



Leeds
CITY COUNCIL

Equality Progress 2017 - 2018

Leeds - The Compassionate City: Tackling Inequalities



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Introduction

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

(‘Councillor Judith Blake, Leader of Leeds City Council and Tom Riordan, Chief Executive of Leeds City Council (*Best Council Plan 2018 -2021*)

The Equality Improvement Priorities 2016 – 2020 have been produced to ensure that the council meets its legal duties under the Equality Act 2010 and to compliment the ‘Best City’ ambition aimed at tackling inequalities: for Leeds to have a Strong Economy and to be a Compassionate City.

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

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

Context of Leeds

Demographics: A Changing Population

Based on the latest 2015 mid-year figures estimate published by the Office of National Statistics (ONS) ¹:

- The Leeds population is 774,100.
- While the population is growing, the percentage increase is less than for the UK as a whole. In the 10 years since 2005, the Leeds population increased by 39,000 people, an increase of 5.3% compared to the UK increase of 7.8%.
- The percentage increase in 0-15 year olds is greater in Leeds than for the UK as a whole:
 - In the 10 years since 2005 the Leeds 0-15 population has increased by 9.5% compared to a UK increase of 4.9%.

¹ Population figures are from the latest Statistical Bulletin from the Office of National Statistics (ONS)

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2015>

- There are 145,900 children aged 0-15 in Leeds, 12,700 more than in 2005.
- The proportion of 0-15 year olds in Leeds is 18.8% which is the same as for the UK as a whole.
- Leeds has a larger than average proportion of 20-29 year olds at 17.7% (136,700 people) compared to the UK proportion of 13.4%
- The population of older people aged 65 and above is growing in Leeds. In the 10 years since 2005:
 - This population has increased by 9.4% compared to a UK increase of 20.8%.
 - Leeds has a smaller proportion of people aged 65 and above at 15.4% compared to a UK proportion of 17.8%
 - Although the percentage increase in Leeds is smaller than for the UK as a whole, it is important to note that there are 119,200 people aged 65 and over in Leeds -10,200 more than in 2005.
- The population of very old people also increasing. In the 10 years since 2005:
 - The population of those 85 years and over has increased by 14.0% compared to a UK increase of 31.1%.
 - Leeds has a similar proportion of people aged 85 and above as the UK at 2.0% compared to a UK proportion of 2.3%.
 - Although the percentage increase in Leeds is smaller than for the UK as a whole, it is important to note that there are 15,500 people aged 85 and over in Leeds which is 1,900 more than in 2005. The increase has been greater for males as there are now 1,200 more men aged 85 and above than in 2005. The number of women aged 85 and above has only increased by 700.

Based on analysis comparing the 2001 and 2011 censuses:

- Leeds is becoming increasingly diverse with the Black and Minority Ethnic (BME) population accounting for 18.9% of the resident population (up from 10.8% in 2001). In addition the school census from January 2016 shows that 31.1% of the school population are from Black and Minority Ethnic Groups.
- The number of Leeds residents born outside of the UK has increased from 47,636 (6.7% of the population) in 2001 to 86,144 (11.5%) in 2011, with just over 20,300 people being born in the EU (12,026 born in EU accession countries) and just over 61,000 born elsewhere.
- Of the 86,144 people born outside the UK, more than half arrived in the last 10 years, 67% were between the ages of 16 and 44 when they arrived in the UK, and 29.5% were aged 15 or younger.
- There is no direct count of disability, but the census collects information in relation to 'long term health problems or disability'. In Leeds 83.2% of people say that their day to day activities are not limited by long term health problems or disability, 7.9% say they are limited a lot and 8.9% say that they are limited a little.

- The proportion of people who say they are Christian is lower in Leeds (55.9%) than across the whole of England and Wales (59.3%), while the proportion of people who say they have no religion is higher (28.2% and 25.1% respectively).
- Compared to England and Wales, Leeds has higher than average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%).

