

Leeds City Council – our ongoing improvement journey

Self-assessment



**Equality framework for local government
November 2015**

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<p>Knowing your communities</p>	<p>3.1 A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area.</p> <p>Leeds Observatory http://observatory.leeds.gov.uk/</p> <p>Strategic Needs Assessments (see narrative) Evidence: <ul style="list-style-type: none"> - Staff story of how JSNA will make a difference (SaE001) - Joint Strategic Needs Assessment 2015 (draft) (NE001) </p> <p>State of the City (narrative pg5) Evidence: <ul style="list-style-type: none"> - State of the City 2012 (NE002) - State of the City 2013/14 – emerging key issues (NE003) </p> <p>Data mill (see narrative)</p> <p>Equality monitoring (see narrative) Corporate approach to equality monitoring: services; functions; employment set out in guidance Evidence: <ul style="list-style-type: none"> - Equality monitoring guidance (SaE002) - Story – allotments equality monitoring (SD001) </p> <p>Customer Services – complaints process Complaints process is in place that includes equality analysis of the nature of complaint Case conferences are arranged, as appropriate to ensure equality is considered appropriately Evidence: <ul style="list-style-type: none"> - Complaints Case Conferences CSB January 2013 (SaE003) - Equality complaints CSB report July 2010 (SaE004) - Equality complaints process flowchart (SaE005) </p> <p>Migration Yorkshire (see narrative)</p>
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Knowing your communities	<p>Evidence:</p> <ul style="list-style-type: none"> - Leeds, Local Migration Profile – summary (NE009) - Introduction to Integration up North (NE010) - Email message of IUN evaluation (NE011) - Flyer and agenda for Integration up North session (NE012 and NE013) - Roma matrix screen shot (NE0014) - Roma matrix update (NE0015) - Migration Yorkshire – information pack (SaE006) - TOR Strategic Migration Group (SaE007) - TOR Sub Regional Strategic Migration Group (SaE008) - Evaluation of IUN session (SaE009) - Email screen catch for training numbers (SaE010) - Report – what has happened to our volunteers (volunteers for the Integration up North project) (SaE011) <p>Adult Social Care presently have operational and financial data bases (SIEBEL and ESCR) that collect basic demographic data as well as specific data in relation to need, for example, analysis indicates that Muslim communities are under-represented in accessing residential care. However, these communities are more willing and likely to use personalisation or homecare services to meet their needs. Client Information System (CIS) and the Care Act will require ASC to collect data on new groups such as carers and self-funders. Data used to identify need is not published but aggregated data is published as appropriate</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Access and Care Team level report (SaE012) <p>Customer services – data collection</p> <p>Customer service uses Siebel to collect data intelligence of customers, queries, and location. This intelligence is analysed to identify trends and issues which are used to improve service provision across the organisation. Equality monitoring data is not collected through all contact with the contact centre, rather Customer Service undertake targeted equality monitoring collection in complaints process</p> <p>For example: one query by one customer in one area about bins would indicate an individual query, however a number of queries about the same issue in the same area could indicate a problem. In the example of bin, Customer Service noticed that they were receiving a number of calls in one area of the city, where people were complaining of damaged bins. Each call was responded to individually and the customer sign posted to the appropriate service. In addition, as the trend was identified this was escalated to the appropriate team with a view to improving the wider customer experience not just individual experiences</p>
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<p>Knowing your communities</p>	<p>Academy – data collection system for benefits that is analysed and used to identify trends, for example caseload has become complex Evidence: <ul style="list-style-type: none"> - Housing benefit and council tax benefit caseload by ethnicity (SaE013) - Pensioner or working age caseload (SaE014) </p> <p>Community Insight is being used to inform service provision – see responsive services 3.15-3.18 for examples</p> <p>Services link to other intelligence for example: Community Safety link into police intelligence for information about domestic violence</p> <p>Locality information There is locality working to improve the council’s responsiveness to local communities and to develop partnership working within localities to deliver better outcomes for local people. Locality Teams use national, regional and city wide data and information to set local priorities, for examples census, observatory and data mill. A number of different ways are used to gain a local perspective 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.</p> <p>Evidence: <ul style="list-style-type: none"> - Stories – locality case studies (SD001) - Area Committee annual report 2013-2014 (SaE015) </p> <p>Hate Incident Reporting Approach to hate crime reporting, reduction and prevention is in place Evidence: <ul style="list-style-type: none"> - Hate Crime Strategy (SaE016) - Article about the Hate Crime Charter (SaE017) - Screen catch of Stop Hate UK blog (SaE018) - Stop Hate UK blog 2015 (SaE019) </p> <p>Amplify Leeds A relatively recent partnership between the council, the Young Foundation and Joseph Rowntree Foundation with a view to helping transform the city by changing our relationship with the citizens of Leeds and how we design and deliver services. Evidence:</p>
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Knowing your communities	
	<ul style="list-style-type: none"> - Email text to share ideas of the initiative and gain interest from others (SaE020) - Summary of the Amplify Leeds programme (SaE021)
<p>3.2 Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions. Performance is monitored against equality objectives and outcomes Including commissioned services, and with key health partners and other stakeholders.</p>	<p>Strategic approach to considering equality (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Equality and Diversity Policy (SaE022) - Equality impact assessment guidance (SaE023) - Organisational change equality impact assessment guidance (SaE024) - Equality monitoring guidance (as at 3.1) - Equality Improvement Priorities 2011-2015 (NE006) - Equality annual update 2012/13 (SaE025) - Equality annual update 2013/14 (NE063) <p>(2014/15 annual update report will be available September 2015)</p> <p>Performance framework (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Best Council Plan 2015-2020 (NE004) - Best Council Plan 2015-2020 summary (NE005) - BCP equality impact assessment screening (NE007) - BCP score card for CLT (NE008) - Leeds 2030 Vision for Leeds 2011 – 2030 (NE030) - Methodology for equality and consultation indicators (NE031) - BCP 2013-17 updated final (SaE026) - BCP implementation report CLT (SaE027) - Executive Board BCP report 190613 (SaE028) - Executive Board BCP 250614 (SaE029) - Executive Board minutes 190613 (SaE030) - Executive Board minutes 250614 (SaE031) - Full Council BCP report 010713 (SaE032) - Full council minutes 010713 (SaE033) - Annual performance report 2014-2015 for the Best Council Plan – available late July 2015 - Performance Management Framework diagram - due later 2015 <p>Research (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Places of Worship story (SD001) - Places of Worship conference announcement (SaE034)

Knowing your communities	
	<ul style="list-style-type: none"> - Public Health and Places of Worship interim report 2014 (SaE035) - Places of Worship practice data (SaE036)
<p>3.3 Partners are able to identify changes in community profiles, needs and outcomes and adjust equality priorities accordingly</p>	<p>Partners are able to access Leeds Observatory – see 3.1</p> <p>Range of partnerships (see narrative) Public Health consultants have:</p> <ul style="list-style-type: none"> - given presentations on JSNA data especially area profiles to the Area Committees (now Community Committees) - as members of CCG boards, share information about community health needs <p>Information sharing policy and practice (see narrative) Partners encouraged to use the range of characteristics for equality monitoring the council uses to help assess need</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Equality monitoring guidance – see 3.1 <p>Sharing information....not just about what the council shares with other but also what others share with the council. For example: Migrant Third Sector organisations sharing information about people using their services to help inform JSNA</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Information Sharing Policy (NE016) - Email request for community insight (NE017)

