¹	Negligible. No impact on services.	Minor inconvenience for service users and staff. Services quickly restored.	Some client dissatisfaction but services restored before any major impacts.	Major disruption to service delivery. This could be through a single event or a series of outages.	Massive disruption to services. Recovery difficult or even impossible.
Staff	No impact on staff or service delivery.	Short-term low staffing level that temporarily reduces service quality. No impact on staff morale.	Medium-term low staffing level / insufficient experienced staff to deliver quality service. Some minor staff dissatisfaction.	Late delivery of key objective / service due to lack of experienced staff. Low staff morale.	Non-delivery of key objective / service due to lack of experienced staff. Very low staff morale.
Finance / cost² <i>Impact on relevant budget (e.g. service, project). Includes risk of claims/ fines.</i>	No or minimal financial cost. Budget risk register: £0 - £499k	Losses / costs incurred of 1-2% of budget. Budget risk register: £500 - £999k	Losses / costs incurred of 3-5% of budget. Budget risk register: £1000k - £1,499k	Losses / costs incurred of 6-10% of budget. Budget risk register: £1500k - £1999k	Losses / costs incurred of more than 10% of budget. Not covered by insurance. Budget risk register: Over £2m
Statutory duties / inspections	No or minimal impact or breach of guidance / statutory duty.	Minor breach of statutory legislation / regulation. Reduced performance rating if unresolved.	Single breach in statutory duty. Challenging external recommendations / improvement notice.	Several breaches in statutory duty. Enforcement action and improvement notices. Critical report. Low performance rating.	Multiple breaches in statutory duty. Prosecution. Complete systems / service change required. Severely critical report. Zero performance rating.
Projects / Programmes <i>(Time / Cost / Quality – for Cost impacts see ‘Finance / cost’ above)</i>	Little or no schedule slippage. No threat to anticipated benefits & outcomes.	Minor delays but can be brought back on schedule within this project stage. No threat to anticipated benefits & outcomes.	Slippage causes delay to delivery of key project milestone but no threat to anticipated benefits / outcomes.	Slippage causes significant delay to delivery of key project milestone(s). Major threat to achievement of benefits / outcomes.	Significant issues threaten entire project. Could lead to project being cancelled or put on hold.

¹ No timescales for interruptions have been given as the impact will vary from service to service and across the year. For example, a service interruption or outage of 1 day might be inconvenient for some services but critical for others. Equally, an outage of 1 day during the Christmas holidays might have no impact on many services but if this came at a particularly important time of the business cycle, it could cause significant issues. Services, particularly those deemed as ‘critical’ Council services, should consider their business impact analyses and business continuity plans when making this assessment.

² The budget risk register impact scores are defined by the Council’s Financial Management service.

Impact score	1	2	3	4	5
Descriptor	Insignificant	Minor	Moderate	Major	Highly significant
Reputation <i>Adverse publicity</i>	No adverse publicity. Rumours.	Single adverse article in local media or specific professional journal that is not recirculated (e.g. through social media). Leeds City Council one of a number of agencies referred to.	A number of adverse articles in regional / social media mentioning Leeds City Council. Some recirculation via social media. Single request for senior officer / member to be interviewed on local TV or radio. Adverse reaction by Leeds residents in YEP / social media / online forums. Short-term reduction in public confidence.	Series of adverse front page / news headlines in regional or national media. Wider recirculation via social media. Sustained adverse reaction by Leeds residents in YEP / social media etc. Repeated requests for senior officer / member to be interviewed on local TV or radio. Long-term reduction in public confidence.	Sustained adverse publicity in regional media and / or national media coverage. Extensive / prolonged recirculation via social media channels. Repeated requests for Council Leader / Chief Executive to be interviewed on national TV or radio. Possible resignation of senior officers and / or elected members. Total loss of public confidence, potential government intervention.

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Additional notes

Probability

If you're not sure about the percentage chance of a risk happening over a given timescale and you don't have the data to assess its frequency, use the probability descriptors (i.e. 'Unlikely', 'Almost certain' etc.) to determine the most suitable score.

The risk timescale – i.e. the period of time during which the risk could materialise - will vary according to the type of risk it is. For example:

- For a budget risk, it might be expected to materialise over this financial year or over the period of the Medium Term Financial Plan.
- For a project risk, it could be either over the whole of the project lifecycle or for a particular phase within the project.
- With regard to an event, the timescale will be from now until the date of the event.
- For a number of the more cross-cutting strategic risks such as those on the corporate risk register, it is likely that the risk could materialise at any time. In these instances, it would be useful to consider the frequency: e.g. has this ever happened in the past in Leeds and, if so, how often and how recently? Has anything changed to make the risk more likely to occur?

Impact

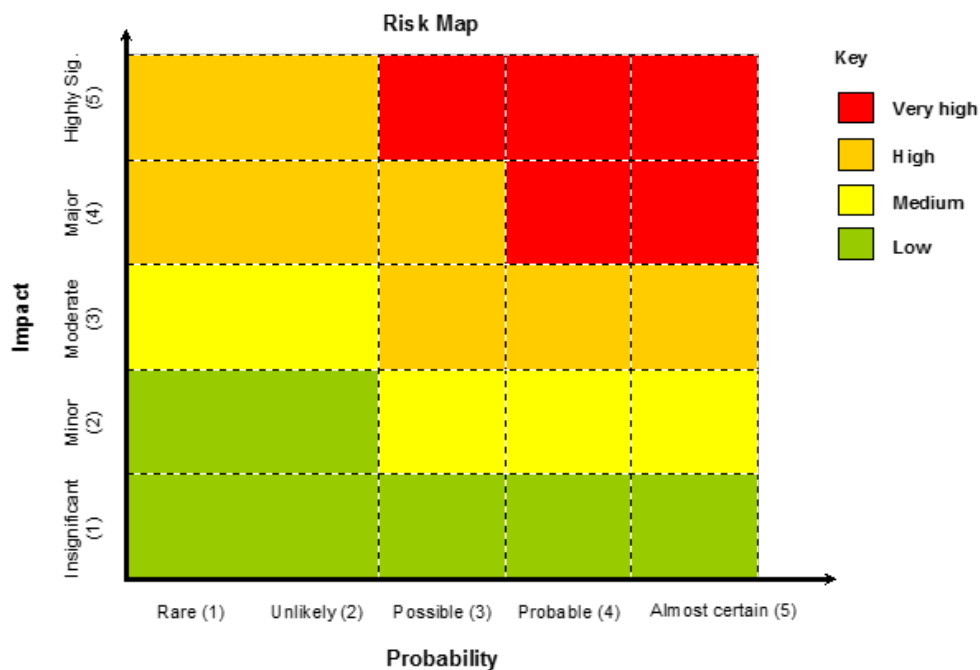
Many risks could have a range of consequences: for example, a Health & Safety breach could affect an individual as well as lead to reputational and financial damage for an organisation. It's therefore possible that you assess the risk as having an impact of '3' using the Health & Safety impact, '2' for Finance and '4' for reputation.

Although you could break the risk down into several different risks covering all these areas and then score each of them to address the varying impact scores, often this can crowd a risk register and take the focus away from the actual risk 'event': i.e. the Health & Safety incident. Where possible, it's better to have 1 risk and use your best judgement to give an overall single impact assessment score. In the example above, this might be a '3' if you were to average the 3 impact scores or '4' if you decided to go with a worst-case scenario.

Risk Rating

When you've assigned probability and impact scores to each of your risks, you can plot them on a risk map to give you the overall risk rating.

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Report of the Chief Officer Financial Services

Report to Executive Board

Date: 25th July 2018

Subject: Financial Health Monitoring 2018/19 – Quarter 1

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

Summary of main issues

1. The purpose of this report is to inform the Executive Board of the financial health of the authority in respect of both the revenue budget and the Housing Revenue Account for the first quarter of the financial year.
2. The 2018/19 financial year is the third year covered by the 2015 Spending Review and again presents significant financial challenges to the Council. The Council to date has managed to achieve considerable savings since 2010 and the budget for 2018/19 requires the Council to deliver a further £34m of savings.
3. The current and future financial climate for local government represents a significant risk to the Council's priorities and ambitions. Whilst the Council continues to make every effort possible to protect the front line delivery of services, it is clear that the position remains challenging.
4. This is the second budget monitoring report of the year, and Executive Board will recall that the 2018/19 general fund revenue budget, as approved by Council, provides for a variety of actions to reduce net spend through the delivery of £34m of budget action plans by March 2019. At this early stage of the financial year, it is clear that the majority of these actions are on track to be delivered, however this report highlights a potential overall overspend of £2.9m and measures will be

required to be identified and implemented so that a balanced budget position can be delivered.

5. At Quarter 1, the Housing Revenue Account is projecting a balanced budget position.

Recommendation

6. Executive Board are asked to note the projected financial position of the authority as at Quarter 1.

1. Purpose of this report

- 1.1 This report sets out for the Executive Board the Council's projected financial health position for 2018/19 at Quarter 1.
- 1.2 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget and highlights potential key risks and variations after the first two months of the year.

2. Background information

- 2.1 Executive Board will recall that the net budget for the general fund for 2018/19 was set at £510.9m.
- 2.2 Following the closure of the 2017/18 accounts, the Council's general fund reserve stands at £25.6m. The 2018/19 budget assumes a further contribution of £1.0m to this reserve during this financial year.
- 2.3 Financial monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. This has again been reinforced through specific project management based support and reporting around the achievement of the key budget actions plans.
- 2.4 Looking beyond 2018/19, a further report providing an update to the medium-term financial strategy is also being considered at July's Executive Board. This separate report takes account of the final year of the government's 4-year funding settlement, the move to greater business rate retention, any changes to funding from local taxation and income, the impact of increasing demand and cost pressures and ultimately what actions and decisions will need to be taken in order to stay within the anticipated financial resources in the years to 2021/22.

3. Main Issues

3.1 At Quarter 1 an overspend of £2.9m is projected, as shown in Table 1 below.

Table 1

Summary Position - Financial Year 2018/19 Quarter 1

Directorate	Director	(Under) / Over spend for the current period				Previous month's Position
		Staffing	Total Expenditure	Income	Total (under) /overspend	
		£000	£000	£000	£000	£000
Adults & Health	Cath Roff	(1,118)	(127)	127	0	0
Children and Families	Steve Walker	0	798	101	899	912
City Development	Martin Farrington	(1,546)	(874)	874	0	0
Resources & Housing	Neil Evans	(2,135)	907	(907)	0	0
Communities & Environment	James Rogers	172	680	(465)	215	0
Strategic	Doug Meeson	0	656	1,099	1,755	1,285
Total Current Month		(4,627)	2,040	829	2,869	2,197

Previous month (under)/over spend	(3,684)	(435)	2,632	2,197
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3.2 The major variations are outlined below, with additional detail provided on the Directorate dashboards which are appended to this report;

3.2.1 **Adults & Health** are currently projecting a balanced position. At this stage it is anticipated that all Budget Action Plans will be delivered successfully. Other significant variations include £1.0m of anticipated cost pressures relating to Community Care Packages and £0.1m of reduced income related to delays in setting up Leeds Care Plan Team, offset by £1.1m of projected savings relating to staff turnover and slippage in employing new staff.

3.2.2 **Children and Families** – Whilst still early in the financial year there are a number of budget pressures that mean it will be challenging for the directorate to contain spend within the approved budget without additional saving proposals being identified, agreed and implemented. The projected year-end position at Quarter 1 is an overspend of £0.9m. This is significantly lower at this stage than in recent years and reflects the increases made to the Children and Families budget, particularly demand-led budgets, over the last two years.

As in previous years the main budget pressures are the demand led budgets of Children Looked After (CLA) and transport. Whilst the CLA budget has been increased by £8m over the last two years there are still significant demand and demography pressures on this budget that are resulting in an upward pressure in terms of costs. External Residential (ER) and Independent Fostering Agency (IFA) placements are both currently higher than the budgeted assumptions although the variance is much lower than in previous years. The directorate has agreed a

number of actions including reviewing ER placements in order to ensure that placements are still appropriate. The number of children in ER placements has reduced since the start of the financial year, however at the end of May 2018 External Residential (ER) numbers were 61 compared to the budgeted number of 53. The ER budget is projected to overspend by £0.8m but there remains a risk that numbers do not reduce as assumed.

Additionally there are projected income pressures of £0.3m in regard to Children's Centres and likely slippage in achieving planned savings from service reviews and restructures (£0.6m). These pressures are offset by £0.6m of other projected staff savings and £0.2m of additional schools funding contributions to External Residential placements.

The 2018/19 budget included savings of £5m. All the actions are being implemented and are expected to deliver the required level of savings.

- 3.2.3 City Development** – the Directorate are projecting a balanced budget position at the year-end, however there are a number of significant pressures which will require positive management actions to deliver this.

The budgeted return on the Council's commercial asset portfolio increased by £1m to £3.36m in the approved 2018/19 budget but the development of the Council's commercial asset portfolio has been slower than anticipated, largely due to a lack of suitable investment opportunities. The Directorate will continue to seek suitable opportunities and will seek to mitigate this pressure through savings within other areas of income and expenditure.

Additionally, there is an identified budget pressure of over £300k relating to advertising income. In response the Directorate has established an Advertising Board to seek out new advertising opportunities, appointed a company to provide specialist knowledge and expertise thereby optimising income opportunities from existing and new contracts, and has finalised the contract with Clear Channel for 6 sheet advertising, which will deliver a six figure income sum this year.

- 3.2.4 Resources & Housing** – the Directorate are projecting a balanced year-end position at Quarter 1. There are a number of emerging risks, for example around the timely implementation of some of the savings incorporated as part of the 2018/19 budget strategy which will require a directorate wide plan to deliver alternative savings of around £0.8m.
- 3.2.5 Communities & Environment** – there is a projected budget pressure of £0.2m at Quarter 1. Within the Refuse Service it is currently anticipated that there will be an overspend of £0.5m, largely due to anticipated slippage of 7 months (to November) in respect of the budgeted route efficiencies, as the route review programme continues. The Directorate will work towards identifying appropriate actions to mitigate the projected overspend and savings of £0.3m have been assumed at this stage.
- 3.2.6 Strategic & Central Accounts** - At Quarter 1, the Strategic & Central budgets have a projected overspend of £1.8m. The key variations are:
- A £1.0m projected shortfall in S278 income as a result of lower levels of development activity;

- a projected net shortfall of £0.4m in S31 grant income for business rates, due to changes in the calculation methodology after the 2018/19 budget had been set, offset by estimated additional S31 grant income; and
- a projected shortfall of £0.3m in New Homes Bonus.

3.3 Other Financial Performance

3.3.1 Council Tax

The Council Tax in-year collection rate at the end of April was 19.37% which is slightly ahead of performance in 2017/18. At this early stage the forecast is to achieve the 2018/19 in-year collection target of 96.1% collecting some £338m of income.

3.3.2 Business Rates

The business rates collection rate at the end of May was 23.14% which is 0.36% ahead of performance in 2017/18. The forecast is to achieve the 2018/19 in-year collection target of 97.7% collecting some £386m of income.

The total rateable value of business properties in Leeds has increased from £921.06m at 1st April to £925.33m at the end of May, growth of £4.27m. To calculate Leeds' actual income from business rates this total rateable value is multiplied by the national business rates multiplier (48.0p in the pound). After reliefs and adjustments this amount is then shared between Leeds City Council (99%) and West Yorkshire Fire Authority (1%). Following deductions for the Business Rates tariff and to meet the business rates deficit brought forward, Leeds' actual business rates income is projected to be in the region of £204.9m, which is £4m below budgeted expectations.

3.3.3 Business Rates Appeals

The opening appeals provisions for 2018/19 are £21.5m, made up of £11.5m relating to appeals received against the 2010 ratings list and £10m estimated costs in relation to the 2017 ratings list. Under the 100% Business Rates Retention pilot, Leeds' budget is affected by 99% of any appeals provision made in this year but provisions brought forward from 2017/18 were made at 49%.

On the 1st May 2018, there were 2,548 appeals outstanding against the 2010 ratings list. During May 143 appeals have been settled, of which 89 have not resulted in changes to rateable values. 8 new appeals were received in May, the low number received reflecting that appeals are no longer accepted against the 2010 list except in very specific circumstances. At 31st May there are 2,413 outstanding appeals in Leeds, with 23.5% of the city's total rateable value in the 2010 list currently subject to at least one appeal.

No appeals have been received to date against the 2017 list, with only 1.5% of the city's total rateable value in the 2017 list currently subject to either a 'check' or a 'challenge', the pre-appeal stages of the new appeals process introduced in 2017.

4. Housing Revenue Account (HRA)

- 4.1 At the end of Quarter 1 the HRA is projecting a balanced position against the 2018/19 Budget.

5. Corporate Considerations

5.1 Consultation and Engagement

- 5.1.1 This is a factual report and is not subject to consultation.

5.2 Equality and Diversity / Cohesion and Integration

- 5.2.1 The Council's revenue budget for 2018/19 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 21st February 2018.

5.3 Council Policies and Best Council Plan

- 5.3.1 The 2018/19 budget targeted resources towards the Council's policies and priorities as set out in the Best Council Plan. This report comments on the financial performance against this budget, supporting the Best Council ambition to be an efficient and enterprising organisation.

5.4 Resources and Value for Money

- 5.4.1 This is a revenue financial report and as such all financial implications are detailed in the main body of the report.

5.5 Legal Implications, Access to Information and Call In

- 5.5.1 There are no legal implications arising from this report.

6. Recommendations

- 6.1 Executive Board are asked to note the projected financial position of the authority as at Quarter 1.

7. Background documents¹

- 7.1 None.

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

ADULTS AND HEALTH

Financial Dashboard - 2018/19 Financial Year

Quarter 1

Though there is very little activity for the current year, it is considered that the Directorate will achieve a balanced position for the year.

Budget Action Plans are expected to be delivered and it is noted that 80% of the plans are effectively delivered.

The main variations at Q1 across the key expenditure types are as follows:

Staffing (-£1.1m – 2.1%)

There is a pressure within Access & Care which is still being investigated; savings are forecast across most areas but principally within Strategic Commissioning (however there is a review currently being undertaken) and there is slippage within the Leeds Plan team.

Community care packages (+£0.9m – 0.4%)

There is an anticipated cost pressure related to higher than budgeted fee increase.

Public Health Commissioning (+£0.1m - 0.2%)

It is currently assumed that staffing based savings will be recycled to meet demand pressures on commissioned services.

General Running Costs (-£0.1m - 0.1%)

Savings will be evidenced against budgets relating to debt repayment and against general expenditure heads.

Income (+£0.1m – 0.1%)

Contributions from partners are forecast to be lower than budgeted due to slippage in the formation of the Leeds Plan team offset by additional external income.

Budget Management - net variations against the approved budget

				PROJECTED VARIANCES										Total (under) / overspend £'000	
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure		Income
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
Health Partnerships	1,015	(660)	355	(299)	0	0	0	0	0	0	0	0	(299)	346	47
Access & Care Delivery	259,968	(45,900)	214,068	10	(0)	(6)	28	(163)	355	523	0	0	747	(219)	528
Service Transformation Team	1,301	0	1,301	(67)	0	0	0	0	0	0	0	0	(67)	0	(67)
Commissioning Services	34,377	(47,023)	(12,646)	(549)	0	0	0	100	0	0	0	0	(449)	0	(449)
Resources and Strategy	4,855	(553)	4,302	(64)	0	0	4	0	0	0	0	0	(59)	0	(59)
Public Health (Grant Funded)	44,989	(44,607)	382	(149)	0	0	0	0	149	0	0	0	0	0	0
Appropriation Account	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	346,506	(138,744)	207,762	(1,118)	(0)	(6)	32	(63)	504	523	0	0	(127)	127	(0)

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation against Plan/Budget
					£m	£m
A. Key Budget Action Plans						
1.	Additional funding	S Hume	iBCF, Spring Budget, War Pension Disregard Grant, Social Care Grant	B	(24.5)	0.0
2.	Demand Based Savings - Learning Disability	S McFarlane		A	(2.5)	0.0
3.	Demand Based Savings - Mental Health	S McFarlane		A	(0.4)	0.0
4.	Demand Based Savings - Physical Impairment	S McFarlane		A	(0.2)	0.0
5.	Demand Based Savings - Telecare	S McFarlane		A	(0.2)	0.0
6.	Demand Based Savings - Recovery Beds	S McFarlane		A	(0.1)	0.0
7.	Demand Based Savings - Reablement	S McFarlane		A	(0.1)	0.0
8.	Demand Based Savings - Direct Payment Trend	S McFarlane		A	(0.1)	0.0
9.	Client Transport	S McFarlane		A	(0.2)	0.0
10.	Recovery model/Full Year Effect of Phase III	S McFarlane		B	(0.9)	0.0
11.	Vacancy management	Various	Mainly non-frontline services	G	(0.9)	0.0
12.	Fees and charges	S Hume	Improved income collection and income recovery from direct payment audit	A	(1.0)	0.0
13.	Direct Payment Audit Team	S Hume	Recovery of unspent sums	G	(0.4)	0.0
14.	Review non-essential spend	Various	Review and top-slicing of non-essential spend	G	(0.6)	0.0
15.	Public Health	I Cameron	Review of commissioned services	B	(1.2)	0.0
B. Other Significant Variations						
1.	Staffing	All	Relating to staffing turnover and slippage in employing new staff			(1.1)
2.	Community care packages	Various	Anticipated cost pressures			1.0
3.	General running costs	All	Savings primarily based on reduced borrowing costs			(0.0)
4.	Use of reserves	All	Contribution to reserves			0.0
5.	Income	S Hume	Reduced income related to delay in setting up Leeds Care Plan Team			0.1
					Adults and Health Directorate - Forecast Variation	
					0.0	

CHILDREN & FAMILIES
FINANCIAL DASHBOARD 2018/19 FINANCIAL YEAR
Quarter 1

Overall Summary - At Q1 the directorate is projecting an overspend of £899k against the approved budget of £121.527m, a variance of less than 1%. The 2018/19 budget provides for a net increase of £8.7m (7.7%) when compared against the adjusted budget for 2017/18. The increase in the net budget recognises a number of budget pressures and also the loss of grant funding. The budget also includes £5m of budget actions that will need to be delivered during the year. At this point at the start of the financial year the key budget risks are expected to be the Children Looked After budget, some income targets and achieving some of the staff saving targets. Action plans covering these key budget risks have been developed and will be closely monitored by the Children and Families management team.

Children Looked After (CLA): - The Children Looked After budget (CLA) was increased by £4.9m in the 2018/19 budget. The budget took into account the level of supported children in the autumn of 2017 with only a small reduction in numbers anticipated in 2018/19 equivalent to a 1.5% reduction in overall CLA numbers over the year. At the end of May 2018 the External Residential (ER) numbers were 61 compared to the budgeted number of 53 (a reduction of 3 from period 1). It is anticipated that there will be some reductions in numbers as a number of children currently in ER placements turn 18 during the year. An action plan has been developed to ensure that the service is focused on delivering within budget. However, at this early stage of the year an overspend of £800k is projected. This is mainly on ER placements and reflects the current level of placements.

Staffing: Overall the staffing budgets are projected to be balanced at the end of the year. Whilst there are delays in achievement of budget action plans requiring restructures it is anticipated by careful management of vacancies and use of agency staff that the required savings will be achieved.

Transport - It is projected that the £250k efficiency built into the 2018/19 budget will be achieved.

Trading and Commissioning: Although the Trading areas of the directorate collectively underachieved their income targets in 2017/18, action plans have been developed for the areas where income was below budget in 2017/18. There is a risk around achieving the budgeted level of income in the childcare service.

Other Costs - There is a risk that the external legal disbursement costs will exceed the budget, hence there will be close monitoring of these expenses.

Other Income - An action plan has been developed to look at maximising income from Children Centres but the Period 2 projection does allow for a shortfall of £300k against budgeted income. Additional Income of £200k is anticipated from the DSG to contribute to the education costs of External Residential placements.

Dedicated Schools Grant - There is a separate Dashboard for DSG

Budget Management - net variations against the approved budget

	Expenditure Budget	Income Budget	Latest Estimate	PROJECTED VARIANCES											Total (under) / overspend
				Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Demand Led Budgets:															
In House placed CLA	19,994	(3,195)	16,799	0	0	0	0	0	0	0	0	0	0	0	0
Independent Fostering Agency	7,446		7,446	0	0	0	0	0	0	0	0	0	0	0	0
External Residential	10,886		10,886	0	0	0	0	0	800	0	0	0	800	(200)	600
Other Externally placed CLA	2,599		2,599	0	0	0	0	0	0	0	0	0	0	0	0
Non CLA Financially Supported	13,066	(2,389)	10,677	0	0	0	0	0	0	0	0	0	0	0	0
Transport	14,565	(467)	14,098	0	0	0	0	0	0	0	0	0	0	0	0
Sub total Demand Led Budgets	68,556	(6,051)	62,505	0	0	0	0	0	800	0	0	0	800	(200)	600
Other Budgets															
Partnerships & Health	11,571	(6,022)	5,549	27	0	0	0	0	0	0	0	0	27	(1)	26
Learning	89,053	(82,278)	6,775	150	0	0	0	0	0	0	0	0	150	0	150
Social Care	115,240	(68,542)	46,699	(177)	0	(2)	0	0	0	0	0	0	(179)	302	123
Sub total Other Budgets	215,864	(156,842)	59,022	0	0	(2)	0	0	0	0	0	0	(2)	301	299
Total	284,420	(162,893)	121,527	0	0	(2)	0	0	800	0	0	0	798	101	899

Key Budget Action Plans and Budget Variations:		Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation
A. Significant Variations					£m	£m
	Children Looked After	Steve Walker	Pressure on CLA demand led budgets (External Residential placements and Independent Fostering Agencies).	R		0.80
	Staffing Related Costs	CSLT	At Q1 it is assumed that saving will be delivered from the management of posts - slippage of appointment to the senior management structure & further vacancy control.			(0.559)
	Childrens Centre Income	A Richardson	There is a projected shortfall of income from Childrens Centre until the Service recruits and retains staff at full structure.			0.30
						0.00
B. Key Budget Action plans (BAP's)						
	Service Reviews / Restructures	CSLT	Savings likely to slip depending on MSR/ELI process. Stage 1 review complete. Stage 2 reviews to be progressed once revised directorate structure has been implemented.	R	(1.27)	0.56
	Progress alternative Transport funding models	S Rumbold / S Martin	Pilots are being established around alternative payment approach	A	(0.25)	0.00
	Family Services restructure and reduced funding	A Richardson	Proposals in place to secure the savings, DDN to implement the new structure implemented.	G	(0.25)	0.00
	Reduced spend on Independent Support Workers	S Rumbold	Based on current spend the savings should be realised.	G	(0.25)	0.00
	Commissioning Reviews	S Rumbold	Various commissioning reviews are in progress. There is the risk that the level of savings will not be achieved.	G	(0.30)	0.00
	Achieve Increased income from Adel Beck	S Tariq	Day rates at Adel Beck have been increased. Higher charges may impact on demand.	G	(0.35)	0.00
	Achieve Increased income from Child Protection: Education Safeguarding Team	S Rumbold	The Team is anticipated to continue high level of trading.	G	(0.10)	0.00
	Achieve additional Unaccompanied Asylum Seeking Children grant	S Tariq	This action is linked to the number of unaccompanied asylum seeker children	G	(0.40)	0.00
	Achieve additional DfE Improvement Partner Income	S Tariq	Subject to Final Agreement with Kirklees	G	(0.10)	0.00
	Other Action Plans which have been achieved.	various	Includes continuation of School Improvement and Brokerage grant £0.7m	G	(1.75)	0.00
						0.00
C. Contingency Plans						
	Utilisation of External Income		Additional schools funding contribution to area External Residential placements £0.2m.	G		(0.20)
Children and Families Directorate - Forecast Variation						0.899

CHILDREN & FAMILIES 2018/19 FINANCIAL YEAR

DEDICATED SCHOOLS GRANT FINANCIAL DASHBOARD

Quarter 1

Overall Summary - From 2018/19, the Dedicated Schools Grant (DSG) is made up of 4 separate blocks - the Schools Block, Central School Services Block, Early Years Block and High Needs Block. At Q1 there is a projected overspend of £500k.

Schools Block - This is the largest element of the DSG and mostly consists of delegated funding to local authority maintained schools. From this, there are a number of "de-delegated" services where schools have agreed for the local authority to retain funding back to cover some costs centrally which otherwise would need to be charged to schools (such as maternity costs, trade unions costs and the libraries service). The Growth Fund budget remains part of this block. Although there are no variances projected at this stage, there are risks over the levels of maternity pay costs within the de-delegated budgets.

Central School Services Block

This is a new block created from 2018/19 which covers costs such as prudential borrowing repayment, equal pay costs, the admissions service and the retained duties element of what used to be the Education Services Grant (which covers statutory and regulatory duties, asset management and welfare services). There are no variances currently projected on these services.

Early Years Block - This element is concerned with provision to pre-school children. The final grant amount received is largely based on the January 2019 census and so will not be confirmed until the 2019/20 financial year. Following the significant underspend in 2017/18, the unit rates paid to providers has been increased for both 2 year old and 3 & 4 year old providers. However, it is still expected that there could be an underspend of up to £1m.

- for 2 year olds, the January census has usually been the lowest of the year and in order to not overspend this budget, the amount paid to providers is £5.10 an hour (an increase from £5.05 in 2017/18) while the funding is £5.20 per hour to compensate for this, although the hourly rate received from the ESFA has not increased from 2017/18.
- for 3 and 4 year olds, the hourly rate has been increased from £4.20 to £4.25, though the hourly rate received from the ESFA remains the same.
- the SEND Inclusion Fund budget has been reduced to £485k and the process for accessing this fund has been simplified for 2018/19 to encourage more providers to take up the available funding.
- the contingency fund did not have any calls on it during 2017/18 and so has been reduced from £400k to £170k.

High Needs Block - This element is used to support provision for pupils and students with special educational needs and disabilities. This block is currently experiencing increasing costs due to high levels of demand and increasing complexity of cases. There are a number of areas of risk in these budgets, including:-

- The deficit on the North West SILC budget is likely to be a charge during 2018/19. At the end of 2017/18 the deficit was £1.355m, though a deficit action plan is now being worked on, though there is a risk that this deficit could increase further.
- a high lever assessment of the number and complexity of children with SEN suggests there could be a significant risk of up to £2.5m on this budget.
- due to the projected overspends listed above, the budgeted contribution to reserves is not expected to be made.

Grant Income - The initial DSG grant for 2018/19 year was announced in December 2017. However, there will continue to be changes to this figure during the year, in addition, the early years element will not be known until July 2019. At this early stage of the year there are no changes to the projected grant due.

Budget Management - net variations against the approved budget

DSG Grant Reserves

	Budget £'000	Projection £'000	Variance £'000
Schools Block			
DSG Income	(320,706)	(320,706)	0
Individual Schools Budgets	313,490	313,490	0
De-delegated budgets	4,316	4,316	0
Growth Fund	2,900	2,900	0
	0	0	0
Central School Services Block			
DSG Income	(5,171)	(5,171)	0
CSSB Expenditure	5,171	5,171	0
	0	0	0
Early Years Block			
DSG Income	(55,367)	(55,367)	0
FEEE 3 and 4 year olds	44,216	43,386	(830)
FEEE 2 year olds	7,903	7,903	0
Other early years provision	3,248	3,078	(170)
	0	(1,000)	(1,000)
High Needs Block			
DSG Income	(60,300)	(60,300)	0
Funding passported to institutions	53,393	55,839	2,446
Commissioned services	1,549	1,549	0
In house provision	4,412	4,412	0
Contribution to /from reserves	946	0	(946)
	0	1,500	1,500
Total	0	500	500

Latest Estimate

Balance b/fwd from 2017/18
 Net contribution to/from balances
Deficit c/fwd to 2019/20

General £'000	De-delegated £'000	Total £'000
3,379	(425)	2,954
(946)	300	(646)
2,433	(125)	2,308
3,379	(425)	2,954
500	300	800
3,879	(125)	3,754

Projected Outturn

Balance b/fwd from 2017/18
 Net contribution to/from balances
Deficit c/fwd to 2019/20

Key Budget Action Plans and Budget Variations:

	Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation against Plan/Budget
				£m	£m
A. Key Budget Action Plans					
Transfer funding to High Needs Block		Transfer of £2m from the schools block and £500k from the central school services block to the high needs block as detailed in report to Schools Forum in January 2018.	B	2.50	0.00
Reduction in Funding for Inclusion unit value		The reduction in the unit rate from £684 to £600 has been applied.	B	1.37	0.00
Reductions in mainstream funding for additional places		A change in the criteria before additional funding is due will be applied.	G	0.49	0.00
B. Significant Variations					
Early Years Block		Likely underspend on early years block.			(1.00)
High Needs Block		Estimated increase in payments to institutions due to increase in number and complexity of cases.			1.09
High Needs Block		Deficit balance on North West SILC as academy conversion due to take place during 2018/19.			1.36
High Needs Block		Budgeted contribution to reserves will not be made			(0.95)

Dedicated Schools Grant - Forecast Variation

0.50

CITY DEVELOPMENT 2018/19 BUDGET
FINANCIAL DASHBOARD 2018/19 FINANCIAL YEAR
Quarter 1

Overall -

At Q1 City Development is projecting a breakeven position although there are a number of known significant pressures which will require positive management actions to develop and deliver mitigating solutions.

As per the approved 2018/19 budget, the budgeted return on the Council's commercial asset portfolio has increased by £1m in 2018/19 to £3.36m.

The development of the Council's commercial asset portfolio has however been slower than anticipated. This is largely due to a lack of supply of suitable investments to acquire that meet the Council's risk profile. The Directorate will continue to seek out suitable investment opportunities and, given the slower than anticipated development, the Directorate will seek to mitigate against this through savings within other areas of income and expenditure.

Advertising income represents another potential budget pressure rolling through from 2017/18, with a potential underlying budget pressure of between £ 300k and £ 400k. However the following progress has now been made :

- The establishment of an Advertising Board with a focus on seeking out new advertising opportunities;
- The appointment of a company to provide specialist knowledge and expertise in relation to this complex and competitive market, thereby optimising income opportunities from existing and new contracts;
- Finalising the contract with Clear Channel for 6 sheet advertising, which will deliver a six figure income sum this year.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend £'000	
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Planning & Sustainable Development	9,219	(7,368)	1,851	0	0	0	0	0	0	0	0	0	0	0	0	0
Economic Development	1,942	(552)	1,390	(73)	0	3	0	0	0	0	0	0	(70)	68	(2)	
Markets & City Centre	2,957	(3,612)	(655)	(3)	1	0	0	0	0	0	0	0	(2)	12	10	
Asset Management & Regeneration	16,838	(18,261)	(1,423)	(44)	(40)	0	0	0	0	0	0	0	(84)	27	(57)	
Employment & Skills	3,881	(2,166)	1,715	0	0	0	0	0	0	0	0	0	0	0	0	
Highways & Transportation	61,276	(46,452)	14,824	(1,397)	(2)	726	3	1	0	0	0	0	(669)	762	93	
Arts & Heritage	17,821	(7,535)	10,286	0	0	0	0	0	0	0	0	0	0	0	0	
Sport & Active Lifestyles	24,489	(19,881)	4,608	(17)	(20)	0	0	0	0	0	0	0	(37)	46	9	
Resources & Strategy	1,126	0	1,126	(12)	0	0	0	0	0	0	0	0	(12)	(40)	(52)	
Total	139,549	(105,827)	33,722	(1,546)	(61)	729	3	1	0	0	0	0	(874)	874	0	

Key Budget Action Plans and Budget Variations:

				RAG	Action Plan Value	Forecast Variation against Plan/Budget
		Lead Officer	Additional Comments		£m	£m
A. Budget Action Plans						
1.	Planning and Sustainable Development	Tim Hill	Additional income from charging	G	(0.40)	0.00
2.	Economic Development		Expenditure savings	G	(0.12)	(0.00)
3.	Markets & City Centre	Susan Upton	Additional income from events and speciality markets	G	(0.07)	0.01
4.	Asset Management & Regeneration	Angela Barnicle	Strategic Investment Fund & fee income	A	(1.52)	(0.06)
5.	Highways and Transportation	Gary Bartlett	Fees & Charges	G	(0.81)	0.09
6.	Arts and Heritage	Cluny MacPherson	Savings via increased income opportunities across the Service	G	(0.40)	0.00
7.	Employment and Skills	Sue Wynne	Staffing & running cost savings	G	(0.02)	0.00
8.	Sport and Active Lifestyles	Cluny MacPherson	Reduction in the net cost of service via increased income, operational cost reductions and VAT exemption	G	(1.59)	0.01
Total Budget Action Plan Savings					(4.93)	0.1
B. Other Significant Variations						
1.	City Development	All	Mitigating Actions			(0.04)
2.	Resources and Strategy	Ed Mylan	Staffing Savings			(0.01)
3.						
4.						
5.						
6.						
City Development Directorate - Forecast Variation						0

RESOURCES AND HOUSING

FINANCIAL DASHBOARD - 2018/19 FINANCIAL YEAR

Quarter 1

Overall

At this early stage in the year a balanced position is projected. There are a number of emerging risks around the timely implementation of some of the savings incorporated as part of the 2018/19 budget strategy which will require an directorate wide plan to deliver alternative savings of around £0.8m

Resources

It is assumed that support services will achieve the almost £3.5m savings which form part of the 2018/19 budget strategy. Most of these (£2.2m) centred on staffing savings and early projections indicate these will be delivered. However, there is a risk for those services which are experiencing a reduction in schools income, particularly HR. Plans will need to be implemented to compensate for the loss of income.

Leeds Building Services

A balanced position is projected for LBS. The budget assumes an additional surplus of £1.1m to be delivered through increased turnover of around £10m when compared to the 17-18 budget. Delays in the recruitment of front line staff are assumed to offset by the additional use of sub contractors to deliver the 2018-19 programme.

Housing and Property Services

Housing and Property Services are expected to achieve the £430k of budgeted savings in this financial year. An additional £0.5m has been included in Corporate Property Management maintenance budget for 2018/19. Current projected spend assumes that £0.4m of works can again be capitalised in 2018/19 to balance the budget.

Civic Enterprise Leeds

At this stage in the financial year a balanced position is projected for CEL although we will continue to closely monitor some of the significant income generating services within the group.

Budget Management - net variations against the approved budget

				PROJECTED VARIANCES											Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Resources	93,404	(26,892)	66,512	(1,447)	61	807	(11)	(50)	0	0	0	0	(640)	640	0
LBS	55,660	(65,271)	(9,611)	(983)	0	690	0	0	0	0	0	0	(293)	293	0
Housing & Property	26,417	(12,058)	14,359	0	372	0	0	0	0	0	0	0	372	(372)	0
CEL	74,430	(63,658)	10,772	295	(6)	708	426	45	0	0	0	0	1,468	(1,468)	(0)
Total	249,911	(167,879)	82,032	(2,135)	427	2,205	415	(5)	0	0	0	0	907	(907)	(0)

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
A. Key Budget Action Plans						
Efficiencies						
1	LBS	Simon Costigan	Additional turnover has been identified; budget reflects increased staffing to deliver turnover required and recruitment is underway;	G	(1.10)	
2	Housing	Jill Wildman	Commissioning Contract Savings - FYE of existing savings	G	(0.15)	
3	Housing	Jill Wildman	Review of housing support costs that can be more appropriately charged to the capital programme	G	(0.08)	
4	CPM	Simon Costigan	Target reduction in spend on repairs/security at Void properties	G	(0.20)	
5	Cleaning/Catering	Sarah Martin	Annual equipment replacement programme & investment in kitchen facilities to deliver savings.	G	(0.05)	
6	Cleaning/Catering	Sarah Martin	Operational cost savings within CEL from ASC Better Lives programme	G	(0.20)	
7	Cleaning	Sarah Martin	Additional income	G	(0.04)	
8	Facilities Management	Sarah Martin	Operational cost review.	G	(0.12)	
9	Fleet Services	Sarah Martin	Staffing restructure	G	(0.03)	
10	Fleet Services	Sarah Martin	Operational savings	G	(0.05)	
11	Directorate wide	All COs	Staffing savings above amounts in service accounts	G	(0.20)	
12	DIS	Dylan Roberts	Review of staff & other costs that can be more appropriately charged to the capital programme	G	(0.38)	
13	DIS	Dylan Roberts	Reduction in licence costs, the continued rationalisation of printers and a review of telephone costs as Skype is fully rolled out	G	(0.33)	
14	DIS	Dylan Roberts	Income from additional services to WY Joint Services; Alternative savings to be found.	A	(0.07)	
15	DIS	Dylan Roberts	Charge for personal use of Mobile phones; Alternative savings to be found	R	(0.06)	
16	DIS	Dylan Roberts	Mobile phone growth - additional budget required from Directorates	G	(0.05)	
17	Financial Services	Doug Meeson	Deliver £0.5m staffing savings to balance the 18/19 budget	G	(0.50)	
18	HR	Lorraine Hallam	Deliver £0.19m staffing savings to balance the 18/19 budget; Additional staffing savings used to offset income shortfall	G	(0.19)	(0.14)
19	HR	Lorraine Hallam	Additional income -mainly schools (price increases, fee on supply contract; Income from attendance/ disciplinary training	A	(0.10)	
20	HR	Lorraine Hallam	Replace HELP contract with telephone support service.	G	(0.09)	
21	HR	Lorraine Hallam	P-card payments - agency contract	G	(0.05)	
22	HR	Lorraine Hallam	Secure £40k of income chargeable to the Apprentice Levy	G	(0.04)	
23	Legal & Democratic Services	Catherine Witham	Deletion / Reconfiguration of posts or other cost savings	G	(0.07)	
24	Low Carbon	Polly Cook	Charges to University for contribution towards salary costs	G	(0.02)	
25	Shared Services	Helena Phillips	Deliver £1.1m staffing savings to balance the 18/19 budget	G	(1.10)	
26	Shared Services	Helena Phillips	Mail and Print - cross cutting savings	G	(0.10)	
27	Strategy and Improvement	Mariana Pexton	Deliver £0.13m staffing savings to balance the 18/19 budget	G	(0.13)	
28	Strategy and Improvement	Mariana Pexton	Additional comms team income - mainly from Schools	G	(0.05)	
B. Other Significant Variations						
1	HR	Lorraine Hallam	Net shortfall against schools income	A		0.84
2	All other variations	Dir Wide	Other minor variations +£0.1m & and Action plan required (£0.8m) to balance	G		(0.70)

Resources and Housing Directorate - Forecast Variation **0.00**

COMMUNITIES & ENVIRONMENT DIRECTORATE SUMMARY
FINANCIAL DASHBOARD - 2018/19 FINANCIAL YEAR
Quarter 1

Overall Position (£215k over budget)

Communities (nil variance)
 This service is projecting a nil variance.

Customer Access (nil variance)
 Although the service is currently projecting a nil variation, the main area of risk is within the Contact Centre, which mainly reflects delays in delivering budgeted staffing efficiencies in respect of Channel shift/shove whilst maintaining satisfactory performance levels.

Electoral and Regulatory Services (- £47k below budget)
 The projected underspend mainly reflects the final grant settlement in respect of Property Search fees received in 18/19 of £100k, partially offset by other expenditure variations of £53k. The planned fee review for Taxi and Private Hire Licensing (TPHL) has yet to be implemented and any further delays may impact on the current balanced position.

Welfare and Benefits (nil variance)
 A balanced position is currently projected. Although the service has secured additional grant funding, mainly in respect of Verify Earnings and Pensions Alerts (£327k), this will be offset by additional expenditure to meet the grant requirements and other staffing variations across the service.
 A significant area of risk is around the achievement of the budgeted level of overpayment income - a clearer indication of this will be possible after the first quarter.

Parks and Countryside (nil variance)
 The service is projecting an overall nil variance at period 2. At this early stage of the year this includes a projected shortfall in income at both Lotherton Hall and Tropical World, although this is anticipated to be offset by additional income in other areas of the service.

Environmental Action (nil Variance):

Car Parking (nil variance)
 The service is currently projecting a balanced budget, although this includes some risk as after 2 months of the year the income levels are below phased budgets, with shortfalls projected on both 'on street' parking and delays in the Woodhouse price increase. At this early stage of the year assumptions have been made that this will recover but this will need to be closely monitored to fully determine trends.

Cleaner Neighbourhoods Teams (nil variance)
 The service is projecting a nil variance with projected staffing savings offset by additional overtime costs.

City Centre (nil variance)
 The service is projecting a nil variance.

Environmental Health (nil variance)
 The service is projecting a nil variance.

Waste Management (+£562k over budget):

Refuse: (+£518k over budget)
 Within the Refuse Service it is currently anticipated that there will be slippage of 7 months (to November) in respect of the budgeted collection route efficiency programme, as the route review continues. This will result in a projected overspend of £673k, although savings of £250k are anticipated to offset this. In addition, an extra collection route (+£228k) has been provided to meet the additional demand from new build properties; other staffing pressures within the service are projected to cost an additional £250k; and delays in the review of the medi-waste collection service are projected to cost an additional £85k. Partially offsetting these pressures is a £458k saving in respect of collection cost savings.

HWSS & Waste Strategy: (+£44k over budget)
 The projected overspend relates to increased SORT disposal costs (+£207k), reflecting a reduction in market prices and increased contamination rates; a reduction in the level of disposal savings assumed from the rollout of the new garden waste routes (+£229k), additional recycling and weighbridge income of £111k; and other disposal savings of £249k, mainly at Household Waste Sites.

Community Safety (nil variance)
 A projected shortfall in income of £59k due to the loss of a contract with WY Police to maintain ANPR cameras, is offset by a projected net underspend in staffing.

Directorate Wide (action plan savings £300k)
 The directorate will work towards identifying appropriate actions to mitigate the projected overspend.

Budget Management - net variations against the approved budget;

Summary By Service				Projected variances												Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Communities	19,015	(14,036)	4,979	0	0	(34)	0	(210)	0	0	0	0	(244)	244	0	
Customer Access	23,428	(3,952)	19,476	0	0	(4)	0	0	0	0	0	0	(4)	4	0	
Electoral & Regulatory Services	6,239	(5,486)	753	(218)	69	(10)	0	(48)	0	0	0	0	(207)	160	(47)	
Welfare And Benefits	252,476	(248,602)	3,874	175	2	160	9	56	0	0	0	0	402	(402)	0	
Car Parking Services	4,936	(13,168)	(8,232)	0	0	(56)	0	15	0	0	0	0	(41)	41	0	
Community Safety	7,902	(5,730)	2,172	(169)	0	(50)	0	0	0	0	0	0	(219)	219	0	
Waste Management	41,662	(7,861)	33,801	456	(2)	29	16	0	0	0	0	0	499	63	562	
Parks And Countryside	31,420	(24,386)	7,034	0	35	340	(31)	163	0	0	0	0	507	(507)	0	
Environmental Action (City Centre)	2,011	(427)	1,584	0	0	0	0	0	0	0	0	0	0	0	0	
Environmental Health	2,053	(561)	1,492	0	0	(13)	0	0	0	0	0	0	(13)	13	0	
Cleaner Neighbourhood Teams	12,506	(4,561)	7,945	(72)	0	0	72	0	0	0	0	0	0	0	0	
Action Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	(300)	(300)	
Total	403,648	(328,770)	74,878	172	104	362	66	(24)	0	0	0	0	680	(465)	215	

Key Budget Action Plans and Budget Variations:						
		Lead Officer	Additional Comments	RAG	Action Plan Value (£000s)	Forecast Variation against Plan/Budget
Communities						
Communities team	Communities Team - review management & leadership arrangements - saving of 1 fte	Shaïd Mahmood	Review process ongoing, savings expected to be delivered in year	G	(50)	0
Community Centres	Community Centres: reduce net cost by reviewing lettings income and Facilities Management costs	Shaïd Mahmood	Additional income due in 18/19 from full year effect of Free Lets termination in 17/18. Meeting to be held with Facilities Management re delivery of remaining savings.	G	(60)	0
Third Sector Infrastructure Fund	10% saving on VAL contract	Shaïd Mahmood	VAL have been informed of the decision and the contract is to be renegotiated	G	(34)	0
Customer Access						
Libraries	Re-tender Library Management Systems contracts as single contract	Lee Hemsworth	To retender as part of a West Yorkshire Consortium. This will allow potential bigger savings but it is unlikely that the full amount can be delivered in year.	G	(50)	0
Compliments & Complaints	Review structure to deliver staffing savings	Lee Hemsworth	Factored into proposed structure changes - Delivered	G	(17)	0
Contact Centre	Migration of telephone lines to new datelines'	Lee Hemsworth	Lines migrate Friday 11th May so should be on line to deliver savings	G	(80)	0
Contact Centre	Closer working between Council Tax Recovery and Contact Centre - saving of 1 fte	Lee Hemsworth	Savings now incorporated into Channel shift/shove target (see below re Ctax emails)	G	(30)	0
Contact Centre	Channel shift/shove - further savings due to fewer calls - saving of 12 ftes	Lee Hemsworth	Whilst implementation is underway delays are putting delivery of full savings at risk. Added to this is the current adverse call answer rate and it may be that performance issues need to be addressed which could also impact on savings being delivered	A	(280)	0
Contact Centre	Reduce service failure - saving of 1.3 ftes	Lee Hemsworth	On track and should be delivered in year.	G	(40)	0
Contact Centre	Implement automated switchboard in Contact Centre - saving of 2.5 ftes	Lee Hemsworth	Business case approved at FPG, to be funded by Invest to Save reserve - £38k savings forecast due to delays.	G	(50)	12
Home Library Service	Transfer of Home Library Service to voluntary sector - transfer of 1 fte	Lee Hemsworth	Currently under review - advice being sought from HR, savings may be delivered from elsewhere.	G	(30)	0
Interpreting & Translation Service	Secure additional income (net) from Interpreting and Translation Service - Total Income budget £846k	Lee Hemsworth	Revising contract arrangements with Health Service. This could lead to a longer term arrangement, but may need to review pricing.	G	(180)	0
Staffing efficiencies	Community Hubs & Libraries ELIs/Vacancy Factor	Lee Hemsworth	Expected to be achieved	G	(974)	0
Welfare & Benefits						
Welfare and Benefits	Re-tender Advice Consortium contract	Lee Hemsworth	Delivered	G	(50)	0
Welfare and Benefits	Local Welfare Support Scheme - review eligibility for white goods and arrangements for carpet replacements in Council properties	Lee Hemsworth	Budget reduced by £200k. Funding & award approach revised such that we will operate within allocated budget. On track to meet this.	G	(200)	0
Electoral & Regulatory Services						
TPHL	Implement fee review to achieve additional income target of £438k to achieve balanced budget. Overall income target £2,241k	John Mulcahy	Fee review approved at Licensing Committee 25th May 2018, now going out to consultation. Income levels being monitored to ensure increase in fees is sufficient to generate required income. £1.8m achieved in 17/18.	A	(438)	0
Waste Management						
Refuse	Continue with the re-design of collection rounds to deliver remaining £1.1m savings in base budget, plus additional lieu day savings of £0.25m	Helen Freeman	Discussions ongoing - currently assuming 4 months delay.	R	(1,350)	423
Refuse	Work with NHS colleagues to review medi-waste collection service to eliminate subsidy	Helen Freeman	Ongoing discussions with NHS - assumed delayed implementation for 1/2 year	R	(170)	85
Environmental Action Services						
Car Parking	Increase charges at Woodhouse Lane car park by 50p for a full day	Helen Freeman	Price increase due to be implemented 1st July 2018	A	(130)	32
Parks and Countryside						
Parks and Countryside	Continue to progress Attractions Development Plan to achieve additional net surplus	Sean Flesher	A bid has been submitted to the Rural Development Fund to help the cost of the ongoing development at Lotherton Hall.. Income to period 2 is below profile. To be monitored.	G	(100)	0
Parks and Countryside	Increase turnover to achieve additional plant/retail income target (additional net £100k surplus) from the Arium	Sean Flesher	Additional net surplus built into budget. To be monitored. No shortfall identified at Period 2.	G	(100)	0
Parks and Countryside	Staffing savings - achievement of vacancy factor (5% all services, 8.9% Parks Operations)	Sean Flesher	Period 2 savings in line with profile. To be monitored in year.	G	(1,124)	0
Community Safety						
Community Safety	Identify efficiencies in use of Community Safety funding	Paul Money	Efficiencies have been identified, proposals to be approved by Safer Leeds Executive	G	(50)	0
Directorate Wide	Undertake additional works for Housing Leeds	All COs	Additional CCTV and Tree Inspection works undertaken in 17/18, need to identify appropriate areas in 18/19	G	(300)	0
Other Significant Variations						
All services			Other expenditure variations			(37)
			Directorate wide Action Plan			(300)
Communities & Environment - Forecast Variation						215

**STRATEGIC & CENTRAL ACCOUNTS
FINANCIAL DASHBOARD 2018/19 FINANCIAL YEAR**

Quarter 1

Overall :

At Q1 , the Strategic & Central budgets have a projected overspend of £1.7m.

The key variations are;

- a projected overspend of £0.6m in debt costs
- a projected shortfall of £0.4m in S31 grant income for business rates, due to changes in the calculation methodology
- Section 278 income - £1.0m less due to lower levels of development activity
- a projected shortfall of £0.3m in New Homes bonus
- Offset by £0.6m improvement in prudential borrowing income

Page 1 of 5

Budget Management - net variations against the approved budget

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES										Total (under) / overspend £'000		
				Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000		Income £'000	
Strategic Accounts	(7,330)	(40,123)	(47,453)											0	337	337
Debt	24,747	(1,167)	23,580								656			656		656
Govt Grants	9,740	(36,895)	(27,155)											0	762	762
Joint Committees	36,913	0	36,913											0		0
Miscellaneous	5,930	(852)	5,078											0		0
Insurance	10,294	(10,294)	0											0		0
Total	80,294	(89,331)	(9,037)	0	0	0	0	0	0	0	656	0	656	1,099	1,755	

STRATEGIC & CENTRAL ACCOUNTS

Key Budget Action Plans and Budget Variations:

				RAG	Budget	Forecast Variation against Budget
	Lead Officer	Additional Comments			£m	£m
A. Major Budget Issues						
1.	Debt Costs and External Income	Doug Meeson External interest payments greater than anticipated		R	22.6	0.6
2.	Minimum Revenue Provision	Doug Meeson No variation is anticipated for 2018/19		G	1.0	0.0
3.	New Homes Bonus	Doug Meeson Projected shortfall of £0.3k		A	(11.2)	0.3
4.	Business Rates (S31 Grants & retained income)	Doug Meeson Projected shortfall due to change in calculation method after budget was set.		R	(25.6)	0.4
5.	S278 Contributions	Doug Meeson Potential risk of £1.4m shortfall		R	(3.9)	1.0
6.	Business Rates Pool Contributions	Doug Meeson No significant variations anticipated at month 2		G	9.7	0.0
7.	General capitalisation target	Doug Meeson Capitalisation of eligible spend in directorate/service revenue budgets. No variation anticipated at this stage.		A	(4.5)	0.0
8.	Schools capitalisation target	Doug Meeson Capitalisation of eligible spend in school revenue budgets.		A	(4.0)	0.0
9.	Joint Committees	Doug Meeson No significant variation anticipated at this stage.		G	36.9	0.0

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B. Other Significant Budgets

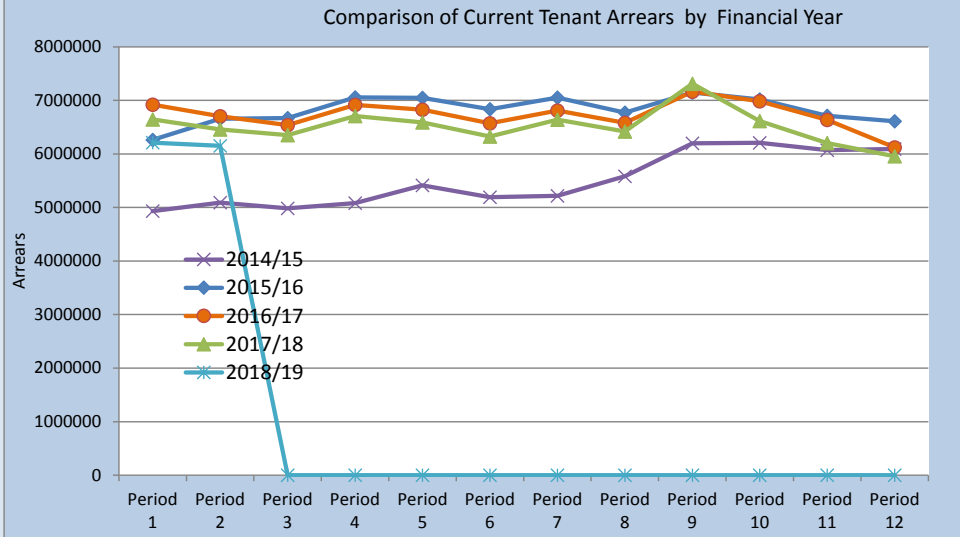
1.	Insurance	Doug Meeson No significant variation anticipated at this stage.		G	0.0	0.0
2.	Prudential Borrowing Recharges	Doug Meeson Greater income projected at period 2		G	(14.1)	(0.6)
3.	Earmarked Reserves	Doug Meeson Use of capital and other earmarked reserves.		G	0.7	0.0
4.	Prompt payment discount savings target	Doug Meeson Achievement of target depends on getting sufficient suppliers enrolled on PPD scheme		A	(0.6)	0.0
5.	Miscellaneous	Doug Meeson No significant variation anticipated at this stage.		G	5.1	0.0
6.	Central recharges	Doug Meeson Recharges ref PPPU break-up to allocate to directorates		A	0.4	0.0

Housing Revenue Account -Quarter 1 Financial Dashboard - 2018/19 Financial Year

Summary of projected over / (under) spends (Housing Revenue Account)

Directorate	Current Budget	Projected Spend	Variance to budget	Comments	Previous period variance
Income	£000	£000	£000		£000
Income					
Rents	(212,042)	(212,042)	-		-
Service Charges	(7,774)	(7,774)	-		-
Other Income	(30,060)	(30,060)	-		-
Total Income	(249,876)	(249,876)	-		-
Expenditure					
Disrepair Provision	1,400	1,812	412	Disrepair compensation and fees	-
Repairs to Dwellings	43,548	43,548	-		-
Council Tax on Voids	654	654	-		-
Employees	27,402	27,069	(333)	Vacant posts	-
Premises	7,911	7,929	18		-
Supplies & Services	3,839	3,836	(3)		-
Internal Services	41,359	41,519	159	Disrepair legal team	-
Capital Programme	65,502	65,502	-		-
Unitary Charge PFI	9,476	9,511	35		-
Capital Charges	44,476	44,476	-		-
Other Expenditure	6,711	6,458	(253)	Projected underspend provision for doubtful debts	-
Total Expenditure	252,279	252,314	35		-
Net Position	2,403	2,438	35		-
Appropriation: Sinking funds	(1,753)	(1,788)	(35)		-
Appropriation: Reserves	(650)	(650)	-		-
(Surplus)/Deficit	(0)	(0)	0		0
Proposed New Reserves			-		-
Transfer to Capital Reserve			-		-
Total Current Month	(0)	(0)	0		0

Housing Revenue Account -Quarter 1 Financial Dashboard - 2018/19 Financial Year



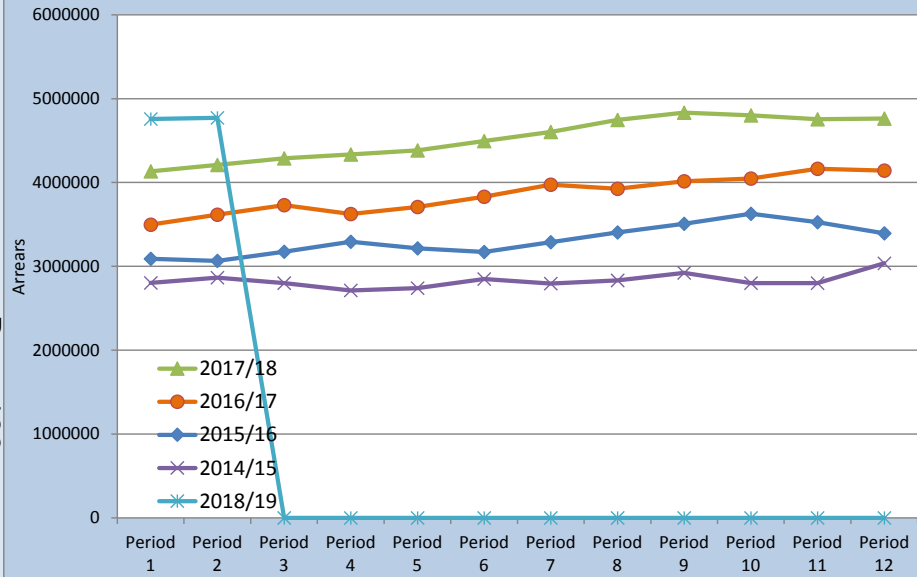
Change in Stock	Budget	Projection
Right to Buy sales	530	530
New Build (PFI)	0	0
New Build (Council House Growth)	(22)	(22)
Total	508	508

*Actual sales to date 80

Right to Buy Receipts	2017/18 Actual	2018/19 Projection
Total Value of sales (£000s)	26,356	27,497
Average Selling Price per unit (£000s)	51.9	51.0
Number of Sales*	508	530
Number of Live Applications	1,417	1,506

Housing Revenue Account -Quarter 1 Financial Dashboard - 2018/19 Financial Year

Comparison of Former Tenant Arrears by Financial Year



Arrears	2017/18	2018/19	Variance
	£000	£000	£000
Dwelling rents & charges	2018/19 Week 9		
Dwelling Rents (HMA1 Figure)	5,341	5,465	124
Non dwelling rents/charges (garages/Court costs)	617	689	72
Total Current Tenants	5,958	6,154	
Former Tenants	4,764	4,872	108
	10,721	11,026	305
Under occupation	2018/19 Week 5		
Volume of Accounts	4,357	4,199	(158)
Volume in Arrears	1,873	2,230	357
% in Arrears	43.0%	53.1%	10.1%
Value of Arrears	502	452	(50)
Collection Rates	2018/19 Week 5		
Dwelling rents	97.44%	96.36%	-1.1%
Target	97.50%	97.50%	
Variance to Target	-0.06%	-1.14%	

Housing Revenue Account -Quarter 1 Financial Dashboard - 2018/19 Financial Year

Projected Financial Position on Reserves	Reserves b/f	Use of Reserves	Contribution to Reserves	Closing reserves
	£000	£000	£000	£000
HRA General Reserve	(6,495)	0	0	(6,495)
Earmarked Reserves				
Insurance - large claims	(137)			(137)
Welfare Change	(1,782)	650		(1,132)
Housing Advisory Panels	(541)			(541)
Sheltered Housing (Committed in capital programme)	(3,238)			(3,238)
Holdsworth Place - land purchase	(64)			(64)
Early Leavers' Initiative	(408)			(408)
Changing the Workplace	(332)			(332)
eFiles Box-It Project	(262)			(262)
Proposed Earmarked Reserves				0
Wharfedale View	(10)			(10)
Concierge Pilot	(400)			(400)
Sheltered Housing (Furniture and Carpets)	(280)			(280)
	(7,453)	650	0	(6,803)
PFI Reserves				
Swarcliffe PFI Sinking Fund	(7,410)	2,467	0	(4,943)
LLBH&H PFI Sinking Fund	(2,710)	0	(679)	(3,389)
	(10,121)	2,467	(679)	(8,333)
Capital Reserve				
MRR (General)	(25,319)	0	0	(25,319)
MRR (New Build)	(6,152)	0	0	(6,152)
	(31,470)	0	0	(31,470)
Total	(55,540)	3,117	(679)	(53,102)



Report author: Bhupinder Chana
Tel: 0113 39 88044

Report of the Chief Officer Financial Services

Report to Executive Board

Date: 25th July 2018

Subject: Capital Programme 2018/19 - 2021/22 Quarter 1 Update

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

Summary of main issues

1. This report sets out the latest capital programme for both the General Fund and the Housing Revenue Account (HRA).
2. The Council continues to seek to deliver a large capital programme across the city which will provide improved facilities and infrastructure and which supports the Leeds economy, whilst ensuring the impact on debt costs within the revenue budget is managed.
3. Major schemes continue to progress, with no significant concerns to report at this stage.
4. Whilst the capital programme remains affordable in 2018/19, a wider review will consider the continued affordability of debt costs in future years in the context of: planned expenditure and pressures in conjunction with the Council's best plan priorities; projections on interest rates; and the Council's balance sheet to fund capital spend. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.
5. The HRA programme remains affordable over the next 3 years.

Recommendations

Executive Board is requested to:

1. Approve the injection of £629.6k in relation to Capital Receipts to be utilised by Ward Councillors under the Capital Receipts Incentive Scheme (CRIS) as detailed at Appendix C;
2. Note the latest position on the General Fund and HRA capital programme as at Quarter 1 2018/19; and
3. Note the above decision to inject funding within this report of £629.6k will be implemented by the Chief Officer Financial Services.

1. Purpose of this report

- 1.1. The purpose of the report is to provide Members with an update on the capital programme as at period 3 2018/19. The report includes an update of capital resources, progress on spend and a summary of the economic impact of the capital programme.

2. Background information

- 2.1. The Capital Programme approved by Council in February 2018 projected expenditure of £1,129.1m from 2018/19 to 2020/21. This included borrowing of £458.4m over the period, including £170.6m in 2018/19.

3. Capital Programme

3.1. Overall Capital Programme 2018/19 – 2021/22

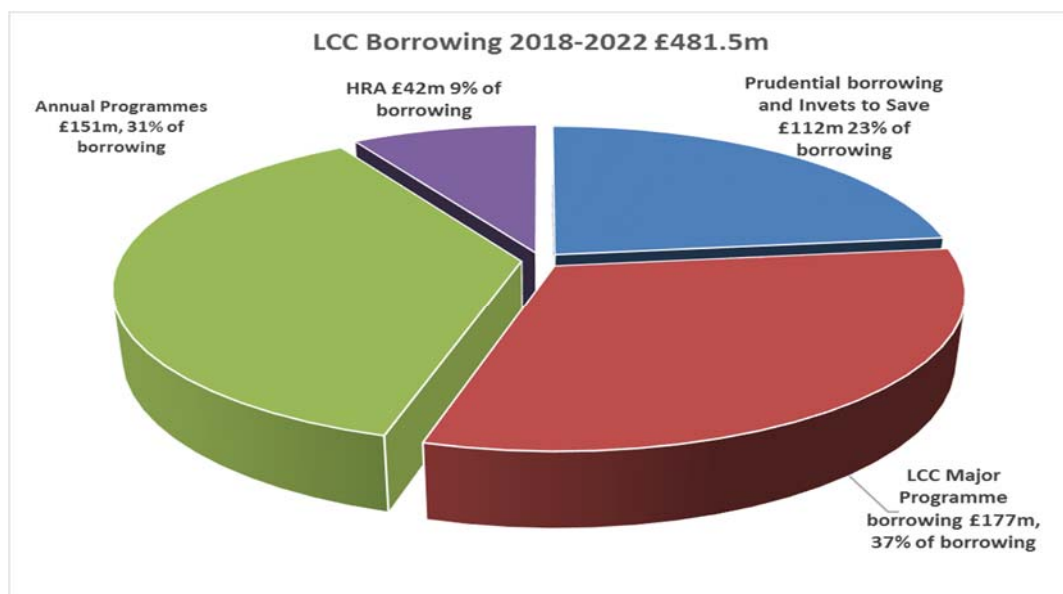
- 3.1.1. Since the approval of the Capital Programme in February 2018, the provisional 2018/19 accounts have been completed and the position reported to Members as part of the June Revenue Outturn Report to Executive Board. Consequently the 2018/19 and future years capital programme has been restated and the resources position has also been updated. Table 1 shows the revised capital programme for 2018/19 to 2021/22 as at period 3.

Table 1: Restated Capital Programme as at period 3 2018/19 – 2021/22

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Forecast Expenditure	376.0	412.0	334.4	62.3	1184.6
Funded By:					
LCC Borrowing (See table 3 below for split)	169.4	162.1	125.0	25.0	481.5
Government Grants	109.9	149.4	121.9	20.1	401.2
HRA Self Financing	64.4	72.6	76.2	15.0	228.1
Other grants & contributions	21.5	10.3	0.7	2.3	34.8
HRA Right to Buy Receipts	10.8	17.7	10.6	0.0	39.1
Total Forecast Resources	376.0	412.0	334.4	62.3	1184.6

3.1.2. Overall the level of borrowing required to fund the full 2018-22 capital programme is £481.5m an increase of £0.5m since Outturn 2017/18 reported to EB in June 2018. Borrowing of 63% or £304.2m relates to capital expenditure that is funded by additional income or generates revenue savings or ensures that our assets are maintained to an acceptable standard. The remaining 37% or £177.3m supports the Best Council Plan objectives. The split of LCC borrowing for the full programme is shown in the pie chart below.

Graph 1: LCC Borrowing Split 2018-2022



3.1.3. The programme is further analysed between General Fund and HRA. The General Fund capital programme currently stands at £859.5m for the four years 2018/19 through to 2021/22. It provides for investment in improved facilities and infrastructure and also has an impact on the Leeds economy through supporting jobs and income and business generated throughout the city. The 3 year HRA capital programme provides for capital investment of £325.1m through to 2020/21.

3.2. Capital Programme 2018/19 Update

3.2.1. The latest capital programme resources position for General Fund and HRA in 2018/19 is shown in Table 2 below.

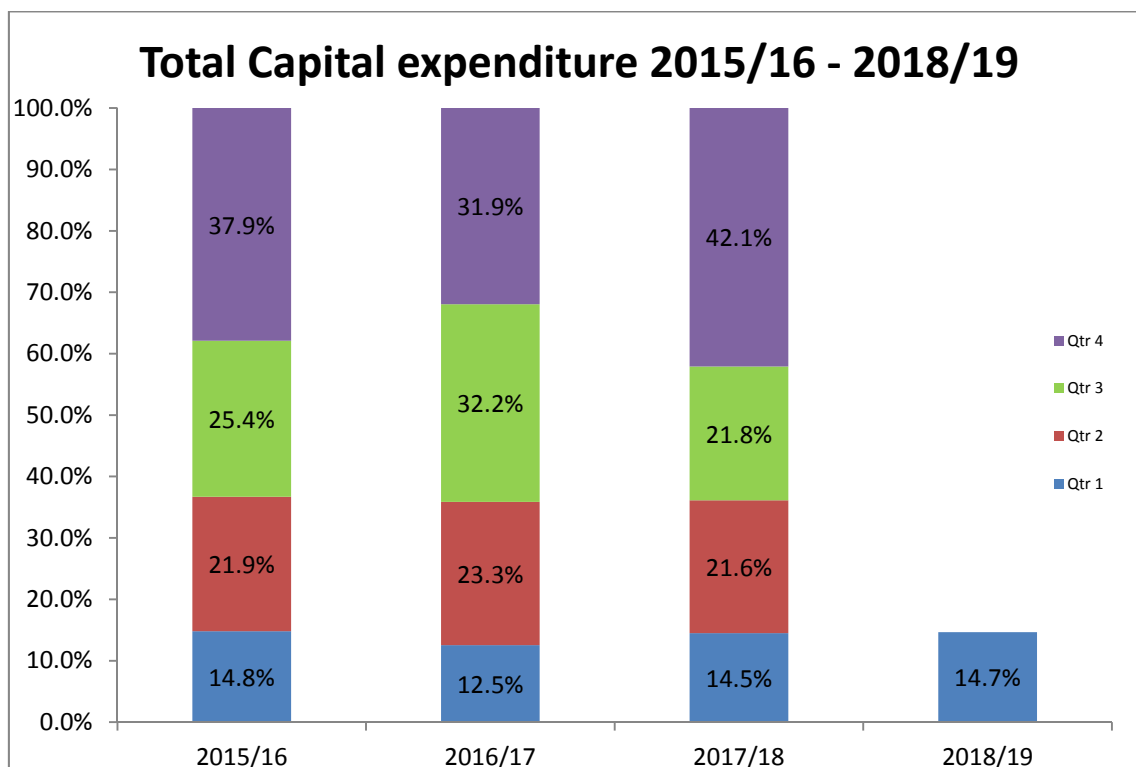
Table 2 – Capital Resources Position

	2018/19	
	Restated Capital programme as at outturn April 2018	Period 3 as at June 2018
	£m	£m
Forecast Expenditure	393.7	376.0
Funded By:		
Borrowing	176.3	169.4
Government Grants	115.6	109.9
HRA Self Financing	72.1	64.4
Other grants & contributions	18.9	21.5
Right to Buy Receipts	10.8	10.8
Total Forecast Resources	393.7	376.0

3.2.2. Table 2 shows that since outturn 2017/18 to period 3 2018/19 there has been slippage of £17.7m to future years. This is mainly attributable to slippage from 2018/19 to future years on the HRA programme £7.7m, LCC borrowing of £6.9m on the general fund programme and net grants of £3.1m. Appendix A provides further details of the projected spend in 2018/19 of £376m.

3.2.3. Graph 2 below shows the rate of spend compared to previous years. Whilst spend of 14.7% to period 3 is low it is in line with previous years and reflects major schemes expected to spend later in the financial year.

Graph 2: Percentage spend rates per quarter



3.2.4. A review of current scheme profiles taking account of the capacity to deliver the capital programme is undertaken on a monthly basis. This ongoing review ensures that the capital programme continues to be aligned to the strategic priorities of the Council.

3.2.5. Lower forecast borrowing has lowered the cost of financing and partly offset higher assumed costs of borrowing. The month 2 revenue report elsewhere on the agenda reflects the impact on debt costs being above the agreed 2018/19 debt budget. Brexit has created considerable uncertainty in the financial markets. The debt projections will continue to be adjusted for changes in the level of borrowing required to fund the capital programme, interest rates and the strength of the Councils balance sheet. The affordability of debt will continue to be monitored and assessed in the context of the medium term financial strategy.

3.2.6. The February 2018 Capital Programme update report 2018-2021 detailed the major schemes within the capital programme and they continue to progress with no major concerns to report at this stage. An update on these annual programmes and major schemes is provided in appendix B(i) and (ii) and a further detailed update on

individual schemes and pressures will be provided in the Quarter 2 update report to the board in November 2018.

- 3.2.7. Members are asked to note that there are a number of other capital related reports elsewhere on the agenda. These include the medium Term Financial Plan 2019/20 to 2021/22, an update on the Leeds Transport Strategy including progress on the Leeds Public Transport Investment Programme and the Kirkstall District Centre development.

