

Leeds City Council – our ongoing improvement journey

Narrative



**Equality framework for local government
November 2015**

“Our vision is for Leeds to be a compassionate, caring city that helps all its residents benefit from the effects of the city’s economic growth. We will focus on creating the right conditions for the economy in Leeds to prosper and, hand in hand with that, ensure a consequence of that growth is a reduction in the inequalities that exist in Leeds.”

Council Values

- Working as a team for Leeds
- Being open, honest and trusted
- Working with communities
- Treating people fairly
- Spending money wisely

This narrative report outlines how we have continued to improve our services and to ensure that equality is at the heart of all that we do. Since achieving Excellence in 2011 we have continued to use the principles of the Equality Framework to support our ambitions. This narrative forms part of our overall submission and is supported by the self assessment, key evidence and story boards, which are used to provide a ‘snap shot’ of the breadth of equality activity undertaken across the organisation, demonstrating improved outcomes. It has the following sections:

- About Leeds
- About Leeds City Council
- Knowing your communities
- Place shaping, leadership, partnership and organisational commitment
- Involving communities
- Responsive services and customer care
- A skilled and committed workforce
- Next steps

About Leeds

Based in West Yorkshire, Leeds is the second largest local authority in England, covering an area of 552 square kilometres. It is an area of great contrasts. It includes a densely populated, inner city area with associated challenges of poverty and deprivation, as well as a more affluent city centre, suburban and rural hinterland with villages and market towns. The most recent census (2011) indicates that Leeds has a population of 751,500¹, representing a 5% growth since the previous census in 2001. The age structure for Leeds is broadly similar to that for England and Wales with the notable exception of the 20-29 age band which in Leeds accounts for 17.5% of the population compared to 13.6% in England and Wales; children (aged 0-15)

¹ OSN latest data estimates the population of Leeds at 761,500 (mid-year estimate of population 2013)

account for 18.3% of the city's population, while people aged 65+ accounts for 14.6%.

Leeds is an increasingly diverse city with over 140 ethnic groups including black, Asian and other minority ethnic populations representing almost 19% of the total population compared to 11% in 2001. The number of Leeds residents that were 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. Data from the city's schools, shows there are more children and young people of black and minority ethnic heritage, particularly Black African and White Eastern European. The number of children and young people with English as an additional language (EAL) has also increased in recent years, from 13% in 2010 to 16% in 2014. In addition to English language, there are over 170 languages spoken in Leeds schools with the main languages spoken being Urdu, Punjabi and, increasingly, Polish.

There is no direct count of disability, but the census collects information in relation to 'long term health problems or disability'. In Leeds 83.4% of people say that their day to day activities are not limited by long term health problems or disability, 7.7% say they are limited a lot and 8.9% say that they are limited a little. Leeds has a relatively high level of its working age adult population in receipt of Incapacity Benefit (IB) due to mental ill health (50% of IB claimants identify a mental health problem). Employment rates for female users of mental health services in Leeds are significantly below the national average. In 2014, 3,099 adults in Leeds were identified as having a moderate or severe learning disability. Over the last four years there has been an increase in the Leeds learning disabilities population of about 5%. This growth is particularly focussed amongst younger people with the most profound needs for care.

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) and; 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%).

The 2011 Census collected information on civil partnerships for the first time, reflecting the Civil Partnership Act 2004 which came into effect in the UK on 5 December 2005. Married people account for 41.5% of adults in Leeds; 0.2% of adults in Leeds are in a registered same-sex civil partnership, mirroring the rate for England and Wales and; 40.8% of adults in Leeds are single (never married or never registered in a same-sex civil partnership), much higher than the England and Wales rate of 34.6%. We do not publish data relating to transgender as due to small numbers individuals would be easily identified.

As a growing city Leeds is seeing significant changes to the make-up of the population, in particular...

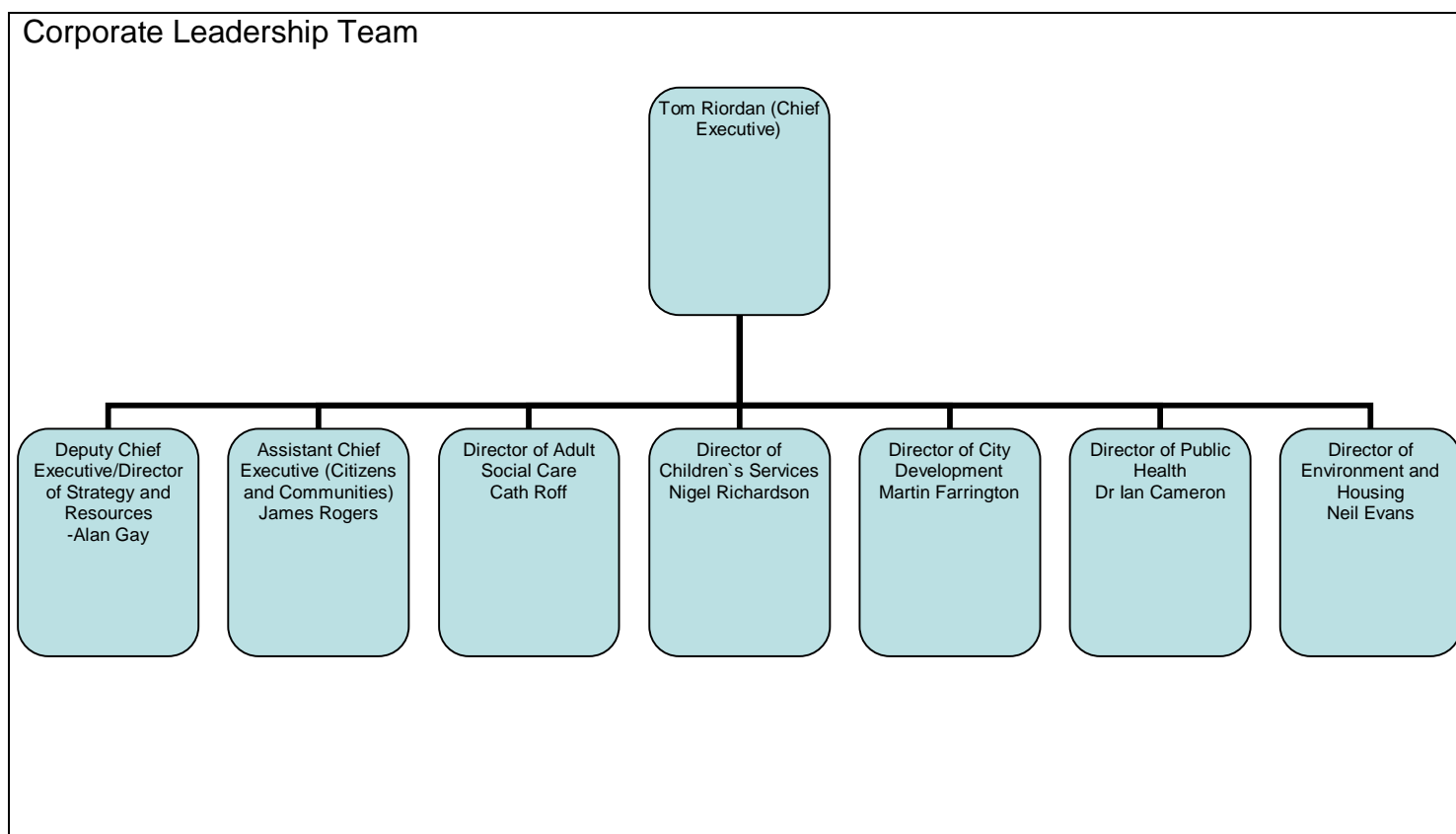
- We have an ageing population; as the baby-boomer generation grows older there will be implications not only in terms of public services, ensuring that older people get excellent care and support when they need it and are enabled to live independently, but also in terms of the labour market as we make the most of the skills and talents that everyone has to offer.
- In the last decade the BME population in the city has increased from 11% to 19%, and the number of residents born outside of the UK has almost doubled. There have been many 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 are key to helping plan and deliver the appropriate services.
- Economic and social deprivation remains concentrated in specific localities, with long-term challenges such as access to employment, poor housing, language and literacy, skills, health and care responsibilities, being compounded by the recent welfare changes. According to the Index of Multiple Deprivation, over 150,000 people in Leeds live in areas that are ranked amongst the most deprived 10% nationally more than 20% of the city's population. While the impact of poverty on children can be found in all areas of the city, two of our wards have over 40% of children in poverty.