As a growing city, Leeds is seeing significant changes to its population make-up:

- The number of children and young people is projected to continue to rise. Up until now, the growth has been driven by Early Years (0-5 years old) and then primary school-aged children. However, from 2016 onwards, the majority of the growth is projected to be in the number of secondary school-aged pupils.
- The number of elderly people will continue to rise, as the baby-boomer generation grows older. This has implications not only in terms of public services, ensuring that older people get excellent care and support when they need it and are enabled to live independently, but also in terms of the labour market as we make the most of the skills and talents that everyone has to offer.
- In the 10 years between the 2001 Census and the 2011 Census, the BME population in the city increased from 10.8% to 18.9%, and the number of residents born outside the UK almost doubled. There have been very localised impacts across the city - with complex, related issues such as 'national identity', language proficiency, transient populations and variations in birth rates that in turn influence service provision and the wider interface between communities.
- In part linked to demographic change, in part linked to wider social change, patterns of faith have also changed across the city - different ethnic and religious groups have very different age profiles and understanding these differences is key to helping plan and deliver appropriate services.

The Indices of Multiple Deprivation 2015² show a worsening picture in some neighbourhoods in Leeds and there are now 16 Lower Super Output Areas that are in the most deprived 1% nationally. In Addition 31% of our school-aged children live in areas that are in the most deprived 10% nationally.

In 2015/16, 20% of the Leeds population were estimated as being in absolute poverty, affecting almost 155,000 people.³ 18.1% of children under the age of 16 in Leeds (26,400 children) were estimated to live in poverty in 2015, compared to 14.7% in England.⁴ The 26,400 children in poverty represented 15,240 households across Leeds. Unemployment in Leeds is at 9.6% and remains above the national average.⁵ In-work poverty affected 13.5% of all working age adults in the UK in 2015/16. (If applied to the working age population of Leeds, this equates to 69,000 adults) Over 25,000 people in Leeds have received food through a food bank or

² <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>

³ DWP – Households Below Average Income dataset 2017 (HBAI)

⁴ DWP Children in out-of-work benefit households, July 2016

⁵ Leeds Best Council Plan, 2017-18

food parcel provider in 2015, almost 25% more than in 2014⁶ and 38,600 Leeds households were in fuel poverty in 2014.⁷

Equality Progress

Progress against each of the council's equality improvement priorities during 2017 – 2018 is outlined below. This update is not intended to give a comprehensive view of all the work that has been undertaken but provides an overview and examples from across all Directorates and from a locality perspective.

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

Compassionate City – Living safely and well, living at home, and valuing communities

People in Leeds can lead safer, healthier and happier lives and are free from the risks, threats and harms associated with domestic violence and abuse

Progress

Domestic Violence continues to have a significant impact on the lives of many adults, children and families in the city. In addition to the human impact on the health, wellbeing and life chances of those affected, there is also a substantial financial impact to the city in terms of the costs of services and lost economic output. This includes costs in health provision, housing resources, criminal justice responses and the provision of a range of other statutory and third sector services. Domestic violence is still one of the council's breakthrough projects with the aim of bringing partners together in new and different ways to improve the city's response to domestic violence.

Approximately 20,000 incidents of domestic violence and abuse were reported to the police in the 12 month period to March 2018, which, equates to police in Leeds receiving an average of 53 domestic violence and abuse calls every day. Children are present in the household in around a third of these incidents. Mental health and substance misuse are known to feature in a significant number of cases as well.

From September 2016 to September 2017:

- Approximately 26% of referrals to Children's Social Work Services every month have DV as the primary reason for referral

⁶ Leeds Food Aid Network (FAN), June 2016

⁷ Department of Energy & Climate Change, June 2016

- 20.8% involved male victims (3,746 male domestic incident victims)
- 30.6% of incidents reported to the police had children (5,991 domestic incidents identified 'children present')
- Approximately 65% of babies under age of 1 year entering care had domestic violence as a factor (2017)
- 76.7% involved female victims (13,781 female domestic incident victims)
- The numbers of victims who self-reported in the 12 months to September 2017 has increased with 5,972 domestic incidents identified as 'victim self-reported'.