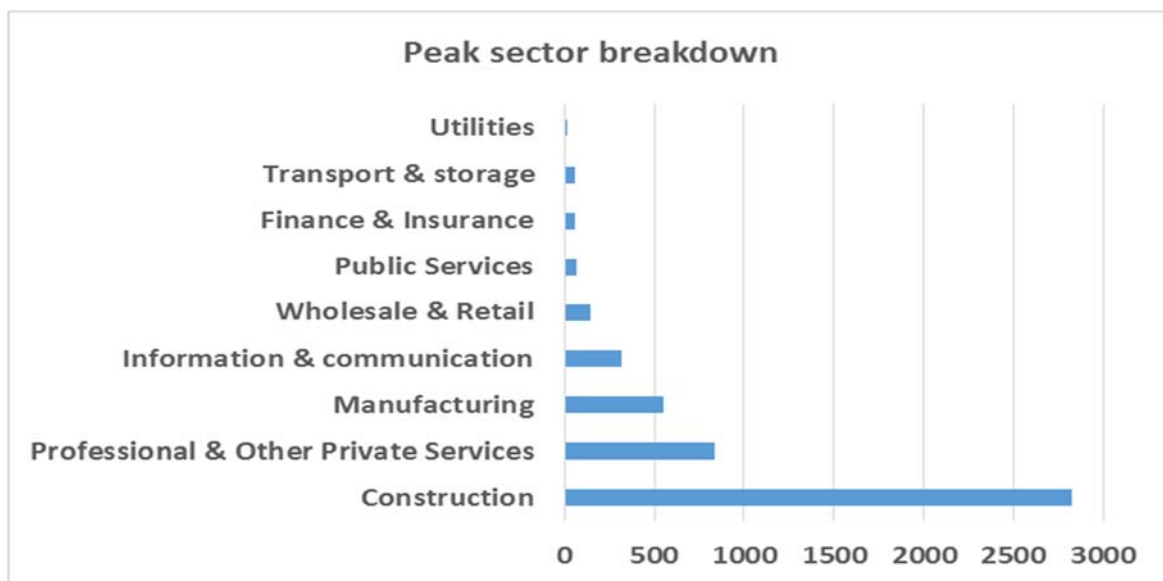
3.3. Capital Receipts Incentive Scheme

- 3.3.1. The establishment of a Capital Receipts Incentive Scheme (CRIS) was approved by Executive Board in October 2011. The key feature of the scheme is that 20% of each receipt generated will be retained locally for re-investment, subject to a maximum per receipt of £100k, with 15% retained by the respective Ward and 5% pooled across the Council and distributed to Wards on the basis of need via community committees.
- 3.3.2. Some receipts are excluded from the scheme and these are largely receipts that are already assumed to fund the Council's budget or are earmarked in some other way to previous or future spend.
- 3.3.3. **Appendix C** details the additional CRIS allocations to wards and community committees for the period October to March 2018 of £629.6k and identifies the total balance available as at 30th June 2018 of £2.738m. A further CRIS injection will be included within the Q2 November 2018 report for April-September 2018 completions.

3.4. Economic Impact of the Capital Programme

- 3.4.1. An assessment of the economic impact of the Council's capital programme investment was undertaken for the Feb 2018 Capital programme which makes use of the Regional Econometric Model (REM) which can estimate the wider economic impact of the capital programme through multiplier effects. The key points below estimate the economic impact for Leeds and the Leeds City Region from 2018-2021:
- An estimated peak of 4,920 net additional FTE job roles in Leeds will be created over the four years through Leeds City Council capital expenditure generating over £1,138.0m Gross Value Added (GVA) for the Leeds economy;
 - In addition a further net additional 820 jobs and £150.3m GVA will be created in the wider Leeds City Region by our capital expenditure; and
 - In total, it is therefore estimated that Leeds City Council capital expenditure between 2018-2021 will create a peak of 5,740 FTE jobs and generate £1,288.3m GVA in the Leeds City Region.

3.4.2. The industry employment sector breakdown is set out below:



3.4.1 In addition to the use of the Regional Econometric Model (REM) to determine the effect on the economy, further analysis is ongoing to assess the impact employment and skills obligations within Council contracts have on jobs and apprenticeships.

4. Corporate Considerations

4.1. Consultation and Engagement

There has been no external consultation in respect to the recommendations of this report as it is not considered appropriate. Consultation on the Council's budget proposals, including the capital programme, took place prior to the finalisation and approval of the budget in February 2018.

4.2. Equality and Diversity / Cohesion and Integration

The capital programme sets out a plan of capital expenditure over future years and further spending decisions are taken in accordance with capital approval processes, as projects are developed. This is when more detailed information will be available as to where in the city capital spending will be incurred and the impact on services, buildings and people. Service Directorates will include equality considerations as part of the rationale in determining specific projects from capital budgets.

4.3. Council Policies and Best Council Plan

Capital objectives were set out as part of the February 2018 budget process and the capital programme approved in February 2018 is structured to show schemes under these objectives.

4.4. Resources and value for money

- 4.4.1. The resource implications of this report are detailed in section 3.1 above.
- 4.4.2. For the capital programme to be sustainable, the Chief Officer Financial Services must be satisfied that the cost of borrowing currently included in the capital programme can be contained within the approved revenue debt budget. The updated capital resources position statement set out in Appendix A shows that the cost of borrowing for 2018/19 can currently be contained within the agreed 2018/19 debt budget.
- 4.4.3. For HRA, the position as outlined at Appendix A shows that expenditure can be managed within resources available.
- 4.4.4. In order to ensure that schemes meet Council priorities and are value for money, the Chief Officer Financial Services has put processes in place to ensure:
- the introduction of new schemes into the capital programme will only take place after completion and approval of a full business case and identification of the required resources;
 - promotion of best practice in capital planning and estimating to ensure that scheme estimates and programmes are realistic;
 - the use of departmental unsupported borrowing for spend to save schemes is based on individual business cases and in the context of identifying the revenue resources to meet the borrowing costs.
- 4.4.5. Work is underway to implement a revised approach to how the capital programme is set from 2019/20 onwards. Capital scheme bids will be sought from Directorates to enable closer links between the cost of setting the capital programme and affordability in the revenue budget as part of the February budget setting process.
- 4.4.6. The process will look to ensure that the capital programme is set annually with a review at the half year point. There will however remain provision to inject schemes of an essential Health & Safety nature, spend to save schemes or fully externally funded schemes that will not affect the revenue assumptions. This approach will enable capital resources to be targeted to priorities and enable resources to be put in place with clarity and at an earlier stage.

4.5. Legal Implications, Access to Information and Call In

There are no legal implications arising from this report.

4.6. Risk Management

- 4.6.1. One of the main risks in managing the capital programme is that insufficient resources are available to fund the programme. As the capital programme is now fully funded this risk lays within the treasury management of the debt budget. Monthly monitoring procedures are in place for expenditure, resources and capital receipts and debt monitoring to ensure that this risk can be managed effectively.

4.6.2. In addition, the following measures are in place:

- ensuring written confirmation of external funding is received prior to contractual commitments being entered into
- provision of a contingency within the capital programme to deal with unforeseen circumstances
- compliance with both financial regulations and contract procedure rules to ensure the Council's position is protected.

4.6.3. New capital expenditure continues to be directed towards schemes that are fully funded (either by external resources or departmental prudential borrowing), or are essential (on health and safety grounds or in order to ensure Council assets are maintained for continued service provision).

5 Conclusions

5.1 The Council continues to seek to deliver a substantial capital programme across the city which will deliver improved facilities and infrastructure and also support the Leeds economy. The capital resources position statement shows an increase in the level of borrowing required to fund the 2018-22 capital programme of £0.5m to £481.5m since Outturn 2018/19. The cost of borrowing for 2018/19 programme continues to be monitored against the approved debt budget. A review of current scheme profiles taking account of the capacity to deliver the capital programme is undertaken on a monthly basis. This ongoing review ensures that the capital programme continues to be aligned to the strategic priorities of the Council. For the HRA, forecast expenditure can be contained within available resources in 2018/19.

6 Recommendations

Executive Board is requested to:

- 6.1 Approve the injection of £629.6k in relation to Capital Receipts to be utilised by Ward Councillors under the Capital Receipts Incentive Scheme (CRIS) as detailed at Appendix C;
- 6.2 Note the latest position on the General Fund and HRA capital programmes; and
- 6.3 Note the above decision to inject funding within this report of £629.6k will be implemented by the Chief Officer Financial Services.

Appendices

A – Capital Programme Funding Statement 2018/19 to 2021/22

B(i) – Annual programmes

B(ii) – Major programmes

C – Capital Receipts Incentive Scheme (CRIS) funding statement

Background documents¹

None

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

Appendix A

Capital Programme Funding Statement 2018/19 to 2021/22

Period 3

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
EXPENDITURE					
GENERAL FUND (GF)					
IMPROVING OUR ASSETS	114.8	83.3	51.0	16.0	265.1
INVESTING IN MAJOR INFRASTRUCTURE	45.5	125.5	108.4	8.7	288.1
SUPPORTING SERVICE PROVISION	71.0	56.6	32.9	1.1	161.6
INVESTING IN NEW TECHNOLOGY	12.6	19.6	18.8	0.0	50.9
SUPPORTING THE LEEDS ECONOMY	32.0	10.9	4.5	0.8	48.2
CENTRAL & OPERATIONAL EXPENDITURE	18.3	8.4	10.2	8.7	45.6
TOTAL ESTIMATED SPEND ON GF	294.2	304.3	225.7	35.3	859.6
HOUSING REVENUE ACCOUNT (HRA)					
IMPROVING OUR ASSETS - COUNCIL HOUSING	81.7	107.7	108.7	27.0	325.1
TOTAL ESTIMATED SPEND ON HRA	81.7	107.7	108.7	27.0	325.1
TOTAL ESTIMATED SPEND	376.0	412.0	334.4	62.3	1,184.6
RESOURCES					
GENERAL FUND (GF)					
Specific Resources					
GOVERNMENT GRANTS	109.4	146.4	116.6	20.1	392.5
OTHER GRANTS	17.3	7.3	0.7	2.3	27.6
Corporate Resources					
BORROWING - Corporate	137.7	125.4	90.0	7.5	360.5
BORROWING - Departmental	29.8	25.2	18.4	5.5	79.0
CAP. RESOURCES REQD FOR GF	294.2	304.3	225.7	35.3	859.6
HOUSING REVENUE ACCOUNT (HRA)					
Specific Resources					
HRA SELF FINANCING	64.4	72.6	76.2	15.0	228.1
R.T.B. CAPITAL RECEIPTS	10.8	17.7	10.6	0.0	39.1
GOVERNMENT GRANTS	0.5	2.9	5.3	0.0	8.7
OTHER CONTRIBUTIONS	4.1	3.1	0.0	0.0	7.2
BORROWING - Departmental	1.9	11.5	16.6	12.0	42.0
CAP. RESOURCES REQD FOR HRA	81.7	107.7	108.7	27.0	325.1
TOTAL CAP. RESOURCES REQD	376.0	412.0	334.4	62.3	1,184.6
BORROWING REQUIRED TO FUND THIS PROGRAMME					
BORROWING REQUIRED TO FUND THIS PROGRAMME	169.4	162.1	125.0	25.0	481.5
Average Interest rate (subject to change)	0.85%	1.25%	1.5%	1.75%	

Annual Programmes

Appendix B(i)

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Improving Our Assets					
Highways Maintenance	12,000.0	13,000.0	13,000.0	0.0	38,000.0
Highways Maintenance Note 1 (Government Grant Funding)	1,918.6	0.0	0.0	0.0	1,918.6
Highways maintenance capitalisations	4,600.0	4,600.0	4,600.0	0.0	13,800.0
Corporate Property Management	6,000.0	0.0	0.0	0.0	6,000.0
Schools Capital Expenditure	3,500.1	3,500.0	3,500.0	0.0	10,500.1
Heritage Assets	2,000.0	2,000.0	2,000.0	0.0	6,000.0
Fire risk Assessments	1,873.0	1,400.0	0.0	0.0	3,273.0
Demolitions	1,000.0	1,000.0	1,000.0	0.0	3,000.0
General Refurbishment Schools	1,000.0	1,000.0	1,000.0	0.0	3,000.0
Library Books	700.0	700.0	700.0	0.0	2,100.0
Sports Maintenance	500.0	500.0	500.0	0.0	1,500.0
Sports Maintenance Note 1 (Lottery Funding)	500.0	0.0	0.0	0.0	500.0
Civic Hall Backlog Maintenance	498.8	250.0	0.0	0.0	748.8
Traffic Management Programme	200.0	200.0	200.0	0.0	600.0
Improving our assets slippage adjustments	3,528.0	1,262.1	-2,400.0	50.4	2,440.5
	39,818.5	29,412.1	24,100.0	50.4	93,381.0
Supporting Service Provision					
Adaptations - DFG LCC Funding	2,869.0	2,869.0	2,869.0	0.0	8,607.0
Adaptations - DFG Note 1 (Government Grant Funding)	4,399.0	4,399.0	4,399.0	0.0	13,197.0
Adaptations - DFG Note 1 (External Contributions)	250.0	250.0	250.0	0.0	750.0
Telecare (ASC)	400.0	400.0	400.0	0.0	1,200.0
Adaptation to Private Homes outside of scope	400.0	400.0	400.0	0.0	1,200.0
Supporting Service provision slippage adjustments	-22.4	-200.0	148.6	0.0	-73.8
	8,295.6	8,118.0	8,466.6	0.0	24,880.2
Investing In New Technology					
Essential Services Programme	3,100.0	3,100.0	3,100.0	0.0	9,300.0
Essential Services Programme Staffing	1,100.0	1,100.0	1,000.0	0.0	3,200.0
Investing in New Technology slippage adjustments	1,996.8	20.0	0.0	0.0	2,016.8
	6,196.8	4,220.0	4,100.0	0.0	14,516.8
Supporting The Leeds Economy					
Project Support Fund - Groundwork	70.0	70.0	70.0	0.0	210.0
Central & Operational Expenditure					
General Capitalisation	5,000.0	5,000.0	5,000.0	0.0	15,000.0
Vehicle Programme	5,000.0	5,000.0	5,000.0	0.0	15,000.0
Capital Programme Management	600.0	600.0	600.0	14.2	1,814.2
Capitalisation Interest	500.0	500.0	500.0	51.7	1,551.7
Central & Operational vehicle slippage adjustments	5,503.5	-3,000.0	-1,245.3	0.0	1,258.2
	16,603.5	8,100.0	9,854.7	65.9	34,624.1
Total Annual Programmes 2016/17 to 2018/2019	70,984.4	49,920.1	46,591.3	116.3	167,612.1

Note 1 - These figures are made up of government grant funding £15,115.6k and external contributions of £1,250.0k.

Major Programmes & Other Directorate Schemes

Appendix B(ii)

	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000s	£000
Improving our assets - Council Housing					
HRA Housing Leeds Refurbishment & BITMO	71,786	81,720	81,720	26,981	262,208
HRA Council Housing Growth	9,956	25,955	26,976	0	62,887
Improving our assets - General Fund					
Children & Families - Capital Maintenance	8,026	7,188	7,312	13,353	35,879
Changing the Workplace 1 & 2	8,981	3,000	0	0	11,981
Bridges and Structures	6,529	5,327	2,764	0	14,620
Strategic Investment Fund	9,986	10,627	0	0	20,613
Highways Maintenance & Transport Package Local Transport Plan	7,725	7,053	7,000	632	22,410
Section 278 and Section 106 Highways schemes	3,710	4,045	3,841	0	11,596
Challenge Fund Bids Highways	2,000	5,160	3,000	0	10,160
Highways Network Junction Improvements	7,987	783	0	0	8,770
Schools Devolved Formula Capital	1,500	1,555	1,555	1,584	6,194
Albion House purchase & Redhall demolition	2,637	1,500	0	0	4,137
Whinmoor Nursery & Parks and Countryside	3,796	147	0	0	3,942
Community Hubs Phase 2&3	3,904	0	0	0	3,904
Conversion of RCVs and CNG station	1,000	1,584	0	0	2,584
Highways Adoption of 32 Roads	1,437	500	500	0	2,437
Elland Road & Aire Valley Park and Ride	275	1,060	0	0	1,335
City Centre Vehicle Access Restrictions	1,271	0	0	0	1,271
Other smaller schemes within the objective	4,241	4,374	900	400	9,915
	156,746	161,577	135,567	42,951	496,841
Investing in Major Infrastructure					
East Leeds Orbital Ringroad Highways works	15,467	56,082	48,181	8,722	128,451
Leeds Transport Public Investment Programme	4,060	46,860	55,883	0	106,803
Flood Alleviation	5,583	9,006	4,000	0	18,588
District Heating Network & Energy Efficiency	9,868	10,046	0	0	19,914
Cycle City Ambition	7,946	2,300	0	0	10,246
Clean Air Zone	2,041	680	0	0	2,721
Other smaller schemes within the objective	503	557	321	0	1,381
	45,468	125,531	108,384	8,722	288,105
Supporting Service Provision					
Children & Families - Learning Places (Basic Need)	44,849	40,165	3,223	0	88,237
Children & Families - Social Emotional Mental Health	5,103	273	3	0	5,378
Social Care and Health Fund	2,437	3,150	18,650	288	24,524
Private sector Renewal - Equity Loans	2,465	2,668	828	733	6,693
Waste Depot and residual Kirkstall Rd HWSS	3,840	69	0	0	3,910
Other smaller schemes within the objective	4,005	2,203	1,715	76	7,999
	62,699	48,528	24,418	1,097	136,742
Investing in New Technology					
Digital Information Service - Full Fibre Network Bids	1,600	10,000	10,000	0	21,600
Digital Information Service - Applications Refresh	1,991	4,009	4,000	0	10,000
Customer Access Phase 1 & 2	1,071	700	547	0	2,318
ASC Care Act Implementation	912	416	0	0	1,328
Other smaller schemes within the objective	842	208	135	0	1,184
	6,415	15,333	14,682	0	36,430
Supporting the Leeds Economy					
West Yorkshire Playhouse	11,378	2,880	390	0	14,648
Local Centres Programme and Townscape Heritage Initiative (THI)	4,757	4,758	1,566	500	11,581
Aire Valley Enterprise Zone	879	0	0	0	879
City Development Public Realm	3,163	522	250	0	3,935
Holbeck Group Repair	1,113	0	665	0	1,778
City Region Revolving Infrastructure	1,861	0	0	0	1,861
Digital Business Incubators (LCC Tech Hub)	1,026	0	0	0	1,026
Kirkgate Market Strategy	1,972	1,000	0	0	2,972
Southbank Regeneration (HUV)	1,156	300	0	0	1,456
Grand Theatre works	678	0	0	0	678
Ward Based Initiative, ACW & CRIS	871	661	662	0	2,194
Other smaller schemes within the objective	3,099	675	917	250	4,942
	31,952	10,796	4,451	750	47,948
Central & Operational Expenditure					
Contingency General	300	300	300	7,651	8,551
Contingency Specific Emergencies	0	0	0	1,000	1,000
Transformational Change	1,365	0	0	0	1,365
Other smaller schemes within the objective	51	5	0	0	56
	1,715	305	300	8,651	10,971
Total Major Programmes & Other Directorate schemes	304,996	362,069	287,802	62,169	1,017,037
Annual Programmes (See Appendix B(i))	70,984	49,920	46,591	116	167,612
Total Annual & Major Programmes	375,981	411,989	334,393	62,286	1,184,649

Appendix C

Additional CRIS Injections to WBI & Community Committees and Total Balance Available

Ward Based Initiative (WBI) Allocations								
	Initial WBI Allocation from 2008	Total CRIS Injection to Sept '17	CRIS Injection October '17 to Mar '18	Total CRIS Injections	Total WBI Allocation	Spent / Committed (as at March '18)	Total Balance Available	Scheme ref
	£000	£000	£000	£000	£000	£000	£000	
ADEL AND WHARFEDALE	40.0	32.7	0.0	32.7	72.7	50.0	22.7	14236\ADL\000
ALWOODLEY	40.0	95.9	0.0	95.9	135.9	119.6	16.3	14236\ALW\000
ARDSLEY AND ROBIN HOOD	40.0	20.8	0.0	20.8	60.8	37.1	23.7	14236\ARD\000
ARMLEY	40.0	25.4	0.0	25.4	65.4	62.8	2.6	14236\ARM\000
BEESTON AND HOLBECK	40.0	56.8	12.6	69.4	109.4	96.0	13.4	14236\BEE\000
BRAMLEY AND STANNINGLEY	40.0	98.9	0.0	98.9	138.9	40.7	98.2	14236\BRA\000
BURMANTOFTS AND RICHMOND HILL	40.0	57.0	0.0	57.0	97.0	79.0	18.0	14236\BUR\000
CALVERLEY AND FARSLEY	40.0	45.3	0.0	45.3	85.3	83.4	1.9	14236\CAL\000
CHAPEL ALLERTON	40.0	0.0	67.6	67.6	107.6	40.0	67.6	14236\CHA\000
HUNSLET AND RIVERSIDE	40.0	434.2	26.1	460.3	500.3	175.9	324.4	14236\CIT\000
CROSSGATES AND WHINMOOR	40.0	0.0	0.0	0.0	40.0	31.4	8.6	14236\CRO\000
FARNLEY AND WORTLEY	40.0	132.2	32.6	164.8	204.8	162.3	42.5	14236\FAR\000
GARFORTH AND SWILLINGTON	40.0	15.1	0.0	15.1	55.1	49.4	5.7	14236\GAR\000
GIPTON AND HAREHILLS	40.0	194.2	0.0	194.2	234.2	127.2	107.0	14236\GIP\000
GUISELEY AND RAWDON	40.0	0.0	0.0	0.0	40.0	40.0	0.0	14236\GUI\000
HAREWOOD	40.0	80.5	34.4	114.9	154.9	35.4	119.5	14236\HAR\000
HEADINGLEY AND HYDE PARK	40.0	205.1	0.0	205.1	245.1	160.3	84.8	14236\HYD\000
HORSFORTH	40.0	15.5	0.0	15.5	55.5	40.0	15.5	14236\HOR\000
LITTLE LONDON AND WOODHOUSE	40.0	235.1	70.7	305.8	345.8	65.5	280.3	14236\LON\000
KILLINGBECK AND SEACROFT	40.0	0.0	0.0	0.0	40.0	40.0	0.0	14236\KIL\000
KIPPAX AND METHLEY	40.0	10.8	22.5	33.3	73.3	38.7	34.6	14236\KIP\000
KIRKSTALL	40.0	52.2	0.0	52.2	92.2	47.9	44.3	14236\KIR\000
MIDDLETON PARK	40.0	28.9	0.0	28.9	68.9	52.0	16.9	14236\MID\000
MOORTOWN	40.0	45.4	0.0	45.4	85.4	75.5	9.9	14236\MOO\000
MORLEY NORTH	40.0	57.8	0.0	57.8	97.8	42.7	55.1	14236\MON\000
MORLEY SOUTH	40.0	26.9	3.8	30.7	70.7	44.1	26.6	14236\MOS\000
OTLEY AND YEADON	40.0	66.9	25.2	92.1	132.1	43.6	88.5	14236\OTL\000
PUDSEY	40.0	177.2	0.0	177.2	217.2	34.8	182.4	14236\PUD\000
ROTHWELL	40.0	62.5	5.0	67.5	107.5	47.3	60.2	14236\RTH\000
ROUNDHAY	40.0	40.9	21.7	62.6	102.6	72.3	30.3	14236\ROU\000
TEMPLE NEWSAM	40.0	50.9	0.0	50.9	90.9	34.3	56.6	14236\TEM\000
WEETWOOD	40.0	90.8	75.0	165.8	205.8	107.8	98.0	14236\WEE\000
WETHERBY	40.0	0.0	75.0	75.0	115.0	37.1	77.9	14236\WET\000
TOTALS	1,320.0	2,455.9	472.2	2,928.1	4,248.1	2,214.1	2,034.0	

Community Committee Allocations								
Area	Percentage	Total CRIS Injection 5% AWB	CRIS Injection October '17 to Mar '18	Total CRIS Injection to Mar '18	Transfer from ACW Residual schemes	Spent / Committed (as at March '18)	Balance on ACW CRIS	Scheme ref
	%	£000	£000	£000	£000	£000	£000	
INNER SOUTH	12.72%	103.3	20.0	123.3	0.0	19.0	104.3	16933\000\000
OUTER SOUTH	10.31%	84.1	16.2	100.3	29.8	22.4	107.7	16934\000\000
OUTER EAST	10.20%	84.0	16.1	100.1	0.0	12.8	87.3	16935\000\000
INNER WEST	10.97%	76.4	17.3	93.7	0.0	39.7	54.0	16936\000\000
INNER NORTH WEST	8.46%	83.4	13.3	96.7	0.0	42.6	54.1	16937\000\000
OUTER WEST	8.73%	70.9	13.7	84.6	0.0	18.4	66.2	16938\000\000
OUTER NORTH WEST	8.81%	72.7	13.9	86.6	30.0	61.6	55.0	16939\000\000
INNER NORTH EAST	8.85%	73.0	13.9	86.9	0.0	32.2	54.7	16940\000\000
INNER EAST	14.83%	120.4	23.3	143.7	0.0	53.7	90.0	16941\000\000
OUTER NORTH EAST	6.11%	50.4	9.6	60.0	0.0	29.1	30.9	16942\000\000
TOTALS	100.00%	818.6	157.4	976.0	59.8	331.5	704.3	

629.6

2,738.3



Report author: Doug Meeson
Tel: 88540

Report of the Chief Officer – Financial Services

Report to: Executive Board

Date: 25th July 2018

Subject: Medium-Term Financial Strategy 2019/20 – 2021/22

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

Summary of main issues

1. This report presents the Council's 2019/20 – 2021/22 Financial Strategy for Executive Board's approval.

2. This Financial Strategy reflects Government's known planned reductions in public sector funding, assumptions in respect of business rate retention as well as taking account of increasing costs from rising demand for services, inflation and other cost pressures.

3. The Chancellor of the Exchequer delivered his Spring Statement to the House of Commons on 13th March 2018. This not only provided an update on the economy and public sector debt but it confirmed that the Autumn 2018 budget will include an overall path of Government spend for 2020 and beyond and that there will be a Spending Review at Departmental Expenditure Level in 2019. Following the Local Government Finance Settlement in December 2017 the Government announced its aim to implement greater business rate retention, most likely 75%, nationally in 2020/21. This Medium Term Financial Strategy also assumes that the 100% Business Rate Retention Pilot continues into 2019/20. The Government has commenced its Fair Funding Review of Local Government finance which will consider the relative needs and resources of local authorities and introduce a new methodology for funding allocations. The Strategy assumes that should changes to allocations arise as a result of the Review, which won't be known until the autumn of

2019, these will be revenue neutral to this Plan as it is anticipated that transitional arrangements would be in place.

4. The recent issuing in February 2018 of a Section 114 (Local Government Finance Act 1999) notice at Northamptonshire County Council and the subsequent review undertaken through a Best Value review emphasise the requirement to undertake sound longer-term planning as a fundamental element of a robust financial management.
5. The Strategy also incorporates an identified programme of efficiencies for the next three financial years and this will contribute towards how the Council will manage the known reduction in resources that support the services we deliver. In addition the Council has identified a number of cross cutting key workstreams that will contribute towards reducing the estimated budget gap.
6. The Council is facing continued financial pressures through uncertainties with regard to the level of future funding, rising costs and growing demand. The scale of the funding gap between 2019/20 and 2021/22 is projected to be in the order of £13.8m, £52.0m and £31.0m respectively in each financial year. For the period covered by the Financial Strategy there is an estimated overall budget gap of £96.8m.
7. Whilst work has been undertaken already to identify how the Council can make savings, at this stage it has not been possible to identify sufficient savings or income generation opportunities to entirely close the estimated gap over the next three years. Further options to consider in respect of addressing the budget gap for the period 2019/20 to 2021/22 will be required and officers will continue working on proposals for consideration by members.
8. In reviewing the strategy it needs to be appreciated that over the planning period there are a number of significant risks which may impact upon the Council's finances. Moreover, there is much uncertainty within the national and economic environment within which local government operates. As such the strategy serves to indicate the range and scale of challenge and a direction of travel rather than a precise forecast of resources.
9. In the context of these uncertainties and financial challenge, it is clear that the Council will need to continue to make difficult decisions around the level and quality of our services to ensure the delivery of the ambitions and priorities for the City and the Authority set out in the Best Council Plan. The development and implementation of the Best Council Plan will continue to inform and be informed by the Council's core funding, it's staffing and other resources and ongoing collaboration and engagement with partners across all sectors and the communities and citizens of Leeds. Initial budget proposals for the 2019/20 Best Council Plan and supporting budget will be brought to this Board in December 2018.
10. While this Financial Strategy provides a financial planning framework through to 2020/21, it does not represent the proposed budget for the next three years. It should be stressed that under the Council's constitution, decisions to set the annual budget, the council tax base and the rate of council tax can only be taken by Full Council and therefore these decisions will continue to be made as part of the Council's annual budget-setting process.

11. This report also incorporates the Medium Term Financial Strategy for the Housing Revenue Account (HRA).

Recommendations

Executive Board is recommended to:

- i) Approve the 2019/20 – 2021/22 Medium-Term Financial Strategy for both General Fund services and the Housing Revenue Account;
- ii) Note that further proposals will be brought forward to address the current identified shortfall as part of the Council’s budget process;
- iii) Note that the Chief Officer – Financial Services will be responsible for implementing these recommendations.

1. Purpose of this report

- 1.1 The 2018/19 budget report to Executive Board in February 2018 included an update of the Medium Term Financial Strategy 2019/20 to 2020/21. Within a set of assumptions, this identified an estimated budget gap of £30.5m and £41.4m in 2019/20 and 2020/21 respectively. It also stated the intention to present an updated Medium Term Financial Strategy to Executive Board at its meeting in July.
- 1.2 In accordance with this requirement, this report presents the Council’s updated Medium Term Financial Strategy covering the period 2019/20 – 2021/22 for Executive Board’s approval.

2. Background information

- 2.1 The environment in which local government operates continues to be one which presents significant financial challenges to all local authorities, including some areas of significant uncertainty.
- 2.2 The Government’s spending review of 2015 set out plans for spending on public services by all Government departments for the period 2016/17 to 2019/20. Between 2010/11 and 2018/19 the core funding for Leeds from Government has reduced by £251m and a further reduction of £15.3m is expected in 2019/20 in line with the four year settlement agreement with the Government.
- 2.3 The Chancellor of the Exchequer’s Spring Budget statement on the 13th March 2018 gave an update on the overall health of the economy and the level of public debt. On top of predicted GDP growth of 1.3%, 1.3% and 1.4% in 2019/20, 2020/21 and 2021/22 respectively, borrowing continues to be forecast to fall in every financial year to £26m in 2021/22. On the back of these forecasts the Chancellor stated that if public finances continue to reflect current improvements by the autumn then he “would have capacity to enable further increases in public spending and investment in years ahead.” The 2018 Autumn Budget will include an overall path of Government spend for 2020 and beyond with a Spending Review at Departmental Expenditure level being issued in 2019. Therefore in the determination of the

Council's Medium Term Financial Strategy the implications of the future spending plans with regard to Local Government and other areas of the public sector from 2020/21 onwards remain unknown and therefore it is unclear to what extent "austerity" will continue after 2019/20.

- 2.4 In addition to the reductions in our core funding the Council faces continuing growth in demand for many of its services, particularly for adults and children's social care. In balancing its budgets the Council must also deal with inflationary increases in costs and reductions in income from specific government grants and partner funding. Whilst we have responded successfully to these financial challenges to date, it is important that the Council has a robust Financial Strategy in place to address these continuing financial pressures. It is more important than ever that we continue with our programme of becoming a more efficient and enterprising organisation, our stated 'Best Council' ambition.
- 2.5 In December 2017 the Government notified the Council that the Leeds City Region Business Rates Pool to pilot 100% Business Rates retention had been successful and the estimated additional business rates, reduction in the levy and Section 31 grant was built into the 2018/19 budget. To date the Council has been notified that the Pilot is for 2018/19 only and final details are awaited in respect of the arrangements for 2019/20. It is unclear whether the Leeds City Region Pool will be required to bid again or whether the current 100% Business Rate retention arrangement will simply roll forward into 2019/20. From a planning perspective, and if Leeds City Region has to bid again, it will not know whether it has been successful until December 2019 which is also when the Council's Initial Budget Proposals for 2019/20 are being received at Executive Board. Greater certainty from Government with regard to their intentions around the future of Business Rates Pools pilots would provide more certainty to Local Authorities at a time when they are determining their financial strategies. The Government has announced its aims to implement greater business rate retention, most likely 75%, nationally in 2020/21. At the time of writing it is unclear what, if any, reforms of the business rate system will be introduced during the period of this Financial Strategy. It is, however, assumed that any such changes would be revenue neutral to this Plan.
- 2.6 In December 2017 the Government launched its Fair Funding Review of Local Government finance. Current funding baselines for Local Authorities are based on an assessment of relative needs and resources, using a methodology introduced over ten years ago and data which has not been refreshed since the introduction of the 50% business rates retention system in 2013/14. Since then demographic pressures and costs have affected local areas in different ways, with the Government themselves recognising that "introducing the new needs and resources formula could result in significant changes to the funding baselines of some Local Authorities". The outcome of the Fair Funding Review won't be known until the autumn of 2019 and will inform the level of resources available to support budgets from 2020/21 onwards. The Strategy assumes that any such changes will be revenue neutral during the life of this Plan as transitional arrangements are anticipated to be put in place.
- 2.7 Since 2017/18 the Government has provided additional resources to adult social care through a combination of additional adult social care grant, "Spring Budget grant", the improved Better Care Fund (iBCF) and the adult social care precept on Council Tax. This increase in funding has only been confirmed until 2019/20. In the identification of funding solutions for adult social care in March 2017 the Government

said that it would publish a Green Paper on social care in the Spring of 2018, in order to allow a public consultation to be held. This followed the decision in July 2015 to postpone the introduction of a cap on lifetime social care charges and a more generous means test as had been proposed by the Dilnot Commission. The Government has said that the proposals in the Green Paper will “ensure that the care and support system is sustainable in the long term”. Receipt of the Green Paper will hopefully provide greater certainty around the Government’s intentions around the funding of adult social care, however publication has now been delayed until Autumn 2018.

- 2.8 Looking more widely, the potential impact that the vote by the British public to leave the European Union may have upon the Council (and indeed on the economy as a whole) still remains unclear although it’s projected impact will have to be factored into the Government’s determination of the 2019 Spending Review. Similarly this financial strategy does not take account of the financial impact of any devolution proposals that may emerge during this period.
- 2.9 Nationally many councils are reporting increasing financial pressures on Children Services. The Care Crisis Report published this year noted that in England and Wales the number of care order applications reached a record level in 2017 and the number of looked after children was at its highest since the Children Act 1989. The Review supports the call from the Association of Directors of Children’s Services (ADCS) and the Local Government Association (LGA) for Government to make up the £2 billion shortfall in children’s social care.
- 2.10 In the determination of both this Medium Term Financial Strategy and subsequent annual budgets it needs to be ensured that our processes and assumptions are sufficiently robust. The issuing of a Section 114 by Northamptonshire County Council in February 2018 and the subsequently commissioned Best Value Inspection, has increased the focus on Local Authorities’ financial resilience and sustainability.
- 2.11 In the context of these uncertainties and financial challenges, the Council will need to continue to make difficult decisions around the level and quality of our services to ensure the delivery of the ambitions and priorities for the city and the authority set out in the Best Council Plan. Both the development and implementation of the Best Council Plan will continue to inform and be informed by the Council’s core funding, it’s staffing and other resources, ongoing collaboration and engagement with partners across all sectors and the communities and citizens of Leeds. Initial proposals for the 2019/20 Best Council Plan and supporting budget will be brought to this Board in December 2018.
- 2.12 In July 2017 Executive Board received the Council’s Medium Term Financial Strategy which detailed a funding gap of £44.2m for the period 2018/2019 to 2020/21 of which £13.9m related to 2018/19. The 2018/19 Revenue Budget and Council Tax report which was received at Executive Board and Council in February 2017 required the identification of £33.9m of budget savings in order to address corresponding cost and funding pressures. The same report also provided an update in respect of 2019/20 and 2020/21 and this showed a revised gap of £30.5m and £41.4m in 2019/20 and 2020/21 respectively.
- 2.13 Given the known risks associated with the level of funding available for 2020/21 to 2021/22, the increased demand for services, the impact of business rate appeals

and increasing cost pressures there is a requirement to refresh the Medium Term Strategy to take account of the impact of all these issues on the overall level of resources available to support the Council's budget, and to roll the strategy on an additional year, namely to include 2021/22.

- 2.14 While this Financial Strategy provides a financial planning framework through to 2021/22, it does not represent the proposed budget for the next three years. It should be stressed that, under the Council's constitution, decisions to set the annual budget, the council tax base and the rate of council tax can only be taken by Full Council and therefore these decisions will continue to be made as part of the Council's annual budget-setting process.

3. Main Issues

3.1 Settlement Funding Assessment (SFA) and changes in Local Funding

3.1.1 Table 1 Estimated Level of Resources

	2018/19 Final £m	2019/20 Indicative £m	2020/21 Indicative £m	2021/22 Indicative £m
Revenue Support Grant	0.0	0.0	0.0	0.0
Business Rates Baseline	198.9	183.5	176.9	170.6
Settlement Funding Assessment	198.9	183.5	176.9	170.6
Business Rates Growth	23.6	23.6	21.7	25.7
Business Rates Surplus/(Deficit)	-13.3	-5.7	-0.5	-0.3
Council Tax: Core	282.6	296.0	306.9	318.1
Council Tax: Adult Social Care Precept	18.9	22.0	22.0	22.0
Council Tax Surplus/(Deficit)	0.2	0.0	0.0	0.0
Net Revenue Budget	510.9	519.5	527.0	536.1
Change in Resources		8.6	7.5	9.2

- 3.1.2 As part of the 2016/17 financial settlement, Government offered councils a 4-year funding settlement for the period 2016/17 to 2019/20, described as part of the move to a more self-sufficient local government. The levels of Revenue Support Grant and Business Rates Baseline funding assumed in the Financial Strategy to 2019/20 are in line with the figures provided by Government in the 2018/19 Final Settlement as outlined in the table above. The increases in Baseline funding and business rates growth assumed in 2020/21 reflect Government's plan to switch the indexation of Business Rates from the Retail Price Index to the lower Consumer Price Index measure in that year.

- 3.1.3 A key assumption within the Plan is whether beyond the current spending review period, i.e. beyond 2019/20, will there be further reductions in government funding for local government. The £7.5m increase in the level of funding between 2019/20 and 2020/21 and the £9.2m increase between 2020/21 and 2021/22 reflect the assumption that reductions in the level of revenue support grant that were a feature of the four year funding settlement will ease, reflecting the Chancellor's Spring 2018 statement that if public finances continue to reflect current improvements then he

“would have capacity to enable further increases in public spending and investment in years ahead.” As a result 3.6% cuts in SFA are assumed in these years in comparison with cuts of 6.6% and 7.7% in 2018/19 and 2019/20 respectively.

- 3.1.4 No separate figures for Revenue Support Grant (RSG) are shown in Table 1 above as authorities piloting 100% retention forego RSG and the value of the grant foregone is then taken into account in setting the new Business Rates Baseline, increasing it so that their SFA remains unchanged. It is Government’s stated intention to continue to ‘roll in’ RSG when they introduce 75% retention nationally in 2020/21 (see paragraph 3.2.2 below).
- 3.1.5 Changes in local funding, i.e. Business Rates Retention and Council Tax, are discussed in more detail below. After taking account of the overall changes in the level of funding available to the Council, Table 1 shows that the net managed budget for the Council will increase from £510.9m in 2018/19 to an estimated £536.1m in 2021/22.

3.2 Business Rates Retention

- 3.2.1 In December 2017, Government notified the Council that the Leeds City Region Business Rates Pool bid to pilot 100% Business Rates Retention in 2018/19 had been successful. The pilot scheme allows Pool member authorities to retain all additional growth in business rates above the business rates baselines determined by Government and associated Section 31 grants, whereas non-pilot authorities are required to remit 50% of that growth to Government. To date the Council has been notified that this Pilot is for 2018/19 only and further information is awaited in respect of the arrangements for 2019/20 and whether a further bid from the Leeds City Region Business Rates Pool is required.
- 3.2.2 As a consequence of delays in amending relevant legislation, it is not possible for Government to introduce 100% Business Rates Retention nationally in 2020/21, and they have signalled their intention to roll out a 75% retention scheme in that year and to continue to work towards greater business rates retention. Business Rates figures in the Medium Term Financial Strategy for 2019/20 reflect the assumption that the current 100% retention pilot will continue into next year and that 75% business rates retention will be implemented in 2020/21. It is possible that the Authority will not know the final position on business rates in 2019/20 until December 2018.
- 3.2.3 The Strategy assumes that budgeted business rates income retained by the Authority in 2018/19 (£209.1m) will reduce to £201.5m in 2019/20, £198.1m in 2020/21 and to £195.9m in 2021/22. This reduction reflects the forecast Consumer Price Index, assumed reductions in SFA, estimated business rates growth and any estimated business rates deficit.
- 3.2.4 Business rates growth above the baseline is based on current projections and includes estimates of in year growth. Growth above the baseline of £23.6m is included in 2019/20, decreasing to £21.7m in 2020/21 and then increasing to £25.7m in 2021/22. The lower growth in 2020/21 is a consequence of the assumed move from 100% retention in 2019/20 to a 75% scheme in 2020/21.

3.2.5 The shortfall between budgeted business rates income and actual in-year income becomes a cost that has to be met in the following year. In 2018/19 this totalled £13.3m and in 2019/20 this deficit is estimated to fall to £5.7m and has taken into consideration a range of risks to 2018/19 income, including levels of growth achieved and the impact of business rates appeals. It is expected that such risks will reduce in future years as the Council settles appeals against the 2010 ratings list and as Government anticipates fewer appeals against the new ratings list introduced in April 2017. This new list was introduced alongside a new appeals process and with so few ratepayers having appealed to date it is very difficult to estimate the potential impact of 2017 list appeals on future business rates income.

3.2.6 There remain many uncertainties around the future of business rates within the local government finance system. However, it is assumed that any reforms, which may be introduced during the period of this Financial Strategy, would be revenue neutral to this Plan as transitional arrangements would be applied.

3.3 Council Tax

3.3.1 The Financial Strategy assumes council tax base growth of 1.4% per annum (around 3,200 Band D properties in 2019/20), which is in line with the tax base increase in 2018/19. Further, the Strategy assumes that councils will continue to be able to raise core council tax by up to 2.99% in 2019/20, following the announcement of an increased referendum limit in 2018/19 and later confirmation that this higher limit would apply in 2019/20, subject to the usual consultation on the Local Government Finance Settlement and to parliamentary approval. It is assumed that the referendum limit will then return to 1.99% in subsequent years. Additionally, the Provisional Local Government Finance Settlement 2017 confirmed the continuation of the Adult Social Care precept, capping the total increase between 2017/18 and 2019/20 at 6%. A 3% precept was raised in 2017/18 and a 2% precept in 2018/19. As such the Strategy assumes a further 1% in 2019/20, maximising this flexibility, with no additional precept in later years. This precept will generate an additional £3.1m of local funding in 2019/20.

3.4 Other Funding Changes

3.4.1 The paragraphs below outline the key changes to other funding that the Council receives.

3.5 Specific Grant Funding Changes - New Homes Bonus

3.5.1 In 2011 Government introduced an incentive scheme to encourage housing growth across the country. Councils received additional grant equivalent to the average national council tax for each net additional property each year and this was to be received annually for six years. The 2015 spending review made a number of changes to the scheme, including the receipt of the grant being receivable over a reduced period of 4 years and the imposition of a national growth baseline before any reward is paid. The £0.3m pressure over the period of the Medium Term Financial Strategy reflects the impact of the introduction of the national growth baseline which has reduced the bonus in later years.

3.6 Specific Grant Funding Changes – Children and Families

- 3.6.1 One of the key pressures in Children and Families Directorate is the fall out of external funding over the life of the Medium Term Financial Strategy. The Council received £7.3m of Innovation Grant from the Department for Education (DfE) in late 2016/17. This has been profiled to be spent over the three financial years from 2017/18 and will be used to invest in continuing the Leeds children strategy. The investment will be used to continue trialing new approaches to working with children and families and to invest and reform preventative services in order to reduce demand and costs. An additional £2.3m in grant is expected to be received in 2018/19 subject to meeting the terms and conditions of the agreement. In 2017/18 £1.95m of the Innovation Grant was used to support the Children and Families budget to help offset pressures in respect of the Children Looked After (CLA) budget. This funding will need to be made available in 2019/20 to support planned spend against the programme. In 2020/21 new funding will need to be identified or current spend reviewed.
- 3.6.2 In addition to the Innovation Grant funding there is also uncertainty about the future of a number of other grants beyond 2019/20. These include Troubled Families Programme Earned Autonomy grant and the School Improvement and Brokerage grant.

3.7 Specific Grant Funding Changes - Adult Social Care Grants

- 3.7.1 In November 2016 Government announced increased funding for adult social care through the improved Better Care Fund (iBCF). The £10.1m due in 2019/20 represents the final year of the additional funding announced.
- 3.7.2 In February 2017 Government announced a total of £2.021bn nationally as supplementary funding to the improved Better Care Fund (iBCF) to be spent on social care. This additional £9.4m is known as the Spring Budget monies and it will no longer be receivable after 2020/21.
- 3.7.3 Government made available one-off Adult Social Care Support Grant in both 2017/18 and 2018/19, £3.3m and £2.1m respectively for Leeds. Government has not indicated that any further monies will be receivable in 2019/20 as it is difficult to think that there will not be some recognition of the demand pressures facing the service.
- 3.7.4 Though it has not been confirmed, and the Government's Green paper on the future funding of social care will not be published until the autumn of 2018, the Medium Term Financial Strategy assumes that an additional £9.4m will be receivable over the period 2020/21 and 2021/22.

3.8 Specific Grant Funding Changes - Public Health grant

- 3.8.1 In the 2015 spending review the Government indicated its intention to make savings in local authority public health spending and a further £1.2m reduction is projected to the end of 2020/21.

3.9 Specific Grant Funding Changes - Communities and Environment

- 3.9.1 The Housing Benefit and Local Council Tax Support Administration Subsidy grants (£3m and £1.1m respectively in 2018/19) are anticipated to reduce by a further

£0.5m in 2019/20 and 2020/21 reflecting the continuing reductions in the national quantum of funding allocated to Local Authorities. These are indicative assessments at this stage as the final allocations will not be made until early in 2019. The Housing Benefit Admin Subsidy grant could be further influenced by a proposed review of the methodology for allocating the funding across authorities.

- 3.9.2 The reductions outlined above are partially offset by an assumption that £0.1m of additional new burdens funding will be received from the DWP during 2019/20 to compensate Local Authorities for additional workstreams.
- 3.9.3 Following the Prime Minister's announcement in March 2018, parents will no longer have to meet the costs of burials or cremations. The fees will be waived by all Local Authorities and met instead by a Government Funeral Fund for grieving parents who have lost their child. However, as Leeds City Council had already announced that it would abolish these fees as a part of the 2018/19 approved budget, the assumed level of funding of £0.2m will offset the loss of income already provided for.

3.10 **Specific Grant Funding Changes – Resources and Housing**

- 3.10.1 The Government have announced that the level of Flexible Homelessness Grant receivable will reduce by £0.7m in 2019/20. This grant, introduced in 2017/18, is designed to provide additional resources to Local Authorities to tackle homelessness and level of allocation is based on homelessness prevention outcomes.

3.11 **Specific Grant Funding Changes –Section 31 grants**

- 3.11.1 An error in the methodology used by the Ministry of Housing Communities and Local Government (MHCLG) in their calculation of Section 31 grants paid to compensate Local Authorities for any loss incurred as a result of the Government's decision to cap the business rates multiplier in 2014/15, 2015/16 and 2018/19 has resulted in a reduction of £1m in the level of grant receivable.
- 3.11.2 As a result of the assumption that 100% retention will continue into 2019/20, the Strategy recognizes an increase of £1.1m in Section 31 grants payable to the Authority in that year, which will contribute to the Council's Strategic accounts.

3.12 **Movement on the use of reserves**

- 3.12.1 The Strategy assumes that £3m from the General Reserve is used to support both the 2019/20 and 2020/21 budgets (£6m in total). In addition the 2019/20 budget doesn't assume a budgeted contribution of £1m to the General Reserve.
- 3.12.2 In February 2017, Council approved the Flexible Use of Capital Receipts Strategy which agreed the use of capital receipts to fund severance/redundancy costs. Consequently the £2m set aside in an earmarked reserve to fund ELI (Early Leaver's Initiative Costs) can be used to support the Medium Term Financial Strategy. The other movements in earmarked reserves are to recognize that the use of Section 106 deposits was for 2018/19 only and that £0.5m is required to fund unitary charge payments on PFI contracts.

4. Changes in Costs

4.1 Inflation

4.1.1 The Financial Strategy makes allowance for £19.7m of net inflation from 2019/20 to 2021/22. It provides inflation where there is a contractual commitment but anticipates that the majority of other spending budgets are cash limited. An anticipated 3% rise in fees and charges, where they can be borne by the market, has also been built into the Financial Strategy.

4.2 Employers Local Government Pensions Contributions

4.2.1 The most recent Actuarial Valuation of the West Yorkshire Pension Fund took place in December 2016 and the Authority has been notified that the employer's contribution will rise from the 15.9% contribution in 2018/19 to 16.2% in 2019/20. Overall this creates a pressure of £0.9m. It should be noted that as part of the recent Actuarial Valuation of the Fund, given the volatility of equity markets and the valuation of sterling, it was agreed that the contributions of the West Yorkshire authorities would be subject to an annual mini review of contribution rates which could result in further increases in April 2019, although to date these actuarial reviews have not resulted in any increased costs.

4.3 Pay Award and Leeds Living Wage

4.3.1 Provision of £38.2m has been for the costs of pay awards for the period covered by the Medium Term Financial Strategy. As well as providing for the cost of an annual 2% pay award for the period covered by the strategy, it also provides for the Council's minimum pay rate which is assumed to rise from the current £8.75 per hour.

4.4 Fall out of capitalised pension costs

4.4.1 The fallout of capitalised pension costs associated with staff who have left the Council under the Early Leavers Initiative (ELI) will save an estimated £4m.

4.5 Demand and Demography

4.5.1 The forecast recognises the increasing demography and consequential demand pressures for services in Adult Social Care, Children and Family Services and the Waste Management function with provision of £9.8m included in the Financial Strategy.

4.5.2 Within Adults and Health the population growth forecast assumes a steady increase from 2018 in the number of people aged 85-89 during 2019, 2020 and 2021 (0.9%, 3.6% and 2.6% respectively) resulting in additional costs for domiciliary care and placements (£5.9m). In addition, the strategy reflects the anticipated impact of increasing cash personal budgets through to 2020. The Learning Disability demography is expected to grow by 0.3% (based on ONS data) over the period. It should be noted that the high cost increase is primarily a combination of increasingly complex (and costly) packages for those entering adult care, as well as meeting the costs of the increasing need for existing clients whose packages may last a lifetime.

- 4.5.3 Children’s Services continues to face significant demographic and demand pressures as a result of high birth rates (particularly within the most deprived clusters within the city), increasing inward migration into the city (particularly from BME groups from outside the UK), the increasing population of children & young people with special and very complex needs, greater awareness of the risks of child sexual exploitation, growing expectations of families and carers in terms of services offered and changes in government legislation, including “staying put”, arrangements that enable young people to remain with their carers up to the age of 21. Consequently the Medium Term Financial Strategy provides £3.3m for the projected growth in the 0-19 year old population.
- 4.5.4 Based on assumed housing growth provision of £0.6m has been made for an additional refuse collection round and the increased disposal costs of waste to the RERF.

4.6 Adult Social Care

- 4.6.1 The financial strategy reflects the grant monies made available by Government and a proposed precept of 1% in 2019/20. The additional 1% precept is the final increase permitted by the Government. Together the precept and the grant will be utilized to fund a range of adult social care pressures and priorities including demand, demography, inflation increases on commissioned services and the Ethical Care Charter.
- 4.6.2 Table 2 below outlines how the additional funding provided by the improved Better Care Fund, the ‘Spring Budget’ grant, the Social Care grant and the precept all combine to increase the spending power with adult social care.

Table 2 Adult Social Care “Spending Power”

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Base Budget (restated)	207.5	217.8	224.2	224.2
Spring Grant 17/18	(14.7)			
Spring Grant 18/19	9.4	(9.4)		
Spring Grant 19/20		4.7	(4.7)	
Spring Grant 20/21 (assumed)			4.7	(4.7)
Spring Grant 21/22 (assumed)				4.7
Improved Better Care Fund	11.1	10.1		
ASC Support Grant 17/18	(3.3)			
ASC Support Grant 18/19	2.1	(2.1)		
ASC Precept	5.7	3.1	0.0	0.0
	217.8	224.2	224.2	224.2
Movement in Adult Social Care "Spending Power"		6.4	0.0	0.0

- 4.6.3 It should be noted that the increased “spending power” figures above do not simply translate into how the Council’s Adults and Health managed budget for 2019/20 and

beyond will look. This is because the grant income and the associated expenditure will net each other off in budget terms in each year that the grant is received.

- 4.6.4 Adult Social Care “Spending Power” is projected to increase by £6.4m in 2019/20 with no further increases assumed in the later years of the Strategy. It should be noted that the Adult Social Care expenditure simply to meet demand and demography costs in the region of £14m each year.
- 4.6.5 The iBCF annual growth is only known until 2019/20 with no announcement as to whether additional sums will be receivable. The reduced and final year of the Spring Budget is known for 2019/20 and the Medium Term Financial Strategy assumes that the amounts receivable for the final year of the Spring Budget will continue into 2020/21 with a similar sum in 2021/22. If the amount receivable is greater than the amount assumed in this strategy then the estimated budget gap within Adults and Health will reduce accordingly.

4.7 **National Living Wage and Leeds Living Wage– Commissioned Services**

- 4.7.1 In respect of services commissioned from external providers by Children and Families, £1.8m has been included to reflect National Living Wage increases. Similarly Adults and Health has provided £15.0m for similar National Living wage increases in commissioned services. In respect of externally commissioned home care and extra care services provision of £4.3m has been included to ensure that rates of pay are consistent with both Leeds Living Wage and the Ethical Charter assumptions. For the staff in a pension scheme with automatic enrolment, and their employer is providing a commissioned service to Adults and Health, the employer’s contribution will increase from 2% to 3%. Leeds City Council’s contribution to this increase is £0.6m.

4.8 **Leeds City of Culture 2023**

- 4.8.1 A report received at June’s Executive Board set out details of Leeds Cultural Strategy with the creation of a Trust being identified as the most appropriate model for the delivery of this strategy. In accordance with the required resource contribution from the Council, as identified in the report to June’s Executive Board, the financial strategy assumes a £2.5m increase in the contribution by 2021/22.

4.9 **Other pressures and savings**

- 4.9.1 Over the life of the Medium Term Financial Strategy 2019/2019- 2021/22 other cost pressures amount to £8.7m.
- 4.9.2 In recognition of the level of backlog maintenance associated with the Council’s assets an additional £0.8m will be provided by 2021/22. In addition the Strategy also provides £0.8m for the increased cost of Microsoft Licences, £0.4m provides for an increase in the levy to the West Yorkshire Combined Authority in respect of the Transport Fund over the planning period and £0.5m is required annually to meet the costs of contract payments for PFI schools.
- 4.9.3 The net impact of the switch to Universal credit is forecast at around £1m over the next 3 years, mainly from reduced receipt of housing benefit overpayment income.
- 4.9.4 Other pressures across all Directorates amount to around £5.2m. These include £0.2m for the increased cost of Community hubs, £0.2m for the shortfall in Court Fee

income, £0.2m for costs associated with the Sustainability Energy and Low Carbon team and £0.2m for service charges at Merrion House.

4.10 **Capital Financing Costs**

4.10.1 The Council's capital programme is determined by its capital spending priorities which combine a number of annual programmes investing in existing key assets and services. In addition capital spend is directed towards the priorities laid out within the Best Council plan. The revenue cost and affordability of the capital programme is considered as part of treasury management strategy. The Council set its forecast for capital spend over the next 3 years in February and outlined a programme of £881m in the Council's general fund services and its Housing Revenue Account.

4.10.2 The Council forecasts an additional borrowing requirement of £124m to support the 2019/20 capital programme spend of £289m. The additional revenue cost of this borrowing is forecast at £8.8m over the life of the Strategy, £7.8m of which relates to funding new capital programme spend. The remaining increase is largely due to a combination of restructuring debt, increases in interest rates assumptions and other costs associated with the delivery of the capital programme.

4.10.3 The Treasury strategy continues to fund the borrowing requirement from a combination of historically low short term rates and its balance sheet strength. However, it references that interest rates are expected to rise and as such allows for some longer term borrowing when market opportunities materialise. If interest rates rise at a faster pace than expected then the treasury strategy will look to lock in longer term funding providing the Council with greater funding certainty over the longer term.

4.11 **Minimum Revenue Provision**

4.11.1 The Minimum Revenue Provision (MRP) is an annual revenue charge for the repayment of borrowing and other capital financing liabilities. Local Authorities are required by statute to determine each financial year what they consider to be a prudent amount of MRP and are required by statutory guidance to approve an annual statement setting out their MRP policy. The policy is approved by full Council, as are any proposed subsequent revisions.

4.11.2 The 2017/18 Revenue Budget and Council Tax budget report, received at Executive Board in February 2017, identified that the Council had overprovided for MRP by £92.3m on its debt set aside since 2008/2009. This historical overprovision has been applied over a four year period (2016/17 to 2019/20) and has the effect of reducing the rate of repayments of borrowing over the period to which the overprovision is being applied, which is partly offset by additional interest costs in the meantime. However in the current climate of low interest rates Council agreed that this would be an acceptable cost given the benefits to be gained from the change. Moreover, it was recognised that this strategy provided an opportunity for the Council to transform its operations over a longer time period than otherwise, it would be necessary by 2020/21 to reinstate the budget for a "normal" level of MRP.

4.11.3 In 2020/21 it is therefore necessary to increase the MRP to meet the calculated level required. The calculated £30.4m increase can be partially offset by the identification of additional capital receipts (£3.6m) which are over and above the amount required to support the revenue budget. In 2021/22 no additional capital receipts are currently being assumed to offset the calculated £11.2m increase in MRP. Consideration will

have to be as to what options are available to smooth these known increases over a longer period.

4.12 Impact of Academisation

4.12.1 Although an increasing number of schools within Leeds have become academies, Leeds City Council has continued to provide a number of services to these schools and has charged accordingly. In an increasingly competitive market these services are now being sourced from other providers, specifically in respect of the Human Resources function, and this has resulted in a reduction in the level of income receivable (£1.2m).

5. Estimated Budget Gap

5.1 Table 3 Estimated Budget Gap

2019/20 TO 2021/22 PROJECTIONS	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Settlement Funding Assessment	15.3	6.6	6.4	28.3
Changes in Local Funding	(23.9)	(14.2)	(15.5)	(53.6)
Contribution to/(from) General Reserve	(4.0)	0.0	3.0	(1.0)
Contribution to/(from) Earmarked Reserves	(0.6)	2.5	0.0	1.9
Changes in Specific Grant	(0.1)	3.1	(4.7)	(1.7)
Changes in S31 grants	1.0	0.0	0.0	1.0
Other Funding Changes	(0.1)	0.0	0.0	(0.1)
Decrease/(Increase) in Funding	(12.4)	(1.9)	(10.9)	(25.1)
Inflation	8.2	8.2	8.2	24.5
Employer's LGPS contribution	0.9	0.0	0.0	0.9
Pay Award including Living Wage	12.7	12.7	12.7	38.2
National Living Wage - commissioned services	5.5	5.6	5.6	16.8
Fall-out of capitalised pension costs	(1.1)	(1.5)	(1.4)	(4.0)
Demand and Demography	3.4	3.3	3.1	9.8
2023 City of Culture	1.5	0.5	0.5	2.5
Impact of Academisation	1.0	0.2	0.0	1.2
Other pressures/savings	6.5	2.3	0.0	8.8
Debt - external interest/Minimum Revenue Provision	1.9	30.6	15.2	47.6
Projected Cost Increases	40.5	61.9	43.9	146.3
Total Cost and Funding Changes	28.1	60.0	33.1	121.1

5.2 After taking account of changes to the settlement funding assessment, changes in local funding plus other cost and funding changes as outlined above there is a requirement to deliver £121.1m of savings over the period covered by the Medium Term Financial Strategy. This savings requirement is detailed above.

5.3 Proposals/Approach to meet the gap

5.3.1 In order to both manage the reductions required for the period 2019/20 to 2021/22, and protect front line services, the Council has embarked on an ongoing process of

review across a range of services and policy areas which commenced in April 2016. The outcome of these reviews was incorporated into both the Council's 2017/2018 and 2018/2019 budgets. These service and policy reviews continue as part of an iterative approach to the Council's Best Council Plan and the aligned Medium Term Financial Strategy. The table below presents a summary of the identified savings arising, presented thematically.

5.3.2 Table 4 Estimated Budget Gap less Savings Options

2019/20 TO 2021/22 PROJECTIONS	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Estimated Budget Gap	28.1	60.0	33.1	121.1
Directorate Budget Savings Proposals				
Changes to Service	(1.2)	(2.4)	(0.9)	(4.6)
Efficiencies	(11.0)	(4.7)	(0.3)	(16.1)
Income - Fees & Charges	(0.6)	(0.5)	0.0	(1.1)
Income - Traded Services, Partner and Other Income	(1.4)	(0.3)	(0.8)	(2.5)
Total Budget Savings Proposals	(14.3)	(7.9)	(2.0)	(24.3)
Gap	13.8	52.0	31.0	96.8

5.3.3 The Financial Strategy assumes that the Council can continue to generate additional income through both fees and charges whilst at same time seeking to maximize trading opportunities. A review remains ongoing to ensure that the Council's current fees and charges are consistent with the Council's policy agreed at Executive Board in February 2016. In addition savings will be realised through changes to services and efficiencies. The key assumptions for addressing the budget gap are detailed below.

5.4 **Changes to Service**

5.4.1 Within Children's and Families services, the plan assumes that from 2019/20 the costs of Children Looked After will reduce by around £2.6m as a result of the impact of spending the DfE Innovations fund grant on preventative measures

5.4.2 City Development are targeting the development of a new car parking facility which will deliver a net contribution of £1.1m over the life of the strategy. In addition it is anticipated that increased income of £500k will be realised through investment properties.

5.4.3 As a registered training provider costs being incurred by the Council can be now be funded through the apprenticeship levy.

5.5 **Efficiencies**

5.5.1 Savings within Adults and Health reflect the need to address the fall out of short term grant funding through the life of the plan, including the Adult Social Care support grant (£2.1m) and the Spring Budget grant (£9.4m). To meet this requirement savings on demand based services and reductions in one-off spend associated with

the Social Care grants mentioned in 5.5.1 and other efficiencies over the period are projected at over £13.5m.

- 5.5.2 Within Children and Families, targeted transport efficiencies are expected to realise savings of £0.5m in 2019/20.
- 5.5.3 Within Sports Centres further operating cost reductions of £0.2m are being targeted. Reductions in the Flexible Homelessness Grant and the Housing Benefit and Local Council Tax Admin Subsidy Grant will require corresponding savings of £0.3m and £0.7m respectively over the period. This will largely be realised through vacant posts and staff turnover.
- 5.5.4 Within Support Services further savings of £1.0m are targeted largely within business administration, finance, HR and programme / project management. These savings will be achieved through a combination of deleting budgeted vacant post, staff turnover, staff exiting the Authority through the Early Leavers Initiative and reviewing processes and, where business cases exist to make processes more efficient or embrace new technology, resources will be identified to progress these initiatives and realise the savings.

5.6 **Income - Fees & Charges**

- 5.6.1 An estimated additional £1.1m is forecast from fees and charges by 2020/21. This will be largely be generated through the generation of additional income at Parks and Attractions (£0.4m), increased income at Sports Centres (£0.2m), additional fee income generated within City Development (£0.2m) and additional income (£0.4m) from Adel Beck.

5.7 **Income – Traded Services / Other**

- 5.7.1 Leeds Building Services will target an additional contribution over three years through ongoing efficiencies and additional turnover. This additional turnover will result from work that previously would have been tendered to private sector contractors which will instead be delivered through the internal service provider.

5.8 **Revised Gap**

- 5.8.1 The total estimated savings from service reviews, efficiencies and additional income from the fees and charges that the Council is seeking to generate over the three year plan total approximately £24.3m. This is not sufficient to deal with changes to the settlement funding assessment, changes in local funding plus other cost and funding changes. Even after account is taken of the identified savings options there is still an estimated savings requirement of £96.8m for the three year period covered by the Medium Term Financial Strategy.
- 5.8.2 Recognising the financial challenges outlined in this report, work has commenced on progressing seven key budget workstreams which, when successfully implemented, are anticipated to contribute significantly in the achievement of a balanced budget position in each of the years covered by the Medium Term Financial Strategy. Details of these workstreams are contained in Table 5 below.

5.8.3 Table 5 Budget Workstreams

Budget Workstreams	
1	Benchmarking/VfM Using a more systematic approach to identify areas of activity within the council that are high cost and/or low performing to inform reviews to help determine how and where savings could come from.
2	Digital Further use of technology to reduce costs and improve customer experience
3	External Funding Maximise opportunities by having a more consistent, proactive and systematic approach to grants and other bids.
4	Advertising Maximise advertising income, building in greater use of technology (e.g. digital advertising)
5	Assets More efficient and effective use of the council's buildings aiming for fewer, better looked after assets
6	Capital Review Consider different approaches to risk share, prioritise investment and reduce debt. [Links to 'Assets' workstream above]
7	Invest to save pot Maximise opportunities by having a coherent approach to 'bidding' for investment with the key driver being to deliver savings (i.e. do more or the same but with less £).

6. Reserves Policy

6.1 General Fund Reserves

- 6.1.1 Under the 2003 Local Government Act, the Council's Statutory Financial Officer is required to make a statement to Council on the adequacy of reserves as part of the annual budget setting process. It is also good practice for the Authority to have a policy on the level of its general reserve and ensure this is monitored and maintained.
- 6.1.2 The purposes of the general reserve policy are to:
- Maintain general reserves at a level appropriate to help longer-term financial stability; and
 - Identify any future events or developments which may cause financial difficulty, allowing time to mitigate for these.
- 6.1.3 The general reserve policy encompasses an assessment of financial risks both within the Medium Term Financial Strategy and also in the annual budget. These risks should include corporate/organisation-wide risks and also specific risks within individual directorate and service budgets. This analysis of risks should identify areas of the budget which may be uncertain and a quantification of each 'at risk' element. This will represent the scale of any potential overspend or income shortfall and will not necessarily represent the whole of a particular budget heading. Each assessed risk will then be rated and scored in terms of impact and probability.

6.1.4 The Financial Strategy assumes the use of £3.0m of general reserves in both 2019/20 and 2020/21. The table below sets out the indicative general reserve level from 2018/19 to 2021/22.

6.1.5 By the end of the plan, the level of General Reserve is forecast to be £20.6m, £6m less than at April 2018.

6.1.6 Table 6 Forecast Level of General Reserve

General Reserve	2017/18	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m	£m
Brought Forward 1st April	20.1	25.6	26.6	23.6	20.6
Release to Children Looked After Budget	(1.4)				
Contribution in Year (including Sport VAT reimbursement)	7.0				
Budgeted Contribution In Year		1.0			
Budgeted Use in Year (Use of Sport VAT in Strategy)			(3.0)	(3.0)	
Carried Forward 31st March	25.6	26.6	23.6	20.6	20.6

6.1.7 Whilst the Council maintains a robust approach towards its management of risk and especially in the determination of the level of reserves that it maintains, it is recognised that our reserves are lower than those of many other local authorities of a similar size. In addition whilst the continued reductions in funding and the pressures faced by the Authority make the current financial climate challenging, we will continue to keep the level of the Council's reserves under review to ensure that they are adequate to meet identified risks.

7. Housing Revenue Account

7.1 The Housing Revenue Account (HRA) includes all expenditure and income incurred in managing the Council's housing stock and, in accordance with Government legislation, operates as a ring fenced account.

7.2 The 2016 Welfare Reform and Work Act introduced the requirement for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17 to 2019/20. 2019/20 is therefore the final year of the policy requiring this reduction. The government has confirmed that there will be a return to CPI+1% for 5 years from 2020/2021, therefore the 2020/21 and 2021/22 rental figures are based on this assumed increase. Whilst the 2016 Act requires that social rents have to reduce by 1% per annum until 2019/20, properties funded through PFI can be exempt from this requirement. An increase in accordance with the government's rent formula of CPI + 1% is therefore assumed over the medium term for PFI dwellings.

7.3 Service priorities, pay and price pressures along with commitments within the PFI funding model will be met through a combination of efficiencies, targeted contract savings and improved targeting of resources together with the use of reserves and RTB receipts.

7.4 The costs associated with servicing the HRA's borrowing have increased due to a combination of discounts that had previously been applied to the overall level of debt

falling out and the planned increase in borrowing to support the Council's new build programme.

- 7.5 The rollout of universal credit in Leeds commenced in 2016 and once fully implemented it will require the Council to collect rent directly from around 24,000 tenants who are in receipt of full or partial housing benefit. Although the financial impact of this is still difficult to quantify it is likely to have implications for the level of rental income receivable since the level of arrears is anticipated to increase. However, work focusing on tenant arrears means the current provision for bad debt is sufficient to meet the forecast calls on it, hence savings against the original planned budget to top up the provision may be made.
- 7.6 Since 2012 a reduction in the qualifying period after which tenants are able to submit an application to purchase a council house through the Government's Right to Buy legislation continues to sustain increases in the number of sales with a subsequent reduction in the amount of rent receivable.
- 7.7 Further consideration will be given to increasing service charges to reflect more closely the costs associated with providing services.
- 7.8 Since all housing priorities are funded through the HRA, any variations in the rental income stream will impact upon the level of resources that are available for the delivery of housing priorities. Resources will be directed towards key priority areas which include fulfilling the plan to improve the homes people live in, expanding and improving older person's housing and improving estates to ensure that they are safe and clean places to live.
- 7.9 The Council remains committed to prioritising resources to meet the capital investment strategy and to replace homes lost through Right to Buy by the planned investment in new homes and the buying up of empty homes. The Council aims to maintain a consistent level of capital expenditure with a view to improving the condition of the stock.

7.10 Table 7 Housing Revenue Account

Income and Expenditure Pressures	2019/20	2020/21	2021/22
	£000s	£000s	£000s
Income			
Reduction in rental income due to stock reduction and 1% rent reduction	2,569	(4,187)	(4,423)
End of Rent Reduction period			
Increase Service Charges	(813)	(37)	(26)
Increase in Other Income	215	(175)	(178)
Total	1,971	(4,398)	(4,627)
Expenditure			
Pay and Price pressures	1,619	1,618	1,691
Supplies and Services	(380)	(380)	(380)
Premises	(56)	(56)	(56)
Review of provisions	(411)	(442)	(71)
Private Finance Initiative adjustment as per model	620	821	1,272
Use of additional Right to Buy Receipts to fund capital	(1,944)	1,941	732
Concierge Service	400	408	416
Disrepair	(700)	0	0
Repairs to Dwellings	0	435	880
Other (Including accounting/recharge adjustments)	(1,119)	53	143
Total	(1,971)	4,398	4,627
Overall Balance	0	(0)	(0)

8. Corporate Considerations

8.1 Consultation and Engagement

8.1.1 The Authority's financial strategy is driven by its ambitions and priorities as set out in the Best Council Plan 2018-21 that was approved by Council in February 2018. The Best Council Plan was subject to consultation with members and officers throughout its development with additional extensive stakeholder consultation carried out on the range of supporting plans and strategies.

8.1.2 The proposed Medium Term Financial Strategy has also been informed by the public consultation exercise carried out between December 2017 and January 2018 on the Council's 2018/19 budget proposals. Whilst the consultation covered the key 2018/19 proposals, it also incorporated questions around the ongoing principles that underlie both the Best Council plan and the Authority's financial plans. Therefore the results of that consultation are therefore relevant to the Medium Term Financial Strategy. The full results of the consultation are publicly available in the '2018/19 Revenue Budget and Council Tax' report considered by Council on 21st February 2018 with a summary of the key points below:

- The consultation received nearly 2,000 responses across a range of respondents from different age groups, ethnicities and genders, broadly representing the demographic breakdown of the population of Leeds.
- In response to questions on the challenges that the council faces from reducing funding and increasing demand on services, respondents were asked how much they agree or disagree with certain statements:
 - a) Over 3 quarters of respondents (77%) agreed the council should raise money through increasing council tax and charges.
 - b) Around half (48%) of all respondents agreed that this should be balanced with cuts and reduction of services.
- With regards to additional funding:
 - c) In total, 60% of all responses said this should be raised through introducing new charges for some services.
 - d) Over half of respondents agreed with increasing the rate of council tax (56%).
 - e) 50% favoured increasing existing charges.
- Almost a quarter of respondents (23%) said the council should not raise council tax or charges, even if this has a large impact on services provided.
- Thinking about how the council can deliver services more efficiently, respondents were asked how much they agree or disagree with certain statements:
 - f) Most agreed the council should deliver more services in partnership with other public organisations (96%).
 - g) Slightly fewer agreed the council should work with local community and voluntary groups to deliver more of its services (88%).
 - h) Three quarters agreed that the council should encourage local people to voluntarily provide certain services within their communities (74%).
 - i) Almost half agreed that services should mostly be delivered by the council, on its own (48%).
 - j) Less than a third agreed that more services should be delivered by the private sector (31%).

8.1.3 When considering any workforce change the trade unions should be meaningfully engaged at the earliest opportunity. In August 2017 the Council re-issued the Section 188 notice and this triggered the consultation process around the mitigation of redundancies and there have been regular meetings with trade union colleagues about how we can work together to meet our financial challenges. Further consultation will need to take place once the proposals regarding workforce changes become clearer and more defined. The Council's Early Leaver Initiative, effective vacancy controls and other measures to save employment costs have significantly reduced the requirement to reduce FTEs still further.

8.1.4 Over the past few years we have successfully driven culture change across the organisation through a combination of clear top level asks, strong buy in and team based local activity and working collaboratively across services and partnerships.

8.1.5 Engaging all teams, staff and partners is a key part of our Medium Term Financial Strategy. We will do this through a Team Leeds Can Do Challenge, a collective team effort during Autumn 2018 in the following areas:

- Working smarter and saving money
- Constantly improving customer service, experience and outcomes
- Making the most of digital
- Making Leeds a great place to work.

8.1.6 From September to November, the Corporate Leadership Team will lead a series of locally driven activities, with the prime purposes of:

- Hearing and sharing ideas
- Joint problem solving
- Sharing and celebrating the good things we do
- Taking successful approaches in one part of the organisation and embedding them as widely as possible
- Learning lessons – about what works and what doesn't
- Encouraging everyone to make a change – big and small – to make improvements.

8.1.7 The annual Leeds City Council Leadership Conference in October, will be used as a focal point and showcase for the Team Leeds Can Do Challenge.

8.2 **Equality and Diversity / Cohesion and Integration**

8.2.1 The Equality Act 2010 requires the Council to have 'due regard' to the need to eliminate unlawful discrimination and promote equality of opportunity. The law required that the duty to pay 'due regard' be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show 'due regard'.

8.2.2 The Council is fully committed to ensuring that equality and diversity are given proper consideration when we develop policies and make decisions. In order to achieve this the Council has an agreed process in place and has particularly promoted the importance of the process when taking forward key policy or budgetary changes. Equality impact assessments also ensure that we make well informed decisions based on robust evidence.

8.2.3 Equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and the annual budgets for each of the years covered by this Medium Term Financial Strategy. Therefore as a part of this the proposed revenue budget for 2019/20 will be subject to Equality Impact Assessments where appropriate with details included in the 2019/20 budget proposal reports to Scrutiny, to this Board and subsequently Full Council.

8.3 **Council Policies and Best Council Plan**

8.3.1 The refreshed Best Council Plan 2018/19 – 2020/21 sets out the Council's priorities aligned with the Medium Term Financial Strategy and the annual budgets. Developing and then implementing the Best Council Plan will continue to inform, and be informed by the Council's funding envelope, staffing and other resources.