About Leeds City Council

At December 2014, the council employed approximately 16,096 (excluding schools and casual staff) people. We spend almost £2 billion (2013-14) each year to deliver hundreds of different services both directly and with our partners. The size of the city means that the scale of service delivery by the council is also considerable.

Our services are arranged in the following directorates: Adult Social Care, Children's Services, City Development, Environment and Housing, Public Health, Strategy and Resources and the Citizen's and Communities directorate which was established in 2013 specifically to lead the council's fight against poverty and financial hardship.

Each service is led by representatives of the council's corporate leadership team who are responsible for meeting the needs of the city and its citizens through closer working with other public sector partners. The Corporate Leadership Team is actively engaged and committed to the ambitions of Leeds being the UK's best council and best city: a city that is great for all ages; where people are earning, learning, safe, healthy and engaged.



Leeds City Council has 99 councillors, three for each of 33 designated areas of Leeds known as electoral wards. The city is represented in the House of Commons by eight MPs. The current political composition of the council is shown below:

- Labour - 63
- Conservative - 19
- Liberal Democrat - 9
- Morley Borough Independents - 5
- Green Party - 3

Knowing your communities

Collecting information

Our work around the equality framework has informed a number of improvements in the information that we collect about local communities/protected characteristics and the ways in which we use this information to inform our understanding of our communities and identify priorities for local areas. The processes and systems that we have in place to capture information includes:

- **The Leeds Observatory** – a ‘one-stop-shop’, website for information and intelligence about communities in Leeds. The website is free and publicly available.
- **Strategic Needs Assessments** – these provide a shared understanding of the current and future needs and assets of the local population. A number of Strategic Needs Assessments exist (and are accessible via the Leeds

Observatory) and cover a range of areas which include: The Strategic Housing Market Assessment; the Crime and Disorder Strategic Needs Assessment and the Joint Strategic Needs Assessment which focuses on understanding the key health and well-being needs and inequalities across and within Leeds.

- **Data Mill** – This is managed and owned by Leeds City Council in partnership with a Leeds based company specialising in digital content, data insight and storytelling. Open data is collected from multiple sources into a single website which enables people and organisations to explore the different and complex relationships between the city’s services and businesses, offering a greater insight into the workings of the city. Our **community steering group** includes members of the public who are both community leaders and interested in data. The idea is that members can help influence decisions made on how the Data Mill is developed and what datasets we publish to help address community issues.
- **Council-wide systems and process** – we have a range of initiatives in place across the organisation for example: SIEBEL which is used to manage our compliments and complaints; Adult Social Care’s Electronic Social Care Records system which collects basic demographic data and data which informs needs; Our Welfare and Benefits Academy System, which holds data relating to benefit claimants and; our approach to Hate incident reporting.
- **Research studies** – where local data is not available we will use regional/national data or research studies. For example a research study was carried out which involved Public Health Leeds, Leeds Faith forum and the University of Leeds exploring places of worship in the city as a setting for BME public health initiatives.

All of this information, along with population statistics (e.g. census (2011) and other specific research) is used to inform our strategic, local and service improvement priorities.

We gain additional local perspective in a range of different ways such as; Community Committee workshops, Neighbourhood Improvement Boards, Local Neighbourhood Plans and; requests for data at a more local level that is held by local services and partners.

Evidence:

Leeds Observatory website link
Joint Strategic Needs Assessments (**NE001**)
Data Mill website link
Knowing your communities - Stories (**SD001**)

Analysing and using information

Following our assessment as excellent in 2011, we introduced ‘**State of the City**’. These were annual reports (supported by events) which were developed closely with the annual Equality Report and set out a comprehensive analysis of progress against our ‘**Best City**’ priorities. However, since May 2015 we no longer have ‘Best City’ priorities or annual report instead we hold themed sessions which bring together a range of stakeholders to discuss city-wide issues. State of the City has now been superseded by our **Joint Strategic Needs Assessment** (supplemented by a range

of other documents). The benefits of collaborative working across the intelligence and information related initiatives have been clearly demonstrated.

Our strategic approach to considering equality focuses on all of the characteristics protected by law in addition to our areas of local focus which include: carers, armed forces personnel and poverty and deprivation. We are currently refreshing our **Equality Improvement Priorities for 2015-2018** which will be informed by knowledge captured during the development of our Best Council Plan and our Budget setting process. Our Equality Improvement Priorities will be an integral part of the council's performance management system. There will be further equality considerations as our priorities are implemented.

The **Best Council Plan** (BCP) sets out what the council will do to help improve the lives of local people and how we will measure progress in delivering better outcomes across Leeds. It was recently refreshed and explains the council's six objectives for 2015-16, the **values** that underpin everything we do and the longer-term challenges and opportunities we face over the period 2015-20. The BCP draws on a range of supporting plans and documents (for example, the Children and Young People's Plan; Adult Social Care Local Account) for which individual equality impact assessments have been carried out on specific initiatives and decisions. These assessments will continue to be undertaken on particular initiatives as required to ensure due regard is taken.

The six objectives have been rolled forwards from the previous BCP 2013-17 on which a comprehensive **equality screening process** was undertaken to review how equality, diversity, cohesion and integration are relevant to, and addressed within the Plan. The screening confirmed that equality had already been fully considered and therefore no changes were required.

Equalities (and specifically tackling inequalities) is integral to our BCP 2015/16 objectives which are: supporting communities and tackling poverty; promoting sustainable and inclusive economic growth; building a child-friendly city; delivering the better lives programme; dealing effectively with the city's waste and; becoming a more efficient and enterprising council. We have also identified 7 break-through projects that will help to deliver our strategic objectives. Five of these projects are explicitly linked to equality:

- Domestic violence and abuse;
- Housing growth and jobs for young people;
- Making Leeds the best place to grow old and;
- Reducing health inequalities through healthier lifestyles
- Rethinking the city centre

Performance in delivering our BCP objectives is monitored on a regular basis by the Corporate Leadership and elected members. Progress is published quarterly.

Sharing information between partners

Migration Yorkshire is a local authority-led regional migration partnership which works with national and local government and others to ensure that Yorkshire and Humber deal with and benefit from migration. A **local migration profile** is completed twice yearly for: the region, every town within the region, the two sub

regions (West Yorkshire and South Yorkshire) and the Leeds City Region. This information is published to the Migration Yorkshire website and a full copy of the profile is made available to our partners. Since July 2014, Migration Yorkshire has been working in partnership with the University of Salford and MigrationWork to deliver the **'Integration up North' Project**. The project aims to mainstream the integration of Third Country Nationals through a comprehensive and co-ordinated programme of research, training, guidance, strategic support and migration participation for local authorities and other key practitioners. Our **Roma Matrix Project (April 2013 -March 2015)** aimed to identify and action the most effective ways to combat racism and xenophobia towards Roma and to improve Roma inclusion. This is an example of partnership working across 10 countries led by Migration Yorkshire. The research undertaken considered the value of some interventions and addressed the barriers to Roma inclusion and has added considerably to the learning within the sector.

Our **information sharing policy and practices** enables information sharing to take place between the council and our internal and external partners. For example, Migrant Third Sector organisations were able to use information sharing to provide information about people accessing their services which, in turn, informed the Joint Strategic Needs Assessment. Information sharing has, however, presented us with a number of challenges many relating to the different ways that organisations collect data (for example paper based system versus ICT based systems), incompatible data sharing systems, differences in the type of data collected (some organisations collect data relating to some or all of the protected characteristics, others collect data based on their specific funding regimes/areas of interest) and, the inability to access specific types of data due to legislative restrictions.

Since achieving Excellence in 2011, we have continued to work closely with our partners to enable us all to identify how communities are changing and the impact that this has on equality priorities for example, we are working alongside Black Health Initiative who have obtained funding to do some specific work relating to Female Genital Mutilation (FGM). The FMG research was launched at the Civic Hall in September 2014, and was fully supported by our staff and elected members. As a result of the initial research, work is currently taking place to fully understand and develop pathways to address the issue. In addition, a project is being developed in Harehills which will give practical expression to this.