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<p>Place shaping, leadership, partnership and organisational commitment</p>	<p>Comments</p>
<p>3.4 The organisation is able to show how they have made sure that even when making difficult decisions they continue to have clearly articulated and meaningful commitment to equality. Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.</p>	<p>Strategic approach to considering equality – in place and referenced at 3.2</p> <p>Due regard to equality on key decisions, for example:</p> <ul style="list-style-type: none"> - In developing the West Yorkshire Combined Authority - Budget proposals each year and this year includes proposals for fees <p>Evidence:</p> <ul style="list-style-type: none"> - Budget proposal 2015 report (SaE037) - Budget equality impact assessment (SaE038) - Budget consultation report (SaE039) <p>Equality Improvement Priorities (see narrative) Evidence for these referenced at 3.2</p> <p>Leadership commitment (see narrative)</p> <ul style="list-style-type: none"> - blog by Tom Riordan, Chief Executive (NE018) - memorial symposium – David Oluwale by Councillor Wakefield (NE026) <p>Key decision making Structures in place to assist elected members to make decisions and to facilitate citizens to influence these. This includes Community Committees Evidence:</p> <ul style="list-style-type: none"> - Council, Committees and Boards briefing paper (SaE040) <p>Member Champions (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Member Champions storyboard (SD001) - Terms of reference Member Champions working group (NE019) - Agenda 24 March 2015 (SaE041) - Notes of Member Champions working group – December 2014 (SaE042) <p>Member Development (see narrative) Evidence:</p>

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	<ul style="list-style-type: none"> - Equality briefing for new members following 2014 elections (NE021) - Introduction to Member Development (NE022) <p>Governance arrangements in place:</p> <ul style="list-style-type: none"> - Corporate Leadership Team - Executive Board - members - Senior Leadership Teams across directorates - Scrutiny - members - Equality Board – chaired by Ass. Chief Executive (Citizens and Communities) - Communities Board – chaired by Councillor Gruen - Health and Well Being Board – chaired by Councillor Mulherin <p>Evidence:</p> <ul style="list-style-type: none"> - Terms of Reference for Equality Board (SaE043) - Communities Strategic Partnership Board Terms of Reference (SaE044) - Equality Governance report for CLT (SaE045) <p>Breakthrough projects (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - List the Breakthrough projects (SaE046) <p>Consultation (VAL3) and equality (VAL4) performance indicators (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - requirements for decision reports meeting VAL3 and VAL4 (NE031) - score for 2014/15 (NE032) - report setting out future proposal agreed at Equality Board in May 2015 (NE033) <p>Making difficult decisions (see narrative)</p> <p>Better lives for older people future options for long term residential and day care services – storyboard (SD001)</p> <ul style="list-style-type: none"> - Equality impact assessment (SaE047) - Scrutiny report (SaE048) <p>An example of commitment to equality demonstrated by Ian Cameron, Director of Public Health through workshop focussing on equality and diversity, for all public health staff (including those within administration)</p> <p>Evidence: workshop presentation (SaE049)</p>

Place shaping, leadership, partnership and organisational commitment	Comments
<p>3.5 The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis. Decision makers in the organisation are active in driving the equality agenda forward.</p>	<p>Community Committees The new Community Committees are an essential part of our local democracy. There are ten Community Committees covering the whole of the Leeds district. They work with local resident, the Third sector and businesses to ensure the services delivered by the council are delivered in a targeted way and to a high standard. Evidence: - Area Committee’s Annual report 2013/2014 – see 3.1</p> <p>Community Committee Champions (see narrative) Evidence: - background information (NE023) - evaluation 2015 (NE024) - implementation of Community Committee Champion evaluation recommendations (NE025)</p> <p>Citizens@Leeds (see narrative) Evidence: - Citizens @Leeds – priorities for 2015/16 (SaE050)</p> <p>Performance framework in place at all levels of the organisation – see 3.2</p> <p>Poverty and inequalities is reflected within council strategic priorities, for example, within the Best Council Business Plan and as a strap-line for the Joint Health and Well Being Strategy ‘improving the health of the poorest fastest’ Evidence: - Best Council Plan see 3.2 - Supporting communities and tackling poverty report (NE080) - Health and Wellbeing Strategy (SaE051)</p> <p>Council ambition and core values in place: Our Ambition “To be the best city council in the UK” Evidence: Welcome pack (SaE052)</p> <p>Partnerships (see narrative) Evidence: - Terms of Reference for Leeds Migration Partnership (NE034)</p>

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	<ul style="list-style-type: none"> - action plan for Leeds Migration Partnership (NE035) - Preventing destitution roundtable discussion – poster and action plan (NE037 and NE039) - Message of support from Councillor Wakefield to End Asylum Destitution (NE038) - Migration update for CLT (SaE053) - LMP update for Cross Council Migration Meeting (SaE054) - minutes for LMP (SaE055) - minutes for CCMM (SaE056) - Action Against Asylum Homelessness conference agenda (SaE057) <p>Leeds City Wide Equality Network (see narrative)– sharing information, ideas and notable practice across public sector organisations Evidence: Terms of Reference (NE036)</p> <p>Leeds Third Sector Partnership is an established part of the city leadership and partnership arrangements.</p> <ul style="list-style-type: none"> - Public sector and third sector partners come together around the shared commitment to maintain and develop a thriving third sector. There is recognition that the sector has a key role to play in delivering the City ambitions. The Partners aim to build coherence and added value as they share information, provide comment, challenge and where appropriate steer on the policies, strategies, investments and actions that impact on the third sector. - Leeds Third Sector Partnership (TSP) held its inaugural meeting in March 2011. It meets 6 times in each year and is chaired by a Councillor who is designated as the Council’s third sector Member Lead. An Executive Board elected member maintains oversight and acts as the Strategic Member Lead. The Assistant Chief Executive attends in his role as the council’s Officer Lead and Champion. - Third Sector Leeds (the sector strategic federation) send 5 or 6 advocates reflecting key third sector areas of activity and interest, including small groups and minority communities. In addition to the Council, NHS, Universities and Police colleagues attend from the public sector. <p>Evidence:</p> <ul style="list-style-type: none"> - Approved Compact for Leeds (NE040) - Leeds Third Sector Ambition Statement (NE041) - Background and agenda (NE042) - Third Sector event – Facilitators brief (SaE058) - Third Sector event – Roundtable discussion themes (SaE059) - Lead and facilitators (SaE060)

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	<ul style="list-style-type: none"> - Third Sector Leeds Assembly 2 March 2015 initial findings (SaE061) - Third Sector Budget presentation (SaE062) - Sharing information about grants email (SaE063) - Leeds refugee Forum workshop flyer (SaE064) <p>Poverty Truth Challenge (see narrative)</p> <p>Challenge events (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - LGBT challenge event outline (SaE065) - Older people's challenge event summary (SaE066) - Leeds Challenge event 2013 – feedback (SaE067) <p>Tenant empowerment story</p> <p>Three examples of Housing services projects to support and empower tenants where they have identified issues they wish to deal with</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Tenant empowerment story (SD001) - Football coaching email (SaE068) - Football coaching project on the terminus Halton Moor (SaE069) - Halton Moor youth distraction (SaE070) - Group photograph with the Police Commissioner (SaE071) - Pilot project to provide free Wi-Fi to residents living in LCC tower blocks (SaE072) - Photograph of Vintage Digital Tea Party (SaE073) - Video and facebook post of parenting programme (SaE074)
<p>3.6 The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.</p>	<p>Child Friendly City (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Story: Mayor for the day (SD001) - Child Friendly City narrative (SaE075) - Poster: 12 wishes for a Child Friendly Leeds (SaE076) - Leeds Children's Mayor for the Day winner (SaE077)

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	<p>Takeover Day (see narrative). Evidence:</p> <ul style="list-style-type: none"> - Student takeover day story (SD001) - News article (SaE078) - Takeover day 2014 feedback (SaE079) - Recruiting children and young people for your takeover activity – application form (SaE080) <p>LGBT Friendly City (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Making Leeds an LGBT Friendly City update report May 2015 (NE043) - Executive Board report October 2012 (SaE081) - Story: Transtastic and Out 2 18 (SD001) - Transtastic and Out 2 18 personal testimonies (SaE082) - Example of a completed needs assessment (SaE083) - Poster: Transtastic (SaE084) - Poster: Out 2 18 (SaE085) <p>Leeds Carers Charter(see narrative) Evidence:</p> <ul style="list-style-type: none"> - Charter (NE044) - Carers Strategy (NE045) <p>Every Disabled Child Matters Charter (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Charter (NE046) - Action plan (NE047) - Every Disabled Child Matters story (SD001) - Report to Complex Needs Partnership Board (SaE086) - Report appendix 1 – first draft responses to EDCM charter commitments (SaE087) - Report appendix 2 – contextual information to support Leeds response to the LA EDCM charter (SaE088) - Leeds SEND strategy (draft) (SaE089) - Access and Inclusion Policy (SaE090)