8.4 Resources and Value for Money

8.4.1 All financial and workforce implications are considered in the main body of the report.

8.5 Legal Implications, Access to Information and Call In

8.5.1 There are no legal implications arising from this report. The report recommends the approval of the Financial Strategy itself and any proposals resulting from ongoing service / policy reviews will be subject to specific decision-making processes in which the legal implications, access to information and call-in will be considered in accordance with the Council's decision-making framework. This includes compliance with the legal requirements around managing staffing reductions.

8.6 Risk Management

8.6.1 Making changes to council services carries a number of significant risks that will need to be carefully managed in line with the Council's Risk Management Policy. However, failure to address these issues will ultimately require the Council to consider even more difficult decisions that will have a far greater impact on front-line services, including those that support the most vulnerable, and thus on our Best Council Plan ambition to tackle poverty and reduce inequalities.

8.6.2 A full risk assessment will be undertaken of the Council's financial plans as part of the normal budget process and an analysis of budget risks will continue to be maintained, subject to monthly review as part of the in-year monitoring and management of the budget. Any significant and new risks/budget variations will continue to be included in the in-year financial reports brought to Executive Board.

8.6.3 In addition, risks identified in relation to specific proposals and their management will be reported to relevant members and officers as required. Specific risks relating to some of the assumptions contained within this Medium Term Financial Strategy are identified below.

8.7 Risks to Funding

8.7.1 The level of resources available to the Council is estimated to increase from £510.9m to £519.5m in 2019/20, an £8.6m increase. Over the period to 2021/22 the total increase is estimated to be £25.3m. The key assumptions and risks underpinning this increase in resources are discussed below.

8.7.2 The £28.3m reduction in the Settlement Funding Assessment between 2019/20 and 2021/22 assumes that beyond 2019/20, the final year of the Government's 4 year funding settlement, the pace of austerity will ease with a 3.6% reduction in Settlement Funding Assessment assumed in these years compared with 6.6% in 2018/19 and 7.7% in 2019/20. Whilst Government has indicated possible easing, this is unlikely to become clearer until the next Spending Review in 2019, and this assumption remains a risk.

8.7.3 Business Rates figures to 2021/22 are based on the 100% Business Rates Retention scheme currently in place recurring in 2019/20. Whilst the Government have signaled their intention to introduce 75% Business Rate Retention from 2020/21, and this Medium Term Financial Strategy assumes this, the position around the continuation of the 100% Business Rates Retention Pilot in 2019/20 remains

uncertain. To date the Council has been notified that the Pilot is for 2018/19 only. Further information is awaited in respect of the arrangements for 2019/20 and whether a further bid from the Leeds City Region Business Rates Pool is required. If a further bid is required then the Council may not be notified whether it has been successful in its application until December 2018 when the draft Local Government Finance Settlement is published. Therefore to manage the risk of the 100% Business Rate Retention Pilot not continuing in 2019/20 consideration will be given to the identification of additional budget savings options.

- 8.7.4 Annual increases in Business Rates Baseline funding and business rates growth are currently indexed to the Retail Price Index. Government plans to switch the indexation of Business Rates to the lower Consumer Price Index in 2020/21. Changes to forecast inflation rates can impact on levels of funding.
- 8.7.5 The level of business rates appeals continues to be a risk. Whilst there is very limited scope for new appeals against the 2010 list and the Council has an appropriate provision for these, there is very little information available on which to assess appeals against the new 2017 list. Therefore income from business rates could be adversely affected which in turn would reduce the overall level of resource available to fund the services that the Council provides.
- 8.7.6 The outcome of the Government's Fair Funding Review of Local Government Finance, which is a thorough review of the needs and resources assessment formula used to allocate government funding to Local Authorities, won't be known until the autumn of 2019 which is around the time this Authority will be preparing its Initial Budget proposals for 2020/21. Whilst the Strategy assumes that any such changes will be revenue neutral at the point of introduction as transitional arrangements are expected, there remains a risk of reductions in government funding to the sector as a whole. The level of resources available to Local Government will be communicated through the 2019 Spending Review proposals.

8.8 Key Risks to Cost Assumptions

- 8.8.1 The Council will be applying a 2 year NJC pay offer, which will move staff onto a new pay spine in 2019. The implementation of this will need to be considered in terms of how the Authority's existing pay structure operates as some lower paid grades will be affected by transferring onto a new and shorter pay spine. In assessing this we need to be sure we have a sustainable structure that is equal pay compliant. This Medium Term Financial Strategy does not reflect any implications of this ongoing assessment although it is recognised that it may be necessary to make further provision.
- 8.8.2 There is a risk that the amount specifically set aside in this plan for demand and demography is not sufficient, particularly in regard to the numbers of Children Looked After and the impact of the ageing population.
- 8.8.3 The Medium Term Financial Strategy makes a number of assumptions about the costs associated with managing its debt. Currently the Council benefits from low interest rates which are payable on debt. However if there is an upward movement on interest rates over the period of the Strategy this will be an additional cost that the Council will be required to manage.
- 8.8.4 The Council and City's economic and fiscal position is clearly impacted upon by the wider national economic context. The UK's decision to exit the EU has undoubtedly fueled economic and political uncertainty and the outcome of the negotiations

between the UK and the EU potentially, in the short term, weaken the pound, increase inflation, reduce domestic and foreign direct investment and impact on borrowing costs. All of these have the potential to impact upon not only the level of resources available to the Council but also the level of demand for the services that it provides. Parliamentary time focused on the legislative changes needed to deliver the EU exit also impact on the time available to Parliament to consider key issues of interest to local government, for example the recent delay in the publication of the anticipated Adult Social Care green paper.

9. **Conclusions**

- 9.1 The Medium-Term Financial Strategy reflects Government's planned reductions in public sector funding as set out in the Comprehensive Spending Review, assumptions around the level of resources available through Council Tax and Business Rates and also takes account of increasing costs from rising demands for services, inflation and other cost pressures.
- 9.2 This strategy needs to be seen in the context of a challenging economic outlook combined with a number of significant risks and uncertainties that have the potential to significantly impact upon both the Council's resources and levels of demand for its services. Where it is possible to determine the financial implications of these then they have been accommodated within the strategy. It is acknowledged that the assumptions contained in the strategy are under constant review to reflect any changes in circumstances or if further information emerges in respect of known risks.
- 9.3 In response, a planned and iterative approach continues to be taken to review a range of service and policy areas to identify additional potential savings and income generation opportunities. However, at this stage it has not been possible to identify sufficient savings or income generation opportunities with which to entirely close the gap in the Council's finances over the next three years. The extent of savings identified to date at £24.3m represents around a fifth of those required to meet the forecast funding gap of £121.1m. In order to reduce the estimated budget gaps detailed in 5.3.2, further work will be required to both review the cost and income assumptions contained in this position and progress the identification of savings resulting from the 7 key budget workstreams identified in 5.8.3. Additionally consideration will be given as to what options are available to smooth the known increases in MRP over a longer period.
- 9.4 The Council is required to present a balanced budget to Council for approval in advance of the financial year. Before final proposals being considered for approval in February 2019, the Council's Initial Budget proposals are considered at Executive Board in December prior to a period of consultation. Further work is required to close the budget gap, and officers will continue working on proposals for members' consideration.

10. **Recommendations**

- 10.1 Executive Board is recommended to:

- i) Approve the 2019/20 – 2021/22 Medium-Term Financial Strategy for both General Fund services and the Housing Revenue Account;
- ii) Note that further proposals will be brought forward to address the current identified shortfall as part of the Council's budget process;
- iii) Note that the Chief Officer – Financial Services will be responsible for implementing these recommendations.

11. **Background Documents**¹

11.1 There are no background documents relating to this report.

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

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Report of Director of City Development

Report to Executive Board

Date: 25 July 2018

Subject: Update on Progress and Implementation of the Leeds Public Transport Investment Programme (LPTIP)

Are specific electoral wards affected? If yes, name(s) of ward(s): ALL	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. Leeds is a growing and successful city with the Best City Ambition for a Strong Economy and a Compassionate City. The proposals in this report support the priorities for 21st-Century Infrastructure and Health & Wellbeing in:

 - Improving transport connections, safety, reliability and affordability;
 - Improving air quality, reducing noise and emissions;
 - Supporting healthy, physically active lifestyles.

These support the outcomes we want for everyone in Leeds to:

 - Move around a well-planned city easily;
 - Enjoy happy, healthy, active lives.
2. In the city centre, there has been extensive development in recent years, reinforcing the city's position as a major retail and office location. Alongside the planned housing growth that is required in future years, it means significant investment in the transport system is needed in the short, medium and long term to support the level of growth recently experienced and anticipated. The growth of Leeds' economy is crucial to helping achieve better economic outcomes across the region and the North.

3. Against this background of growth across the city, because of a lack of investment over a number of years, it is evident that the development of Leeds' transport infrastructure has not kept pace and remains a big challenge.
4. Leeds, like any major city, suffers from congestion which can adversely impact on both residents and businesses, particularly when there is a road accident or an incident, such as a water main burst, at a key location. Statistically it is the case however that Leeds is not the most congested city. TOMTOM's traffic index for 2016, measuring congestion worldwide at a city level, ranked London 25th, Manchester 39th, Newcastle-Sunderland 64th, Liverpool 78th, Glasgow 88th, Birmingham-Wolverhampton 109th and Leeds-Bradford 110th.
5. To start to address the transport challenge and achieve our ambitions, the Council is leading on major schemes within the £1bn West Yorkshire Transport Fund, including the East Leeds Orbital Road and Airport Link Road. In addition, with £174 million of DfT funding, the Council is now well placed to progress the first cross cutting national investment in public transport in Leeds for decades. The model being used is now being replicated by the Department for Transport's Transforming Cities Fund.
6. Working with other partners, including the Combined Authority, Network Rail, bus operators and key businesses, a comprehensive package of interventions has been brought forward and is now being progressed.
7. The Leeds Public Transport Programme (LPTIP) consisting of £270m from the DfT, LCC, Combined Authority, bus operators and developers will deliver significant investment in public transport up to 2021. First Bus have already introduced 34 of the latest high quality, clean buses into the fleet with a further 250 as part of a £71 million investment programme. Similarly 37 Arriva buses which meet the latest emission standards are operating in Leeds.

The LPTIP programme will deliver:

- Bus Priority Corridors;
- City Centre Gateways;
- New sites and expansion of existing bus and rail park & ride sites;
- Rail Stations Accessibility and New Stations;
- Complementary investment in bus services and low emission vehicles.

8. In June 2017 Executive Board approved a total of £15.31m to progress the programme and carry out feasibility design. Approval is now being sought to advance the initial schemes in the programme.
9. The city has seen key investment in transport in the last few years. Park & Ride use has continued to grow at Elland Road and Temple Green reducing congestion, and improving air quality in the city. The opening of Leeds Southern Station Entrance and Kirkstall Forge Railway Station have supported the growth in rail use.
10. The arrival of HS2 into an integrated station is a once in a generation opportunity which will transform the internal and external environment of Leeds station and the surrounding area. The Council continues to work with partners to deliver the Leeds Integrated Station Masterplan published last year.

11. On the highway significant junction improvements to tackle congestion at Thornbury Barracks and Rodley were funded through successful bids to the DfT's pinchpoint programme. Further key junction upgrades on the outer ring road are due to start on site imminently ahead of the East Leeds Orbital Road which has been given planning approval. Further funding has been secured for signal equipment upgrades on the A65 to manage traffic and ease congestion.
12. The second phase of the City Connect Cycle superhighway scheme is on site and a successful bid for a cycle superhighway on the outer ring road in the north of the city was recently approved by DfT.
13. Highways England recently announced their preferred option for an improvement scheme on the M621 with a programmed start on site in 2020. The Council have been working closely with Highways England to ensure this scheme contributes to the delivery of transport, regeneration and land use strategies that support the cities inclusive growth, particularly in the South Bank.
14. Delivery of the Connecting Leeds Vision plays a crucial role in tackling air quality in the city. Executive Board has recently approved proposals for a Clean Air Zone which the proposals in this report complement. Changing both vehicle technology and travel mode choices will tackle the congestion and health challenges in a sustainable, equitable and complementary manner.
15. The Council's work on this agenda has been supported and challenged by a Cross-Party Members' Group and national transport experts via the Expert Advisory Panel. The Panel has found these programmes to be soundly based and reflective of the evolving focus of the transport strategy and to be fit for the transformational purposes for which they are intended A report from the Panel outlining support for the work to date is attached as Appendix A.

Recommendations

16. Executive Board is recommended to:
 - (i) Note the progress since April 2016 on developing proposals and the public consultations;
 - (ii) Note the report from the independent Expert Advisory Panel;
 - (iii) Note the development work on the popular Park and Ride sites and to support the continued roll out of the park and ride programme including:
 - (a) Progress on the feasibility work at Alwoodley Gates in the North of the City;
 - (b) Approval of the submission of a planning application for expansion of the Elland Road Park & Ride site and subject to the granting of planning permission and the funding approval of the West Yorkshire Combined Authority, approve the expenditure of £5.12m from the LPTIP Capital Programme to carry out detail design and construction of the site;
 - (c) Approval to the submission of a planning application for a new park & ride site at Stourton and subject to the granting of planning permission and the funding approval of the West Yorkshire Combined Authority approve the expenditure of £23.74m from the LPTIP Capital

- Programme to carry out detail design and construction of the Park and Ride site;
- (iv) Approve the expenditure of £11.98m from the LPTIP Capital Programme to carry out detail design and construction of the Bus Priority measures and cycling improvements on the route from the Stourton site into the city centre along Wakefield Road / Low Road / Hunslet Road;
 - (v) Approve the expenditure of £5.19m to be funded from the LPTIP Capital Programme for the detail design and construction of the initial schemes:
 - a A647 – Bradford to Leeds: Armley Road bus gate and bus stop relocation;
 - b A61(N) – Alwoodley to Leeds –
 - i Harrogate Road outbound bus lane/gate at Alwoodley Lane
 - ii Harrogate Road inbound bus lane to Outer Ring Road
 - iii Harrogate Road inbound bus lane to Street Lane;
 - c A58 – Oakwood & Roundhay to Leeds
 - i Easterly Road verge hardening for off-carriageway parking provision
 - ii York Street bus only;
 - d A660 – Adel to Leeds - Holt Lane signalisation.
 - (vi) The Chief Officer for Highways and Transportation is responsible for the implementation of the decisions outlined in this report.

1. Purpose of this report

- 1.1 The total value of the programme of works for LPTIP is around £270m. This report provides an update on the significant scheme and package development during 2017/18 and the first quarter of 2018/19 and sets out the next steps for delivering the Leeds Public Transport Investment Programme. Whilst much has been achieved to date and there have been positive comments made about the way public consultations have been undertaken, a great deal of work remains to be done, including ultimately the undertaking of major construction works in the city. Delivery against the Programme's timeline remains very challenging.
- 1.2 Officers undertook to return to Executive Board with regular updates on progress and in order to seek approval to carry out detail design and construction. This report seeks authority for the detail design and construction of the initial schemes.

2 Background information

- 2.1 Leeds Transport Infrastructure represents a major challenge for the City. Years of under investment and its impact on the city's economy and quality of life means a comprehensive package of interventions need to be progressed over the next decade. Accordingly, in order to achieve our stated ambitions, the Council is leading on major schemes within the £1bn West Yorkshire Transport Fund and working in partnership with the Combined Authority on the £174m LPTIP.
- 2.2 The schemes within this report are an important part of early moving the city towards our Connecting Leeds Vision which looks to create:
- A world-class connected city, that allows seamless end to end public transport journeys internationally, nationally, regionally and locally;
 - An ambitious city, that attracts and plans for inclusive growth;
 - A smart city that embraces innovative technology to efficiently use, manage and maintain the transport network;
 - A people-focused city, with well-connected neighbourhoods and a city centre that's easily accessible for everyone;
 - A healthy city, that allows more people to walk, cycle and be more active, with reduced traffic and emissions to create cleaner air.
- 2.3 In December 2016 Executive Board agreed the submission of an Outline Strategic Case for the Leeds Public Transport Investment Programme to DfT for £173.5m for public transport. With anticipated local and private sector contributions the total investment package is worth c.£270m. At present the total public funding confirmed comprises the contributions from DfT (£173.5m), LCC (£8.8m) and WYCA (£0.97m) totalling £183.3m. Set against the relative low levels of transport investment in Leeds and indeed the region when compared with other regions and especially London, this funding will begin to make a real difference in narrowing the gap and preparing for future investment and the leverage of further funds.
- 2.4 In June 2017 Executive Board approved the spend total of up to £15.31m from the £173.5m to progress the programme and carry out feasibility design. This programme of improvements is being jointly developed by LCC and the West Yorkshire Combined Authority.

- 2.5 The Outline Strategic Case proposed a package of public transport improvements that, taken together, will deliver a major step change in the quality and effectiveness of our transport network. Headline proposals, include:
- A new Leeds High Frequency Bus Network – over 90% of core bus services will run every 10 minutes between 7am and 8pm;
 - Development of three new rail stations for key development and economic hubs serving Leeds Bradford Airport, Thorpe Park and White Rose;
 - 2,000 additional park and ride spaces with the first new site opening at Stourton;
 - 1,000 more bus stops with real time information;
 - Making three more rail stations accessible at Cross Gates, Morley and Horsforth;
 - Creating 21st Century interchanges around Vicar Lane, the Headrow and Infirmary Street and improved facilities in our district centres;
 - Providing improved connectivity across areas.
- 2.6 In addition investment by bus companies to provide new, comfortable, and more environmentally clean buses with free wi-fi and contact-less payments which will achieve an estimated reduction of up to 90% in bus related NOx emissions by 2020. The first of these buses are already on our streets.
- 2.7 The aims and ambitions of this package of public transport improvements have been informed by the ongoing Transport Conversation and the schemes have been selected to deliver the following aspirations:
- Move forward the goal of doubling bus patronage from 2016 levels within 10 years;
 - Support economic growth by unlocking transport constraints in key growth areas and across the city;
 - Align with the emerging Leeds Transport Strategy, West Yorkshire Transport and Bus Strategies, as well as the national/pan northern growth strategies including HS2 and Northern Powerhouse Rail;
 - Improve health outcomes especially air quality by reducing transport emissions and making a significant contribution towards compliance with DEFRA's legal requirement of the city;
 - Complement the existing schemes being delivered through the WYTF such as Leeds City Centre Package and the Corridor Improvement Programme;
 - Reflect the key messages from the Transport Conversation in terms of improving public transport operation and quality;
 - To leverage match funding from the private sector, both public transport providers and developments / businesses who will benefit from the public investment;
 - Cognisance of and adaptability for the delivery of the longer term strategy.

3 Main issues

3.1 Continuing Progress on Transport in Leeds

- 3.1.1 Much has been achieved in the last few years, such as the continued growth in use of Park & Ride sites at Elland Road and Temple Green reducing congestion, and improving air quality in the city. The opening of Leeds Southern Station Entrance and Kirkstall Forge Railway Station have supported the growth in rail use. Working with partners Rail North and the Combined Authority much needed additional capacity has been secured through franchise commitments by Northern and Transpennine. Larger and additional trains have already started to be rolled out and by December 2019 there will be increase of more than 30% peak morning seats into Leeds and Manchester for Transpennine services.
- 3.1.2 On the highway significant junction improvements to tackle congestion at Thornbury Barracks and Rodley were funded through successful bids to the DfT's pinchpoint programme. A successful bid for NPIF funding to bring the signal equipment up to the latest standard on the A65 was announced earlier this year, with these improvement to manage congestion to be implemented in 2018-2020. The improvements to the method of control will increase resilience to unplanned incidents on the network and provide greater network monitoring coverage.
- 3.1.3 Highways England recently announced their preferred option for an improvement scheme on the M621 with a programmed start on site in 2020. The M621 is a strategically important part of Leeds' transport network as it functions as two major arterial routes and part of the inner ring road. The council have being working closely with Highways England to ensure this scheme contributes to the delivery of transport, regeneration and land use strategies that support the cities inclusive growth, particularly in the South Bank.
- 3.1.4 Delivery of the Connecting Leeds Vision plays a crucial role in tackling Air Quality in the city. Executive Board will consider proposals for a Clean Air Zone which the proposals in this report complement. Changing both vehicle technology and travel mode choices will tackle the congestion and health challenges in a sustainable, equitable and complementary manner.
- 3.1.5 Executive Board will also consider the refresh of the City Centre Vision later in July 2018. Changes within the city's transport provision plays an important part in delivering this vision. The arrival of HS2 into an integrated station will transform the internal and external environment of the station. Construction of HS2 is scheduled to start in 2024 and the resilience of the city during 8 years of construction requires planning now. The plans within the South Bank framework SPD sets out the highway and transportation interventions which need to be delivered prior to HS2 construction.
- 3.1.6 The Council is developing a number of proposals to improve connectivity and enable housing delivery through the Housing Infrastructure Fund. The programmes are being co-ordinated alongside urban realm investments to create a connected, green and welcoming city centre which is people focused and enhances the character of Leeds.

3.1.7 The Combined Authority is leading on a Connectivity workstream as part of the HS2 Growth Strategy to develop mass transit proposals for the city region. The initial findings of this work will be reported to Executive Board later in the year. Alongside this work The Combined Authority is also developing a bid for the DfT's Transforming Cities Fund to implement complementary measures in the city and neighbouring authorities to the proposals.

3.1.8 The Leeds Cycling Starts Here Cycle Strategy was developed by a range of partners from across the city to promote and develop cycling as a sustainable mode of travel, a sport, and to support the improvement of health and wellbeing. This strategy was formally approved by Leeds City Councils' Executive Board in June 2017. Since the Tour de France in 2014 Leeds has seen a marked increase in cycling across the district, this has been further encouraged by infrastructure schemes such as City Connect, the West Yorkshire Police safe pass initiative and the increase in 20mph schemes around schools and residential areas.

3.2 LPTIP Progress to Date

3.2.1 On the 21st of April 2017 the Government confirmed the release of the £173.5m funding. One of the conditions from the DfT is that improvement schemes funded by the £173.5m must be substantially complete by 2020/21. In addition LCC and WYCA have given approval for contributions of £8.8m and £0.97m respectively towards the programme. Executive Board gave approval to spend £15.31m from the £173.5m to progress the programme and feasibility design to develop Outline Business Cases for individual schemes.

3.2.2 Since June 2017 key progress on the programme has included:

- Appointing a development partner (WSP) to identify issues, potential solutions and feasibility design for schemes to improve bus journey times and patronage;
- Undertaking an extensive period of consultation events;
- Continuing to work with the Expert Panel in developing the strategy that underpins the proposals;
- Commencing feasibility design on the initial schemes as described in Sections 3.3.2 to 3.3.5 Progressing the expansion of Park and Ride sites in Leeds; Completing feasibility design on Elland Rd phase 3, and Stourton: commencing feasibility on Pudsey Rail Station and investigating Alwoodley Gates off the A61 in the north of the city as a potential site;
- Upgrades of the Bus fleet in Leeds by Operators as described in Section 3.11
- Technical feasibility studies progressing in preparation for the public consultation in Summer 2018 on new Rail Stations at Leeds Bradford Airport, Thorpe Park and Millshaw;
- Schemes identified to improve the accessibility of Morley, Cross Gates and New Pudsey Rail Stations;
- Commencing procurement of delivery partners for contract award in July 2018 to carry out detail design and construction of the LPTIP highway schemes.

3.3 Bus Priority Corridors

- 3.3.1 An essential component of the target to double bus patronage is to improve the reliability and times of bus journeys. Improvements therefore need to be made on the key bus corridors coming into the city and within the city centre itself. To determine the optimum improvements in street infrastructure all of the relevant baseline data along the key corridors and city centre was analysed such as, traffic speeds and flows of public and private transport, bus patronage by stages, general bus routing information, accident details, junction hotspots, land ownership, site allocations plans, non-motorised- user (NMU) facilities and usage parking etc. Together with site observations and discussion with Stakeholders schematic plans were prepared on a number of potential interventions that will address existing issues and enable improvements to be made for bus passengers; principally more reliable and quicker bus journey times and better waiting facilities. These schematic plans were then used as a basis for the first phase of the consultation and engagement that was undertaken.
- 3.3.2 This first phase consultation was undertaken in February and March on proposed initial concepts on 3 of the key routes; Bradford to Leeds, Alwoodley to Leeds and Oakwood & Roundhay to Leeds (See Section 4.1). The feedback from this consultation is still being analysed but from this schemes will be selected for feasibility design and further engagement.
- 3.3.3 However from the investigations undertaken and emerging feedback obtained 7 initial schemes have been identified. It is proposed to start construction as soon as possible on early these initial schemes in order to adhere to the spend profile required by the DfT and to spread the duration of construction activity to avoid excessive disruption later in the programme;
- A647 Bradford to Leeds Route: Modifications to bus gate, bus stop and toucan crossing arrangements at Gloucester Terrace junction (including carriageway resurfacing, modifications to footway/cycle track and renewal/upgrade of signals). The proposals will reduce delays currently experienced by outbound buses by improving detection and better coordinating management of the network, given the various interacting constraints present in the area;
 - A61N Alwoodley to Leeds:
 - (i) Outbound bus lane along Harrogate Road on approach to Alwoodley Lane/Wigton lane junction (including carriageway resurfacing), with bus gate introduced at existing signals for displaced right turn;
 - (ii) Inbound bus lane along Harrogate Road on approach to Outer Ring Road roundabout (including carriageway resurfacing works) to tie-in to upgrade scheme at main junction funded as part of ELOR. It is proposed that this scheme is delivered by the ELOR contractor to minimise disruption in the area;
 - (iii) Inbound bus lane along Harrogate Road on approach to Street Lane at Moortown Corner (including carriageway resurfacing works and renewal of signals)
- 3.3.4 All packages will reduce bus delays by ensuring buses are able to reach the front of the queues that exist on approach to the three signalised junctions.
- A58 Oakwood and Roundhay to Leeds Route

- (i) Verge hardening to facilitate removal of on-carriageway parking along Easterly Road (where required) – This will reduce delays currently experienced by buses when trying to negotiate parked vehicles dispersed at different points along the nearside lane.
- (ii) Conversion of York Street to bus only between St Cecilia Street and Duke Street. This will reduce delays to buses that result from the requirement to mix with general traffic over what is a short, congested link into the city centre. This scheme is being prepared in conjunction with the City Connect works planned for York St. A660 Adel to Leeds.
- (iii) New signalised junction at Holt Lane (including carriageway resurfacing works and renewal/upgrade of signals). The proposals will reduce delays currently experienced by buses trying to egress onto Otley Road from the Holt Lane junction. They will also extend cycle network coverage beyond the Outer Ring Road on what, within the Outer Ring Road, is the heaviest use cycle corridor in the city. This will further amplify the benefits of cycle facilities being introduced as part of the Lawnswood Junction scheme which is, reducing the reliance on car for short trips and ensuring cyclists do not come into conflict with buses. Proposals are being investigated for improvements to the Lawnswood Roundabout which will be consulted upon in June/July and will be the subject of a separate report to Executive Board later in the year.

3.3.5 Except where noted above all of the schemes are being prepared for detail design and construction by the, (to be appointed) Delivery Partner, starting summer 2018 to be complete in 2018/19 financial year. The cost of implementation of all of the above schemes is £5.19m including detail design and construction. This sum is to be funded from the LPTIP Capital Programme.

3.4 Park and Ride Expansion

3.4.1 Park and Ride is an essential component of the city's transport strategy enabling improved access to the city centre to support the growing economy. It reduces the demand for city centre parking and allows more economically efficient use of city centre land. Reducing congestion and transport emissions in the city centre increases the possibilities of the breakthrough projects, 'rethinking the city centre' and 'cutting carbon in Leeds'.

3.4.2 The existing Park and Ride sites are continuing to grow in popularity with average daily number of passengers at Elland Rd and Temple Green over 800 and 570 respectively. The latest low emission buses have recently been introduced at both sites by the operator. With increasing demand for travel particularly to the centre of Leeds there is a need to provide additional Park and Ride provision. Potential sites across the City have been investigated for their suitability taking into consideration; proximity and ease of travel to the City Centre; size and access from Motorways or other busy radial routes, and from this the following sites are being progressed.

3.5 *Elland Road*

3.5.1 The Elland Road P&R facility first opened in July 2014 with the provision of 425 parking spaces and a number of bus priority measures into Leeds city centre. This was subsequently expanded through the development of an overflow parking

section to make up the current total of 800 spaces, however demand continues to grow and cars are needing to use the overflow area on most days. There is therefore a need to build in further capacity.

- 3.5.2 It is proposed to provide an additional 550 parking spaces to cope with this increasing demand.
- 3.5.3 As part of the scheme, it is also proposed that an additional bus be added to the services, which would increase the frequency of the bus service at peak times from every 8 minutes to every 6 minutes, providing a benefit for existing users of the site, as well as attracting new users.
- 3.5.4 Electric vehicle charging points will be provided and the whole site will be covered by appropriate security measures. To accommodate the requirements for disabled parking, provision will be provided within close proximity to the bus terminus resulting in a change to the existing site's parking arrangements.
- 3.5.5 In addition, a new two-way road with associated crossing points to the north of Leeds United Football Club is proposed, which would provide a link between Bobby Collins Way and Lowfields Road. This is planned to be a 'bus only' route, but would have the capacity to cater for both match day arrangements (should the police see fit to open this to general traffic when supporters are leaving) and provide future flexibility in operating arrangements.
- 3.5.6 Discussions have been held with Leeds United Football Club to ensure that the P&R proposals are compatible with the Club's development plans. Public consultation on the proposals has been carried out in June/July 2018. Subject to satisfactory consultation it is proposed that a planning application be submitted later in the Summer, and if granted construction to begin in Spring 2019 and opening towards the end of the year. The estimated cost of this extension is £5.12m including detail design and construction. This sum is to be funded from the LPTIP Capital Programme.

3.6 *Stourton*

- 3.6.1 It is clear from the success of the other Park and Ride sites and the modelling forecasts undertaken that there is need for increased Park and Ride provision in the South of the city. Potential sites have been investigated for their suitability and Stourton has the advantage of being able to easily intercept traffic travelling towards Leeds on the motorway network and A61 thereby reducing traffic levels in the South of the city.
- 3.6.2 Improvements to Wakefield Rd/ Pontefract Rd/ Hunslet Rd and Meadow Lane for buses, cyclists and pedestrians will improve bus journey times for all buses on this route including the new service from Stourton Park and Ride.
- 3.6.3 Other potential sites in the South of the City suffer from a combination of land ownership issues, inferior access to the motorway network and / or route to the city centre and size.

- 3.6.4 Stourton Park & Ride has been identified as a priority scheme for early delivery within the programme and the site has been included in the Unitary Development Plan since 2001, including its most recent review in 2006.
- 3.6.5 Establishing a Park and Ride in Stourton with a high quality, high frequency bus service and will encourage a higher public transport mode share and therefore reduce existing and future development vehicle trips, reducing congestion and delivering sustainable transport for the city, facilitating the full potential of Leeds South Bank and the Clean Air Zone.
- 3.6.6 Stourton Park & Ride is also a prime location for a future EV charging hub and has potential for the proposals to include solar power generation on site. The latter forms part of a European Regional Development Fund (ERDF) renewable energy bid. The outline bid application was submitted in November 2017 and accepted at outline stage on 9th February 2018 along with an invitation to progress to the submission of a full application. The full bid application was submitted in June 2018 and a decision on the Grant Award is anticipated in November 2018. These considerations are still being explored as part of the scheme development, but will enhance the green credentials further. In due course when procurement for the new bus service for the site is undertaken this will reflect the ambition to have ultra-low emission electric buses providing the services.
- 3.6.7 Detailed analysis has identified that the site location adjacent to the M621 motorway network is ideally suited to intercept traffic heading toward Leeds city centre before it experiences any significant congestion.

The site comprises:

- Up to 1200 car parking spaces including disabled and parent/child spaces;
 - Bus stop arrangements to accommodate 2 buses and a bus layby to facilitate an electric bus charging point;
 - Passenger waiting facilities including a site office, ticket machines, real-time information, customer toilets and small units for potential retail /small business opportunities;
 - Enhanced landscaping and tree planting to meet Green Streets standards, including leisure facilities, with options such as picnic tables, seats, a fitness trail and biodiversity provisions being investigated;
 - Proposed footways and cycle ways through and around the site to promote leisure use and link to recognised pedestrian and cycle routes on the wider strategic network;
 - Electric bus and car charging facilities;
 - Gates, fencing, lighting and CCTV for security.
- 3.6.8 The highway layout is to be revised to ensure easy access to the site for customers and priority egress for buses. Junction 7 of the M621 is to be upgraded by Highways England and appropriate signing will be installed on the strategic network.
- 3.6.9 The route of the service along Wakefield Rd, Pontefract Rd Hunslet Rd and Meadow Lane and intermediate stops have been determined to provide a balance between providing an express service for P&R customers and yet serving all the potential destinations in the city centre, south bank and education establishments.

The buses will be given a distinctive identity and branding to easily identify them as the link between the Park & Ride and city centre consistent with the two other established park and ride sites. These measures will also improve bus travel for residents from Middleton, Belle Isle, Hunslet, Rothwell and the wider area as well as serving the Park and Ride site through dedicated bus lanes that will deliver journey time and reliability improvements for services; 12, 13, 13A, 47,48, 63, 74, 110, 167, 168, 189, 410, 444 and 446.

- 3.6.10 In addition to the proposed bus route infrastructure including around 6km of bus lanes, the overall scheme aims to provide fully segregated high quality cycle facilities along the route to allow safe and efficient movement by cyclists. The scheme will include: junction designs that accommodate cycles, segregated cycle crossings, improved pedestrian crossing facilities, cycleway bypasses of bus stops, cycle priority at side roads and signed links to and along quiet streets. These proposals will create a safer and more attractive environment for cycling along the A639 Low Road/A61 Hunslet Road corridor. The provisions also incorporate improvements and benefits to pedestrians and provision for the enhancement of the urban realm either as part of the scheme directly or by provision for future investment and development particularly in the South Bank area. This approach builds on and delivers the aspirations set out in the South Bank Framework and thereby supporting the major regeneration of the area, which will provide over 35,000 new jobs and 4,000 new homes. This fits within the Best Council Plan strategic aims to promote sustainable and inclusive economic growth by improving the economic wellbeing of local people and businesses and the 2018/19 Best Council Plan priorities on 'Low carbon' and 'Transport and infrastructure.
- 3.6.11 The bus service will be procured by WYCA. The minimum specification for the buses will be electric buses, however bids which include lower emissions vehicles will also be evaluated. Within the contract for the bus service will be a provision to share future profits between LCC, WYCA and the bus operator once patronage grows beyond a specified level.
- 3.6.12 There is potential for two-way use usage along the route promoting stops outside First Direct Bank and the education establishments.
- 3.6.13 The initial period of public engagement for the Park & Ride proposals, including associated bus corridor improvements, occurred between September 18th and October 27th 2017 as described in Section 4.1. Although there was positive reaction from the online survey indicating that over 50% of respondents would consider using the Park & Ride there was significant concerns raised at a local level relating to increases in traffic accessing the site, ensuring adequate drainage and landscaping designs and the close proximity of the car park to Hunslet Cemetery.
- 3.6.14 Working closely with local Ward Members and following several meetings with representatives from the local community, modifications have been made to the design in advance of the submission of the Planning Application. Mitigation measures introduced include significant landscaping features surrounding the park & ride site to help mask the development from Hunslet Cemetery and nearby houses. These proposals will include evergreen planting to be effective all year round and will introduce woodland paths & cycle tracks to add to the amenity value. The landscaping will also help mitigate any noises generated within the car park and the dominant background noise of the nearby motorway. The provision of

electric buses at the Park & Ride will not only help to keep noise to a minimum during operational hours but they have zero CO2 emissions thereby making it a clean bus service. EV charging points at Park & Ride sites attract electric car users. The provision of CCTV in and around the site will help combat anti-social behaviour, together with the proposals to divert the existing Public Right of Way, to connect Parnaby Road with Ring Road Middleton through the park & ride site instead of through Hunslet Cemetery. To mitigate any indiscriminate parking on local roads adjacent to the site, waiting restriction proposals for surrounding areas are being considered (initially as an experimental order) should the need arise. We are also pursuing local Ward Members' wishes to remove the potential expansion area for car parking to public open space.

- 3.6.15 Further information events have been held in June/July along the Hunslet Road corridor and around the Stourton site in advance of a planning application submission. More specific Stourton park and ride consultation was held on the 12th July locally, alongside the corridor consultation. Feedback from these events will be considered for the detailed design stage. Subject to the outcome of this Executive Board a Planning Application for these proposals is being progressed and will be submitted subject to the approval of this report by Executive Board. Further opportunity to comment on the proposals will be available during the planning application process.
- 3.6.16 An annual renewable licence for horses to graze on land, which includes (but is not limited to) the area identified for the Park & Ride car park site, is currently in place. The grazing land is located both sides of Ring Road Middleton. This licence has recently been re-granted in April 2018 but is not a rolling contract as the term of the license is for 364 days/year. The licence is not exclusive and allows access to the land e.g. for the purpose of surveys. The license is not guaranteed to be renewed every year and can be terminated all or in part with one month's notice. It is envisaged that the licence would continue to be renewed in the future, including the remaining land that is surplus to requirements and that this would appeal to the licensees rather than terminating the licence completely.
- 3.6.17 Improvements to the Thwaite Gate (Wakefield Rd/Pontefract Rd) junction require land from LCC Asset Management that is currently leased out under a 6 month lease to First Direct for car parking. Replacement parking can be provided within the LCC owned site.
- 3.6.18 The costs of delivery of the Stourton Park and Ride site is £23.74m. This includes detail design, construction, client management and communication and engagement. This sum is to be funded from the LPTIP Capital Programme.
- 3.6.19 The costs of the improvements along Wakefield Rd, Pontefract Rd, Hunslet Rd including improvements to the Junction 7 roundabout and associated highway works is £11.98m. This includes detail design and construction, client management and communication and engagement.
- 3.6.20 Construction of the scheme is programmed to start in Spring 2019 and be open by Summer 2020.

3.7 *Alwoodley Gates*

- 3.7.1 An investigation into potential Park and Ride sites in the North of the City has been undertaken to identify potential sites that could be developed by 2020/21 for inclusion into the programme. The Alwoodley Gates site opposite Leeds Grammar School has emerged as the site offering greatest potential for delivery. This location has been identified in the UDP for many years as a Park and Ride site. Improvements for bus travel planned along the A61 corridor into the city will further enhance its attractiveness as an alternative to driving into the city from the North. Demand forecasting and layout optioneering are currently ongoing. Further approvals for Alwoodley are likely to be sought in due course.

3.8 New Rail Station Programme

- 3.8.1 Historically rail investment in Leeds and the region has been patchy and intermittent and lower than elsewhere; very significantly so compared with London and the South East. Since the 1980's only one new station, Kirkstall Forge, has been built in Leeds. However, with new rail stock investment now taking place for the Trans-Pennine and Northern franchises, the ongoing development of the Transport Pennine Route Upgrade (TRU) and HS2 and Northern Powerhouse Rail in the pipeline this position is expected to change markedly over the next few years and with the decade. The three new Rail Stations are identified in the LPTIP, Thorpe Park, Leeds Bradford Airport Parkway and White Rose (at Millshaw) are therefore a welcome opportunity to make a real change to station provision in Leeds and to support economic growth through some of the key development sites in the city, where new access to rail offers a rail opportunity to maximise their impacts and access to jobs from a wide hinterland in the region. These schemes are development through concept and outline design stages to allow the presentation of full outline business cases to the Combined Authority and Department for Transport later this year/early 2019. In the meantime the initial public engagement on the proposals at the three sites is planned to take place from July onwards to be completed with consultation on the integrated connectivity to the airport and development hub during the autumn. Plans at Thorpe Park are being integrated with the development proposals at the adjacent White Rose site and across the wider East Leeds extension. The proposed station at White Rose is planned in conjunction with the emerging development planning of the adjacent area and will also expand opportunities for local access. In both cases the schemes are being developed in conjunction with Network Rail so that they can be shaped around TRU proposals and the wider service planning for this key pan-Northern route. The programme has also made provision for access upgrades at Horsforth, Morley and Cross Gates where the plans will again be influenced by the TRU programme and any opportunities this may provide as the detail begins to emerge from later this year.

3.9 New Pudsey Park & Ride A car park expansion to serve New Pudsey rail station

- 3.9.1 Potential design solutions are being investigated to feed into the Outline Business Case during 2018-19. Consultation on these options will be carried out later this year.

3.10 Rail Accessibility Package

3.10.1 Access improvements are proposed at Cross Gates, Morley and Horsforth rail stations to achieve an unobstructed and step free accessible route to platforms.

3.10.2 The Combined Authority is currently in the process of agreeing the commercial contracting arrangement with Network Rail to complete the development work of the accessibility schemes. The Combined Authority / LCC are working together with the rail industry to identify opportunities of potential early delivery in parallel with the potential TRU early delivery works.

3.11 New Bus Vehicles planned and delivered for Leeds

3.11.1 All buses operated by Transdev in Leeds have been purchased as new within the past two years or extensively refurbished to an 'as new' standard including next stop information, USB power and Wifi. There are three buses that have not already been replaced (Coastliner vehicles) which will be replaced with three new high-spec buses (including the above features and tables, as well as to Euro VI standard) this year.

3.11.2 First have committed to delivering 284 new vehicles by the end of 2020. Of these, 34 have been delivered and are in service (as of Spring 2018) and 8 hybrids for the park and ride services are due for delivery over the next two months. In addition, First have plans for new vehicles to be delivered in 2018/19 and 2019/20. First are also hoping to bid for Ultra Low Emission Vehicle funding for additional electric buses for delivery in 2019/20. Also Arriva Yorkshire received 37 new buses last year.

4 Corporate considerations

4.1 Consultation and engagement

4.1.1 The Transport Conversation and the £173.5 million programme proposals was reported to Executive Board on the 14th December 2016, and developed in response to the feedback from the Transport Conversation engagement process in the Summer/ Autumn 2016.

4.1.2 A three month Transport conversation in the Autumn of 2016, generated 8,169 questionnaire responses, (along with feedback from 100 workshops, meetings and presentations) demonstrating a keen interest in engaging with the city on issues of transport, both now and in the longer term.

4.1.3 The report showed that across the consultation there was a strong desire to travel more sustainably. In the workshops, letters and emails, many of the comments referred to wanting to improve public transport, walking and cycling routes and respondents felt that investment in the Leeds Transport System was vital to improve the economy and the environment. The key themes from the feedback included issues around bus reliability, cost, poor service and lack of accessibility of public transport; many people felt rail could offer improved capacity and access; there was also a strong demand for mass transit (tram) and further park and ride provision.

There was strong support for making the city a more people focussed place, including improved provision for pedestrians and cyclists, whilst reducing the impact of congestion and environmental impacts.

4.1.4 Since that time the Conversation has continued through the development of:

- A 'Connecting Leeds' Communications and Marketing Plan aimed at raising public awareness of Leeds' transport ambitions and the wide role connectivity plays in assisting inclusive economic growth for the city and Leeds City Region, improving health, greater social mobility through education, training and employment, and supporting independent lifestyles;
- A Bi monthly Cross Party meeting chaired by Cllr Wakefield which has had early sighting and involvement of the schemes as they progress;
- Reporting and presentation to all 10 Community Committees (Transport sub committees and Forums) in late autumn 2017. Discussing the results of the Transport Conversation relating to their area and progression of both the LPTIP and other transport improvements proposed or on-going for that area.

4.1.5 In addition a quarterly Expert Panel meeting has been set up to give an independent review of the LPTIP programme and schemes as they develop, as well as the medium to longer term transport strategy. An overview of the Panel work to date is provided in (Appendix A). In summary over the past 18 months the Panel were instrumental in advising Leeds on:

- The development of the LPTIP business case (£173.5m) in the autumn of 2016 and its successful DfT funding approval in April 2017;
- The challenges of delivering a transport programme of transformational change in a short period of time;
- The development of a phased programme of co-investment with other partners including identifying early wins with a clear narrative and story board of how these improvements would contribute to Leeds as a 'Best City' by 2030;
- Risk evaluation, which is considered key as the programme is subject to extremely challenging timescales, culminating in supporting discussions with the DfT;
- Consultation and engagement, identified as a key risk to the programme and so have focused on evaluating the key components, positively supporting the general direction but stating a need to include 'winning trust and building transparency' as objectives;
- Understanding the scope for and importance of behavioural change and, culminating in the Connecting Leeds messaging and brand;
- Review of bus engine technology concluding that there is a case for Euro VI buses in the short term and also to develop a plan for a route operated by electric buses as part of the LPTIP programme;
- Complementary improvements to services for example ticket pricing and subsidised fares; scope for more agile solutions for lower demand; Travel

Apps (for example Reading); price and availability of car parking; true costs of car ownership, and attracting young people pre car ownership.

- 4.1.6 The first LPTIP consultation was carried out for Stourton Park and Ride including associated bus corridor improvements. This occurred between September 18th and October 27th 2017 and engagement with key stakeholders and community groups has continued since this time. This has included leaflet and survey promotion, public engagement exhibitions and attending local neighbourhood forums, which have taken place within the City Centre, Middleton Park, City & Hunslet, Rothwell, Ardsley and Robin Hood wards. There is mixed support for the scheme, with significant concerns raised at a local level which will be considered through the planning process. Most concerns relate to increases in traffic accessing the site, ensuring adequate drainage and landscaping designs and the close proximity of the car park to Hunslet Cemetery. Positive reaction from the online survey identifies that over 50% of respondents would consider using the Park & Ride, mainly due to ease of parking (72%), a convenient route (70%) and reduced cost (58%).
- 4.1.7 Further Investigations, including traffic modelling, geotechnical surveys, drainage surveys, air quality & noise monitoring have been carried out to help address local concerns. Mitigation measures around Hunslet Cemetery are also being explored e.g. landscaping provisions; ways to combat anti-social behaviour – CCTV etc.
- 4.1.8 Highways England have been consulted on the proposals and are supportive of the principle of Park & Ride in this location.
- 4.1.9 In February 2018 the first phase of the Bus Corridor consultation commenced on the A58, A647 and A61N. As well as the usual materials of leaflets and briefing notes, there was also:
- Launch event on the 20th February with the 3 bus operators and their new buses (Transdev, Arrive and First Bus), Connecting Leeds and the Bus corridor consultation;
 - A series of clear information panels for each corridor which was also available through an online interactive facility and enabled clear communication and interaction with the early draft proposals;
 - Communications included, press release, social media, new Connecting Leeds Twitter, Connecting Leeds Video, refreshed webpage;
 - Twelve drop in events located across the corridors 10,000 leaflets delivered directly by the team to local business and communities, drop in events etc.;
 - Operators, attending all our consultation events (bringing their buses along e.g. the Light event and Visual Impairment event) to talk with people about bus services, also attending local forums to discuss bus issues directly;
 - Stakeholder involvement (e.g. Civic Trust, Cycling forum, Accessibility Group and Chamber) and at a local level we've been targeting seldom heard groups (over 10 groups met with) and by talking to people on the corridors, distributing leaflets and encouraging participation which includes over 200 conversations, in 150 locations along the corridors;
 - 30,000 leaflets and flyers delivered directly by the team to local business and communities, drop in events etc.

- 4.1.10 This Consultation phase was completed on the 13th April, with the feedback currently being analysed. These results will be responded to as part of the phase two of consultation on these corridors starting in Autumn 2018. In overall summary the consultation has resulted in:
- Over 7,000 visits to the Commonplace website with over 4,000 contributions;
 - Press coverage from BBC Look North/BBC Radio Leeds/ITV Calendar/Radio Aire/Made in Leeds TV/Leeds Live, YP/YEP.
- 4.1.11 The next phase of the consultation (Phase 1B) was launched on the 20th June, lasting until -27th July and covers:
- City Centre Gateway sites, including public realm improvements as well as the bus infrastructure improvements
 - Elland Road, Park and Ride extension (550 spaces);
 - Bus corridors; A660 including Lawnswood roundabout and the A61S (including Stourton Park and Ride for information in advance of the Planning Application submission);
- 4.1.12 The materials for the consultation include engagement boards and artists impressions, leaflet drops and flyers, 15 public events, including a launch event for key stakeholders, joint activity on Clean Air Day (21st June), with bus operators, stakeholders and hard to reach group workshops.
- 4.1.13 Detailed stakeholder engagement by the Combined Authority and the Council on the new station development programme is ongoing with the Network Rail, Department for Transport and the operators and including the developers to shape and agree the outline business case and the outline scheme proposals. Public engagement is included in Phase 1B of the engagement programme for both the Thorpe Park and White Rose sites and is expected to commence in July. Engagement on the proposals for the parkway station to serve Leeds Bradford Airport will form part of a comprehensive engagement later in this year on the and economic hub connectivity,
- 4.1.14 In summary the consultation and engagement programme for the bus infrastructure improvements is
- Phase 1A** (20th Feb-13th April 2018);
- Bus Corridors, A61N, A58, A647,
 - Junction improvements to Armley Gyratory and Dawsons Corner
- Phase 1B** (20th June-27th July 2018);
- Bus Corridors , A660 (including Lawnswood roundabout) and A61S,
 - Elland Rd Park and Ride, Stourton Park and Ride .
 - City centre gateway sites.
 - Rail station consultation for Thorp Park and White Rose (with consultation on the LBA parkway station to follow in the autumn).

4.2 Equality and diversity / cohesion and integration

4.2.1 As part of the LPTIP consultation and engagement process due regard has been given to equality, diversity, cohesion and integration. Individual Equality Screening forms have been completed for each scheme approval and are attached in Appendices B, C and D. The key findings of the equality screenings are:

- The LPTIP programme team have organised a number of meetings, workshops and attended events with Child Friendly Leeds, Access Groups, BME Hub, Disability Hub, LGBT Hub, Access and Use-Ability Group, Physical and Sensory Impairment (PSI) Network and Womens' Live Leeds;
- Leeds Involving People (LIP) are a key partner in ensuring that seldom heard groups are involved in shaping a transport strategy for Leeds that's inclusive and meets the needs of individuals, communities and the city;
- A Seldom Heard Groups workshop is scheduled to take place on Tuesday 3rd July 2018 as part of the overall LPTIP proposals;
- From previous engagement and consultation it is evident that transport has the potential to have a differential impact on some equality groups with particular regard to gender, disability, race, age, younger and older people;
- Detailed impact assessments will take place in June and July for these schemes with key stakeholders, prior to any consultation and engagement to ensure actions are taken to highlight the positive impacts and reduce the negative impacts.

4.3 Council policies and best council plan

4.3.1 'The anticipated benefits of using the £183.3m to create improvements to the Leeds transport network has the potential to contribute to the vision for Leeds 2030 to be the best city in the UK, and the following best Council Priorities;

- Inclusive Growth (Supporting growth and investment helping everyone benefit from the economy to their full potential)
- 21st Century Infrastructure (Improving transport connections, safety, reliability and affordability)
- Child-friendly city

that contributes to the Council's cross cutting World-class events and a vibrant city centre that all can benefit from' Breakthrough Project'.

4.3.2 The strategy also contributes to the objectives of the Local Development Framework, Leeds Core Strategy, Local Transport Plan 3, emerging WYCA Transport Strategy, and Strategic Economic Plan.

4.4 Resources and value for money

4.4.1 The funding approvals requested in this report are to be allocated from the Leeds Public Transport Investment Programme which currently stands at £183.3m from contributions from the DfT (£173.5m), LCC (£8.8m) and WYCA (£0.97m), Further funding approvals will be required from the Combined Authority for spend from the DfT and WYCA funding.

4.4.2 One of the conditions in the letter from the DfT is that investment decisions on individual components of the package will be made locally in accordance with the WYCA Assurance Framework previously agreed with the government. A parallel

authorisation is currently being progressed through this assurance process with WYCA to release the expenditure requested in this report.

4.4.3 Capital Funding and Cashflow

Previous Authority to spend to date	TOTAL £000's	TO MARCH 2018 £000's	FORECAST				
			2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022 & on £000's
LCC FEES & CONSTRUCTION	11755.0	2127.7	9627.3				
WYCA FEES & CONSTRUCT	4055.0	1277.6	2777.4				
TOTALS	15810.0	3405.3	12404.7	0.0	0.0	0.0	0.0
Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2018 £000's	FORECAST				
			2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022 & on £000's
LAND (1)	0.0						
PROGRAMME MGT	2080.0		2080.0				
DESIGN FEES	5670.0		5670.0				
CONSTRUCTION	32130.0			15000.0	17130.0		
OTHER COSTS (7)	0.0						
TOTALS	39880.0	0.0	7750.0	15000.0	17130.0	0.0	0.0
Total overall Funding (As per LCC Capital programme & WYCA)	TOTAL £000's	TO MARCH 2018 £000's	FORECAST				
			2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022 & on £000's
LCC Supported Borrowing	8832.2	189.6	0.0	0.0	8642.6	0.0	0.0
Government Grant DFT	173500.0	3215.7	66484.3	49100.0	54700.0	0.0	0.0
WYCA Confs	970.0	0.0	0.0	0.0	970.0	0.0	0.0
Total Confirmed Funding	183302.2	3405.3	66484.3	49100.0	64312.6	0.0	0.0
Total Funding	183302.2	0.0	66484.3	49100.0	64312.6	0.0	0.0

The above DfT funding element while based on the original DfT cashflow will change significantly as the programme progresses and detailed schemes are approved.

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

4.5.1 This report is eligible for call-in. There are no specific legal implications arising from this report.

4.6 Risk management

4.6.1 The LPTIP serves to make progress towards the Leeds Long Term Transport Vision and Keeping the city moving. If the programme is not implemented, Leeds will not be able to develop in the way articulated above. Given the timescales available to assemble the high level programme, there will need to be some flexibility to adjust the programme to meet cost, programme and deliverability changes.

4.6.2 The schemes will be assured through the WYCA framework set up for the West Yorkshire Transport Fund, already approved by the Department for Transport. Progression through this assurance process in a timely manner is necessary in order to avoid delays to the overall programme delivery.

4.6.3 A Programme Board has been established to manage delivery of the Programme with Package Boards responsible for each package. Risks are actively managed through these Boards.

5 Conclusions

- 5.1 Leeds is a successful city and its economy continues to grow. Improving the existing transport network is an important enabler helping Leeds to be a prosperous, liveable and healthy city. Accordingly, the £173.5m funding allocated from DfT added to local funding creates an opportunity to deliver £270m of improvements to public transport in Leeds in the short to medium term. These will include a transformation of the bus network, plans for new rail stations at key employment growth locations, build some world class city centre gateways and pave the way for ambitious longer term plans emerging through the Leeds Transport Strategy.
- 5.2 The proposals described in this report mark important first steps in implementing the programme and taken together with the schemes currently being developed will make a significant contribution to the quality of life of people living, working and visiting the city and contribute to its on-going growth and economic success.

6 Recommendations

6.1 Executive Board is recommended to:

- (i) Note the progress since April 2016 on developing proposals and the public consultations;
- (ii) Note the report from the independent Expert Advisory Panel;
- (iii) Note the development work on the popular Park and Ride sites and to support the continued roll out of the park and ride programme including:
 - (a) Progress on the feasibility work at Alwoodley Gates in the North of the City;
 - (b) Approval of the submission of a planning application for expansion of the Elland Road Park & Ride site and subject to the granting of planning permission and the funding approval of the West Yorkshire Combined Authority, approve the expenditure of £5.12m from the LPTIP Capital Programme to carry out detail design and construction of the site;
 - (c) Approval to the submission of a planning application for a new park & ride site at Stourton and subject to the granting of planning permission and the funding approval of the West Yorkshire Combined Authority approve the expenditure of £23.74m from the LPTIP Capital Programme to carry out detail design and construction of the Park and Ride site;
- (iv) Approve the expenditure of £11.98m from the LPTIP Capital Programme to carry out detail design and construction of the Bus Priority measures and cycling improvements on the route from the Stourton site into the city centre along Wakefield Road / Low Road / Hunslet Road;
- (v) Approve the expenditure of £5.19m to be funded from the LPTIP Capital Programme for the detail design and construction of the initial schemes:
 - a A647 – Bradford to Leeds: Armley Road bus gate and bus stop relocation;
 - b A61(N) – Alwoodley to Leeds –
 - i Harrogate Road outbound bus lane/gate at Alwoodley Lane
 - ii Harrogate Road inbound bus lane to Outer Ring Road

- iii Harrogate Road inbound bus lane to Street Lane;
 - c A58 – Oakwood & Roundhay to Leeds
 - i Easterly Road verge hardening for off-carriageway parking provision
 - ii York Street bus only;
 - d A660 – Adel to Leeds - Holt Lane signalisation.

(vi) The Chief Officer for Highways and Transportation is responsible for the implementation of the decisions outlined in this report.

7 Background documents¹

7.1 None.

8 Appendices

8.1 Appendix A - Report from the Expert Panel

8.2 Appendix B - Screening form for Stourton park and ride

8.3 Appendix C – Screening form for Elland Road park and ride

8.4 Appendix D – Screening forms for Initial Schemes

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

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Connecting Leeds - Expert Advisory Panel

Progress to date (July 2018)

Summary position: The Connecting Leeds Expert Advisory Panel has worked closely with the City Council, West Yorkshire Combined Authority and transport partners to draw in new insights and focus on the programmes and transport pipeline for the city. It has also considered how these fit with and support the wider aims of the Council and the Combined Authority particularly around sustainable growth and the diverse accessibility of communities and businesses in Leeds.

The Panel has generally found these programmes to be soundly based and reflective of the evolving focus of the transport strategy and to be fit for the transformational purposes for which they are intended. The Panel has recognised and advised senior elected members and officers on key risks, especially those around the financial profiling and scheme delivery within the very tight timescales of March 2021 and has indicated its' readiness to provide informed independent engagement with the DfT. Further work has been identified as necessary to ensure that the proposed programmes can fully realise their intended benefits, and the Panel is committed to supporting this and ensuring that Leeds achieves its vision of Best City and the vital role which transport must play in achieving those outcomes.

Background: In the summer of 2016, Leeds City Council began a conversation with the city's communities and businesses about the future of transport in Leeds. This included Leeds City Council establishing an advisory panel of experts in the autumn of 2016. The Panel is chaired by Nigel Foster, and has sixteen members (Annex 1) selected for their expertise not just in transport but also in technology, local communities, and business.

The Expert Panel has now met seven times and, alongside their regular review activity and contribution to overall programme and project assurance, has also held a workshop on key mobility and transport themes for the future. A panel sub-group has also undertaken a visit to Reading Buses and a review of new bus engine technology with Wrightbus and First Bus.

The Brief for the Expert Panel is to provide independent oversight of, and advice and identification of potential risks about two essential areas of transport delivery and strategy, which are:

- How best to use and deliver improvements through the £173.5million Leeds Public Transport Investment Programme as approved by the Executive Board in 2017, and to provide independent assurance on the delivery of the programme.
- To advise on the approach to and development of the medium to longer term transport strategy.



So what has the Panel done to date?

Leeds Public Transport Investment Programme (LPTIP): The Panel were instrumental in advising independently on the development of the LPTIP business case and submission for the £173.5m in the December of 2016. By giving confidence to the shape and content of the proposals as they evolved. The Panel also recognised the unique challenges of delivering a transport programme of transformational change in a short period of time and emphasised the need for the early demonstration of the programme, including early wins and co-investment with partners. This process culminated in the subsequent announcement of the confirmation of the funding by the Department for Transport (DfT) in April 2017.

Since this time, the meetings have focused on reviewing progress and risks. Overall the Panel endorses the process, and is working with the delivery teams on several key areas:

- Risk evaluation is considered crucial and, whilst overall there is a good awareness of delivery risks in LCC and WYCA, the programme is subject to extremely challenging timescales to achieve funding spend by March 2021. As a direct result the Panel is actively engaged in the regular independent review of risk registers, in order to support any future discussions with the DfT that might be needed to ensure the full spend of the £173.5m.
- The Panel identified consultation and engagement as a key to success, highlighting the need to ‘win trust and build transparency’ with the public, stakeholders and delivery partners as objectives within the strategy. The importance of ensuring that seldom heard groups and those with specific accessibility needs are taken into account has been emphasised within this process and the delivery teams have demonstrably responded to this challenge by developing a series of comprehensive consultation and engagement plans for the programme. The programmes of consultation and the transparent manner of their conduct is commendable, and reflects a positive organisational culture, which we believe places LCC and WYCA at the forefront of engagement on future investment proposals.
- The Communication strategy was also identified by panel members as the key to explaining the complex narrative for the broad range of transport schemes and highways asset management now taking place and their contribution towards the Best City vision. The Panel reviewed the communications plan and engagement proposals and provided “critical friend” advice which has helped shape the final ‘Connecting Leeds’ messaging and brand. This new communications strategy will also be a crucial part in the credibility of future programmes.
- In the context of the reduction of pollution across the city as an aspect of future environmental policy, the question of the appropriate ‘bus engine’ technological solution for Leeds has been a particular focus of review by a panel sub-group which has drawn in wider industry inputs, including a technical workshop with the bus builder WrightBus and First Bus. For the short term the review confirmed the low emission benefits accruing from the advanced technologies now being included in the latest *Euro VI engine buses, but the panel also recognised that electric and



other technologies are advancing rapidly as the propulsion of the future towards potential zero or ultra-low emission solutions. The Panel's work has enabled the Council and Combined Authority to challenge the main bus operators and have asked First Bus to consider further alternatives as part of the city's bus improvement plans, building on First's plans for a trial electric vehicle service in the city.

- The Panel has contributed to ongoing work around complementary interventions alongside infrastructure improvements for bus services. These include traffic management strategies for addressing the effects of congestion on bus journey times and service reliability. They have provided insight on matters including ticket choices and pricing, approaches to more agile demand responsive solutions for lower demand including Mobility as a Service (MaaS) options; the use of Travel Apps (recent research shows young people, the public transport users of the future, want a single App to cover all choices wherever they are); parking and the approach to travel demand management and comparative travel costs for other modes; strategies for young people and access; and the role of public financial support for bus services.

Transport Strategy: Having initially focused on reviewing the LPTIP proposals and ensuring the funding is secured, the Panel is now also considering the city's wider Transport Strategy for the city. Following the publication of the city's Interim Transport Strategy in December 2016, a Panel workshop was held in January 2017 to explore the transport challenges that Leeds faces in order to create a transport strategy that supports the Council's ambitions for Best City by 2030. This workshop and other meetings have examined a range of key strategy related themes and city challenges to date including:

Strategy Related themes

- The need to influence future transport demand trends, not just react to them.
- Maximising the potential of new mobility options, including 'Mobility as a Service' (MaaS).
- The experience of travelling in 2030, including changes in how we access transport, in lifestyle choices, and in patterns of work.
- The importance of place-making in creating a more accessible, cycling- and walking-friendly city.
- Articulating a compelling message about the need to pursue a less car-centric future.

These themes have been discussed in the context of the following city challenges

- *Improving air quality and decarbonising our transport system* - The Panel reviewed the city's work on air quality and acknowledged the need for rapid improvements made to achieve legal obligations by 2020. The Panel concluded that very good progress towards this goal was being made, with Leeds taking a leading role among UK cities. The Panel also concluded that the Government should also be encouraged to develop further proposals that also address emissions from cars and vans.
- *Building on a transport system already under pressure* - the challenges of meeting the needs of a growing city region with substantial increases in (and changes in the



patterns of) travel demand combined with continuing growth of car ownership and the associated issues of peak congestion has been recognised. To this end the Panel has confirmed the importance of all the currently proposed bus infrastructure and rail improvements to provide mass transit options for the city and city region. The Panel has identified that delivery of LPTIP is crucial and will continue to provide independent assurance on programme risks.

- The Panel supported other mobility measures in association with the bus and rail projects including MaaS, cycling and walking. These form part of the LPTIP interventions and will be included in other programmes as being crucial building blocks for addressing mobility needs now and into the future.
- *Gaining a city wide consensus on the role of mass transit* - The importance of achieving a step change in the proportion of people using public transport and the recognition that high capacity, high frequency public transport remains the most effective way of moving large numbers through limited road space are vital. To help towards this consensus, the Panel has focussed initially on how the bus offer could deliver this mass transit solution and where investment in rail is needed as well as on the wider context of examining the potential for travel behavioural change.
- *Delivering public transport schemes through the reallocation of road space* – the panel has acknowledged and endorsed the place for giving priority to public transport solutions to deliver a more efficient use of the highway. The Panel has endorsed this approach as a key means of creating the capacity for growth in travel and achieving a sustainable modal shift.
- *Role of transport in good growth, promoting equality and connecting communities.* The Panel have recognised the response Leeds has made to start addressing these issues including its engagement programme and development of the Bus Hubs and Connecting Communities programme with the Combined Authority. The Panel is particularly aware that these new engagement programmes and the continuous review of feedback from them is a very positive step in making sure that new proposals and projects are understood by the communities that they will both benefit and affect. There is no doubt that LCC and WYCA are now “ahead of the pack” in their engagement activities and use of the information that comes from these programmes.
- *Changing our highway infrastructure for a people friendly city and district centres* – The panel has touched on the importance of place and sustainability in the urban environment and is contributing to the shaping of the gateway investments in the LPTIP. It has recognised the balance between prioritising pedestrian and other non-motorised users and ensuring the wider capacity and efficiency of the road networks and has recognised the value of the city’s cycling strategy. These policy challenges will continue to be explored within its advisory programme. Again, the panel has recognised the importance of the LCC/WYCA community engagement programmes in securing understanding and acceptance for what in some places might be contentious but much needed change.



Future elements of the Panel's advisory work are expected to include

- Continued review and challenge of the LPTIP risks, programme and engagement proposals, and the independent discussions with the DfT around assurance.
- Providing new inputs to the dialogue and planning for HS2 and an integrated rail station in the city recognising the critical importance of successfully master planning this once in a lifetime critical opportunity into the fabric of the city.
- Facilitating rail growth in the context of a large increase in commuting to Leeds and review of the new rail station proposals.
- Considering the transport asset management challenges for the city, especially recognising the complex challenges keeping the Leeds Inner Ring Road serviceable and helping to explore long term options for this asset.
- Building on the Panel's insights on Transport Futures, technology and behavioural change and innovation, and the inter-relationships with a connected digital city.
- Reviewing behavioural change programmes, and especially the impact of alternative public transport fares policies on public transport use.
- Reviewing best practice with an ongoing watching brief and critical friend role for communications and engagement in the light of changes in how people's expectations about travel might alter.
- A more focussed look at transport place making and the interplay with non-motorised modes reflecting on progress with the City Connect scheme, the forthcoming 'of0' bike sharing scheme and the future role of these modes.
- Reflecting on benefits realisation and measuring the impacts and outcomes of key programmes and the associated learning.
- Review of the Transport Strategy work

Conclusion:

The Panel recognises that Leeds has a number of major transport challenges and opportunities and reconciling these challenges will be crucial to the successful delivery of a long term transport strategy. By addressing these key issues, Leeds has the opportunity to be a leader in rethinking urban transport in the UK. To do this, it must have and communicate a clear vision for how transport can better serve the city and all its people enabling inclusive growth and working with communities and business.

The Panel has been able to assist the City Council and the West Yorkshire Combined Authority in developing the LPTIP programme and delivery plan. It has been able to provide an independent and informed review which has endorsed the overall approach, whilst emphasising key components of activity. In particular, it has delivered the following:

- Challenge to the delivery teams in terms of programme content and delivery;
- Ongoing evaluation of risk and financial impacts of the LPTIP programme;
- Provide support to transport strategy development with new insights and experience from elsewhere, particularly for the bus industry;
- Significant progress in helping communications, consultation and engagement of the programme and future transport strategy;
- Provided a level of assurance to the Council and its partners that the programmes are right for the city and are moving at the pace needed to deliver the schemes and make the vision a reality.



ANNEX 1

Leeds Transport Expert Advisory Panel Membership

Paul Barnfield	Regional Director of Arriva Rail North Ltd
Prof David Begg	Owner and Proprietor of Transport Times
Stephanie Burras Panel	Chief Executive of Ahead Partnership, LEP Board Chair of LEP Skills Panel
Rosslyn Colderley	England North Director, Sustrans
John Dales	Chair of the Transport Planning Society
Ellie Evans	Partner at Volterra (economic consultancy)
Nigel Foster (Chair)	Fore Consulting and Visiting Professor at the Institute for Transport Studies
Martin Gilbert	Chief Executive Officer – Reading Buses
Geoff Inskip	Managing Director, GI Consultants
Stephen Joseph	Chief Executive, Campaign for Better Transport
Chris Longley	Area Policy Representative, Yorkshire Federation of Small Business (FSB)
Rob McIntosh	Route Managing Director LNE and East Midlands, Network Rail
Prof Greg Marsden	Professor of Transport Governance – ITS – University of Leeds
Mary Naylor	Vice Chair of Local National Federation of the Blind, Chair of Leeds Involving People
Rashik Parmar	IBM Distinguished Engineer, Member of Leeds City Region LEP Board
Jagdeep Passan	Chair of the Access and Usability Group, LCC, Chief Executive of Leeds Involving People.



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: Stourton Park and Ride proposals

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify

Highways and Transportation scheme as part of the Leeds Public Transport Investment Programme (LPTIP).

2. Please provide a brief description of what you are screening

Leeds City Council (LCC) and the West Yorkshire Combined Authority (WYCA) are developing a new Park and Ride site in Stourton, including associated Bus Corridor Improvements, adjacent to Junction 7 of M621.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		x
Have there been or likely to be any public concerns about the policy or proposal?	x	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		x
Could the proposal affect our workforce or employment practices?		x
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		x

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).

The Leeds Public Transport Investment Programme (LPTIP) was developed off the back of extensive consultation as part of the Leeds Transport Conversation. This process involved engaging a wide range of groups including but not limited to Child Friendly Leeds, Older People's Forum, Access Groups, BME Hub, Disability Hub, LGBT* Hub, Hub Reps Network, Womens' Lives Leeds, Access and Use-Ability Group, Physical and Sensory Impairment (PSI) Network and the Equalities Assembly Conference.

Prior to engaging stakeholders (including the general public) on the LPTIP projects Leeds City Council and their development partner WSP appointed a Leeds based engagement specialist service provider called Leeds Involving People (LIP). LIP coordinated input from several individuals from the seldom heard groups they work with into the Stakeholder Engagement Strategy. The strategy has a clear focus on engaging seldom heard groups and ensuring all materials are accessible, legible and easily consumable.

Previous engagement on this project has included:

Four public exhibitions:

20th September 2017 - Briggate, Leeds City Centre

26th September 2017 – West Grange Church, Belle Isle

2nd October 2017 –Hunslet Church of the Nazarene

12th October 2017 – Windmill Community Centre, Rothwell

We have also engaged with numerous key stakeholders / community groups as follows:

Access & Use-ability Group (3rd October 2017 (Civic Hall) / Elland Road & Temple Green & City Centre hub site visit on 30th October 2017 / 17th January 2018 (Civic Hall))

Carlton, Rothwell, Oulton & Woodlesford Community Groups (25th October 2017 / 6th February 2018)

Friends & Relatives of Hunslet Cemetery (16th November 2017 / 9th February 2018)

Leeds Cycling forum and Cycle sub-group (11th October 2017 / 6th February 2018)

Leeds Valley Park businesses (7th February 2018)

Hunslet Tenants & Residents Association (7th February 2018)

First Direct Group (26th April 2018)

Highways England (regular monthly meetings for the past year)

Further stakeholder engagement on this project will take place between June 20th and July 27th 2018.

As part of the engagement LIP will help coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. In this particular part of the city special effort will be made to engage local residents who may not regularly travel into the city centre or use the park and ride services. Teams of outreach specialists will be out in the local community handing out flyers and talking to people about the proposals. An event will be held in the local community (not at the park and ride) on a weekday evening. Several thousand simply and clearly written leaflets will be posted in the local area promoting engagement and providing contact details for the Connecting Leeds team.

The following measures will be taken across all projects during the June and July period to promote engagement.

- Materials will be offered in braille and audio format. Where appropriate British sign language and other interpreters will be present at meetings to aid communications.
- 18 public events will be held across the city including in the local area where experienced staff will be on hand to answer questions.
- The events will be marketed using a range of printed media (YEP), leaflets, flyers, posters (including on buses) and social media/e-newsletters.
- A dedicated email address and telephone line will be established.
- The materials used will feature large easy to read text and a use of symbols and colour schemes to help highlight the issues and opportunities.
- An interactive online engagement portal (Commonplace) will be used to collect contributions via tablets, PC's and smartphones.

As part of the scheme development process engineers and planners have applied the relevant DfT guidance and experience from previous Leeds projects (such as City Connect). The proposals will seek to promote social inclusion, social mobility, and accessibility and help create a transport system which benefits all in society.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

- Gender; Research shows that women and men have persistent different transportation needs, travel behaviours and levels of access to services and infrastructure. Women tend to travel shorter distances, closer to the home, and make more trips; they travel for a wider variety of purposes; they walk more; they have less access to a car and are the main users of public transport, they make more chained trips; their travel patterns tend to be shaped as polygons as compared to the more frequent commuting trips made by men. Women are more sensitive to safety concerns and tend to self-limit their movements and activities because of perceptions of risk, in the UK, they are less likely to cycle. Women are also overrepresented in social groups with specific transport needs and greater transport disadvantage: older people, people with special needs, single parents, and working parents who take responsibility for most caretaking tasks. Women's overall comparative disadvantage in terms of access to transportation negatively affects their professional development, economic status, leisure time, and personal wellbeing. [Source: genderSTE]
- Disability; Differential access to the transport system and the effect of transport policies, particularly (but not restricted to) for those with physical and sensory impairments, mental health issues or learning disabilities. Disabled people travel more frequently by bus than others, so public transport plays a vital role in ensuring that they can participate in community life and avoid social exclusion. They also may be affected to a greater extent by issues of reliability of public transport, modal integration (or lack thereof) and interchange and by issues such as overcrowding/ space availability. The availability of accessible infrastructure and walkable, level routes and access to information, including on board and at stops, will also have a differential impact on this equality group.

Disability can lead to a greater reliance on private transport (own car or taxi, or lifts from friends/ relatives etc). Journey times, distance and destinations as well as modal choice may be affected by disability.

- Race; Differential access to the transport system and the effect of transport policies, particularly for Black, Asian and Minority Ethnic people are around impacts on access to employment, education and training, which are vitally important issues for BAME communities as a means of overcoming disadvantages in the job market. Studies have also shown a differential impact in terms of the impact of traffic and road safety. They are also underrepresented among cyclists. It is thought that enabling travel by active modes may particularly benefit some members of the BAME communities in addressing health inequalities, including Type II diabetes and cardio-vascular health.
- Age; Both younger and older people are more at risk of being involved on a road traffic collision and suffer greater consequential effects – initiatives that contribute to road safety, especially of active modes, will have a beneficial impact on these sections of the population.

Young people rely very much on public transport, although many have personal security concerns when using public transport and this is coupled with the fact that in terms of actual risk they are the age group which are most likely to be the victims of violence and/or assault. Children exposed to traffic related air pollution

are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

Many older people are not able to drive because health conditions related to their age or find the cost of running a car prohibitive. Like with disabled people, there will be a differential impact in terms of distance travelled (including to access public transport in the first place), reliability, overcrowding and the need to interchange or change modes. The presence and availability of evening and weekend services and infrastructure at stops/ stations will also have a differential impact in terms of the ability to access activities and leisure opportunities. The inter-district connectivity enabling access to local services has also been found to be particularly important to older people and people with disabilities.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.

Date to scope and plan your impact assessment:	June 2018
Date to complete your impact assessment	July 2018
Lead person for your impact assessment (Include name and job title)	Sean Hewitt

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Gary Bartlett	Chief Officer, Highways and Transportation	
Date screening completed		15 th May 2018

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

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Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: Elland Road Park and Ride phase 3 expansion proposals

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify

Highways and Transportation scheme as part of the Leeds Public Transport Investment Programme (LPTIP).