Evidence

State of the City (2012) **(NE002) and NE003)**

Best Council Plan 2015-20 **(NE004 and NE005)**

Equality Improvement Priorities for 2015-2018 **(NE006)**

Equality Screening for the Best Council Plan **(NE007)**

Performance Management Best Council Plan scorecard 2014-15 **(NE008)**

Leeds Local Migration Profile summary **(NE009)**

Integration up North **(NE010, NE011, NE012 and NE013)**

Roma Matrix Project – summary (August 2015) **(NE014 and NE015)**

Information Sharing policy **(NE016 and NE017)**

Place shaping, leadership, partnership and organisational commitment

Leadership

Our strong political leadership and organisational commitment to improving our equality outcomes are key drivers in delivering our journey to excellent so far. Council, Keith Wakefield former Leader of the Council (until May 2015) and our Chief Executive, Tom Riordan, maintained their commitment to the equality agenda by ensuring that equality continued to be a high priority. They have championed initiatives such as our 'be reasonable' project which aimed to raise awareness of our legal responsibility to make reasonable adjustments in the workplace. Tom Riordan produces a regular on-line 'blog' which focuses on equality issues. Following the 2015 Local elections (May 2015) our Lead Member(s) with responsibility for equality are now Councillor Rafique and Councillor Coupar.

Members continue to play an active role in championing equality. Our **Member Champion Working Group**, chaired by the Assistant Chief Executive and our **Members Steering Group**, chaired by Councillor Lowe are responsible for: leading and influencing Elected Member contributions to the equality agenda, assisting in developing corporate policy approaches to equality and diversity and acting as champions for each of the equality characteristics. The Member Champions have been challenging progress against our Improvement Priorities since 2014. This has resulted in an increased focus by directorates and services on delivering improved outcomes and has allowed a space for debate and discussion about some of the areas of equality which have traditionally received less focus. The Member Steering Group is a newly formed group (established March 2015) and its main focus is in relation to inclusion and diversity.

All of our Elected Members have access to appropriate **learning and development** opportunities which helps them to fulfil their role. Our programme of equality briefings was rolled out to all new Members following the 2014 Elections and is scheduled to be rolled out to new Members post 2015 elections.

The Area Review report, 2011, introduced the concept of developing the Area Champions role into the Area Lead Members role (renamed in 2014 to Community Committee Champions). The role of **Community Committee Champion** provides a local 'lead' perspective on various issues and a practical expression of the strong local leadership role as set out within the locality working design principles and Best City and Best Council Ambitions. One Champion is in place for the following themes:

- Employment and Skills – working with large employers across the city to secure local jobs for local people. Specific work has also taken place focussing on disabled people.
- Adult Social Care, health and well-being – currently undertaking work relating to older people and social isolation.
- Environment and Community Safety – domestic violence
- Children's Services – youth panel work.

The initial findings from the review of the Community Committee Champions show that communications are working, albeit better in some areas than others, and that equality is implicitly reflected in all four themes.

Councillor Keith Wakefield and Tom Riordan represented the Council at the **‘Remember Oluwale’, Partnership Symposium** which took place on the 17th April 2015. The aim of the Symposium was to ‘raise the voices of those who are excluded; improving existing partnerships and developing new ones; forming the basis for unified campaigning against marginalisation and exclusion in the city of Leeds; raising hope and promoting change and; improving research in these fields and developing effective policy and practice’. In his speech, Councillor Wakefield said that ‘Leeds is signed up as a City of Sanctuary ... we are striving to make this concept a reality with Leeds as a safe and welcoming place for everyone... we will not tolerate racism and believe that as a city we are far less tolerant than was the case when David Oluwale lived here.’

Our **themed Challenge events** and **themed Corporate Leadership Team (CLT)** Events provide forums for the council, other public bodies and the third sector organisation to share the council’s approach to equality and diversity. So far, we have delivered two challenge events - Lesbian, Gay, Bisexual and Trans-sexual and; Older People. A further challenge event is scheduled to take place during 2016, focussing on religion and belief. Our CLT events have focussed on a range of equality related topics including domestic violence and human trafficking. The latter resulted in the development of a council strategy.

Evidence

‘Toms Blog’ **(NE018)**

Member Champions Working Group – Terms of Reference **(NE019)**

Member Steering Group – Inclusive Leadership **(NE020)**

Elected Members induction **(NE021 and NE022)**

Community Committee Champions **(NE023, NE024 and NE025)**

Key messages and Background notes for Oluwale Partnership Symposium **(NE026)**

CLT themed challenge events **(NE027, NE028 and NE029)**

Local vision and priorities

Our governance arrangements provide a range of forums for promoting and challenging equality initiatives. Our Equality Board (chaired by the Assistant Chief Executive) specifically supports cross council work which supports the aspirations of our **Vision for Leeds 2030** to be the best city in the UK and provides strong and effective leadership to promote and progress equality and diversity across the council.

We currently have two **performance indicators** which help us to measure the extent to which due regard is taken within our decision making process. However, this assessment is made retrospectively and, whilst useful in terms of providing feedback to officers undertaking these decisions, this information is not helpful in terms of informing the decisions under review. These indicators help us to put a ‘spotlight’ on equality in the decision making process.

Our equality impact process is used to inform all decision making. It is particularly useful to inform equality considerations in difficult and contentious situations. For

example our decisions relating to the future provision of residential day care services for older people.

Partnerships have become an increasingly important part of how we promote equality as a council and our relationships with the voluntary, community, faith sectors, public and private bodies continue to influence and challenge the council. Examples of our partnership arrangements include:

- **Leeds Migration Partnership** (a cross sector, city wide strategic forum for those working with migrant communities in Leeds) held the round table discussion during February 2015 entitled 'What's next for Leeds@ Tackling Asylum-Related Destitution in 2015' as a vehicle to come up with 'tangible, practical solutions to alleviate the problem of asylum-related destitution in Leeds'. Following the discussions an action plan was developed outlining proposed action, collaboration and partnership to address some of the issues discussed.
- **Leeds City Wide Equality Network, Leeds Third Sector Partnership, and the Poverty Truth Challenge.** The Poverty Truth Challenge Partnership aimed to 'provide a really good understanding of what poverty means for Leeds' and, following the launch of the Poverty Truth Challenge 3 sub-groups were established to take this work forward. The sub-groups focussed on: mental health and poverty; achieving potential and; stigma and awareness around poverty. An event is scheduled to take place during 2015 to review the changes which have taken place since the challenge, activities and outcomes from the sub-groups and calls to action.

Equality objectives

Our ongoing commitment to equality is demonstrated through a range of initiatives, each of which has resulted in positive outcomes for our communities for example:

- Our ambition for **Leeds to be the UK's best city for children and young people to grow up in – to study, work and play** – over 6000 children and young people were asked what would make Leeds a better place to grow up and live in. Their responses led to the '12 wishes for Child Friendly Leeds'.
- Our Commitment to making **Leeds a LGBT friendly city** was approved by elected members in 2012 and a range of activities were identified and supported including our minority, equality and diversity group known as 'out 2 18'. This group provides a secure space for those who identify as lesbian, gay, bisexual, Trans or questioning. In response to the needs of transgender/gender variant young people, a sub group of the out 2 18 group, known as Transtastic was established. This group offers support specifically for young people aged 13-18 who are transgender or questioning their gender identity.
- The **Leeds Carers' Charter**, which reflects the Council's and the NHS Trust's commitment to Carers.
- Our '**every disabled child matters charter**' which puts children at the heart of every decision which impacts on them.
- Our response about **advice service provision to refugees and asylum seekers** following the review of the Home Office contract in April 2014.