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	<p>Tackling Financial Hardship (see narrative) Evidence: - Discretionary Housing Payment report (SaE091)</p> <p>Family First Programme Evidence: - One minute guide (NE049) - Families First – performance update and highlights (NE050) - Case study on health for all (NE051) - Domestic violence story (SD001) - Understanding troubled families (SaE092) - DCLG transformation bid (SaE093)</p> <p>Back to Front Evidence: Back to Front story (SD001)</p>
<p>3.7 The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.</p>	<p>Core Cities...networks (see narrative) Evidence: - Email exchange re: equality improvement priorities (NE052)</p> <p>Scrutiny of the equality impact assessment process Evidence: - Scrutiny story (SD001) - Scrutiny final report (NE053)</p> <p>Children’s services Ofsted report 2015 (see narrative) Evidence: - Full report (NE054) - Press article (NE055)</p> <p>Customer Service Excellence (see narrative) Evidence: - Assessment Report Customer Service excellence (NE056 and NE083) - Customer Service Excellence feedback – email message (NE084)</p>

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	<p>Attitudes is everything (see narrative) Evidence: - Classical Fantasia submission (NE057 and NE058)</p> <p>Public Health share good practice at a local, regional and national level through: - speaking at conferences - attending/ hosting events Evidence: Public Health Newsletter (SaE094)</p> <p>Covenant between Religion or Belief organisations and Leeds City Council (see narrative) Evidence: - Final covenant for engagement Leeds (NE061) - Executive Board report re: covenant (NE062) - Religion or Belief Covenant story (SD001) - Report: taking Religion or Belief seriously: the challenge for LCC (SaE095)</p> <p>Housing Leeds Previously Leeds council houses were managed by three Arm’s Length Management Organisations (ALMOs). Each ALMO was assessed by the Social Housing Equality Framework (SHEF) in 2012 and each was accredited with “Excellence”. Action plans were completed by the ALMOs to address the improvements identified by the SHEF. The ALMOs were brought back into the council as of October 2013 and renamed Housing Leeds. The ALMOs’ SHEFs have been used as a good benchmark for Housing Leeds, it has allowed for us to identify good practice as well as ways to develop and help embed equality and diversity internally and externally. Working closely with LCC corporate Communities team has enabled Housing Leeds to develop good working relationships and forge links with other partners (e.g. staff groups, Universities) and contribute to the city’s equality priorities.</p> <p>Evidence: - Housing Leeds equality and diversity on a page (SaE096) - Housing Leeds equality and diversity action plan (SaE097) - AVH Everyday equality action plan for Aspire (SaE098) - AVH SHEF excellent level report (SaE099) - ENE Homes SHEF report (SaE100) - WNW Homes SHEF report (SaE101)</p>

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	<ul style="list-style-type: none"> - WNW Homes 2012-13 report (SaE102) - WNW Homes SHEF action plan (SaE103) <p>Commission on Religion or Belief in British Public Life: community, diversity and the common good Leeds features as one of five locally arranged hearings – others being: Belfast; Cardiff; Glasgow and Leicester. The final report will be published late spring/summer</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Commission information statement (SaE104) - Programme for local hearings (SaE105) - Religion in Leeds brief (SaE106) - Commission on Religion or Belief in British Public Life – consultation (SaE107)
<p>3.8 Through effective and consistent communications the organisation has gained a reputation within the community and with all partners for championing and improving equality outcomes, balancing competing interests and fostering good relations.</p>	<p>Annual reporting</p> <ul style="list-style-type: none"> - Equality and Diversity Annual update (NE063) - State of the City Report – see 3.2 - Best Council Plan update – see 3.2 <p>Communications</p> <p>Story ‘I have a better life....because of a blog’ (SD001)</p> <p>See 3.15 for further information about the website and accessibility</p> <p>Leeds Local Account (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Local Account 2014 to 2015 (NE064) - Learning Disability Community Support newsletter and video version (SaE108) http://www.leeds.gov.uk/residents/Pages/LDCSS-newsletters.aspx <p>The Director of Public Health annual report (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Director of Public Health’s report: Protecting Health in Leeds 2013 (NE065) - 2014/5 report available October 2015 <p>International days</p> <p>Evidence:</p>

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	<ul style="list-style-type: none"> - International Day of Older people celebration week evaluation 2014 (NE066) - International Day of Disabled People – story (SD001) - International Day of Disabled People storyboard (SaE109) - International Day of Older people 2014 – summary of community events (SaE110) - Flyers for events at the museum (SaE111, SaE112 and SaE113) <p>Rise of social media use in housing – story about how the use of social media has made a difference to communicating and interacting with tenants (SD001)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Housing Leeds – publicity card (SaE114) - Examples of using social media (SaE115) - Message re: ‘Likes’ (SaE116) - Housing day (SaE117) <p>Financial Inclusion</p> <p>Since early in 2003 Leeds has been developing a strategy to tackle financial exclusion in the city and put in place mechanisms to assist people and provide an alternative to high interest lenders and loan sharks. A joint campaign with Leeds City Council, voluntary, private and public sector partners that has cross party support. The council was awarded beacon status under the theme ‘promoting financial inclusion and tackling over indebtedness’. Beacon status is granted to those councils that demonstrate a clear vision, excellent services and a willingness to innovate within a specific theme. Selected beacon authorities are urged to use their expertise to help other authorities improve. Advice Services – impact and response to change in advice provision to refugees and asylum seekers following the review of the Home Office contract in April 2014 – work in progress. The Financial Inclusion partnership has a number of projects they are currently delivering.</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Financial Inclusion Initiatives – partnership working with LCC and Third sector (NE048) - Financial Inclusion Steering Group terms of reference (SaE118) - Overcoming financial difficulty – guide to service providers across Leeds (SaE119) - Screen shot – alternatives to pay day lending (SaE120) - Leeds City Credit Union (SaE121) - Work of the Loan Shark Team in Leeds (SaE122) - Capping the cost of credit (SaE123) - Get online booklet (SaE124)

Place shaping, leadership, partnership and organisational commitment	Comments
<p>3.9 The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.</p>	<p>Procurement and Commissioning</p> <p>Monitoring provision by supplier and client</p> <p>The Leeds City Council Equality and Diversity Policy 2011-15 aims include that: our partnership and contract arrangements promote equality of opportunity (this policy applies to all contractors and sub-contractors). The Leeds City Council’s procurement policy states that: “6.3.3 We will consider equality and diversity as an integral element of each of our categories and procurements, in line with the council’s wider policy on equality and diversity.” The Council’s PPPU and Procurement Unit has developed an Equality toolkit and workshop pack which is utilised on every procurement and considered when looking at any proposals in relation to procured or commissioned services. Training on this toolkit was delivered to staff within Procurement and PPPU in September 2014. This toolkit ensures that at the following stages Equality and Diversity is incorporated into the assessment and selection of partner and supplier organisations:</p> <p>Pre-tender stages – LCC use the Equality, Diversity and Cohesion Impact Assessment process to assess how well it has been incorporated in any decision making.</p> <p>Tender selection – LCC use the PQQ section on Equal opportunities policies to assess suppliers. If they do not pass this section then they do not get shortlisted for the tender stage.</p> <p>Tender award – As part of the tender evaluation there are questions included in interview or the actual tender which ask directly about equality and diversity.</p> <p>The Council has also strengthened equality and diversity considerations within contracts by including it as part of the Contract Management Plan that focuses specifically on the contract specification.</p> <p>The standard specification used in contracts also has a clause stating that ‘all providers will give due regard to equality and diversity’.</p> <p>In March 2014 the Procurement Unit/PPPU received additional recognition from Stonewall for our approach to equality in procurement and is now included in Stonewall’s good practice handbook:</p> <p>“Leeds City Council’s policy on equality in procurement clearly states that ‘promoting equality and diversity through procurement is important and must be considered as an integral part of the contract’. The council has published specific guidance for officers on how to identify equality impacts at the tender scoping stage and how to monitor performance on equality and diversity for the duration of a contract.”</p>