2. Please provide a brief description of what you are screening

The park and ride car parks at Elland Road are now full on a regular basis, with demand increasing. It is therefore proposed to extend the existing car park at Elland Road onto the council land between the football stadium and the motorway.

The delivery of bus-based park and ride is closely linked to LCC's wider aspirations to improve public transport, to double bus patronage and deliver a more sustainable transport system which provides greater choice for users.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		x
Have there been or likely to be any public concerns about the policy or proposal?	x	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		x
Could the proposal affect our workforce or employment practices?		x
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		x

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).

The Leeds Public Transport Investment Programme (LPTIP) was developed off the back of extensive consultation as part of the Leeds Transport Conversation. This process involved engaging a wide range of groups including but not limited to Child Friendly Leeds, Older People's Forum, Access Groups, BME Hub, Disability Hub, LGBT* Hub, Hub Reps Network, Womens' Lives Leeds, Access and Use-Ability Group, Physical and Sensory Impairment (PSI) Network and the Equalities Assembly Conference.

Prior to engaging stakeholders (including the general public) on the LPTIP projects Leeds City Council and their development partner WSP appointed a Leeds based engagement specialist service provider called Leeds Involving People (LIP). LIP coordinated input from several individuals from the seldom heard groups they work with into the Stakeholder Engagement Strategy. The strategy has a clear focus on engaging seldom heard groups and ensuring all materials are accessible, legible and easily consumable.

Stakeholder engagement on this project will take place between June 20th and July 27th 2018.

As part of the engagement LIP will help coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. In this particular part of the city special effort will be made to engage local residents who may not regularly travel into the city centre or use the park and ride services. Teams of outreach specialists will be out in the local community handing out flyers and talking to people about the proposals. An event will be held in the local community (not at the park and ride) on a weekday evening. Several thousand simply and clearly written leaflets will be posted in the local area promoting engagement and providing contact details for the Connecting Leeds team.

The following measures will be taken across all projects during the June and July period to promote engagement.

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posters (including on buses) and social media/e-newsletters.

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As part of the scheme development process engineers and planners have applied the relevant DfT guidance and experience from previous Leeds projects (such as City Connect). The proposals will seek to promote social inclusion, social mobility, and accessibility and help create a transport system which benefits all in society.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

- Gender; Research shows that women and men have persistent different transportation needs, travel behaviours and levels of access to services and infrastructure. Women tend to travel shorter distances, closer to the home, and make more trips; they travel for a wider variety of purposes; they walk more; they have less access to a car and are the main users of public transport, they make more chained trips; their travel patterns tend to be shaped as polygons as compared to the more frequent commuting trips made by men. Women are more sensitive to safety concerns and tend to self-limit their movements and activities because of perceptions of risk, in the UK, they are less likely to cycle. Women are also overrepresented in social groups with specific transport needs and greater transport disadvantage: older people, people with special needs, single parents, and working parents who take responsibility for most caretaking tasks. Women's overall comparative disadvantage in terms of access to transportation negatively affects their professional development, economic status, leisure time, and personal wellbeing. [Source: genderSTE]
- Disability; Differential access to the transport system and the effect of transport policies, particularly (but not restricted to) for those with physical and sensory impairments, mental health issues or learning disabilities. Disabled people travel more frequently by bus than others, so public transport plays a vital role in ensuring that they can participate in community life and avoid social exclusion. They also may be affected to a greater extent by issues of reliability of public transport, modal integration (or lack thereof) and interchange and by issues such as overcrowding/ space availability. The availability of accessible infrastructure and walkable, level routes and access to information, including on board and at

stops, will also have a differential impact on this equality group.

Disability can lead to a greater reliance on private transport (own car or taxi, or lifts from friends/ relatives etc). Journey times, distance and destinations as well as modal choice may be affected by disability.

- Race; Differential access to the transport system and the effect of transport policies, particularly for Black, Asian and Minority Ethnic people are around impacts on access to employment, education and training, which are vitally important issues for BAME communities as a means of overcoming disadvantages in the job market. Studies have also shown a differential impact in terms of the impact of traffic and road safety. They are also underrepresented among cyclists. It is thought that enabling travel by active modes may particularly benefit some members of the BAME communities in addressing health inequalities, including Type II diabetes and cardio-vascular health.
- Age; Both younger and older people are more at risk of being involved on a road traffic collision and suffer greater consequential effects – initiatives that contribute to road safety, especially of active modes, will have a beneficial impact on these sections of the population.

Young people rely very much on public transport, although many have personal security concerns when using public transport and this is coupled with the fact that in terms of actual risk they are the age group which are most likely to be the victims of violence and/or assault. Children exposed to traffic related air pollution are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

Many older people are not able to drive because health conditions related to their age or find the cost of running a car prohibitive. Like with disabled people, there will be a differential impact in terms of distance travelled (including to access public transport in the first place), reliability, overcrowding and the need to interchange or change modes. The presence and availability of evening and weekend services and infrastructure at stops/ stations will also have a differential impact in terms of the ability to access activities and leisure opportunities. The inter-district connectivity enabling access to local services has also been found to be particularly important to older people and people with disabilities.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

5. If you are **not already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.****

Date to scope and plan your impact assessment:	June 2018
Date to complete your impact assessment	July 2018
Lead person for your impact assessment (Include name and job title)	Sabby Khaira

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Gary Bartlett	Chief Officer	
Date screening completed		11 th May 2018

7. Publishing	
<p>Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
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Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: A58 Oakwood and Roundhay to Leeds quick win proposal

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify

2. Please provide a brief description of what you are screening

Two quick win packages have been identified on the Oakwood to Leeds route:

1. Verge hardening to facilitate removal of on-carriageway parking along Easterly Road (where required).
2. Conversion of York Street to bus only between St Cecilia Street and Duke Street.

Package 1 will reduce delays currently experienced by buses when trying to negotiate parked vehicles dispersed at different points along the nearside lane.

Package 2 will reduce delays to buses that result from the requirement to mix with general traffic over what is a short, congested link into the city centre.

The indicative costs of the quick wins and construction programme length are:

1. £172,050 and 5 month construction programme commencing in September 2018.
2. £92,682 and 7 month construction programme commencing in July 2018.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?	X	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		X

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).

The Leeds Public Transport Investment Programme (LPTIP) was developed off the back of extensive consultation as part of the Leeds Transport Conversation. This process involved engaging a wide range of groups including but not limited to Child Friendly Leeds, Older People's Forum, Access Groups, BME Hub, Disability Hub, LGBT* Hub, Hub Reps Network, Womens' Lives Leeds, Access and Use-Ability Group, Physical and Sensory Impairment (PSI) Network and the Equalities Assembly Conference.

Prior to engaging stakeholders (including the general public) on the LPTIP projects Leeds City Council and their development partner WSP appointed a Leeds based engagement specialist service provider called Leeds Involving People (LIP). LIP coordinated input from several individuals from the seldom heard groups they work with into the Stakeholder Engagement Strategy. The strategy has a clear focus on engaging seldom heard groups and ensuring all materials are accessible, legible and easily consumable.

Stakeholder engagement on this project took place between February 20th and April 13th 2018.

As part of the engagement LIP helped coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. Along the Roundhay and Oakwood to Leeds route special effort was made to engage the BME and non-English speaking communities with activities based around English language classes in Lincoln Green, the local religious centres and community hubs.

The following measures were taken across all projects to promote engagement.

- Materials were offered in braille and audio format. Where appropriate British sign language and other interpreters were present at meetings to aid communications.
- 13 public events were held in fully accessible locations in the communities and city centre. Experienced staff were on hand to help explain the proposals.
- The events were marketed using a range of printed media (YEP), leaflets, flyers, posters (including on buses) and social media/e-newsletters.
- A dedicated email address and telephone line were established.
- The materials we used featured large easy to read text and a use of symbols and colour schemes to help highlight the issues and opportunities.
- An interactive online engagement portal (Commonplace) was used to collect contributions via tablets, PC's and smartphones.

As part of the scheme development process engineers and planners have applied the relevant DfT guidance and experience from previous Leeds projects (such as City Connect). The proposals will seek to promote social inclusion, social mobility, and accessibility and help create a transport system which benefits all in society.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

- Gender; Research shows that women and men have persistent different transportation needs, travel behaviours and levels of access to services and infrastructure. Women tend to travel shorter distances, closer to the home, and make more trips; they travel for a wider variety of purposes; they walk more; they have less access to a car and are the main users of public transport, they make more chained trips; their travel patterns tend to be shaped as polygons as compared to the more frequent commuting trips made by men. Women are more sensitive to safety concerns and tend to self-limit their movements and activities because of perceptions of risk, in the UK, they are less likely to cycle. Women are also overrepresented in social groups with specific transport needs and greater transport disadvantage: older people, people with special needs, single parents, and working parents who take responsibility for most caretaking tasks. Women's overall comparative disadvantage in terms of access to transportation negatively affects their professional development, economic status, leisure time, and personal wellbeing. [Source: genderSTE]
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- Race; Differential access to the transport system and the effect of transport policies, particularly for Black, Asian and Minority Ethnic people are around

impacts on access to employment, education and training, which are vitally important issues for BAME communities as a means of overcoming disadvantages in the job market. Studies have also shown a differential impact in terms of the impact of traffic and road safety. They are also underrepresented among cyclists. It is thought that enabling travel by active modes may particularly benefit some members of the BAME communities in addressing health inequalities, including Type II diabetes and cardio-vascular health.

- Age; Both younger and older people are more at risk of being involved on a road traffic collision and suffer greater consequential effects – initiatives that contribute to road safety, especially of active modes, will have a beneficial impact on these sections of the population.

Young people rely very much on public transport, although many have personal security concerns when using public transport and this is coupled with the fact that in terms of actual risk they are the age group which are most likely to be the victims of violence and/or assault. Children exposed to traffic related air pollution are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

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Analysis of the 234 contributions (comments + other contributions) received from 126 contributors is on going at the point of this report being submitted. The findings will be published in the Autumn prior to the launch of a second phase of consultation the same proposals.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

5. If you are *not* already considering the impact on equality, diversity, cohesion and integration you *will need to carry out an impact assessment*.

Date to scope and plan your impact assessment:

June 2018

Date to complete your impact assessment	July 2018
Lead person for your impact assessment (Include name and job title)	Andrew Wheeler

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Gary Bartlett	Chief Officer	
Date screening completed		11 th May 2018

7. Publishing	
<p>Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
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Equality, Diversity, Cohesion and Integration Screening



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Completed at the earliest opportunity it will help to determine:

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- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
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Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: Alwoodley to Leeds A61 N quick wins proposal

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

Three quick win packages have been identified on the Alwoodley to Leeds A61 N route:

1. Outbound bus lane along Harrogate Road on approach to Alwoodley Lane/Wigton lane junction (including carriageway resurfacing), with bus gate introduced at existing signals for displaced right turn.
2. Inbound bus lane along Harrogate Road on approach to Outer Ring Road roundabout (including carriageway resurfacing works) to tie-in to upgrade scheme at main junction funded as part of ELOR.
3. Inbound bus lane along Harrogate Road on approach to Street Lane at Moortown Corner (including carriageway resurfacing works and renewal of signals).

All packages will reduce bus delays by ensuring buses are able to reach the front of the queues that exist on approach to the three signalised junctions.

The indicative costs of the quick wins and construction programme length are:

1. £684,369 and 3 month construction programme commencing in September 2018.
2. £713,783 and 6 month construction programme commencing in June 2018.
3. £527,134 and 3 month construction programme commencing in September 2018.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		x
Have there been or likely to be any public concerns about the policy or proposal?	x	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		x
Could the proposal affect our workforce or employment practices?		x
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		x

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).

The Leeds Public Transport Investment Programme (LPTIP) was developed off the back of extensive consultation as part of the Leeds Transport Conversation. This process involved engaging a wide range of groups including but not limited to Child Friendly Leeds, Older People's Forum, Access Groups, BME Hub, Disability Hub, LGBT* Hub, Hub Reps Network, Womens' Lives Leeds, Access and Use-Ability Group, Physical and Sensory Impairment (PSI) Network and the Equalities Assembly Conference.

Prior to engaging stakeholders (including the general public) on the LPTIP projects Leeds City Council and their development partner WSP appointed a Leeds based engagement specialist service provider called Leeds Involving People (LIP). LIP coordinated input from several individuals from the seldom heard groups they work with into the Stakeholder Engagement Strategy. The strategy has a clear focus on engaging seldom heard groups and ensuring all materials are accessible, legible and easily consumable.

Stakeholder engagement on this project took place between February 20th and April 13th 2018.

As part of the engagement LIP helped coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. Along the Alwoodley Leeds route special effort was made to engage people who suffer from mental health problems via the Inkwel Arts Centre on Potternewton Lane. Two presentations were delivered to regular attendees helping explain the proposals and promoting engagement. First Bus representatives attended this event to help answer questions relating to their service operation and customer relations.

Effort was also made to engage the large British African Caribbean community in and around Chapeltown on this route. A public drop in session was held in the West Indian Community Centre and special presentations were given to men and women of all ages attending a games night at the centre helping explain the proposals and promoting engagement.

The following measures were taken across all projects to promote engagement.

- Materials were offered in braille and audio format. Where appropriate British sign language and other interpreters were present at meetings to aid communications.
- 13 public events were held in fully accessible locations in the communities and city centre. Experienced staff were on hand to help explain the proposals.
- The events were marketed using a range of printed media (YEP), leaflets, flyers, posters (including on buses) and social media/e-newsletters.

- A dedicated email address and telephone line were established.
- The materials we used featured large easy to read text and a use of symbols and colour schemes to help highlight the issues and opportunities.
- An interactive online engagement portal (Commonplace) was used to collect contributions via tablets, PC's and smartphones.

As part of the scheme development process engineers and planners have applied the relevant DfT guidance and experience from previous Leeds projects (such as City Connect). The proposals will seek to promote social inclusion, social mobility, and accessibility and help create a transport system which benefits all in society.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

- Gender; Research shows that women and men have persistent different transportation needs, travel behaviours and levels of access to services and infrastructure. Women tend to travel shorter distances, closer to the home, and make more trips; they travel for a wider variety of purposes; they walk more; they have less access to a car and are the main users of public transport, they make more chained trips; their travel patterns tend to be shaped as polygons as compared to the more frequent commuting trips made by men. Women are more sensitive to safety concerns and tend to self-limit their movements and activities because of perceptions of risk, in the UK, they are less likely to cycle. Women are also overrepresented in social groups with specific transport needs and greater transport disadvantage: older people, people with special needs, single parents, and working parents who take responsibility for most caretaking tasks. Women's overall comparative disadvantage in terms of access to transportation negatively affects their professional development, economic status, leisure time, and personal wellbeing. [Source: genderSTE]
- Disability; Differential access to the transport system and the effect of transport policies, particularly (but not restricted to) for those with physical and sensory impairments, mental health issues or learning disabilities. Disabled people travel more frequently by bus than others, so public transport plays a vital role in ensuring that they can participate in community life and avoid social exclusion. They also may be affected to a greater extent by issues of reliability of public transport, modal integration (or lack thereof) and interchange and by issues such as overcrowding/ space availability. The availability of accessible infrastructure and walkable, level routes and access to information, including on board and at stops, will also have a differential impact on this equality group.

Disability can lead to a greater reliance on private transport (own car or taxi, or lifts from friends/ relatives etc). Journey times, distance and destinations as well as modal choice may be affected by disability.

- **Race**; Differential access to the transport system and the effect of transport policies, particularly for Black, Asian and Minority Ethnic people are around impacts on access to employment, education and training, which are vitally important issues for BAME communities as a means of overcoming disadvantages in the job market. Studies have also shown a differential impact in terms of the impact of traffic and road safety. They are also underrepresented among cyclists. It is thought that enabling travel by active modes may particularly benefit some members of the BAME communities in addressing health inequalities, including Type II diabetes and cardio-vascular health.
- **Age**; Both younger and older people are more at risk of being involved on a road traffic collision and suffer greater consequential effects – initiatives that contribute to road safety, especially of active modes, will have a beneficial impact on these sections of the population.

Young people rely very much on public transport, although many have personal security concerns when using public transport and this is coupled with the fact that in terms of actual risk they are the age group which are most likely to be the victims of violence and/or assault. Children exposed to traffic related air pollution are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

Many older people are not able to drive because health conditions related to their age or find the cost of running a car prohibitive. Like with disabled people, there will be a differential impact in terms of distance travelled (including to access public transport in the first place), reliability, overcrowding and the need to interchange or change modes. The presence and availability of evening and weekend services and infrastructure at stops/ stations will also have a differential impact in terms of the ability to access activities and leisure opportunities. The inter-district connectivity enabling access to local services has also been found to be particularly important to older people and people with disabilities.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.

Date to scope and plan your impact assessment:	June 2018
Date to complete your impact assessment	July 2018
Lead person for your impact assessment (Include name and job title)	TBC

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Gary Bartlett	Chief Officer	
Date screening completed		11 th May 2018

7. Publishing	
<p>Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: Bradford to Leeds route A647 quick wins proposal

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

Modifications to bus gate, bus stop and toucan crossing arrangements at Gloucester Terrace junction (including carriageway resurfacing, modifications to footway/cycle track and renewal/upgrade of signals).

The proposals will reduce delays currently experienced by outbound buses by improving detection and better coordinating management of the network, given the various interacting constraints present in the area.

The indicative cost of the proposal is £677,075 and construction work will take 3 months from September 2018.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?	X	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		X

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
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4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).

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Stakeholder engagement on this project took place between February 20th and April 13th 2018.

As part of the engagement LIP helped coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. Along the Bradford to Leeds route special effort was made to engage the large elderly community in this part of the city, many of whom do not have access to the internet. Meetings were held at the Bramley Elderly Action Centre to help communicate the proposals and promote engagement. Information and invitations to events were also sent to 400 elderly people and their families on the Action Centre's mailing list.

The following measures were taken across all projects to promote engagement.

- Materials were offered in braille and audio format. Where appropriate British sign language and other interpreters were present at meetings to aid communications.
- 13 public events were held in fully accessible locations in the communities and city centre. Experienced staff were on hand to help explain the proposals.
- The events were marketed using a range of printed media (YEP), leaflets, flyers, posters (including on buses) and social media/e-newsletters.
- A dedicated email address and telephone line were established.
- The materials we used featured large easy to read text and a use of symbols and colour schemes to help highlight the issues and opportunities.
- An interactive online engagement portal (Commonplace) was used to collect contributions via tablets, PC's and smartphones.

As part of the scheme development process engineers and planners have applied the relevant DfT guidance and experience from previous Leeds projects (such as City Connect). The proposals will seek to promote social inclusion, social mobility, and accessibility and help create a transport system which benefits all in society.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

- Gender; Research shows that women and men have persistent different transportation needs, travel behaviours and levels of access to services and infrastructure. Women tend to travel shorter distances, closer to the home, and make more trips; they travel for a wider variety of purposes; they walk more; they have less access to a car and are the main users of public transport, they make more chained trips; their travel patterns tend to be shaped as polygons as compared to the more frequent commuting trips made by men. Women are more sensitive to safety concerns and tend to self-limit their movements and activities because of perceptions of risk, in the UK, they are less likely to cycle. Women are also overrepresented in social groups with specific transport needs and greater transport disadvantage: older people, people with special needs, single parents, and working parents who take responsibility for most caretaking tasks. Women's overall comparative disadvantage in terms of access to transportation negatively affects their professional development, economic status, leisure time, and personal wellbeing. [Source: genderSTE]
- Disability; Differential access to the transport system and the effect of transport policies, particularly (but not restricted to) for those with physical and sensory impairments, mental health issues or learning disabilities. Disabled people travel more frequently by bus than others, so public transport plays a vital role in ensuring that they can participate in community life and avoid social exclusion. They also may be affected to a greater extent by issues of reliability of public transport, modal integration (or lack thereof) and interchange and by issues such as overcrowding/ space availability. The availability of accessible infrastructure and walkable, level routes and access to information, including on board and at stops, will also have a differential impact on this equality group.

Disability can lead to a greater reliance on private transport (own car or taxi, or lifts from friends/ relatives etc). Journey times, distance and destinations as well as modal choice may be affected by disability.

- Race; Differential access to the transport system and the effect of transport policies, particularly for Black, Asian and Minority Ethnic people are around

impacts on access to employment, education and training, which are vitally important issues for BAME communities as a means of overcoming disadvantages in the job market. Studies have also shown a differential impact in terms of the impact of traffic and road safety. They are also underrepresented among cyclists. It is thought that enabling travel by active modes may particularly benefit some members of the BAME communities in addressing health inequalities, including Type II diabetes and cardio-vascular health.

- Age; Both younger and older people are more at risk of being involved on a road traffic collision and suffer greater consequential effects – initiatives that contribute to road safety, especially of active modes, will have a beneficial impact on these sections of the population.

Young people rely very much on public transport, although many have personal security concerns when using public transport and this is coupled with the fact that in terms of actual risk they are the age group which are most likely to be the victims of violence and/or assault. Children exposed to traffic related air pollution are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

Many older people are not able to drive because health conditions related to their age or find the cost of running a car prohibitive. Like with disabled people, there will be a differential impact in terms of distance travelled (including to access public transport in the first place), reliability, overcrowding and the need to interchange or change modes. The presence and availability of evening and weekend services and infrastructure at stops/ stations will also have a differential impact in terms of the ability to access activities and leisure opportunities. The inter-district connectivity enabling access to local services has also been found to be particularly important to older people and people with disabilities.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.

Date to scope and plan your impact assessment:	June 2018
Date to complete your impact assessment	July 2018
Lead person for your impact assessment	Andrew Wheeler

(Include name and job title)	
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6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Gary Bartlett	Chief Officer	
Date screening completed		11 th May 2018

7. Publishing	
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Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: Adel to Leeds A660 quick wins proposal

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

New signalised junction at Holt Lane and provision of new cycling infrastructure between Holt Lane and Lawnswood Cemetery (including carriageway resurfacing works and renewal/upgrade of signals).

The proposals will reduce delays currently experienced by buses trying to egress onto Otley Road from the Holt Lane junction. They will also extend cycle network coverage beyond the Outer Ring Road on what, within the Outer Ring Road, is the heaviest used cycle corridor in the city. This will further amplify the benefits of cycle facilities being introduced as part of the Lawnswood Junction scheme, reducing the reliance on car for short trips and ensuring cyclists do not come into conflict with buses.

The indicative cost of the proposal is £1,924,958 and construction work will take 2 months from October 2018.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		x
Have there been or likely to be any public concerns about the policy or proposal?	x	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		x
Could the proposal affect our workforce or employment practices?		x
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		x

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (**think about** the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).

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Stakeholder engagement on this project is to take place between June 20th and July 27th 2018.

As part of the engagement LIP will be helping coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. Along the Adel to Leeds route special effort will be made to engage the elderly community through various networks and community groups. There is also a large youth population in this part of Leeds around the three universities and various other primary, secondary and further education facilities. Special efforts will be made to make contact with these organisations and promote engagement. Social media platforms will be used to full effect to help this process.

- **Key findings**

(**think about** any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

- Gender; Research shows that women and men have persistent different transportation needs, travel behaviours and levels of access to services and infrastructure. Women tend to travel shorter distances, closer to the home, and make more trips; they travel for a wider variety of purposes; they walk more; they have less access to a car and are the main users of public transport, they make more chained trips; their travel patterns tend to be shaped as polygons as compared to the more frequent commuting trips made by men. Women are more sensitive to safety concerns and tend to self-limit their movements and activities because of perceptions of risk, in the UK, they are less likely to cycle. Women are also overrepresented in social groups with specific transport needs and greater transport disadvantage: older people, people with special needs, single parents, and working parents who take responsibility for most caretaking tasks. Women's overall comparative disadvantage in terms of access to transportation negatively affects their professional development, economic status, leisure time, and personal wellbeing. [Source: genderSTE]
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are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

Many older people are not able to drive because health conditions related to their age or find the cost of running a car prohibitive. Like with disabled people, there will be a differential impact in terms of distance travelled (including to access public transport in the first place), reliability, overcrowding and the need to interchange or change modes. The presence and availability of evening and weekend services and infrastructure at stops/ stations will also have a differential impact in terms of the ability to access activities and leisure opportunities. The inter-district connectivity enabling access to local services has also been found to be particularly important to older people and people with disabilities.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

5. If you are *not* already considering the impact on equality, diversity, cohesion and integration you *will need to carry out an impact assessment*.

Date to scope and plan your impact assessment:	June 2018
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Date to complete your impact assessment	July 2018
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Lead person for your impact assessment (Include name and job title)	Andrew Wheeler
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6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Gary Bartlett	Chief Officer	
Date screening completed		11 th May 2018

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

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Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Report author: Mark Mills/ Paul Fleming
Tel: 0113 3787718/ 3788935

Report of Director of City Development

Report to Executive Board

Date: 25 July 2018

Subject: Redevelopment of former Kirkstall District Centre

Are specific electoral wards affected? If yes, name(s) of ward(s): Kirkstall	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: 10.4.3 Appendix number: 2	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Summary of main issues

1. The redevelopment of brownfield land for housing supports the delivery of the Best Council Plan outcomes, in particular that everyone lives in good quality affordable homes within a clean and well cared for environment. It also support delivery of a number of big ideas set out in the Inclusive Growth Strategy in particular ‘supporting places and communities to respond to economic change’. Additionally, it supports the ambition and priorities set out in the Leeds Health and Well-being Strategy.
2. Much of the former Kirkstall District Centre site has been derelict for over 15 years, with only Harvard Mills and a few other small retail units occupied. The site was acquired by Tesco who submitted a planning application in 2011 for a new supermarket. However, due to changes in the retail sector, the proposals have not been pursued and Tesco instructed agents to market the site for disposal.
3. As shown in Appendix 1, Tesco continue to own the freehold of the eastern part of the site (shaded blue) and have a long lease from the City Council for the western part of the site (shaded orange) which includes Harvard Mills, and parade of shops fronting onto Kirkstall Lane and associated car parking which is accessed from Beacroft Street.
4. Tesco has marketed its interest in the site, however redevelopment is not without its challenges in particular due to its topography which slopes steeply from Kirkstall Hill to the A65. Equally, access is constrained due to the importance and volume of traffic using the A65 and Kirkstall Lane.

5. A number of developers have approached the Council about alternative development proposals giving its freehold interest. Proposals have predominantly focused on retail schemes, but these have not been deemed appropriate due to the scale and type of retail activity which would see high volumes of car bourn visitors, but have equally proven difficult to deliver from a viability perspective due to Tesco's land value expectations.
6. In 2017, Artisan Real Estate UK Limited proposed a residential development scheme as part of Tesco's latest marketing of the site. This provides a timely and exciting opportunity to redevelop a brownfield site in a prime and highly visible location to deliver a scheme currently proposed to include 266 apartments and 35 town houses.
7. To deliver the scheme, the developer requires land currently owned by the Council and leased to Tesco.

Recommendations

Executive Board is asked to:

- i) Note the positive progress achieved in securing a redevelopment scheme for land in the heart of Kirkstall;
- ii) Declare all Council owned land within the site red line boundary shown in Appendix 1, including that Leased to Tesco, operationally surplus.
- iii) Approve the disposal of the Council's freehold interest in land forming the site to Artisan Real Estate UK Limited on the draft terms set out in confidential appendix 2; and
- iv) Delegate the approval of the final disposal boundary and terms to the Director for City Development with the concurrence of the Executive Member for Regeneration, Transport and Planning.

1. Purpose of this report

- 1.1 The purpose of this report is to update Executive Board on the development schemes emerging for the former Kirkstall District Centre site and to seek approval to the draft terms of disposal of the Council's land interests which form part of the site.

2. Background information

- 2.1 Kirkstall District Centre sits to the east of the A65. Once vibrant, the centre included a number of businesses including post office, public house, library and independent discount supermarket. Many of these businesses/ uses have closed and the site now creates a negative image of the area and does little to contribute to the local economy and surrounding neighbourhoods. The site is highly prominent due to its location at a busy crossroads between the A65 and Kirkstall Lane and has a substantial impact on nearby residents. Equally, due to the brownfield nature of the site and its accessibility to local facilities as well as the city centre via the A65 bus corridor and Headingley railway station, identifying a development solution has been a priority. This supports the delivery of policies set out within the Core Strategy which seek to prioritise the redevelopment of brownfield sites in such accessible locations.
- 2.2 The site itself presents a number of redevelopment challenges including topography which slopes steeply from east to west with a high point on Kirkstall Hill. The level changes have been overcome through the construction of some significant retaining walls which either need to be accommodated or dealt with as part of any redevelopment scheme. Any work to these structures will be extremely costly due to their size and as such it is prudent for development schemes to incorporate them positively. This is a substantial challenge for any scheme both constraining design and adding to costs.
- 2.3 Access to the site is also not without its difficulties due to the volume of traffic already using the various routes throughout the area. This means that access can only realistically be taken from Beacroft Street to the south of the site.
- 2.4 Following acquisition of the site, Tesco submitted a planning application for a new supermarket in 2011. However, due to the changes in the retail sector this did not progress and as a result Tesco began the process of marketing of the site in 2014. As shown on the plan at Appendix 1, Tesco own the freehold of the eastern part of the site (shaded blue) and have a long lease from the City Council for the western part of the site (shaded orange). Whilst the Library has been declared surplus to operational requirements, the remainder of the Council owned land remains operational and must be declared surplus prior to any disposal.

3. Main issues

- 3.1 As the City Council has the freehold interest in a large part of the site, a number of developers have approached the Council to discuss their proposals. This has further highlighted the challenges which impact on deliverability, both from a technical and viability perspective. The majority of the schemes proposed have been retail led, but the retail focus for Kirkstall has effectively shifted to the east of the A65, with Morrisons, Matalan and the new Kirkstall Bridge retail park all located within this area, with the latter including a number of notable stores including M&S, Home Bargains and Smyths Toys. As such, the proposals for the district centre site

predominantly focused on warehouse style retailing with concerns raised by ward members around the acceptability of such schemes given their potential to provide only limited benefits to local residents and the very real risk to substantially increase the number of vehicles in the area causing increased levels of traffic congestion.

- 3.2 In 2017, Artisan Real Estate UK Limited approached the Council about a residential scheme for the site. Artisan have a track record of delivering residential and mixed use schemes across the Country and have shared proposals for 266 apartments and 36 town houses for the Kirkstall site. The scheme also includes a small element of commercial space located at the junction of Kirkstall Lane and Kirkstall Hill, opposite which is a newsagent and a number of takeaways. There is an opportunity for this junction to become a focal point for retail/ service provision targeted towards the local community and therefore serving a different market to the larger retail space to the west of the A65.
- 3.3 The scheme will be targeted at young professionals due to its relative affordability, proximity and accessibility to the city centre and nearby facilities. The scheme will incorporate affordable housing to meet planning requirements and through bringing such a quantum of new residential units to the area will help to support and sustain local facilities including Kirkstall Leisure Centre which sits opposite the site on Kirkstall Lane.
- 3.4 In summer 2017, initial pre-application discussions took place with the Local Planning Authority. Whilst already well thought through some suggestions have been made around how further improvements could enhance the proposals. However, the scheme is respectful of the surrounding area and care has been taken to ensure that distant views of the site from across the Kirkstall Valley are positive. The scheme successfully deals with the topography and levels of the site through innovative use of undercroft parking and well placed garden areas and open space.
- 3.5 Council owned land fronting onto the A65 Commercial Road, is not currently proposed for inclusion within the scheme. However, through consultation with ward members the development potential of some of this land has been identified to create a stronger relationship between the site and the wider area. Should any additional Council land be included in the sale, it is proposed that this would be subject to the approval of the Director of City Development in consultation with Ward Members and with the concurrence of the Executive Member for Regeneration, Transport and Planning.
- 3.6 Subject to approval of the recommendations set out in this report, it is proposed that further pre-application discussions take place including a presentation to plans panel for their comments prior to a planning application being lodged.
- 3.7 This scheme is a positive step forward to securing the redevelopment of the Kirkstall District Centre site and the Kirkstall ward members are supportive of the progress which has been made to date given the positive impact that this will have for Kirkstall. There is a window of opportunity to ensure that the redevelopment scheme is realised and the Council has been working proactively with Artisan to agree terms for the sale of the Council's freehold interest. The sale of the Council's land is required to ensure that funding can be secured by Artisan to deliver the scheme. Equally, there is no benefit in the Council retaining a long term interest in the site. The proposed terms are set out in confidential appendix 2.
- 3.8 Subject to Executive Board approving this report, the further planning pre-application discussions set out above will take place over the summer with a

planning application then being submitted in the autumn. Subject to approval, development will commence in 2019/20.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 The Executive Member for Regeneration, Transport and Planning has been briefed on the proposals and regular discussions have taken place with the Kirkstall ward members who are supportive of the scheme. Consultation with local residents has not yet taken place, but this will be progressed prior to a planning application being submitted.

4.2 Equality and diversity / cohesion and integration

4.2.1 An Equality, Diversity, Cohesion and Integration screening has been completed. This identified that there are no impacts which require further consideration in relation to the disposal of the Council's land to Artisan.

4.3 Council policies and best council plan

4.3.1 The redevelopment of brownfield land for housing supports the delivery of the Best Council Plan outcomes, in particular that everyone lives in good quality affordable homes within a clean and well cared for environment. It also support delivery of a number of big ideas set out in the Inclusive Growth Strategy in particular 'supporting places and communities to respond to economic change'. Additionally, it supports the ambition and priorities set out in the Leeds Health and Well-being Strategy.

4.3.2 The proposed development scheme by Artisan will provide much needed housing in Kirkstall, but will also deliver a high quality redevelopment scheme on a prominent site adjacent to the A65 which is a major transport corridor into the city centre.

4.4 Resources and value for money

4.4.1 Details of the proposed terms for the disposal of the Council's interest to Artisan is set out in the Confidential Appendix. The Council currently receives a rental income of £34,449pa for the ground lease. As a result of the freehold sale this income will be lost, but this is considered to be acceptable given the wider benefits achieved through the emerging redevelopment proposals.

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

4.5.1 The information contained in the Exempt Appendix 2 attached to this report relate to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information is subject to one to one discussions with Artisan, it is not in the public interest to disclose this information at this point in time.

4.5.2 Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable

to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time. It is therefore considered that this element of the report should be treated as exempt under Rule 10.4(3) of the Access to Information Procedure Rules.

4.6 Risk management

- 4.6.1 If this disposal were not to proceed the opportunity to see a comprehensive redevelopment of Kirkstall District Centre site could be lost and there would be significant uncertainty of any other schemes emerging. The sale will be conditional on planning and development commencing within a defined period, providing the Council with some control to ensure a scheme is realised.

5. Conclusions

- 5.1 The Kirkstall District Centre site, was once a vibrant focal point for residents in Kirkstall but is now an eyesore in a prominent location.
- 5.2 Whilst Tesco drew up proposals in 2011 for a scheme, this has not progressed and the site has been marketed.
- 5.3 A number of potential schemes have emerged over the last 3 years, but have struggled to gain traction on viability grounds due to substantial site constraints, in particular topography and access, but also due to the mix of uses proposed.
- 5.4 In 2017, Artisan Real Estate UK Limited shared proposals with the Council for an innovative residential scheme which deals with the topographical challenges to deliver over 300 residential units in a high quality setting. To deliver the scheme, Artisan required the Council to sell its freehold interest which it holds in part of the site.
- 5.5 Subject to the proposed terms being agreed, Artisan will further progress their pre-application planning discussions, including a presentation to Plans Panel with a view to submitting a planning application in the autumn. Subject to approval of the planning application on site works will commence in 2019/20.

6. Recommendations

- 6.1 Executive Board is asked to;
- 6.2 Note the positive progress achieved in securing a redevelopment scheme for land in the heart of Kirkstall;
- 6.3 Declare all Council owned land within the site red line boundary shown in Appendix 1, including that leased to Tesco, operationally surplus.
- 6.4 Approve the disposal of the Council's freehold interest in land forming the site to Artisan Real Estate UK Limited on the draft terms set out in confidential appendix 2; and
- 6.5 Delegate the approval of the final disposal boundary and terms to the Director for City Development with the concurrence of the Executive Member for Regeneration, Transport and Planning.

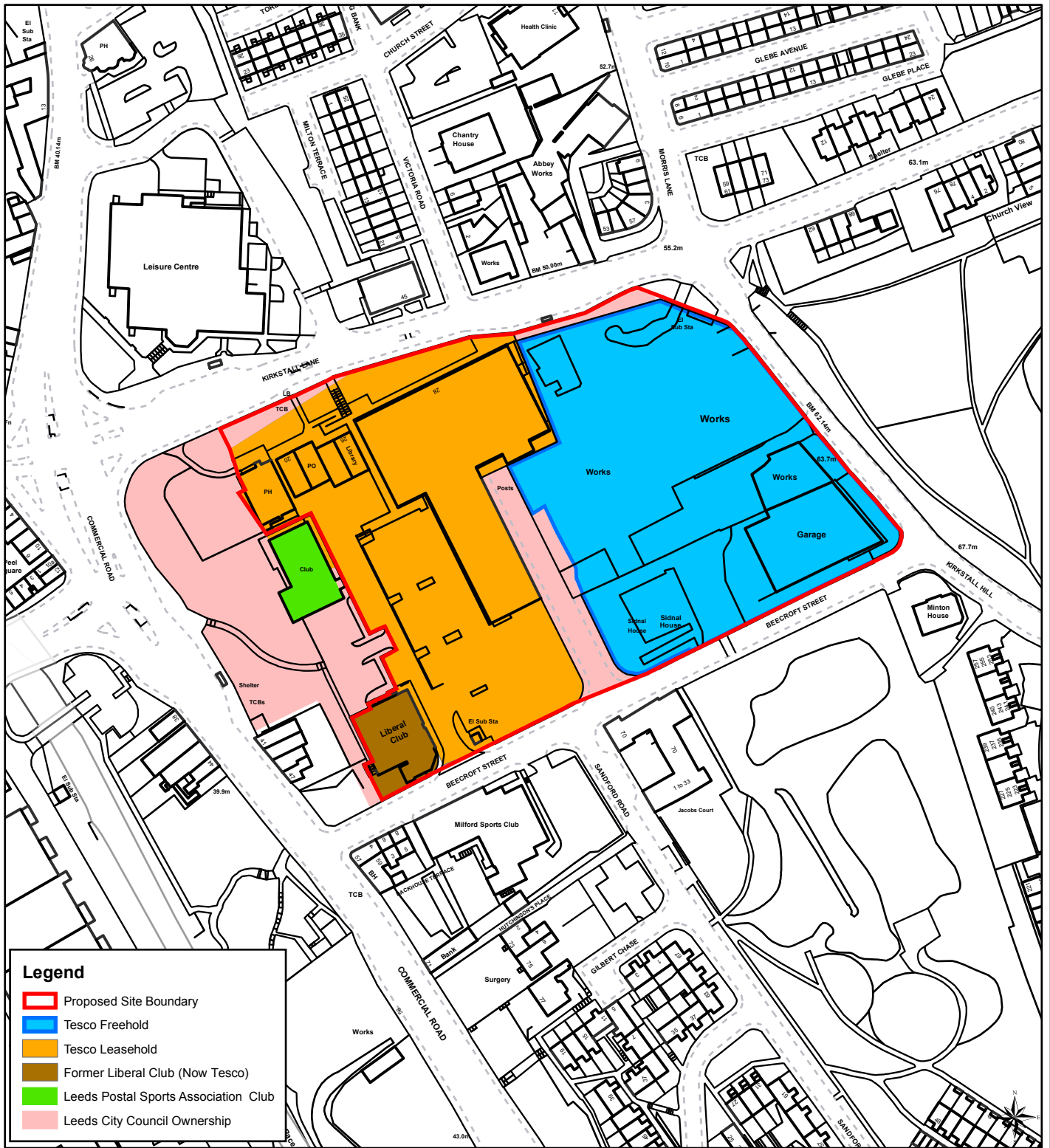
7. Background documents¹

7.1 None.

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

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LEEDS CITY COUNCIL OWNERSHIP PLAN BEECROFT STREET KIRKSTALL LEEDS LS5



PREP BY M. CHRISTIAN
 DATE SAVED: 27/06/2018
 OS No SE2635NW
 SCALE 1:2,000
 PLAN No 18600/U



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Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: City Development	Service area: Asset Management and Regeneration
Lead person: Mark Mills	Contact number: 0113 3787718

1. Title: Kirkstall District Centre Regeneration

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

Sale of land owned by the Council at Kirkstall District centre to support and facilitate the regeneration and development of the site.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		x

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**
(**think about** the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

- **Key findings**
(**think about** any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

- **Actions**
(**think about** how you will promote positive impact and remove/ reduce negative impact)

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Mark Mills	Executive Manager Regeneration	21 st May 2018
Date screening completed		21 st May 2018

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Report of the Director of Children & Families

Report to Executive Board

Date: 25th July 2018

Subject: Leeds Children’s Services Innovation Programme and Partners in Practice: Update Summer 2018



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

Summary of main issues

1. The purpose of this report is to provide Executive Board with a summary of progress in the Children and Families Directorate’s Innovation Programme and an update on Leeds’ support for sector led improvement as a ‘Partner in Practice’

2. Since 2015, Leeds has been recognised as a high performing authority and is one of a small number of Council working with the Department for Education (DfE) to promote national reform and support children’s services with challenges and weaknesses. This has enabled Leeds to access considerable financial support, both directly from the DfE and also from other sources. In total this has benefited the city by close to £20m through securing funding through the Innovation Programme, Partners in Practice, ‘Troubled Families’, Stronger Families and other smaller initiatives. However, it is important to note that support from central government is reciprocated – additional funding is provided in the expectation that Leeds plays a strong role supporting the national agenda.

3. This investment has helped secure the city’s status as a national leader in children’s services and has enabled the Directorate to move further and faster with its strategy for change. The Innovation Programme has been vital for continuing to change and improve local services. The £9.6m funding received last year has been invested in four projects: Restorative Early Support Teams (RES Teams); Rethink, Futures and the Leeds Relational Practice centre. RES teams are social work led multidisciplinary teams that are strengthening practice and early help in the seven highest needs

clusters (these align with wider corporate work on the highest need neighbourhoods). These are all now operating and initial evaluation is positive with great feedback from local schools and families. Rethink is a way of developing better practice for front line workers through a range of training, engagement and review. This project is initially focusing on working with adolescents where local research has shown challenges for workers. Again, initial evaluation is positive with good signs of engagement from across services and evidence of growing impact on day to day work. Futures will provide support for parents who have had a child removed by the courts, working to reduce the risks of recurrent child removals. This responds to national and local research that shows some parents, particularly young and care experienced, are at risk of multiple removals.

4. The final element of the Innovation Programme is the Leeds Relational Practice Centre (LRPC) which is designed to strengthen Leeds' work in sector led improvement through offering a wide range of training and networking events and activities. The aim is to promote the model of restorative and relational practice used successfully in Leeds and other areas and to share the learning from Leeds' improvement journey. This has proved very successful, attracting over 40% of Councils to Leeds for events over the past year.
5. The LRPC strengthens Leeds' contribution to Partners in Practice and sector led change but this area of work includes more intensive projects as well. Leeds is helping to pilot and promote key national reforms, and is engaged in supporting Councils in their improvement work. Leeds has supported a number of Councils already such as Manchester and Sunderland and the current major project in this area is work in Kirklees through the Improvement Partnership. Kirklees is now making good progress after a period of change and challenge, as leadership and staffing changes have been stabilised. A permanent, experienced and settled leadership team is now in place and is working well to drive the Improvement Plan forward. Staff recruitment and retention have been improved and as such pressures and caseloads on front line teams are falling each month. Improved management and better practice are enabling more confident decision-making, helping children and families be supported without recourse to care or child protection plans where they are not needed e.g. the proportion and numbers of children and young people in care and with Child Protection Plans is now being markedly, and safely, reduced.

Recommendations

6. Executive Board is recommended to note progress made in Leeds' children's services Innovation and Sector Led Improvement work.

1 Purpose of this report

- 1.1 The purpose of this report is to provide Executive Board with a summary of progress in the Children and Families Directorate's Innovation Programme and an update on Leeds' support for sector led improvement as a 'Partner in Practice'

2 Background information

- 2.1 After the positive inspection of children's services in Leeds in 2015, the city was selected as one of a small number Councils that are 'Partners in Practice', working closely with the Department for Education (DfE) on national reform and providing support to Local Authorities experiencing difficulties. Leeds is still the only Core City that is a DfE Partner in Practice.
- 2.2 Leeds' status as a high performing Local Authority and a Partner in Practice has helped the city access important additional funding to support our work with local children and families. Leeds has won over £14 million of funding from the DfE Innovation Programme over the two stages of the initiative – firstly £4.5 million for 'Family Valued' which helped the city invest in Family Group Conferencing and restorative practice and then £9.6 million in 2017 for a wide ranging programme of change that is the subject of this report. This was the single largest sum of funding provided through the national programme, reflecting national support for the Leeds strategy.
- 2.3 In addition to this funding from the DfE, the status of the city and the service has helped gain wider funding including £3.5 million for Stronger Families to support families with worklessness; funding from the NHS and Adults & Health for key services such as MindMate and the children's mental health strategy; the Intensive Positive Behaviour Service, which will work to reduce the need for residential placements for young people with severe autism and challenging behaviours; and finally, joint investment in work to support parents at risk of recurrent care proceedings.
- 2.4 There are clear expectations from central government that the support and status of the Innovation Programme and Partners in Practice should be reciprocated with a high level of support from Councils, such as Leeds, for DfE priorities such as national reform and sector led improvement.

3 Main issues

- 3.1 The Leeds Innovation Programme has four main elements:
- *Restorative Early Support Teams*: these are social work led multi-disciplinary teams that are designed to look for new and improved ways of working with children and families to reduce the need for statutory social work and also to try new and improved ways of building cooperation, capacity and expertise in clusters/schools.
 - *Rethink*: this project is looking at developing new, stronger models of practice for front line children's services workers and new ways of building cooperation

between frontline professionals. The idea is to promote a more evidenced way of working and planning, and developing a shared language and understanding of children and families. The initial focus of this work is on improving work with adolescents.

- *Futures*: this is a new therapeutic service that will provide intensive support for parents where they have had children removed and they are at risk of future care proceedings for further children. The need for this service has been highlighted by both national and local research, with particularly high risks for care experienced and young parents. As such this will be the target group for our initial work.

Restorative Early Support Teams

- 3.2 The idea of restorative early support grew out of an initial pilot of social work in schools and a coincidental opportunity to utilise some staff differently in one of our high need cluster areas (2gether) in the east of the city.
- 3.3 The work has a clear remit of bringing social work closer to schools and the services tied to schools as well as offering more immediate and tailored, targeted interventions. This is with the overall aim of improving relationships, increasing access to service at the right time and reducing bureaucracy surrounding these processes. It is enabling a true sense of Right service, Right family Right time. The RES teams can be seen as the jigsaw piece between cluster/schools services and area social work teams. There will be an overlap at times as some families do need to move through different arenas but RES teams will predominantly offer non statutory input .
- 3.4 The past two years have seen this RES team as central to the development of a new working model- now the Leeds Practice Model, that can be used in any practice area, and most recent months have seen the set-up of RES teams in 6 additional high needs cluster: Seacroft Manston, JESS, BCM, Armley/Farnley, Bramley and Inner west and Inner East.
- 3.5 The RES team's Ultimate aims are to :
- Reduce the numbers of families progressing through statutory intervention
 - Improve families experience of services and enable their own utility
 - Improve and enable professional working partnerships and relationships
 - Connecting the right family to the right service at the right time.
- 3.6 The teams are made up predominantly of social workers and family support roles but with a view to creating more multidisciplinary teams all told.
- 3.7 The setup of the teams is supported using elements of Implementation Science to ensure solid embedding of the Leeds Practice Model, change, effective training and coaching and sustainability. The teams experience a twenty week programme of support to 'skill up' all workers and equally to get their feedback and input into ongoing developments of teams and the model. Support to these teams will

continue indefinitely through regular space for consultation with all the managers, as well as regular top up training and coaching events.

- 3.8 2Gether, JESS, BCM, Inner East and Armley /Farnley are all a considerable way into their twenty week programme and are already demonstrating commendable commitment and enthusiasm for this newly developing way of working despite some of the challenges it is bringing them. Initial evaluation of the work is both positive and promising.
- 3.9 Looking forward we will continue to engage in implementation processes as already described to continually improve and develop the work in the RES teams. Seacroft Manston and Bramley/Inner West will be commencing their programme proper towards the end of July, but team managers in these areas are already part of thinking and managers groups.

RETHINK

- 3.10 The development of the RETHINK project was parallel to the development of the RES teams and was initially driven by a multiagency working group looking at the increasing numbers of adolescents becoming looked after (2016). Initial and immediate impressions around this issue assumed a lack of service for teenagers, but this group very soon established that there were numerous services across the city but they often times lacked connection, shared purpose, or language and largely viewed teenagers as people apart from their families. So, if we could develop a single way of understanding family problems as specific and relevant to all parts of that family and could simultaneously create opportunity for all services to come together and share their knowledge and experience and get to know one another –we could increase effectiveness of case consideration and joined up working across key agencies so enabling clearer and more helpful journeys for adolescents and their families and so decreased entry to care. This then came together as Formulation Forums and the Leeds Practice Model delivered and supported by a group of practice experts –the RETHINK team.
- 3.11 The RETHINK team of 6 Facilitators were recruited and began work in earnest from January of this year with a specific remit of:
- Developing and embedding the use of the 6PS formulation model within the context of the whole Leeds Practice Model to support a culture of multiagency support and challenge across Leeds.
 - Developing knowledge, skills and confidence in using the single formulation tool (6Ps) across multiple agencies and services through forums.
- 3.12 The team use aspects of Implementation Science to ensure effective impact and appropriate development and continuous learning occurs to embed RETHINK and the Leeds Practice model. To date and notably within a very short space of time, the team have:
- set up and are facilitating Formulation Forums on a daily basis right across the city - these have been consistently attended by practitioners from all areas

of child and family services and also consistently positively appraised by participants;

- established working partnerships with area social work teams to embed formulation in practice and progress events;
- actively supported the implementation of the Leeds Practice Model and skills training within the RES teams (20 week programme);
- developed working relationships at the front door to establish effective ways of using formulation at the first point of contact with families and referrers;
- recruited significant numbers of RETHINK Champions across the organisation to promote and support its uptake;
- delivered a series of HOTHOUSE learning events for senior leaders in social care to accelerate formulation skills;
- supported several other individual requests to apply formulation in different arenas.

3.13 Looking forward the team are also developing different level forums , coaching sets for team managers in the Leeds Practice Model and the use of an adapted formulation model for CIN cases in area social work teams.

FUTURES

3.14 The FUTURES team is our initial response to emerging learning and research in the field of recurrent care proceedings that clearly and rather starkly shows a significant gap in services for parents who have children removed from their care. We know, through work done by Prof Karen Broadhurst at the University of Lancaster, that if a young mother experiences one removal she is likely to experience at least 3 more within as many years. She is also highly likely to have been looked after herself and will definitely have experienced multiple adverse childhood experiences. This all then culminates in a particular kind of trauma and sense of loss and complex grief that is not comparable to any other experience or situation.

3.15 There is no directly transferable approach that is recognised or proven to be effective with this group, but we have been lucky to be involved in a change project working alongside 9 other authorities embarking on similar projects across the country. The learning sets have been supported by the researchers from University of Lancaster and the Research in Practice and have been invaluable in the development of Leeds' own ideas and planning of this service.

3.16 Leeds' initial team is made up of only 3 Practitioners-(1 lead and 2 practitioners) but we have been fortunate in receiving some non- recurrent funding through partnership with the CCG and this is enabling Leeds to expand the team to include a specialist role and a support worker as well as some clinical psychology input. We are currently recruiting to these roles and this will significantly increase our scope and ability to respond. We are in ongoing discussions with CCG commissioning around a commitment to funding on an ongoing basis.

- 3.17 We are initially targeting under 25s (mothers and fathers) who have experienced the removal of a child under 12 months, and to date have opened 7 cases since March.
- 3.18 The team are working to the same Leeds Practice Model as RES and as supported by RETHINK but with emphasis on a trauma informed approach, intensive working (small caseloads) sensitive and assertive engagement, systemic working and flexible and responsive interventions that can stretch from housing and benefit support to evidence based trauma focussed treatment.
- 3.19 We have also begun to develop a network of partner agencies across Leeds who are engaged in work with these parents in all kinds of ways .We are hoping that this will develop into an effective HUB arrangement that can allow us all to work better in partnership and learn from one another. We have held one partnership event that was well received and we are planning another one this June.
- 3.20 As with all the projects within innovations we expect to learn and develop as we move forward and consequently adapt what we do as we go.

LEEDS RELATIONAL PRACTICE CENTRE.

- 3.21 The Leeds Relational Practice Centre (LRPC) was established in 2017 with support from the Department for Education's Innovation and Partners in Practice funds. The over-arching aim of the Centre is to promote children's services sector-led improvement through the power of relationship-based practice; sharing learning around the distinctive model for child welfare reform that has had such an impact in Leeds and in other authorities. This includes broad sector-led improvement work such as participating in national programmes and research studies, as well as direct support to other local authorities.
- 3.22 The LRPC offers three tiers of direct support to other local authorities:
- Tier one – improvement and advice, a universal offer for all local authorities, focusing on the dissemination of learning from the Leeds improvement journey and from innovative practice in the city. This is delivered through a series of regular free learning events on a variety of topics, and will be supported by the ongoing development of the LRPC website.
 - Tier two – modular support, more in depth than tier one and generally covering similar topics (e.g. child friendly city, restorative practice) as feature in the free learning events, with support negotiated directly with the local authority. This support may include visits to Leeds to see aspects of our work and meet with senior leaders.
 - Tier three – partnership improvement support. This is a more intensive form of partnership support for local authorities in need of improvement. Tier three partnership support is negotiated with the Department for Education in line with our Partner in Practice role.
- 3.23 From October 2017 to date, the LRPC has hosted eleven tier one learning events for colleagues from other local authorities, on a range of topics. Over 50 different

local authorities (more than a third of all of the local authorities in England) have attended at least one of our learning events, and have taken ideas from Leeds back to their colleagues; for example, after attending our event on Child Friendly Leeds, a colleague from Southampton recently secured agreement from their Chief Executive to work towards making Southampton a child friendly city.

Several local authorities have approached us for support at tier two, and Leeds has hosted visits from authorities including Liverpool, Lincolnshire and Rotherham. Emerging findings, for example from Ofsted inspections, indicate that this work is helping to support other local authorities to make tangible improvements. We are currently in negotiations with the Department for Education to agree which local authorities Leeds will be supporting at a tier three level, in line with their priorities for improvement.

PARTNERS IN PRACTICE – SECTOR LED IMPROVEMENT

- 3.24 As a Partner in Practice, Leeds is taking a strong leadership role within the sector, working closely with DfE to promote national reform and sector improvement.
- 3.25 The main area where the Council is helping lead and promote sector change is in workforce development. This is an important element of the government's agenda and Leeds is well placed to support this work through its own local success on workforce development and reform – Leeds is rated best amongst all Councils for social work vacancies, and amongst the best in other key measures such as use of agency staff or social work turnover.
- 3.26 In terms of Sector Led Improvement, Leeds is taking a wide approach, as set out in the section on the Leeds RPC above. At present the major project in this area is our 'Improvement Partnership' with Kirklees, to support their children's services after their failed inspection in 2016. This work has been underwritten by significant funding from DfE and is governed by an independent Improvement Board chaired by the DfE Commissioner, Eleanor Brazil with senior representatives from both Councils. The formal partnership was approved in Autumn 2017.
- 3.27 The strategy in Kirklees has been shaped by the experience of the Leeds' improvement journey, with an intensive focus on getting the basics right and 'creating the conditions of success' for good social work. This has meant that our work has focused on leadership (including secondment of senior Leeds leaders); recruitment, retention and development of social work and other front line staff; developing a restorative culture and practice model; investing in Early Help; and finally in strengthening decision-making and 'management grip', particularly at key points such as the 'Front Door' and around legal proceedings.
- 3.28 Kirklees is now making good progress after a period of change and challenge, as leadership and staffing changes have been stabilised. A permanent, experienced and settled leadership team (including some high quality recruits from Leeds) is now in place and is working well to drive the Improvement Plan forward. Staff recruitment and retention have been massively improved, as such pressures and caseloads on front line teams are falling each month. Improved management and better practice are enabling more confident decision-making, helping children and families be supported without recourse to care or child protection plans where

they are not needed – the proportion and numbers of children and young people in care and with Child Protection Plans is now being markedly, and safely, reduced.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The programme has been shaped by consultation and engagement at key stages. At the outset there was extensive involvement of partners in developing the proposals, and this continues as the new projects work closely with partner agencies to shape implementation and ongoing work. There is also ongoing consultation with families around service design and how the new teams can work better.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 A full assessment of the equality, diversity and cohesion issues of this programme was undertaken at the outset of the programme and through the DDN process. This will be supplemented by two years of work with our independent evaluation partner, the University of Bedfordshire.

4.3 Council policies and Best Council Plan

4.3.1 This report is a key element in the Council's priority of making Leeds a Child Friendly City.

4.4 Resources and value for money

4.4.1 As explained at the outset, the Innovation Programme and our Partner in Practice work have proved vital to securing additional funding to support the Leeds strategy for children and families.

4.4.2 Budgets are reviewed regularly by the programme and local officers and are also subject to quarterly review by the DfE.

4.4.3 Value for money will be assessed through the University of Bedfordshire evaluation.

4.5 Legal Implications, Access to Information and Call In

4.5.1 None applicable

4.6 Risk Management

4.6.1 The Innovation Programme and Partners in Practice work are rigorously project managed, which includes a detailed risk management plan. This is reviewed regularly by officer and is also subject to external scrutiny by DfE.

5 Conclusions

5.1 As the report makes clear, Leeds is making good progress with both its own Innovation Programme and its work to support the sector through Partners in Practice. These activities are vital for ensuring that we can continue to improve outcomes, the overall strategy for the city can progress, and to secure financial sustainability for the service.

6 Recommendations

6.1 Executive Board is recommended to note the progress made in Leeds' children's services Innovation and Sector Led Improvement work.

7 Background documents¹

7.1 None

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

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children and Families	Service area: Innovation Programme
Lead person: Julie Longworth	Contact number: 0113 37 86386

1. Title: **Leeds Children's Services Innovation Programme and Partners in Practice: Update Summer 2018**

Is this a:

Strategy / Policy
 Service / Function
 Other

If other, please specify: Progress report on Children and Families' Services £9.6 million Innovation Programme and Sector Led Improvement work

2. Please provide a brief description of what you are screening

Review of progress into the Innovation Programme and Leeds' work with other Local Authorities.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	X	
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	
Could the proposal affect our workforce or employment practices?	X	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	X	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment. Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (**think about** the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

The Innovation Programme has already been subject to an initial EDCI assessment as part of the original DDN process.

The Innovation Programme will be subject to full, independent evaluation by the University of Bedfordshire. The University have been selected by central government as our evaluation partners. The evaluation will consider the impact on outcomes, practice and the organisation and processes of the Council. The outcomes of this evaluation will be shared with Executive Board.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

To be confirmed once evaluation is complete in 2020

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

The Innovation Programme is a pilot of new approaches. Once the evaluation is complete its impact on supporting equality and diversity will be considered and will inform future plans for the service.

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Steve Walker	Director of Children's Services	3 rd July 2018
7. Publishing		
This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.		
Please send a copy to the Equality Team for publishing		
Date screening completed		
Date sent to Equality Team		
Date published (To be completed by the Equality Team)		

Report of Director of Communities and Environment

Report to Executive Board

Date: 25th July 2018

Subject: Equality Improvement Priorities Progress Report 2017 – 2018 and Equality Improvement Priorities 2018- 2022

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

Summary of main issues

1. The Equality Improvement Priorities 2016 - 2020 were approved by Executive Board in October 2015. Executive Board also requested that they receive annual reports on progress. The Equality Improvement priorities were produced to ensure that the council meets its legal duties under the Equality Act 2010.
2. The priorities were developed to compliment the Best Council Plan priorities and help to underpin the ambition 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.
3. During the year work has taken place with Directorates to review the Equality Improvement Priorities to ensure that they are still relevant and continue to reflect the ambition of the council. The revised Equality Improvement Priorities 2018 – 2022 have been developed.
4. The council has a legal duty to publish information to show their compliance with the Equality Act duty.

Recommendations

Executive Board is recommended to:

- Approve the Equality Improvement Priorities Annual Report 2017 – 2018;
and
- Approve the revised Equality Improvement Priorities 2018 - 2022

1 Purpose of this report

- 1.1 This report sets out the annual progress against the council's Equality Improvement Priorities for 2017 – 2018.
- 1.2 It also sets out the council's revised Equality Improvement Priorities for 2018 - 2022.
- 1.3 Compliance with the Equality Act 2010 includes a specific duty to develop equality priorities which are reviewed every 4 years. The specific duty requires local authorities to:
- publish accessible information outlining the equality analysis which has taken place to inform equality objectives;
 - engage with people who have an interest in furthering the aims of the general equality duty; and
 - demonstrate progress against equality objectives for both employment and service delivery; and
 - publish information to show their compliance with the Equality Duty, at least annually
- 1.4 The council's Equality Improvement Priorities have taken into account the protected characteristics as required under the Equality Act 2010. They also recognise poverty as a barrier that limits what people can do and can be. As a result priorities were included that address poverty as the council recognises that a number of the protected characteristics are disproportionately represented in those living in poverty.

2 Progress Update

- 2.1 Progress against each of the council's equality improvement priorities during 2017 – 2018 is attached in Appendix 1. 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. The progress update also identifies where progress is linked to the council's Breakthrough Projects and locality focussed work.
- 2.2 The Equality Improvement Priorities recognise that there are currently different outcomes and experiences for different groups and communities and were developed to support the Best Council ambitions of Compassionate City and a Strong Economy and progress is reported against these.
- 2.3 In addition Human Resources have set out important building blocks that will help the council become more inclusive and representative. To drive further improvement, it has been recognised that we need to have a workforce that is representative of the citizens of Leeds and a culture that is truly inclusive. We know that we need to do more on both counts.
- 2.4 To support the delivery of the workforce Inclusion and Diversity work in 2017 - 2018 it was agreed by Executive Board in July 2017 that progress against the directorate level delivery plans that set out the things they are doing to 'be more

representative, would be included in future Equality Improvement Priorities Annual Update report.

3 Refreshed Equality Improvement Priorities 2018 -2022

- 3.1 In addition work has taken place on reviewing and refreshing the existing priorities and developing new ones as appropriate. This is to ensure that they are still appropriate and reflect the ambitions of the council.
- 3.2 The work on the refresh and review of the Equality improvement Priorities has been led and developed by directorates and/ or services to reflect the equality improvement work for directorates and services.
- 3.3 All of the refreshed and new strategic equality improvement priorities have been: informed by qualitative and/or quantitative intelligence and various consultation and engagement activities.
- 3.4 The annual reporting, refresh and development of new equality improvement priorities is tied in to the business planning cycle for the council. This enables data analysis and consultation and engagement activities used for developing the annual budget proposals and Best Council Plan to also inform the equality improvement priorities.
- 3.5 The reviewed and refreshed Equality Improvement Priorities 2018 -2022 are attached as Appendix 2. These are high level strategic priorities which are supported by delivery/action plans for implementation.
- 3.6 The table outlines priorities highlighting which ones have been refreshed and which ones are new. Work will take place over the next 12 months to seek to identify and improve ways to report equality progress, demonstrate improved outcomes and the impact on inequality.

4.0 Corporate Considerations

4.1 Consultation and Engagement

This report provides a progress update on the Equality Improvement Priorities. Extensive public consultation on the Best City Priorities and budget setting has been used to inform the priorities. Service specific consultations have taken place to inform the revised/new priorities.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 The Equality Improvement Priorities are in place to provide focus to address issues of inequality. They are based on evidence of disproportionate outcomes, which we are seeking to challenge and change.
- 4.2.2 The tools and mechanisms that the council use will continue to play a pivotal role in identifying and addressing inequality and these priorities form one part of this approach. Equality Impact Assessments continue to take place and will inform further developments in each of these priorities.

4.3 Council policies and the Best Council Plan

- 4.3.1 The Equality Improvement Priorities are an integral part of the Best Council

Plan priorities and help to underpin the ambition 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.

4.4 Resources and value for money

4.4.1 There are no additional resource implications arising from this report.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The production of an annual progress report on the Equality Improvement Priorities is a legal requirement to ensure compliance with the Equality Act 2010.

4.5.2 This report does not contain any confidential or exempted information and is subject to call in.

4.6 Risk Management

4.6.1 Any risks associated with specific priorities would be addressed as part of service delivery.

4.6.2 The risk to the council in not developing 4 yearly equality priorities and/or not publishing an annual progress report is that we will be in breach of the Equality Act 2010 which could result in reputational and possible financial implications for the council.

5 Conclusions

5.1 The Equality Improvement Priorities Annual Update Report demonstrates progress against the Equality Improvement Priorities 2016 – 2020 and the reviewed and refreshed priorities 2018 – 2-22 help the council to focus on areas of disproportionality and tackle inequalities.

6 Recommendations

6.1 Executive Board is recommended to:

- Approve the Equality Improvement Priorities Annual Report 2017 – 2018; and
- Approve the revised Equality Improvement Priorities 2018 – 2022

7 Background documents¹

None

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

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Leeds
CITY COUNCIL

Equality Progress 2017 - 2018

Leeds - The Compassionate City: Tackling Inequalities



Contents

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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 fair and sustainable, ambitious, creative and fun 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 2018 -2021*)

The Equality Improvement Priorities 2016 – 2020 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

Based on the latest 2015 mid-year figures estimate published by the Office of National Statistics (ONS) ¹:

- The Leeds population is 774,100.
- While the population is growing, the percentage increase is less than for the UK as a whole. In the 10 years since 2005, the Leeds population increased by 39,000 people, an increase of 5.3% compared to the UK increase of 7.8%.
- The percentage increase in 0-15 year olds is greater in Leeds than for the UK as a whole:
 - In the 10 years since 2005 the Leeds 0-15 population has increased by 9.5% compared to a UK increase of 4.9%.

¹ Population figures are from the latest Statistical Bulletin from the Office of National Statistics (ONS)

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2015>

- There are 145,900 children aged 0-15 in Leeds, 12,700 more than in 2005.
- The proportion of 0-15 year olds in Leeds is 18.8% which is the same as for the UK as a whole.
- Leeds has a larger than average proportion of 20-29 year olds at 17.7% (136,700 people) compared to the UK proportion of 13.4%
- The population of older people aged 65 and above is growing in Leeds. In the 10 years since 2005:
 - This population has increased by 9.4% compared to a UK increase of 20.8%.
 - Leeds has a smaller proportion of people aged 65 and above at 15.4% compared to a UK proportion of 17.8%
 - Although the percentage increase in Leeds is smaller than for the UK as a whole, it is important to note that there are 119,200 people aged 65 and over in Leeds -10,200 more than in 2005.
- The population of very old people also increasing. In the 10 years since 2005:
 - The population of those 85 years and over has increased by 14.0% compared to a UK increase of 31.1%.
 - Leeds has a similar proportion of people aged 85 and above as the UK at 2.0% compared to a UK proportion of 2.3%.
 - Although the percentage increase in Leeds is smaller than for the UK as a whole, it is important to note that there are 15,500 people aged 85 and over in Leeds which is 1,900 more than in 2005. The increase has been greater for males as there are now 1,200 more men aged 85 and above than in 2005. The number of women aged 85 and above has only increased by 700.

Based on analysis comparing the 2001 and 2011 censuses:

- Leeds is becoming increasingly diverse with the Black and Minority Ethnic (BME) population accounting for 18.9% of the resident population (up from 10.8% in 2001). In addition the school census from January 2016 shows that 31.1% of the school population are from Black and Minority Ethnic Groups.
- The number of Leeds residents born outside of the UK has increased from 47,636 (6.7% of the population) in 2001 to 86,144 (11.5%) in 2011, with just over 20,300 people being born in the EU (12,026 born in EU accession countries) and just over 61,000 born elsewhere.
- Of the 86,144 people born outside the UK, more than half arrived in the last 10 years, 67% were between the ages of 16 and 44 when they arrived in the UK, and 29.5% were aged 15 or younger.
- There is no direct count of disability, but the census collects information in relation to 'long term health problems or disability'. In Leeds 83.2% of people say that their day to day activities are not limited by long term health problems or disability, 7.9% say they are limited a lot and 8.9% say that they are limited a little.

- The proportion of people who say they are Christian is lower in Leeds (55.9%) than across the whole of England and Wales (59.3%), while the proportion of people who say they have no religion is higher (28.2% and 25.1% respectively).
- Compared to England and Wales, Leeds has 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%).

As a growing city, Leeds is seeing significant changes to its population make-up:

- The number of children and young people is projected to continue to rise. Up until now, the growth has been driven by Early Years (0-5 years old) and then primary school-aged children. However, from 2016 onwards, the majority of the growth is projected to be in the number of secondary school-aged pupils.
- The number of elderly people will continue to rise, as the baby-boomer generation grows older. This has implications not only in terms of public services, ensuring that older people get excellent care and support when they need it and are enabled to live independently, but also in terms of the labour market as we make the most of the skills and talents that everyone has to offer.
- In the 10 years between the 2001 Census and the 2011 Census, the BME population in the city increased from 10.8% to 18.9%, and the number of residents born outside the UK almost doubled. There have been very localised impacts across the city - with complex, related issues such as 'national identity', language proficiency, transient populations and variations in birth rates that in turn influence service provision and the wider interface between communities.
- In part linked to demographic change, in part linked to wider social change, patterns of faith have also changed across the city - different ethnic and religious groups have very different age profiles and understanding these differences is key to helping plan and deliver appropriate services.

The Indices of Multiple Deprivation 2015² show a worsening picture in some neighbourhoods in Leeds and there are now 16 Lower Super Output Areas that are in the most deprived 1% nationally. In Addition 31% of our school-aged children live in areas that are in the most deprived 10% nationally.

In 2015/16, 20% of the Leeds population were estimated as being in absolute poverty, affecting almost 155,000 people.³ 18.1% of children under the age of 16 in Leeds (26,400 children) were estimated to live in poverty in 2015, compared to 14.7% in England.⁴ The 26,400 children in poverty represented 15,240 households across Leeds. Unemployment in Leeds is at 9.6% and remains above the national average.⁵ In-work poverty affected 13.5% of all working age adults in the UK in 2015/16. (If applied to the working age population of Leeds, this equates to 69,000 adults) Over 25,000 people in Leeds have received food through a food bank or

² <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>

³ DWP – Households Below Average Income dataset 2017 (HBAI)

⁴ DWP Children in out-of-work benefit households, July 2016

⁵ Leeds Best Council Plan, 2017-18

food parcel provider in 2015, almost 25% more than in 2014⁶ and 38,600 Leeds households were in fuel poverty in 2014.⁷

Equality Progress

Progress against each of the council's equality improvement priorities during 2017 – 2018 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

People in Leeds can lead safer, healthier and happier lives and are free from the risks, threats and harms associated with domestic violence and abuse

Progress

Domestic Violence continues to have a significant impact on the lives of many adults, children and families in the city. In addition to the human impact on the health, wellbeing and life chances of those affected, there is also a substantial financial impact to the city in terms of the costs of services and lost economic output. This includes costs in health provision, housing resources, criminal justice responses and the provision of a range of other statutory and third sector services. Domestic violence is still one of the council's breakthrough projects with the aim of bringing partners together in new and different ways to improve the city's response to domestic violence.

Approximately 20,000 incidents of domestic violence and abuse were reported to the police in the 12 month period to March 2018, which, equates to police in Leeds receiving an average of 53 domestic violence and abuse calls every day. Children are present in the household in around a third of these incidents. Mental health and substance misuse are known to feature in a significant number of cases as well.

From September 2016 to September 2017:

- Approximately 26% of referrals to Children's Social Work Services every month have DV as the primary reason for referral

⁶ Leeds Food Aid Network (FAN), June 2016

⁷ Department of Energy & Climate Change, June 2016

- 20.8% involved male victims (3,746 male domestic incident victims)
- 30.6% of incidents reported to the police had children (5,991 domestic incidents identified 'children present')
- Approximately 65% of babies under age of 1 year entering care had domestic violence as a factor (2017)
- 76.7% involved female victims (13,781 female domestic incident victims)
- The numbers of victims who self-reported in the 12 months to September 2017 has increased with 5,972 domestic incidents identified as 'victim self-reported'.

In addition Leeds have undertaken 14 domestic homicides reviews (DHR) using the DHR criteria. The details of these are:-

- 16 lives have been lost since April 2011
- 12 victims were female (1 a child of 17 years)
- 2 victims were male
- 2 children were killed alongside their mother
- 5 victims were over the age of 50 and 3 of these were over the age of 60
- 3 victims were from Black Asian and minority Ethnic (BAME) backgrounds
- There were 3 perpetrator suicides
- 1 review was a joint Safeguarding Adults Board/Serious Case Review (SCR), DHR and 1 joint SCR/DHR
- 1 Lesson Learned Review was completed for a victim of attempted murder

Over the last year, the council have worked in new and different ways with partner organisations, communities and individuals to tackle the issues. Some of the key principles in the approach taken through the Domestic Violence Breakthrough are still focused on the following 4 priority areas:

- 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)

A number of specific work strands have been undertaken over the past 12 months:

- **Focus on Equality and Diversity** – Further targeted work to help migrant, LGBT+ and BAME communities to ensure that domestic violence work

addresses the needs of our most marginalised and vulnerable groups. A series of Outcome Based Accountability (OBA) sessions have been undertaken to inform work with partners to improve responses to migrant and LGBT+ communities on domestic violence issues.

- **Race Equality Workshops** – Safer Leeds has delivered two race equality sessions to improve understanding and thinking around race issues. Further sessions will follow with more focus on service improvement with other equality characteristics.
- **Victims with Complex Needs** – Leeds is leading on a Ministry of Housing, Communities and Local Government funded programme of work to roll out good practice across West Yorkshire. Work focuses on increasing capacity across domestic violence sectors on work with vulnerable victims with complex needs with particular focus on BME victims, migrant communities, victims with substance misuse problems and victims with mental health issues. 20 domestic violence practitioners are also being trained and qualified to advice victims with insecure immigration status.
- **Domestic Violence Quality Mark** – Over 100 services have now attained the Domestic Violence Quality Mark which requires them to deliver domestic violence responses that meet a broad range of standards. The standards include explicit requirements to respond to the needs of marginalised groups, such as, BME women and disabled women. In the last year, this has been extended to ensure that the needs of victims with complex needs, such as, mental health and substance misuse issues are considered.
- **Daily MARAC Meetings** – This multi-agency meeting provides a live time, daily response to high risk and medium risk (with crime) domestic violence incidents reported to the police. Cases are heard to review, risk and plan interventions to increase safety and prevent escalation. Referral pathways for victims, children and perpetrators are leading to earlier interventions than have previously been available.
- **School Domestic Violence Notifications** inform schools within 24 hours if pupils have been present at an incident of domestic violence where the police have attended. Feedback from schools indicates that the notification facilitates timely interventions with children who might have otherwise not been identified as being in need of support.
- **Locality Working** – In order to support locality based services, a model has been developed to roll out good practice which was piloted in Armley. This includes a local multi agency meeting to discuss standard and medium risk cases, as well, as initiatives to increase community awareness of domestic violence and where to get help. Older communities will be targeted to reflect the older demographic identified through the Domestic Homicide Reviews. The model is now established in Armley and Morley and Rothwell and plans are in place to roll this out to other clusters in the city - Farnley, Beeston, Cottingley and Middleton.