- Our **Discretionary Housing Payment** pilot schemes – which aim to help vulnerable tenants (receiving Housing and/or Council Tax Benefit) to deal with the welfare changes.
- Our **Family First Programme** which aims to help families with a number of complex problems by working with them to help turn their lives around, improving outcomes for the whole family and thereby reducing the need for more intensive and costly interventions
- Our **back to front initiative** - which involved Public Health working in partnership with other organisations to support residents in some of the most deprived areas of Leeds to use land to grow food. The outcomes of this initiative include - direct health benefits, waste reduction and community cohesion.
- Our **Children`s commissioner`s take over day** 2014 where we recruited 2 young people to work alongside the Assistant Chief Executive on his community centre responsibilities. The young people were asked to take part in some field visits and give their opinion about the running of the Centres.
- Our **weekly Wednesday morning drop-in** session which takes place at Hunslet Methodist Church attracts more than 30 people each week, of all ages. The drop-in was initially established in response to local parents who expressed a need for a playgroup. However it now serves pre-school children, their parents, grandparents, carers and isolated older people. In addition to a range of other services, the drop-in provides a free simple breakfast. The drop-in is unique in that it has a food-bank which operates upstairs, this means that food-bank clients can share breakfast and access drop-in facilities and the drop-in can refer it`s clients to the food-back. With this symbiotic relationship operating, we are able to serve the community of many levels.
- Our **Front Door Safeguarding Hub** which looks at all high risk domestic violence cases. This offers a ‘whole system’ response including prevention, victim support, recovery and aftercare to women who are victims of domestic violence. Domestic violence and abuse has been identified as one of our breakthrough projects.

Evidence

Place shaping, leadership, partnership and organisational commitment – stories **(SD001)**

Vision for Leeds 2011 to 2030 **(NE030)**

Performance indicators – consultation and equality **(NE031, NE032 and NE033)**

Leeds Migration Partnership – Terms of Reference, action plan **(NE034 and NE035)**

Leeds City Wide Equality Network – Terms of Reference **(NE036)**

What`s next for Leeds@ Tackling Asylum-Related Destitution in 2015 – flyer, email and action plan **(NE037, NE038 and NE039)**

Third Sector – Compact for Leeds, Ambition Statement, Responding to the Challenge **(NE040, NE041 and NE042)**

Making Leeds an LGBT friendly city – executive board report **(NE043)**

Leeds Carers Charter **(NE044)**

Leeds Carers Strategy 2015-18 **(NE045)**

Every Disabled Child Matters – Charter and action plan **(NE046 and NE047)**

Financial inclusion initiatives – partnership working with LCC and third sector **(NE048)**

Families First – One Minute Guide, performance update and highlights, and case

study (**NE049, NE050 and NE051**)

Monitoring and Scrutiny

Although formal Core Cities (local authority equalities) meetings no longer take place, officers from the former network continue to **benchmark and share information** via email and telephone. We have shared our good practice around the establishment of our Equalities Assembly with Sheffield City Council and shared our good practices with Bradford Metropolitan Council in relation to the development of a migration partnership.

We also utilise Peer reviews, inspections and awards as a way of scrutinising our performance. For example; in 2014, in response to concerns raised by some members of the Equalities Assembly (and at the request of the Leader of the Council) we conducted a **scrutiny review** to determine whether the current Equality Impact Assessment process was fit for purpose. The Scrutiny panel agreed that they had confidence in our EIA process and that the council was meeting its legal duty of giving due regard. However, a number of recommendations were made to strengthen the process which were welcomed and have now been incorporated.

In March 2015, **Ofsted inspectors rated our Children`s services** in Leeds as `Good` overall – making it the only `core city` in the country to be rated so highly (of those inspected under the new framework). The report stated that `Children`s services in Leeds benefit from outstanding, inspirational and confident operational and political leadership`.

We are assessed annually against the **National Standard for Customer services** and have recently been accredited as compliant against all 57 elements of the standard. The assessors specifically recognised how our three community hub path finders are managing a wider range of services with a wider potential impact on their localities; that managers have an excellent grasp on who their customers are and the services that they require, recognising the excellent high levels of customer satisfaction and the continued development of services to meet changing needs within a difficult financial environment; customers feel they are equally treated and that young people (16 -25) are equally satisfied; that community hubs and centres continue to develop access to services through new channels and that the use of `BSL contact centre` has improved the customer journey by having translators accessible through a video link. The assessors stated that `staff continue to deliver an excellent front line service`.

The `Attitude is Everything` standard aims to improve deaf and disabled people's access to live music by working in partnership with audiences, artists and the music industry. As a council we have achieved an overall rating of silver and a gold rating specifically for our Classical Fantasia event (2014). We are currently working towards an overall council rating of gold for 2015/16. A further five submissions are planned for 2015/16 (Leeds Town Hall, Carriage Works, Millennium Square, City Varieties and The Grand Theatre).

Since achieving excellent in 2011 we have signed the **Armed Forces Covenant** and more recently (2015) **the Religion or Belief Covenant** demonstrating our commitment and engagement with these areas. A review of the work undertaken in

delivering the Armed Forces Covenant during 2014/15 and planned activities for 2015/16 has taken place.

Through our range of communications we have gained a reputation for championing and improving equality outcomes, balancing competing interests and fostering good relations. Our **annual equality reporting processes** includes our Equality and Diversity Annual Update and Best Council Plan update. **Leeds Local Account** is produced by on an annual basis and reflects the progress and developments within Adult Social Care over the previous year. The **Director of Public Health annual report** shares successes and challenges in improving the health of communities. The report includes case studies relating to child poverty, breast feeding, tackling smoking in pregnancy and being a new mum.

We showcase the positive contributions of equality communities to the life of the city and highlight the barriers that people experience through a number of **International days and events** including: International day of Disabled People; International Day of Older People; LGBT and Women`s events, Leeds Pride and the Leeds West Indian Carnival. During 2014, we awarded grants to 26 organisations to deliver events for older people across the city. These events were attended by more than 900 older people (aged 60+) and 199 younger people. One organisation (OPAL) invited members of the Leeds 16 community to meet and sample foods from around the world which enabled people from different cultural and ethnic backgrounds to share, with their friends, their own stories and experiences which in turn creates a better understanding of each other.

Commissioning and procuring services

Equality considerations are embedded into **the procurement and commissioning process**. Our Procurement Unit assisted Strategy and Commissioning in scoping and procurement of the new integrated Community Drug and Alcohol Prevention, Treatment and Recovery Service between 2013 and 2014. During this process, young people (drug and alcohol users) were asked to respond to a user survey and the outcomes (along with other sources of information) were used to inform the Equality Impact Assessment. A number of issues relating to young people were highlighted and incorporated into service delivery. This has, for example, informed the location of the young people`s base so that they do not come into contact with older drug and alcohol users.

Adult Social Care take part in a wide range of outcome based surveys that demonstrate the link between procured and contracted services including; the Personal Budget Recipients survey (June 2014) and the Personal Social Services survey (2013/14).

Fostering good relations

Our **equality impact assessment** process includes consideration of fostering good practice. All partnership working is underpinned with principles of fostering good relations for example; by working in partnership with schools, local residents, the police and services across the council the Area Support Teams were able to agree ways of making better use of a playing field at Ley Lane, Armley. This has helped to forge better links within the local community and boost cohesion.

Prevent is one of the four elements of [CONTEST, the government's counter-terrorism strategy](#). It aims to stop people becoming terrorists or supporting terrorism. Within the Prevent strategy there are three key areas that local authorities must address; effective leadership, effective governance and support available. So far, we have been involved in training the trainer sessions and will be scheduling a series of sessions to raise awareness and help to tackle nervousness about reporting. Over the last 10 years we have sought to engage with local communities through a variety of activities by (for example), building the capacity of community and faith organisations to reject extremist voices; developing strong leadership within local communities to provide them with a voice; supporting schools to enable them to understand the role they have to play within the Prevent agenda and identifying how we can assist them with this work.