In addition Leeds have undertaken 14 domestic homicides reviews (DHR) using the DHR criteria. The details of these are:-

- 16 lives have been lost since April 2011
- 12 victims were female (1 a child of 17 years)
- 2 victims were male
- 2 children were killed alongside their mother
- 5 victims were over the age of 50 and 3 of these were over the age of 60
- 3 victims were from Black Asian and minority Ethnic (BAME) backgrounds
- There were 3 perpetrator suicides
- 1 review was a joint Safeguarding Adults Board/Serious Case Review (SCR), DHR and 1 joint SCR/DHR
- 1 Lesson Learned Review was completed for a victim of attempted murder

Over the last year, the council have worked in new and different ways with partner organisations, communities and individuals to tackle the issues. Some of the key principles in the approach taken through the Domestic Violence Breakthrough are still focused on the following 4 priority areas:

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

A number of specific work strands have been undertaken over the past 12 months:

- **Focus on Equality and Diversity** – Further targeted work to help migrant, LGBT+ and BAME communities to ensure that domestic violence work

addresses the needs of our most marginalised and vulnerable groups. A series of Outcome Based Accountability (OBA) sessions have been undertaken to inform work with partners to improve responses to migrant and LGBT+ communities on domestic violence issues.

- **Race Equality Workshops** – Safer Leeds has delivered two race equality sessions to improve understanding and thinking around race issues. Further sessions will follow with more focus on service improvement with other equality characteristics.
- **Victims with Complex Needs** – Leeds is leading on a Ministry of Housing, Communities and Local Government funded programme of work to roll out good practice across West Yorkshire. Work focuses on increasing capacity across domestic violence sectors on work with vulnerable victims with complex needs with particular focus on BME victims, migrant communities, victims with substance misuse problems and victims with mental health issues. 20 domestic violence practitioners are also being trained and qualified to advice victims with insecure immigration status.
- **Domestic Violence Quality Mark** – Over 100 services have now attained the Domestic Violence Quality Mark which requires them to deliver domestic violence responses that meet a broad range of standards. The standards include explicit requirements to respond to the needs of marginalised groups, such as, BME women and disabled women. In the last year, this has been extended to ensure that the needs of victims with complex needs, such as, mental health and substance misuse issues are considered.
- **Daily MARAC Meetings** – This multi-agency meeting provides a live time, daily response to high risk and medium risk (with crime) domestic violence incidents reported to the police. Cases are heard to review, risk and plan interventions to increase safety and prevent escalation. Referral pathways for victims, children and perpetrators are leading to earlier interventions than have previously been available.
- **School Domestic Violence Notifications** inform schools within 24 hours if pupils have been present at an incident of domestic violence where the police have attended. Feedback from schools indicates that the notification facilitates timely interventions with children who might have otherwise not been identified as being in need of support.
- **Locality Working** – In order to support locality based services, a model has been developed to roll out good practice which was piloted in Armley. This includes a local multi agency meeting to discuss standard and medium risk cases, as well, as initiatives to increase community awareness of domestic violence and where to get help. Older communities will be targeted to reflect the older demographic identified through the Domestic Homicide Reviews. The model is now established in Armley and Morley and Rothwell and plans are in place to roll this out to other clusters in the city - Farnley, Beeston, Cottingley and Middleton.