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	<p>Providers meeting the organisations equality objectives and understanding and articulating a commitment to equality</p> <p>Leeds City Council considers whether good practice with respect to equality and diversity including council practice, local / national standards has been applied and asks suppliers to provide tangible examples of how equality and diversity can be addressed in tender documents, specifications and as part of the contract management plan.</p> <p>Example 1 - Green Deal project</p> <p>An example includes the tender documentation that was submitted as part of the Green Deal Invitation to Submit Detailed Solutions (ISDS) stage in early 2014. Equality requirements were included in the template documentation (attached) that was issued during ISDS, and bidders were invited to mark-up the contracts. The final version of the contract, which has this incorporated as a schedule along with the signed deed hence obligating the provider to legally abide by the equality requirements.</p> <p>Example 2 – Drug and Alcohol service</p> <p>Example 3 – Little London, Beeston Hill and Holbeck Housing PFI project</p> <p>During the construction stage of the Housing PFI scheme it has been essential for the Contractor and the internal Council service to communicate effectively with the tenants effected. Communications with tenants have included; tenant newsletter, PLG (Project Liaison Group), tenants choice events, letter drops, Councillor briefings, apprenticeship schemes/fairs and charity events with local schools. These have all been monitored by the Council to ensure the provider adheres to the equality objectives as set out in the contract documentation. The contract monitoring template has also been used during the quarterly monitoring meetings to understand how the provider is actively seeking to be representative of the local demographic area and its protected characteristics.</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Equality and Diversity Procurement Workshop pack (NE067) - Storyboard – identifying and responding to young people’s needs for the development of the Community Drug and Alcohol Service Prevention, Treatment and Recovery session (SD001) Equality impact assessment (SaE125) Drug and Alcohol services – Service user questionnaire (SaE126) Equality requirements (SaE127) Contract terms and conditions (SaE128) - Storyboard – Counselling to parents and carers within Children’s Centre’s (with supporting evidence)

Place shaping, leadership, partnership and organisational commitment	Comments
	<p>(SD001) Market sounding exercise (SaE129) Contract monitoring (SaE130) Contract extract 1 (SaE131) Contract extract 2 (SaE132)</p> <p>Adult Social Care have taken part in a wide range of outcome based surveys that demonstrate the link between procured and contracted services. These include micro commissioning of individual services under personalisation supporting the achievements of individual outcomes Evidence: - PLD newsletter including video version – as at 3.8 - Local Account – see 3.8 - LCC Personal Social Services Adult Social Care survey 2013/14 (SaE133) - Leeds The POET survey – Personal budget recipients (SaE134)</p>
<p>3.10 The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities.</p>	<p>Due regard to equality The equality impact assessment process includes consideration of fostering good relations – see 3.1</p> <p>Partnership working All partnership working is underpinned with principles of fostering good relations</p> <p>Migrant Access Project – See 3.16</p> <p>Area Support – Community Committees The role of the area support team is to:</p> <ul style="list-style-type: none"> • Support the community committees • Bring residents, Councillors, council services and other organisations together to bring improvements to local communities • Work with local people to give them a say in how services are provided in their community • Promote partnership working between the Council and other service providers. • Administer the community committee wellbeing budgets and other funds helping to direct them to projects that will benefit the local area and address local priorities <p>Story – developing positive activities for young people living near Ley Lane Playing Field, Armley (SD001) Evidence:</p>

Place shaping, leadership, partnership and organisational commitment	Comments
	<ul style="list-style-type: none"> - Inner West Community Committee Wellbeing fund project summary (SaE135) - Consultation questionnaire (SaE136) - Consultation results (SaE137) - Fun Day letter (SaE138) - Map of gym equipment for fun day (SaE139) - Fun Day flyer (SaE140) <p>Community Cohesion – learning</p> <p>A discussion took place at the Strategic Communities Partnership Board before Christmas (2014) about its role around community cohesion and how as a city we understand and respond to tensions. We reflected that there was a need to respond immediately to tensions and to continue the focus in order to address any possible resultant ripples. We talked around our belief that Leeds responds well to incidents (both in relation to cohesion and more widely), but we're not really sure how, other than from personal knowledge and experience. The Integration up North project has a consultancy aspect to it which could help us to explore this area further. Discussions with the consultant (Ceri Hutton) indicate we could gain considerable value from getting insight into this. In particular we could use this to help us build resilience which would be of benefit in the future, and potentially help us to increase the pace of building resilience. The project, which has been endorsed by Cllr Gruen and James, is to focus on and analyse our responses to 3 events. It will involve a desk top study, and a small number of individual discussions with key people across the city, and this will inform a think piece. The work will take place in May/June and the 3 areas highlighted for focus are:</p> <ul style="list-style-type: none"> • 7/7 • Non riots of 2012 • Operation Angelstoke <p>Prevent (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Summary of Prevent activities (NE068) - CONTEST: The United Kingdom's Strategy for Countering Terrorism (SaE141) - https://www.gov.uk/government/publications/counter-terrorism-strategy-contest

Involving your communities	Comments
<p>3.11 There are a range of sophisticated engagement structures that result in both formal and informal interactions between the organisation and its diverse communities.</p>	<p>Wide range of mechanisms to consult and engage:</p> <p>European Capital of Culture – should we bid to become European Capital of Culture 2023? (see narrative)</p> <p>Domestic violence (see narrative)</p> <p>Citizen’s Panel – large group of residents that take part in surveys and discussions to inform decision making The citizens’ panel now has over 4000 members. We hold the following information about the members: gender, age, ethnicity, religion or belief, sexuality, disability, employment status, carer, tenure, community committee, ward. We monitor the membership regularly in order to determine where we need to target recruitment.</p> <p>Where we lack membership we target recruitment. If there is still a shortfall we use a satellite approach and approach community organisations to involve their members, with whom they have an established relationship of trust, in consultations.</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Engagement story - Sex Entertainment Venue Policy and Practice (SD001) - Leeds consultations in more detail (SaE142) - Citizens Panel spreadsheet (SaE143) - Citizens Panel communications tracker (SaE144) - Domestic Violence and Abuse baseline survey (SaE145) - City Talking report (SaE146) <p>Consultation and engagement training/ briefing sessions</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Community engagement training story (SD001) - Community engagement training presentation (SaE147) - Training notes (SaE148) <p>Talking Point Talking Point (http://www.leeds.gov.uk/consultations) is an online database that we use to record all our consultation activity. Evidence: Community Engagement Toolkit Guidance (SaE149)</p>

Involving your communities	Comments
	<p>Area Support – Community Committees (as referenced at 3.5 and 3.10) Stories:</p> <ul style="list-style-type: none"> - Welfare Benefits Advice Bangladesh Centre (SD001) - Middleton Skate Park (SD001) <p>Armed Forces Evidence:</p> <ul style="list-style-type: none"> - Copy of the covenant (NE059) - Armed Forces update June 2015 (NE060) <p>Equalities Assembly (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Equalities Assembly Conference 2014 report (NE069) - Equalities Assembly story (SD001) - Equalities Assembly narrative (SaE150) - final report 'Access to Services' workshop (SaE151) - Better Lives flyer (SaE152) - Email message to hubs for 2014 report (SaE153) - Agenda for 2015 conference (SaE154) <p>Key Performance Indicators - measure for consultation and engagement – measured annually – see 3.2</p> <p>Access to services and events Identifying and meeting needs:</p> <ul style="list-style-type: none"> - Individual basis for accessing services - Individual and collective for attending events <p>Take into account, for example:</p> <ul style="list-style-type: none"> - Personal assistance - Language interpreters - Translation - Accessible venues - Location of venues - Access to transport/expenses etc - Different ways of involving/engaging people - Information in alternative formats