Evidence

Place shaping, leadership, partnership and organisational commitment – stories **(SD001)**

Equalities Monitoring email (29/1/2015) **(NE052)**

Scrutiny Inquiry Final Report – Leeds City Council's Decision Making Process and Due Regard to Equality **(NE053)**

Children's Services Ofsted Report and blogger press release **(NE054 and NE055)**

Assessment Report - Customer Service Excellence **(NE056)**

Attitude is everything – charter submission from Leeds City Council **(NE057 and NE058)**

Armed Forces Covenant and update (June 2015) **(NE059 and NE060)**

Religion and Belief Covenant and Executive Board Report **(NE061 and NE062)**

Equality and Diversity Annual update (available summer 2015) **(NE063)**

Leeds Local Account 2014/15 **(NE064)**

Director of Public Health annual report – Protecting health in Leeds **(NE065)**

International Day of Older People Celebration Week Evaluation – 2014 **(NE066)**

Equality and Diversity Procurement Workshop – Pack **(NE067)**

Background information on prevent activity over the last 10 years **(NE068)**

Involving your communities

Our 6 principles of communications provide the framework which underpins our approach to effective and consistent communications across the council. We explicitly focus on putting people first, supporting colleagues to be good communicators, providing honest, clear, understandable, relevant and consistent communications, two way communication, accessibility, relevant and effective messages and; championing diversity, promoting equality and challenging stereotypes. We have a range of web based toolkits available to support services to improve their communications through which ever methods they deploy. Through

our **Introduction to community engagement training** we aim to avoid duplicating consultation and over consulting. Our staff are also encouraged to use the outcomes from existing consultation exercises. All council officers have access to the results of our consultation activities through our 'talking point' online database which can be used to inform decisions.

Engagement structures

Our innovative approaches to involving communities have resulted in both formal and informal interactions. Through these approaches we ensure that arrangements are in place to identify and meet the specific needs of individuals for example we provide; personal assistance; language interpreters; translation; access to transport and expenses; information in alternative formats; alternative ways of involving and engaging with individuals and support for disabled visitors at outdoor events through our Volunteer Access Steward Scheme (see Responsive Service and Customer Care section below). The approaches that we use to involve our communities include:

- The use of **social media activity** across the council which has increased significantly over recent years and as a result we are better able to engage with a different and growing audience for example, Housing Leeds use social media to get information to their online tenants in a timely manner and have established a single Facebook page 877 followers – March 2015) and a single twitter account (1,232 tweets and retweets – March 2015) for the city to promote awareness campaigns/days; celebrate Religious/Cultural events; promote housing campaigns, partnership working, good news events and; answer questions from tenants who post on Facebook/Twitter.
- Our **Equalities Assembly** was established in 2009 as a mechanism for communities to engage, challenge and influence equality related decisions by participating in themed workshops, focus groups and challenge events. Adult Social Care, for example, engaged the Assembly as part of their 'Better Lives Lived Local' Account Annual Refresh. As a result of this engagement, Adult Social Care gained a greater insight into the needs of clients and this informed the development of their priorities. Our Equalities Assembly also hosts an **annual conference** attended by members of the 6 equality hubs, (representing – Age, BME, Carers, Disability, LGBT and, Religion or Belief). Members of the Citizens Panel are invited to the event which is chaired by our Assistant Chief Executive. Senior managers are invited as guest speakers. The aim of this year's conference (scheduled for November 2015) is to generate conversations about the **Citizens@Leeds programme** (which aims to help citizens and communities in Leeds access vital services and tackle poverty) specifically in relation to the extent to which it has met expectations and contributed to improvements in the quality of life for Leeds' residents. These events are invaluable in terms of influencing our priorities and the ways in which we deliver our services.
- **Engaging directly with service users** to ensure that service provision meets their needs for example, in June 2014, Adult Social Care carried out community consultation and engagement activities (involving service users, their families and carers) to ensure that services were meeting the current and potential future needs of BME day centre service users and related BME Older Peoples services in the community. The outcomes of these

engagement activities are being used to inform the design of a service that will meet the need of the diverse communities.

- Our **sexually transmitted disease testing initiative** for older men was established, as a pilot in August 2013, at Armley Steam Complex. The need for this service was informed by evidence from statistical data and expressed community needs. Leeds is a high HIV prevalence area and Armley Steam Complex is the largest and busiest men's sauna in Leeds. Due to the success of the pilot this service is now an integral part of the integrated sexual health service and we are currently exploring additional outreach in other (men who have sex with men) Saunas in Leeds. Outreach in saunas forms part of the integrated service specification with clinical and voluntary sector providers working in partnership.
- **Marketing campaigns** – we undertake a range of marketing campaigns targeted specifically at protected characteristics. For example, our **'Do nothing is not an option'** campaign, which was one of a series of safeguarding campaigns across Leeds, focussed on raising awareness of adult safeguarding issues and also on the support available to people within the city. Our Facebook advert reached over 161,000 accounts over the four week period and saw 2424 clicks to the Leeds Safeguarding website. Twitter activity reached 56,817. People engaged with the campaign both on-line and off-line. Our **domestic violence** marketing campaign provides a further example of the methods that we use to interact with our communities which included the use of focus groups with service users, perpetrators and the general public (through our citizen's panel, which has in excess of 4000 members representative of our communities) and groups of young people who evaluated the effectiveness of posters produced by other cities across the UK. Our domestic violence engagement process resulted in the collection of 'stories' for a DVD which highlighted the different aspects of domestic violence and abuse.
- Our approach to involving our communities in the decision about whether or not Leeds should submit a bid to become **European Capital Culture in 2023**. This involved a public open meeting attended by a diverse range of more than 300 stakeholders (including the culture and arts sector, business community, colleagues across Leeds City Council and third sector organisations) and conversations across social networks. Further consultation is planned across Leeds in a variety of settings including an online discussion forum, the Citizens panel and direct communication with the 42,000 young people who have a Breeze card. Additionally, staff within Culture and Sport will support community and cultural organisations that want to find out more about the bid and what it could mean to them.

Evidence

Involving your communities – stories (**SD001**)

Equalities Assembly Annual Conference 2014 - 'involving local people in local decision making' (**NE069**)

'Doing nothing is not an option' campaign – Leeds Safeguarding Adults Board (**NE070**)

European Capital of Culture: Executive Board Report Jan 2014/ Email Bulletin Summer 2014/ Survey questions February 2014/ Survey leisure and culture activities/Video Booth/ Tweets/ Leeds Migration Partnership update (**NE071, NE072, NE073, NE074, NE075, NE076 and NE077**)

Through our existing partnership arrangements we have improved participation rates of under-represented groups in public life for example our: Equalities Assembly, Citizens@Leeds Programme, Migration Yorkshire, and Leeds Migration Partnership Strategic Needs Assessments, Community Committees and Leeds Third Sector Partnership

Participation in public life

Volunteering helps to build capacity both within the council and the third sector. Our 'inspire to achieve' project was implemented to address the concerns (at Mount St Mary's school) relating to the number of BME students with low aspirations, borderline C and D grades and limited prospects for progression. Mentors were recruited from Leeds City Council employees and the African Caribbean Society at the University of Leeds (under-graduate students became mentors). Positive outcomes from these mentoring arrangements have been identified by the school which includes pupils committing to their mentoring sessions, working on targets set out with their mentors and talking about their aspirations. This project has involved young people, Leeds City Council employees and graduates who may otherwise not have participated in these activities.

Our **Independent Visitor** scheme is a further example of how we have improved participation rates of under-represented groups in public life. Through this scheme we recruit people to support and mentor young people from a range of settings, who are unable to live with their parents and will have likely come through some difficulties to get to where they are today. The scheme identified that they had a waiting list of boys who wanted a male to befriend them and insufficient male recruits to provide this support. To address this, we carried out a recruitment campaign which was supported by our Assistant Chief Executive who encouraged our staff (men in particular) to become an Independent Visitor. The scheme has led to improved participation from young men and is viewed as an extremely valuable resource both for the young person and the Independent Visitor alike.

Other initiatives such as Tenfold (Council Chamber Take Over event by people with learning difficulties) and the Student Union Challenge Event provide further examples of how people across a range of protected characteristics are able to influence our decision making process.

Evidence:

Involving your communities – stories (**SD001**)

Advert from In-site/ Independent Visitors Scheme – blog by James (**NE078 and NE079**)

Responsive services and customer care

Services continue to use the impact assessment process to give due regard to equality and diversity. Actions arising from the impact assessments are either integrated into their service plans or developed into a separate equality action plan, both of which are monitored through existing, local, performance management arrangements. We provide responsive services and excellent customer care through a range of approaches for example, the feedback that we received from disabled customers, officers and the Events teams about the accessibility of Leeds City Council outdoor events led to the development and implementation of a **Volunteer Access Stewards Scheme**. This Scheme enhances the experience for many disabled visitors by ensuring that accessible facilities are available to those who need to use them and are not abused by those who do not. Our Access Stewards have supported events such as; Tour de France, Classical Fantasia and the Christmas Lights Switch on.