- **Communications** – The established Leeds Domestic Violence website for the public and practitioners is being well used by practitioners and improvements are now underway to improve access to the public services available and self-help. The 16 Days of Action Campaign runs annually in November/December and includes the White Ribbon Campaign which targets men to commit to the domestic violence agenda.
- **GP Pilot** – NHS England North Region hosted a conference on 18th April 2018 to promote the Leeds approach to routine enquiry in GP practices across the North of England. Around 17 practices in Leeds are routinely enquiring about domestic violence with every female patient who is seen alone. This is providing increased opportunities for marginalised, vulnerable and socially isolated victims to disclose to health practitioners which is leading to earlier intervention among patient groups who may not have otherwise disclosed.
- **Domestic Violence Ambassadors** – The network has doubled in the last year with around 130 Ambassadors now signed up to promote domestic violence work in a wide range of settings. The Ambassadors are made up of individuals from a range of sectors including the council, health, police, third sector and others. They are trained to assist them to answer frequently asked questions and promote good practice. Human Resources Domestic Violence Ambassadors also support the understanding of the council's Domestic Violence and Abuse policy. Following the increase in new ambassadors, an introductory training package has been developed. Throughout the year further sessions will be offered and will focus on equality and diversity and the additional factors and barriers impacting on victims such as, sexuality, gender, religion or belief, culture and age.
- **Disseminating Lessons Learned from Domestic Homicide Reviews (DHRs)** – Since the requirement to undertake DHRs became a statutory responsibility in April 2011, Safer Leeds has undertaken 14 reviews. Learning from DHRs has been disseminated widely through written briefs targeting front line practitioners, presentations to appropriate Boards and through integrating learning and practice points into the Domestic Violence Quality Mark. Also through workforce development programmes, policy, planning and commissioning activity. This learning has led to a number of initiatives to improve attitudinal and organisational barriers to victims from marginalised groups.
- **Commissioned Services** – The council's commissioned domestic violence services are required to focus on access and inclusion to ensure that all possible measures are taken to services that are accessible to groups identified in the Equality Act 2010. Opportunities for innovation such as the development of peer mentoring and buddying schemes are built into the contract offering new and different ways of reaching migrant and BME communities .

The partnership arrangements in place continue to deliver the work highlighted above and provide significant and extensive opportunities for networking and inter-agency working. Feedback from partners confirms that work in the city impacts

hugely on the services delivered to individuals and families affected by domestic violence. Evaluations from workforce development programmes show that training makes a marked improved difference to the city's response to victims and families. Staff report increased awareness and ability to deliver a responsive and accessible services after taking part in domestic violence training.

In addition to work described above, the focus on supporting newly emerging locality arrangements and work with children's services cluster activities provides opportunities to provide bespoke local responses. Work has supported Community Committee events on domestic violence and further work is being developed with Neighbourhood Networks.

In the next year, we need to further develop stronger links through locality based arrangements to reach socially isolated victims, perpetrators and children and work with Children's Services to integrate domestic violence into early intervention models of delivering services. We also need to improve the Leeds Domestic and Abuse website to ensure it ensure marginalised communities can access information about domestic violence and where to get help.

Improving housing options for young people:-

- **Reduce homelessness for 16-24 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 Update One

Housing Leeds recognises that the LGBT+ community may experience a range of housing and housing related problems. This includes harassment, Hate Crime, homelessness caused by family breakdown or rejection. Young people in the LGBT+ community are disproportionately affected by homelessness when compared to their peers. Approximately 5% of the population identifies as LGBT+ that number rises to 24% when we look at young people affected by homelessness. Furthermore, 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 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.

There is also a range of other research which identifies that 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 according to statistics from Stonewall. This contrasts with around 25% of women and 16% of men in the general population.

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

Feedback from the BME 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 BME community due to 'honour' based violence.

In addition a report by the Albert Kennedy Trust shows that LGBT+ young people (aged 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.

In order to improve access and support for younger LGBT+ customers a range of discussion and feedback events have taken place with the LGBT+ community. As a result the Housing Options service has evaluated its current practice in relation to the provision of housing advice services to members of the LGBT+ community.

Greater staff awareness of LGBT+ issues through a range of formal and informal training for example, staff sessions exploring Gender Identity and Domestic Violence in the LGBT+ Community Awareness days. Housing Options Services also hold monthly surgeries at Yorkshire MESMAC a sexual health organisation and outreach surgeries at Basis Yorkshire and the Joanna Project, both of which are support agencies for sex workers. The Together Women's Project also advice anyone in housing crisis or in need of housing support. The Housing Options service web page also provide advice and guidance as to what is specifically available for the LGBT+ community, along with clear service standards for LGBT+ customers accessing housing advice and support.

There is also a Strategic Tenant's Group (VITAL) with more inclusive membership, including representation from the LGBT+ community so that policy consultation takes into account the LGBT+ voice.

The provision of locality based housing advice to assist the Housing Options service in their 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 ensures that the wide cross section of the LGBT+ community has access to the services.

In order that we ensure that we are meeting the needs of different sections of our community the Housing Options Service are looking at improving data collection. We are aware that 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. We aim to move to a culture where the question is asked up front thus letting people know that we are aware of sexuality and gender identity as something that is important to them.

Housing Leeds and the Housing Options Service is prioritising improvements to those younger customers needing housing support and advice, perhaps at the beginning of their housing journey. As well as, ensuring that they are reaching those members of the LGBT+ community who are most likely to be affected by homelessness issues, focusing resources and actions on a number of 'priority groups'. These groups reflect the services experience of those who present as homeless or in housing need and are subject to ongoing addition/alteration.

Housing Leeds also recognise the value that there is added by having a dedicated LGBT+ champion on the management team and the staff team and this is something that they plan to do. This champion will be responsible for: raising awareness, delivering/attending training, being a point of contact for professionals and customers, social media campaigns.

They also plan to undertake work that in the next 5 years that they will:-

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

Finally to ensure that they are providing the best possible service to members of the LGBT+ community, they will encourage people to contact them (via a safe mechanism) to highlight those cases where things have gone wrong. They will then use this as an opportunity to put things right for that individual as well as to learn any lessons and improve the service moving forward.

Improving housing options for disabled people:-

- **To ensure that disabled people have the right housing option in place whether that be by helping them move into accessible housing or to stay in their existing home by creating an accessible environment**

Progress Update One

In July 2015 a Housing Advisory Board report outlined several investment priorities for sheltered housing schemes and particularly highlighted the need to remodel schemes with hard to let bedsits and create apartments sustainable for the future.

This would mean that older people have more sustainable and suitable homes allowing them to live independently for as long as possible in their own homes.

It was identified that some sheltered schemes were unsustainable for future use. Stock condition surveys were undertaken along with option appraisals. A commitment was given that Housing Leeds would work to remodel existing bedsits with shared bathing facilities that were outdated and compromised people's privacy and dignity, into more appealing 1 and 2 bedroom modern apartments.

Two sheltered schemes were identified for remodelling work to take place.

A planned approach was taken to remodel one scheme at a time and Bennett Court was identified as the first scheme for this work to be carried out. Half of the tenants were moved into the neighbouring scheme Union Court.

Tenant consultation was pivotal in the success of the moves and with regular progress of work updates, this enabled Housing Leeds to retain the confidence of tenants. This also included site tours so tenants were given a choice about where they wanted to move to.

Work at Bennett Court was undertaken in two main phases, with remodelling completed in late 2017. The scheme saw its official re-opening in December 2017. Tenants and elected members were complimentary about the works completed, The scheme is now more sustainable, providing suitable accommodation for many years to come.

In late 2017 work then started in Union Court. Tenants were decanted out into the newly remodelled Bennett Court, again all tenants were supported to move into their preferred areas of choice.

Consultation is ongoing with the tenants on the progress of the works and timescales around when they will be able to move back into their newly refurbished and remodelled homes. The completion of works is due around September 2018 and although tenants will have been moved out for longer, the works will be completed in one phase with less on-site disruption to either the building or remaining tenants.

Tenants will now be living in homes that are more suitable to their needs and fit for purpose. Outdated, shared bathing facilities that compromised people's privacy and dignity will be removed and tenants will have modern wet floor showers in their own apartments.

The remodelling work has modernised the building throughout, enhancing communal and social environments to create a much more welcoming environment for tenants to gather in and socialise. The fitting of lifts and automatic opening doors throughout the building enables tenants who are either disabled or struggle with mobility, to move around independently and safely.

Long term empty units will no longer be an issue and the future letting of the building will offer new tenants a modern sustainable place where they can live in an environment with people of a similar age.

The Housing Leeds Older People's Service has a planned priority scheme of works in place for the next 5 years which aims to enhance and improve schemes which pose accessibility and longer term feasibility issues. The aim is to continue to improve Housing Leeds sheltered accommodation to enable tenants to live as long as possible in suitable environments that are fit for purpose.

Progress Update Two

Homeless older vulnerable people needing emergency accommodation throughout the winter months without being placed in unsuitable emergency homeless hostels.

Housing Leeds identified that there were issues with a number of older vulnerable people during the winter presenting as homeless. This raised the issue of identifying suitable accommodation as placing them in temporary accommodation may increase their risk of vulnerability.

Housing Leeds undertook joint work with the Housing Options and Older People's Service which looked at processes that would enable them to work effectively in placing homeless older people in suitable accommodation, such as, sheltered housing.

Facilities were reviewed to identify whether the self-contained guest rooms in sheltered schemes would be suitable to support someone to live independently whilst permanent accommodation was found.

During a 10 month period four referrals were made to the Older People's Service and two homeless older people were successfully placed in appropriate temporary accommodation whilst suitable accommodation was found. The working partnership has continued to support older people who have presented as homeless at Housing Options.

Since Christmas 2017 there have been three successful referrals.

Case Study One

A 65 year old was known to be homeless and living in a tent in Leeds. Police and the Housing Leeds Outreach Teams were supporting them and trying to engage with them to move off the streets. This person was reluctant to go into any hostels and chose to remain living in the tent. The Housing Options Service approached the Older People's Service and the case was discussed looking at the options available. A suitable property was identified and was offered to this person who was supported to sign up and move in within 72 hours. The Housing Options Service provided support to furnish the property and settle them in nicely in time for Christmas. The Sheltered Support Officers visit daily and advise that they are now happy in their new home.

Case Study Two

A 63 year old person was living in temporary accommodation due to a change in their circumstances. Leeds Housing Options Officers advised that they were more worried about this situation as this person was vulnerable. This person was supported to move in to suitable temporary accommodation. However permanent accommodation was identified almost immediately. The Housing Options and Housing Management Service agreed a placement at another sheltered scheme where they were supported to move ten days later.

Case Study Three

A 65 year person had previously lived in supported accommodation but was known to be rough sleeping and had done so for twelve months or more. Staff had growing concerns for them as the winter months were looming and they feared that they may die living on the streets. This person was reluctant to move into the temporary accommodation offered to them. The decision was made to collect them off the streets and take them to temporary accommodation. Housing Options Officers and Sheltered Support staff helped to settle them in and provided an emergency food package. It was feared that they would not stay overnight and to everyone's amazement they stayed that night and remained for just over 2 months. A permanent move was sought and a suitable permanent property became available and they was supported to move in with furniture and belongings.

This work has resulted in cost savings for expensive hostel accommodation and medical or emergency services costs. It has now been identified that Housing Leeds need to review and possibly remodel guest flat accommodation in sheltered schemes that will be suitable to use as emergency guest accommodation for older vulnerable homeless.

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

Progress

Although fuel poverty can affect anyone, the most vulnerable residents (particularly elderly people, families with children, and those with a disability or long term illness) are often most affected.

A household is defined as suffering from fuel poverty if it needs to spend more than 10% of its income on fuel to maintain an adequate level of warmth. Data supplied by the Department of Energy and Climate Change in 2012, which was the last time the 10% indicator was released at a local level, showed that the number of fuel poor households in Leeds was estimated at 52,767 households; 16.1% of all Leeds households. In comparison to England, fuel poverty was 3.05 million; 14% of all English households.

The adverse health effects of living in a cold home are well-established, ranging from cardiovascular and respiratory problems to depression. Reducing fuel poverty in our households increases life expectancy, improves mental health and wellbeing and reduces health inequalities especially amongst elderly and disabled people.

The majority of housing investment over the last 15 years has been focused on the interior of dwellings in order to meet the Decent Homes Standard. This focus has subsequently been broadened to include external works. The Housing Revenue Account Investment Strategy allocated circa £124m for external works over the next decade.

A pair of high rise blocks were identified as having a high proportion of complaints and disrepair claims. Most of these claims related to condensation and mold. Following consultation with residents in the block it was identified that the cause of the disrepair claims related to the energy-inefficiency of the block. This was because the flats were so inefficient in retaining heat and residents were reluctant to regularly open windows. As a result they were not getting the ventilation they required which would aid the prevention of issues that were occurring.

Prior to the works it was identified that these blocks were in need of significant renovation. It had been identified that they required concrete repairs throughout the structure and improvements to the curtain walling.

As well as, this the blocks were constructed in the early 1960's and retained many of the original external features and were overdue aesthetic renovation. The reasoning behind this was to reduce tenant turnover and improve the desirability of the blocks, as well as making the blocks a better place to live.

As the blocks were in need of aesthetic improvement, coupled with the high instances of complaints and disrepair claims relating to energy efficiency, a decision was made to utilise the already planned external works as an opportunity to address the other issues affecting the block.

External wall insulation was fitted to improve energy efficiency, followed by an external render coat system and texture coat finish to prevent damage and to aesthetically improve the look of the buildings. To address the concrete defects specialist works, such as, repairs to communal staircases and removal and dismantling defective balcony balustrades was also carried out.

Further work to the block included fire stopping in communal areas, the application of anti-vandal paint and new LED lighting to make residents feel safer and reduce criminal activity

One of the primary aims of the improvements was to reduce fuel poverty. By providing external wall insulation tenants would see significantly reduced energy bills. As a result of a smaller proportion of income going towards fuel bills, residents would have more income to spend on rent, food, and recreation; improving the wellbeing of the residents and reducing rent arrears. The improved energy efficiency also contributes to a reduction in the carbon footprint of the blocks.

Since the works were completed there have been no further complaints relating to mould or damp within these flats and there have been no new disrepair claims relating to these flats. There has also been a slight decrease in rent arrears within these blocks, evidencing that tenants have additional disposable income to contribute towards their arrears

A recent survey sent to all residents showed that 87% of respondents felt that their property was warmer and over 50% had noticed a reduction in their energy bills. As the response rate to the survey was relatively low, the Housing Officer for the area spoke to residents during various home visits with a number advising that they have noticed a decrease in their fuel bills coupled with an increase in thermal comfort in their flats.

Prevent and protect children from sexual exploitation

Progress

In 2014/15 this priority was identified as research indicated that boys and young men, all children and young people from Black Asian and Minority Ethnic (BAME) backgrounds were less likely to be identified at risk of or experiencing sexual exploitation.

Since 2014 Child Sexual Exploitation (CSE) has been a priority for the Local Safeguarding Children Board now the Local Safeguarding Children Partnership (LSCP).

A main focus of the LSCP Child Sexual Exploitation and Missing Subgroup (previously the Risk and Vulnerabilities subgroup) action plan has had a CSE learning and development offer for practitioners and professionals. This is facilitated by the LSCP and/or individual agencies /organisations, alongside. There have also been a wide variety of preventative and awareness raising sessions /events have been organised for all children, young people, and their parents /carers.

Individual agencies and organisations have worked proactively with education establishments and in local communities to increase the prevention, identification and response to all children's vulnerability to sexual exploitation and wider interconnecting safeguarding concerns. This has been supported by a wide variety of public facing campaigns aimed generally at all children and young people.

The council's response to CSE has also been developed to include The Safe Project; a multi discipline provision which offer direct work and /or support to children and young people and /or their wider families.

Recent CSE data snap shot in April 2018 indicated that the percentage of boys and young men, children and young people from BAME backgrounds identified as vulnerable to CSE had increased.

Of 302 children and young people identified as vulnerable in a CSE data snapshot produced April 2018, 75 were boys and young men and 203 were reported to be White British.

CSE remains a priority for Local Safeguarding Children Partnership and wider partnership arrangements. However, as local and national knowledge regarding the complexity

surrounding CSE has developed to include a focus on interrelated issues, such as, child criminal exploitation, gangs and groups, forced marriage and peer on peer abuse, within a wider vulnerability and risk agenda. As a result CSE will no longer be an Equality Improvement Priority for the council

Increase awareness and understanding of hate crime and reduce the occurrence and impact of hate crime:-

- **increase hate crime reporting**

Tackling hate crime continues to matter to us all, not just because of the devastating consequences it can have for victims and their families, but also because it can divide communities. This has become increasingly evident as well publicised increases in hate crime reporting has gone hand in hand in recent years with national and international events

The Government's revised 'Action Against Hate' action plan launched in July 2016, shortly after the EU referendum, which seeks to respond to these growing concerns and provides a lead for local authority's to focus activities around five key areas, to more effectively tackle hate crime (as shown below).

- Preventing hate crime by dealing with the beliefs and attitudes that can lead to hate crime.
- Responding to hate crime in our communities by focusing on those areas and settings (Public transport/Night time economy etc.) that have emerged as high risk environments with the aim of reducing the number of hate crime incidents.
- Increasing the reporting of hate crime by making it easier for those affected to report incidents of hate crime and building confidence that complaints will be taken seriously.
- Improving support for the victims of hate crime, ensuring victims are provided with timely and effective support both at the time of reporting their crime and through the criminal justice system.
- Building our understanding of hate crime, to better understand the scale and nature of the problem, improving our analysis and understanding of the drivers of hate crime and how these can be addressed.

West Yorkshire police have recorded 2196 hate incidents during the year to date (February 2018) a 14.9% increase on the same period during 2016/17. The Leeds Anti-Social Behaviour Team (LASBT) received 175 Hate related incident reports during the current year, slightly lower (26.8%) than the previous year when it logged 234 reports.

There is the potential for some minor duplication between the figures due to onward referrals, the total increase is around 10.3%, part of which will have been driven by a short-term spike in reports following the EU referendum. 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)

The Leeds 'Responding to Hate Strategy' was launched during National Hate Crime Awareness Week. Organised by 17-24-30 and Stop Hate UK. The aim of this week was 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 were encouraged to work alongside key partners, and communities affected by hate crime to address local issues.

The Hate Crime campaign spreads a message of H.O.P.E.

- Hate crime awareness - running awareness events to increase public knowledge.
- Operational responses to hate crime - encouraging people to think about how they would respond if hate crime happened to someone they know.
- Preventing hate crime where possible.
- Empowering communities to report hate crime and work together.

Elected members, council services, and partners were invited to attend a 'Responding to Hate' Strategy launch on Monday 16th October at Leeds Civic Hall. At the event the Executive Board Member for Communities formally launched the strategy, with guest speakers including: West Yorkshire Police and Crime Commissioner Mark Burns-Williamson, Chief Superintendent Paul Money, Stop Hate UK, and Mermaids UK.

There was an opportunity for attendees to take the pledge and to stand together to declare #LeedsNoPlaceForHate. Participants were invited to write personal pledge which Safer Leeds will follow up on to ensure that hate crime stays high on the agenda across the city.

Personal pledges included the following:-

- "I will ensure that all prosecutors in CPS Yorkshire / Humberside are trained in prosecuting all strands of hate crime"
- "I will share information about hate crime reporting across our third sector networks to improve knowledge and confidence in the community to tackle hate crime"
- "I will explore becoming a hate crime signposting centre and introduce hate crime training sessions across the organisation"
- "I will raise awareness of hate crime and methods of reporting within Housing Leeds and the communities our teams serve!"
- "In my role as Safeguarding Advisor, I will ensure at least as much as I can about responding to hate crime, in order to support staff in my Trust effectively, including being able to give them the right information"
- "I will encourage as many people as possible to download and use the Stop Hate UK Hate Crime App for West Yorkshire"

- “I will provide a platform to reduce hate crime through the Inequalities Research Network at the University of Leeds and a voice for communities experiencing hate crime”
- “I will promote hate crime reporting across children and family services by communicating and providing information on the importance of reporting hate crime”

A programme of activities also took place across Leeds aimed at raising awareness of hate crime and encouraging reporting through the Hate Incident Reporting Centre's. A roadshow visited 10 locations across the city (from shopping centres, to places of worship), with a series of 'pop-up' information stands in one stop centres and educational buildings.

A series of video blogs were developed with prominent figures in the statutory, voluntary and community sectors. These were displayed on the council website with a selection being played on the big screen in Millennium Square.

A prominent social media campaign also took place and the hashtag #LeedsNoPlaceForHate was extremely active on Twitter, with community leaders, elected Members, Rachel Reeves MP and the Lord Mayor of Leeds tweeting their support. To date the campaign has made over half a million impressions on Twitter alone, reaching over 400,000 Twitter accounts. Over 100 Twitter and Facebook accounts have been actively tweeting and re-tweeting messages of support and information about hate crime.

A number of press releases were published in the press and the Executive Board Member for Communities attended Fever FM to discuss the campaign and answer questions from the public. Safer Leeds have also developed a 'One Minute Guide' which will be publicised widely and also go to all new Housing Leeds tenants.

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

Training has been delivered to existing Hate Incident Reporting Centre's including the Polish Catholic Centre and Citizens Advice Bureau. An introductory session from West Yorkshire Police (WYP) has been delivered to migrant access projects and refugee organisations across Leeds where English as a Second Language (ESOL) classes are delivered to improve confidence and improve perceptions of police. This will be followed by short inputs on hate crime and how to report.

Despite the slight decrease in reports made to LASBT the overall figures (WYP and LASBT) show a year on year increase in reported hate incidents of around 10.3%.

WYP figures for repeat victims show a slight decrease from 17.3% during 2016/17 to 16.9% during the current year. Conversely, LASBT repeat figures have fallen

from 6.7% during 2016/17 to 6.9% during the current year. It is difficult to make any direct observations between the differing trends of LASBT and WYP but one reason could be that customers are more confident about escalating issues to the Police in the first instance.

Reports registered by schools under the Hate Reporting in Schools (HIRS) scheme have also seen an increase as 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 having generated 299 reports, a reduction in comparison to the same period in previous years. (Year 1 – 312 reports, year 2 – 302 reports, year 3 – 348 reports). Schools have now shared information on 1,711 hate reports since September 2014.

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

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

- City and Hunslet
- Burmantofts and Richmond Hill
- Gipton and Harehills
- Beeston and Holbeck
- Hyde Park and Woodhouse

It should be noted that City and Hunslet 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 City and Hunslet, Burmantofts and Richmond Hill, and Gipton and Harehills in the top five ward areas, the only deviations being the inclusion of Middleton Park and Armley.

The focus of recent work has not however been restricted to increasing our understanding those high-risk areas. Providing refresher training to established Hate Incident Reporting Centres has been an important means of ensuring frontline staff continue to be aware of the need to identify and report hate, but also to improve their awareness of the less reported strands of religion, disability and gender.

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 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.

- A programme of training is being rolled out – recent successes include a session being delivered to Housing Leeds new starters, and plans are in place to deliver training to Leeds Gurdwaras to Sikh leaders.
- Additional work will be explored and developed with Children’s and Families Services and Youth Services to broaden reporting of incidents involving young people.
- Further promotion of the Hate Crime Reporting APP and Chief Officers in the Council will be encouraged to ask all staff with work issued mobiles to download the APP.
- Work with taxi licencing supporting them around hate crime prevention and reporting.
- A bid has been submitted to the Police and Crime Commissioner funding programme, seeking funding to work on a one to one basis with perpetrators of hate crime seeking to change behaviours.
- The Hate Crime Strategic Board have commissioned a survey to gain a further understanding into barriers to reporting. A large number of partners have fed back around this, and are keen to gain an understanding of the gaps within their services at the same time as understanding the barriers for customers and staff in reporting. The central intelligence team within LCC have made some recommendations and have agreed to deliver this project in phases, first piloting the approach within the Council and elected members, before fine tuning and rolling out further. There is an opportunity to gain better understanding of how the process works at a ground level and work collaboratively to improve the process end to end.
- Strengthening partnership work with community based organisations including working with LGB&T+ 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.
- Reviewing the existing Multi Agency Risk Assessment Conference (MARAC) arrangements to improve the effectiveness of meetings
- 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 data recording, analytical and reporting processes to capture true level of hate reporting across all agencies and to better understand the causes and effects of Hate crime.
- Developing our shared understanding and responses to Hate Crime where there are suspected links to Extremism and radicalisation.

Understand the context and impact of migration on Leeds

Progress

Our ambition for Leeds is to be a welcoming and compassionate city with a strong economy. Migrant communities are valuable contributors to the city's economy, culture and diversity and Leeds aspires to ensure people are welcomed and supported.

Leeds has a long-held commitment to support asylum seekers and refugees and is dedicated to being a city of sanctuary. It is well known that many refugees play an active and invaluable role economically and whilst many asylum seekers are not permitted to work, many are active in their communities participating in volunteering and so make a huge contribution to the civic and cultural life of the city. Over the years the diversity and number of new arrivals to the city has grown, this also has its complexities as individual status and circumstances can affect daily lives.

Leeds continues to pride itself as a pioneering, diversely rich and vibrant city with international acclaim.

Reports have been considered and approved by Executive and Scrutiny Board over the last two years. and have included descriptions of the population of Leeds taken from a variety of sources, including the census.

Different measures of immigration suggest that between 8,700-12,600 new long-term immigrants [immigrants who are expected to stay more than a year] arrived in Leeds in 2016. The official estimate from ONS is at the lower end of this range. Around 2,600 short-term immigrants visited Leeds in 2015 to work or study for up to 12 months; there was a 60/40 split between short term students and workers.

- The overall number of new migrant workers arriving in Leeds rose by 500 to around 9,520 in 2016. Increases were mainly from accession and other European countries. Greatest change in individual nationalities compared to 2015 has been an increase of around 430 arrivals from Romania.
- The level of workers from non-accession countries arriving each year remains higher than the accession group, with 5,500 arriving in 2016. This group is dominated by arrivals from Spain, Italy and India.
- The number of new migrant workers from EU accession countries has increased to around 4,000 arrivals in 2016. This group is predominantly composed of Romanian and Polish arrivals.
- Romania remains the top country of origin overall with around 1,900 arrivals. Poland remains in second place with around 1,100.
- There were 8,460 international students registered at a Higher Education institution in Leeds in the 2015-2016 academic year, a small increase on the previous year. Over three-quarters came from outside the EU.
- Some asylum seekers are housed and supported here through the Home Office dispersal system. Published Home Office figures show that at the start of October 2017, 744 people were being supported in Leeds while

awaiting a decision on their claim [known as Section 95 support]: 708 people were being accommodated, and there were 36 people receiving subsistence-only support i.e. no accommodation.

- There were also around 45 unaccompanied asylum seeking children [UASC] being looked after by the local authority at the end of March 2017. These are children who are in the UK without family and have claimed asylum in their own right. They are separate to the dispersal system for asylum seekers described above.
- Those granted protection by the Home Office may then stay in the area as refugees. Other groups of refugees are resettled directly from another country. For example, through the Syrian Resettlement Programme Leeds pledged 225 and met its pledge at the beginning 2018.

One of the recommendations from the Scrutiny Board (Environment, Housing and Communities) was to strengthen arrangements and provide for a more strategic, co-ordinated and inclusive approach to migration in the city.

The main issues identified were:-

- Strengthening the citywide partnership work on migration work
- Improve intelligence and evidence to inform migration work
- Establish key priorities to help meet the needs of new and existing migrant communities
- Provide citywide leadership and governance at a local level
- Understand national developments and the associated implications for Leeds.

The outcome was the need to establish a coordinated and inclusive approach to migration in Leeds to provide a better understanding of the challenges and develop programmes of work to support new and existing migrant communities.

This work has been undertaken using available information and resources from service providers, data analysts, the voice of migrant communities and partnership arrangements. The aim is to influence decision making across the city that benefits all citizens of Leeds.

Migration governance was reviewed and the arrangements re-established which agreed clear objectives for the new Leeds Strategic Migration Board and the Leeds Migration Partnership. This brought together key stakeholders and reporting mechanisms for the city. Migration activity taking place was defined and is now reported directly to the Leeds Strategic Migration Board on a regular basis.

In addition Executive Board approved 'A Strategic, Co-ordinated and Inclusive Approach to Migration in Leeds in July 2017. This work is underpinned by is underpinned by the following five priorities:

- 1) Improving access to services;
- 2) Shifting attitudes and behaviours;
- 3) Increasing awareness and understanding;
- 4) Strengthening resilience and building capacity;

5) Building and creating cooperative partnerships.

There are significant activities taking place across the city with all migrant communities for example:

Commissioned Services and community organisations – third sector partners cover a range of activities such as housing, health, welfare benefits and employment that lead to support the integration of migrant communities. Grass roots community groups and charitable organisations help to improve access to services through signposting and advocacy.

Voice and Influence – strengthening the skillsets of our communities to influence decision, provide advocacy and build confidence. For example the Migrant Access Programme.

Responding positively to international drivers and engaging as a welcoming and compassionate city. For example, The Vulnerable Persons Resettlement Scheme and UASC (Unaccompanied Asylum Seeking Children).

Partnerships approach to improved integration and shared resources including:-

- migration research
- development of a transition guide (guidelines for services, and refugees who have transitioned from an asylum seeker)
- Learning English in Leeds website, Leeds Migration Partnership blog for information sharing
- Understanding implications of national policy changes. such as, Immigration Act 2016 and NHS Charging Amendment Act

Migrant Community Networkers (MCN's) and the council organised an event Bridging the Gap: Collective Issues and Collaborative Solutions which was held in December 2011. The aim of this event was to provide the opportunity to bring Migrant Community Networkers and key decision makers in the council and the city. MCN's were able to showcase their work and demonstrate how they contribute to the city's ambition to be a welcoming and compassionate city.

The council recognises there are still challenges in ensuring fair access for all in our city. However, we continue to strive to narrow the gap in existing inequalities through our strategic, coordinated and inclusive approach to migration.

The following are examples of positive outcomes that contribute to Leeds being a compassionate, cohesive and welcoming city.

- Key migration priorities have been identified that can be delivered at a community and city level
- Across all sectors, we have harnessed the passion and commitment to improve outcomes which has resulted in strengthened partnership arrangements. This has led to for example, sharing of resources and income generation for the city through successful bids for national funding.

- We have an excellent international reputation and respected as a 'critical friend' which has enabled sharing of learning

Leeds also successfully secured grant funding from the Ministry for Housing, Communities and Local Government Controlling Migration Fund. This funding enables the city to work with all communities, to build on their strengths, to address concerns and reduce pressures on services.

The voice of migrant communities is at the heart of the migration agenda for Leeds which places people in the centre of our decision making. However, the nature of migration work leads to an inherent locality focus where services are developed in response to local need. One of the challenges moving forward is facilitating this at both a local and city level. This will also be considered to work that is being undertaken in the city's priority neighborhoods.

As a city we need to continue to cherish and value partnerships at a time of reduced resources and fluctuating changes.

Improve the health of the most vulnerable in Leeds specifically supporting migrant communities to be healthy and have strong social connections

Progress

Local data highlights the health inequalities experienced by women living across different areas, social groups and communities in Leeds. They show some stark variances in the use and uptake of health and social care services, as well as, the health consequences for women from different groups and communities. Service providers must consider the multiple levels of discrimination faced by women and apply reasonable adjustments to ensure that interventions are fit for purpose and that women from BAME communities who have multiple needs are targeted equitably within service provision.

The often overlooked health needs of women from BAME backgrounds particularly affect those living with multiple dimensions of inequality, for example, Disabled women from BME backgrounds;

- Gypsy/Traveller and Roma women;
- BME Refugee Women (BMER) face multiple discrimination of both ethnicity and gender;
- Black African women face a rate of maternal deaths six times that of white women;
- Black women over 65 face higher risk of cervical cancer than white women.

Additionally women with no recourse to public funds are doubly disadvantaged and are at particular risk of poor maternal and infant health and women from some South Asian communities face higher rates of Cardio Vascular Disease and significantly higher rates of cervical and mouth cancer.

Gypsy and Irish Traveller women live twelve years less than women in the general population (compared to ten years less for Gypsy and Irish Traveller men). Asylum Seekers and Refugee women face significant barriers to good wellbeing and can be vulnerable to high levels of depression and anxiety as a result of experiences of trauma, violence, lost social support, discrimination and racist abuse and harassment in the UK.

These women can face significant barriers to healthcare as a result of a lack of accessible information, language barriers, a lack of clarity of entitlement to services, low incomes and vulnerability to domestic violence and abuse. Asylum seeker and refugee women make up 12 percent of all maternal deaths and 0.03 percent of the population.

To address some of these issues Public Health commissions Womens Health Matters (WHM) to deliver two projects:

The 'Rainbow Hearts' group offers a safe, friendly space for asylum seeking women to come together, reducing social isolation. The project enables women to give and receive emotional support from peers. Health and social-support information sessions are offered in response to identified needs. English-language learning support is provided and therapeutic art activities. Women are provided with food and can also access donated clothes, shoes and bedding.

With additional funding from the Leeds Fund (Leeds Community Foundation), the project was able to enhance the group's activity around the issues of mental health and mental resilience. This developed the ability of the women who attend to support themselves and each other to better manage their mental health. Primarily doing this through building on knowledge and understanding of self-care, offering a space in which to connect with each other, share experiences, understand their distress and access appropriate support. It also provided volunteering opportunities and strengthened existing partnerships in order to build on and develop existing provision in the third and public sector.

The Hopes and Dreams group provides health information, support and advice. Women receive emotional and practical support, advocacy and signposting and referrals to other services. It gives women a safe environment to discuss a wide range of issues, including cancer screening, domestic violence, forced marriage, honour-based violence, FGM, welfare advice, housing queries, mental health, low self-esteem and confidence, being a Carer, the effects of substance misuse, dealing with disability, difficulty accessing NHS/ GP services, access to volunteering and employability skills awareness.

In addition through WHM attendance at events across the city BME women are given accessible health and well-being information and light touch one to one support. They are signposted to appropriate services including access to BME women's groups.

A recent WHM survey using a sample of feedback from women seeking asylum who were accessing the group based projects was analysed. This provided evidence of the multiple needs of the women including:

- 75% of the women have mental health problems, including depression, anxiety and suicidal thoughts
- Over half (54%) had experienced domestic, emotional or sexual abuse
- A third had suicidal thoughts and 82% felt lonely.

Through group and peer support, women built trusting relationships, started to recover their health and regain control of their lives.

In addition:-

- 100% of women said they had improved mental wellbeing
- 88% said they had improved physical wellbeing
- 93% said they had made new friends who understand them and they now feel less lonely
- 90% have left an abusive relationship
- 92% feel more optimistic about life
- 100% said the support they received from WHM they couldn't have received anywhere else.

From April to September 2017:-

- 428 women accessed the BAME projects of which 363 were new contacts
- 146 were asylum seekers
- 54 were referred to Domestic Violence Services
- 207 had a mental health condition and
- 113 a long-standing illness or health condition.

There is a high demand for more support for women seeking asylum. Each week, 25-35 women attend the Rainbow Hearts group, along with up to 8 children, from a broad range of countries. As well as the continued programme of health and wellbeing sessions/support, The Leeds Fund funding enabled WHM to strengthen existing and form new partnerships with organisations to deepen the access and support for the women attending the group. Two examples are:

- Individual appointments provided by a legal advisor from the Manuel Bravo project. Legal advice and representation is increasing difficult to access so this is an invaluable resource.
- Partnership established with Touchstone's Positive Care Programme where practitioners ran self-care workshops including: yoga, nutrition, aromatherapy, self-massage, stress busting techniques and Qigong. The activities were guided by what the women wanted to do and women have been able to use some of techniques at home.

In Hopes and Dreams WHM delivered a range of support/health sessions and activities. For example, the partnership with the Workers Education Association (WEA) expanded. They offered to deliver a course for 10 weeks - Personal Development and Employability Awareness course, adapted to the women's

needs in the group due to the different levels of English language skills and understanding.

The aim of the course is to raise awareness to women about the steps from building confidence and self-esteem to looking at volunteering opportunities, peer support, advocacy, accessing services for new women to the country and for refugee and asylum seekers or another immigration status to learn about the process of employability and learning about the process of becoming a UK citizen and access to ESOL courses.

Women from BME backgrounds joined this course for a variety of reasons, including wanting to learn more about feeling less isolated, improve their confidence, self-esteem and resilience. Language is a huge barrier, with some members not able to speak much English plus women are from different countries.

Volunteers have certain language skills and can interpret to help include the women on the course. Support is put in place to support the women in their learning, as many members also feel that the resources and learning journeys are a barrier, for example, visual resources or resources in alternative languages are more useful for them.

Examples of feedback from women involved in the BME project include:

Case Study One

A woman was referred to Rainbow Hearts by her domestic violence support worker. She was living in charitable accommodation receiving casework and support from PAFRAS to help her out of destitution. She had not previously attended any groups or accessed psycho-social support services and was socially isolated. She now attends regularly and is building trusting friendships with the other women. She is also able to take part in 105 Women's art and craft activities. After attending the group for over a month she commented: 'since coming to this group everything has changed for me.' Work continued to support her to access services including looking into applying to college and starting volunteering until she was moved by the Home Office to accommodation in Sheffield. Information was sent to her information about groups and services in Sheffield to ensure she remained supported and was able to continue to build her confidence and skills.

Case Study Two

A woman attending the Hopes and Dreams group was afraid of her adult children and feared staying at home and stayed out for long times at friends, wandering the streets and keeping herself busy travelling to places and groups, This took an immense toll on her physically, mentally and emotionally. After taking medication at night time the woman felt very vulnerable and talked of self-harming and suicide. The woman could not read or write and the Project Worker also provided advocacy and language support. Action taken included:-

- Referral to the mental health team and to Connect Well via her GP

- Attended the Leeds Survivor Led Crisis Service who provide Dialhouse service out of hours and BME specific emotional support on certain days of the week.
- Attended the South Leeds Domestic Violence
- Trying to identify alternative
- Attended groups to help with her social isolation

The woman said WHM has saved her life and says she feels, sees and senses the positive changes in her.

Case Study Four

A woman who regularly gets support from the Manuel Bravo project, through the sessions at Rainbow Hearts who were dealing with her immigration application. The prospect of being forcibly removed from the country and leaving behind her children and grandchildren was causing her stress, impacting on her ability to sleep for which she was receiving medical support. The Leeds Fund Development Worker has worked with an interpreter to support her and attending the group has given her some friendship and support.

Case Study Four

WHM were supporting an asylum seeking woman who was granted leave to remain. She had been given 28 days to leave her supported accommodation and arrange her own housing and benefits. WHM were able to signpost her to counselling services for stress; liaise with support workers from other organisations around housing and accessing benefits; issue foodbank vouchers; make a referral to a furniture charity for basic furnishing items and provide a donation of basic toiletries and clothing. The woman feedback that the support she had received had made all the difference to her wellbeing at a time when she was feeling extremely isolated and vulnerable.

The women supported by WHM have the most precarious issues and lives. It is important that this work continues to provide support to individuals and families as and when they experience barriers to accessing services.

WHM will continue to provide bespoke support around Migrant Women's Health via a 3 year Public Health grant which started in April 2018. WHM has also secured additional funding from The Leeds Fund (Leeds Community Foundation) to build on the Rainbow Hearts activity around the issues of mental health and mental resilience. The one year funding from January to December 2017 enabled the project to employ an experienced Development Worker and the project will be independently evaluated.

In addition WHM is approaching new funders to continue the development of the work, in particular for women seeking asylum. The development of more intensive 1 to 1 support and volunteering opportunities is seen as a key progression area.

Identify and remove as many organisational barriers as possible , especially those relating to communication and information

- To ensure the benefits of changes reached all citizens of Leeds including communities of protected characteristics: disabled people, LGBT+, sex, age, faith and Black and Minority Ethnic communities etc.

There is also a specific focus on staff priorities which are:-

- To ensure recruitment is both inclusive and flexible with a recruitment process that is appropriate for the specific job and accessible to all;
- To build and sustain a workforce that understands values, embraces and implements diversity and inclusion, to support the strength based approach;
- To ensure all HR processes support staff from across protected characteristics; and
- To demonstrate increased engagement with all staff around protected characteristic's.

Progress Update One

From a range of consultation and engagement events and surveys it had become evident that individuals across many communities felt that they did not always have adequate information to allow them to make informed decisions regarding their care.

This was reinforced by the work undertaken for the Information Advice and Guidance Strategy. A number of individuals gave accounts of where, had they been better informed they would have made different choices, which, would have improved their outcomes and quality of life.

The Adult Social Care Outcomes Framework (ASCOF) measures how well care and support services achieve the outcomes that matter most to people. Adults and Health use the ASCOF measure 3D(1) - "The proportion of people who use services who find it easy to find information about support" as their key performance indicator.

This data set was supported by information from a range of consultation and engagement exercises. Some examples of this are from the Charging Review and the Day Service consultation work and the Residential and Day Care Review. As well as, from regular meetings and forums, such as, the Social Care Race Equality Community Forum and the Better Lives Board.

Adults and Health also moved to the strength based social care model rather than a needs based approach which was previously used. This, strength based approach is based on a conversation around what mattered to the individuals in terms of outcomes, and their resources, rather than what was the matter with the individual.

This has replaced the assessment model that was based on assessing need for support around what are commonly called activities of daily living, such activities as washing, cooking medication, based on a long and complex assessment document

So rather than assessing that Mrs X requires support in washing and cooking meals a conversation takes place which identifies what is important to Mrs X to continue living at home with her cats. The conversation then identifies what help she needs to remain at home and the support is targeted to allow Mrs X to continue living at home looking after her cats.

This approach links what is important to the individual about how their support is provided and hence allows more informed decisions.

This move to a conversation based approach also included the development of talking points in a number of pilot areas in the city that are now being further rolled out. The lessons learned in these initial pilots indicated that several different routes should be provided within communities, to ensure that there are routes into Adults and Health services which people feel comfortable with.

Adults and Health have also continued to invest in and develop the Leeds Directory (an online directory of services available in Leeds, searchable by area and service type), which has grown in breadth and reach, with over 1,700 entries of services across Leeds which is being accessed by 12,000 people each month.

Comparison work is carried out across all English authorities, CiPFA. (Chartered institute for Public Finance and Accounting) identifies comparator council's judged by CIPFA to be similar to Leeds across a range of factors such as population, ethnic profile, deprivation. These include ,for example Bolton, Bradford, Liverpool, Newcastle upon Tyne, Sheffield and other similar authorities

In 2013/14 based on the ASCOF indicator 3D (1) Leeds reported 70.2% against an average for England of 74.5% for individuals saying they had found it easy to find information to make decisions regarding their care, this was below both comparator and all England figures indicating that there was a real improvement in this indicator for citizens of Leeds

In 2015/16 this had improved in Leeds to 77.6% against the all England average of 73.5%, a Yorkshire and Humber figure of 75.3% and our comparator authorities' average of 74.1%. Though for 2016/17 the figure which is still provisional is slightly lower at 76% this is still a major improvement and moves Leeds above the UK average and its comparators.

This work does need to continue as there is still room for improvement, around engaging further with the various communities to ensure that the strength's in and support from communities is maximised.

Compassionate City – enjoying culture and sport, inclusive access and language access

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

Not all community park sites in Leeds reach the Leeds Quality Park (LQP) standard that is an aspiration to be met by 2020 in the Parks and Greenspace Strategy for Leeds.

Community parks in Leeds are assessed annually against the LQP standard that is based upon the national Green Flag Award. The assessment program demonstrates the performance of each site against the award criteria on a year by year basis. 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% for 2017/18), with 19 out of 29 reaching the standard (66%) in inner areas compared to 23 out of 34 (68%) in outer areas of Leeds.

The assessment records are circulated to managers of each site to inform development plans and are made available to elected members via Community Committees and to stakeholders such as 'friends of' groups and the Parks and Green Space Forum. The details are used to inform maintenance activity and development plans supporting bids for capital sums to fund schemes of improvement. Community volunteers from such as 'friends' groups get involved in conducting LQP assessments thus providing valuable user insight to each assessment.

In addition the service has worked with the University of Leeds to support a major research project on the usage of parks in Leeds funded by the Arts and Humanities Research Council. The project investigated uses of parks across the city by different social groups gathering experiences and expectations of park-users and levels of satisfaction with parks and help to set 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.

The survey established that parks in Leeds are widely used and enjoyed by diverse social groups. Public parks that meet designated quality standards, such as, LQP are associated with enriched visitor experiences and higher levels of satisfaction and well-being. However 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 status and ethnic group of the visitor.

During the past year the service has delivered £2.4m of capital investment to parks and green space arising from Section 106 contributions (NEED TO EXPLAIN THIS). These schemes of improvement have been informed by previous LQP

assessments and direct engagement with stakeholders. As part of this process 12 consultation exercises were carried out as part of project design and the services has worked with over 30 parks specific community groups.

Community parks by their nature serve the surrounding communities as well as drawing visitors from across the wider district. To support wider engagement the service successfully increased use of social media to promote engagement in site based consultation rather than relying on narrow user surveys or posters. In relation to City Parks that attract visitors from across the city and beyond, a consultation exercise has been completed on proposals to introduce a High Ropes course at Temple Newsam estate establishing support for the project which is now proceeding

The research conducted with Leeds University suggests that we need to engage with groups and organisations that have particular interest in areas of key focus. We will seek to engage with the Parks 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.

Improve recycling rates and quality of recycling from residents new to Leeds and/ or where English may not be the primary language

Progress

This work takes place to support clean streets by ensuring waste and recycling are placed in the correct bin and to avoid bins being left on streets after collections take place. This has been a particular issue in areas of Leeds where there is a high level of transience and where residents do not have English as a first language.

Data on weight and quality of recyclables, is received from our contractors at HW Martin (green bin recyclables) and URM (glass recycling). This data enables us to correlate which bin collection routes and areas have high, middle and low levels of recycling, excessive waste creation and levels of glass bank use.

Areas with middle and low rates are highlighted and tailored engagement methods are implemented. For example, targeted schools engagement work including setting up eco teams and presenting in assemblies. Also holding action days or events in the area using appropriate engagement materials e.g. multi-language pictorial leaflets.

Work also takes place to communicate to residents what the expectations are for effectively managing their waste and bins. This includes how to use the kerbside recycling facilities to provide good quality and clean green bin recycling material. Communication materials and campaigns have been designed to help change behaviours with a consistent pictorial form to better communicate services to people who are new to the city and do not have English as a first language. The general symbols used are from best practice guides produced by Waste and

Resources Action Programme (WRAP) that are funded by Department for Environment, Food and Rural Affairs (DEFRA).

Activities have been designed to appeal to a wide audience with a focus on the images of recyclable items. Activities included, using bus stop advertising, billboards, direct mail- leaflets, social media, local radio roadshows in community venues like supermarkets, school visits, local business engagement.

There have also been city wide awareness campaigns during the year. These include:-

- Metal Matters (February to May 2017)
- Paper and card recycling (September 2017)
- Glass Campaign (October 2017)
- Christmas Collections (November - December 2017)
- Council Tax billing (March 2018)

A Leeds Bins App was introduced in July 2016. From April 2017 to March 2018 downloads have increased by 18,015. The main areas of downloads since 2016 have been Horsforth (15,523), Roundhay (15,083) and Chapel Allerton (14,453). In the more transient areas download rates have been only a third to a half of these Beeston and Holbeck (8,869), Gipton and Harehills (8,391) and Headingley (4,296).

A one hour slot on local radio station Radio Asian Fever which has its main listening audience based in Harehills has been taking place each month until March 2018. This was to enable the Waste and Recycling Advisors to talk about popular recycling and waste topics

Working with student unions and the university sustainability teams continues. The strategy is to support student peers in spreading the recycling message while using materials such as the council's leaflets and bin stickers. Specific work has included:-

- Locating an additional 9 temporary textile banks for student change-over increasing the total in the area to 14.
- During student changeover and the Christmas period glass and tetra pak banks were located in Hyde Park and Headingley. This included the Beckett's University re-float scheme where around 3,500 students were targeted with a mail out and door knocking exercise
- An 'Opt-In' Recycling Art Installation was unveiled in February 2018. This was the culmination of a year's work with Leeds Beckett University recycling students on designing a campaign aimed at encouraging recycling opt in. An additional 362green bins were delivered to properties in the 'opt in' areas during February and March 2018 which was an increase of 14.8% on the previous period in 2017.

- A Living Lab University of Leeds study that reviewed waste data and communication interventions in Harehills, Middleton and Headingley using quantitative data analysis and qualitative focus group research.

The opt-in schemes for Harehills and Headingley where high levels of contaminated recycling bins meant that whole loads were being rejected from the materials recycling facility. This area covers circa 8,000 properties (Harehills 6,000, Headingley 2,000). The scheme has contributed to a reduction in rejected loads across the city from 313.7 tonnes in 2016 to 286.37 tonnes in 2017.

Evaluation and monitoring activities were also undertaken to identify:-

- Weight of recyclables (green bin) as a proportion of residual waste (black bin) to identify general routes where recycling is poorest. Generally green bin recycling material has remained the same as the city has grown.
- Recycling contamination levels are measured via visual checks by the materials recycling facility contractor HW Martin and accorded a percentage value. This percentage has been increasing slightly between December 2017 to February 2018. This could be attributable to various factors including the number of snow days where collections were disrupted.
- Monthly tonnage data from 700 glass banks on 350 sites and from council multi-storey flats from our glass contractor URM. This data identifies levels of recycling by area.

Work will continue to engage with contractors, such as, HW Martin and Veolia to monitor data and tonnage information with regard to recycling quality and quantity. This will include reviewing sampling of routes and customer contact queries for common themes which will inform future communications.

We will also continue to work with the universities and their student unions as new cohorts of students arrive in to the city each year. Emphasising the importance of consistent communications, such as, promoting the Leeds Bins app and supporting student peer-to-peer action days and events.

Improve access to cultural opportunities and sport

Includes:

- **Continue to consult and engage with equality and social groups in developing the Leeds 2023 project. To ensure it reflects the diversity and voices of the city's population and has a meaningful presence as part of events, experiences and opportunities that are accessible to different audiences**
- **Make all aspects of our activities as fully accessible as our resources allow, including access to buildings, collections, events, exhibitions, learning and to our staff and volunteers as well as visitors**
- **Improve access to sports and leisure facilities – particularly increasing participation of women and disabled people**

Progress Update One

Work is now taking place on Leeds 2023 which recognises the need to engage with and represent the diverse range of people that call Leeds home.

The project needs to reflect something of everyone in the city, needs to 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

Over the last 4 years Leeds 2023 has conducted extensive consultation work, however, this engagement needs to continue to reach out to new groups and to enable the project to change and grow to reflect the population of Leeds and to help to achieve our international aspirations.

Work includes conversations with children and young people, older people, BAME, migrant, LGBT+ groups and a range of community / social / equality groups across the whole city. There has also been work with the independent culture and arts sector, the major arts and cultural institutions in the city and Leeds's emerging arts scene, the higher education sector and local and regional media,

19 volunteers engaged with 6,400 members of Leeds communities in 2017. These included the summer music series in Millennium Square, Leeds Pride, the Leeds West Indian Carnival, Light Night, the Leeds Christmas Lights Switch On, the opening of the Art Gallery and the Leeds International Film Festival. The volunteers also attended various community and family events over the summer, the largest group of these being the Breeze events (aimed at families with children).

This engagement work has enabled us to spread the word about Leeds 2023 to many people who were not yet aware of it, and to gather views and opinions from the public across a wide cross-section of Leeds about culture, the city and what needs to be improved.

Whilst the engagement work has been wide ranging over four years, the 2023 Project Team are not complacent that it has reached everyone. They know there are still people who are unaware of the conversations and their efforts will focus here on this as they move forward. The team will continue to work with Leeds communities and social / equality groups to ensure Leeds 2023 project adapts and reflects the needs and desires of the people of Leeds with a focus on groups and communities we have not yet engaged with.

The team will also work with Leeds 2023's Engagement Advisory group to ensure strong values of meaningful engagement with communities continues to be embedded in the project.

The next steps of Leeds's 2023 will include gathering baseline information on cultural participation in Leeds so the project can set meaningful and achievable objectives in the lead up to the year 2023.

Progress Update Two

Leeds Museums want to make all aspects their activities as fully accessible as their resources allow, including access to buildings, collections, events, exhibitions, learning and to our staff and volunteers as well as visitors.

This will always be an issue because the nature of society is always changing and we cannot and must not stand still nor become complacent. We strive to engage with our communities actively at all times so that we have a sense of how we should be changing, and we are also informed by regular demographic surveys.

Leeds Museums has an overarching aim to ensure our diverse and vibrant city is reflected in our programming and our audiences. Each of our museum sites has a different focus, and we have empowered them to deliver locally appropriate activities, falling within this broad strategy while also corresponding to the needs of specific groups. These have included:

Abbey House Museum

Fairy Tales and Fantasy - Drawing from our collections, the exhibition showcased some familiar fairy tales, including Aladdin, Little Red Riding Hood, Sleeping Beauty and Cinderella, as well as the classic children's fantasy worlds of Alice in Wonderland, The Water Babies and Peter Pan. Visitors can explore tales from around the world, including traditional fables and the stories woven around mythical creatures such as dragons and phoenixes. This ran until 31 December 2017 with an engaging and programme for diverse cultures, improving social exclusion and engaging children and young people.

Comics Unmasked – This exhibition ran until August 2017 in the community space. This community exhibition opened together with Fairy Tales and Fantasy. This was curated by the Vintage Youth Club the young people's group based at Abbey House Museum who are aged 14-21.

Protest – This exhibition ran until February 2018 in the community space. This display focused on the history of protest movements in Leeds featuring contributions from local groups like the Leeds Quakers and LGBT*Q community, as well as new films exploring the police perspective on protest and life before the NHS

A Woman's Place? - Running until December 2018. A Woman's Place? looks at the struggles and progress of women in achieving equality and recognition. The exhibition features stories and objects from strong pioneering women from 1860 to the present day including Leeds's suffragette Leonora Cohen and the Olympic gold medal-winning boxer Nicola Adams. This exhibition links into the wider programme of work taking place across the city on the 100th anniversary of Votes for Women.

Remembrance - Running until December 2018 this new display in the community gallery, co-curated with University of Leeds as part of the AHRC funded project 'Living With Dying 1900-1950', reflects how commemoration has changed since

the Victorian era. As an extension of the exhibition Abbey House Museum will be collaborating with artist Ellie Harrison on her ongoing Grief Series project.

Leeds City Museum

For All Seasons – This exhibition ran until August 2017 and was aimed at children under 6 and explored how the seasons have been represented in art and culture, how we've dressed for the weather and how the natural world responds to the changing seasons.

Dying Matters in Leeds Display – This exhibition ran until July 2017. This display was co-curated by subject-specialist curators and colleagues from the Community Engagement team at Leeds Museums and Galleries in, consultation, with the Leeds steering group of the National Dying Matters initiative. A programme of talks accompanied the exhibition to encourage people to begin to talk more about issues around death and dying.

Leeds Sound Bites - This exhibition ran until April 2018 in the community display cases and explored Leeds's diverse music scene over the last 50 years, from roots reggae to the goth scene, Hip Hop, buskers and the Rock against Racism movement. This vibrant display was created in partnership with local artists, community artists and young people, including our young people's group and the Preservative Party.

Leeds Industrial Museum at Armley Mills

Women Work War -The exhibition ran until 24 September 2017 and focuses on the vital role of women in World War One and particularly the stories of women in Leeds.

Flood Response - This community exhibition ran until end June 2017 and featured photographs and stories crowdsourced from the community following a media appeal in summer 2016. The exhibition commemorated the Boxing Day 2015 floods and celebrated the community spirit that has endured during the recovery. Drawing on connections made with the Environment Agency, University of Leeds and many other third party organisations.

Queens of Industry - This exhibition opened in November 2017 and reveals the untold stories of the working class 'queens' elected to represent some of Britain's greatest industries, from coal to cotton. Inspired by the idea of traditional Rose Queen and May Queens in local villages and towns, Queens of Industry flew the flag for their industry, county or even country in what often proved to be a life-changing opportunity.

Interwoven Histories - This partnership exhibition with arts organisation Pavilion ran until April 2018. It is part of their Heritage Lottery funded project which seeks to make visible stories and experiences, particularly, for migrant workers in Leeds and their contribution to industry and culture. Referencing the city's expansive textile and clothing industry and history, the exhibition presents a collage of

material to explore the work, lives and representations of migrants (past, present and future) in the community gallery at Leeds Industrial Museum.

Lotherton Hall

Fashionable Yorkshire Five Centuries of Style - The exhibition ran until December 2017 enables visitors to explore the history of fashion through the clothes and personal stories of a selection of Yorkshire women - from a rich merchant's daughter who married a Yorkshire landowner in the 1600s to an art student enjoying the freedom of the 1970s. The exhibition includes two significant loans from the Victoria and Albert museum of a 17th century dress and accompanying painting of the dress being worn. The exhibition closes with a focus on two contemporary women from Leeds – designer Rhian Kempadoo Millar and poet and performer Khadijah Ibrahim.

Himalayan Fashion - Running until October 2018 this exhibition is in the Fashion Galleries at Lotherton and has been curated by our Curator of World Cultures, Antonia Lovelace (the final project before her retirement after over 20 years in the post). It presents the whole range of Himalayan fashion, from costly court outfits and high-end designer dresses to everyday clothing worn by everyone from Buddhist monks to Gurkhas. We have teamed up with the National Museums Liverpool, the Leeds Nepalese Community Association and Harewood House to create this unique chance to learn about the role of fashion and textiles in Himalayan cultures.

Temple Newsam House

Showstoppers Silver Centrepieces – This exhibition ran until October 2017 and featured two important historic silver centrepieces from the collection alongside two contemporary pieces by artists Junko Mori and Miriam Hanid. The exhibition showcases the continuation and reinvention of traditional silversmithing techniques alongside celebrating women in silver, as makers and owners.

Leeds Art Gallery

Looking Back, Looking Forwards: Leeds Art Gallery (1888-Today) This was held in the Atrium Gallery, Bexley Wing, St James University Hospital. This display is in partnership with St James's Teaching Hospital. The display was co-created with students from the University of Leeds and Leeds Beckett University and explores the history of Leeds Art Gallery during its closure. The display also showcases works from the Picture Library scheme, raising the profile of this scheme and enabling us to share the collection with a wider audience. Previous exhibitions have been well received by both hospital staff and patients, and we are currently looking at how to expand the range and impact of our work with the hospital. As part of this, we are an affiliate member of Museum Development Yorkshire's Health and Wellbeing Cohort and are working on a project to test the feasibility of expanding our programme around arts and health.

Leeds Art Gallery reopened in October 2017 following extensive re-glazing of the original Victorian roof and a period of refurbishment. The 130 year old Grade II

listed building has been updated with new lighting, environmental controls and structural repair to its fabric.

For the first time in a generation, visitors can see the stunning original Victorian Central Court glass ceiling that has been transformed into a new gallery for audiences to enjoy.

Community Engagement Work

In addition to the exhibitions held specific community engagement work has included:-

- Beyond Festival which was an event curated by the 'Beyond Festival' steering group for Learning Disability Week. Different organisations and individuals with learning disabilities providing interactive workshops, a sensory pod for children and families to explore, dance performances from Northern Ballet and Dance Operatives, a drama piece and art works from Artlink.
- Dying Matters Event when the museum hosted a major event in Dying Matters week to help raise awareness of the local and national agendas around death and dying and planning a 'good death'. The day was organised as part of the on-going membership of the Leeds Dying Matter's Stakeholders Group and to complement the museum's Dying Matters Community Exhibition. There were also Dying Matters Adult talks ran between April and June
- Memories of the 1950s and 60s Dementia Awareness Week which was run in partnership with the Marks and Spencer Archive based in Leeds and enabled older people to come and explore objects from both the M & S Archive and Leeds Museums and galleries social history collections from the 1950s and 60s and reminisce about life in Leeds.
- The Community Engagement Team facilitated the acquisition of a 1/8 scale model of the famous Irish Leeds Community's landmark, the now demolished, Old Roscoe Pub. It was donated by Andy Gibney, a member of the Irish Community, the creator of the model and the co-owner of the New Roscoe Pub which is now also closed and is to be knocked down.
- The Assistant Community Curator at Temple Newsam House worked with ASHA (Asian Women's Project) Centre Manager to engage Asian Women (both young and older women from varied religious backgrounds) with 500 Years of Heating and Lighting Tour at Temple Newsam linking it to Energy Best Deal (Citizens Advice Programme.)
- The YMCA Pottery Groups at Osmondthorpe Hub (Centre to support Adults with Physical Disabilities and Head Injuries) engaged with Leeds Pottery at Temple Newsam House and Burmantofts Pottery Collection at Leeds Discovery Centre.
- Leeds City Museum hosted a round table discussion on the role of the cultural sector in Leeds in partnership with the council's BME Hub communities looking at how this can impact on well-being. Local art practitioners, third sector representatives and Leeds City Council staff came along to share their ideas on how we can continue to work together to break

down some of the barriers to engagement and participation and improve the offer and relevance to our communities.

- Loneliness through the Lens which is a partnership with 'Time to Shine', a project led by Leeds Older Peoples Forum and funded by the National Lottery. The display called 'Loneliness through a Lens' looks at social isolation and loneliness through the eyes of Leeds residents aged fifty and over.
- A Project Curator ran a campaign over the summer working collaboratively with over 60 community organisations and a number of individuals to create a sea of forget me not flowers to cover the Leeds City Museum's giant map of Leeds, as she did with the 'Leeds Remembers' poppy programme last year. The flowers, which symbolise faithful love and memories, were created as part of the International Day of Older People's programme. This was to raise awareness of dementia as Leeds as a city is works towards becoming dementia friendly city. The museum service is part of the city-wide Dementia Alliance network. Forget me nots are the emblem of Dementia Friends which is an Alzheimer's Society Initiative. The display was in the museum for a week culminating in a celebration for the International Day of Older People on 1st October.
- The peer support programme for people with dementia ran as part of the Cultural Partnership with the West Yorkshire Playhouse (WYP) and Leeds Central Library ran several sessions themed around people's memories and experiences of fashion, hair and beauty growing up with object handling, crafts and visits to Temple Newsam and Lotherton Hall and finished with a trip to the dementia friendly performance of the 'Barber Shop Chronicles' at the theatre.
- Swarthmore Special Needs Group and the YMCA Pottery Group (disabled students) at Osmondthorpe joined the community effort of creating paper and pottery Forget-me-nots for the exhibition at Leeds City Museum to celebrate International Older People's Day on 1st October.
- Vision Support Harrogate visited Temple Newsam to engage in an object handling session with Assistant Community Curator at Temple Newsam House.
- HOPE (Halton, Omsondthorpe Project for Elders) Stroke Club had an Outreach Session on the History of Temple Newsam and Object Handling by the Assistant Community Curator and Volunteer Co-ordinator.
- Working alongside the Pyramid of Arts High Rise project, a group which provides creative opportunities for adults with profound and multiple learning disabilities, the Assistant Community Curator has embarked on building a permanent artistic sculpture within the grounds of Leeds Industrial Museum.
- The Assistant Community Curator at Lotherton Hall is piloting as part of the Adult Programme, new 'Arm Chair Aerobics' sessions to offer local older or disabled people an opportunity to engage in a fun, fitness activity.
- Kirkstall Abbey's 1152 Club remains popular with older people over the age of 55. Guest speakers have included Michael Meadowcroft (Jewish Community Individuals Who Have Influenced Leeds) Eddie Lawler ('bard of Saltaire') and Rod Dimpleby (Chair, Yorkshire Dialect Society), with 'Two Tykes On T'Loose', Anna Walsh and The Irish Arts Foundation (The Irish

Experience In Leeds) , Jacki Depelle (Local Historian) on Fulneck Moravian Settlement, as well as our own Curator of Social History Kitty Ross, talking on 'An A-Z Of Leeds Nursery Rhymes' and our Youth Curator talking with Emily Wells of our very own Vintage Youth Club on 'Comics Unmasked'.

- 'Mindfulness in the Abbey', run by Leeds Mindfulness and Positive Emotion Enhancement Centre continues to be successful. This parent friendly free drop in session runs every Tuesday and has had some very positive individual success stories. In October, Leeds Mindfulness take over the Abbey Visitor Centre to mark World Mental Health Day with a series of taster mindfulness sessions.
- Every Thursday during the summer holidays the Youth Offending Service tackle a variety of gardening projects at Thwaite Mills Watermill. The Youth Engagement Officer assisted the group as they cleared the WW2 allotment. It is anticipated the Youth Offending Service will concentrate on this project and re-plant early next year ready for new vegetables. The Youth Engagement Officer also took the young people on a tour of Thwaite Mills and gave them all a certificate after their work was completed.
- The Bark and Butterflies is a small display which opened in October 2017 in the community cinema at Leeds City Museum and is the culmination of several years of research and collaboration between the assistant community curator, members of the Polish Community in Leeds and Coventry University. The display showcases Adrian Palka's father's personal diary which chronicles the hazardous journey he undertook from Siberia to Leeds after his liberation from the Labour Camp in the Second World War.
- The Festival of Gothica event was organised by the Goth community in Leeds as part of the Leeds Music Sound Bites Exhibition programme. The festival celebrated Goth fashion, music, art, literature and architecture with talks and films to complement the stalls in the main Broderick Hall. The event was linked to the Stop Hate campaign as one of the key speakers was from the Sophie Lancaster Foundation.
- One of the key community partners, curated the programme for the annual Hip Hop event which took place in November 2017 and again attracted over 1,000 people, including lots of families who participated in the dance workshops and the Baby Rave. There were craft activities, talks and films and the showcasing of talented dancers and DJs from the community.
- Local artist Paul Digby worked with a number of organisations in Leeds supporting people with dementia to create a beautiful mosaic inspired by Leeds Museums and Galleries collections. The theme was Leeds as a city famous buildings and landmarks and peoples experiences and memories of living here. The mosaic was on display in October 2017 and participants were invited to the opening and enjoyed seeing their work in the city centre on the map of Leeds.
- The Leeds City Museum Forget Me Nots Choir (for people living with dementia) is a new initiative working with the Peer Support Service for people with dementia. The aim is to help them to live well with dementia and engage with art and culture in a positive and participatory way. The choir is again led by Emma Sargison and is open to both service users and their carers. The choir meets monthly, giving people a chance to come

together in a safe space and celebrate through song, socialise and enjoy all the museum has to offer.

- Leeds Art Gallery is developing a core offer for adult audiences that stands as the central 'in gallery' activity which all adult outreach programming will be signposted to. The offer has a focus on older people and those referred to or connected to the gallery through community and wellbeing initiatives but is also open to 'drop-in' visitors.
- During Mindfulness Week mindfulness practitioners from across the city (co-ordinated by Steve Hart of Leeds Mindfulness) were offered a range of free taster sessions to mark World Mental Health Day. Joe Williams and his colleagues from Heritage Corner staged two very special performances celebrating black heritage in Leeds at Kirkstall Abbey Visitor Centre in October 2017
- For a third consecutive year Kirkstall Abbey also ran an event in Interfaith Week. Light for Leeds which saw representatives attend. There were stalls, food and craft activities from most of the major faith groups in Leeds. This included Sikh, Muslim, Jewish, Hindu Christian and Pagan representatives and was also attended by the Lord Mayor of Leeds. Performances included SAA-UK and the United Hebrew Congregation Choir plus the community curator and Edward Turner of Churches Together leading carol singing. Attendees were invited to write messages of hope on cardboard candles cut out by the pupils of Bramley St Peter's Primary School to hang on a Tree of Hope in the Chapter House. The day culminated in a silent dusk walk from the Visitor Centre to the Chapter House with each visitor handed a tea light to help illuminate the dark. A Call to Prayer from the Imam Adam Aslam opened and closed the event.
- Working with local arts organisation Pavilion, the Mill Space is currently hosting 6 month exhibition 'Interwoven Histories', which aims to make migrant workers' experiences visible within the museum. This will later be added to with a contemporary art sound installation by artist Ryoko Akama and a growing collection of people's stories.
- The Assistant Community Curator at Temple Newsam House has carried out a number of outreach sessions to HOPE during the last four years to engage older people in local history and develop relationships through talks, reminiscence and handling sessions. This outreach has led to one of the groups, the Stroke Group visiting Temple Newsam House where they learned about Temple Newsam House as a hospital during WW1 and did a tour of The Great Hall and Chinese room. All members of the group stated they would really like to visit Temple Newsam House again in 2018.
- A group of individuals with additional learning needs from Aspire Richmond Hill came to a portrait and costume session at Temple Newsam House. Jan Wells, the photography tutor for the group from Aspire, states that visits to Temple Newsam House and Grounds are inspirational and contribute to the wellbeing of the individuals and enjoyment of the courses as they try something new and different away from the centre where they usually meet.
- Relaxed Santa at Abbey House was hosted for the third year running, The event is for families with children with additional needs who may find a visit to Santa to daunting. The feedback continues to be incredible, with over 30 children with a wide range of additional needs attending in 2017.

- As part of the community programme for A Woman's Place? portraits of women across all communities and walks of life, holding a placard describing a trait, an achievement, or a role they play, be that a professional role, a hobby or a responsibility have been captured. Over 100 individuals and groups from the local community participated in this project. We also interviewed the Deputy Leader of Leeds City Council, the County Commissioner for Girl guiding, some other local community leaders and a group of young people about what it means to be a woman today.
- As part of Museums and Wellbeing Week, Kirkstall Abbey partnered with Brahma Kumaris Meditation Centre to produce a meditative walks booklet for visitors to pick up from the Visitor's Centre and use to guide themselves around the Abbey ruins.
- To mark LGBT+ History Month, and to tie in with Abbey House Museum's 'Protest' exhibition an event to mark 30 years since the introduction of Clause 28 was held in the Kirkstall Abbey Visitor Centre, hosted by Yorkshire MESMAC.
- At Leeds Industrial Museum, the Assistant Community Curator has also hosted corporate volunteers from HSBC and a group of students with learning disabilities for 'extreme gardening days' extending the scope of the project by quickly improving a new area of the site whilst engaging with different audiences. Plants are being selected by the regular group to reflect the heritage of the Mill as a woollen factory, and will later facilitate natural dyeing creative workshops.
- To celebrate LGBT+ History Month and continue our ongoing partnership work with Leeds Queer Film Fest Leeds City Museum held a family friendly event. The well-received activities took place in the Broderick Hall and the Denny conference room and included; a stalls marketplace, craft workshops, talks, film screenings and a pop-up exhibition. Over 1800 people attended the event.
- In February 2018, the Community Engagement Team at Leeds City Museum facilitated the acquisition of 39 objects from the 'Leeds Music Soundbites' display. The objects are related to the subcultures Goth, Hip Hop, Reggae and busking. They will enrich our growing contemporary Leeds music archive.
- To begin building links with the Third Sector organisation Touchstone and their community groups, we are working in partnership with the Migrant Access Project Plus programme to see how we can engage them in the 'Migration' special exhibition, which opens in July 2019 at the Leeds City Museum
- To begin building links with St George's Crypt's community we are focusing on how their service users could be involved in working towards co-curating a display case in our 'Migration' community display, which opens in spring 2019 at the Leeds City Museum. Nine people have been engaged so far and further in reach and outreach sessions will be held before December 2018.
- Lotherton Hall held its first Dementia Friendly musical event 'Memories with Music'. The Gascoigne 150 year old, Erard harp was conserved especially for this event. Couples from Peer Support and local group the Elderberries, enjoyed an hour of harp music, and singing accompanied by guitar and

piano ending with a singalong from WW2. The harp brought a lot of emotion to the afternoon with some people moved to tears, (happy tears :) Music therapist Jane Troughton used birds as a theme with scores that reflected flying and freedom.

The home educators programme continues to grow, with each session either having a waiting list, or with additional sessions being added to cope with demand. We have found that many of the young people who are being home educated have additional needs, so this has become an additional strand of developmental learning from the SLiCE programme. There is an aim to host a workshop per month. In the autumn 2017 workshops were held at Temple Newsam House, City Museum, Leeds Art Gallery and Lotherton and receive positive reviews.

Leeds Museums wholeheartedly embrace the Arts Council England's Creative Case for Diversity. At the heart of this is the belief that there will be better museums if diversity is embedded throughout their work and recognise that engaging with diversity is an ongoing, dynamic and developmental process and that issues of access, interpretation, engagement and reach must be kept constantly under review.

Progress Update Three

Feedback from equality groups and customers, plus observation and knowledge of customer base

The emerging themes / framework of the new Physical Activity strategy for the city is suggesting there will be a greater emphasis on inactivity over the next 3 -4 years

On 1st May 2018 the whole service rebranding exercise was completed and Sports and Active Lifestyles were relaunched as Active Leeds. Active Leeds has the following aims:

- Motivate people to be more active.
- Place people at the heart of what we do and work with those most in need.
- Generate income, control costs and seek new funding.
- Create, develop and sustain meaningful partnerships and relationships

Active Leeds have been working with the Adult and Health Directorate and Aspire to embed bases for people with learning disabilities within leisure centres, providing facilities in their own communities and introducing people to new activities. Adult and Health social care bases are integrated into ten leisure centres, including older people, learning disability and physical disability at Holt Park Active.

There are a number of specific projects which include:-

Disability sport opportunities exist across the city, run through Leeds City Council, professional clubs, voluntary clubs, disability charities, health partners and other key providers. These cover all ages, all impairment groups, all ability levels and are held city-wide. This programme is widely acknowledged as one of the most

comprehensive in the country and includes events, festivals, competitions and camps as well as regular activities.

Leeds Let's Get Active (LLGA) aims to encourage and support people who do not do any physical activity to be more active.

Positive Futures is a national, sport-based social inclusion programme for children and young people aged 10-19/25, offering opportunities to engage in employment, education and training commissioned by the West Yorkshire Police and crime commissioner.

Changing places facilities are now available in Armley, Morley, Holt Park and John Charles centres and as other sites are developed or refurbished more will be installed. Hydrotherapy is available at Armley and Holt Park and consultation has taken place to shape new facilities

Equality, disability awareness and adapting activities are essential training for staff.

Leeds Let's Get Active (LLGA) launched on 30th September 2013 and aims to explore barriers to physical activity and support the most inactive to participate in 30 minutes of moderate intensity physical activity per week.

Leeds Let's Get Active figures up to January 2018 include :

- There are 109,500 people that have applied for a LLGA memberships
- There are 106,000 of these with a 'live' membership (used it in the last 12 months)
- 107,000 of 109,500 have attended at least one activity.
- 31,900 of the 68,000 (47%) that completed the questionnaires were 0 or 1 at baseline (inactive).
- Of the 31,900 that were 0 or 1 (inactive) at baseline there are 9,300 (29%) that have been to activities 5 times or more

LLGA Community Programme (April 2017-March 2018)

Outcome	Cumulative total
Number of LLGA activities delivered	61
Number of total participants in reporting period	1,230 (new)
Number of attendances in reporting period	4,543
Number registered inactive at baseline in reporting	61%
Number registered in top 10% most deprived communities	69%
Number participants who report an increase in physical activity status after 12 weeks delivery	277/383 72%

LLGA Referral Programme – One You Leeds and NHS Diabetes Prevention Programme pathway. (October 2017- March 2018)

Outcome	Cumulative totals (October 2017 – March 2018)
Number of referrals and source of referral	242
Inactive at baseline	77/122 = 63%
Number of clients which live in deprived areas.	129/207= 62%

Other work undertaken during 2017/18 included:-

Health Improvement Team

Active Leeds support older frailer people as a part of the Falls Prevention Programme. 20 week courses in various community venues were held across Leeds to support people that have had a fall or are at the risk of falling. The programme accepts people with low mobility and other health concerns and allows people to lead an active healthy life. In the last 12 months 204 people have attended the falls programme and from all the people that have completed the 20 week course, not one person has been admitted to hospital with a fall, a year after they completed the programme.