- **Communications** – The established Leeds Domestic Violence website for the public and practitioners is being well used by practitioners and improvements are now underway to improve access to the public services available and self-help. The 16 Days of Action Campaign runs annually in November/December and includes the White Ribbon Campaign which targets men to commit to the domestic violence agenda.
- **GP Pilot** – NHS England North Region hosted a conference on 18th April 2018 to promote the Leeds approach to routine enquiry in GP practices across the North of England. Around 17 practices in Leeds are routinely enquiring about domestic violence with every female patient who is seen alone. This is providing increased opportunities for marginalised, vulnerable and socially isolated victims to disclose to health practitioners which is leading to earlier intervention among patient groups who may not have otherwise disclosed.
- **Domestic Violence Ambassadors** – The network has doubled in the last year with around 130 Ambassadors now signed up to promote domestic violence work in a wide range of settings. The Ambassadors are made up of individuals from a range of sectors including the council, health, police, third sector and others. They are trained to assist them to answer frequently asked questions and promote good practice. Human Resources Domestic Violence Ambassadors also support the understanding of the council's Domestic Violence and Abuse policy. Following the increase in new ambassadors, an introductory training package has been developed. Throughout the year further sessions will be offered and will focus on equality and diversity and the additional factors and barriers impacting on victims such as, sexuality, gender, religion or belief, culture and age.
- **Disseminating Lessons Learned from Domestic Homicide Reviews (DHRs)** – Since the requirement to undertake DHRs became a statutory responsibility in April 2011, Safer Leeds has undertaken 14 reviews. Learning from DHRs has been disseminated widely through written briefs targeting front line practitioners, presentations to appropriate Boards and through integrating learning and practice points into the Domestic Violence Quality Mark. Also through workforce development programmes, policy, planning and commissioning activity. This learning has led to a number of initiatives to improve attitudinal and organisational barriers to victims from marginalised groups.
- **Commissioned Services** – The council's commissioned domestic violence services are required to focus on access and inclusion to ensure that all possible measures are taken to services that are accessible to groups identified in the Equality Act 2010. Opportunities for innovation such as the development of peer mentoring and buddying schemes are built into the contract offering new and different ways of reaching migrant and BME communities .

The partnership arrangements in place continue to deliver the work highlighted above and provide significant and extensive opportunities for networking and inter-agency working. Feedback from partners confirms that work in the city impacts

hugely on the services delivered to individuals and families affected by domestic violence. Evaluations from workforce development programmes show that training makes a marked improved difference to the city's response to victims and families. Staff report increased awareness and ability to deliver a responsive and accessible services after taking part in domestic violence training.

In addition to work described above, the focus on supporting newly emerging locality arrangements and work with children's services cluster activities provides opportunities to provide bespoke local responses. Work has supported Community Committee events on domestic violence and further work is being developed with Neighbourhood Networks.

In the next year, we need to further develop stronger links through locality based arrangements to reach socially isolated victims, perpetrators and children and work with Children's Services to integrate domestic violence into early intervention models of delivering services. We also need to improve the Leeds Domestic and Abuse website to ensure it ensure marginalised communities can access information about domestic violence and where to get help.

Improving housing options for young people:-

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

Progress Update One

Housing Leeds recognises that the LGBT+ community may experience a range of housing and housing related problems. This includes harassment, Hate Crime, homelessness caused by family breakdown or rejection. Young people in the LGBT+ community are disproportionately affected by homelessness when compared to their peers. Approximately 5% of the population identifies as LGBT+ that number rises to 24% when we look at young people affected by homelessness. Furthermore, 77% of these young people believed that coming out was the main factor in them becoming homeless. This is because of discrimination amongst the young person's support network, causing arguments which can escalate to the point where the young person is either asked to leave, chooses to leave or is removed for their own safety.

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

There is also a range of other research which identifies that almost 50% of all gay and bi men have experienced at least one incident of domestic abuse from a

family member or partner, rising to 80% for Trans people according to statistics from Stonewall. This contrasts with around 25% of women and 16% of men in the general population.

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

Feedback from the BME community has been that the challenges already facing this community when accessing services/support around housing need are multiplied when the customer is also a member of the LGBT+ community. There may also be increased vulnerability within some sections of the BME community due to 'honour' based violence.

In addition a report by the Albert Kennedy Trust shows that LGBT+ young people (aged 16-25) make up almost 25% of all young people who are homeless.

Homophobic attacks in the UK rose by 147% in the three months after the Brexit vote. Members of the LGBT+ community are statistically more likely to be the victims of a hate crime and this can result in homelessness.

In order to improve access and support for younger LGBT+ customers a range of discussion and feedback events have taken place with the LGBT+ community. As a result the Housing Options service has evaluated its current practice in relation to the provision of housing advice services to members of the LGBT+ community.

Greater staff awareness of LGBT+ issues through a range of formal and informal training for example, staff sessions exploring Gender Identity and Domestic Violence in the LGBT+ Community Awareness days. Housing Options Services also hold monthly surgeries at Yorkshire MESMAC a sexual health organisation and outreach surgeries at Basis Yorkshire and the Joanna Project, both of which are support agencies for sex workers. The Together Women's Project also advise anyone in housing crisis or in need of housing support. The Housing Options service web page also provide advice and guidance as to what is specifically available for the LGBT+ community, along with clear service standards for LGBT+ customers accessing housing advice and support.