Involving your communities	Comments
	<p>Service level consultation and engagement Services use the corporate mechanisms for involving and consulting with people as appropriate. Also use their own mechanisms, for example:</p> <ul style="list-style-type: none"> - Direct contact with existing service users and carers/interested groups – residents of older people’s residential homes - Will set up focus groups to look at specific issues, as they arise – customer services focus groups <p>For example: Adult Social Care stories</p> <ul style="list-style-type: none"> - Older peoples residential/ day care services story – see 3.4 - BME day services story (SD001) – supporting evidence (SaE155) - Homecare services story (SD001) – supporting evidence (SaE156, SaE157 and SaE158) - Mental health services (SD001) – supporting evidence (SaE159 and SaE160) - Health and Wellbeing Hyde Park (SD001) – supporting evidence (SaE161, SaE162 and SaE163) - Social Care Community Forum(SD001)–supporting evidence(SaE164 and SaE165) <p>Translation and Interpretation Team Provision of interpretation and translation services and encouraging non-English speaking residents to learn English and integrate into the communities they live in</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Language Access Provision policy and practice (SaE166) - Policy and practice equality impact assessment (SaE167) - Report to Executive Board re: Language Access Provision Policy (SaE168) - Corporate Leadership Team report re: the policy (SaE169) - Story – Learning English Leeds (SD001) Email ‘Learning English in Leeds website’ (SaE170) Learning English in Leeds presentation (SaE171) Learning English in Leeds Neighbourhood audit Harehills (SaE172) - Story – BSL video interpretation (SD001) <p>Leeds Local Account – see 3.8</p> <p>Control of sexually transmitted diseases - story (see narrative) Evidence:SD001</p> <p>Rainbow Roofs – story highlights the growth and achievements that the tenants group Rainbow Roofs have had since they formed in 2010 (SD001)</p>

Involving your communities	Comments
	<p>Evidence:</p> <ul style="list-style-type: none"> - Rainbow Roofs and meeting with Yorkshire MESMAC (SaE173) - One minute guide – working with LGBT young people (SaE174) - One minute guide – working with transgender young people (SaE175) - Email exchange re housing strategy (SaE176) - Rainbow Roofs staff training (SaE177) - Rainbow Roofs minutes (SaE178) - Rainbow Roofs action plan 2014-15 (SaE179) <p>‘Doing nothing is not an option’ raising awareness of adult safeguarding issues and support available to people within the city</p> <p>Evidence:</p> <ul style="list-style-type: none"> - ‘Doing nothing is not an option’ evaluation and communications update (NE070)
<p>3.12 Communities from across the protected groups are actively participating in and influencing decision making.</p>	<p>Consultation and engagement activities as referenced in 3.11</p> <p>Equalities Assembly as referenced at 3.11</p> <p>Partnership events and initiatives as referenced at 3.5 for Third Sector Leeds and Leeds Migration Partnership</p> <p>As part of the equality impact assessment process as referenced at 3.1</p> <p>For example: Budget proposals and decision making over the last three years have used different ways to consult and engage people to influence the strategic budget decisions – see budget proposals at 3.4</p> <p>Community Hubs Network based approach, created around each Community Committees geographic area and supported by a city centre community hub</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Executive Board report ‘Citizens@Leeds: delivering Community Hubs across the city (SaE180) - Community Hub Pathfinders – key service changes and improvements (SaE181) <p>Pop-up sessions – taking community hubs to communities Armley Community Hub are currently doing 2 pop ups:</p> <p>Stocks Hill Day Centre now known as Stocks Hill Hub. This service offers a range of social and therapeutic activities across Leeds for people with mental health needs. Pop-up sessions are offered once a month.</p>

Involving your communities	Comments
	<p>Monthly sessions at the Leeds West FoodBank at Lower Wortley Methodist Church have recently started and a further pop-up session is to start at Thornton Medical Centre in New Wortley – these sessions will be focused on helping people out of debt and eventually looking at helping people into work. This is supporting the social prescribing service linking people up to non-medical sources of support.</p> <p>Community Centres Ten community centres currently holding public meetings to determine their future. The approach is to provide open meetings and officer contact at the venues under consideration to enable as much attendance and contribution from interested stakeholders as possible. Feedback from these meetings is being collated for analysis to inform decision making.</p> <p>The consultation period has been extended till the end of June 2015</p> <p>Story – Welfare Benefits Advice – running advice surgeries at the Bangladesh Centre in response to specific community needs – see 3.11</p> <p>Hate Crime – story of tenant involvement influencing the increase of reporting of disability, homophobic and transphobic hate crime (SD001)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Hate Crime publicity flyer (SaE182) - Hate Crime conference planning minutes (SaE183) - Screen shot of event posted on twitter (SaE184) - Leeds Challenge Hate Crime event programme (SaE185) - Hate Crime event evaluation report (SaE186) - Email sent to all Housing Leeds staff re: tension monitoring (SaE187) - Screen shot Housing Leeds facebook promoting LGBT hate crime number(SaE188)
<p>3.13 The organisation works to drive improvement in involvement across all partnerships.</p>	<p>Leeds Migration Partnership – see 3.5</p> <p>Third Sector Partnership – see 3.5</p> <p>European Capital of Culture 2023 “The European Capital of Culture is a competition where the winning city becomes the international centre for a year-long European festival taking place all over the city”. The next time a UK city can win it is for 2023. Only a UK city will be able to compete for it in that year as different countries take it in turns. Preparing, bidding for, and, if successful, running a year-long schedule of events will cost Leeds City Council and other stakeholders a</p>

Involving your communities	Comments
	<p>considerable amount of money. However, previous winning UK cities have proved that the amount of money that is invested back into the city far outweighs the initial outlay. Leeds City Council has worked with stakeholders to ascertain if making the bid is a good idea. This includes talking to businesses, organisations and the diverse communities that make up the residents of Leeds. As a key stakeholder, people living in Leeds and organisations working with local people, are integral to the preparation and delivery of the initiative, which must reflect the diverse make-up of the city.</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Executive Board report (NE071) - Summer 2014 child friendly newsletter (NE072) - Citizens Panel Culture survey questions (NE073) - Breeze surveys (NE074) - Breeze video booths (NE075) - Tweets (NE076) - Brief update provided for Leeds Migration Partnership May 2015 (NE077) - Story board – City of Culture (SD001) <p>Legacy of Tour De France and Olympics Presentation attached (SaE189) that outlines preparation for these events and examples of their legacy:</p> <ul style="list-style-type: none"> • Roads and Cycleways - infrastructure: CityConnect Leeds-Bradford cycle superhighway and other improvements • Cycling development - engagement: British Cycling partnership to deliver Skyride and associated initiatives; work place cycle challenge; Bikeweek June 2014; support to clubs; Otley, elite and non-competitive races • Child Friendly Leeds focus: Bikeability training; Secondary School Games including GoRide cycle races; special needs cycle training; promoting the Education Pack for the Tour. <p>Public Health – Public Health consultants organise city wide workshops with Third Sector commissioned services to:</p> <ul style="list-style-type: none"> - share good practice - celebrate success - address common challenges