Supporting the Falls Prevention Programme is a project called the Quality Assurance Scheme that supports community providers (organisations both public and private) to deliver quality activities for older people with the aim to improve strength and balance. The programme assesses providers and give them plan to improve their delivery. The scheme has provided training courses, mentoring and links community activities to ensure there is a network of providers across the city. There are 98 sessions across the City that have the quality assurance mark, “Make It Fall Proof”

Active Beyond Cancer delivered with the Leeds Rhinos Foundation and funded by Yorkshire Cancer Research provides a 12 week programme for people that have been affected by cancer, whether recently diagnosed, receiving treatment or in post-treatment . This is delivered in 3 venues across the city in single sex and mixed groups. Groups choose from a range of activities that suits their needs. The current programme has over 70 people attending at Rothwell, Fearnville and Armley.

Positive Futures

Delivery of Fit and Fed programme as poor children endure holiday hunger, isolation, and inactivity. The Fit and Fed campaign provides families in poor neighbourhoods with free holiday activity sessions and meals.

School holidays are supposed to be a fun time of the year, but for a generation of children from low income families it isn't. Children are isolated because there is no

free activity programmes on offer, and they are at risk of going hungry because there are no free school meals. This work is targeting the 1% most deprived neighbourhoods.

Dame Kelly Homes – Female Only Get on Track started in February 2018 is the flagship community-based personal, social and emotional development programme. Get on Track is led by world class athletes over a 14- month period and is aimed at young people aged 16-25 who are facing disadvantage. The programme helps young people realise the attitudes and behaviours they need to make long term positive life choices:

Get on Track is split into four stages. On Your Marks, Get Set, Go and Keep In Touch and aims to:

- Raise confidence
- Improve resilience and motivation levels
- Raise self-esteem
- Provide a new lease of determination and focus
- Improve Communication skills

Leeds Girls Can (LGC)

- Leeds Girls Can reaching 14yr+ in nine Secondary Schools including John Jameson East SILC.
- 95 new Leeds Girls Can Cyclists recently joined the programme
- 159 beginner runners taking part in LGC Couch 2 5k programmes across the city.
- Over 450 new women and girls taking part in LGC programmes
- 10 recently newly qualified LGC Run Leaders

Localities Snapshot

- Active Leeds have supported the relaunch of the bike library in one of the priority neighbourhoods in New Wortley. Providing the community with opportunities to take part in led rides from the centre, new equipment on site, maintenance courses and learn to ride sessions. Through these Active Leeds have been able to identify two community volunteers who are now in the library regularly servicing and maintaining the stock.
- With the support of Active Leeds Sustrans are delivering cycle maintenance sessions in three of the community hubs in priority areas. These sessions are open to anyone over the age of 16 currently looking for work. On the completion of three sessions they receive a bike to enable them to access employment opportunities.
- Bumps and Babes have delivered sessions with Inner South and Inner West Leeds to disengaged and hard to reach groups. Through funding sessions have been delivered in partnership with Children's Centres and Public Health are delivering Minor Illness talks to the bumps and babe

groups.

Facilities Update

- Based on the success of co-locating services, a community hub is being built at Aireborough Leisure Centre.
- Consultation with the LGBT+ community has resulted in more accessible design for the new changing facilities at Aireborough Leisure Centre
- Aspire continue to be based in 10 leisure centres
- Planning to survey all leisure centre sites for LGBT+ friendly facilities to highlight on the sport website
- Holt Park continues to be a base for Aspire and for older people / people with physical impairments
- Consultation with the Arthritis Trust has led to the changing rooms at Holt Park hydrotherapy pool being redesigned to widen their accessibility for people with arthritis

Session Figures

- In 2017 there were nearly 5,000 visits per month by disabled people and in total there were 59,754 visits to the leisure centres in 2015/2016. The total number of visits has increased year on year.
- 973 council leisure centre visits per month by disabled children/young people. (0-19 years) which equates to 11,676 visits per year.
- 753 individual disabled children and young people accessed provision.
- 100% + increase in the uptake of disabled swimming lessons at leisure centres
- 272,844 members over 55 years of age
- The Bad Mittens which is an LGB T+ inclusive (open to everyone regardless of sexuality/Gender identity) badminton club based at Armley which started in July 2016 now has nearly 400 members
- Staff member attending LGBT+ staff network to feed back to the service
- Facility development consultations including LGBT+, religious groups, ethnic groups and community groups

Policy Update

The Active Leeds service has also:-

- Amended the membership details to allow people to choose what equality data to share with the service
- Secured funding from Sport England for physical activity in three priority neighbourhoods
- Confirmed physical activity priorities in the prevention strand of the Leeds Health and Care plan
- Going through a consultation with HR and stakeholders to develop a trans policy for sport
- Improved the website to include specific details on:

- Disability access information
- Disability sport sessions
- Dedicated LGBT+ sessions pages and staff contact

In addition the emerging themes / framework of the new Physical Activity strategy for the city is suggesting there will be a greater emphasis on inactivity over the next 3 to 4 years.

Workforce achievements:

- Supporting the apprenticeship programme to enable equality groups to access the training they need to achieve employment in sport
- Working with Leeds City College to pinpoint potential BME applicants and provide training for sport related jobs
- Working alongside partners in Employment and skills to offer Recreation assistant (pool) traineeships for 12 weeks to young people from the BAME community. The service are currently underrepresented by BME staff and they will be targeting various community groups to try and encourage young BAME people to join the trainee programme.
- Provided National Pool Lifeguard Qualification (NPLQ) training both internally and externally
- Provided first aid training – both internally and externally
- Worked with the development team programme of activity to highlight employment opportunities to hard to reach communities
- Developed a health and wellbeing policy
- Developed a workforce development plan
- Delivered equality and diversity / disability awareness / adapting activities training
- A target of 100% contracted staff to have attended equality training sessions
- Staff attended mental health awareness and Healthy minds sessions who will feed back to the service
- Restructured the development team in 2017/18 which has enabled a greater focus on inactivity and prioritisation of work to priority neighbourhoods
- Going the extra mile – a staff member at Holt Park supported and assisted a homeless lady who regularly visited the centre to get accommodation and support
- All new developments to include:
 - Village changing (enhanced access for LGBT*, families, carers), with singles sex areas available
 - Unisex toilet provision
 - Better signage
 - To be open and inviting

Work will continue with equality groups to keep the service changing and adapting to the requirements of different sections of the community

Improve provision of information so everyone can find their way around the city centre

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 and it did not offer a coherent and high quality network, that people could easily follow.

Work has taken place 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 is 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 the maps and signs up to date with continual work that reflects 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 used which 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.
- The extension to Legible Leeds has helped connect South Bank to the city centre

New updates are currently taking place to encourage a walking route from Leeds Station to Elland Road football stadium.

Also to support the new office developments in the West End of the City, discussions are taking place with partners for additional extensions to Wayfinding with the possibility of 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.

Work will continue to:-

- Provide regular updates to ensure map accuracy;
- Appoint a new value for money supplier to deliver the expansion of the system;
- Work closely with partners (internally and externally) to understand and schedule in new work that arises from any significant city centre developments.

Improve access to Leeds city centre pavements and disabled parking:-

- **Improve the accessibility of pavements by tackling physical obstructions and seasonal hazards**

Progress

The issue was to improve the accessibility of pavements by tackling physical obstructions and seasonal hazards for elderly or disabled people. There are many hazards on pavements for those who are elderly or who have a disability, including seasonal hazards, such as, ice and the accumulation of leaves. Also hazards, such, as overgrown vegetation that restricts the width of pavements for wheelchairs, vegetation that encroaches onto the path and can be a slip or trip hazard or which overhangs the path at head height and can be a hazard to those with visual impairment. Other movable obstacles such as advertising boards and wheelie bins can restrict pavement accessibility by making paths narrow and inaccessible.

The areas of work identified account for a significant number of service requests from the public each year and prioritising them will improve the general neighbourhood for all.

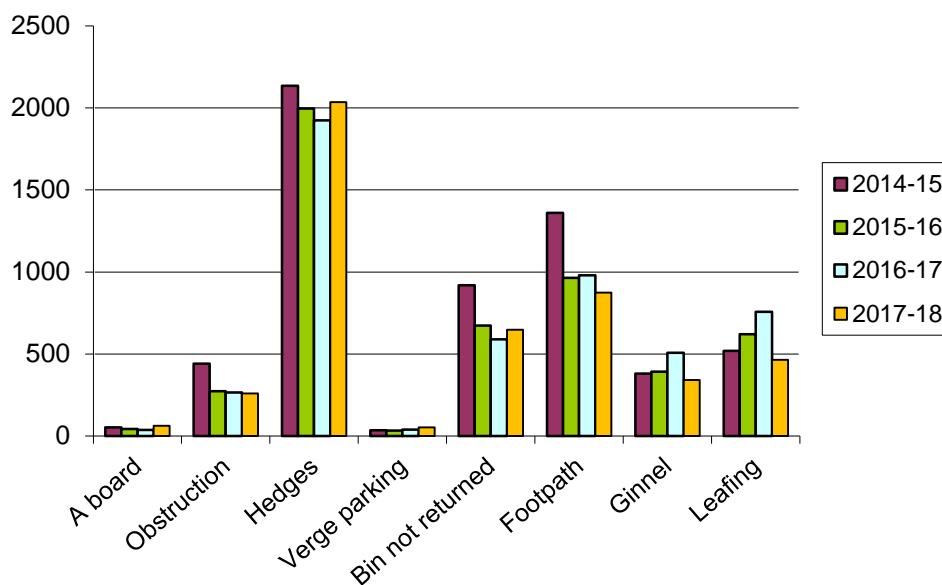
The council continue to take action against residents/businesses who cause access problems on public pathways because of issues, such as, overgrown vegetation, wheelie bins left out well after/before collection day and illegal/unauthorised advertising, for example, A-boards.

During the autumn/early winter programme of leaf clearance work is focused on those paths/streets where leaf fall is historically known to cause the most problems. We also respond promptly to requests for service from the public.

A project in the West of the City during winter 2017/18 trialled a different way of tackling the seasonal issue of leaves which has resulted in a reduction in complaints by public, Elected Members and staff. The number of actual customer referrals received by the team was 30 more than 2016, however, most were service requests rather than complaints.

New Public Space Protection Orders are being used in parts of the City to enforce the requirement to keep domestic waste bins off the street. This is currently being trialled in two areas of the City Armley and Harehills with a view to it being extended if successful. It is early days, however, the service are starting to see big reductions in the number of bins left out both before and after collections. In other areas, green bins have been removed from homes occupied by temporary residents (mainly students) unless the occupants have “opted-in” to recycling.

The number of reports received relating to obstacles / slippery footways over the last four years is shown below. The numbers shown are the total number of service requests on the system and will include both proactive and reactive work. For this reason, where we have had a concerted effort to tackle an issue, there could be an increased number of jobs recorded:



Work in relation to parking on verges and pavements is harder to deal with due to lack of enforcement powers but numbers remain relatively small. A pilot project in the Headingley area has continued to work with the Guide Dogs Association to facilitate the recording and reporting of obstructions among people with visually impairments in the area

Teams have addressed over 4,700 situations where an obstacle or a slippery footway was reported to the Council during 2017-18. This work has removed hazards, has improved access to pedestrians and has helped to improve the

environment for all. The service have also carried out proactive projects to try to improve the impact of the work they do.

The majority of the work we have undertaken has been citywide although some work is being trialled in local areas to measure its effectiveness before being rolled out across a wider area.

The Council continues to respond to reports of problems submitted by the public and is utilising new powers to tackle some problems, for example, Public Space Protection Orders are being used to address the problem of bins being left out. In addition, work on pavement parking is limited by the lack of enforcement powers and limited police resource. Fortunately, the number of reports we receive for this problem remains relatively low (53 reports in 2017/18 so far)

Improve access to Leeds city centre pavements and disabled parking:-

- **Ensure proper use of disabled parking facilities in Leeds**

Progress

The council continue to be committed to ensuring the proper use of disabled parking facilities in Leeds. Access to parking has a significant effect on the ability of disabled people to participate in everyday life and work.

The council has undertaken specific projects to tackle blue badge abuse since 2012. This does not cover routine enforcement of blue badges, such as, staying for too long or parking in the wrong place, but concentrates on the deliberate misuse of a badge by someone who is not entitled to use it. The focus is solely on the misuse of a badge once issued. There are various rules relating to the use of blue badges but the basic condition is that the badge holder must be present in the vehicle for the relevant journey.

Initially the service concentrated on issuing parking penalties for the offence with a follow up warning letter and 449 offences were detected in the first year. However this did not seem to be particularly effective in reducing offence levels.

In 2013 the service began to start prosecuting offenders in the first instance, provided that sufficient evidence was secured and with experience we have developed this into a routine part of parking enforcement.

In 2014/15, 179 people were prosecuted and all were found guilty. In 2015/16, 215 cases were prosecuted and 213 found guilty. In 2016/17 156 cases were prosecuted and all were found guilty. In 2017/2018 85 cases were prosecuted, 84 found or pleaded guilty and 1 case was lost. The total of prosecutions since the zero tolerance approach was started now stands at 687 cases.

It is positive that the efforts to detect and deter offenders are showing a reduction year on year which shows that the approach Leeds City Council is taking is working and the number of repeat and persistent offenders is now negligible.

Actions taken have been city wide but there are hotspots within the city where the abuse is more prevalent.

The Council has undertaken extensive publicity regarding this activity in the past. Press releases detailing prosecution activity have been published in the local newspapers as well as coverage on the television news. The Department for Transport publicises data for every local authority and Leeds City Council has been consistently leading the way and for the last 2 years has been the top council with the number of successful prosecutions. Due to the reduction in press interest press releases are not made on individual cases but rather on year end results. Work needs to continue to ensure we remain focused and diligent on detecting and deterring the misuse of disabled badges so that we make a difference in helping disabled people to participate in their everyday life.

Ensure that simplified street space is safe:-

- **Develop an approach to the city centre and district centres around simplified street space**

Progress

This is a complex issue that crosses over highway safety requirements and anti-terrorism requirements. The ambition is to have legible streets that are highly connected, provide opportunities for green infrastructure and public spaces and to ensure that they are representative of everyone's requirements.

The streets are a legacy of the highway safety requirements and way finding that are highly overprovided for, with little regard for pedestrian movement and cyclists. As a result at street level, the infrastructure in guard railing, signage, raised planters, street crossings are overly complex and not easy to navigate.

This is an issue that has been raised by access groups and the Quality Places and Spaces Group who are a sub-group of the Chamber of Commerce.

The first step was to seek a common approach regarding provision and then the removal of highway barriers, including, guard railings along roads and street crossings. A programme of removals has been developed and consideration on how this can be delivered, as part of a phased programme, alongside other programmes is being undertaken.

In tandem with this work there is the city centre highways package and the Leeds Public transport Investment Programme (LPTIP). For each of these programs there is a requirement for an approach that ensures that high quality pedestrian environment is delivered with clear routes and increased connectivity throughout the city centre. As these programme develop the streetscape created as part of these programmes will deliver a much simplified and pleasant pedestrian environment.

The actions have put in place a clear programme of work which will deliver a simplified approach to the creation and improvement of street design

The main focus to date has been the city centre, however the ambition is to expand this beyond to district centres in the future.

Work will continue to develop the individual schemes aligned to the programmes highlighted above to ensure successful delivery

Continue to improve awareness of availability of ESOL classes and improve BSL interpretation:-

- **Use of the new video interpreter service**
- **Promotion of the learn English website**

Progress Update One

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 which was then passed between themselves and the officer. The council needed approximately two weeks or longer to book a face to face BSL Interpreter due to the high demand and availability of Interpreters.

This meant the customer's enquiry could not be resolved at first point of contact and they had to return on another date. This meant 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.

The Interpreting and Translation Team Co-ordinator met with the 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 research was undertaken to explore what options were available to allow deaf or hard of hearing customers to communicate immediately with council staff. The options looked at included the recruitment of an in house Interpreter or find ways of providing British Sign Language Video Interpreting.

A BSL video interpreting service was implemented which was located at five Community Hubs across the city. Further work with the Deaf Forum and its' members to improve the delivery of the service is ongoing. This service has been delivered since 2015.

The introduction of this service has enabled deaf or hard of hearing customers to contact the council immediately either face to face or at the Community Hubs who have the British Sign Language Video Interpreter service or via the Corporate Contact Centre using British Sign Language Live. This reduces avoidable contact and improves services for deaf or hard of hearing customers. Deaf or hard of hearing customers can remain independent and do not have to rely on bringing a

hearing person with them or have to wait for an appointment. The provision of face to face BSL interpreters run alongside the video interpreting service.

During 2016/17 further work has been completed to see which areas of Leeds would benefit from having the BSL video interpreting service in place. Following this work, the BSL video service has now been installed at The Reginald Centre, Armley and Dewsbury Road Community Hubs. However, there was no usage at Dewsbury Road and a subsequent need was identified at Horsforth, so the service was removed from Dewsbury Road and implemented at Horsforth Community Hub.

The council to continue to work with the Deaf Forum to increase take up of the BSL video phone. This has included reviewing the most appropriate location at the council's Community Hubs and staff at this location have received Deaf awareness training.

Work continues with the Deaf Forum on how to improve the service. For example, it was suggested a larger screen size would be better to ensure those with a hearing and sight problem could see the BSL interpreter. Work is taking place with the council's Digital Information Service to pilot the service on a tablet device. The benefits of these are to improve access to resolve an enquiry.

The current contract for BSL video interpreting is due for renewal in 2018 and the Interpreting and Translation Team Co-ordinator is working with the Deaf Forum and the Digital Information Service to seek their priority requirements for the service. This will enable the council to ensure we award a contract to the right company. The review of the service and equipment for the new contract has enabled us to look at all the requirements of the Deaf community, for example, larger screen sizes, better connectivity and portability. This will help us deliver an improved service, for example, in a Customer Service booth or private interview room.

Progress Update Two

In March 2010, the English for Speakers of Other Languages (ESOL) Working Group at Leeds City Council identified the need for research to investigate the match, or mismatch, between ESOL need and ESOL provision in Leeds.

In 2010/11, the Harehills ESOL Needs Neighbourhood Audit (HENNA) was undertaken by researchers from the University of Leeds and the Refugee Education Training Advice Service (RETAS). The Harehills area was chosen as it is a highly diverse area of inner-city Leeds, to the east of the city centre. It is an area with significant new and more established migrant and Black and Minority Ethnic communities.

The study found that patterns of ESOL provision, funding and attendance were complex and went beyond the neighbourhood boundaries and impacted the whole City. The general picture was one of fragmented ESOL provision locally and across the city.

The HENNA study made a series of recommendations and in 2013 a group from the University of Leeds, Leeds City Council and RETAS formed the Migrant English Support Hub (MESH). As a result of their work the Learning English in Leeds (LEL) with web development support from the council was developed and launched.

The LEL website provides an accessible and comprehensive online directory of ESOL provision in Leeds: a 'one stop shop' for adult migrants wanting to develop their English language skills, and for advisers. LEL assists new arrivals in finding the most appropriate ESOL classes and planning their progression across provision in Leeds. The provision of ESOL was very fragmented across Leeds and the Learning English in Leeds website brings all provision under one area. This enables customers to search easily under various criteria including map search, free child care, accredited.

It also benefits ESOL providers as they are able to promote their classes and provides a space for the ESOL sector in Leeds to develop practice and plan strategically to meet the language education needs of learners. The resource also supports a range of services across the council.

Other cities, such as, Manchester and Sheffield have attended MESH meetings to learn about LEL, the work involved in developing the website and how it could be developed in their cities. As a result, the MESH steering group is developing an approach to market their product.

The National Association for Teaching English and other Community Languages to Adults (NATECLA) has written an ESOL strategy for England in which LEL was cited as a case study. The strategy launch took place in parliament in October 2016. MESH is also contributing to the development of an ESOL strategy in Leeds. MESH are working with Migration Yorkshire with a view to developing the LEL website for a regional Yorkshire and Regional site.

Community Hubs have offered free rooms to enable ESOL classes to take place in the centres which are local to community needs. There are a number of ESOL classes being delivered from Community Hubs including entry level, ESOL for beginners and ESOL for work with variation of accredited and non-accredited.

The delivery of ESOL classes in Community Hubs provides easier access for the local community to attend.

Work will continue to promote the LEL website and working with Migration Yorkshire in developing a regional "Learn English" website across Yorkshire and Humberside.

Improved access to transport and quality of service for all to enable more people to use public transport

Public feedback and analysis from consultations and engagement highlighted the need to see improved quality and access to bus services in the city.

Leeds City Council made a bid to the Department for Transport for £173.5 million for the Leeds Public Transport Investment Programme (LPTIP) to secure resources to make real and transformative changes to the place and role of the bus services. It will also improve accessibility at existing rail stations and provide three new stations at key economic development sites and hubs.

Work is taking place with the West Yorkshire Combined Authority and bus operators on the West Yorkshire Bus 18 programme.

Approval for the funding was secured in April 2017 from the Secretary of State and work has started on the development of the package of investments. Work also includes establishing the new partnership MOU with main bus operators who have invested in new fleets of the latest accessible buses, which include, audible passenger announcements and low Euro 6 diesel buses.

Working with the West Yorkshire Combined Authority a programme of bus service reviews will take place with a new piece of work to examine connecting communities.

Work will continue to:-

- Complete the LPTIP scheme and project engagement over the remaining phases through 2018/19 and 2019/20.
- Develop the connecting communities proposals and local engagement including work with council's Equalities Hubs
- Complete the bus network review working with bus operators and the West Yorkshire Combined Authority
- Support the operator roll out of new bus fleets
- Implement the delivery of the LPTIP capital interventions from 2018/19 onwards
- Review progress with Leeds Transport Expert Panel and provide periodic updates to the Equalities Hub

Strong Economy – achieving potential and improving representation

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

Progress

The proportion of young people from BAME communities starting an apprenticeship in 2013-14 was 10%. This was lower than BAME participation rates across other learning provision, 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 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 us to better understand the challenges facing young people in being aware of and applying for apprenticeships, and enabled us to design an intervention to address these challenges.

It is worth noting that the large scale reforms introduced in December 2015, which included the introduction of new standards and higher level apprenticeships, make apprenticeships a credible alternative to university. This is pertinent to BAME communities as the commissioned research, by PATH 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 response to the research the Employment and Skills Service has procured 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.

Through consultation with the council's community outreach colleagues, involved in engaging with BAME communities to address social disengagement and disaffection, including extremism, it was identified that a number of synergies existed with this project and their work. Opportunities to align the two were developed and community outreach colleagues will support the provision by brokering relationships with, and engaging key partners and influencers who will support young people and build capacity and knowledge about apprenticeships within the communities. This will not only help to target the support for young people for whom employment and general disengagement is a barrier to being

productive, but also contribute to council work to improve social integration and community cohesion.

This is a 12 month contract that launched in January 2018 and will be delivered until December 2018.

The activity will:

- Identify an appropriate cohort of BAME young people across Leeds to engage with, with representation from key ethnicities in accordance with the latest NEET and youth unemployment data;
- Reach, actively engage and promote apprenticeships to young people;
- Encourage and support young people to apply for an apprenticeship, with active support to participants as is required (through, for example, assistance with vacancy searches, developing a CV/application, interview preparation);
- Assist young people to commence an apprenticeship as a result of the intervention (apprenticeship starts can be claimed up to a period of 2 months following the conclusion of the project, recognising the lag in outcome following support).

While the primary purpose of the project is to engage with young people from BAME communities, we also expect that the provider will engage with influencers from those communities and build capacity and knowledge about apprenticeships within them. This aims to contribute to the sustainability of the activity.

The targets for the contract are:

- A minimum of 500 young people should be reached and actively engaged;
- A minimum of 100 young people should apply for an apprenticeship, with active support to as many of these as is required;
- A minimum of 25 young people to commence an apprenticeship as a result of the intervention.

The Employment and Skills service has provided funding and is supporting a pilot pre-apprenticeship recruitment and training programme that will assist the development of a more inclusive and representative workforce in the Active Leeds service.

This activity will offer pre-apprenticeship training and qualifications through a 12 week traineeship that focuses on recruiting 6 young people from BAME backgrounds. The recruitment is anticipated to commence in quarter 2 of 2018 when the accredited training will be available.

The initiative aims to support the Active Leeds service to achieve its ambition of improving the diversity of its workforce, especially relating to ethnicity, where BAME groups in particular are currently under-represented.

These trainees (subject to performance) will then be recruited to permanent apprenticeship vacancies within the Active Leeds service, funded through the

council's apprenticeship Levy. Apprenticeship Levy funding will support the council to utilise apprenticeships as a way of diversifying the workforce and supporting priority groups to find work.

The Employment and Skills Service delivered the Parent Focused Apprenticeship Industry Seminar Programme in 2017. All Leeds schools were contacted and promoted the opportunities to their young people, including those schools with the highest BAME representation.

In March 2018 the Service organised and hosted the Leeds Apprenticeship Fair which attracted 6500 visitors and 130 exhibitors. 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 will 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 outlined above.

Education and Skills Funding Agency (ESFA) data on the take up of apprenticeships by BAME young people is released with a significant time lag, so the direct impact of any of this activity on the equality improvement priority will not be recorded for some time. It is also important to note that the indicator is subject to a wide range of factors outside the influence of the Council and the work detailed above.

The ESFA data on apprenticeship starts by young people from BAME backgrounds will be reviewed when it is released in late 2018.

Provide effective support to access the labour market, particularly for people with mental health issues

Progress

Although levels of unemployment have largely recovered to pre-recession levels amongst Job Seekers Allowance (JSA) claimants, the number claiming Employment Support Allowance (ESA) has remained stubbornly persistent over time.

Data available from the Department of Work and Pensions (DWP) indicates that of those claiming Employment Support Allowance (ESA), the health related out-of-work benefit, over 40%, report mental ill-health as a single diagnosis or alongside

a physical one. In Leeds this is about 15,000 claimants, with the highest concentrations within disadvantaged communities.

For those with severe or significantly moderate support needs there are a range of health interventions through secondary mental health services including a finite, dedicated offer to those recovered sufficiently to commence their journey back to work. However, for those who have mild to moderate mental ill-health the support can be fragmented and lack coherence.

Anecdotally, managers, Jobshop staff and staff in other frontline roles within Community Hubs, other support services and Elected Members reported an increasing number of customers presenting with what may be termed as low level mental ill health, such as, low mood, poor self -confidence etc. This is a significant barrier to effective job seeking and impacts employability potential in a competitive market.

Mental health issues are regularly cited as a key barrier by a range of delivery partners engaged in employability and job search support and feature in many locality core team priorities.

Jobcentre Plus has evolved its services to more effectively meet the needs of this customer group. However, the resources dedicated by DWP national and regional commissioned programmes is much reduced and insufficient to meet the demand from the growing number of customers presenting with mental ill health.

There are a number of services offering support to those experiencing low level mental ill health and those looking to gain employment which compliments the services available from Jobcentre Plus. However, there are few examples of effective integration. An ambition for effective integration of health and employability support was the subject of the recent White Paper – ‘Improving Lives: Future of Work, Health and Disability November 2017.

A two fold approach has been taken to pilot activity to learn about what works and build staff capacity and capability to support this customer group. As well, as securing additional investment in services targeted to this customer group.

A pilot programme was designed in consultation with key stakeholders including mental health specialists which seeks to integrate mental health support into the existing service offered through Jobshops within Community Hubs. Leeds Mind was procured as specialists with a commendable track record of supporting those with mental ill health back into employment to deliver services within Jobshops, replicating their successful ‘Workplace Leeds model.

The pilot includes an extensive staff development programme for Jobshop staff initially and ultimately the wider Community Hub staff resource. This will enable Employment and Skills to build the capacity of Community Hubs to continue to develop the provision beyond the pilot.

In March 2017, the Council in partnership with Bradford Council secured £4.9m from the European Structural Investment Funds (ESIF) programme to deliver the

Local Flexibility for Reducing Unemployment Programme. Known locally as the STEP (Skills, Training and Employment Pathways), the programme began delivery in June 2017. It builds on good practice to provide tailored employability support for adults aged 25 years plus and furthest from the labour market across Leeds and Bradford. Acting as a bridge into work, STEP offers a personalised support package to long-term unemployed people in Leeds, with those experiencing mental ill health as one of the priority groups. Leeds MIND were procured to deliver the mental ill health element of the programme and their outputs are measured by participants starting on the programme, sustaining attendance, gaining basic skills, attending work experience and entering employment.

For participants, the focus is on creating clear progression pathways that move individuals closer to the job market. The project seeks to maximise support through existing and mainstream provision, for example, Adult Education Budget and through alignment with other professional services including local improving Access to Psychological Therapies (IAPT's) social care or migrant support services including those in the third sector.

From the pilot programme:-

- 141 customers have accessed support
- 43 have moved into employment
- 76 have moved into other positive destinations (further learning, voluntary work etc)
- 30 staff development sessions have been completed with Community Hub staff

Feedback from customers, Community Hub staff, referral partners and MIND has been positive. Of the 141 people accessing support, 79, (56%) were new customers to Community Hubs which has increased their reach and profile within the community.

All staff involved in the pilot have gained additional skills, awareness and confidence to work with this customer group, 83 shadowing opportunities have been undertaken over the duration of the contract. Community Hubs have also developed their network of local partners offering complimentary/additional services and their capacity to host specialist services integrating them in existing service delivery.

To date STEP has supported 561 Leeds residents, of whom 152 (27%) classify themselves as having mental ill health. 23 of this group (15%) have secured employment through the STEP programme. The activity is delivered from 3 Community Hubs. Outcomes from the evaluation and the future service configuration within Community Hubs will influence the roll out of this delivery model across the wider Community Hub network.

The pilot is considered at the three Elected Member led Employment and Skills Boards which include a range of local partners and council services. This has been

particularly effective in ensuring the degree of immediacy and success experienced in generating referrals to a time bound project.

The pilot has worked within the different service models, across each locality including social prescribing, signposting and capacity building activity to ensure that it adds value to local arrangements.

The evaluation model was in real time for the duration of the pilot and sought views from four key stakeholder groups. These vary across the three pilot sites and was reflected in the recommendations to effectively capture local difference.

The STEP programme has used Community Hubs as a key referral mechanism. Given the focus is on those furthest from the labour market, the engagement activity has been focused in and has achieved most success in recruiting people from the city's priority neighbourhoods. The sub contracted delivery partners are all based in the heart of communities and prioritise local recruitment.

The pilot programme contract has now completed. The focus is now on ensuring that the legacy of the learning achieved during the contract is now embedded within the three Community Hubs. This will include :

- Lead staff being identified to ensure that reflective practice sessions are held to support and enable staff to share and support interactions with individuals who may be experiencing challenges with and provide support and possible solutions for resolution
- Revise current delivery arrangements to expand the offer to customers
- Offer weekly bespoke Working Well Jobshop group sessions to better support customers
- Deliver further specialist training for Community Hub staff to develop skills and confidence to support customers beyond the contract term
- Expand and deliver training to the wider Community Hub staff team to assist with expanding the learning and support implementation across the additional Community Hubs.
- Respond and implement actions to address the evaluation feedback received from all stakeholders
- Complete the summary evaluation from all stakeholder groups to inform future service arrangements within the three Community Hubs and across the wider network

STEP will continue until 2020 and the achievement of targets will continue to be monitored. A summary evaluation will be completed and inform the roll out of any future delivery.

Progressing this work must also reflect outcomes from the 'Improving Lives: Future of Work, Health and Disability November 2017 White Paper. As well as, the council's locality work within the City Region to more effectively integrate disability and employment services at both a strategic and operational level. Further work will be progressed to offer integrated provision in priority neighbourhoods through work with the local care partnership teams.

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

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 focusing extra support to ensure that children who are disadvantaged make accelerated progress and achieve the same outcomes as their peers. To help ensure Children's and Families Service is best equipped to drive improvements in educational outcomes for vulnerable learners a review was recently undertaken. This review has focused on how we configure services to ensure that learning outcomes for the most vulnerable learners are improved including children and young people with special educational needs and disabilities (SEND.)

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.

Leeds has the highest aspirations for children and young people who are looked after and addressing this "gap" in attainment and achievement is a key priority in the Children and Young People's Plan and an integral aspect to our ambition to become the best city for all children to live and grow up in.

Children looked after by Leeds follow the national trend for other looked after children and as a whole group, do not make the progress expected of them based on their prior attainment.

Care leavers are far more likely to not make successful transitions into education, employment and training and this is impacted on as they are less likely to achieve five good GCSE passes.

The statutory duties to promote the educational achievement of children looked after are discharged through the Corporate Parenting responsibilities across a range of partnerships - the Corporate Parenting Board, the Multi-Agency Looked After Partnership. There is also the Virtual School which brings together services, such as, Learning Improvement, Educational Psychologists and Complex Needs

Services, Youth Offending Service and Health around securing the best learning outcomes for the children in our care.

There is also a robust Continuing Professional Development and training offer through the Workforce Development service and the Virtual School. This provides a comprehensive programme of training and development across all corporate parenting roles including designated teachers and governors, social workers, Independent Reviewing Service, foster carers and other services whose actions contribute to the educational achievement of children looked after and care leavers.

The Virtual School have three clusters delivering the Children Looked After Cluster Champion function in Brigshaw, Temple Newsam Halton and Bramley.

The Virtual School quality assures every fifth Personal Education Plan review recorded on the Mosaic (a system for recording information) and provides advice, support and challenge to social workers and Independent Reviewing Officers (IROs) through this process.

Termly progress data is shared with key partners from the Complex Needs service who play a crucial role in ensuring that children have their needs identified and met, for example, educational psychology service, special educational needs inclusion team and the statutory SEN assessment team.

Although the attendance of children looked after at both primary and secondary school is better than their non-looked after peers, the Virtual School uses Pupil Premium+ to commission additional targeted support for attendance for individual pupils who are experiencing particular barriers to their attendance and engagement in learning.

The Virtual School have worked closely with the commissioned 1-1 tuition provider to increase the impact of the service on learning outcomes.

The Virtual School and the Voice and Influence Team developed and delivered a Corporate Parenting Induction Programme to the members of the Corporate Parenting Board and a number of Community Committees

Work will continue to target direct activity of the Virtual School to those children who most need it (this is informed through data) and continue to enable and empower the Independent Reviewing Officers, Designated Teachers, social workers and carers to secure expected or better than expected progress in learning through the Personal Education Plans and Care Planning frameworks.

In addition work will take place to:-

Better understand a child's previous learning journey at the point they become looked after and increase awareness of the impact of trauma, abuse and neglect that might be evident before they come into the care of the local authority.

Attainment and achievement is part of the Children's and families 'obsession' regarding attendance so that learning is at the heart of everything we do for all children.

Ensure corporate parenting responsibilities are understood across the council and across the range of governance processes and decision making and that this is subject to Scrutiny.

Review the Personal Education Plan process to become more child-centred, child-friendly and driven by need rather than just meeting statutory requirements.

Recognise across the partnership that after prior attainment is factored for, stability in school and placement has the biggest impact on progress and attainment.

Particularly in light of 'Keep on Caring', strengthen Elected Member activity to focus on the numbers of care leavers not in education, training and employment.

Free School Meals/ Pupil Premium

In Leeds primary schools there are 9,116 pupils who receive special educational needs and disabilities (SEND) related support and 1,027 pupils who have a statement or Education and Health Care (EHC) plan. In secondary schools 4,203 pupils receive SEND support and 1,223 have a statement or an EHC plan. 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.

Leeds has a citywide commitment to becoming a Child Friendly City and the Best City in the UK for all children, young people and families. The city is ambitious for all children and young people and wants to achieve the best outcomes for all. At present, Leeds is not fully achieving its ambitions. There is recognition that not all children with SEND have the levels of attendance and attainment that they should have and that academic progress could be stronger.

We were aware of the gap in attendance, attainment and achievement of our pupils with SEND through our regular monitoring of data. Like all council's a consultation and strategic review of special educational need and disability provision was carried out.

In 2016-17 at Key Stage 2 the percentage of pupils reaching the expected standard in reading, writing and maths is as follows:

	Leeds	National	Percentage Point Gap
SEN Support	16	21	5
EHC Plan or SEN with a statement	7	8	1

SEND pupils in Leeds perform less well than SEND pupils nationally across all categories with the biggest gap in performance amongst those categorised as 'SEN Support' (five percentage points).

In 2016-17 at Key Stage 4 - Average Attainment 8 Score – SEND provision is as follows:

	Leeds	National	Percentage Point Gap
SEN Support	30.3	31.9	1.6
EHC Plan with a statement	12.2	13.9	1.7

Over the last year progress has been made and the gap between Leeds and the national average attainment 8 scores has reduced.

The gap, which was substantially larger in the 2015-2016 figures, was picked up as an area for development in our Ofsted Care Quality Commission SEND Area Inspection outcome letter in February 2017.

In Leeds the provision for pupils with SEND reflects the view that children and young people should be able to receive the provision they need at a level, and in a setting, which is appropriate to their individual needs. Most children and young people with SEND should be able to enjoy and achieve in mainstream schools.

All mainstream schools provide a core offer of support for those with SEND. Some children and young people may need extra support to help them in mainstream school, and so Leeds has Resourced Provisions in mainstream schools and Specialist Inclusive Learning Centres (SILCs) who have partnerships with mainstream schools. Some children and young people have very complex needs and might need a detailed assessment or an EHC Plan to help meet their needs.

Leeds resourced provisions meet the following types of needs: Physical Disability, Specific Learning Difficulties, Learning Difficulties Hearing Impaired, Speech and Language, Visual Impaired, and Complex Communication.

There are five generic Specialist Inclusive Learning Centres (SILCs), one SILC for pupils with Social Emotional and Mental Health Needs, and one Special Secondary Free School. There are also 17 SILC Partnerships and 18 Resourced Provisions.

An action plan based on a Scrutiny Board Report “Aspire, Empower, Accomplish – Supporting Young People with Special Educational Needs and Disabilities in Leeds” with improvement areas highlighted through self-assessment and the formal review under the new Ofsted CQC Area SEND Inspection arrangements has been developed. The report and improvement plan have directed the improvement priorities.

The Special Educational Needs Statutory Assessment and Provision (SENSAP) team have been driving up the quality of EHP plans through close partnership working. Ongoing work includes:

- Strengthening care and health advice
- Linkages to the Health SEND Steering Group
- Working with the Designated Clinical Officer (DCO) and SALT
- Linking the review of short breaks provision to EHC plans
- Development of an advice exemplar

- Continued moderation of plans and collation of learning from the process
- Pull the aspirations of the child or young person throughout their plan
- Auditing EHC plans
- Comparing previous plans with newer plans and developing an external moderation process that improves the quality of plans year on year

Some issues have been identified in terms of accurate identification of pupils' special educational needs. In particular, dyslexia appears to be under-identified in Leeds. To address the gap in identification of pupils' specific learning difficulties (SpLD), the category of need that includes Dyslexia, a comprehensive programme of training and support has been delivered to schools. This includes Level 1 Dyslexia Capacity Building Training which is a split two hour session suitable for staff meetings; SpLD intervention training for Alpha to Omega and The Active Literacy Kit and additional bespoke training as required. A further level two course has also been designed to embed good practice and policy for supporting pupils with dyslexia.

To better understand the SEND population and the impact of initiatives, reports have been developed to allow analysis and one off investigative analysis has also been undertaken. The Annual Standards Report now includes analysis by SEND, where before this was not available. The SILC Cluster has commissioned services to support families and the cluster and the SILCs are sharing data to track whether, as a result, the attendance gap of SILC pupils is narrowing.

In the Children and Families directorate, a SEND Monitoring Group has been established that brings both Learning Improvement and Complex Needs services together to explore and understand the barriers in both primary and secondary mainstream provision and to review achievement in specialist provision. A programme of activity has taken place using a learning enquiry approach to identify what factors have the greatest impact on the academic and personal progress of children with SEND. This has led to good practice guidance being developed. An evaluation tool for secondary schools' SEND provision is also being prepared. A SEND strategic review has been carried out to establish what provision will be required in Leeds to meet growing SEND needs. This was endorsed by the Council's Executive Board in February 2018.

Over 90% of new assessments for and EHC plans are completed within the 20 week statutory timescale and the team were also expected to complete all conversions of Statements to EHC plan's by the deadline of March 2018.

In Leeds, the gap in identification of SpLD compared to national, between 2015 and 2017 has narrowed: the primary gap reduced from 5.2% to 3.4%; the secondary gap reduced from 8.7% to 4.1%.

There has been an improvement in the percentage of pupils reaching the expected standard. At Key Stage 2 the percentage gap has narrowed from 3% to 1% for pupils with SEND and an EHCP in Leeds reaching the expected standard in reading, writing and maths compared to national; the gap for pupils with SEN Support has remained the same. At Key Stage 4 the percentage gap in average

attainment 8 score has narrowed for those with pupils with SEND and an EHCP from 5.7% to 1.7% and for pupils with SEND support from 2.8% to 1.6%.

Work will continue to deliver the action plan and to report on progress.

Special Educational Needs and Disabilities (SEND)

Free School Meals/ Pupil Premium

Over the last decade, whilst overall attainment has risen in schools, the performance gap between some pupils and their peers has remains and that poverty potentially impacts children and young people, both in the short and long term.

Experiencing poverty becomes a statistically significant factor when analysing gaps in educational attainment, physical and mental health, longevity, wellbeing, economic and employment outcomes.

The relationship between Free School Meals (FSM) eligibility and attainment is reflected in national studies, such as, the recent the Education Policy Institute – Closing the Gap; Trends in Educational Attainment and Disadvantage (August 2017). Key conclusions arising from their analysis from the period 2007 to 2016 were that disadvantaged pupils (those eligible for free school meals in last 6 years) finish secondary school 19.2 months behind their peers. This proportion increases with persistent disadvantage (those pupils who were eligible for FSM for 80% or more of their time in school) who had a gap of 24.3 months.

From the same starting point, a non-disadvantaged pupil in Leeds secondary schools performed roughly half a grade better in every subject they took than their disadvantaged peers.

Poverty is, however, a complex topic, with a multitude of intertwining factors that lead to difficulties when defining, measuring and discussing the impact of child poverty. To mitigate the effects of poverty and improve children's life outcomes, Children and Families Directorate have established a holistic, whole directorate, approach; working in partnership with a wide variety of educational settings and partners to develop expertise and share knowledge and best practice. This joined up approach is seen as crucial in advantaging the disadvantaged.

The relationship between Free School Meals eligibility and attainment is reflected in many national studies. Leeds gaps are larger than the national figure with the gap between children who are on free school meals and not on free school meals widening throughout their education journey. The gap at 5 years is 5.7 months, at 11 years it is 13.3 months, and at 16 years it is 22.3 months. Whilst this gap at 16 years is larger than national gaps (19.2 months) it is smaller than the average gap for Leeds comparator cities (Bristol, Liverpool, Newcastle and Sheffield) where the average gap is 22.6 months.

In 2016 the gap between national disadvantaged and non-disadvantaged in terms of the percent of pupils reaching expected standards at the end of primary school in writing, reading and mathematics was 22% points- Leeds was 31%.

There is a city wide focus on closing the gap, through raising the attainment, achievement and attendance of vulnerable learners. Leeds is striving to ensure that education in the city is equitable through acknowledging that not every child starts at the same point, and extra support to ensure that children who are disadvantaged make accelerated progress and achieve the same outcomes as their peers. The Children and Families Directorate link with a number of local and national initiatives; including Families Forward, The Communication Trust and Education Endowment Foundation research. They also work with key partners from schools, including clusters, learning alliances and Teaching Schools Alliances.

The Best City for Learning Strategy, 2016-2020 is a strategy to improve education across Leeds. It was developed from intelligence gathered from a series of debates, entitled Leeds: The Big Education Debate. These events were held in 2015, and attended by a wide variety of educationalists and professionals across Leeds. Improving the experiences and outcomes of vulnerable and disadvantaged learners was expressed as an area of necessary improvement within these debates. Seven priorities were identified from the debates and together were used to develop the Best City for Learning Strategy.

One of these priorities is 'High Expectations for All', where the emphasis is placed on identifying 'Creative and innovative approaches needed to be used to address the gaps which prevent children from achieving their potential'. This priority addresses the gap between the less and more advantaged and discusses the importance of providing equity of education.

The Annual Standards Report's, 2013-2014, 2014-2015 and 2015-2016, all have sections on child poverty and the impact of this on educational attainment in terms of pupil premium and free school meal measures. The Annual Standards Reports now provide an update on the priorities highlighted in the Best City for Learning Strategy.

The Children and Families Directorate are also looking at creating partnerships across the city that will use impact boards to create interventions that aim to improve specific effects of child poverty. Research will be undertaken to evaluate the impact of these interventions.

There is a strong feeling in Learning Improvement that if we are going to genuinely advantage the disadvantaged, that we need to be able to forensically analyse data to create meaningful interventions and targeted support. A data analysis of poverty across Leeds has proved to be as complex as the causes and effects of poverty.

Previous reports to Scrutiny Board (Children and Families) highlighted that approximately 40% of children in the poorest communities are classed as disadvantaged (in receipt of pupil premium). If we are to address the effects of poverty we also need to be aware of the large proportion of children not captured

by the government's definition (Free School Meals in the last 6 years – FSM6). We also that in areas where eligibility for pupil premium is low, but poverty is high, that there is often a high degree of in year movement in classes. As well as, high levels of Black and minority ethnic children including those new to the country, English as an additional language and increased numbers of children with a special or specific educational need or disability.

A directory to share good practice is being developed. The directory will be used as a support tool for schools. The directory will include the training available from Children and Families Directorate, the effective practice seen in schools and links to research and organisations dedicated to improving outcomes for vulnerable learners. In the directory 14 barriers to learning have been identified and for each barrier are 4 information sections which are:

- Links to The Education Endowment Foundation research and projects;
- Successful strategies seen having an impact in schools;
- Useful website links to external parties;
- What the local authority can offer.

Each of the sections provides information on how to mitigate these barriers and reduce the gap. The directory will be available on line and in other formats to with live links to websites.

The Learning Improvement Team have also developed an action plan to address the underperformance of disadvantaged learners across Leeds. Actions have been identified that sub-teams have committed to deliver in order to raise the profile of these children with the aim of improving outcomes overall.

Overall for Early Years there has been greater improvement for a good level of development than the national figure. The average total points score now in line with the national figure. For KS1 there are greater improvement rates than the national figure (from a very low baseline in 2016). At KS2 Leeds disadvantaged pupils are beginning to close the gap with their non-disadvantaged peers nationally.

	2016 (confirmed)	2017
Leeds disadvantaged	31%	39%
National other	61%	67%

Disadvantaged pupils at key stage 4 in Leeds made better progress from their individual starting points than disadvantaged pupils nationally.

Improvement work taking place includes:-

- Sharing clear and consistent messages with school colleagues

- School evaluation of the impact in this area and beginning to take action where necessary.
- City wide focus on academic resilience and high expectations
- Targeted challenge/intervention taking place with action to improve outcomes which are planned and monitored.
- Learning Alliances data sharing focusing on common features including disadvantage
- Individual schools to have a Pupil Premium review and action planning input which is sometimes directed or by request
- Vulnerable and underperforming schools work with Learning Improvement colleagues and good schools to develop practice and close attainment gaps.
- Improved school to school support
- Team awareness of which schools are currently closing the gap and which schools are having difficulty in doing this.
- Team awareness of any schools that are identified for multiple reasons and can coordinate support as required.
- Senior leaders awareness of local good and successful practice.
- Network opportunities are fostered with schools which have been successful in raising outcomes for disadvantaged pupils.

Work will continue to:-

- Further engage with schools to improve attainment and close gaps
- Continue to develop and sustain school to school support and ensure the LAs monitoring role in this using the Strategic School Improvement Fund
- Ensure successful bids to Education Endowment Foundation funding to improve the ability to target support where needed and develop networks
- Engage with pre-school settings to disseminate key priorities and expectations.
- Evaluate further how training and support is impacting on outcomes
- Complete support mechanisms, such as, the directory
- Establish a city wide board which will look at which interventions work when tackling educational inequality

Social, Emotional and Mental Health

Linked to the sustained rise in the growth of the city, Leeds has experienced rising demand for support for children and young people in schools with Special Education Needs and Disabilities (SEND) which also includes children with Social, Emotional and Mental Health (SEMH). 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 and young people experiencing more than one type of need. Children who have SEMH identified as a primary or secondary SEND achieve lower educational outcomes than children with no SEMH or SEND needs.

There is a gap in educational attainment between Leeds children with SEND and children without SEND nationally. This trend is both evident in Leeds and across other council's nationally. Children with SEMH needs form part of the SEND cohort and have been prioritised as a cohort of vulnerable learners. Data trends across the city clearly demonstrate the gap in educational outcomes for vulnerable

learners and their peers. Some children and young people with SEMH needs require additional and different provision to help them to achieve.

Leeds continues to make progress in significant developments to the offer of support for children and young people with SEMH needs in the city. In January 2017, the 'Future in Mind: Leeds strategy was launched. The strategy was co-produced by the council and local health agencies with significant input from families, young people and colleagues across different agencies.

The strategy sets out a vision of a universal focus on wellbeing to develop resilient communities through a city-wide continuum of high quality support preventing and reducing the need for specialist interventions and supporting improved outcomes for some of our most vulnerable children and young people.

The strategy is supported by an implementation plan which is overseen by a multi-agency board. Significant actions to date include:

- The development of the MindMate website to provide high quality information and signposting to services for young people, families and practitioners. As well as, interactive self-help tools and short films for young people. The site design and content are driven by the views of young people with the site featuring blogs and short films created by young people with experiences of SEMH issues.
- The development of a new helpline and referral service, the MindMate Single Point of Access (SPA) which practitioners including GPs and colleagues in schools can use to seek advice on accessing support for children and young people. Also where appropriate, arrange referral to Child and Adolescent mental health service (CAMHS). Implementation, of this service has supported reduced waiting times for access to CAMHS.
- The development of MindMate champion in schools and early years' settings and MindMate Lessons. A MindMate champion setting has achieved MindMate Friendly and can show they have made a positive change to an area of social, emotional or mental health (SEMH) in their setting. The Champions Programme is open to all Leeds schools, SILCs and children centres and over 80% have signed up to take part by February 2018. Champion settings have access to MindMate lessons a new and modern emotional literacy and mental health curriculum for KS1 to KS4 which was launched in May 2017. The development of the curriculum is ongoing.
- Ongoing work to develop the offer of the Area Inclusion Partnerships (AIP), partnership of schools across 5 areas of the city. This is working to promote inclusion in schools and provide support where there is a risk of exclusion. This has included development of a new SEMH Panel to ensure timely, equitable access to support for learners who have exceptional SEMH needs which the local AIP cannot meet through their local offer of support.

Ongoing work is taking place to transform specialist education provision for SEMH needs in Leeds and establish a new world-class SEMH provision. This will be

delivered in partnership with the Wellspring Trust, a successful provider of SEMH learning rated 'Outstanding' by Ofsted. This new provision will be delivered over four sites across in the city and feature new state-of the-art buildings and facilities.

This represents a major investment by the council and will radically improve the learning environment for this vulnerable group of learners. It will also reduce the numbers of learners travelling a long way each day to access education outside of the city due to a lack of suitable local provision to date. The city is on track to achieve the timescale of opening all the new sites by September 2018.

MindMate Lessons are now taking place in classrooms across the city. Teachers have the opportunity to access support by attending training provided by the Health and Wellbeing Service on how to deliver the lessons effectively.

In addition:

- The MindMate website was co-produced with young people. The website provides details of support in the city, (narrative and animations), information and self-help tools at www.mindmate.org.uk
- The MindMate website won the prestigious gold award at the Design Business Effectiveness Awards
- Leeds has developed a citywide partnership approach to alternative educational provision for SEMH.
- It has been over 2 years since a child or young person has been held in a police cell when in mental health crisis in Leeds.
- SEMH Pathway Panel has been established and is proactively managing transition points.
- A SEMH Lead Officer is now in place at Leeds City Council.

The areas of focus for the future is to:

- Focus on the first 1001 days of life
- Build emotional resilience
- Provide early help services for children and young people with SEMH
- Have a clear and published Local Offer
- Provide a single point of access and swift response
- Have integrated and targeted approach for vulnerable children
- Support children and young people in mental health crisis
- Create world class specialist education provision
- Support transition to adult services
- Have a community Eating Disorder Service
- Improve the quality of support and services

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 lone parents (typically women), and people with mental health problems. Since 2003 Leeds City 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. Of particular concern in terms of equality groups was the finding that lone parents (38%) were far more likely than the average (22%) survey sample to use high cost sources of credit. Lone parents are also more likely to:

- Have less savings
- Have financial difficulties
- Have difficulties paying fuel bills
- Be concerned about getting in debt
- Be falling behind with payments and getting into debt

- Use sub-prime credit
- Use credit to pay for day to day living expenses

The research is being repeated during 2018 and will be published in the summer of 2018. The above findings are further supported by evidence from StepChange a debt charity. The 2017 Statistics Mid-Yearbook (September 2017) highlighted how increasing numbers of lone parents are seeking the charity's help. Lone parents now make up 21.5% of the charities clients.

The proportion of lone parents among the charity's clients has been rising rapidly in recent years and stood at 15.3% in 2011. Lone parents often face, particularly, difficult circumstances and are more likely to live in rented accommodation and are the most likely to be employed part time and the least likely to work full time

In recent years the link between debt and mental health problems has been well documented. The Money and Mental Health Institute have published many studies including:

- January 2017 - 'Seeing through the Fog' which focuses at how mental health problems affect financial capability. Evidence was assembled to prove that mental health problems can severely affect consumer's ability to stay on top of their finances, shop around or manage a budget.
- May 2017 – 'Overstretched, overdrawn, underserved' reports that over two thirds (67%) of employees who are struggling financially report at least one sign of poor mental health that could affect their ability to function at work
- December 2017 – 'Levelling the playing field' reports that mental health problems can make it harder to navigate consumer markets. However, the way that products and services are designed and that essential service markets are organised can often exacerbate these difficulties.

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 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:

Local Welfare Support Scheme

Leeds City 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 26,000 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 Leeds City 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.

Since the launch of FareShare in Leeds in 2014 up to 1st March 2018:-

- 142 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 361,000kg (361 tonnes), helping provide over 859,000 meals
- School Clusters 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
- FareShare was awarded Partner of the Year 2015 and also a Service to the Community 2016 award at the Hamara Annual ceremony. This year FareShare Yorkshire has also been awarded The Duke of York Community Initiative Award for its service to the community.

In total since March 2015 to March 2018, through the Leeds Welfare Support Scheme (LWSS) FareShare in Leeds has:

- Received 2,489 referrals for food provision, of which 21% of referrals were directly delivered to a resident by FareShare
- 4,221 people have been supported by the LWSS food provision scheme – 2,805 adults and 1,416 children.

In 2018/19 FareShare Yorkshire is supporting the council's Healthy Holidays initiative by providing food for organisations who will support young people and their families during the school holidays.

Advice provision

The Leeds Advice Service contract is delivered by three advice agencies (Citizens Advice Leeds, Chapeltown Citizens Advice and Better Leeds Communities). In 2017/18 the Leeds Advice Service:-

- Assisted nearly 45,000 people with free and independent advice to deal with
 - 57,864 enquiries of which 41% (23,445) were about Benefits and Tax Credits
 - 9,600 enquiries were about sickness and disability benefits (17% of all enquiries)
 - Handled 25,588 telephone enquiries
 - Helped 18,424 people at drop-in centres in the City Centre and Chapeltown
 - Delivered 5,748 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 2017/18 the two organisations have helped nearly 3,000 clients to resolve complex debt problems, in addition to those helped through the Leeds Advice Service.

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 36,696. LCU has an ambition to build its loan book to £20m by 2020 (currently £9.6m (gross) £6.8 (net) up from £7m in 2013). Current projects include:

- The launch of a partnership with homeware specialists Laingham & Webb in November 2017. They provide a variety of high quality household products, with a credit union loan to pay for them. With the belief that everyone deserves to have quality household products and to deter people away from high cost payment stores.
- Launch of the new Your Loan Shop in the Merrion Centre Leeds a few units away from a similar store that has higher payment charges. Offering the usual LCU services and is open 6 days a week. Footfall is increasing and an open day for the shop took place in March 2018. The day promoted the shop and all other services.
- Joint working with the Illegal Money Lending Team with various initiatives planned for 2018
- 30 school saving clubs across Leeds with a further 12 in the pipeline. Each pupil entering Key Stage 2 will be given £10 contribution when opening a CU account and establishing a school

savings club. It is hoped that parents will also become engaged and join the CU. So far 475 pupils have received the initiative.

Housing Leeds continue to fund LCU to deliver a citywide Money Management and Budgeting Service. The service is primarily focused at 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. Findings show that from April 2017 to January 2018 the social return on investment is £530,060.

Front line staff training

In order to increase awareness across council services of the issues people face in relation to financial exclusion and poverty, a number of training sessions were delivered to front line services during 2016/17. These sessions were aimed at staff dealing with customers on a daily basis with the emphasis on accurate signposting. Over 250 officers received overviews relating to poverty, financial exclusion and the impacts of welfare reform. 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. This training will be refreshed and delivered across the city again during 2018.

In April 2016 the council commissioned a team from Leeds Beckett University (LBU), to conduct a study into the prevalence of problem gambling in Leeds to help understand the issues involved and inform how resources could be used to mitigate problem gambling. The research concluded that there could be over 10,000 problem gamblers in Leeds and a further 30,000 people who may be 'at risk of harm' from it. The research highlighted key areas which the council and its partners could work together on to help mitigate gambling related harm in Leeds. This required an integrated approach between the council, advice partners and the Gambling Industry to raise awareness of how to recognise, help, signpost and support those suffering from or at risk of gambling related harm.

To help to integrate the service the local problem gambling counselling service with existing Leeds advice networks provided training for frontline staff. Staff have been trained on how to spot signs of people at risk of gambling related harm and offer brief interventions and signposting advice. This allows a flow of referrals of clients between specialist counselling and general advice services, so that each party can help the client according to their area of expertise. These awareness raising sessions were arranged during 2017 and were delivered across the council directorates including Communities and Environment, Adults and Health, Children's and Families and Resources and Housing. Training has also been delivered to partner's external to the council, including the Universities, LCU and advice network.

Year on year the projects and initiatives have enabled more individuals and families to access the support and advice to assist them with their finances and improve their quality of life.

A couple of recent cases from the Local Welfare Support Scheme, highlight the need for the services:-

Case Study One

The Welfare Rights Team were supporting a vulnerable elderly adult who was being exploited by his employer. The customer had no money for their gas and electricity and their home was in a poor state. The customer was also unable to communicate effectively. The Local Welfare Support Scheme staff worked with the Welfare Right Team to sort out applications for benefits and gave an award for food, gas and electric payments that would last him until benefit payments were made. The customer was also supplied with household items, such as, a cooker and fridge.

Case Study Two

Support was provided for a customer who had been given custody of their three young children. The customer needed immediate help with food, beds and bedding and fuel. Contact was maintained with the customer as there was a delay in receiving their benefits. Following a period of part time working the customer lost their job. In total the customer was supported on five separate occasions while they dealt with these significant changes in their life.

Case Study Three

A customer had been the victim of a violent street robbery and they were also a victim of harassment and hate crime. As a result they had to move home and did not have a cooker at their new home. The customer was provided with a cooker, sofa and a bed and carpeting to help furnish the new home.

The majority of the activities undertaken to support people in financial hardship are focused on assisting residents on the lowest incomes. The projects and programmes are not focused on specific localities but are likely to impact more significantly on areas of highest deprivation.

In the current economic and political environment poverty and in work poverty will continue to challenge society. The council 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 will include:-

- Expanding services provided by LCU and FareShare
- Continuing the preparation and support for those moving onto Universal Credit and ensuring residents are able to access free and impartial advice.
- Further financial inclusion research has also been commissioned which should be published late 2018.

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

Progress

A lack of connectivity impacts on people's ability to easily and readily access services and opportunities which adds to financial and rural exclusion.

The main reason given by digitally excluded people for why they are not online are:

- Lack of online skills/confidence
- Cost of equipment and broadband access
- Lack of interest/motivation

Whilst the council recognise that there are some citizens who will always wish to stay offline and that society as a whole is changing how it interacts with customers. Accessing many services is now done digitally whether these are Governmental, financial, or social.

People who are digitally excluded are more likely to be disabled, unemployed, on a low income or have low levels of literacy and numeracy. In many cases they will face more than one of those barriers. 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.

Analysis of the 2010 Index of Multiple Deprivation showed that 23% of premises in West Yorkshire with the poorest connectivity (no superfast provision) were in the 20% most deprived areas in the country. Lower income levels and lower rates of adoption mean there is less incentive for the market to extend into these areas.

National research conducted by the Tinder Foundation (now the Good Things Foundation) highlights the reasons why people might be digitally excluded and where this is likely to be a highly than average likelihood.

Using a collaborative approach the council and partners have been working to enable everyone to get connected through: improved skills; access to equipment and networks; and an improved understanding of the benefits that this connectivity will offer.

Some of the specific actions include:

- Collection and analysis of a range of real-world data to give a more accurate picture of digital inclusion/exclusion in Leeds including data for Leeds citizens using council services and a survey of housing tenants in Leeds.

- Identified wards within the city where focussed digital inclusion activity will take place
- Delivered superfast broadband to premises across the district

In Leeds we have so far delivered superfast broadband to an additional 22,785 premises spread across the district. To achieve 98% coverage in Leeds a further 6,626 premises will need to be connected to superfast broadband by March 2021, this change is predominantly due to two reasons:

- Superfast broadband was previously defined as being at least 24 Megabit per second (Mbps), now the UK is using the EU standard of at least 30 Mbps
- As the roll out of superfast broadband continues the deployment is inevitably getting difficult and more costly due to the location of the premises to be connected i.e. more remote and technically challenging.

Data analysis has made it possible to identify specific wards where digital inclusion activity will be focused over the coming years.

Work is taking place with partners in both the public and private sectors to enable access to superfast broadband through the delivery of the existing Superfast West Yorkshire and York contract two.

Bidding for funds for further digital infrastructure rollout, with the aim of covering as many of the remaining premises will take place.

A universal offer is being developed to address the barriers to digital inclusion with a special focus on housing tenants. Actions include:

- Creation of, and the appointment to new posts that will:
 - Manage programmes of activity to accelerate and maximise digital inclusion across the city
 - Support the work of the programmes
- Introduce the biggest tablet lending scheme in the country
- Procure an external organisation to deliver professional services and strategic support to the Council's citywide digital inclusion programme
- Improve the digital infrastructure

Increase board representation and major projects (including City Developments extended management team)

Progress

It was recognised that membership of major boards does not always reflect the diversity of the city and that work was also needed to improve representation at a senior level in the council's City Development Directorate.

It was also recognised that some initiatives take time for a noticeable difference to be made, as posts need to become vacant and for more women and other under-represented groups to be in a position to apply for and attend boards.

Work continues to encourage different people to both attend and to present at Boards enabling them to be involved in discussions and to increase their exposure.

An approach to coaching is being used to develop staff which will help to increase staff confidence to enable them to progress within the organisation.

Through recruitment activities this year, the City Development Management Team and senior manager cohort now have greater female representation, as does the Kirkgate Management Board which incorporates Market traders and Independent Advisors.

Work will continue to progress the Directorate Workforce development plan to:

- Increase the number of managers who have taken up coaching or mentoring
- Identification of staff who require flexibility around work and have plans in place to address the need
- Review and refresh adverts taking into account diversity and flexibility

Work will also continue with the City Development Cross Directorate Equality Working Group to improve:

- Staff representation in services
- Basic respect
- Listening and Engagement
- Training and Development
- Refreshed Equality Improvement Priorities

These actions are relevant for the whole directorate and not just senior managers. These actions are initially duplicated and will be replaced by the Directorate Workforce Equality Improvement Priority.

Develop a skilled and diverse council workforce which is:

- **representative of the City and citizens feel that the City is theirs**
- **a safe, 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**

Progress

To drive further improvement the council recognise that we need to have a workforce that is representative of citizens of Leeds and a culture that is truly inclusive. The council know that we need to do more on both counts.

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 engagement approach. This work will continue.

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 support to our staff networks. We have raised the profile of key events, such as Pride, International Women's Day, Inclusion Week, Mental Health Awareness week and Black History month.

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 and this continues to provide strategic direction and challenge to directorates on a monthly basis.

The current workforce profile clearly demonstrates that the council are not representative of the city (compared to the 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.

The Staff Survey results are used as one of the key measures of 'inclusive culture' and the feedback over the last 3 years has been positive. This would suggest that the work experience for many is a positive one. There are examples, however, where a particular team culture, behaviour of a colleague, or treatment of an individual has fallen short of expectations.

In 2017 a 'free text box' option was created for staff to give open ended feedback and this has been analysed and shared with Directorate leadership teams. The council are also looking at how the wider results can be analysed by protected characteristic to see if there are any particular trends emerging from groups around their engagement at work.

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

- Regular tracking of the workforce profile at all levels
- Listening to the feedback and experiences of 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 programmes

There are a range of priority areas 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 are increasingly working together to deliver them.

Directors continue to be challenged to demonstrate how they are delivering against these objectives and update the Members Inclusion and Diversity Group at regular intervals.

Inclusion is a regular topic at quarterly Best Council Leadership Team sessions and the lead member for the Members Inclusion and Diversity Group has a dedicated 'check and challenge' slot with this team every 6 months. Staff network representatives also attended a Best Council Leadership Tem meeting in March 2018

Growing and Supporting our Staff Networks

A visible commitment has been made by the council's Corporate Leadership Team to support the Staff Networks, for example, funding, staff release time. Human Resources and the Communities Team work closely with the Staff Networks to address issues that are emerging, share good new stories and make sure that the networks have a strong voice and influence.

There is continued top team engagement with the Staff Networks, through the Corporate Leadership Team, the Best Council Leadership Team and specialist forums

A wide range of training and awareness raising has been delivered by the Staff Networks, including roadshows, dedicated training and social media campaigns

In November 2017 Staff network leads started meeting monthly to understand how they can support each other better. Sharing the staff network newsletter with services to help networks get their messages out to all staff.

Merrion House - The Ambition Workplaces and the Built Environment

In February 2018 Merrion House re-opened as the council's flagship, fully accessible city centre building. This was as a result of the approach agreed by Executive Board in 2016. A framework was agreed which has been used to make sure that the council's city centre office development around Merrion House, St George's House, Civic Hall and Enterprise House are providing more inclusive and accessible environments

Interest from private sector and retail partners continues to be expressed about learning from the council's best practice

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
- International Women's Day
- LGBT+ History Month and Leeds Pride
- Black History Month and Leeds West Indian Carnival
- Mental Health Awareness Week/World Mental Health Day
- Carers Week

Continued Focus on Quality Appraisals for All

In 2017 the council continued to see high level returns on each appraisal cycle, with 98% of appraisals regularly being completed on time.

The council have also updated the appraisal form for the full year review in 2018 and have introduced:-

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

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

The council maintained their response rates in 2017 with around 7,000 people completing the survey which was a response rate of 49.4%.

The council achieved an overall engagement score of 7.54 out of 10. This was based on answers to the question 'If a friend asked you to give a score from 1 to 10 working for Leeds City Council, what would it be?' All directorates scored higher than 7 out of 10.

The scores for 20 of the 26 survey questions improved between 2016 and 2017 (with slight variations on the other 6 questions) and four new questions were added including an open question inviting suggestions for making Leeds City Council the best place to work in.

90%+ of staff agree that they have clear expectations, are trusted to do their jobs and get help and support from colleagues. 90% of staff agree they are making a difference to the people of Leeds.

Six key themes emerged from the appraisal process. These are:

- 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.

This year council services and teams will take a different approach and to use the next 6 months to listen to staff to get underneath these key issues. To allow this to take place, the next staff survey will launch in Spring 2019 not Autumn 2018.

Staff survey results on specific inclusion questions showed:

- 66% of staff agreed they were encouraged to take part in inclusion and diversity training
- 85% of staff agreed their colleagues treated them with respect
- 84% of staff agreed that we all take our responsibilities seriously for promoting diversity and inclusion in the workplace
- 82% agreed that they were treated fairly at work

Low Pay

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

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.

Apprenticeships

The council have an ageing work-force profile, which, due to reductions in the workforce has become more skewed with limited 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.

The council want to be an exemplar employer of apprentices. Since the Apprenticeship Levy commenced in April 2017 the council have worked hard to create an Apprenticeship Programme with a corporate approach and a brand that people can recognise. A number of improvements have been introduced to support the programme, enhancing the offer to apprentices. Internally this has included specific Apprenticeship Induction, an Ambassador programme to mentor/buddy current/new recruits, an awards event to recognise the contributions of apprentices and a Taskforce to drive growth. Externally we are making effective closer links with schools and colleges.

Overall the council has increased the number of apprentices from 150 to 297 (approximately 60%). This increase has been marked by an increase in young people working for the council with around 160 new apprentices aged under 24. The council have ensured that staff have a positive experience and this is demonstrated by an 80% pass rate for apprentices. The council also have a high retention rate with 95% of our apprentices gaining full time employment with us following completion of their apprenticeship.

As a council we are committed to improving the outcomes and aspirations for the citizens of Leeds and we 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 six target schools across the city from areas of deprivation and diversity, to build a greater awareness of the opportunities and apprenticeships we offer.

Whilst the council have made a big shift in the employment of apprentices, we need to further expand numbers to meet the new public sector target which is 2.3% of the total head count. Meeting the target on an annual basis means employing over 500 apprentices 330 in the council and 200 in schools.

The council are undertaking work-force planning exercises to look at how this can be achieved. At the end of March we recorded 297 apprentices within the council,

whilst there is further work to be done with schools this shows positive growth. The on-going recruitment of young people in career entry roles will remain a key element of this. The council will continue to expand work with communities and schools to achieve this. The council are also looking to develop the use of the Levy and apprenticeships to upskill the internal workforce and utilise this powerful development tool, to positively impact in-work poverty and the low pay agenda.

Equality Monitoring Refresh

A report produced by the Communities Team was considered by the Corporate Leadership Team in December 2017 to review the equality information collected which includes updating the system to allow staff to disclose as trans.

As a result of this the council are working with the Business Support Centre (BSC) to update the options on SAP (the system which holds workforce data) which allows staff to identify with their equality information. Staff networks were consulted on the proposed new equality monitoring categories. The next step is to launch an initiative to encourage staff to update their information, this will be led by Human Resources in conjunction with the BSC work closely with directorates and staff networks.

Reviewing the Training Offer

In December 2017 the Corporate Leadership team committed to a review of the cross council inclusion training offer. This review would include benchmarking the work with other organisations and working with managers and Staff Networks to make sure the right is in place. This will include not having a 'one size fits all' offer. The review will include:-

- Setting clearer expectations for colleagues and introduce a report to track inclusion training which will tie into the annual equality reporting timetable.
- Building a larger network of 'experts by experience' from the Equality Hubs, community and Third Sector organisations who are willing to work with the council and offer challenge and support
- Using on the job opportunities, wherever possible, and offering a wide range of self-help tools and resources that individuals and teams can use
- Offering more coaching and mentoring to aid progression especially for under-represented groups
- Building the capacity in Staff Networks so that they can offer more training, advice and support across the council
- Giving allies and champions a more visible role to lead and influence positive change
- Consultation with staff and managers across council, Staff Networks and external organisations to make sure we get it right

This work will continue in 2018 and the Corporate Leadership Team will ask all staff to commit to an inclusion related appraisal objective in 2018/19.

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:-

Develop a skilled and diverse council workforce which is:

- representative of the City and citizens feel that the City is theirs
- a safe, 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

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

The Adult’s and Health Directorate recognise that to meet the present challenges they need to have:

- a workforce who have a positive sense of wellbeing 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 the 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 Directorate the following pointed to more focused work needing to take place. The workforce profile in March 2017. (This is for Adult Social Care workforce as it then was, later workforce data in this document refers to the Adult

Social Care and Public Health combined which is now the Adults and Health Directorate) was:-

	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 40	1178	75%	

A range of actions have been undertaken to promote the equality agenda across Adults and Health. This is centred around promoting positive sense of wellbeing and are well supported, through reviewed supervision and appraisals policy to support wellbeing across all staff and all staff groups to ensure people feel they are included and that their ideas and concerns count.

For example a series of engagement events have been organised in Adults and Health, 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. Another event considered current and future development within Adults and Health considering tools to challenge stereotypes and assumptions and identify what staff can bring to the service. This will improve their own and colleague's wellbeing using the opportunity to discuss future ways of working and providing support with senior managers.

The events were very well attended with staff being supported and encouraged to attend and then implement the learning with their own teams by Adults and Health. As well as, considering a wide range of relevant issues they have been organised and led by senior managers. The most recent event was a specific Staff Award for work on Equality which was given out at Staff Awards Ceremony. This will be an annual occurrence for Adults and Health.

A wide range of other specific activities have been undertaken to promote wellbeing and support for a range of staff groups. These groups are actively encouraged by Adults and Health Directorate and staff are actively supported to attend and bring back the issues and concerns for discussion in team and departmental meeting. Understanding issues are regularly on the agenda of the Adults and Health Equality and Engagement Board.

Work that has been considered includes:-

Women's Voice (this is especially important for the Adults and Health Directorate given the profile of its workforce is 83% women).

The Council's women's staff group 'Women's Voice' have launched the Women's Voice Manifesto. The vision is 'Leeds City Council is a role model organisation and a great place for women to work' with a mission to:

- Challenge assumptions
- Foster commitment
- Provoke thought
- Make change

For the Adults and Health Directorate these missions are core to the development of the strength based approach way of working and in recognition of this the directorate support and encourage staff to attend meetings. The directorate is also focused on 5 pledges of:

- Grow Women's Voice
- Have thoughtful implementation of current work/life policies
- Address gender gaps
- Recognise gender differences to improve equal opportunities to develop
- Change behaviours so all women are respected in the workplace

Disability

The work in relation to disability and employment has progressed significantly including:

- Supported internships in the Adults and Health Directorate
- The Service Transformation Team have recruited an intern from the Disabled people's Learning Disabilities Internship programme and this is being explored by other parts of the directorate ,including, Assisted Living Leeds and Organisational Development. They are keen to engage interns with knowledge and experience of protected characteristics.
- Engagement with health and care professionals locally:
 - The Routes to Work event took place in November 2017 and was very well attended by the third sector but less so by our own staff and NHS colleagues. There was much lively discussion and positive feedback from attendees. The Adults and Health Directorate are in the process of analysing the evaluations and discussion summaries with the aim of taking forward a series of pro-active steps to improve work opportunities and support for disabled colleagues.
 - Adults and Health Directorate staff have also been invited to the Specialist Social Worker meeting to discuss the Improving Health and Work Outcomes Programme, which seeks to enhance support and work opportunities and look at more ways of supporting people into work.
 - A new way of providing support in the work place has been piloted which uses the strength based approach placing individuals and their needs at the centre of discussions and methods for resolving problems. This enables individuals to take more control of their support. This

approach was used when a profoundly deaf colleague who requires reasonable adjustments had a series of difficulties that adversely impacted the quality of support.