The nature of citizen contact is becoming more complex and multi-faceted due in part to the changing social and economic environment, which is causing significant hardship to individuals and families across the city. One of the ways in which these changes are being addressed is through the **Citizens@Leeds Programme's 'integrated and accessible proposition'** which has provided a new approach focussed on the delivery of true service integration across three main channels; face to face (through our Community Hubs); Telephone (through our corporate contact centre) and; Digital Access (through our website). Through this programme, we have delivered three Community Hub pathfinders in the city which has integrated services from the council and partners to make it easy for people to get the services they need. We have a comprehensive **Customer Strategy 2012-15** which has established the foundation blocks for understanding our customers better and designing access to our services with them and around their needs. A new Customer Strategy for 2015-2020 is in development. In the feedback received from our 2014 annual assessment against the **National Standard for Customer services** the assessor stated that our 'staff continue to deliver an excellent front line service'.

In 2013, the Digital Accessibility Centre (DAC) conducted an **accessibility audit** on our internal and external websites and concluded that 16 of the 31 areas passed the standard. In order to be eligible for a Digital Access Centre Accreditation Award, improvements need to be made across the 15 areas. We are currently implementing the recommendations from the audit with a view to attaining AA standard which will provide assurance that our digital media is accessible to all members of a population, and meets best practice accessibility standards and legislation.

Our **Web chat service** was introduced in 2013 (this is an interactive way of supporting people to complete online forms and orientate around the council's website). We receive up to 7000 web chats per month and 120,000 telephone calls for support. We receive lots of positive comments, through our feedback process, relating to our web chat service particularly from deaf and hearing impaired customers.

During 2013/14 an **external audit** was carried out on the quality of Adult Social Care case files. The auditors specially looked at the involvement of service users and

carers in the development and implementation of their care packages. Areas of good practice as well as areas of development were identified from this audit. A number of recommendations were made including the requirement for consistent case recording, staff training, the need to place more effort on putting the service user voice at the centre of all recording and ensuring that the `assessor's view' and the `service users view', are completed correctly and consistently. This feedback has been used to improve our services.

Since achieving excellence in 2011, we have continued to delivery equality outcomes across the organisation for example:

- **Leeds City Credit Union** is one of the largest Credit Unions in the UK with 33,000 members. They continue to provide affordable loans, help members save and manage their money.
- Our **Smoke Free homes intervention** (joint working between Public Health Service and York University) has been trialled with South Asian Muslim Communities, schools and pregnant women and will be used to inform the future commissioning/ delivery of tobacco control interventions
- The **Welfare and Benefits Service`s Multi-Storey flats project** was set up for those affected by the Under Occupancy change resulting from the Welfare Reform Act. The project awarded discretionary housing payments to customers for up to 6 months in return for agreeing to have some form of support package in place to meet their needs. By the end of the project 102 tenants had moved into work; 73 tenants had carried out voluntary work and 97% of participants felt that the project contributed to an improvement in their quality of life.
- Through our **Citizens@Leeds Programme `accessible and integrated services proposition`** we have co-located services (such as health services, community policing, libraries, job-shops, and other services) within our Community Hubs. This has resulted in many benefits for our communities for example, by working in partnership with Children`s Services we have provided 80 additional nursery places at one of our Community Hubs; we have worked closely with our co-located partners to support women fleeing forced marriages; we provide outreach work for people who are recovering from brain injuries and meet requests for books/library services for customers where English is not their first language.
- Our **Employment and Skills service** has supported 1,724 young people into work (April 2014), Supported 787 young people considered as NEET (not in education, employment or training) into EET and have seen a 23% reduction in JSA claimants aged 16-24 in 2015, compared to 2014;
- The **Local Welfare Support Scheme** seeks to help vulnerable people in meeting their needs for subsistence/financial support where they are unable to meet their immediate short terms needs or where they require assistance to maintain their independence within the community. In the event of an emergency, managers can make a discretionary payment as in the case of the young woman who arrived at a community hub in a distressed state saying that she had been raped and needed some money to clean herself up. Applying discretion the manager was able to support this request.
- **Feedback from Passenger Transport customers** (specifically older people and children) and Passenger Transport drivers led to the implementation of some simple but effective vehicle modifications, such as installation of handlebars to assist people to get in and out of vehicles and safety bars.

- Our **`Presto' Scheme** launched in April 2015, initially in the Moortown and Alwoodly areas of Leeds, offers a wide range of services including: companionship, housekeeping, home and garden maintenance, social support and transport facilities through Passenger Transport. The service is aimed at older people who need a helping hand to maintain their independence but are not eligible for services and from June 2015 became available city wide.
- The safeguarding work that we have carried out around **child sexual exploitation and taxi licensing** has confirmed that efficient processes are in place. This has confirmed that robust checks are in place and this has been further strengthened to ensure that only fit and proper persons will be granted taxi licenses. Prompt and appropriate action is taken where there are any indications that the public are at risk.
- **Modern day slavery** (human trafficking) had not been formally addressed in Leeds at a city level, primarily due to lack of understanding of the issue and lack of recognition of the extent to which it is an issue for Leeds. In 2013 Operation Angelstoke took place. This was a major anti-trafficking operation in Leeds, led by West Yorkshire Police. The operation was a catalyst for enhancing our understanding of the nature and potential scale of the problem across the city. The net result of Operation Angelstoke to date is the rescue of approximately 70 vulnerable individuals. It has raised the profile of modern day slavery and has resulted in better partnership working and understanding how to address this area so that there are positive outcomes for individuals.

Evidence

Responsive services and customer care – stories **(SD001)**

Supporting Communities and Tackling Poverty **(NE080)**

Combatting modern Day Slavery in Leeds – A Strategy **(NE081)**

Customer Strategy 2012-15 **(NE082)**

National Standard for Customer services/Email – Customer Excellence Feedback – 8th September 2014 **(NE083 and NE084)**

Digital Accessibility Audit Reports – 11th December 2013/17th December 2013 **(NE085 and NE086)**

Adult Social Care case files – Independent Audit (Overview Report 2013/14) **(NE087)**

A Skilled and Committed Workforce

Workforce diversity

We collect **workforce data** and have compared our data against the census information. Since the last census the profile of Leeds has changed and our work force no longer reflects the community in terms of some protected characteristics. At 31st March 2015 the council employed approximately 15605 people:

- Women make up two-thirds of our workforce (50% of whom are employed at JNC level – senior manager level);
- BME staff makeup 13% of our workforce (the majority of whom are within the lowest pay grade band, A1-C3);
- Over one-third of our staff identify as religious, the largest proportion of people identify as Christian;
- Less than 5% of our staff are below the age of 25 and;
- 7% of our workforce identify as carers

Disclosures from staff identifying as LGBT is particularly low with less than 2% of our workforce identifying as LGBT. Like-wise, disability disclosures are low with only 6% of our workforce identifying as disabled.

We recognise that our workforce profile needs to improve to better reflect our communities and a key challenge is for us to maintain and improve a diverse and representative workforce against a backdrop of a shrinking council. We are striving to become a council which remains high performing, efficient and enterprising despite being smaller in size. The financial and economic backdrop remains challenging and we have seen many people leave the organisation under our **Voluntary Early Leaver Initiative**. However, we continue to recruit in many service areas and we have the opportunity and ambition to be an employer of choice for all communities in the city.

We are aware that we have under-reporting in some areas and have included an objective within our **equality action plan 2015/16** to 'build trust and improve disclosure levels' which should help increase disclosure rates. Another workforce profile audit is scheduled to take place during April 2016, when it is anticipated that disclosure rates will increase.

Our **Corporate Leadership team (CLT)** are aware of the workforce profile concerns and plans are in place for them to receive regular reports and information as part of the staffing dashboard information which is reported on a monthly basis at council wide and directorate level.