Involving your communities	Comments
<p>3.14 There is an improvement in the participation rates of under-represented groups in public life. Organisations can demonstrate real improvement rather than just describing their work. The organisation can demonstrate that people across a range of protected characteristics are able to influence decision making.</p>	<p>Volunteer opportunities – helping to build capacity both within the council and within Third Sector organisations. (see 3.20 for the Council’s Volunteering Policy)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Inspire to achieve story (SD001) – supporting evidence (SaE190, SaE191 and SaE192) - Museums and Galleries story (SD001) – supporting evidence (SaE193 and SaE194) <p>Initiative in place to encourage council employees to take up volunteering opportunities and register where they already do this</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Employer Supported Volunteer programme (SaE195) - Poster (SaE196) - Employee testimonies (SaE197) - Volunteering story (SD001) <p>Volunteer support for small organisations – launched January 2015 to enable voluntary or community organisations to access staff within the council for limited and specific skills</p> <p>Evidence: leaflet (SaE198)</p> <p>Month of Volunteering</p> <p>Nationally there is a week of volunteering each year, and this year this falls between 1st – 7th June. Last year Leeds City Council signed up to a campaign to make this a month of volunteering. We are organising a range of activities over this longer period, starting with a formal launch and celebration of volunteering hosted by the Mayor on 14th May 2015, and continuing until 7th June 2015.</p> <p>A small group of volunteer managers, in partnership with Voluntary Action Leeds, are co-ordinating the organisation of a number of events throughout the month; as well as ensuring that what the Council does compliments the work of the Volunteer Centre and other Third Sector organisations. Other activities will include a public showcase of volunteering at Victoria Gardens and an event with third sector organisations specifically aimed at council employee volunteers. As part of the month each member of CLT will participate in a team volunteering activity for themselves and their staff.</p> <p>Independent Visitors Scheme (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Screen catch of advert for recruiting (NE078) - Independent Visitors Scheme advert (NE079) <p>Tenfold – civic involvement (see narrative)</p> <p>Evidence:</p>

Involving your communities	Comments
	<ul style="list-style-type: none"> - article for LGA guidance (SaE199) - supporting photographs (SaE200, SaE201, SaE202 and SaE203) - A5 postcard (SaE204) <p>Student Union Challenge Event Story of how the council worked with Leeds Student Unions to improve the ways students engage with services (SD001) – supporting evidence (SaE205, SaE206 and SaE207)</p>

Responsive services and customer care	Comments
<p>3.15 The organisation can demonstrate improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and can demonstrate how negative impacts have been mitigated.</p>	<p>Customer Access (Council's Citizens@Leeds agenda) – see narrative</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Overview of Customer Access (SaE208) - Citizens@Leeds Service plan (SaE209) <p>Customer Access Strategy is in place and being delivered.</p> <p>Example of engaging with communities – Equalities Assembly conference 2013. Following this an action plan was drawn up and 'you said – we did' messages sent out for all points identified. Customer Services are planning to involve the Equalities Assembly in future initiatives, as appropriate</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Customer Access Strategy 2012-2015 (NE082) - Equalities Assembly report 2013 – see 3.11 <p>Customer Services Excellence – National Standard for Customer Services (see 3.7)</p> <p>Website and InSite accessibility (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Leeds CC Accessibility report 11 December 2013 (NE085) - Leeds CC Intranet Accessibility report 17 December 2013 (NE086) <p>Web chats (see narrative)</p> <p>Online access aim is to provide different ways for people to contact the council, particularly moving people to online access. Other contact options will not be completely removed. The plan is to continue with excellent customer service and help reduce the number of buildings the council has</p> <p>Quality assurance of telephone calls recorded – looking at how equality is integrated within the process in relation to:</p> <ul style="list-style-type: none"> - meeting the needs of customers - nature of the enquiry - responsive and excellent customer care

Responsive services and customer care	Comments
	<p>Volunteer Access Stewards Programme Provision of Volunteer Access Stewards with a quality and enjoyable volunteering experience at Leeds City Council run or organised event – these include outdoor concerts, music and sporting events. These stewards are essential in terms of providing a quality and inclusive experience for disabled customers attending these events</p> <p>Stewards have supported events such as:</p> <ul style="list-style-type: none"> - Tour de France - Classical Fantasia - UB40 - Light Switch on <p>Evidence:</p> <ul style="list-style-type: none"> - Volunteers Kitemark application for Volunteer Access Stewards (SaE210) - Access Stewards storyboard (SD001) <p>LCC Access Officer – a specialist Access Officer who is based in the City Development Directorate. The Access Officer has a broad remit in terms of advising Leeds City Council and providing a service to residents, visitors and customers.</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Access Officer storyboard (SD001) <p>Leeds City Ambassadors (partnership) Volunteers – the council in partnership support a number of events within the city and use volunteers to help these be successful</p> <p>Child Friendly Leeds Ambassadors Raise the profile of Child Friendly Leeds and inspire others to do all they can to make Leeds a better place for children and young people</p> <p>Apprenticeship Ambassadors Current or recently qualified apprentices visit schools, job fairs and events</p> <p>Strategic approach to equality and diversity – as referenced in 3.2</p> <p>Key Performance Indicators measuring performance – see 3.2</p> <p>Provision of Interpretation and Translation – see 3.11</p> <p>English for Leeds – see 3.11</p>

Responsive services and customer care	Comments
	<p>The Employment and Skills Service (see narrative) Evidence: - The Employment and Skills Service addressing inequalities within local communities 2014/15 storyboard (SD001) and supporting evidence (SaE211)</p>
<p>3.16 The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.</p>	<p>Annual reporting Reporting at a strategic level includes: - Equality improvement priorities annual report - State of the City 2013/14 emerging key issues - Best Council Plan update See evidence at 3.8</p> <p>Performance framework in place, see 3.2</p> <p>Independent File Auditors Evidence: - LCC Adult Social care case files – an independent audit (NE087) - Individual audit reports: 1: Casefiles (SaE212) 2: Hospitals (SaE213) 3: West (SaE214) 4: South East Area (SaE215) 5: Mental Health Services (SaE216)</p> <p>Suffice – a group of trained ‘experts by experience’ interview service users who have received a service from the Integrated Health and Social Care Team. Part of the assessment is the effectiveness of facilitating the personal outcomes for these service users Evidence: - Suffice project user feedback document (SaE217) - ASC Service User Survey comparison report (SaE218)</p> <p>Stories of outcomes The following are examples of what difference has been made people in Leeds:</p> <p>Migrant Access Project Migrant Access Project provides trained community migrants (Migrant Community Networkers) who speak community languages, to help and empower new arrivals with the correct information that is vital for communities to access services to meet their needs. This project has continued, in part, as a result of inclusion</p>

Responsive services and customer care	Comments
	<p>within the 'achieving excellence' challenge in 2011</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Story Migrant Access Project (SD001) and supporting evidence (SaE219, SaE220, SaE221 and SaE222) <p>Leeds City Credit Union (see narrative)</p> <ul style="list-style-type: none"> - Stories (SD001) - Leeds City Credit Union – about us (SaE223) - Screen catch of Leeds City Credit Union (SaE224) <p>Tobacco control interventions with specific communities (SD001)</p> <p>Community Hubs examples of where locating services together has helped to make a difference to customers:</p> <ul style="list-style-type: none"> - 2 year old Early Education provision (SD001) - POMOC (SD001) - Forced marriages (SD001) - Use of libraries (SD001) - St George's Centre (SD001) – supporting evidence (SaE225) - Armley Caring Dads – leaflet (SaE226) <p>Local Welfare Support Scheme (LWSS) – (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Local Welfare Support Scheme story (SD001) - Local Welfare Support Scheme storyboard (SaE227) - Local Welfare Support Scheme leaflet (SaE228) <p>Civic Enterprise Leeds – group of services which provide direct services across the council and externally. Stories from Passenger Transport and Catering Services (SD001) – supporting evidence (SaE229)</p> <p>Housing Leeds – managing and maintaining council houses and supporting community involvement</p> <ul style="list-style-type: none"> - Story – Multi Storey Flats customer support in response to impact of under occupancy charge (SD001) Discretionary Housing Payment (DHP) Multi Storey Flats Customer Support Projects (SaE230) DHP project evaluation report (SaE231) Tenant survey – DHP MSF project – initial survey form (SaE232) Tenant survey – DHP MSF project – closing survey form (SaE233)