This has enabled the individual to have a much improved set of communication support matching the experience and knowledge of the support workers to the specific need. This has been supported by a range of technical solutions, video interpreting by phone that has massive enhanced the individual's access as people can now ring and speak to the individual via a BSL interpreter. This approach of mixed support based on a strength based approach has proven successful and can be implemented elsewhere to support people into work. This has resulted in an increase in Wellbeing and reduction in stress for the individual

- National developments:
 - Improving Lives, the future of work, health and disability, white paper was issued at the end of Nov 2017 and took on board feedback provided during the consultation on the green paper. The goal to halve the disability employment gap has been changed to increase the number of disabled people in employment by 1 million.
 - The Directorate have supported the Department for Works and Pensions nationally in gathering information/contacts to inform the development of employment support for people with musculoskeletal conditions.
 - These national developments have been taken on board and resulted in refocussing the Disability into Work programme

Refocussing the programme

In light of the work undertaken and intelligence gathered during 2017 and the white paper the work programme for the disability into employment programme has been refocused and will include measures to prevent employed people from becoming unemployed due to health issues. As well as, responsive measures to actively identify support requirements. The work will be taken forward under 2 headings:

- Integration of health and employment support which was the subject of the joint Executive Board report submitted by Employment and Skills and Health Partnerships. The Executive Board agreed to the council working with health and care partners to build a business case for a joint delivery model which could support disabled people and those with health barriers to access and sustain employment.
- Taking forward action with the Health and Wellbeing Board members regarding their own staff and citywide sharing of good practice and addressing issues.

- Developing a targeted development programme for staff in the Adults and Health Directorate working with disabled people and adults with the Leeds Teaching Hospital to enable them to better support people to enter into employment. Also the consideration of delivering sessions for Directorate and third sector staff.

Mentoring

- A recurring issue in discussions with the staff groups is around mentoring, and the benefit of targeting this at staff from protected characteristics, whilst trying to identify appropriate mentors. Work is taking place to promote this through organisational development and Directorate leadership. One area of exploration is around reverse mentoring as a way of exposing leaders to challenging dialogues gaining lived experience of some of the issues.

LGBT +

- Supporting the LGBT+ Health and Well-Being Group and improving staff attendance. This was discussed with LGBT+ Hub Representatives on how to make more use of the community hub and improve engagement.

Public Health and the councils Communities team are taking forward actions arising from the approach agreed at the LGBT+ health conference in January 2018. This will include work on how to manage support, spot signs and signpost to preventative services early in terms of depression and stress.

A senior and middle managers event took place on Gender Identity with the aim of clarifying some of the issues around gender identity, for example clarity and understanding of the terms used, the use of chosen personal pronouns and the importance of clarifying pronouns with the individual, and accepted definitions. As well as, signposting senior and middle managers to potential training opportunities. In addition the importance of understanding and correct terminology in literature and brochures was emphasised.

Black, Asian and Minority Ethnic Groups (BAME)

From the contributions and feedback at the council wide BAME staff event, four emerging work programme themes evolved:

- Advising the organisation on developing a supportive organisational culture to address inequalities, linking into work in Adults and health on supervision and wellbeing
- Contributing to finding practical solutions to workplace issues for staff.
- Promoting the network and communication amongst peers and celebrating and acknowledging the contribution of our staff.

- Enhancing career progression for staff.

In terms of Adults and Health whilst it is difficult to point to any particular programme and its impact overall we have seen a reduction of BAME colleagues in human resources case management, an impact that has been seen across all protected characteristics. This is an area where previously there have been concerns regarding over representation of this group and whilst this is encouraging the input of the staff groups will continue to be key to maintain the direction of travel

Joint work with the Union

- In October 2017 the Adults and Health Directorate successfully championed the Show Racism the Red Card day. Staff were encouraged to wear red in support of the campaign and to display campaign materials. A number of sites/teams took a very active role in doing this.
- In November /December 2017 the Adults and Health Directorate engaged with 16 Days of Action. This is a campaign to eliminate violence against women and girls and starts on the 25th November 2017 which is the United Nations International Day of Elimination of Violence Against Women and runs till the 10th December which is International Human Rights Day. Adults and Health worked with workplace champions on Domestic Violence and agreed to do a range of work covering both the White Ribbon Campaign and the Broader 16 Days of Action. With the theme of coercion and control the focus of the work was:-
 - Distribution of information for staff was and staff were encouraged to get involved
 - Similar information and requests were distributed to commissioned services.
 - Work leads/managers were encouraged to read a statement out on the issue at partnership meetings and team meetings during (or leading up to) the 16 days and a request that they have an item on the agenda as to how this area can be tackled within the broader remit of the partnership or staff team.

Over the year Adults and Health staff have reduced by some 140 (full time equivalents). However, this has not negatively impacted on the overall profile as can be seen by comparing the profile below with the previous figures. The Adults and Health Workforce Profile at March 2018 was:

	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 40	1057	74%	

The representation of staff by protected characteristics in case work, such as, sickness, grievance and disciplinary has reduced. This will continue to be monitored and various staff groups will be involved in improvement work.

Data analysis is presented to the Adults and Health Equality and Engagement Board with ongoing monitoring and feedback which identifies areas of development and those where intervention is required.

This data also evidences that despite only recruiting small numbers of new staff Adults and Health and the council are still attractive employers to individuals with protected characteristics.

Children’s and Families Workforce Equality Improvement Work

All council directorates are playing their part to understand equality issues in their work areas and to put in place actions to address these. The workforce priorities for Children and Families Directorate were established in 2017 and work has been taking place to drive changes.

Children and Families Directorate also identified additional challenges around

- Ensuring their workforce has the required skills set to deliver the breadth of different work streams in the Directorate, for example, front line operational delivery, professional disciplines, long term strategic and decisions that will affect the fundamental infrastructure of the city.
- Addressing particular issues within services, such as, staff sickness and staff mental health.

The workforce profile for the Children and Families Directorate in April 2017 was :

	Headcount	%age	Not Specified
Total	2465	100	NA
Men	484	19.63%	NA
Women	1981	80.37%	NA
BAME	377	15.29% (of headcount)	321 (13.02% of headcount)
Disabled*	114	10.71% (of headcount)	264 (31.9% of headcount)
LGBT+	61	5.00% (of those specified)	1246 (50.5% of headcount)
Carers	132	12.11% (of those specified)	1375 (55.8% of headcount)
Religion stated	1,448	58.7% (of headcount)	549 (22.27% of headcount)
Age – under 40	1,118	45.35% (of headcount)	NA
Age – over 40	1,347	54.65% (of headcount)	NA

The workforce development issues, planned work to address issues and to upskill staff included:-

Restorative Practice

The Workforce team delivered Restorative Practice training to 10,000 internal staff and external partners to create a culture of high challenge and high support. There is an emphasis on values and behavior, on people rather than systems and processes, for example, 'treating people fairly'.

In addition a Restorative Champions Event was held on 23rd October 2017 for Restorative Champions who had completed the Train the Trainer programme.

Other Workforce Development Work

The Workforce Development Strategy was updated and revised to establish clear priorities and support career progression with Children and Families.

Examples of delivered training, learning and qualifications over the last year include:

- Children's Specific Equality and Diversity training to support and challenge unconscious bias etc.
- Bespoke learning for managers on leadership issues such as change management;
- Supervision training for managers.

Examples of recruitment and career development related work:

- Use of apprenticeships to develop and support existing workforce to progress and to recruit from the local community;

- Internal delivery of level 3 diploma in Youth Work/ Residential to enable unqualified staff to qualify and progress;
- Use of film resources to support effective recruitment from diverse communities e.g. Teaching Partnerships film;
- Access to the regional Association of Directors of Children's Services leadership programme for team leaders/senior managers;

Examples of Supporting the delivery of programmes and staff networks:

- Work to support female progression through the 'leading ladies' programme;
- Executive mentoring programme;
- Re-launch of Women's Voice staff network.

As a result of this work:-

- Staff and customers feeling empowered to challenge decisions in order to improve health and well-being outcomes such as reasonable adjustments, flexible working.
- 'Soft' skills such as communication and emotional intelligence have increased in value.
- Managers demonstrate increased confidence and competence in supporting and challenging diverse staff teams.
- Career progression has been enabled through successful completion of level 3 qualification.
- Fairer treatment of staff supports fairer treatment of children and families in service provision and decision making.
- Better support for staff with caring responsibilities.

Children Centres Attendance

The Children Centre Attendance Management Action Plan has been in place for 18 months and was developed with the aim of reducing sickness absence levels across the service.

The Action Plan covers a range of tasks to improve attendance levels which includes ensuring managers are aware of and implement the appropriate policies and procedures, for example, managing attendance, sickness reporting, return to work meetings; encouraging managers to manage cases; encouraging managers to make occupational health referrals; and establishing Attendance Management Champions/ Buddies, etc.

The Early Start leadership team recently introduced support and challenge meetings with each of the Children's Centre Managers to quality assure the attendance management action plan and to maintain momentum around this aspect of work. The discussion covers a broad spectrum of HR related issues but, as many of these can contribute to attendance at work, it is thought that the meetings will bring added value to the attendance management action plan. Once all meetings have taken place, the feedback will be analysed to identify any emerging themes and trends.

The Early Start leadership team is awaiting the most recent quarterly monitoring report from HR to establish the current position, however due to the size of our

workforce as well as staff turnover it is anticipated that it may be some time before the data shows that they have really turned the curve with regards to sickness absence. However, the service lead is confident that the strategies that have been put in place are being well received by the Children's Centre workforce and are beginning to have a positive impact.

Although all managers are encouraged to access the Mental Health training on PALS, the service has identified the need for further training and as a result has been in discussion with colleagues in Occupational Health who have drafted a bespoke training package for our managers. There is a cost associated with this so we are currently seeking approval to proceed with this.

A leadership development day has been scheduled for all managers across the Early Start Service in July 2018 where they intend to focus on leadership development and resilience building.

Feedback from managers across the service has highlighted the need for additional training on managing allegations, undertaking grievance meetings and undertaking improving performance procedures therefore the service is in discussion with HR colleagues to arrange some peer support workshops for managers

Staff Mental Health

The Healthy Minds Group was re-launched in its current format in May 2016 and offers a peer to peer support environment for all council colleagues.

The Healthy Minds Group includes:-

- People with mental health needs.
- People who would like to support friends, relatives, colleagues who have mental health needs.
- People simply interested in mental health.

The Healthy Minds Group:-

- Creates a virtual and physical safe space without judgement, where the stigma attached to poor mental health is blown away
- Keeps members informed of internal and external mental health-related events and campaigns.
- Invites speakers from the world of mental health to inform members of the wide range of support available and to offer self-help, development, learning and training.
- Challenges senior local authority colleagues to improve accessible pathways to mental health support.
- Sign posts members in need of advice.
- Explores ways to increase awareness of the importance of good mental health and reduce the stigma associated with mental illness

Feedback is collected at the end of every Healthy Minds session and to date, has been overwhelmingly positive.

The Healthy Minds Group also organised a conference to develop the skills of managers in terms of their ability to better support staff with mental health needs. Over 160 managers participated in the event on 10th May 2017 and the feedback was extremely positive.

The Healthy Minds Group has been 'on tour' and run sessions in localities around the city to reach staff who ordinarily would not come into the city centre.

Training on Restorative Practice will continue to be rolled out to internal staff across Children and Families as well as to external partners to continue to create and embed a culture of high challenge and high support.

A recent example includes training on 'Using Restorative Language Approaches to Communication' which was held in April 2018. This training event focused on using restorative language. The 3 hour course was only available for members of staff who had completed the Awareness Briefing. The course was designed to enable staff to further embed restorative approaches into their practice and focused on language and communication skills to enable staff to be relationship focused.

On the 10th October 2018 the Healthy Minds Group will run sessions throughout Council buildings to celebrate World Mental Health Day. We will also run a conference for low to middle managers who have been identified as working with staff who have mental health needs. The session will aim to disseminate relevant information around support so that managers feel they are better equipped to support their staff.

The Healthy Minds Group currently runs three sessions per month with 40 employees attending each one. The aim of the group is to increase this to four sessions per month at some point in the future.

City Development Workforce Equality Improvement Work

The workforce priorities for City Development were established in 2017 and work is taking place to drive changes.

For the City Development Directorate there are additional challenges around:-

- Ensuring the workforce has the required skills set to deliver the breadth of different work streams in the Directorate, for example, front line operational delivery, professional disciplines, long term strategic decisions that will affect the fundamental infrastructure of the city.
- Ensuring that equality actions are also understood and embedded in the large front line services that work remotely and do not have IT access.

The workforce profile for City Development staff in April 2017 was:-

	Headcount	Percentage	Not declared
Total	1475	100	
Women	605	41.02	
JNC	49	3.32	
JNC Female including Chief Officers	12	0.81	
JNC Female Chief Officer	2	0.14%	
BAME	143	9.69	109 (7.39%)
Disabled	65	4.41	124 (8.41%)
LGBT+	27	1.83	708 (48%)
Carers	58	3.93	814 (55.19%)
Age 16 - 25	123	8.34	
26 - 40	478	32.41	
41 - 54	587	39.80	
55 - 64	266	18.03	
65+	21	1.42	

Staff Representation

It is recognised that there are difficulties in changing the levels of representation due to the current approach to recruitment. However, work has taken place and is ongoing across all services to try and encourage applications from underrepresented 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 include

- Museums and Galleries targeted specific community groups by advertising vacancies through sector specific BAME social networks, for example, MA Detox and Transformers.
- Encouraging volunteers from underrepresented groups and providing them with the opportunity to develop their skills, as well as encouraging them to apply for posts when they become available. For example,. Museums and Galleries worked with 155 volunteers across the year, 14% identifying as BAME and 13% identifying themselves as having a disability.
- Visitor Economy ongoing use of LinkedIn networks to help encourage a diverse range of applicants.
- Highways and Transportation using a female engineer in promotional material when advertising for new engineering trainees.
- Current Apprentices attending the Apprenticeship Recruitment Fair to encourage applications from young people.
- Sport working with Leeds City College to pinpoint potential BAME applicants and provide training. Also working with Employment and Skills on a number of BAME targeted Sports Traineeships (12 weeks).
- Recent appointment of a female JNC Officer (Operations Manager) in Sport.

Inclusive Culture

The City Development Directorate continues to demonstrate its commitment to having an inclusive culture and ensuring this is embedded throughout the Directorate. Actions include;

- Equality Champions have been identified and refreshed in each service and are now working together as a group to promote, integrate and progress equality and diversity issues consistently across the Directorate.
- The Equality Champions role has been agreed and endorsed by all senior management teams across the Directorate.
- An Equalities Working Group has been established which has representatives from Resources and Housing and Civic Enterprise Leeds to ensure their approach is in line with wider council priorities.
- The group have clear terms of reference which include the development, promotion and momentum of directorate equality priorities in each service.
- Employment and Skills and Highways and Transportation have identified Equality Leads on their senior management teams

Training and Development

As part of the corporate offer, or via locally arranged sessions, services continue to promote attendance at equality training to improve awareness. Examples include:-

- Extended City Development Directorate themed Sessions three times a year where topics relating to equality are on the agenda for discussion. Examples include a presentation from Councillor Alison Lowe and approval of the Carers Action Plan.
- Employment and Skills held a Transgender awareness session which was then followed up with meetings with Trans young people to help employees understand some of the challenges these individuals face in entering the labour market. The service have also met with the DWP Trans lead to understand her personal perspective as a Transwoman in the workplace and her professional approach to engaging with business and the DWP workforce. This learning has been shared across the team.
- Museums and Galleries have delivered extensive staff training on a variety of topics including in deaf awareness, mental health awareness, cultural awareness and dementia. They also hosted a cultural event to welcome Syrian Refugees increased awareness of the staff involved.
- The LGBT+ Staff Network were invited to deliver their session on “Understanding Gender Identity” to a group of Sports Development Officers. A trans policy for sport has also been developed and shared with staff.
- Events in a number of services have included sessions around Equality, Diversity and Inclusion.

Community Engagement

To effectively deliver the priorities of the Directorate community engagement is key. By actively participating in this work it increases the awareness and understanding of the staff involved of the issues that different groups currently face across the city. Extensive community consultation has taken place regarding a number of high profile pieces work within the Directorate including

- Site Allocation Plan,
- Transport Strategy
- Capital of Culture bid 2023
- South Bank

This consultation has been at all levels from individuals in specific localities, to community groups, to city wide consultation with broader groups, for example. engagement with young people on Southbank proposal. This has also promoted to those individuals that their opinion matters to the Council and that their voices are heard.

On a smaller scale other services continually seek feedback about the services they provide and ask what else can be done do to increase involvement and participation in the services the Directorate delivers. This engagement has included consultation with groups from across the full range of protected characteristics and those currently under represented in our workforce. Involvement in this work helps to embed an understanding of the issues that these groups face.

Staff Networks

Increased awareness and participation in the staff network meetings has been encouraged. In November 2017 a presentation was delivered to an extended City Development Directorate meeting and details of meeting dates are shared at senior management teams. However, it is acknowledged that some services are more active with the networks than others.

Staff from Active Leeds attend Healthy Minds sessions and the LGBT+ staff network meetings and then feedback to the service.

Highways and Transportation arranged a session at their extended Senior Manger Forum to increase awareness of the networks and to encourage managers to see the benefits of releasing staff to attend.

Attendees from Employment and Skills feedback to colleagues to share their learning and increase awareness across the service of the issues discussed by the networks.

Input from the Disabled Staff Network was crucial to the final plans for Merrion House, which City Development led on.

Inclusive Culture

The results from the Employee Engagement survey showed that

- 79% of employees (who completed the survey) agreed with the statement “I am treated fairly at work”, an increase of 4% from the previous year.
- 78% of employees agreed with the statement that “We all take our responsibilities seriously for promoting diversity and inclusion in the workplace”, an increase of 3% from the previous year.

Training and Development

The focus on training and development was also reflected in the Employee Engagement Survey results where there was a 7% increase in the response to the question “I am encouraged by my immediate Manager/Supervisor to participate in Diversity and Inclusion Training”

Staff Representation

As there has been an increase in FTE since April 2017 to April 2018 due to services moving into City Development, the following shows protected characteristics by percentage only to undertake a comparison.

	2017 percentage	2018 percentage	Change from 2017-18	Percentage who have "Not specified" 2018
Women	41.02	40.98	-0.04	
JNC	3.32	3.78	0.46	
JNC Female incl CO	0.81	0.91	0.10	
JNC Female Chief Officer	0.14	0.2	0.06	
BAME	9.69	9.77	0.08	7.56
Disabled	4.41	4.5	0.09	8.66
LGBT+	1.83	2.35	0.52	45.28
Carers	3.93	4.36	0.43	52.25
Age 16 - 25	8.34	8.6	0.26	
26 - 40	32.41	31.92	-0.49	
41 - 54	39.8	39.41	-0.39	
55 - 64	18.03	18.44	0.41	
65+	1.42	1.63	0.21	

The data shows that there has been slight increases in representation in the following groups:-

- Females at JNC
- Female Chief Officers (a further appointment has also been made recently meaning that the representation on City Development Directorate has gone from 100% male 2 years ago to 40% female in 2018)
- BAME
- Disabled
- LGBT+
- Carers

The Equality Working Group have agreed 5 success factors and these will be reviewed after 12 months.

- Staff representation in services
- Basic respect
- Listening and Engagement
- Training and Development
- Refreshed Equality Improvement Priorities

Equalities work across the Directorate will be reviewed and monitored by the Equality Working Group. The Directorate will promote the wish for more people to complete their protected characteristic information on SAP so the number of those 'not specified' reduces

Communities and Environment Workforce Equality Improvement Work

The workforce priorities for Communities and Environment were established in 2017 and work is taking place to drive changes.

The workforce profile for Communities and Environment staff in April 2017 was:-

	Headcount	%age	Not declared
Total	2727		
Women	1001	37%	
BAME	298	11%	9%
Disabled*	198	7%	7%
LGBT	68	2%	47%
Carers	183	7%	54%
Religion stated	1561	57%	43%
Age – under 40	864	32%	
Age – over 40	1863	68%	

Staff representation

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. Work includes:

- Ensuring the Apprenticeship programme is supported in Customer Access and Welfare and Parks and Countryside
- Using creative recruitment methods, for example, Environmental Action used video advertisements shared via social media in order to reach wider audiences and to put out a strong message about our intention to redress imbalances in gender, ethnicity across our workforce.
- Development of women's ambassadors in Parks and Countryside
- Developing and maintaining relationships with PATH Yorkshire in Parks and Countryside)

Inclusive culture

Training

A variety of work and training has taken place across Communities and Environment which has focussed on the following areas:

- Mental Health Awareness in Elections, Licensing and Registration
- Positive attitudes and behaviours promoting a culture where leaders lead by example, and equipping staff with the skills to deal with issues of behaviour in Community Safety;
- Race and Migrant Communities in Community Safety;
- Domestic violence and abuse in Customer Access and Welfare;
- Autism awareness in Customer Access and Welfare;
- Disability Awareness in Customer Access and Welfare;
- Equality training in Elections, Licensing and Registration
- It's Only Banter sessions in Waste and Parks and Countryside

Wellbeing

In addition, wellbeing work is in place in various areas including:

- A 12 month trial in waste where staff can self-refer to Health Trainers who offer advice on a wide variety of areas including smoking, alcohol, exercise, stress relationships etc.
- Blood pressure checks for staff over 35 years old in waste
- Embedding the role of the well-being officer to promote well-being opportunities to colleagues, in particularly that of the Mental Health Support Group in Customer Access and Welfare
- Identifying health, safety and wellbeing Champions and will roll out targeted training sessions to appropriate staff who may be affected by traumatic events or privy to sensitive and potentially unsettling information in Community Safety

BAME Staff Network

The Chief Officer Communities and members of the Communities Team supported the relaunch of the BAME Staff Network in July 2017, and the following four emerging work programme themes are being taken forward:-

- Advising the organisation on developing a supportive organisational culture to address inequalities.
- Contributing to finding practical solutions to workplace issues for staff.
- Promoting the network and communication amongst peers and celebrating and acknowledging the contribution of our staff.
- Enhancing career progression for staff.

Women's Voice

The women's staff network is led by the Chief Officer Environmental Action and their Manifesto was launched in March 2018. This makes pledges in relation to the following areas:

- Grow Women's Voice;
- Have thoughtful implementation of current work/life balance policies;
- Address gender gaps;
- Recognise gender differences to improve equal opportunities to develop;
- Change behaviours so all women are respected in the workplace.

Women's Voice was instrumental in developing 10 satellite International Women's Day events in March 2018 at council work places across the city in addition to the show case event in the city centre. This will allow more female employees to participate in the celebrations and make further connections with other women to both offer and receive support.

The LGBT Alliance is being led by the Chief Officer Waste and LGBT + stalls have been held at depots.

Anecdotally there is a feeling that individuals are better able to gently challenge each other on what is appropriate behavior in the work place, and this is becoming more commonplace and accepted practice. Staff surveys will continue to provide useful information about how people are feeling, but it is recognized that there is no short term, quick fix solution

Consideration will be given to the staffing profile, with specific focus on how to increase the number of people self declaring in all categories. It is early days to say the extent to which current work has been successful, and it will take some time to change the staffing profile

A directorate equality action plan has been developed and this outlines the key high priorities for the directorate. An implementation plan is being developed which will ensure that the high level priorities are met. Communities and

Environments Leadership Team has taken the role of Directorate Equality Board and will provide quarterly challenge to the progress being made

Resources and Housing Workforce Equality Improvement Work

The workforce priorities for Resources and Housing were established in 2017 and work is taking place to drive changes. This Directorate has only been in existence for one year since so the work is perhaps not as coordinated as other directorates who are well established. Individual services have carried out work but this will become more joined up in the next year.

In Resources and Housing the make up of the workforce is:-

46% Women are employed at senior levels (JNC) but make-up 54% of the total workforce

18% BAME staff makeup of our workforce (the majority of whom are within the lowest pay grade band, A1-C3);

9% of workforce between the age of 16-25

8% of our workforce identify as carers

2% of our workforce disclose their identity as LGB T

7% of our workforce disclose that they identify as disabled

Staff representation

It is recognised that there are difficulties in changing the levels of representation due to the current restrictions on recruitment. However, Resources and Housing does employ a large number of apprentices which provides a good opportunity to improve representation, particularly for improving representation of younger age groups. They have recruited approximately 200 people into positions across the council with over 95% of these people then securing permanent posts. In other parts of the directorate, the workforce equality data is being scrutinised to allow for appropriate targeting during recruitment exercises, particularly aimed at BME groups, Apprentices and women. These areas are being monitored and reported quarterly.

Inclusive culture

Carers

Shared Services have developed a new carer's plan which aims to explore options around how they can better network and support our employees. These include flexible working and part time options, accommodating preferred work locations, for example, when we recruit to numerous positions across different site staff are asked their preferences, or through manager/employee discussions when we can flexibly deploy.

Legal have received a Certificate of recognition from Leeds Carers Partnership for their Leeds Commitment to Carers Action Plan.

Women

People across the directorate are proactively supporting Women's Voice and women's development, including mentoring.

Disabled Staff

Some teams in Shared Services have been trialing the new Supporting Staff at Work Wellbeing conversation so managers have a holistic conversation with staff to discuss how they can be their best, including the workplace environment, relationships, tasks. The conversation follows the social model of disability.

Colleagues in Legal held a "living library" event in 2017 and are planning another one this year by several members of staff on the subject of living and working with a disability, with support from the Disabled Staff Network.

Training has been undertaken with managers in relation to Dyslexia in Catering Services and the reasonable adjustments which can be made. The effectiveness is being reviewed and will be rolled out across the wider directorate if successful. Awareness of the symptoms and support the group can provide for employees with dyslexia is to be managed through toolbox talks and quarterly newsletters.

Training about autism was also held in Housing which was well attended and received very good feedback.

Colleagues Without Access to IT –

In Civic Enterprise Leeds a great deal of work is being done with front-line staff (without regular access to work IT). This includes:-

- Piloting a new digital engagement tool which can be accessed outside of the council's network via mobile phones to improve digital access for frontline, off network staff.
- Equality Card developed in relation to staff networks and cascaded to front line staff.
- An Equality, Inclusion and Diversity newsletter has been developed and distributed. Communication with customers in its various forms will be addressed through this newsletter plus specific reference to working alongside colleagues who experience difficulties, e.g. article to be called 'Eye On' to highlight an individual and the challenges they experience. Using this newsletter there will be the opportunity for feedback and generate ideas on how we can listen and support customers and staff more. An employee focus group will also be established which is representative of the directorate which will inform this plan and future objectives.

- Publicising the leads for each of the staff networks and additional staff who focus on specific areas, for example, low pay, who act as a role models/champions to challenge and provide support. Frontline staff have appropriate contact information provided through posters displayed in all of sites and in the quarterly equality and diversity newsletter.

Staff in Lower Paid Roles

- Leeds Credit Union made a presentation to the Civic Enterprise Leeds Leadership Team. This information was then communicated to all their staff to promote affordable credit and banking services as an alternative to high cost lenders. Work will continue to regularly re-inforce this message to front line staff using all communications tools, especially social media.

Care Leavers

- Some parts of the directorate are continuing their pledge to offer quality work experience to all Leeds undergraduate care-leavers. For example, in 2016 Legal Services welcomed 3 care-leavers, and 4 care-leavers in 2017 for work experience and received excellent feedback from them. They also arranged for work experience in private firms so that they get a more holistic view of working in law.
- Some senior colleagues in Legal Services are participating in the council's mentoring project for undergraduate care-leavers and they are hoping to "join up" a mentoring offer with the work experience offer for care-leavers.

Equalities Training and Reporting

- All appropriate staff are trained in safeguarding policies and procedures and relevant new starters are trained at induction to ensure all staff are aware of the need and process to report any safeguarding concerns or who witness hate crime.
- Equality Pledges were adopted at appraisal review for all staff during 2017/18 and will continue into 20/19. Equality and Diversity is now part of the routine discussion at appraisals.
- Some teams are using the "Inclusion Matters" videos feature on InSite, for example, "the impact of micro behaviours in the workplace" video. Also during Autism Awareness Week, Ramadan and Carer's Week videos of colleagues discussing these topics have been shown to make them personal and increase people's awareness
- Housing, Shared Services and Legal have invited speakers from the staff networks at staff communication events for the last year. The Staff Networks are continually supported and promoted by the various senior management teams which is then cascaded to staff.

Housing Leeds have a weekly newsletter, where has included many different topics over the year from World Down Syndrome Day, Bi Visibility to Black History Month. They have also held sessions on the following:

- Autism Awareness
- Visits to a Mosque and Kingdom Hall
- Self-harm
- Raising Awareness of Working Carers
- PREVENT Awareness
- Modern Day Slavery and Human Trafficking
- Stay Safe training
- Learning about Veganism
- LGBT+ Domestic Violence

An equalities board has recently been set up to drive forward the equalities agenda. A directorate plan will be created to co-ordinate and focus the work being done. Now that we have the baseline data from engagement surveys and equality monitoring dashboards these can be used to assess if the actions we are taking are having an impact. This can then be used to inform future work.

What Next

During 2018/2019 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.

For enquiries about this report please contact the Communities Team central:

By email: equalityteam@leeds.gov.uk

By telephone: 0113 3785998

By text: 07891 270162

Website: www.leedsgov.uk/equality

By post:

Communities Team Central

Second Floor

Enterprise House

12 St Paul's Street

Leeds

LS1 2LE

Alternative formats

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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 ইংরেজীতে 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 که می خواره وه بکه و زمانی ئاخاوتنی خۆت بلی. ئیمهش تۆ راده گرین له سه ره ته له فۆنه که تا وه رگێرکی زمانت بۆ دابین ده که یین.

Tigrinya:

እንግልሽ ዘይትሓረብ/ቢ, እንተኾንካ/ኪ, እሞ ነዚ ደኩመንት'ዚ/ሰነድ'ዚ ንምርዳእ ሓገዝ ምስ ዘድልዮካ/ኪ ቋንቋኻ/ኸ, ብምሕብር ኣብ'ዚ ኣብ ታሕቲ ተገልጹ ዘሎ ቁጽሪ ተሌፎን ደውለልና/ደውልልና። ብድሕሪኡ ንሕና ኣስተርጓሚይ ክሳብ ንረክብ ኣብ መስመር ከነጸብዮካ/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:

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Reviewed and Refreshed Equality Improvement Priorities 2018 – 2022

Best Council Plan Priority Area:

Compassionate City – Living safely and well, living at home and valuing communities

Equality Priorities and Key Indicators/ Measures	Refreshed/ new priority
<p>Equality improvement priority</p> <p>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.</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> • ASCOF 3D1: The proportion of people who use services who find it easy to find information about support 	<p>New</p>
<p>Equality Improvement Priority</p> <p>To develop a quality mark for (regulated) services to demonstrate their appropriateness of delivery to LGBT+ individuals and communities</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • The actual development and implementation of a charter mark regarding the appropriateness of regulated Adult Social Care services to all members of the LGBT+ community. • The uptake of any charter mark and the impact on service user perception in services using the charter mark. 	<p>New</p>
<p>Equality Improvement Priority</p> <p>To improve health outcomes for Leeds Migrant Communities</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Year 1 – identify appropriate or develop measures (where none are currently available). These will be based on key evidence based priorities which will be identified and agreed by June 2018. Performance measures and monitoring mechanisms will be developed and agreed by September 2018 • Year 2 – establish, collect and collate baseline information starting with 1st quarter end 2019 • Year 3 – undertake measures analysis. Review and progress assessment will be made by 31st March 2020-aim is to have made progress on at least 75% of action plan by 1st April 2020. Action plan refresh by 1st April 2020 	<p>New</p>

Equality Priorities and Key Indicators/ Measures	Refreshed/ new priority
<p>Equality Improvement Priority</p> <p>Improve the approach to migration in Leeds by</p> <ul style="list-style-type: none"> • Improving access to services; • Shifting attitudes and behaviours; • Increasing awareness and understanding; • Strengthening resilience and building capacity; • Building and creating cooperative partnerships. <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Year 1 – Develop measures • Year 2 – Establish baseline information • Year 3 – Undertake measures analysis 	New
<p>Equality Improvement Priority</p> <p>Improve equality outcomes across the six priority neighbourhoods with a focus on addressing inequality and poverty</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Year 1 – Develop measures • Year 2 – Establish baseline information • Year 3 – Undertake measures analysis 	New
<p>Equality Improvement Priority</p> <p>Keeping people safe from harm</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> • Reduce repeat incidence rate of domestic violence and abuse 	Refreshed
<p>Equality Improvement Priority</p> <p>Our ambition is to 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</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Preventing hate crime • Responding to hate crime in our communities • Increased reporting of hate crime incidents • Improving support for victims of hate crime • Building our understanding of hate crime incidents 	Refreshed

Equality Priorities and Key Indicators/ Measures	Refreshed/ new priority
<p>Equality Improvement Priority</p> <p>Ensure fair and equal access to taxi and private hire services for disabled people.</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Compliance with mystery shopping and test purchases • Reduction in equality based complaints 	New
<p>Equality Improvement Priority</p> <p>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.</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> • 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. 	New
<p>Equality Improvement Priority</p> <p>To inform and improve the equality and diversity aspects of Environmental Health Service delivery</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Develop and implement a strategy for the Environmental Health service to contribute to reducing health inequalities and environmental nuisance in the Priority Neighbourhoods and the priority wards and estates in particular. • Develop analytical and reporting processes to better understand which areas and communities in Leeds are most affected by environmental issues including air quality, food safety, environmental nuisance, health and safety in the workplace. • Make Environmental Health services more accessible, easier to understand and more outcome-focussed to customers, particularly those from minority communities 	New

Equality Priorities and Key Indicators/ Measures	Refreshed/ new priority
<p>Equality Improvement Priority</p> <p>Where appropriate Electoral Services will actively promote anonymous registration for electors experiencing violence and harassment</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> • Increase number of people registered anonymously 	New
<p>Equality Improvement Priority</p> <p>To focus on changing how the Environmental Action Service is seen by communities both in terms of being a service provider and potential employer.</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Actively champion equality and inclusion within the service. • Build and sustain a workforce that understands values, embraces and implements the Council’s diversity and inclusion priorities • Increase in interest shown in job adverts and compliments received in priority neighbourhoods where a significant amount of our target communities live 	New
<p>Equality Improvement Priority</p> <p>Improve the well-being of young people that identify as Lesbian Gay Bisexual and Transsexual across the city.</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> • Improvement in score against Stonewall Education Equality Index compared to previous submission scores. 	New
<p>Equality Improvement Priority</p> <p>Improving housing options for young people:</p> <ul style="list-style-type: none"> • 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 <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Minimum of 400 successful mediation cases where young people return home every year • Improved sustainment of young people’s council tenancies 	Refreshed

Equality Priorities and Key Indicators/ Measures	Refreshed/ new priority
<ul style="list-style-type: none"> • Increase number of young tenants benefitting from free Wi-Fi installations • Increase number of engaged young people across formal involvement and wider engagement activity of Housing Leeds 	
<p>Equality Improvement Priority Reducing Fuel Poverty and improving energy efficiency</p> <p>Working to improve properties and assist tenants living in fuel poverty over the next four years</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Reduce the number of households in fuel poverty • Improve thermal comfort to our properties 	Refreshed
<p>Equality Improvement Priority To enable older and disabled people to remain in their homes as long as they wish</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • To have a wider range of support choice available to better meet the needs of older people in Leeds • Increased availability of housing choice and provision including Extra Care and Sheltered Schemes across Leeds for older people • Accessibility and the physical appearance of sheltered schemes is improved • The service better meets the long term needs and sustainability of sheltered housing for older people in Leeds 	Refreshed

Best Council Plan Priority Area:

Compassionate City – Enjoying culture and sport, inclusive access and language access

Equality Priorities and Key Indicators/ Measures	Refreshed/ new priority
<p>Equality improvement priority Improve the customer experience for Deaf people</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> • Increase the number of Deaf residents who use the British Sign Language video interpreting service • Reduce the Councils spend on interpreting services 	Refreshed

Equality Priorities and Key Indicators/ Measures	Refreshed/ new priority
<p>Equality Improvement Priority</p> <p>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.</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> • To increase the percentage of Parks and Countryside community parks which meet the Leeds's Quality Park standards 	Refreshed
<p>Equality Improvement Priority</p> <p>Working to ensure equality groups are fully involved in Leeds 2023</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Continue to consult and engage with equality and social groups in developing the Leeds 2023 project • To ensure it reflects the diversity and voices of the city's population • To have a meaningful presence as part of events, experiences and opportunities that are accessible to different audiences 	Refreshed
<p>Equality improvement priority</p> <p>Improve inclusion and diversity across the built environment</p> <ul style="list-style-type: none"> - 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. <p>Key indicator/measure</p> <ul style="list-style-type: none"> • No. buildings where an inclusion and diversity audit has been undertaken • No. buildings which meet key inclusion and diversity in the built environment aspects • Investment made on inclusion and diversity improvements 	Refreshed

Equality Priorities and Key Indicators/ Measures	Refreshed/ new priority
<p>Equality Improvement Priority</p> <p>To increase our understanding of focus communities to allow for future financial investment into supporting people to become more physical active, enabling the development of targeted physical activity programmes to these areas</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Report produced • Successful funding bid to Sport England to enable targeted physical activity work in the area • Appointment of 2 officers to deliver the physical activity programme to target areas in the east of Leeds 	Refreshed
<p>Equality Improvement Priority</p> <p>Deliver well designed streets and transport infrastructure that is inclusive, people focused and accessible to all</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Updated “Street Design Guide” Supplementary Planning Document and full adoption of the new guidance by March 2019. • 100% EIA on all street design and transport infrastructure • Liaison with Equality Hubs in relation to public realm and LPTIP (Leeds Public Transport Infrastructure Programme) schemes – Demonstrate on a scheme by scheme basis how consultation with identified groups has been undertaken to inform better outcomes 	Refreshed
<p>Equality Improvement Priority</p> <p>Improve the walkability and accessibility of Leeds City Centre by developing and expanding a user friendly wayfinding system</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Number of signs on street • Total take up of paper maps at the Visitor Information Centre and other outlets; • Total number of maps downloaded; • Feedback from access groups, businesses and partner organisations. 	Refreshed

Equality Priorities and Key Indicators/ Measures	Refreshed/ new priority
<p>Equality Improvement Priority</p> <p>To deliver accessibility standards policy as part of the Core Strategy Selective Review and adoption via the examination process</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Authority Monitoring Report • Local Development Scheme (the work programme and milestones for development plan preparation) 	Refreshed

Best Council Plan Priority Area:

Strong economy – Achieving potential and improving representation

Equality Priorities and Key Indicators/measures	Refreshed/ new priority
<p>Equality Improvement Priority</p> <p>Helping people out of financial hardship; Tackling the financial challenges of poverty, deprivation and inequality</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Increase provision of welfare and debt advice • Growth in credit union membership • Frontline staff are aware of services and referral routes to assist with financial difficulties 	Refreshed
<p>Equality improvement Priority</p> <p>Increase digital inclusion particularly for those in poverty to provide greater access to jobs, skills and learning to reduce poverty</p> <p>Key indicators/measures</p> <ul style="list-style-type: none"> • The percentage of adults in Leeds who have not been online within the last 3 months • The percentage of adults in Leeds who have all five Basic Digital Skills • A stronger digital infrastructure that provides greater choice 	New

Equality Priorities and Key Indicators/measures	Refreshed/ new priority
<p>Equality Improvement Priority Ensuring digital inclusion to provide greater access to jobs, skills and learning to reduce poverty</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> 98% of homes and business will have access to superfast broadband (at least 24 Mbps) by 2021 	Refreshed
<p>Equality Improvement Priority Improve access to apprenticeships, particularly for young people and BAME communities</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> Increase the number of apprenticeship starts by BAME young people from 10% to 15% by 2019 	Refreshed
<p>Equality Improvement Priority 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</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> Increase the number of people experiencing mild to moderate mental health moving into work 	Refreshed
<p>Equality Improvement Priority Increase Board representation and representation in major projects</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> Reduce the gap in representation between % of Board membership and resident population of specific identified boards 	Refreshed

Equality Priorities and Key Indicators/measures	Refreshed/ new priority
<p>Equality Improvement Priority</p> <p>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</p> <p>Key indicator/measure</p> <ul style="list-style-type: none"> • Reduce educational achievement gaps • Educational achievement gaps at age 5, 11, 16 and 19 for those on free school meals, looked after children, special education needs or disability, and BME children 	Refreshed
<p>Equality Improvement Priority</p> <p>A skilled and diverse council workforce – achieving potential and improving representation:</p> <ul style="list-style-type: none"> • 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 <p>Key indicators/measures</p> <ul style="list-style-type: none"> • Increasing the proportion of people with protected characteristics recruited into the Council • Increasing the representation of employees with protected characteristics at leadership and management levels in the Council • Increasing engagement scores • Appraisal rates of 100% • Reducing the gender pay gap • Maintaining ‘living wages’ across the council workforce 	Refreshed



Report author: Simon Hodgson
Tel: 0113 37 89662

Report of the Director of Communities and Environment

Report to Executive Board

Date: 25th July 2018

Subject: Draft Safer Leeds Community Safety Strategy (2018-2021)

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

Summary of main issues

1. As the city's Community Safety Partnership, the Safer Leeds Executive (SLE) has a statutory requirement to prepare and implement a local Crime and Disorder Reduction Strategy, referred to locally as the Safer Leeds 'Community Safety Strategy' (appendix 1).
2. The SLE considered the draft Community Safety Strategy 2018-21 at its meeting on the 6th June and will look to finalise a draft on the 19th July, subject to any further consultation and feedback.
3. This strategy also forms part of the council's budget and policy framework, and will be submitted to full council in November 2018.
4. Of note, following the introduction of Police and Crime Commissioners in November 2012, local Crime and Disorder Reduction Strategies are required to have regard to the objectives set out in the Police and Crime Plan for the wider police area. The first West Yorkshire Police and Crime Plan 2013-2018 was published in March 2013, and was subsequently updated in 2014 and currently the Police and Crime Plan for 2016-21 is in operation.

5. Safer Leeds has an overarching outcome that the Partnership seeks to achieve this being: People in Leeds are safe and feel safe in their homes, in the streets and the places they go. For the new community safety strategy (2018-21) the SLE have agreed the following shared priorities that the partnership will concentrate on over the term of the strategy:

The Partnership's shared priorities over the term of the strategy will be:

- ❖ Keeping people safe from harm (victim)
- ❖ Preventing and reducing offending (offender)
- ❖ Creating safer, stronger communities (location)

Recommendations

Executive Board members are asked:

- I. To consider the draft Safer Leeds Community Safety Strategy, for 2018–21, and agree to the draft Strategy going forward for consultation with the relevant Scrutiny Board and other stakeholders.
- II. To support the partnership in its further consultation on the Strategy, prior to its resubmission to Executive Board before the draft's submission for Full Council approval.
- III. To note the funding allocations from West Yorkshire Police and Crime Commissioner, as outlined in the report, for 2018/19.
- IV. To note that the Chief Officer for Community Safety (Safer Leeds) will be responsible for the implementation of the Strategy through the Safer Leeds Executive, over the next three years.

1. Purpose of this report

- 1.1 This report outlines the draft Safer Leeds 'Community Safety Strategy' (2018-21) for consideration by the Executive Board, prior to the draft being submitted to the Scrutiny Board and full Council, as part of the consultation phase and for formal approval by Full Council, in November 2018. (See Appendix I).
- 1.2 The draft Safer Leeds 'Community Safety Strategy', sets out the high level ambitions and intentions of the partnership over the next 3 years: The overarching outcome that the Partnership seeks to achieve is:
- People in Leeds are safe and feel safe in their homes, in the streets and the places they go.

The **Partnership's Shared Priorities** over the term of the strategy will be:

- ❖ Keeping people safe from harm (victim)
- ❖ Preventing and reducing offending (offender)
- ❖ Creating safer, stronger communities (location)

With a focus on:

- Anti-social behaviours and criminal exploitation
- Crime and disorder related to drugs, alcohol and mental health
- Hate crime and community tensions
- Safeguarding including domestic violence and abuse, forced marriage and honour based abuse and modern slavery
- Serious and organised crime

- 1.3 In addition, Safer Leeds will work with and support other partnership boards and delivery groups on the following issues:

- Community cohesion
- Other relevant Safeguarding issues pertinent to crime and disorder
- Pupil/ Student Safety
- Safer Travel/ Road Safety

- 1.4 The partnership's shared priorities of '**victim, offender and location**' denotes both a universal and targeted approach to addressing community safety issues, regardless of the issue, with a recognition that to achieve the desired outcomes the emphasis has to be on '**People and Place**'.

- 1.5 The SLE discussed the draft plan at their meeting on the 6th June which has been developed in conjunction with representatives of all the 'Responsible Authorities' and 'Cooperating Bodies' as well as members of the Adults and Children's Safeguarding Boards and the Health and Wellbeing Board, who sit on the Safer Leeds Executive.

2. Background information

- 2.1 The Police Reform and Social Responsibility Act 2011 replaced Police Authorities with Police and Crime Commissioners (PCCs), and introduced Police and Crime Panels (PCPs) to scrutinise the decisions and actions of the PCCs and assist them in carrying out their functions.
- 2.2 In November 2016, Mark Burns-Williamson was re-elected as the West Yorkshire Police and Crime Commissioner and will hold office to May 2021. He published his five year Police and Crime Plan in March 2016.
- 2.3 Community Safety Partnerships have a statutory requirement to prepare and implement a local Crime and Disorder Reduction Strategy every 3 years. In doing so, these local strategies are expected to have regard to the objectives set out in the Commissioner's Police and Crime Plan.
- 2.4 Safer Leeds is a long standing partnership body with statutory representation from Leeds City Council; West Yorkshire Police; West Yorkshire Fire and Rescue Service; National Probation Trust and Leeds Clinical Commissioning Group. The partnership is augmented by representatives Voluntary & Community Sector, West Yorkshire Community Rehabilitation Company; HM Prison Service, Leeds Children's Trust Board; Leeds Health and Wellbeing Board, Leeds Safeguarding Adults Board and Leeds Safeguarding Children Board.
- 2.5 The SLE has a statutory requirement to:
 - Establish information sharing arrangements
 - Produce an annual Joint Strategic Assessment
 - Prepare and implement a Plan
 - Produce a strategy to reduce reoffending
 - Be responsible for establishing Domestic Homicide Reviews and applying learning
 - Be responsible for establishing anti-social behaviour reviews and applying learning
 - Regular engagement and consultation with the community
- 2.6 Over recent years, the partnership has focused much of its efforts on reducing domestic burglary, which was significantly higher in Leeds than in other comparable cities and has significant public concern. The partnership has successfully delivered against this ambitions to date. Although burglary remains an issue the volume and prevalence of domestic burglary has been significantly reduced, from a peak of over 16,000 to around 5,000 a year.
- 2.7 In the last 4 years the partnership has also focussed its attention on Domestic Violence and Abuse, linked in with the Councils breakthrough project. Of note, innovation programmes include the Front Door Safeguarding Hub, notifications to schools, roll out Routine Enquiries (at GP practices) and the extension and increased take-up of the organisational and service Quality Mark have been progressed, developed and sustained.
- 2.8 Over the past 2 years there has been an increased 'shift' towards the Safeguarding agenda, with a particular emphasis on reducing repeat domestic violence/abuse incidents for victims, protecting vulnerable children and adults from exploitation and improving support and access to service for victims as well as interventions for offenders to support a change a behaviour. There is a recognition that more needs

to be done in localities of concern and within communities of interest on these agendas.

- 2.9 After sustained periods of crime reductions both nationally and locally, crime levels have started to increase. In Leeds, we have seen total recorded crime rise in the last three years. In 2017, there were 95,011 crimes, an increase of 11.7% on the previous year. The reasons for these increases are not straight forward. There have been changes in how crimes are recorded but also real positive changes in the way victims are supported, encouraged to report crimes as well as improvements in recording practice. At the same time the nature and type of crime has also changed; cyber related crime has become more prevalent and there are a multitude of platforms that are now used to facilitate, exploit and groom vulnerable people.

3. Safer Leeds Review ~ Main issues

- 3.1 During January and March 2018, a review of Safer Leeds Executive was conducted with the intention of putting in place refreshed arrangements that:
- Detail the membership, function and roles of the Board
 - Formalise the governance and accountability framework of the Board
 - Enable the Board to delivery on its business requirements and
 - Manage the delivery of the new Safer Leeds Strategy (2018/21)
- 3.2 In March 2018, SLE considered the findings of the review, sanctioned the change proposals and recommendations and is now working on progressing on its implementation. During the consultation phase it was clear that stakeholders acknowledge the mature partnership that already exists and how they could take SLE onto its next phase of development. Throughout the consultation there was a real sense of commitment to work together to address community safety issues. There was a clear enthusiasm and passion to continually improve both policy and practice in order to achieve better outcomes for individuals, families and communities. Of significance to this report the following were agreed:
- Refreshed terms of reference ~ including membership from partners previously not on SLE
 - New Governance and Accountability arrangements ~ including the established of Operational Delivery Boards and Placed Based Boards
 - Revised Information Sharing Protocol and refocus on Performance and Outcomes
 - New Communications and Engagement Plan
- 3.3 The new governance arrangements will ensure work across the shared priorities and community safety issues are managed more effectively and there are clear lines of accountability and opportunities to escalate risk. The established of 'Operational Delivery Boards' and 'Placed Based Boards' will be chaired by a member of the SLE who be responsible for developing, implementing and reporting back on progress of plans.
- 3.4 The Strategy will be open to the relevant Scrutiny Board as part of the consultation phase and for regular checks against progress.

- 3.5 In the draft strategy for each of the shared priorities is a high level narrative with a set out intentions (direction of travel) for the next 3 years. The key deliverables have ascribed actions that named lead organisations/ agencies or bodies have made a commitment to taking forward this year. This does not include core services and/ or current provision but focuses on the 'additionality' that partnership working brings, in terms of activity and innovation. Each ascribed primary lead will be held accountable to SLE on implementation of these actions during 2018/19.
- 3.6 In June 2018, the draft strategy was presented to SLE for deliberation and will be formally approved in July 2018, following further consultation and feedback.

4. Funding ~ From the West Yorkshire Police Crime Commissioner

- 4.1 Since coming to Office in November 2012, the West Yorkshire Police and Crime Commissioner has provided funding to Safer Leeds on an annual basis to support the partnership's priorities. For 2018/19 the confirmed local allocation being £1,275,959 of which £464,892 is specifically for the Community Safety Fund element.
- 4.2 Accountability for the delivery of the funds, sits with the SLE who seek to ensure value for money and excellence in service delivery. The table below outlines the proposed local funding allocation for 2018/2019.

Programme of activity	<u>Safer Leeds Priority</u>	Funding Allocation 2018/19
Community Safety - Safer Leeds	<u>Creating safer, stronger communities (location)</u> <ul style="list-style-type: none"> ▪ Supporting the Front Door Safeguarding Hub ▪ Delivery of a domestic violence campaign ▪ Delivery and dissemination of lessons learnt from the DHR reviews ▪ Support the prevention of nuisance and anti-social behaviour and Reduce the occurrence and impact of hate crime through the Leeds Anti-Social Behaviour Team (LASBT) ▪ Providing extra capacity to support intelligence products to inform the deployment of resources (via the Safer Leeds Intelligence Team) ▪ Mental Health additional provision ▪ Prevent domestic violence and abuse for those at risk ▪ Implement partnership referral processes and pathways and approaches to tackle domestic violence and abuse ▪ Enhanced security provision via Leedswatch (CCTV) 	464,892
DIP Drug and Alcohol Programme	<u>Keeping people safe from harm (victim)</u> <ul style="list-style-type: none"> ▪ Reduce the aggravating effects of alcohol and drugs on crime and ASB ▪ Support delivery of Integrated Offender Management 	£613,000
Youth Offending Service	<u>Preventing and reducing offending (offender)</u> <ul style="list-style-type: none"> ▪ Breaking cycles of offending ▪ Early identification and interventions for those at risk of becoming involved in criminality 	£198,067
	<u>Total</u>	£1,275,959

- 4.3 A breakdown of the planned expenditure for the Community Safety Fund can be viewed here:

Community Safety – Safer Leeds		
Front Door Safeguarding Hub		115,130
Publicity Campaign		10,000
DV Structure		94,000
WYP Analysts		36,500
Mental Health additionality support provision		38,000
50% Contribution to Inspector		36,548
Contribution to Drug and Alcohol Post		14,850
Additional CCTV provision		12,000
Contribution to Caring Dads secondment		21,000
LASBT		50,000
Locally determined priorities		36,864
Total		464,892

- 4.4 A clear outcome framework is in place to facilitate effective budget management and reporting to the Office of the Police Crime Commissioner.
- 4.5 In addition to the funding outlined above, the Police Crime Commissioner has also been running the West Yorkshire POCA (Proceeds of Crime Act) Community Safety Fund, which provides resources for predominately 3rd sector organisations community groups and partners to support delivery of the Police and Crime Plan. Applicants can apply for up to £5k as part of funding rounds. For more information see <https://www.westyorkshire-pcc.gov.uk/safer-communities-fund.aspx>

5. Main Issues

- 5.1 Like other cities, Leeds faces significant challenges and pressures. To tackle existing, new and emerging risks, threats and harms, there must be a collective emphasis on meeting the needs and demands of people in this dynamic city, as well as preventing future victimisation and offending; ensuring we make every contact count.
- 5.2 Everyone has the right to live in a safe, clean and tolerant society and everyone has a responsibility to behave in a way that respects this right. As a collective we should never be complacent as there is always room for improvement.
- 5.3 The need to deliver results more efficiently and cost effectively, with clear accountability, across services and agencies is key. As a partnership, there are examples of integration and co-location, but also a recognition of the need to continue to be ambitious and take risks to maximise all opportunities, to review and refresh where needed, and apply lessons learnt to day to day practice.

6. Corporate considerations

6.1 Consultation and engagement

- 6.1.1 The SLE as a statutory requirement to produce an annual Joint Strategic Assessment (JSA) to assess the scale and nature of crime and disorder in the city and to identify medium to long term issues affecting community safety. The JSA includes analysis of both a range of quantitative and qualitative data from across the partnership. It identified a number of reoccurring themes and this information and intelligence has therefore been used to inform delivery plans that underpin the overarching Strategy.
- 6.1.2 Evidence from public consultation via the Office of the Crime and Commissioner and intelligence collated from residents accessing services delivered by Community Safety, such as the Leeds Anti-Social Behaviour Team, have been used to inform the contents of the strategy along with a range of Outcomes Based Accountability sessions held with operational professionals and service users during 2016 and 2017.
- 6.1.3 Partners and representatives from a range of stakeholders (Leeds City Council; West Yorkshire Police; West Yorkshire Fire and Rescue Service; National Probation Trust and Leeds Clinical Commissioning Group, the Voluntary and Community Sector, West Yorkshire Community Rehabilitation Company; HM Prison Service, Leeds Children's Trust Board; Leeds Health and Wellbeing Board, Leeds Safeguarding Adults Board and Leeds Safeguarding Children Board) have helped shape and contributed to the new Safer Leeds Community Safety Strategy.

6.2 Equality and diversity / cohesion and integration

- 6.2.1 The draft Safer Leeds Community Safety Strategy (2018-21) makes reference to the Partnership's commitment to serve all members of its communities effectively and acknowledges that all of its actions and plans should give due regard to implications for different groups and sections of the community.
- 6.2.2 A key aim of the strategy is to work closely with a range of communities of interest, and in particular to improve all forms of hate crime reporting and domestic violence and abuse related incidents both of which are under reported. The Equality, Diversity, Cohesion and Integration Screening document is attached to this report.

6.3 Council policies and best council plan

- 6.3.1 The Safer Leeds Community Safety Strategy links directly to the Councils ambition of a Strong Economy and a Compassionate City, with an emphasis on People and Place and will contribute both directly and indirectly to all the Best City Priorities.
- 6.3.2 The partnership also plays a key role in monitoring community tensions and promoting community cohesion, by supporting communities and tackling poverty.

6.4 Resources and value for money

- 6.4.1 Since coming to Office in November 2012, the West Yorkshire Police and Crime Commissioner has provided funding to Safer Leeds on an annual basis to support the partnership's priorities. For 2018/19, the confirmed local allocation being £1,275,959 of which £464,892 is specifically for the Community Safety element to deliver a range of community safety related activity to support the Safer Leeds Strategy.
- 6.4.2 Accountability for the delivery of these funds, sits with the SLE though Leeds City Council, who seek to ensure value for money and excellence in service delivery. Financial and performance reporting occurs on a quarterly basis.
- 6.4.3 Leeds City Council invests through its core functions to the community safety agenda across all Directorates, contributing funding directly to service provision and delivery.

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

- 6.5.1 This report does not contain any exempt or confidential information. The report is ineligible for Call In, as the Executive and Decision Making Procedure Rules state: 'The power to call in decisions does not extend to decisions made in accordance with the Budget and Policy Framework Procedure Rules'. This is one such decision.

6.6 Risk management

- 6.6.1 National changes to government legislation and prioritisation will bring both challenges and opportunities for the city. SLE will continue to explore additional funding opportunities where this adds value to its local priorities as part of ongoing committed to support programmes of change through an 'invest to save' approach.
- 6.6.2 There are significant risks associated with budget reductions beyond the current financial year. Work will take place with partners to better understand what the implications and risks associated with budget reductions on the partnerships endeavours are to deliver against it shared priorities. Also, further negotiations will take place with regards to the Community Safety Fund for 2019/20 to ensure where possible, funding is aligned to local priorities set out in the strategy

7. Conclusions

- 7.1 The draft Safer Leeds Community Safety Strategy (2018-2021) sets out the city's approach to reduce crime and disorder and deliver the partnerships ambition to be "the best city in the UK with the best community safety partnership and services"
- A city that is inclusive and safe for all
 - A compassionate city that protects and safeguards the vulnerable
 - A city that challenges and seeks to change behaviours that negatively impact on safer and cleaner streets

8. Recommendations

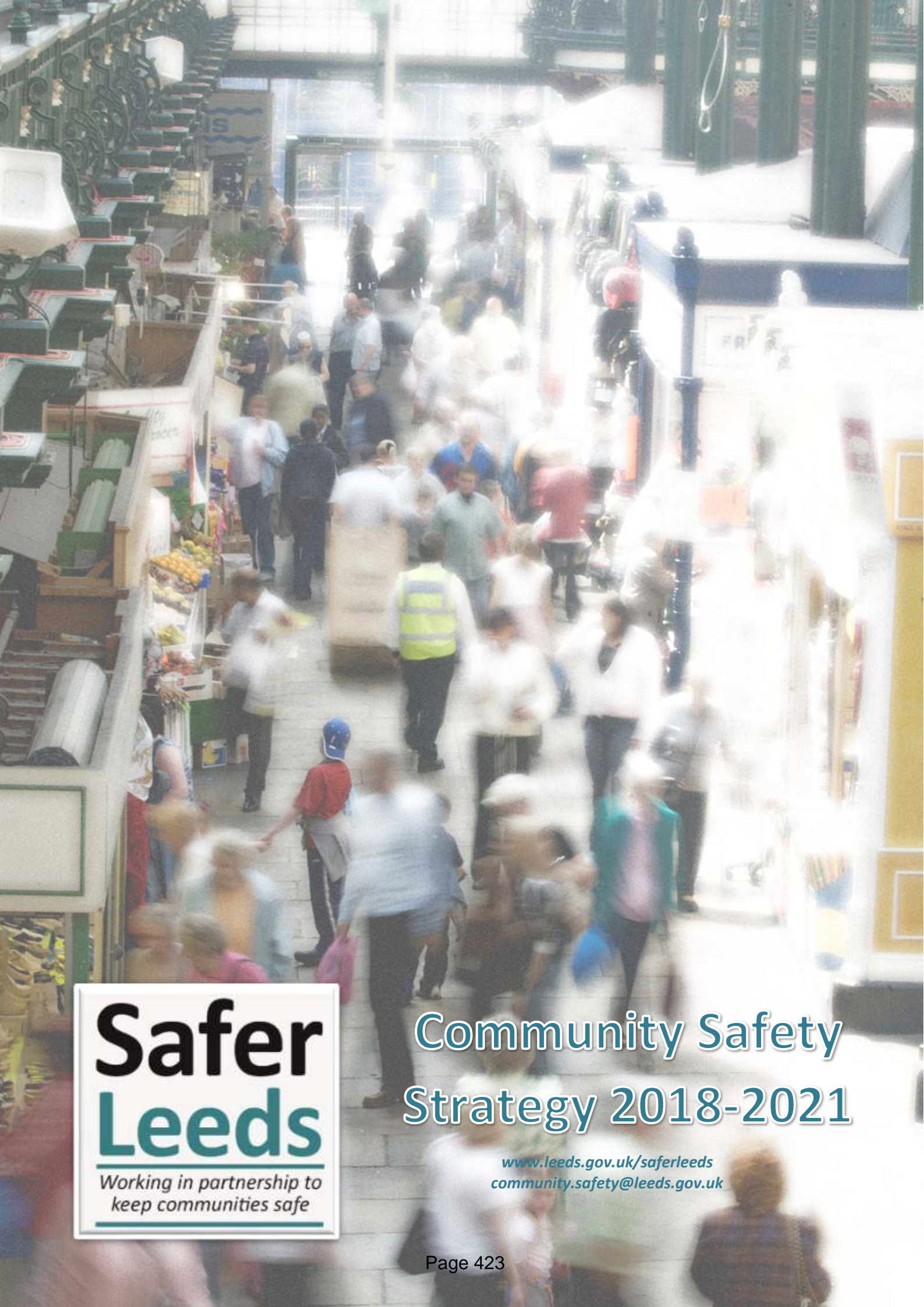
8.1 Executive Board members are asked:

- I. To consider the draft Safer Leeds Community Safety Strategy, for 2018–21, and agree to the draft Strategy going forward for consultation with the relevant Scrutiny Board and other stakeholders.
- II. To support the partnership in its further consultation on the Strategy, prior to its resubmission to Executive Board before the draft's submission for Full Council approval.
- III. To note the funding allocations from West Yorkshire Police and Crime Commissioner, as outlined in the report, for 2018/19.
- IV. To note that the Chief Officer for Community Safety (Safer Leeds) will be responsible for the implementation of the Strategy through the Safer Leeds Executive, over the next three years.

9. Background documents¹

9.1 None

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



Safer Leeds

Working in partnership to
keep communities safe

Community Safety Strategy 2018-2021

www.leeds.gov.uk/saferleeds
community.safety@leeds.gov.uk

About Leeds

Leeds is a growing city with a population estimated at 781,700 (ONS 2016), an increase of around 50,000 in the last decade. However, it is the shift in the make-up of our population at local levels that is most striking. There have been rapid demographic changes during this time, particularly in some of our most deprived communities which are the fastest growing and with the youngest age profile.

This population increase reflects the success of the Leeds economy, both within the city and in neighbouring localities. Leeds has seen the fastest private sector jobs growth of any UK city in recent years and has the largest concentration of financial and professional services and digital jobs in any city in the UK outside London. We also have one of the highest rates of business start-ups and scale-ups in the country. Leeds is a major hub for health innovation, data analytics, innovative manufacturing and knowledge-intensive jobs: for example, the University of Leeds spins out more listed companies than any other UK university, and the city experiences a “brain gain” with more undergraduates and graduates moving into the city than leaving.

Leeds is now a top five UK tourism destination, attracting over 26 million visitors a year, and was ranked fifth by the Lonely Planet in its list of the best places to visit in Europe in 2017, with the city’s urban regeneration efforts and flourishing cultural scene highlighted.

However not everyone is benefiting fully from this economic success. There remain significant issues of poverty and deprivation in the city. Low pay is an increasing problem, with people caught in a trap of low pay and low skills, with limited opportunities for career progression. Our education and skills system does not work for everyone, and we need to continue to make progress in improving our schools so that they are equipping young people with the learning, attributes and awareness of opportunities they will need to succeed in work.

Looking forward, overall the prospects for economic growth in Leeds remain robust, supported by the city’s skilled workforce, the growth and innovation of its firms and universities, and the progress being made with infrastructure. However, we will only fulfil this potential for growth if we sustain the progress we are making, and by taking action on areas where we could perform better. This includes tackling poverty, improving health and wellbeing, supporting greater resilience across the city, boosting housing growth and regeneration, continuing to define and express our culture, increasing productivity, attracting and retaining a skilled workforce, and enhancing transport and infrastructure.

(Source: Leeds City Council, Best Council Plan 2018-2021: Tackling poverty and reducing inequalities)

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FOREWORD

Welcome to our new ***Safer Leeds Community Safety Strategy (2018-21)*** which sets out our intent and what we will collectively focus on over the next three years.

After sustained periods of crime reductions both nationally and locally, crime levels have started to increase. In Leeds, we have seen total recorded crime rise in the last three years. In 2017, there were 95,011 crimes, an increase of 11.7% on the previous year. The reasons for these increases are not straight forward...yes there have been changes in how crimes are recorded but also real positive changes in the way victims are supported and encouraged to report crimes as well as improvements in recording practice. At the same time however, the nature and type of crime has also changed; cyber related crime has become more prevalent and there are a multitude of platforms that are now used to facilitate, exploit and groom vulnerable people.

Like other cities we face significant challenges and pressures. In Leeds, to tackle existing, new and emerging risks, threats and harms, we must have a collective emphasis on meeting the needs and demands of people in this dynamic city, as well as preventing future victimisation and offending; ensuring we make every contact count.

Everyone has the right to live in a safe, clean and tolerant society and everyone has a responsibility to behave in a way that respects this right. As a

collective we should never be complacent as there is always room for improvement.

The need to deliver results more efficiently and cost effectively, with clear accountability, across services and agencies is key. As a partnership, we have examples of integration and co-location, but we need to continue to be ambitious and take risks to maximise all opportunities, to review and refresh where needed, and apply lessons learnt.

Knowing what success looks like is critical, as is strong leadership and accountability at every level of delivery, and this has to be clear and visible. As such, Safer Leeds Executive has undertaken a review, in terms of governance, accountability and functionality, in order to make it 'fit for purpose' and support the delivery of this strategy.

Moving forward, Safer Leeds have agreed three partnership shared priorities:

1 Keeping people safe from harm	(Victim)
2 Preventing & reducing offending	(Offender)
3 Creating Safer, stronger communities	(Location)

The shared priorities of '***victim, offender and location***' are strongly connected as one impacts on the other both directly and indirectly. They also denote both a universal and targeted approach to addressing community safety issues, regardless of issue, with a recognition that to achieve the desired outcomes the emphasis has to be on '***People and Place***'.

Finally, we would like to thank all staff and volunteers across the partnership for your continued commitment and passion to serve the people and communities of Leeds. We strongly believe we are better when we work together.

We are therefore pleased to introduce the Safer Leeds Community Safety Strategy and ask you to consider your offer in supporting and securing better outcomes for Leeds.

Kind regards

Councillor Debra Coupar

Deputy Leader of Leeds City Council and
Executive Board member for Communities

James Rogers

Director of Communities & Environment (LCC) &
Chair of Safer Leeds

AMBITION

Safer Leeds is the city's statutory Community Safety Partnership, responsible for tackling crime, disorder and substance misuse.

Our Ambition

To be the best city in the UK with the best community safety partnership and services:

- *A city that is inclusive and safe for all*
- *A compassionate city that protects and safeguards the vulnerable*
- *A city that challenges and seeks to change behaviours that negatively impact on safer and cleaner streets.*

Our Outcome

⇒ *People in Leeds are safe and feel safe in their homes, in the streets, and the places they go.*

Accountability

The Safer Leeds Executive has a statutory requirement to:

- Establish information sharing arrangements
- Produce an annual Joint Strategic Assessment
- Prepare and implement a Plan
- Produce a strategy to reduce reoffending
- Be responsible for establishing Domestic Homicide Reviews and applying learning
- Be responsible for establishing anti-social behaviour reviews and applying learning
- Regular engagement and consultation with the community

Recognising that no single agency can address these complex risks, threats and harms alone, the following are committed to working collectively through the Safer Leeds Executive in line with agreed terms of reference and information sharing protocols.

Responsible Authorities

Leeds City Council; West Yorkshire Police; West Yorkshire Fire and Rescue Service; National Probation Trust and Leeds Clinical Commissioning Group

Co-operating Bodies

Voluntary & Community Sector, West Yorkshire Community Rehabilitation Company; HM Prison Service, Leeds Children's Trust Board; Leeds Health and Wellbeing Board, Leeds Safeguarding

Adults Board and Leeds Safeguarding Children Board.

Safer Leeds aims to serve all members of its communities, giving due regard to implications for different groups to ensure people are not excluded or disadvantaged because of Age, Disability, Gender, Race, Religion and Belief, or Sexual Orientation.

Record of achievements

Leeds is proud of its strong record of partnership working, which was embedded as part of the Crime and Disorder Act (1998) and subsequent legal enhancements.

Reassurance

85% of people feel safe in their neighbourhoods

Source: 'Your View' OPCC

**People
Places
Partnerships**

CRITICAL THEMES & ISSUES

A number of reoccurring **themes and issues** were identified when combining results from consultation with the annual Joint Strategic Assessment, these are summarised below:

- ➔ **Violent Crime:** on-street violence and knife/gun crime; online harassment and abuse; alcohol related violence.
- ➔ **Sexual Crime:** sexual violence and abuse; registered sex offenders.
- ➔ **Domestic Violence and Abuse:** high levels of reported repeat domestic abuse; threats of escalation and increased violence; risks and vulnerabilities among families often linked to vulnerable children, substance misuse, financial pressures and housing conditions.
- ➔ **Vulnerability and Exploitation:** coercive sexual and criminal exploitation; organised exploitation/ trafficking; street users; missing persons; high levels of demand impacting on services and responses.
- ➔ **Serious and Organised Crime:** organised crime groups; street gangs; stolen goods markets; perpetrators operating across different offence types; fluid and flexible offending patterns; use of violence and intimidation to maintain control of individuals and/ or areas.
- ➔ **Offending Behaviours:** re-offending; ingrained behaviours exacerbated by mental health and substance misuse; prolific offenders linked to various crimes; new or changing offending patterns; youth and “upcoming” offenders.
- ➔ **Community Tensions:** radicalisation and extremism; hate crime; youth related nuisance; neighbourhood ASB; varying levels of tolerance and willingness to report
- ➔ **Community Crime:** social and environmental impact on communities and feelings of safety; prolific levels in some localities; opportunistic stealing; lack of victim empathy; impacts of acquisitive crime on residents and businesses.
- ➔ **Illegal Drugs:** cannabis production and supply; new and emerging substances (NPS); Class A drug use; open drug markets, related crime and disorder; health impacts and deaths

It is clear that:

- ❖ These complex issues interrelate and interlink with wider social and economic determinants
- ❖ All have ‘Victim-Offender-Location’ basis and
- ❖ All provide clarity for defining outcomes and measuring progress

These findings have helped shape the partnerships priorities for Leeds; will inform the development of delivery plans and the commissioning of activity.



SHARED PRIORITIES (2018-21)

Safer Leeds has agreed the following shared priorities for the next three years (2018-21):

**1 Keeping people safe from harm
(Victim)**

**2 Preventing & reducing offending
(Offender)**

**3 Creating Safer, stronger communities
(Location)**

Focussing on the following:

- ➔ Anti-social behaviours and criminal exploitation
- ➔ Crime and disorder related to drugs, alcohol and mental health
- ➔ Hate crime and community tensions
- ➔ Safeguarding including domestic violence and abuse, forced marriage and honour based abuse and modern slavery
- ➔ Serious and organised crime

In addition, Safer Leeds will work with and support other partnership boards and delivery groups on the following issues:

- Community cohesion ~ including extremism and radicalisation
- Other relevant Safeguarding issues pertinent to crime and disorder
- Pupil/ Student Safety
- Safer Travel/ Road Safety

We will consider opportunities to:

- ❖ Take action at a local level
- ❖ Support victims and witnesses
- ❖ Protect those with complex needs
- ❖ Support individuals to change damaging or risky behaviours
- ❖ Engage and involve people, to influence and shape response



Shared Priority I:
Keeping people safe from harm
(Victim)

What does this mean?

We want all people who live, work and socialise in Leeds to be safe and feel safe.

This priority is at the heart of the work that all partner agencies do. The increases in demand for services relating to crime and wider anti-social behaviour issues can cause considerable distress to people, can be damaging and can escalate into more serious behaviours. People who come into contact with services may have multiple and complex needs so having a person-centred approach and improving our collective response is fundamental.

It is about:

- ❖ Protecting people who are victims of crime or at risk of being victimised and safeguarding the most vulnerable from harm
- ❖ Preventing people from being victims and/ or being exploited
- ❖ Promoting feelings of safety and confidence in policing and community safety, building resilience for individuals, families and communities

During the next 3 years we will work collectively to:

- ✓ *Deliver effective services, which are well informed (insight gained from integrated intelligence and voice of the service user), that are person-centred with an emphasis on earlier identification, help and intervention*
- ✓ *Raise awareness of associated risks and threats to victims/ potential victims, giving people increased confidence to report, ensuring the provision of services supports victims to cope and/ or recover*
- ✓ *Train front line workers from different services to help them identify those people most at risk from harm, recognising actual signs and potential signs, so allowing earlier interventions to put in place*
- ✓ *Utilise restorative approaches with offenders so they understand the human impact of their crimes and to help victims to recover*
- ✓ *Improve our collective response to ASB and hate crime by working with communities, supporting victims, challenging prejudice, and sharing best practice*
- ✓ *Support and Implement a range of programmes to reduce rough sleeping and begging, addressing needs by listening to the voice of service users*
- ✓ *Increase the support available for victims of Modern Slavery and Trafficking through the provisions of advocates to provide direct support, enhancing pathways and capacity, and increase intelligence to re-trafficking and repeat victimisation*

**Shared Priority II:
Preventing & reducing offending
(Offender)**

What does this mean?

We want people who commit crime and anti-social behaviour to change their negative behaviour.

This priority is fundamental to keeping people safe and is central to the work of services working for and linked to the criminal justice system. Offending takes many forms from anti-social behaviour, acquisitive crime, through to violence and organised crime. For those causing harm, there are and should be appropriate consequences including custodial sentences, offender management programmes and supervision in the community. People who offend, reoffend or who are at risk of first time offending do so for a host of different reasons but it's their behaviour that has a direct impact on their victims, their families and communities, and ultimately themselves.

It is about:

- ❖ Preventing acts of anti-social and criminal behaviour, using a Think Family/ Work Family approach
- ❖ Problem solving justice, across services and with individuals, families and communities
- ❖ Intervening early to reduce escalation of offending
- ❖ Rehabilitating offenders to build public confidence

During the next 3 years we will work collectively to:

- ✓ *Improve understanding of the drivers and motivators for offending and re-offending behaviour, acting on prohibitors for desistance and obstacles preventing offenders to move on in their lives, by working across children and adult offender management services*
- ✓ *Resolve anti-social behaviour at the earliest opportunity and to prevent escalation and reduce the impact of such behaviour on individuals, families and communities*
- ✓ *Continue to support and enhance liaison and diversion schemes to ensure people who end up in custody are given help and support to reduce their offending behaviour*
- ✓ *Commission a flexible and intelligence led Integrated Offender Management (IOM) intensive support service, responding to the changing landscape of criminal justice; directing and coordinating partnership resources through IOM arrangements*
- ✓ *Reduce the number of first time entrants into the criminal justice system, utilising existing pathways and exploring new ways of preventing and diverting young people*
- ✓ *Reduce the number of Black, Asian and Minority Ethnic (BAME) individuals entering the criminal justice system, improving their treatment and outcomes*
- ✓ *Reduce the number of women entering the criminal justice system using a problem-solving approach to address their offending behaviour and rebuild their lives*
- ✓ *Direct and coordinate partnership initiatives through the Reducing Offending Board in respect of key themes including, drug and alcohol misuse, mental health and accommodation*

Shared Priority III:
Creating safer, stronger communities
(Location)

What does this mean?