There is also a Strategic Tenant's Group (VITAL) with more inclusive membership, including representation from the LGBT+ community so that policy consultation takes into account the LGBT+ voice.

The provision of locality based housing advice to assist the Housing Options service in their aim of meeting the housing advice needs of the LGBT+ community in environments which are more likely to be 'safe spaces'. The service is delivered where there is demand and ensures that the wide cross section of the LGBT+ community has access to the services.

In order that we ensure that we are meeting the needs of different sections of our community the Housing Options Service are looking at improving data collection. We are aware that there has been an historical reluctance from staff to ask people

what their sexuality and gender identity is either as the result of feeling uncomfortable and/or being concerned that the question is intrusive. We aim to move to a culture where the question is asked up front thus letting people know that we are aware of sexuality and gender identity as something that is important to them.

Housing Leeds and the Housing Options Service is prioritising improvements to those younger customers needing housing support and advice, perhaps at the beginning of their housing journey. As well as, ensuring that they are reaching those members of the LGBT+ community who are most likely to be affected by homelessness issues, focusing resources and actions on a number of 'priority groups'. These groups reflect the services experience of those who present as homeless or in housing need and are subject to ongoing addition/alteration.

Housing Leeds also recognise the value that there is added by having a dedicated LGBT+ champion on the management team and the staff team and this is something that they plan to do. This champion will be responsible for: raising awareness, delivering/attending training, being a point of contact for professionals and customers, social media campaigns.

They also plan to undertake work that in the next 5 years that they will:-

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

Finally to ensure that they are providing the best possible service to members of the LGBT+ community, they will encourage people to contact them (via a safe mechanism) to highlight those cases where things have gone wrong. They will then use this as an opportunity to put things right for that individual as well as to learn any lessons and improve the service moving forward.

Improving housing options for disabled people:-

- **To ensure that disabled people have the right housing option in place whether that be by helping them move into accessible housing or to stay in their existing home by creating an accessible environment**

Progress Update One

In July 2015 a Housing Advisory Board report outlined several investment priorities for sheltered housing schemes and particularly highlighted the need to remodel schemes with hard to let bedsits and create apartments sustainable for the future.

This would mean that older people have more sustainable and suitable homes allowing them to live independently for as long as possible in their own homes.

It was identified that some sheltered schemes were unsustainable for future use. Stock condition surveys were undertaken along with option appraisals. A commitment was given that Housing Leeds would work to remodel existing bedsits with shared bathing facilities that were outdated and compromised people's privacy and dignity, into more appealing 1 and 2 bedroom modern apartments.

Two sheltered schemes were identified for remodelling work to take place.

A planned approach was taken to remodel one scheme at a time and Bennett Court was identified as the first scheme for this work to be carried out. Half of the tenants were moved into the neighbouring scheme Union Court.

Tenant consultation was pivotal in the success of the moves and with regular progress of work updates, this enabled Housing Leeds to retain the confidence of tenants. This also included site tours so tenants were given a choice about where they wanted to move to.

Work at Bennett Court was undertaken in two main phases, with remodelling completed in late 2017. The scheme saw its official re-opening in December 2017. Tenants and elected members were complimentary about the works completed, The scheme is now more sustainable, providing suitable accommodation for many years to come.

In late 2017 work then started in Union Court. Tenants were decanted out into the newly remodelled Bennett Court, again all tenants were supported to move into their preferred areas of choice.

Consultation is ongoing with the tenants on the progress of the works and timescales around when they will be able to move back into their newly refurbished and remodelled homes. The completion of works is due around September 2018 and although tenants will have been moved out for longer, the works will be completed in one phase with less on-site disruption to either the building or remaining tenants.

Tenants will now be living in homes that are more suitable to their needs and fit for purpose. Outdated, shared bathing facilities that compromised people's privacy and dignity will be removed and tenants will have modern wet floor showers in their own apartments.