Responsive services and customer care	Comments
	<p>Activity agreement form (SaE234)</p> <p>Citizens@Leeds – Responsive to the needs of local communities (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Citizens@leeds service plan – see 3.15 - Supporting Communities and Tackling Poverty report (NE080)
<p>3.17 There is increased satisfaction with services amongst all users, including those with protected characteristics.</p>	<p>Customer Services Excellence – (see narrative) See examples of stories achieving outcomes at 3.16 (SD001)</p> <p>Customer Services Complaints – see 3.1</p> <p>Citizens panel and satisfaction Customer Services used the Citizens Panel in 2013 to assess customer satisfaction and help them identify improvements to the service. Key areas they looked at were:</p> <ul style="list-style-type: none"> - Customer contact - Queries resolved - Customer satisfaction - Differences between equality characteristics <p>A couple of key things they found out were:</p> <ul style="list-style-type: none"> - Retired people generally found it easy to contact the service but were not satisfied - Disabled people generally found it harder to contact the service but were satisfied
<p>3.18 The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.</p>	<p>Corporate Leadership Team (CLT) themed sessions (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Feedback from themed CLT meeting June 2014 (NE027) - Human Trafficking report to CLT August 2014 (NE028) - Response to email request for outcomes of CLT themed sessions June 2015 (NE029) <p>Safeguarding adults, children and young people There is an overarching approach to safeguarding adults, children and young people across the council. Specific policy and practice in place within Adult Social Care and Children’s Services. Plus West Yorkshire partnership policy and practice for safeguarding adult. Evidence:</p> <ul style="list-style-type: none"> - Story – Equality – child sexual exploitation and taxi licensing (SD001) Executive Board report – Safe Guarding Taxi and Private Hire Licensing (SaE235) Notes of safeguarding meeting (SaE236)

Responsive services and customer care	Comments
	<p>Questions/ actions in relation to taxi drivers and child sexual exploitation (SaE237) Safeguarding lead officer report (Blast) (SaE238) Taxi licensing newsletter with a focus on safeguarding (SaE239) - Story – equality and female genital mutilation (SD001) Migrant Third Sector report (SaE221) Black Health Initiative FGM evaluation research report (SaE240) Bullet point for Tom Riordan for NHS conference in Leeds (SaE241) One Minute Guide – fgm (SaE242) Safeguarding lead officer report (SaE243) - Story – equality and safeguarding (SD001) Combatting Modern day slavery in Leeds – a strategy(NE081) Cross Council Safeguarding Group agenda (SaE244)</p> <p>Domestic Violence Vision Our vision is that Leeds is a city that has a zero tolerance approach to domestic violence and abuse, where individuals, families and communities are supported to reach their potential and lead safer, healthier and happier lives.</p> <p>Aim In September 2013, the Safer Leeds Executive agreed a single priority for its domestic violence and abuse work in Leeds ‘to reduce the prevalence and impact of domestic violence and abuse’</p> <p>Leeds has developed and implemented Safer Leeds Domestic Violence Quality Mark – minimum standards that are used to quality assure services’ responses to victims, children and perpetrators to ensure consistent and high quality service provision to women, children and men affected by domestic violence. There is standard and customised quality mark in place, of which the customised include standards for private organisations and clusters. A quality mark aimed at GP’s is currently being developed</p> <p>Caring dads – an initiative within Leeds to increase interventions among men who are fathers and who are posing a risk to their families.</p> <p>Domestic Violence Homicide reviews – We have had our first Domestic Homicide Review approved by the Home Office. Lessons learned have already been rolled out through briefings and integrated into existing domestic violence training</p> <p>Evidence: - Leeds Domestic Violence and Abuse strategy and action plan 2014-2015 (SaE245)</p>

Responsive services and customer care	Comments
	<ul style="list-style-type: none"> - Safer Leeds Domestic Violence Quality Mark 2015 (SaE246) - Caring dads: helping fathers value their children – evaluation of the pilot study (this doesn't currently include the voice of children but this is being considered for the future) (SaE247) - Caring dads evaluation taster – comments from fathers/ facilitators/ partners (SaE248) - Domestic Violence Homicide Review information (SaE249) - Domestic Violence Homicide Report 2015 (SaE250) <p>Hate Incident Reporting – Children's services Revised approach for reporting hate incidents in schools and other children's settings Evidence:</p> <ul style="list-style-type: none"> - Story - Hate Incident Reporting Systems for schools and children's settings in Leeds (SD001) - Hate Incident Monitoring in schools task and finish group notes (SaE251) - Children's Services Equality and Diversity Board meeting agenda (SaE252 and SaE253) - Hate Incident Reporting Sheets (SaE254) - Hate Incident Reporting guidance (SaE255) - School and Children's settings Hate Incident Reporting overview (SaE256) - One minute guide (SaE257) - Anti-bullying conference poster (SaE258) - Leeds Hate Crime quarterly report (SaE259)

**Excellent
Making a difference**

A skilled and committed workforce	Comments
<p>3.19 The organisation's workforce profile (including the profile of major providers of commissioned services) broadly reflects the community it serves/local labour market.</p>	<p>Workforce data (see narrative) Recent Stonewall feedback stated that our community engagement is good. Evidence:</p> <ul style="list-style-type: none"> - Workforce profile as at 1 April 2015 (Excluding ELI leavers) (NE088) - CLT report census comparison (NE089) - Equality scorecard analysis report – quarter 4 2013-14 (NE090) - Equality score card quarter 4 (NE091) - Equality score card data (NE092) - Equality and Diversity dashboard (NE093) - Inclusion and Diversity action plan (NE094) - Equality and Diversity in the workplace CLT report (NE095) - Equality data LCC directorate breakdown (SaE260) - Stonewall Index 2014 – HR Leadership Team update report (SaE261) <p>Occupational Health Service (see narrative)</p> <p>Employee Assistance Provider (see narrative)</p>
<p>3.20 Prioritised equality outcomes for the whole workforce are being achieved.</p>	<p>The Council has workforce Equality priorities within its Equality Improvement Plan. These are currently being reviewed as part of the overall Best Council Plan refresh 2015-2020 – see evidence at 3.2 Evidence:</p> <ul style="list-style-type: none"> - Employment and training equality improvement priorities 2015-2018 (SaE262) <p>The Council is currently developing a Career Family approach to job roles and person specifications which will create more generic competencies and provide development and promotion opportunities within these families. Evidence:</p> <ul style="list-style-type: none"> - Career Families in Leeds Corporate Leadership team update (SaE263) - Career Families in Leeds HR Leadership team update (SaE264) <p>Mentoring (see narrative) The Disabled staff network has also developed a mentoring scheme specifically for Disabled staff who work for Leeds City Council called Inspire Evidence:</p> <ul style="list-style-type: none"> - Insite screen shot for mentoring (NE097) - Letter inviting mentor to join Inspire (NE098)

A skilled and committed workforce	Comments
	<ul style="list-style-type: none"> - Story – mentoring and the difference it has made (SD001) - Story – mentee disabled mentoring (SD001) <p>Volunteering – Up to 10 hours a year is given to all staff to volunteer in the community – see evidence at 3.14 Evidence:</p> <ul style="list-style-type: none"> - Volunteering and diversity – Alex’s story (SD001) <p>The Council has a full suite of Flexible working Policies. These are to be reviewed to ensure they meet the needs of the organisation and the workforce. Evidence:</p> <ul style="list-style-type: none"> - An overview of flexible working (NE106) <p>Changing the Workplace (see narrative) Collective Bargaining Framework (see narrative) Step up programme (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - HR Leadership Team Step up update (NE099) <p>Emerging Leaders (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Emerging leaders screen shot (NE100) - Emerging leaders – who we are (SaE265) <p>Care2Work scheme (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Employability Support work plan (NE101) - Poster ‘Ready for Work’ (NE102) - Work experience programme (NE103) - Care2Work story (NE104) <p>Work opportunities (see narrative)</p> <p>Schools mentoring (see narrative) Evidence:</p> <ul style="list-style-type: none"> - Diverse workforce programme – report (NE105) - Work placements (SaE266) - Graduate programme advert (SaE267)