We have a range of initiatives in place to improve our workforce profile some of which are described below.

Evidence

A Skilled and Committed Workforce – stories (**SD001**)

Workforce profile as at 1 April 2015 (Excluding ELI leavers) (**NE088**)

Comparison – workforce profile and census (**NE089**)

Equality scorecard analysis report – quarter 4 2013-14 (**NE090, NE091 and NE092**)

Equality and diversity Q4 2013/14 dashboard (**NE093**)

Inclusion and Diversity action plan 2015/16 (NE094) CLT report – Equality and Diversity in the workforce (2013) (NE095) CLT report – Engaging with Diversity (2014) (NE096)
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Workforce strategy

Our **equality improvement priorities** (2015-18) are currently being reviewed following the refresh of the Best Council Plan 2015-2020. The outcomes which have been achieved for the whole workforce since 2011 are outlined in our Equality Improvement Priority Annual Report (available Summer 2015).

Our Chief Executive committed to providing a **mentor for all of our employees** who would like one. Mentoring provides enormous benefits to both mentor and mentee these include: increasing confidence and self-esteem, providing challenge, increasing knowledge and skills and providing opportunities for career advancement. Through our scheme, employees can be mentored by people who are both internal and external to the council. We also have mentoring scheme which targets specific protected characteristics including: **disabled staff, BME staff and young people (schools and graduates)**. A disabled employee who took part in our '**Inspire Programme**' (supported by the Disabled Staff Network Champion, Chief Officer and the Assistant Chief Executive) described their experience as a mentee as 'challenging, helping [them] explore their reluctance to deal with certain situations... a warm and friendly and supported'.

Our **Employer Supported Volunteering scheme** allows every employee to take 10 hours (per year) paid time off to volunteer in their local community. Our employees can offer up their professional skills (such as marketing, HR and Finance).

Our Step-up programme, Emerging Leaders events/networks and care2work scheme have all provided positive outcomes for our workforce. For example,

- **Step-up programme** aims to support the aspirations of a more diverse workforce and was to develop a pool of future leaders. Of the 32 people selected to take part in the programme, eight have now been promoted, two are in temporary promotions and a further two have been offered the opportunity to work on specialist programmes. An evaluation is currently taking place prior to the launch of the new programme.
- **Emerging Leaders** is a self-managing group which supports under-represented groups to aspire to leadership roles. An evaluation is currently taking place prior to the launch of the new programme.
- Our **care2work scheme** focusses specifically on young people leaving local authority care and is designed to improve their career and job prospects. Through this scheme we have ring-fenced entry level posts for care leavers and supported them through the recruitment process. Since September 2014 this has resulted in four care leavers securing jobs with further recruitment underway and one work placement taking place with work ongoing to implement more.

We offer a range of work opportunities for young people (18-24) across the city for example:

- We currently employ 137 **apprentices**.
- The recruitment cycle for our **graduate programme** is currently underway and in addition to attending job fairs at local universities we have created new social media accounts for Facebook and Twitter and created media clips of our current graduate programme participants as a method of promoting the scheme more effectively
- This year we aim to take at least five **Nari Ekta placements** (work experience for Asian women and girls). Last year we supported four placements
- Our **Enabled4Leeds scheme** which commenced in May 2014, offers a structured work experience for unemployed disabled people in Leeds. Working in partnership with Remploy, we have supported eight people through the full 12 week programme. We are currently working with Mencap to take a new cohort of eight for 2015
- During April/May 2015, we worked in partnership with Aspire Igen on a programme aimed at providing employability skills and building the confidence of ten care leavers of these, nine have commenced the **6 week Head Start work experience programme** within the council.

Leadership Development – each year we host a conference for our senior leaders and managers. The conference is based around a different theme each year (building on our Values and behaviours) and our 2015 conference will focus on engaging communities, partners and staff with an emphasis on culture and inclusion.

Our comprehensive suite of **flexible-working policies** are reviewed periodically to ensure they continue to meet the needs of the organisation and the workforce. Our **Changing the Workplace project** provides all staff with further flexibility in terms of where, when and how they work. This increases flexibility for colleagues who need reasonable adjustments, have caring responsibilities or need a better work-life balance. We recognise that employee experiences of our changing the work project haven't always been positive, specifically in relation to ICT equipment and remote working. To ensure the ICT needs of disabled staff are met, our Assistant Chief Executive has established a small project team to ensure these are fully considered.

We operate a **Collective Bargaining Framework**. Trade Unions are involved in the development of all of our policies. We consult with the Trade Unions through our Joint Consultative arrangements at directorate and organisational level. All organisational reviews take place in consultation with the Trade Unions for example; we worked closely with the Trade Unions regarding recent changes to terms and conditions, resulting in a signed collective agreement. These changes were Equality Impact Assessed.

Evidence

A Skilled and Committed Workforce – stories (**SD001**)
Equality Improvement Priority Annual Report (**NE064**)
Mentoring – Insite Screen shot (**NE097**)
Inspire – letter inviting mentors to join (**NE098**)
Step up to Leadership Programme – update (**NE099**)

Emerging Leaders – Screen Shot (**NE100**)
From care2work (**NE101, NE102, NE103 and NE104**)
Corporate Leadership Team – Diverse Work Programmes (**NE105**)
Overview of flexible working (**NE106**)

Workforce monitoring

Workforce profiling data has always been available to us. We previously provided a comprehensive suite of data which was reported at both directorate and service levels and to trade Unions. This did not change significantly and we started to produce this information by exception. However we now recognise the need to start reporting this data again and from 2015 reports will again be available at both directorate and service levels to enable us to monitor and measure progress. Adhoc reports are currently taken to CLT and our Joint Consultative Committees (JCC) and in the future this information will be included in the staffing dashboard information and presented at regular intervals.

Our recently established **Elected Members Steering Group** is in place to drive the delivery of the Inclusion and Diversity Action plan 2015/16 which includes reviewing workforce profile statistics.

Our in-house **Occupational Health Service** provides referral data across protected characteristics, however this is currently done manually and to improve how we collect and report data, we are currently in the process of establishing computerised mechanisms to do this with a strong emphasis on confidentiality. This will enable us to establish any trends or themes in terms of absence and Health issues. This type of data has not been reported on in the past.

Managers and staff can access our **Employee Assistance Provider** for telephone or face to face counselling. We are currently discussing reporting arrangements relating to take up of services across the protected characteristics. This will be available if we need it for reporting on an adhoc basis, we had it before with Carefirst (our previous provider) and it was reported to the Health and Safety Committee, it wasn't used to inform provision as take up was low at that time and the emphasis was on increasing take up.

Employment Policies and Procedures

We have a wide range of employment policies and practices in place which are promoted to staff from all protected groups for example our **People Resourcing Strategy** which supports our ambition to be an inclusive and diverse organisation and our **Access to Work policy**. Our policies are reviewed on a regular basis and we are currently in discussions with the Trade Unions regarding our new **Dignity at Work Policy** (this replaces our Bullying and Harassment Policy). We promote our policies and practices through a variety of medium including: In-site (intranet), our Essentials email update for all colleagues with network access (approximately 12,000 staff and all 99 elected members), briefing sessions and toolbox talks for colleagues who are not connected electronically. We launched our **Reasonable Adjustment Toolkit** in 2014 at a conference organised by our Disabled Staff Network, attended by 200 managers and supervisors. Our **Staff Networks** play a

vital role in sharing information to colleagues in the workplace through their actual and virtual networks.

We are signed up to the **Mindful Employer Charter** and are committed to supporting our staff. As the city's biggest employer, we put the positive promotion of mental health in the workplace at the heart of our agenda. As part of an ongoing process of embedding the aspirations of the charter, our HR team has also been working closely with Leeds Mind/ WorkPlace Leeds to tackle stigma and address any issues as they arise. Our **Healthy Minds group** was established by a group of colleagues as a self-managing group for colleagues. It creates a virtual and physical space where people with mental health issues can support each other, be informed of mental health-related events and campaigns throughout the City and within the Council, work with other organisations to offer self-help/development learning and training opportunities for Healthy Minds members and signpost Healthy Minds members in need of advice. Members have found the meetings useful from a personal perspective as they have been able to discuss their situation with other people with similar experiences. We held a Mindfulness course for the group which was well received.