The remodelling work has modernised the building throughout, enhancing communal and social environments to create a much more welcoming environment for tenants to gather in and socialise. The fitting of lifts and automatic opening doors throughout the building enables tenants who are either disabled or struggle with mobility, to move around independently and safely.

Long term empty units will no longer be an issue and the future letting of the building will offer new tenants a modern sustainable place where they can live in an environment with people of a similar age.

The Housing Leeds Older People's Service has a planned priority scheme of works in place for the next 5 years which aims to enhance and improve schemes which pose accessibility and longer term feasibility issues. The aim is to continue to improve Housing Leeds sheltered accommodation to enable tenants to live as long as possible in suitable environments that are fit for purpose.

Progress Update Two

Homeless older vulnerable people needing emergency accommodation throughout the winter months without being placed in unsuitable emergency homeless hostels.

Housing Leeds identified that there were issues with a number of older vulnerable people during the winter presenting as homeless. This raised the issue of identifying suitable accommodation as placing them in temporary accommodation may increase their risk of vulnerability.

Housing Leeds undertook joint work with the Housing Options and Older People's Service which looked at processes that would enable them to work effectively in placing homeless older people in suitable accommodation, such as, sheltered housing.

Facilities were reviewed to identify whether the self-contained guest rooms in sheltered schemes would be suitable to support someone to live independently whilst permanent accommodation was found.

During a 10 month period four referrals were made to the Older People's Service and two homeless older people were successfully placed in appropriate temporary accommodation whilst suitable accommodation was found. The working partnership has continued to support older people who have presented as homeless at Housing Options.

Since Christmas 2017 there have been three successful referrals.

Case Study One

A 65 year old was known to be homeless and living in a tent in Leeds. Police and the Housing Leeds Outreach Teams were supporting them and trying to engage with them to move off the streets. This person was reluctant to go into any hostels and chose to remain living in the tent. The Housing Options Service approached the Older People's Service and the case was discussed looking at the options available. A suitable property was identified and was offered to this person who was supported to sign up and move in within 72 hours. The Housing Options Service provided support to furnish the property and settle them in nicely in time for Christmas. The Sheltered Support Officers visit daily and advise that they are now happy in their new home.

Case Study Two

A 63 year old person was living in temporary accommodation due to a change in their circumstances. Leeds Housing Options Officers advised that they were more worried about this situation as this person was vulnerable. This person was supported to move in to suitable temporary accommodation. However permanent accommodation was identified almost immediately. The Housing Options and Housing Management Service agreed a placement at another sheltered scheme where they were supported to move ten days later.

Case Study Three

A 65 year person had previously lived in supported accommodation but was known to be rough sleeping and had done so for twelve months or more. Staff had growing concerns for them as the winter months were looming and they feared that they may die living on the streets. This person was reluctant to move into the temporary accommodation offered to them. The decision was made to collect them off the streets and take them to temporary accommodation. Housing Options Officers and Sheltered Support staff helped to settle them in and provided an emergency food package. It was feared that they would not stay overnight and to everyone's amazement they stayed that night and remained for just over 2 months. A permanent move was sought and a suitable permanent property became available and they was supported to move in with furniture and belongings.

This work has resulted in cost savings for expensive hostel accommodation and medical or emergency services costs. It has now been identified that Housing Leeds need to review and possibly remodel guest flat accommodation in sheltered schemes that will be suitable to use as emergency guest accommodation for older vulnerable homeless.

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

Progress

Although fuel poverty can affect anyone, the most vulnerable residents (particularly elderly people, families with children, and those with a disability or long term illness) are often most affected.

A household is defined as suffering from fuel poverty if it needs to spend more than 10% of its income on fuel to maintain an adequate level of warmth. Data supplied by the Department of Energy and Climate Change in 2012, which was the last time the 10% indicator was released at a local level, showed that the number of fuel poor households in Leeds was estimated at 52,767 households; 16.1% of all Leeds households. In comparison to England, fuel poverty was 3.05 million; 14% of all English households.