A skilled and committed workforce	Comments
	<ul style="list-style-type: none"> - Graduate programme analysis (SaE268) - Graduate programme pack (SaE269) - School leavers personal testimony (SaE270) - School and college leavers programme advert (SaE271) - Stories: <ul style="list-style-type: none"> Graduate programme BME testimony (SD001) Graduate programme LGBT testimony (SD001) Graduate programme female testimony (SD001) Graduate programme male testimony (SD001) School leavers story (SD001) Flexible working and reasonable adjustments (SD001) Young people and opportunities story (SD001) Career pathway story (SD001) <p>Leadership development conference (see narrative)</p>
<p>3.21 The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.</p>	<p>Workforce data is collected and analysed and published (see workforce profile at 3.19)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Corporate Leadership Team – workforce profile report February 2013 and November 2015 – see 3.19 - LCC equality data – breakdown by directorate – see 3.19 - Corporate Joint Consultative Committee – update reports (SaE272, SaE273 and SaE274) - Actions currently being delivered and actions we could be taking (SaE275) <p>Elected member steering group</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Members Steering Group terms of reference (NE020) - Agenda for April 2015 (NE107) - Notes of March 2015 meeting (NE108) <p>Learning from others</p> <p>LCC uses opportunities to learn from others to inform equality related activities within the council</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Disability Confident workshop summary (SaE276)
<p>3.22 The organisation has an excellent set of policies and procedures in place which are actively</p>	<p>Wide range of employment policies and practices in place:</p> <ul style="list-style-type: none"> - Recruitment and Selection - Domestic Violence

A skilled and committed workforce	Comments
<p>promoted to staff from all protected groups and used by managers to promote equality.</p>	<ul style="list-style-type: none"> - Grievance - Disciplinary - Bullying at Work - Managing Staff Reductions - Early Leavers Initiative - Transgender toolkit - Occupational health - Reasonable adjustment toolkit - Access to work Guidelines - Maternity and adoption - Shared Parental Leave - Maternity and pregnant workers - Managing attendance <p>A number of these policies are currently being reviewed, for example: the flexible working policies and our Recruitment and selection Code of Practice.</p> <p>We also have a People Resourcing Strategy which supports our ambition to be an Inclusive and diverse organisation.</p> <p>Evidence:</p> <ul style="list-style-type: none"> - People Resourcing Strategy (NE109) <p>The disciplinary procedure, domestic violence and shared parental leave guidance are ready to be launched.</p> <p>Dignity at work Policy (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Draft Dignity at Work – acceptable standards of behaviour policy (NE114) <p>The Reasonable Adjustment Toolkit (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Reasonable adjustment guide (NE115) - Be reasonable blog (NE116) - InSite screen shot (NE117) - DSN and reasonable adjustment leaflet (NE118) - Event leaflet (SaE277) - Project planning document – improving awareness and implementation of reasonable adjustments for

A skilled and committed workforce	Comments
	<p>disabled people (SaE278)</p> <p>Access to Work (see narrative) Evidence: <ul style="list-style-type: none"> - Access To Work – InSite page (NE110) - Access to Work easy read guide (NE111) - Access to Work Employees guide (NE112) - Access to Work Managers guide (NE113) </p> <p>Mindful Employer charter (see narrative) Evidence: <ul style="list-style-type: none"> - Screen shot of the ‘Mindful employer’ site (NE119) </p> <p>Healthy Minds Group Evidence: <ul style="list-style-type: none"> - Email update from Chris Ingham (NE120) </p> <p>Communicating policy and practice New policies and guidance tools are communicated via: <ul style="list-style-type: none"> - InSite and Essentials online newsletter - briefing sessions are provided as appropriate and cascaded to teams via team meetings - Colleagues who are not connected electronically receive communication via briefings and Toolbox talks? - There is more work to be done to connect with this group of staff who are generally working more disparately <p>The staff networks also play a part in sharing information to colleagues in the workplace through their actual and virtual networks. (see 2.23)</p> </p>
<p>3.23 The organisation has high satisfaction levels across all staff groups in respect of staff engagement.</p>	<p>Employee Engagement Survey (see narrative) Evidence: <ul style="list-style-type: none"> - Employees engagement survey HRLT update (NE121) - Staff engagement – Resources and Strategy questions (NE122) - Staff engagement and Investors in people recommendations (NE123) </p> <p>Staff Networks and Diversity Forum (see narrative) Evidence: <ul style="list-style-type: none"> - Diversity Staff Forum Terms of Reference (NE124) - Diversity Staff Forum agenda (NE125) </p>

A skilled and committed workforce	Comments
	<ul style="list-style-type: none"> - Diversity Staff Forum minutes (NE126) - Disabled Staff Network (DSN) screen shot (NE127) - DSN September agenda (NE128) - DSN April 2015 agenda for IT (NE129) - LGBT Hub and Staff network – working together story (SD001) - LGBT Hub flyer – February 2015 (SaE279) - LGBT Hub date for 2015 (SaE280) - LGBT Hate Crime eflyer (SaE281) <p>The Equality Board – has been refreshed and aims to provide strong and effective leadership to promote and progress equality across the council and to work to influence our key partners</p> <p>A representative from each service in the Council is represented on that group</p> <p>Evidence: see 3.4</p>
<p>3.24 There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.</p>	<p>The Employee Engagement survey asks specific questions on the working environment</p> <p>See 3.23</p> <p>The Staff networks and Trade Unions provide us with invaluable information regarding staff satisfaction, however we are aware we can do more and our action plan reflects that in our particular action re-establishing some focus groups with staff.</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Action plan 3.19
<p>3.25 Action is underway to ensure equal pay is fully implemented.</p>	<p>Pay and terms and conditions of employment (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Pay Strategy 2015/16 (NE130) - Pay Plan 2015/16 (NE131) - Best Council plan – detailed objectives (NE132) - Individual risk record (SaE282)
<p>3.26 Harassment and bullying at work are dealt with effectively and most staff say that they are treated with dignity and respect. Staff are confident that there are robust procedures in place to address harassment and</p>	<p>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, whilst at the same time ensuring confidentiality.</p> <p>Work has been carried out in the past with figures being low and no adverse trends identified (See 3.19)</p> <p>As referred to at 3.22, the Dignity at Work policy is currently being discussed with Trade Unions</p>

A skilled and committed workforce	Comments
bullying at work and they trust management to deal with incidents effectively.	
3.27 Managers and staff can give examples of improved equality outcomes they have contributed to.	<p>Staff Appraisal scheme (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Managers Challenge CLT update (NE133) - Report presenting the approach and an outline of Manager Challenge 2015 (NE134) - Managers Challenge proposal for CLT (NE135) <p>Awards for Excellence (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Poster for the awards (NE137) - Employee awards InSite page with winners and nominees (NE138)
3.28 Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	<p>Equality Training (see narrative)</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Report to Equality Board February 2015 (NE139) - Organisational development priorities action plan 2015 (SaE283) <p>Consultation and engagement training/ briefing sessions – see 3.11</p> <p>Migration Yorkshire, Integration Up North programme 2014-2015</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Email following the session held on 19 March 2015 (NE140) - Evaluation of session held as above (NE141) <p>Equality and Diversity Training story of learning from the ALMO's SHEF accreditation and integrating specific training within Environments and Housing when the ALMO's moved back to the council</p> <p>Evidence:</p> <ul style="list-style-type: none"> - Story (SD001) - Mears (contractors) tool box talks email confirmation (SaE284) - Training poster for Diversity week 2014 (SaE285) - Gypsy, Roma and Traveller feedback (SaE286) - Training outline: due regard to equality and report writing (SaE287) - Aire Valley Homes equality training powerpoint presentation (SaE288)