We want Leeds to be a compassionate and caring city with a strong economy, which tackles poverty and reduces inequalities.

This priority is fundamental to the city's vision of being welcoming, fair, sustainable, ambitious, creative and fun for all. Within the growing demands of crime and disorder there is a requirement to focus resources in the right place and the right time. Having a place-based approach that is still centred on people, be that a geographical locality or a community of interest, regardless of the issue.

It is about:

- ❖ Building resilient communities, supporting those in most need as well as ensuring all people are empowered to help themselves
- ❖ Strong local leadership, increasing community conversations to resolve problems and conflict locally, raising aspirations, creating better links to social and economic opportunities
- ❖ Protecting the places where people live, socialise, travel to or work from, creating safer and cleaner streets
- ❖ Promoting feelings of safety and confidence in policing and community safety

During the next 3 years we will work collectively to:

- ✓ *Enhance the partnership operational delivery models; adopting a place-based approach which is centred on people and incorporates integrated intelligence to provide insight to problem solving and enables increased early intervention and prevention activity*
- ✓ *Continue to utilise designing out crime principles to make places and premises less vulnerable to crime and develop sustainable local solutions to protect public spaces*
- ✓ *Work with communities to break down barriers that exist to prevent, identify and report crime that may be hidden because of fear and/ or intimidation giving them a voice to help shape and continue to solutions*
- ✓ *Raise awareness of existing, new and or emerging risks or issues through active awareness programmes and campaigns*
- ✓ *Improve services by engaging with people, communities of interest and businesses to understand their perceptions and experience of policing, community safety and criminal justice system*
- ✓ *Seek further opportunities aimed at keeping people safe as part of the day, evening and night time economy plans*
- ✓ *Listen to and work with people with lived experience to shape and improve service response*

KEY DELIVERABLES ~ I (YEAR 1)

Safer Leeds will continue to **improve current core services** but we will also focus on programmes and projects that help us move closer to our desired outcome; **additional** partnership deliverables here include:

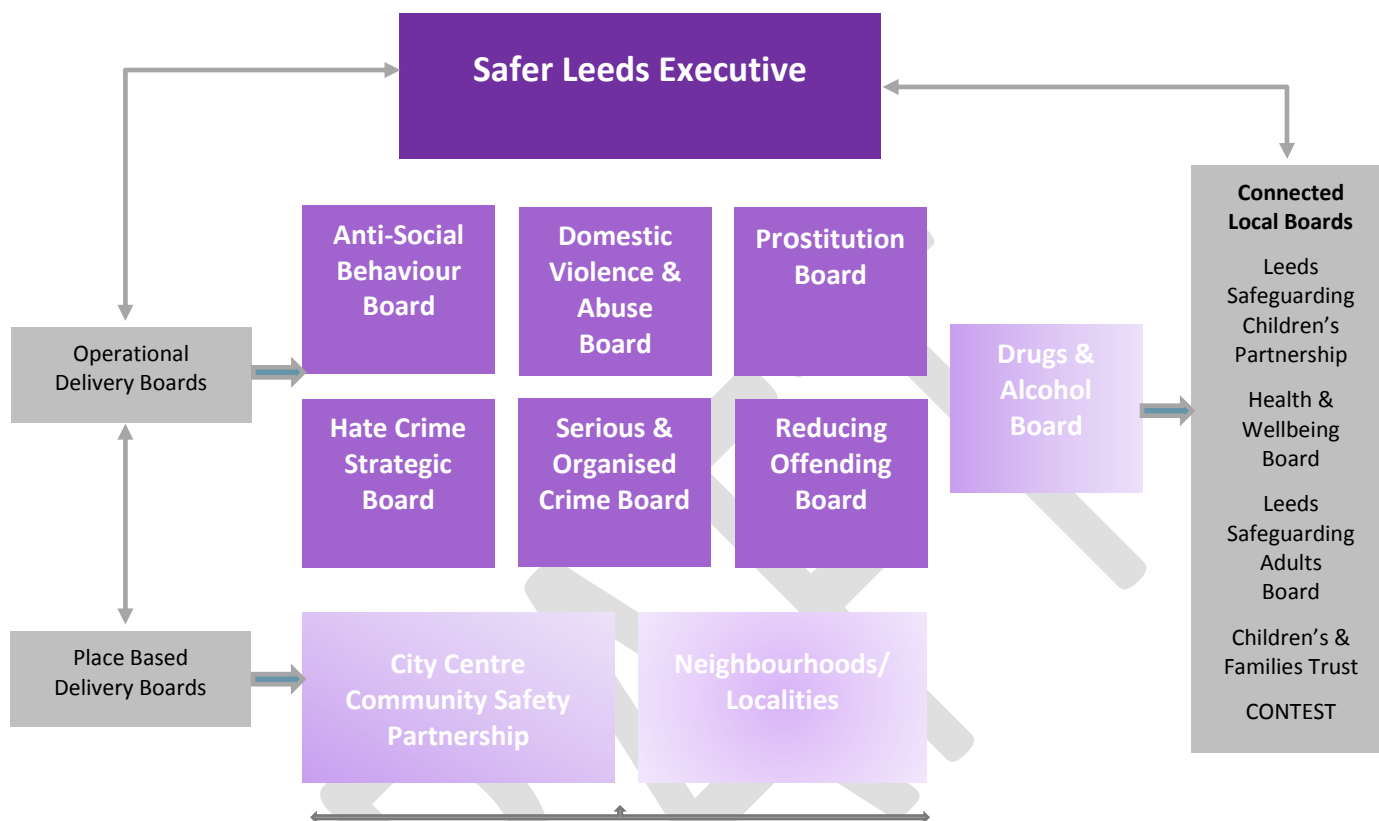
Focus on Innovation & Activity Victim, Offender, Location	Ascribed Primary Lead
Anti-social behaviours and criminal exploitation	
➔ Undertake a review of the Leeds Anti-Social Behaviour Service to ensure our response effectively meets the changing demands of ASB within the city and communities	LCC Community Safety
➔ Strengthen links and support the Leeds Safer Road Steering Group, educating schools, sharing knowledge and risk recognition/management initiatives	WY Fire & Rescue
➔ Develop a blended approach to CCTV surveillance by progressing modernisation projects across Leeds	LCC Community Safety
➔ Introduce situational crime prevention programmes in tower blocks such as a concierge system to address ASB and reassurance tenants	LCC Housing
➔ Utilisation of regulative and enforcements powers as part of joint operations	LCC & WYP Licensing
➔ Promote meaningful alternatives to 'gangs' through education, training and employment and mentoring opportunities as well as developing diversion activities for young people	WYP & LCC Communities
Domestic violence and abuse	
➔ Refresh our partnership Front Door Safeguarding Hub model, making best use of partnership resources, to provide more effective responses to victims and perpetrators of domestic violence and abuse	LCC Community Safety and Children & Families
➔ Implement a multi-agency action plan to develop our responses to honour based abuse and forced marriage; focussing on raising awareness, developing clear pathways and protocols	LCC Community Safety
➔ Develop and test locality based responses to domestic violence working within the 6 LCC priority neighbourhoods	LCC Community Safety
➔ Undertake a pilot development programme to ensure that the profession of social work is as adept at working with victims as well as abusers, with individuals who are abusive in relationships	LCC Adults & Health
Hate crime and community tensions	
➔ Explore opportunities to increase and strengthen hate crime reporting centres in a range of community based settings, educational establishments and businesses (e.g. transport exchange)	LCC & VCS
➔ Develop a community tensions framework and toolkit to ensure consistent methodology and approach to sharing and developing solutions	Safer Leeds
➔ Undertake tailored and targeted campaigns with identified communities of interest in conjunction with services, building previous work as part of the Hate Crime Awareness Week	Safer Leeds
➔ Following the review, implement new processes and procedures for Hate Crime Multi-Agency Risk Assessment Conference (MARAC)	LCC Community Safety
➔ Community cohesion and tackling extremism (e.g. by working with the Communities Service to develop more cohesive and resilient communities, tackle all types of extremism and safeguard those most vulnerable to radicalisation)	LCC Communities

KEY DELIVERABLES ~ II (YEAR 1)

Focus on Innovation & Activity Victim, Offender, Location	Ascribed Primary Lead
Impact of drugs, alcohol and mental health	
➔ Publish and implement a new drug and alcohol strategy for the city; including developing our partnership information sharing capability to better understand and respond to emerging threats and harms	LCC Adults & Health
➔ Develop new ways of working to respond better to 'street based' drug use and reduce impact on services and public perceptions	LCC Adults & Health
➔ Develop new approaches to address problems associated with excessive 'street drinking' and exploring the potential for alcohol recovery centres and other initiatives to protect individuals and reduce demand places on emergency services	LCC Adults & Health
➔ Ensure mental health professionals support the police and provide better response to people in distress and who need assistance	WYP Safer Leeds Partnership & CCG
Serious and organised crime	
➔ Strengthen existing and new partnership arrangements to improve the gathering of information and intelligence on known organised crime groups; introducing partnership network analysis to provide insight and inform response	WYP & Safer Leeds
➔ Implement new operational approaches to tackle organised crime groups, utilising a combination relentless disruption techniques; taking criminal, civil and regulative action	WYP & Safer Leeds
➔ Devise and introduce creative ways to support and build community resilience, in collaboration with trusted partners, the voluntary and community sector and community leaders; in line with agreed communications and engagement plans	WYP Safer Leeds
Place-Based Operational Delivery	
➔ Further develop locality based community safety approaches, in line with the principles of neighbourhood policing	WYP Safer Leeds Partnership
➔ Deliver 'Safe and Well' visits to vulnerable members of the community and develop targeted mentor schemes	WY Fire & Rescue
➔ Implement a universal offer and targeted programmes following the review of the Safer Schools Partnership	WYP Safer Leeds Partnership
➔ Pilot a new systems change programmes via an 'Early Help/ Early Intervention Hub' linking identification of children and young people at risk and offer practical support to families to change behaviours and achieve better outcomes	LCC Children & Families
➔ Continue to co-ordinate and develop responses to reduce the impact and harm of street based sex work; including developing a better evidence base to monitor issues and measure effectiveness of interventions	WYP Safer Leeds Partnership
➔ Undertake a review of the city centre CSP, with an emphasis on people, places and premises to support community safety and linked service/ partnership delivery	LCC Community Safety
➔ Establish a dedicated multi-agency Street Support Team (Phase I) working with the VCS, statutory services and the business sector to support and reduce the number of street users and address associated street activity	LCC Community Safety
➔ Work with service users through effective 'in-reach work' for those who may be homeless, in need and/ or at risk of reoffending to ensure appropriate housing provision is assigned and 'wrap around' services are available and accessible be to meet presenting needs	VCS, CRC, YOS, Prison Service & Hospitals, LCC

GOVERNANCE

To support and manage the delivery of this strategy, Safer Leeds Executive has undertaken a review and refreshed its governance and accountability arrangements including: a) detailing the membership, function and roles of the Executive as described in a new terms of reference b) agreed its operational and placed-based delivery boards and c) outlined its connection with other significant local boards.



Safer Leeds Executive, consists of officers from the 'Responsible Authorities' and 'Co-operating Bodies', and includes political representation from the Lead member for Community Safety and co-opted local representation from the West Yorkshire Police Crime Panel.

Operational Delivery Boards, are chaired by a member of Executive reporting on progress, risks or threats as part of their duties. Below these there are sub groups and/ or where appropriate Task and Finish Groups.

Place Based Delivery Boards, are chaired by a member of Executive or assigned to a Lead Supporting Officer, reporting on progress, risks or threats as part of their duties.

Steering/ Task & Finish Groups, this includes multi-agency groups working on Honour Based Violence & Abuse/ Forced Marriage; Modern Day Slavery and Human Trafficking. Plus time limited groups working on communication and engagement campaigns.

Connected/ Significant Boards, play a significant role in contributing to Safer Leeds shared priorities and at least one person from the Executive is a member of these Boards, to ensure synergy, at a strategic and operational level.

In addition, this strategy links to other strategic plans, priorities and other Boards, including alignment to and contributing directly to West Yorkshire's Police and Crime Plan.

Community Safety Champions, these are elected members, assigned at a community committee, who 'champion' the work of Safer Leeds through their activity with local people in their constituency and with local service providers.

Funding

The work of Safer Leeds is primarily funded by mainstream resources of each organisation and work 'in-kind' and other grants where bids for additional funding are secured. The Police and Crime Commissioner allocates supplementary funding on an annual basis.

How will we measure progress?

Outcome

People in Leeds are safe and feel safe in their homes, in the streets, and the places they go.

Ambition

To be the best city in the UK with the best community safety partnership and services

Our Focus

People & Place

- Anti-social behaviours & criminal exploitation
- Crime and disorder related to drugs, alcohol and mental health
- Hate crime and community tensions
- Safeguarding Inc. domestic violence & abuse, forced marriage & honour based abuse and modern slavery
- Serious & organised crime

Our Shared Priorities

1	2	3
Keeping People Safe from Harm (Victim)	Preventing & Reducing Offending (Offender)	Creating Safer, Stronger Communities (Location)
<p>Undertake a Review of the Leeds Anti-Social Behaviour Service</p> <ul style="list-style-type: none"> ▪ Refresh our partnership Front Door Safeguarding Hub model ▪ Increase and strengthen hate crime reporting centres ▪ Develop and test locality based responses to domestic violence and abuse 	<ul style="list-style-type: none"> ▪ Reduce the number of first time entrants into the criminal justice system ▪ Commission a flexible and intelligence led Integrated Offender Management intensive support service ▪ Implement new operational approaches to tackle organised crime groups ▪ Publish and implement a new drug and alcohol strategy 	<ul style="list-style-type: none"> ▪ Implement a universal offer and targeted programmes following the review of the Safer Schools Partnership ▪ Establish a dedicated multi-agency Street Support Team ▪ Devise and introduce creative ways to support and build community resilience ▪ Pilot a new systems change programme via an 'Early Help/ Early Intervention Hub'

What we will do?

How will we do it?

Our Approaches ~ Based on People & Places

Integrated Intelligence & Identification

Early Intervention & Prevention

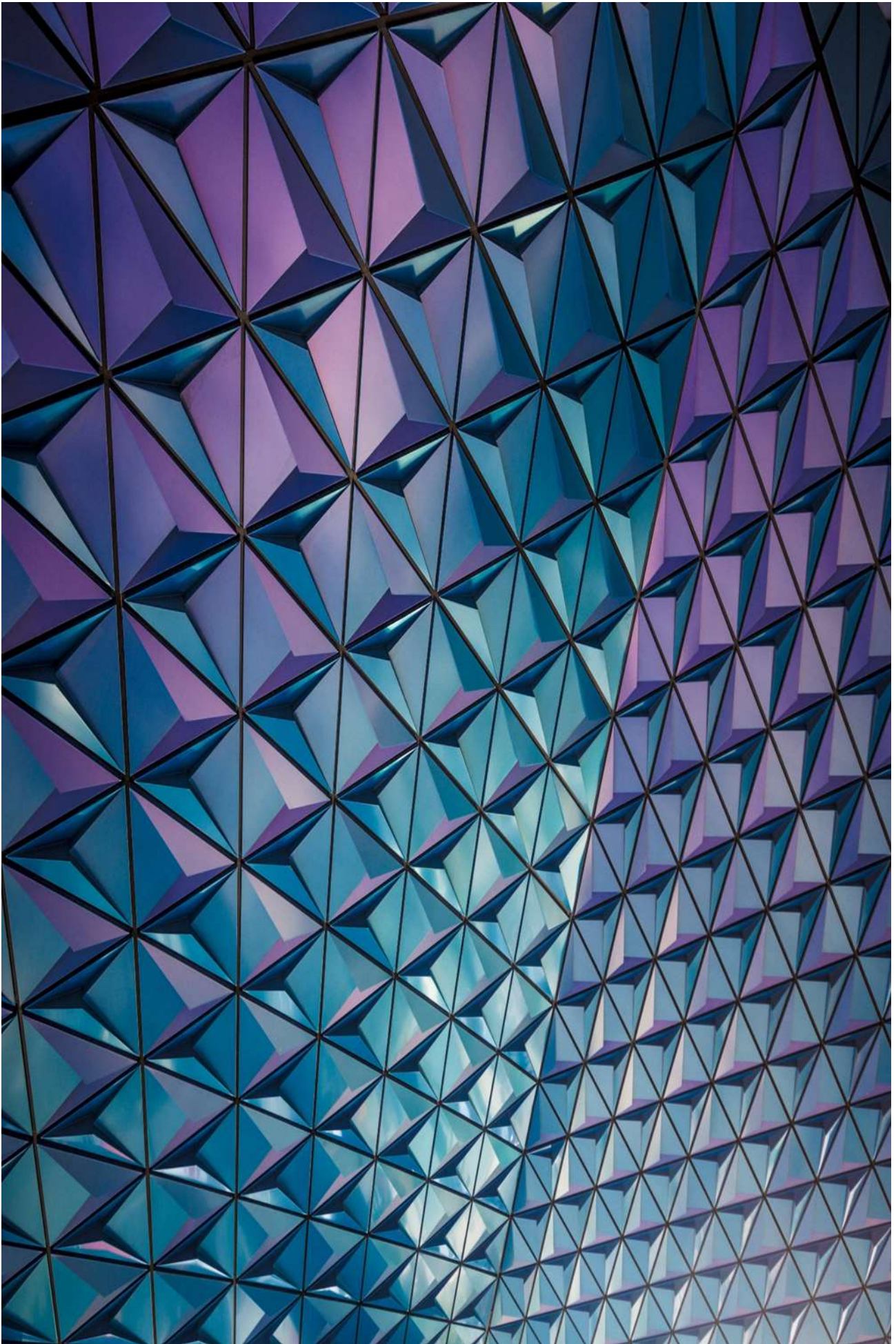
Education, Engagement & Enforcement

Building Community Resilience & Public Confidence

Key

Indicators

- People feel safe in their local area
- Public satisfaction & confidence
- Volume of total recorded crime
- Reported anti-social behaviour/ nuisance
- Number of hate related incidents
- Number of self-reported domestic violence and abuse incidents
- Volume of violent and sexual offences recorded
- Drug related (TBC)
- Alcohol related (TBC)
- Re-Offending (TBC)



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Environment and Communities	Service area: Safer Leeds, Community Safety
Lead person: James Rogers, Director of Communities and Environment	Contact number: 0113 3788654

1. Title: Safer Leeds Strategy 2018-21

Is this a:

Strategy / Policy **Service / Function** **Other**

If other, please specify

2. Please provide a brief description of what you are screening

As the city's Community Safety Partnership, the Safer Leeds Executive (SLE) has a statutory requirement to prepare and implement a local Crime and Disorder Reduction Strategy, referred to locally as the Safer Leeds 'Community Safety Strategy'.

The SLE considered the draft Community Safety Strategy 2018-21 at its meeting on the 6th June and will look to finalise on the 19th July, subject to any further consultation and feedback. Formerly, a 'Safer Leeds Plan' was developed on an annual basis and published in the first financial quarter of each year.

This strategy also forms part of the council's budget and policy framework, and will be submitted to full council in November 2018.

Following the introduction of Police and Crime Commissioners in November 2012, local Crime and Disorder Reduction Strategies are required to have regard to the objectives set out in the Police and Crime Plan for the wider police area. The first West Yorkshire

Police and Crime Plan 2013-2018 was published in March 2013, and was subsequently updated in 2014 and currently the Police and Crime Plan for 2016-21 is in operation.

Safer Leeds has an overarching outcome that the Partnership seeks to achieve this being: People in Leeds are safe and feel safe in their homes, in the streets and the places they go. For the new community safety strategy (2018-21) the SLE have agreed the following shared priorities that the partnership will concentrate on over the term of the strategy:

The Partnership's shared priorities over the term of the strategy will be:

- ❖ Keeping people safe from harm (victim)
- ❖ Preventing and reducing offending (offender)
- ❖ Creating safer, stronger communities (location)

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		x
Have there been or likely to be any public concerns about the policy or proposal?		x
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	x	
Could the proposal affect our workforce or employment practices?	x	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	x	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

1. Equality, diversity and cohesion are embedded throughout the strategy

- The draft Safer Leeds Community Safety Strategy (2018-21) makes reference to the Safer Leeds Partnership's commitment to serve all members of its communities effectively and acknowledges that all of its actions and plans should give due regard to implications for different groups and sections of the community.
- A key aim of the strategy is to work closely with a range of communities of interest, and in particular to improve all forms of hate crime reporting and domestic violence and abuse related incidents both of which are under reported.

2. Equality related information and intelligence

- The SLE as a statutory requirement to produce an annual Joint Strategic Assessment (JSA) to assess the scale and nature of crime and disorder in the city and to identify medium to long term issues affecting community safety.
- The JSA includes analysis of both a range of quantitative and qualitative data from across the partnership. It identified a number of reoccurring themes and this information and intelligence has therefore been used to inform delivery plans that underpin the overarching Strategy.

3. Consultation and engagement

- Evidence from public consultation via the Office of the Crime and Commissioner and intelligence collated from residents accessing services delivered by Community Safety, such as the Leeds Anti-Social Behaviour Team, have been used to inform the contents of the strategy along with a range of Outcomes Based Accountability sessions held with operational professionals and service users during 2016 and 2017.
- Partners and representatives from a range of stakeholders (Leeds City Council; West Yorkshire Police; West Yorkshire Fire and Rescue Service; National Probation Trust and Leeds Clinical Commissioning Group, the Voluntary and Community Sector, West Yorkshire Community Rehabilitation Company; HM Prison Service, Leeds Children's Trust Board; Leeds Health and Wellbeing Board, Leeds Safeguarding Adults Board and Leeds Safeguarding Children Board) have helped shape and contributed to the new Safer Leeds Community Safety Strategy.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

Positive impact

1. Equality diversity and cohesion is embedded throughout the strategy and incorporated within the priorities.

The Partnership's Shared Priorities over the term of the strategy will be:

- ❖ Keeping people safe from harm (victim)
- ❖ Preventing and reducing offending (offender)
- ❖ Creating safer, stronger communities (location)

With a focus on:

- Anti-social behaviours and criminal exploitation
- Crime and disorder related to drugs, alcohol and mental health
- Hate crime and community tensions
- Safeguarding including domestic violence and abuse, forced marriage and honour based abuse and modern slavery
- Serious and organised crime

2. A strong ethos of partnership working, collaboration, consultation and engagement will support this agenda.

Safer Leeds will work with and support other partnership boards and delivery groups on the following issues:

- Community cohesion
- Other relevant Safeguarding issues pertinent to crime and disorder
- Pupil/ Student Safety
- Safer Travel/ Road Safety

3. Positive progress to date

- In the past few years there has been a key focus on domestic violence and abuse, linked in with the Councils breakthrough project. Of note, innovation programmes include the Front Door Safeguarding Hub, notifications to schools, roll-out of Routine Enquiries (at GP practices) and the extension and increased take-up of the organisational and service Quality Mark have been progressed, developed and sustained.
- Emphasis has been placed on the safeguarding agenda with a particular emphasis on reducing domestic violence / abuse incidents for victims, protecting vulnerable children and adults from exploitation and improving access to service for victims as well as interventions for offenders to support a change in behaviour. There is a recognition that more can be done in localities of concern and with communities of interest on these agendas.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

1. Strong review processes, accountability and transparency

- During January and March 2018, a review of Safer Leeds Executive was conducted with the intention of putting in place refreshed arrangements. Throughout the consultation there was a real sense of commitment to work together to address community safety issues. There was a clear enthusiasm and passion to continually improve both policy and practice in order to achieve better outcomes for individuals, families and communities.
- As a result, new Governance and Accountability arrangements will be place to track and support the delivery of the strategy, these include:
 - Established of 'Operational Delivery Boards' and 'Placed Based Boards' as outlined in the Strategy, chaired by a member of the SLE who be responsible for developing, implementing and reporting back on progress of plans
 - New performance and outcomes tracker for the Strategy
 - Revised Information Sharing Protocols and
 - A new Communications and Engagement Plan will be developed.
- The new governance arrangements will ensure work across the shared priorities are managed more effectively and there are clear lines of accountability and opportunities to escalate risk.
- The Strategy will be open to the relevant Scrutiny Board as part of the consultation phase and for regular checks against progress.

2. Communication and Engagement

- A comprehensive Communications and Engagement Plan will accompany the Safer Leeds Strategy, ensuring that communicating key messages and outcomes, and enagaging with the public and relevant agencies is a priority.

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.

Date to scope and plan your impact assessment:	N/A
Date to complete your impact assessment	N/A
Lead person for your impact assessment (Include name and job title)	N/A

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
James Rogers	Director of Communities and Environment	2nd July 2018
Date screening completed		2 nd July 2018

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent: 2 nd July 2018
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent: 2 nd July 2018
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent: 2 nd July 2018

Report Authors:
 Bash Uppal – Area Leader – 07891 273845
 Pria Bhabra – Migration Programme Manager

Report of: Director of Communities and Environment

Report to: Executive Board

Date: 25th July 2018

Subject: A Strategic Approach to Migration in Leeds

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

Summary of main issues

1. This report provides Executive Board with a progress update on migration activity being delivered in Leeds following the Executive Board report of 17th July 2017 at which approval was given for strengthening and developing a more strategic and co-ordinated approach to migration.
2. It further provides an overview of current activity to support migrant communities in Leeds, highlighting the opportunities and the challenges that are being addressed by services.

Recommendations

Members of Executive Board are recommended to:

1. Approve the continuation of the strengthened arrangements developed following the Citizens and Communities Scrutiny Board inquiry on migration for a more strategic, co-ordinated and inclusive approach to migration and endorse the current and future work that is planned.
2. Note the responsibility of the Director of Communities and Environment and the Executive Member for Communities for leading this work through the Council's Stronger Communities Breakthrough Programme and also note the responsibility of the Chief Officer Communities in leading the work of the Leeds Strategic Migration

Board.

3. To receive an update on progress in July 2019.

1. Purpose of this report

- 1.1 To provide Executive Board with an overview of migration activities being delivered both citywide and with supported migrant populations. This report builds upon the recommendations from the Executive Board meeting held in July 2017 and the Citizens and Communities Scrutiny Board held in September 2016 that proposed the need to establish a strategic, coordinated and inclusive approach to Migration in Leeds following a scrutiny inquiry on the matter.

2. Background

- 2.1 Our ambition for Leeds is to be a compassionate city with a strong economy. Migrant communities are valuable contributors to the city's economy, culture and diversity and Leeds aspires to ensure people are welcomed and supported. Leeds has a long-held commitment to support asylum seekers and refugees and is dedicated to being a city of sanctuary. It is well known that many refugees play an active and invaluable role economically and whilst many asylum seekers are not permitted to work, many are active in their communities, participating in volunteering and so make a huge contribution to the civic and cultural life of the city.
- 2.2 The makeup of communities in Leeds continues to change; according to the 2011 census, the number of Leeds residents born outside of the UK equated to just over 11% of the population. Of those, more than 66% were born outside of the European Union, and just over half arrived at some point in the preceding ten years. Since 2011, the number of migrants settling in Leeds, particularly, from the European Union following the expansion of the European Economic Area (EEA) countries into Eastern Europe, has continued to rise. Migrants have settled in particular areas of the city where accommodation is inexpensive and easily accessible.
- 2.3 Leeds has one of the most diverse populations outside of London in terms of country of origin with over 170 different ethnic groups speaking over 104 different languages. This diversity provides both a richness of culture to Leeds as well as presenting a challenge for service providers in terms of service planning, due regard to equality and cultural sensitivity.
- 2.4 As previously reported migrants make up a significant proportion of the current labour force and some sectors have a stronger dependence on migrants to do particular types of job. The impact of changes such as Brexit on employment will not be known for some time. Although, regional figures have highlighted a reduction in those arriving from EU backgrounds and an increase in numbers leaving the UK.
- 2.5 For a number of years, Leeds has played an active role in the dispersal of people seeking asylum. The overall number of dispersed asylum seekers in the Yorkshire and Humber region as a whole was 5,693 in March 2018. The number of supported asylum seekers in Leeds is currently 851. Whilst numbers in Leeds have risen over the years, they are 23% below what they would be if dispersal was spread more evenly across the region with dispersals gravitating to areas of cheaper accommodation. It is anticipated that the numbers of asylum seekers coming to the region will increase throughout this year to meet previously forecasted population

targets and this increase will also lead to a rise in Leeds with a projection of 1060 asylum seekers in the city by January 2019.

- 2.6 Leeds continues to pride itself as a pioneering, diversely rich and vibrant city with international acclaim. Although, the city recognises the challenges in ensuring fair access for all in the city, we continue to strive to narrow the gap in existing inequalities through our strategic, coordinated and inclusive approach to migration. The voice of migrant communities is at the heart of the migration agenda for Leeds which places people at the centre of our decision making.

3. Main Issues and Progress

- 3.1 **The Leeds Strategic Migration Board** brings together partners from across the city and is chaired by the Chief Officer for Communities. The key objectives for this board are as follows:

- To provide a citywide partnership approach to the work of migration activity in Leeds;
- To determine key priorities to help meet the needs of new and existing migrant communities;
- To provide citywide leadership and governance to local arrangements;
- To understand national developments and their associated implications in Leeds.

- 3.2 Over the last year this board has supported the delivery of workshops for services on the Immigration Act; work on addressing the implications of changes to NHS charges amendment; support to access national funding schemes to enhance delivery of local activities such as ESOL, volunteering and asylum accommodation; and has focussed on a research project to inform the development of a Leeds migration strategy, which will be completed and launched during autumn 2018.

- 3.3 The **research findings** confirmed the needs of migrant communities to be no different to those of established and existing communities. However, the challenges and level of support required differs and knowledge is variable according to life circumstances. Broadly, the needs identified are to access housing; work and money; health and wellbeing; education and language; advocacy, advice and legal provision; safety, belonging and support networks; as well as support to meet basic needs to sustain times of hardship.

- 3.4 During the research, evidence emerged which acknowledges the strengths within migrant communities to successfully meet their own needs with a wealth of provision within communities to support each other. The contributions made by community groups, the voluntary sector and services was also acknowledged as being invaluable.

- 3.5 Over the last eighteen months, Leeds City Council has successfully bid to the Ministry for Housing, Communities and Local Government for over a million pounds of funding. This **Controlling Migration Funding** is aimed at alleviating pressures on settled communities through the delivery of projects that build community and service capacity to support new migrant communities. A further funding round has been announced and Leeds will be seeking to access this funding again.

- 3.6 There are a range of challenges and a series of activities in progress across the migration agenda, some of which are being addressed by national policy and others

that have been identified locally. The following sections outline some of those challenges that were addressed over the past year and reports on associated activities.

- 3.7 The **National Health Service (Charges to Overseas Visitors Amendment) - Regulations 2017** became fully effective from October 2017. The amendments expanded the number of bodies required to make and recover charges from overseas visitors to include non-NHS providers of relevant services, with strict guidance suggesting proof of stay prior to treatment. The 2017 amendment regulations also removed the exemption for relevant services provided outside a hospital or by its staff. As a result, some services provided in the community are now chargeable to overseas visitors who are not exempt from these charges.
- 3.8 Concerns were expressed that the amendment regulations were likely to impact negatively on some of our most vulnerable groups. Leeds, through its Health and Wellbeing Board and the Leeds Strategic Migration Board approved the establishing of a local Migrant Health Board to better understand the impact on services and individuals and more importantly, to ensure communities are not deterred from accessing health services.
- 3.9 The increase in new communities into Leeds has brought advantages in terms of the diversity and the vibrancy of the school population. It has also brought challenges for some schools in some areas that are not in a position to cope with additional place demands and challenges to ensure that all children do well at learning.
- 3.10 The pressure for school places has been felt more in the inner city areas and this pressure is evidenced through data from education and in our migration heat map (looks at data post the 2011 census based on numbers of registering for national insurance), showing significant increases during 2016/17. The Council in responding to an upturn in numbers of primary school aged children in the inner east of the city have put in place enhanced provision within Shakespeare Primary School from 315 pupils on the role to 630 places with interim temporary arrangements having been provided with Bridge Community Church.
- 3.11 To help alleviate tensions and pressures on services our migration team have been involved in regular discussions with the Home Office and G4S to establish a local agreement that includes widening housing procurement and the dispersal of families with school age children to other parts of the city. We have through local partnership activity been involving education admissions team, community safety colleagues, and housing and health officers to assemble an evidence based narrative to better inform their future decision making. The draft protocol agreement states 'due regard will be had by the accommodation provider to Annexe 2 (a map highlighting hotspot areas for school places) when placing Service Users. Alongside this agreement we are developing a communication plan to share with the accommodation provider that gives them the contact details of relevant officers to consult prior to future allocations.
- 3.12 Local authorities have been informed recently that there has been not successful compliant bid for **new asylum contracts** for the Yorkshire and Humber region. The full implications of this lack of success are not yet known and a response from our region to the Home Office outlining our concerns is being developed at the time of

writing this report. Potential risks include an increase in homelessness as a consequence of delays in procurement and new contracts being of a low standard.

- 3.13 **UASC (Unaccompanied Asylum Seeking Children)** - A task Group led by colleagues in Children Services was set up to provide support to UASCs. Leeds has been at the forefront of welcoming UASCs. Initially, to support pressures in Kent and now as required by the Immigration Act. The Act requires all local authorities to accept UASCs up to a maximum of 0.07% of the local authorities' children and young people's population, which equates to 112 in Leeds. Current figures show that Leeds is supporting 60 UASC under the age of 18 and 75 young people aged 18+ as care leavers.
- 3.14 Leeds has received a further £320,000 from The Ministry of Housing, Communities and Local Government, for a project to develop services and improve integration of UASC over the next 2 years; in addition, Leeds was awarded £188,000 one-off payment for **capacity building for UASC**. This was in recognition of the relatively high number of UASC in the city and to support Leeds' continued participation in the National Transfer Scheme. Leeds will also benefit from regional Controlling Migration Fund award of £560,000 to recruit foster carers for UASC, offer training to frontline staff and carers and undertake research with UASC and their carers to inform decisions about support packages and placements. Leeds continues to participate in regional UASC networks and lead the way in terms of services and support for UASC.
- 3.15 **Syrian Resettlement Programme** – In September 2015 the Government announced the UK would resettle 20,000 refugees from Syria by 2020 through the Vulnerable Persons Resettlement programme in response to the refugee crisis. Our commitment from Leeds was to support 225 over two years (2016/2017). Leeds met its pledge and has welcomed 239 individuals to date including new cases where there was a local family connection.
- 3.16 The Home Office are currently consulting Local Authorities across the country on increasing commitments for a further eighteen months to 2 years. In terms of what is sustainable, the feedback from across the region is for about 50 – 75% of the population settled so far. For our region, this would equate to between 275- 425 per year. With this proposal it would mean a further 60 – 90 individuals. The programme in Leeds has well established arrangements in place which to date have been delivered through Migration Yorkshire. There are plans to transfer operational responsibility to the Communities Team now that we have established a strategic migration capacity.
- 3.17 **The Leeds Migrant Access Programme** (MAP and MAP 'Plus') consists of two strands. Firstly, the Migrant Access Project aims to alleviate pressures on services where there is the impact of migration and new arrivals to the city, and in addition, it helps new migrants to settle in Leeds. Part of the project is to train Migrant Community Networkers (MCNs) who are from different national, ethnic or language backgrounds so that they can share with new arrivals within their communities about life in Leeds. The second strand named Migrant Access Project 'Plus' extends the work from inner east to wider inner city areas with a focus on improving health access in Armley and working with private landlords in Holbeck to improve housing. Discussions are taking place on a further three satellite areas for year 2 of

this initiative. The funding for MAP 'Plus' was a successful bid to the Ministry of Housing, Communities and Local Government.

- 3.18 **The Leeds Refugee Transition Guide** – This guide will provide information for services and new refugees on where and how to access support in Leeds. This project was commissioned using funding from the Ministry of Housing, Communities and Local Government to be delivered by a third sector organisation. It is nearing completion.
- 3.19 **Connecting Opportunities** – this 2 year project aimed at supporting 'vulnerable new migrants' to improve confidence and skills and increase employability started in 2017 and will end in July 2019. Up to 31st of March 2018 (end of Quarter 1), 93 individuals from Leeds have been supported through this programme.
- 3.20 **The Immigration Act 2016** – brought about significant changes to immigration law and practice. The full implications of this were unclear and guidance was expected in autumn 2017. The Act is anticipated to impact on areas which include housing, social welfare, employment and community cohesion. Of concern are: the restrictions/limitations in support for refused asylum seekers; unaccompanied asylum seeking children; migrant families with children under the age of 18; and the limiting of the Local Authority's duty of care to many families and young people in this context. There are also a number of concerns regarding the potential for a rise in destitution; increased pressures on public and third sector services contributing to capacity and sustainability concerns; amplified confusion amongst people seeking asylum and services; and reduced resilience amongst some communities in the city.
- 3.21 Officers ran several sessions during 2017 to increase the awareness of the Immigration Act 2016 across directorates whilst we awaited further guidance from government. Over 80 numbers of staff attended and were asked to consider how their services might support those impacted going forward.
- 3.22 **Local Authority Asylum Support Liaison Officer Scheme** – this scheme is the result of another successful funding application to the Ministry of Housing, Communities and Local Government. Leeds received funding from the controlling migration fund to deliver a 2 year pilot initiative aimed at supporting asylum seekers who received a positive decision from the Home Office to settle in the city. Two officers have been recruited within the Leeds Housing Options service. These post holders will be working closely with G4S to help meet their accommodation needs.
- 3.23 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 PAFRAS/RETAS and Red Cross is essential to ensure that people continue to feel supported.
- 3.24 **English Learning Programme** – this programme is also the result of a successful bid to the Ministry of Housing, Communities and Local Government to develop a citywide strategy on ESOL and support communities to build their language skills through activity utilising a grants process. Recruitment for two post holders is currently taking place and the project will be delivered over a 2 year period from July 18 – July 2020.

- 3.25 **EUROCITIES** – is a network which represents 130 cities across Europe. The network aims to improve quality of life by sharing knowledge and good practice between cities across Europe. The Council are the lead and joint members with the University of Leeds and Leeds Beckett. As part of being members of the Roma Inclusion working group, Leeds is hosting the next meeting on 24-25 September 2018 and will welcome many European delegates to the city. This event will give Leeds the opportunity to showcase our work on Roma inclusion and also explore with European cities some of the challenges we face that mirror other cities, and to develop joint solutions.
- 3.26 **Introduction to Migration Training** – over the last two years Migration Yorkshire commissioned by Leeds City Council delivered 22 one day training sessions. 474 participants attended of which 22 were from the voluntary sector, 20 were elected members and the remainder were staff from across the council's directorates. Feedback has been really positive with requests from those that attended for further sessions for their colleagues. A further session has been arranged for September 2018 and consultation on future sessions is currently underway with members of the Leeds Migration Board.
- 3.27 **Windrush** – this issue is recent, has been fast moving and changing continuously. Leeds City Council is the only local authority in the region that has proactively responded to ensuring a compassionate approach to supporting individuals affected by the issues arising from their nationalities. Leeds has produced a briefing paper and guidance that provides information to services and local residents on where to seek support in Leeds. This guidance has been put together following feedback from key services and consulted on widely. It is being maintained as a live document that will be regularly reviewed and updated.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Consultation and engagement continues to be at the heart of developing the strategic, co-ordinated and inclusive approach to migration for Leeds. This has involved working with Citizens and Communities Scrutiny Board, Leeds Strategic Migration Board and Leeds Migration Partnership and continued engagement and activity with partners in the city including migrant communities, people working with migrant communities, other public bodies (such as universities and the further education sector) and the private sector.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 Migration is recognised as a dimension of equality and consideration has been given to ensure due regard to wider equality issues and is incorporated within all work undertaken. In addition, an equality screening has been undertaken to support development of the proposed strategic, co-ordinated and inclusive approach. Our equality improvement priority is to understand the context and impact of migration in Leeds.

4.3 Council policies and Best Council plan

- 4.3.1 The approach to migration in Leeds articulated in this paper will help Leeds to achieve its ambition to be a compassionate city with a strong economy, which tackles poverty and reduces the inequalities that exist. It supports the council's ambition for Leeds to be the Best City in the UK and underpins the 'Strong

Communities Benefiting from a Strong City' breakthrough programme by focussing on the people who are new to Leeds, and ensuring that their interests and contributions are included in all aspects of city life.

- 4.3.2. The recommendations in this report support the delivery of the Best Council Plan. In addition, it aims to keep people safe, aid integration, build more cohesive and resilient communities whilst seeking to minimise the risk associated with changes to demography, service impact and low level community tensions.

4.4 Resources and value for money

- 4.4.1 An approach to migration in Leeds provides opportunities to build upon, and create effective partnerships and responses to changing needs and to target our work more effectively based on evidence.

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

- 4.5.1. Although, there are no legal implications or access to information issues within the work articulated in this paper there will be implications arising from national changes such as the Immigration Act 2016 and Brexit. As yet the full impact of these regulations is not known and guidance is pending. The present report is subject to call-in.

4.6 Risk management

- 4.6.1 There is significant risk involved if we do not have a coherent and strategic approach to work with our partners in this area of work or if we do not fully understand the nature of the changes to demography, need and impact on mainstream and non-mainstream services. The approach outlined seeks to minimise the risk.
- 4.6.2 Officers are keeping information updated on national changes whilst we await further guidance from government and anticipate rolling out the awareness-raising of the potential implications to community committees when the guidance is available.

5. Conclusions

- 5.1 The proposed strategic, co-ordinated and inclusive approach to migration in Leeds will bring much needed direction to the Council's work with its partners, harnessing the work and activities that take place in the city, galvanising improved collaborative action to drive improvements and strengthen the offer to migrant communities living in Leeds. It will contribute to our ambition to be a compassionate city with a strong economy, which tackles poverty and reduces inequalities for all.

6. Recommendations

Executive Board are requested to:

- 6.1 Approve the continuation of the strengthened arrangements developed following the Citizen's and Communities Scrutiny Board inquiry on migration for a more strategic, co-ordinated and inclusive approach to migration and endorse the current and future work that is planned.
- 6.2 Note the responsibility of the Director of Communities and Environments' and the Executive Member for Communities for leading this work through the Council's Stronger Communities Breakthrough Programme and also note the responsibility of

the Chief Officer Communities in leading the work of the Strategic Migration Board

6.3 To receive an update on progress in July 2019.

7. Background documents¹

7.1 None.

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

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Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Communities and Environments	Service area: Communities Team
Lead person: Lelir Yeung	Contact number: 0113 3789045

1. Title: Developing a strategic, co-ordinated and inclusive approach to migration in Leeds

Is this a:

Strategy

Service / Function

Other

2. Please provide a brief description of what you are screening

Our ambition for Leeds is to be a compassionate city with a strong economy. Migrant communities are valuable contributors to the city's economy, culture and diversity and Leeds aspires to ensure people are welcomed and supported.

There are a number of resources and services available across the city provided by migrant communities, Migrant Third Sector organisations and statutory services.

With an ever changing migration agenda it is important that Leeds has a strategic, coherent and inclusive approach to migration, making effective use of resources and opportunities that will contribute to Leeds being a welcoming city.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	√	
Have there been or likely to be any public concerns about the policy or proposal?		√
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	√	
Could the proposal affect our workforce or employment practices?	√	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	√ √ √	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**

An overview was developed for undertaking work to understand the current support provision and needs in order to develop a coherent and coordinated approach to migration in Leeds. This incorporated equality and immigration status within all methodology

There has been ongoing consultation and engagement with: Migrant communities; Migrant community networkers and organisations; Migrant third sector organisations and statutory services. Different methods have been used including questionnaires, interviews, focus groups and attendance/presentations at appropriate meetings

The council's scrutiny mechanism and leadership forums have also been engaged with influencing this area of work

A range of data has been identified and used within analysis. For example, migration data, census information and demographic data

The changing National agenda has also been taken into account, for example: Brexit, changes to the Immigration Act 2016 and the continued economic climate

A multi-agency Task and Finish Group was set up to:

- Assess and prioritise the provision, needs, gaps and challenges in effective migrant service provision
- Consider how different immigration status's are impacted to identify overlapping / distinct issues
- Consider how geographical location impacts on addressing the needs of migrants
- Analyse research and identify gaps for further exploration
- Consider current spend and costs involved in meeting the needs of migrants
- Develop and provide strategic recommendations to strengthen Leeds offer to migrants
- Throughout combining consideration towards:
 - Equality and diversity including: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation,
 - Different immigration status's: refugee, people seeking asylum, EEA national, third country national and irregular/undocumented migrants
 - Citywide aspirations such as 'compassionate city', 'city of sanctuary', 'child friendly city' etc. and what this means for migrants.

An interactive migration map and information packs were developed to aid analysis of data and information gathered at the research stage of the work

- **Key findings**

The following core themes have been identified through analysis of data and information: housing; employment benefits and money; health and mental health/well-being; education, language and interpreters; advocacy, advice and legal support; basic needs such as food, shelter, clothing: children and young people; destitution; capacity building; cohesion and tensions; partnerships and networks; and Infrastructure, partnership working and influence.

Many of these themes are interlinked such as housing, education and employment

Though many strengths and examples of good practice have been identified, such as successful joint funding bids by partners, analysis also identified a range of vulnerabilities which need safeguarding

Using case studies to explore issues placed people at the heart of all considerations. This recognised not only the complexity of need, provision and gaps but also the fluidity of peoples identity in relation to equality characteristics and their immigration status and the difference this can make in relation to people's rights to and actual accessing of services.

Cross cutting challenges were identified in order to meet needs shared by all migrants regardless of immigration status:

- 1) From a migrant perspective and service providers navigation of complex immigration status is challenging, within this it is important for services to see people before entitlement.
- 2) Challenges of familiarity of systems and services including knowledge of services and staff engagement
- 3) Language is important, but not only the ability to speak English, but effective communication which facilitates understanding
- 4) Key part of the preceding 3, is being able to translate this into knowledge, information and informed choice.

From a service perspective there are existing examples of good practice, excellent customer care, working in partnership, sharing resources, listening and hearing the voice of people and organisations and and influencing decision making. But there are also challenges across all sectors in the city

- **Actions**

- Develop and implement the strategic, coordinated and inclusive approach to migration in Leeds
- Develop and implement a communications plan for this work
- Strengthen existing partnership arrangements and create opportunities for developing new ones
- Strengthen opportunities migrant communities to use their voice and experience to influence decision making

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.

Date to scope and plan your impact assessment:

Date to complete your impact assessment

Lead person for your impact assessment
(Include name and job title)

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Lelir Yeung	Head of Equality	11/05/2017
Date screening completed		11/05/2017

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent: 16/06/2017
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

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Report author: Mandy Sawyer
Tel: 07891 276430

Report of Director of Resources and Housing

Report to Executive Board

Date: 25 July 2018

Subject: Update on Delivery of the Leeds High Rise Strategy

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

Summary of main issues

1. High rise housing is a substantial part of Council Housing in Leeds, with over 7500 households living in 116 blocks across the city. In October 2016, Executive Board agreed to implement a new High Rise Strategy for high rise Council homes in the city, outlining how we intend to deliver investment and management to blocks.
2. The High Rise strategy is a long term strategy which will influence the investment and management of blocks for the next 5-10 years. Since October 2016, an implementation plan has been in place to monitor progress in delivering the strategy. Significant progress has been made in a number of areas and these are starting to have a positive impact on resident satisfaction and the tenancy sustainment across high rise.
3. A Project Board has been established to oversee the delivery of the action plan with representation from Chief Officers of services which have a role in supporting the delivery of the plan. A key priority of the Board for 2018/19 is to evaluate the impacts of different elements of the High Rise Strategy, to inform the future development of the strategy's priorities.

Recommendations

Members of Executive Board are asked to:

- Note the progress in delivering the different areas of the High Rise Strategy and request that the Director of Resources and Housing continues to monitor progress in delivering the High Rise Strategy and prepares a further report in 12 months' time on progress made.
- Confirm the proposal to continue the concierge service pilot during 2018/19.
- Confirm the proposal to continue Operation Leodis during 2018/19.

1 Purpose of this report

- 1.1 To provide an update on the delivery of each of the High Rise Strategy priorities, and where available outline the impact the actions have had on resident satisfaction and management issues. The note also provides an update on actions which have been undertaken following the fire at Grenfell Tower in London last year.

2 Background Information

- 2.1 In October 2016, Executive Board approved a High Rise Strategy for council owned high rise homes in the city. The strategy outlines how we intend to respond to issues which affect all high rise blocks, including investment need, energy efficiency, community safety, communal and grounds maintenance, under-occupation, day to day management issues, and refuse and recycling. The strategy also outlines how we will deliver a more targeted approach to the management of some blocks in order to better meet the needs of residents in those blocks.
- 2.2 A High Rise Implementation Plan has been in place since October 2016 to monitor the delivery of the High Rise Strategy and progress has been reported to Housing Advisory Board and Environment, Housing and Communities Scrutiny Board with the last updates being in October and November 2017 respectively. A Project Board was also established in October 2017 to oversee the delivery of the action plan with representation from Chief Officers of services which have a role in supporting the delivery of the plan.

3 Main Issues

- 3.1 This update is broken down as follows:
- Delivery of housing management models;
 - Delivery of the investment strategy;
 - Delivery of other services to high rise, including waste, cleaning, community safety;
 - Improvement to tenant communications and engagement.
 - Increase in Digital Access;
 - Actions following Grenfell Tower fire.

3.2 Delivery of Housing Management Models

3.2.1 One focus of the strategy is to develop different housing management models in different types of blocks to ensure that the needs of all residents are met. Progress has been made in delivering the different management models as follows:

Standard Housing Management Model for High Rise

3.2.2 A new standard Housing Management model was launched in early 2017 – this included Housing Officers completing monthly block inspections, training for Housing Officers on the management of high rise, a proactive repairs service to deal with communal repairs and piloting a number of initiatives to respond to particular issues, e.g. virtual concierge service, waste management.

3.2.3 The increased presence of Housing Officers in blocks has had a positive impact on the management of most blocks with early identification of issues and greater reassurance to residents. In addition to monthly block inspections, weekly block sweeps of all blocks were introduced to increase the officer visibility. Further improvements are planned during 2018, to strengthen procedures and recording of block inspections to ensure greater consistency, and follow up training on the management of high rise.

3.2.4 The proactive repairs service which has been in place since October 2015 to inspect and carry out communal repairs in blocks has proven to be a successful way of managing the completion of communal repairs, offering more timely completion of non-urgent maintenance and repairs in communal areas and increased customer satisfaction.

3.2.5 A number of pilots have been undertaken to improve the community safety or waste management of blocks. These will be outlined later in this report.

Enhanced Support Management Model

3.2.6 As part of the strategy, the enhanced support model is to provide a more proactive housing management service, enhanced security, a new approach to lettings with a focus on pre-tenancy checks, and an enhanced support model.

3.2.7 Executive Board approved the enhanced model being rolled out to 19 blocks initially, but with the intention of including further blocks if needed. The model has been in place for the 4 Clyde and Wortley blocks since early 2016 and for the remaining blocks since April 2017.

3.2.8 The Lettings Policy was approved by Executive Board in October 2017, and a review of local lettings policies is planned for late 2018/19. Currently, the citywide lettings policy has been used to proactively bypass applicants who have a history of drug / alcohol use or have perpetrated anti-social behaviour.

3.2.9 A full wrap around service is provided to tenants via the Housing Officer and Housing Officer (Support). This includes additional visits to tenants to offer

support and signposting to other services, co-ordinating improvements to the block environment, increased communications with residents, weekly surgeries of blocks with offices and implementing a zero tolerance approach to ASB and tenancy breaches.

3.2.10 There are a number of examples of where the enhanced support model has helped to improve the sustainability of tenancies and blocks. 62 tenants have been actively engaging with support packages, 23 tenants have been awarded a high level of priority to enable them to move to more suitable housing, 27 tenants have been supported to access adaptations, and 67 referrals have been made to employment / training advice. Six of the blocks have received environmental improvements and two blocks have received painting to communal entrances via the Community Payback scheme. Closure orders have been obtained in two blocks following extensive work with Leeds Anti-Social Behaviour Team (LASBT) and Operation Leodis.

3.2.11 As part of the strategy enhanced CCTV is being installed to the Enhanced Blocks – providing CCTV on each floor as well as the main entrance area. The programme to deliver this work is underway, and due for completion during early 2019/20. As outlined later in this report, further work is planned to integrate existing CCTV systems to the Public Sector Network which will enable a citywide approach to CCTV monitoring, and a service specification is currently being developed for the monitoring and response service.

3.2.12 Also as part of the strategy, an enhanced lettable standard is in place at enhanced support blocks, which allows for the decoration of the kitchen, bathroom and one other room before letting. The policy was evaluated during late 2017 and it was found that tenants were supportive of the decoration, and officers had seen a reduction in refusals since the policy had been in place.

3.2.13 Trend information indicates that the enhanced support model is having a positive impact on tenancy sustainability, as follows:

- The number of tenancy terminations between 2016/17 and 2017/18 reduced by an average of 20% across the enhanced blocks.
- The average number of bids for flats in the enhanced blocks increased from 45 bids per property in 2016/17 to 56 bids per property in 2017/18, an increase of 24%. However there were some variations across blocks with the largest increase at the Armley blocks where the model has been in place the longest – increasing by 56% from an average of 27 bids in 2016/17 to 42 bids in 2017/18.

3.2.14 It was always intended that the enhanced model would be applied to a small number of blocks for a defined period time. Since the model went live some elements of the enhanced model have also been applied to 5 additional blocks - the 4 Poplar Blocks and the remaining Raynville block. A detailed evaluation is currently underway of the impacts of the Enhanced Support

model, in order to influence which blocks remain part of the model moving forward.

Retirement High Life Management Model

3.2.15 As part of the strategy, this model offers enhanced support to older tenants, including increased social activities in improved communal areas and a floating Retirement Life support service. Executive Board approved the model being rolled out to 2 blocks in the east of the city and this has subsequently been rolled out to a third block.

3.2.16 The model went live in March 2018, with investment to enhance the communal environment due to start in September 2018 and be completed by March 2019.

3.2.17 It is too early to evaluate the success of this model. An evaluation will be carried out later in 2018/19.

Family Friendly Model

3.2.18 As part of the strategy, this model include investment in blocks - to enclose private balconies, put lockable restrictors on windows and enhance security, e.g. controlled access, enhanced CCTV – and enhanced support, working closely with Children's and Families. Executive Board approved the model being rolled out to the four Appleton and Saville Green blocks in Burmantofts and Richmond Hill.

3.2.19 Enhancements have been made to the scope of work, which will now also include painting and decoration of communal areas and external facades, replacement of stairwell glazed curtain walling, concrete and render repairs, refurbishment of the communal room and secure storage facilities. Investment work is planned in three phases. The first phase will enhance security measures to blocks, including enhanced CCTV and controlled entry – this is due to start on site and complete during summer 2018. The second phase will undertake work to the blocks - to enclose balconies within flats and external painting. Approval to procure this work is being sought with a view to works being completed between June 2019 and March 2021, working around district heating improvements timescales. The third phase – to carry out environmental improvements – will be done once phase 1 and 2 are complete – between April and September 2021.

3.2.20 A local lettings policy is currently being developed for blocks to ensure that future lettings are supportive of the family friendly model. Formal consultation will take place during summer 2018 with a view to implementation during 2018. The enhanced support offer will be developed during 2018, which will increase support provided to families, working closely with Children's Services, with a phased implementation from late 2018 onwards.

3.3 Delivery of Investment Plan

3.3.1 As part of the High Rise Strategy the Council outlined its ten year investment programme for high rise, totalling £134m. Key priorities of the programme were to undertake structural repairs to blocks of Reema construction, and other

concrete repairs, improve heating through district heating and electric heating renewals, lift replacement programmes and improvements to communal areas.

3.3.2 Significant progress has been made in delivering the 10 year programme, with £19m spent during 2016/17 and 2017/18, and significant planning work underway to deliver investment in the coming years, for example:

- Reema blocks –a pilot to undertake structural repairs and install external wall insulation to the two Highways blocks is underway, enabling works are now on site and works expect to be complete by December 2020. The outcomes of this pilot will inform decisions to undertake work to the remaining 11 blocks.
- Other concrete repairs / wall insulation – concrete repair works have been completed to 5 of an initial 6 blocks, with the remaining one now on site; structural repairs and external wall insulation to the 3 Shakespeare blocks will start this summer and complete in spring 2019; and scoping is starting to undertake concrete repairs, external wall insulation and roof insulation to the 9 Townson blocks.
- District heating – the Leeds PIPES District Heat Network programme is underway, which will deliver district heating and hot water to 29 high rise blocks and 2 low rise blocks linked to the Recycling and Energy Recovered Facility (RERF) between May and 2019 and February 2020, via a partnership between Leeds City Council and Vital Energi.
- Other district heating and electric heating replacements - consultancy technical support has been engaged via Arup to work with us to undertake a lessons learnt exercise from recent district heating upgrades and to develop plans for future district heating clusters and to plan works to upgrade electrical capacity in some high rise blocks to enable future investment including more efficient heating. The outcome of this work will be available in autumn 2018.
- Lift replacement programmes continue to be delivered on a planned basis, with lifts being replaced every 25-30 years.
- Communal areas –investment in communal areas / facilities has focused on health and safety priorities such as rewiring, lighting upgrades, alongside upgrading door entry systems. The enhanced blocks have been prioritised for these works.

3.4 Delivery of Other Services into High Rise

Cleaning

3.4.1 The High Rise Strategy highlighted the need to strengthen the cleaning service offer by developing a consistent set of cleaning standards across the city, with enhanced monitoring by both cleaning and housing staff.

3.4.2 Cleaning service standards were reviewed with tenants and consistent standards applied in September 2017, which are promoted on block

noticeboards. Alongside this, robust monitoring of cleaning standards is in place and cleaning is considered as part of the monthly block inspection.

- 3.4.3 The outcome of cleaning audits since the implementation of the consistent specification show that cleaning has improved in blocks, with satisfactory audits increasing from 89% to 91%. A number of the inspections have been undertaken with Housing Leeds staff and some unannounced checks have been undertaken with tenant volunteers. Housing and Cleaning teams will continue to work closely together to improve performance further.

Waste Management and Recycling

- 3.4.4 The High Rise Strategy also highlighted the need to improve waste management in blocks by undertaking reviews of waste management and recycling facilities in priority blocks, consider a bulky waste solution and to improve communication with tenants about waste management responsibilities. The strategy also outlined plans to consider options for enforcement.
- 3.4.5 Housing Leeds, Waste teams and Civic Enterprise Leeds have worked closely to review waste management in blocks where waste is an issue. This review has included the following:
- Installing recycling provision at 7 blocks;
 - Improving waste storage provision / reviewing frequency of visits;
 - Improved signage at blocks and targeted communications in blocks where waste is a particular issue to raise awareness with residents about the appropriate use of chutes and not leaving rubbish in communal areas;
 - Refreshed painting of no parking zones outside blocks to ensure refuse vehicles can collect waste.
- 3.4.6 Blocked chutes remain a significant issue in some blocks and a review of chutes in these blocks is underway. This has included a camera survey of the chutes to identify if there are repairs that can be undertaken to minimise blockages. A pilot is also planned to replace the chute liner of one of the Poplar blocks to determine if this a viable option for other blocks.
- 3.4.7 Bulky waste has been a difficult issue to resolve. The paid bulky waste collection service is not available to residents of high rise and there is no formal alternative bulky waste service available to residents. There have therefore been ongoing issues with bulky waste items being left in communal areas, and due to the fire risk these have been removed by Cleaning Services following Stage 1 Fire Safety Checks.
- 3.4.8 An interim solution has been put in place in early 2018 for tenants who are unable to make arrangements to remove bulky items to make contact with their Housing Officer for support. This was communicated to residents in early 2018. There has been limited take up of the service to date, but we do expect take up

to increase as Housing Officers carry out more tenant communications and enforcement work where bulky items are left in communal areas.

3.4.9 Block inspection and Stage 1 Fire Check reports undertaken by CEL have identified a significant reduction in waste left in some blocks, e.g. the 3 Burnsall blocks. However, for other blocks waste management continues to be an issue. Housing Leeds will continue to work with Waste Teams and CEL to respond to individual block issues.

Community Safety

3.4.10 Anti-social behaviour (ASB) and fear of crime was highlighted as a significant issue in the 2014 tenant survey. A commitment was made to tenants through the strategy to install CCTV to all blocks, which is monitored via Leeds Watch, to enhance communal entrance systems and to use proactive tools available through legislation to tackle ASB.

3.4.11 The investment programme to install CCTV is currently focussed on:

- installing CCTV to the main entrance area in the high rise blocks in the west of the city. This is due for completion in summer 2018.
- delivering the enhanced CCTV standard (CCTV to each floor as well as the main entrance area, to the enhanced blocks by early 2019/20;
- linking all existing CCTV to Leeds Watch for monitoring through integration of CCTV with the Public Sector Network (PSN).

3.4.12 Further work is also required to programme enhancements to CCTV systems in the South of the city so that they can be integrated with the PSN. This programme will be finalised during summer 2018.

3.4.13 Work is also progressing to develop a CCTV monitoring and response service for high rise blocks. The service will be tailored to meet the particular community safety needs of block. As part of the service, a door entry and hand held Concierge Service will be available to vulnerable residents to divert door entry requests in some blocks.

3.4.14 A couple of pilots have been introduced to respond to particular ASB issues in blocks:

- Concierge Service (a concierge service provided by Civic Enterprise Leeds at blocks between 4/5pm and 1am) – has been piloted in a small number of blocks where there are particular community safety concerns. An initial evaluation of the model has found that it has proven successful at reducing the cost of repairs caused by vandalism. A more detailed evaluation is planned, which will help inform the future development of this targeted service at the worst performing blocks, with plans to commit further funding of £400k to fund this service during 2018/19.
- High Rise Patrols (2 LASBT officers who patrol enhanced blocks) – has been piloted since December 17 where there are community safety concerns. An

evaluation of the model is planned to consider the future role of this service in responding to community safety concerns.

3.4.15 Housing, LASBT and the Police have also worked closely together to manage community safety within blocks. Operation Leodis is a housing funded policing team which is able to support targeted and proactive work to Council housing areas, with a particular focus on some high rise blocks. This has included work to tackle drug use, rough sleeping, noise and anti-social behaviour, including closure orders and a zero tolerance tenancy management approach. Key to the approach has been to work closely with residents, empowering and supporting residents throughout.

3.5 Improvements to Resident Communications and Engagement

3.5.1 The High Rise Strategy highlighted the need to improve communication and engagement with residents. Particular priorities identified included looking at innovative ways to communicate with residents through online and social media channels, reviewing local housing surgeries to target these at blocks with the lowest satisfaction and a review of noticeboards.

3.5.2 We have worked closely with the Tenants High Rise Strategy Group to develop our communications plan for high rise. In consultation with the group a standard noticeboard suite was agreed during summer 2018, which is being rolled out to all blocks in the city. This includes information on service standards, main contacts etc. Electronic noticeboards are also being piloted at 3 blocks, which will enable the service to provide more immediate updates to residents on issues linked to the block, e.g. emergency repair, problem with utilities etc.

3.5.3 Whilst we have had limited opportunity to develop our web communications for high rise due to the upgrade of the Council's website, we have made some developments to in other forms of digital communications. A pilot to use texting and email updates was launched at Burnsall Court for a block inspection, and this resulted in tenants attending a block inspection who hadn't previously been involved, and identified issues which had not previously been raised. In order to roll emailing / texting more widely consideration needs to be given to a service wide emailing tool – options for this are currently being explored.

3.5.4 In order to share with all residents the work that the Council is doing on the High Rise Strategy, a one off newsletter was developed in consultation with the Tenant High Rise Strategy Group and sent to all residents in early 2018. The newsletter has received positive feedback from residents who found the newsletter informative.

3.6 Increasing Digital Access in Blocks

3.6.1 Since the High Rise Strategy was approved by Executive Board Housing Leeds has continued to seek opportunities to further improve its service offer to residents living in high rise. Leeds City Council has worked closely with internet service providers to seek opportunities to provide free Wi-Fi to

residents living in high rise in return for providers installing equipment on the roof of blocks.

- 3.6.2 There are now four live Wi-Fi pilots running at Clyde Court, Clyde Grange, Lovell Park Towers and Grayson Crest, with pilots running for between 12 and 18 months, dependent on the provider. Three further blocks will be switched on over the coming months, including Marlborough Towers, Naseby Grange and Holborn Towers.
- 3.6.3 Prior to each installation a survey is completed. So far 127 tenants have been surveyed and this has found that 78.7% of tenants were already accessing the internet at home, 8.7% were accessing the internet outside the home and only 12.6% had no access to the internet at all. Approximately half of residents have accessed the free Wi-Fi since it went live.
- 3.6.4 18% of tenants have indicated that they would find training or support helpful to help them get on line. We are working closely with Leeds Library and Information Service and digital inclusion partners to deliver support to these residents, which will include signposting residents to suitable digital learning and access opportunities where appropriate.

3.7 Actions Following Grenfell Tower Fire

- 3.7.1 Following the Grenfell Tower fire in June 2017 the Council responded quickly to assure itself and residents that fire safety is being managed effectively in high rise blocks.
- 3.7.2 While no Council owned blocks have the Aluminium Composite Material cladding on Grenfell, all 23 blocks with cladding or rendered insulation were tested to check the fire safety and all met relevant standards.
- 3.7.3 Urgent fire safety checks were undertaken of all Council owned blocks, procedures were reviewed and strengthened, refresher training was provided to staff and targeted communication was undertaken with residents about the importance of waste not being left in communal areas.
- 3.7.4 Resident engagement sessions were undertaken at all blocks, and a series of letters were sent to residents to explain what the Council was doing following Grenfell and to confirm procedures for managing high rise.
- 3.7.5 The Council has invested significantly in fire safety in high rise over recent years, spending in excess of £10m in the last 3 years to upgrade fire doors, deliver compartmentation, emergency signage and lighting. A programme is nearing completion to deliver sprinklers to all sheltered blocks. Following the Grenfell Tower fire, Leeds City Council sought central government funds to support wider investment in sprinkler installations, but this was declined. November's Executive Board supported the injection of a further £10m into the capital programme to install sprinklers to a further 27 blocks in the city which have been identified as a priority, including the blocks included in the Leeds PIPES district heating programme. However, to install sprinklers to all high rise

blocks would cost a further £22m, and currently budget provision is not made to meet this wider investment need in the 10 year Investment Plan.

- 3.7.6 In the private sector, 144 blocks over 18 metres high were identified. Of these, 72 were identified as having cladding that could pose a risk to residents. In partnership with the West Yorkshire Fire and Rescue Service (WYFS) the Council targeted the 72 blocks to determine the presence of aluminium cladding material (ACM). 12 blocks were identified as potentially as having ACM and all were visited by officers from Private Sector Housing, Building Control and WYFS to determine what, if any, further actions were required. Following these visits and further testing of the cladding only 5 private residential blocks have been identified as having ACM.
- 3.7.7 All blocks have now implemented interim fire safety measures for the benefit of all residents which meet the requirements of the WYFS, while the best course of action is determine for the removal of the ACM at each block. All owners are currently fully cooperating with the Council and WFYS to ensure the removal of the ACM within a reasonable timescale. This timescale will vary from block to block depending on their individual circumstances.
- 3.7.8 Colleagues from WFYS will continue to regularly visit and monitor the situation until the ACM is removed and an appropriate alternative system installed. Whilst at the moment all owners of the blocks are fully cooperating if they do not continue to do so, or the timescales become unreasonable, the Council may have to consider enforcement powers under the Housing Act 2004.
- 3.7.9 The Council's Environment, Housing and Communities Scrutiny board undertook two Scrutiny workshops into the Council's response to the Grenfell fire during autumn 2017. These workshops involved input from residents via Tenant Scrutiny board and the Tenant High Rise Strategy Group. The main recommendations from the Scrutiny enquiry were to strengthen resident communications and engagement, including noticeboards, consider resident engagement in block audits, to keep Scrutiny Board informed of updates from the public enquiry and consider engagement required on fire safety standards in low and medium rise housing. These recommendations have been incorporated into the High Rise Strategy Implementation Plan.
- 3.7.10 Stage one fire checks have been implemented in all low and medium rise flats with communal areas since January 2019. These checks have focused on reporting outstanding repairs and removal of bulky waste items. As a number of communal areas have been used by tenants to store items, Cleaning staff have been sharing this information with Housing staff so that they can work with tenants to request the removal of items.
- 3.7.11 Once the outcome of the Grenfell Tower Public Enquiry is published the Council will consider what actions are required to respond recommendations in the report.

4 Corporate Considerations

4.1 Consultation and Engagement

4.2 The High Rise Strategy Group is a group of tenants who meet with Council on a regular basis to influence the way that services are provided to residents in Council owned high rise homes. They were involved in the development of the strategy and have supported us since in delivering the strategy priorities.

4.2.1 Since the approval of the High Rise Strategy we have continued to engage closely with local Ward Members, Community Committees, tenants and local stakeholders in relation to the implementation of the strategy at a local level.

4.3 Equality and Diversity / Cohesion and Integration

4.3.1 An Equality Screening Form has been completed which highlighted the following areas of equality consideration:

- Local lettings policies – to ensure that when these are reviewed during 2018/19 that we aim to reduce the number of age related lettings policies with a greater focus on policies linked to a residents previous tenancy records;
- Enhanced Management Models – as part of the evaluation planned for 2018 consideration will be given to the impact of the model on reducing poverty and social isolation.
- Investment – a large focus of the investment programme in High Rise is to improve affordable warmth and reduce fuel poverty.
- Digital Access – the Free Wi-Fi Project aims to maximise digital engagement within blocks. Ongoing evaluations will monitor impacts on digital access.

4.4 Council policies and Best Council Plan

4.4.1 The strategy contributes towards the delivery of most of the Best Council Plan priorities:

- Housing – improving housing quality and reducing fuel poverty of residents living in high rise and providing the right housing options for older people through the Retirement High Life management model;
- Child Friendly City – supporting families via the Family Friendly management model;
- Safe, Strong Communities – improving community safety in high rise, through investment in CCTV and door entry systems, and delivering enhanced security management in some blocks;
- Inclusive Growth – providing a wraparound support service to tenants to help reduce financial exclusion and increase access to work via the Enhanced Management Model;
- Health and Wellbeing – providing a wraparound support service to tenants which supports health and wellbeing in the Enhanced Management model, and investment in measures that improve the energy efficiency of blocks;
- 21st Century Infrastructure – improving digital access via the High Rise Wi-Fi project.

4.5 Resources and value for money

- 4.5.1 The Council aims to ensure its housing stock is managed efficiently and best use is made of the limited resources. In addition to increasing tenant satisfaction one of the other main drivers for the project is to invest in management and investment models which provide the best value for money, and have greatest impact on the sustainability of blocks.
- 4.5.2 Analysis is being undertaken of the outcomes of different elements of the strategy in order to identify actions which have had the greatest impact, and this learning has been used to influence the future development of the strategy.

4.6 Legal Implications, Access to Information and Call In

- 4.6.1 There are no specific legal implications of the High Rise Strategy.

4.7 Risk Management

- 4.7.1 A Risk Register is in place to manage risk in relation to the delivery of the High Rise Strategy.

5 Conclusions

- 5.1.1 The High Rise strategy is a long term strategy which will influence the investment and management of blocks for the next 5-10 years. Since October 2016, significant progress has been made in a number of areas and these are starting to have a positive impact on resident satisfaction and the tenancy sustainment across high rise. A clear plan is in place to deliver all areas of the strategy.
- 5.1.2 The High Rise Project Board will continue to review progress in delivering the strategy and respond to emerging priorities. A key priority of the Board for 2018/19 is to evaluate the impacts of different elements of the High Rise Strategy, to inform the future development of the strategy's priorities.

6 Recommendations

Members of Executive Board are asked to:

- Note the progress in delivering the different areas of the High Rise Strategy and request that the Director of Resources and Housing continues to monitor progress in delivering the High Rise Strategy and prepares a further report in 12 months' time on progress made.
- Confirm the proposal to continue the concierge service pilot during 2018/19.
- Confirm the proposal to continue Operation Leodis during 2018/19.

7 Background documents¹

None

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

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Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Resources and Housing	Service area: Housing Leeds
Lead person: Mandy Sawyer	Contact number: 07891 276740

1. Title: Update on Delivery of High Rise Strategy

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

The Council's High Rise Strategy was approved by Executive Board in October 2016. The purpose of the paper to Executive Board in July 2018 is to provide an update in progress in delivering the High Rise Strategy, covering the following areas:

- Delivery of housing management models;
- Delivery of the investment strategy;
- Delivery of other services to high rise, including waste, cleaning, community safety;
- Improvement to tenant communications and engagement.
- Increase in Digital Access;
- Actions following Grenfell Tower fire.

A full equality and diversity impact assessment will be undertaken as part of the review of local lettings policies to identify potential positive and negative impacts, and an action plan will be developed to address any negative impacts identified.

Individual EIAs will be carried out as part of the implementation of individual areas of the strategy where required.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	✓	
Have there been or likely to be any public concerns about the policy or proposal?		✓
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	✓	
Could the proposal affect our workforce or employment practices?		✓
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	✓	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

Equality, diversity, cohesion and integration will be or has been considered in delivering the following elements of the High Rise Strategy:

Local Lettings Policies - Council housing is in short supply, and high rise accommodation represents a significant proportion of Housing Leeds' stock. There are currently a number of lettings policies in place that restrict lettings to customers based on their age. These will be reviewed during 2018/19 to ensure they remain fit for purpose and are linked to management and investment decisions.

Enhanced Management Models – the models have been developed to maximise community cohesion and integration in blocks. As part of the Enhanced Support Model, a wrap around service is provided to vulnerable tenants to reduce social isolation, community safety issues are addressed promptly and community activities arranged to promote a block community. Similarly, as part of the Retirement High Life Model, a big focus is placed on promoting community activities in order to reduce social isolation within blocks of older residents.

Investment – investment has been targeted on areas which have the greatest impact for residents. It is well evidenced that there is a strong link between health and housing, with affordable warmth and damp identified as the biggest issues. A big focus of the investment programme in high rise over the next 10 years is to improve wall insulation and heating in high rise in order to reduce fuel poverty.

Digital Access – the Free Wi-Fi project is intended to maximise digital inclusion in high rise blocks, and support more residents to get on-line via support with training and equipment access.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

Local Lettings Policies – not yet reviewed – due for review during 2018/19.

Enhanced Management Models – already we are seeing positive impacts of the Enhanced Management Models, with an increase in financial and social inclusion and an associated increase in tenancy sustainment.

Investment – positive impacts of wall insulation and district heating are proven to have a positive impact on affordable warmth and health.

Digital Access – of the blocks that have gone live to date only 12.6% of tenants have indicated that they don't have any internet access – this is considerably lower than other

intelligence from Annual Home Visits suggests. This means that there are fewer barriers to maximising digital access in blocks.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

Local Lettings Policies – equality screening will be undertaken of all LLPs developed as part of Ward Community Lettings Plans.

Enhanced Management Models – a full review and evaluation is underway of the Enhanced Support Model, in order to identify the impacts and future development of the model.

Investment – positive impacts of wall insulation and district heating are proven to have a positive impact on affordable warmth and health.

Digital Access – ongoing evaluation of the impacts of the Digital Access project on resident digital access, and promotion of positive impacts into the Council’s wider Digital Access Project.

5. If you are *not* already considering the impact on equality, diversity, cohesion and integration you *will need to carry out an impact assessment*.

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Mandy Sawyer	Head of Neighbourhood Services	26/06/18
Date screening completed		26/06/18

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent: 03/07/18
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

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