Evidence

A Skilled and Committed Workforce – stories (**SD001**)

Elected Members Steering Group (Minutes of meeting and agenda) – Inclusion and Diversity (**NE107 and NE108**)

People Resourcing Strategy (**NE109**)

Access to Work – screen shot and Employers Guide (**NE110, NE111, NE112 and NE113**)

Dignity at Work – Acceptable Standards of Behaviour Policy (**NE114**)

Reasonable adjustment – guidance for managers and supervisors making reasonable adjustments for disabled staff (**NE115, NE116, NE117 and NE118**)

Mindful Employer – Screen shot (**NE119**)

Healthy Minds Group (**NE120**)

Staff engagement

We have traditionally carried out an annual **Employees engagement survey**. The responses from our most recent survey (2014) were analysed against the protected characteristics (this was the first time that staff had been asked to disclose against the protected characteristics). After each survey, individual services establish their own employee engagement plans and actions to address their own specific issues. The 2014 survey indicated that seven out of ten people in the workplace were engaged with the organisation. The next survey is scheduled to take place in December 2015.

Our **staff networks** (LGBT; Women; Disabled and Black and Minority Ethnic and our **Diversity forum**) also provide an opportunity for representatives to consider, advise and influence equality issues and their impact on the council and its workforce.

Evidence

A Skilled and Committed Workforce – stories (**SD001**)

Employees engagement survey 'We're making good progress' (**NE121, NE122 and NE123**)

Disabled Staff Forum – Agenda/terms of reference/minutes of meeting (**NE124, NE125 and NE126**)
Disabled Staff Network – screen shot and agenda examples (**NE127, NE128 and NE129**)

Equal Pay

Pay and terms and conditions of employment for many our employees are determined by the National Joint Council (NJC) for Local Government Services. We have adopted the (national) NJC **job evaluation framework** scheme for posts up to and including PO6, point 49, to ensure that there is a systematic, fair and consistent way of setting salaries, on a recognised salary scale, which is free from gender and other bias. The ongoing maintenance of job evaluation and pay and grading is undertaken jointly with the trade unions.

For JNC posts we use the **Chief Officer Job Evaluation scheme**. This scheme is an analytical-factor and points based scheme which covers all significant features of a job. The factor levels within the scheme represent fair and discrete steps in demand. Posts evaluated using this scheme are also benchmarked across the authority to ensure consistency.

During 2008 we reviewed our **pay and grading structure**, aiming to end any pay inequality at the time and going forwards. Measures have been put in place to monitor this which includes; an annual equal pay audit from which action plans are developed to ensure that the our pay and grading arrangements are both fit for purpose and mitigate the risk of future challenge, risk management and regular assessment of NJC and JNC and wider pay structures which is reported to the Pay Strategy Group. Risk and issues are then escalated as needed to the Council's Leadership Team to determine appropriate mitigation.

The **2015 equal pay audit** is currently underway and a draft **Pay Strategy for 2015** has been written and is awaiting formal approval. We review our risks in relation to equal pay on a quarterly basis considering controls that are in place to prevent pay inequality.

We are a member of a working group commissioned by the **West Yorkshire Combined Authority (WYCA)** to look at how councils could take an innovative approach for addressing the causes and consequences of low pay and associated in-work-poverty. As a consequence we have now signed up to the WYCA Low Pay Charter which sets out how councils in the region can individually and collectively work to ensure that low pay matters are better addressed. It specifically recognises the importance of paying the Living Wage and a wide variety of other non-pay issues that can also improve opportunities, promote fairness and wellbeing and increase engagement with low paid workers. In our refreshed BCP we have included two key performance indicators to help monitor and review progress on these areas throughout 2015/16: 'Begin implementing the WYCA Low Pay Charter' and 'Reduce the number of people working in Leeds who are earning below the Living Wage'

Evidence

Pay Strategy 2015 (**NE130**)
Pay Plan to 2016 (**NE131**)

Best Council Plan – Detailed Objectives 2015/16 **(NE132)**

Harassment and Bullying

Our new **Dignity at work policy** is currently being discussed with the Trade Unions. We do not routinely report on casework data across protected characteristics, as this can cause confidentiality issues. However, we are considering how we can ensure that colleagues across the range of protected characteristics are not disproportionately affected by any of the procedures.

Appraisals

Our **Staff Appraisal scheme** is built on the councils' values and behaviours. Our staff are assessed in terms of their performance and also against the behaviours we expect to see. This year's appraisal cycle includes a specific appraisal objective for Directors which will give them personal accountability for creating a diverse, inclusive workforce supporting our value "Treating People Fairly."

Our **Manager Challenge**, a cultural change programme for 2,500 appraising managers, was launched in 2014 based around the theme of 'doing our best'. This along with our Manager Habits has contributed to a noticeable improvement in our Investors in People results and our employee survey feedback. Phase 2 of the Manager Challenge programme (2015) has inclusion at its heart. Phase 2 kicked off with our 'Give it a go June' initiative, providing an opportunity for all services and managers to try something different (building on our values, behaviours and strong teams as well as having fun).

Our **Awards for Excellence Events** celebrate the exceptional performance and hard work of colleagues (and partners) who pride themselves in delivering high quality services to the people of Leeds. All of our staff are encouraged to take part by nominating colleagues, teams, volunteers and partners who have made a difference.

Evidence:

A Skilled and Committed Workforce – stories **(SD001)**

CLT Report - Manager Challenge 2015 **(NE133, NE134, NE135 and NE136)**

Awards for Excellence 2014 Winners **(NE137 and NE138)**

Learning and Development

Having recognised that that **Equality Training** has generally been under-utilised by managers and staff, we have recently reviewed our equality training provision and set out our proposals for the future which includes a 'blended' approach to learning by providing access to equality and diversity training through different learning approaches such as e-learning, workshops and specialist training.

Our approach to (equality related) learning and development interventions includes:

- Delivery of general equality training on specific issues such as trans awareness
- Delivery of specialist training via an independent organisation and also through our Children's Services

- The Learning Pool Contract, signed 1st April 2015 which allows us to access a range of eLearning tools
- The development of a mandatory e-learning module for all staff (this is already mandatory in Adult Social Care Services)
- Leaders for Leeds breakfast events
- Manager Challenge – bite size development sessions

Migration Yorkshire secured funding for their Integration Up North training programme (2014-2015). This focused on improving and mainstreaming the integration of Third Country Nationals through fifteen training sessions delivered to authorities across the region. The session delivered in Leeds was targeted at frontline staff and third sector organisations and focused on migration issues impacting on protected characteristics.

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| <ul style="list-style-type: none">• Equality Board report: equality training (NE139)• Integration up North - Email following the session held on March 19 2015/Evaluation report (NE140 and NE141) |
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Next steps

We were extremely proud of the improvements that we have made to Leeds as a council, place to live and to the services delivered across our city since 2011. However, we know that these improvements are part of a continual journey. Equality is at the heart of our six key objectives which are set out in our Best Council Plan and will be delivered through our break through projects and other initiatives. Our specific focus for 2015/16 includes:

Our focus for the 2015/16 includes:

- Delivering a Council Tax Support Scheme that helps people into work
- Further joining up health and social cares services and meeting new Care Act 2014 duties
- Delivering housing growth and meeting housing needs
- Promoting community committees and the role of community champions
- Continuing focus on helping all children to be healthy, safe from harm and to progress and achieve at school
- Establishing new integrated sexual health service and new drug and alcohol treatment services for the city
- Expanding services that support families to resolve problems impacting on the welfare of children using £4.8m national funding attracted from Innovation Fund
- Reducing the council's workforce by the equivalent of 400 full-time staff
- Improving customer access to Council services
- Promoting good mental health
- Securing investment, delivering economic growth, new jobs and development in the Aire Valley Enterprise Zone
- Rolling out city network of community hubs, joining up services to tackle inequality

In addition, the framework has highlighted some areas of improvement such as the challenges presented in relation to our information sharing policies and practices and the changing profile of Leeds which has contributed to a workforce which is no longer representative of our communities as outlined earlier in the document, plans are in place to address the areas which require improvement.