The adverse health effects of living in a cold home are well-established, ranging from cardiovascular and respiratory problems to depression. Reducing fuel poverty in our households increases life expectancy, improves mental health and wellbeing and reduces health inequalities especially amongst elderly and disabled people.

The majority of housing investment over the last 15 years has been focused on the interior of dwellings in order to meet the Decent Homes Standard. This focus has subsequently been broadened to include external works. The Housing Revenue Account Investment Strategy allocated circa £124m for external works over the next decade.

A pair of high rise blocks were identified as having a high proportion of complaints and disrepair claims. Most of these claims related to condensation and mold. Following consultation with residents in the block it was identified that the cause of the disrepair claims related to the energy-inefficiency of the block. This was because the flats were so inefficient in retaining heat and residents were reluctant to regularly open windows. As a result they were not getting the ventilation they required which would aid the prevention of issues that were occurring.

Prior to the works it was identified that these blocks were in need of significant renovation. It had been identified that they required concrete repairs throughout the structure and improvements to the curtain walling.

As well as, this the blocks were constructed in the early 1960's and retained many of the original external features and were overdue aesthetic renovation. The reasoning behind this was to reduce tenant turnover and improve the desirability of the blocks, as well as making the blocks a better place to live.

As the blocks were in need of aesthetic improvement, coupled with the high instances of complaints and disrepair claims relating to energy efficiency, a decision was made to utilise the already planned external works as an opportunity to address the other issues affecting the block.

External wall insulation was fitted to improve energy efficiency, followed by an external render coat system and texture coat finish to prevent damage and to aesthetically improve the look of the buildings. To address the concrete defects specialist works, such as, repairs to communal staircases and removal and dismantling defective balcony balustrades was also carried out.

Further work to the block included fire stopping in communal areas, the application of anti-vandal paint and new LED lighting to make residents feel safer and reduce criminal activity

One of the primary aims of the improvements was to reduce fuel poverty. By providing external wall insulation tenants would see significantly reduced energy bills. As a result of a smaller proportion of income going towards fuel bills, residents would have more income to spend on rent, food, and recreation; improving the wellbeing of the residents and reducing rent arrears. The improved energy efficiency also contributes to a reduction in the carbon footprint of the blocks.

Since the works were completed there have been no further complaints relating to mould or damp within these flats and there have been no new disrepair claims relating to these flats. There has also been a slight decrease in rent arrears within these blocks, evidencing that tenants have additional disposable income to contribute towards their arrears

A recent survey sent to all residents showed that 87% of respondents felt that their property was warmer and over 50% had noticed a reduction in their energy bills. As the response rate to the survey was relatively low, the Housing Officer for the area spoke to residents during various home visits with a number advising that they have noticed a decrease in their fuel bills coupled with an increase in thermal comfort in their flats.

Prevent and protect children from sexual exploitation

Progress

In 2014/15 this priority was identified as research indicated that boys and young men, all children and young people from Black Asian and Minority Ethnic (BAME) backgrounds were less likely to be identified at risk of or experiencing sexual exploitation.

Since 2014 Child Sexual Exploitation (CSE) has been a priority for the Local Safeguarding Children Board now the Local Safeguarding Children Partnership (LSCP).

A main focus of the LSCP Child Sexual Exploitation and Missing Subgroup (previously the Risk and Vulnerabilities subgroup) action plan has had a CSE learning and development offer for practitioners and professionals. This is facilitated by the LSCP and/or individual agencies /organisations, alongside. There have also been a wide variety of preventative and awareness raising sessions /events have been organised for all children, young people, and their parents /carers.

Individual agencies and organisations have worked proactively with education establishments and in local communities to increase the prevention, identification and response to all children's vulnerability to sexual exploitation and wider interconnecting safeguarding concerns. This has been supported by a wide variety of public facing campaigns aimed generally at all children and young people.

The council's response to CSE has also been developed to include The Safe Project; a multi discipline provision which offer direct work and /or support to children and young people and /or their wider families.

Recent CSE data snap shot in April 2018 indicated that the percentage of boys and young men, children and young people from BAME backgrounds identified as vulnerable to CSE had increased.

Of 302 children and young people identified as vulnerable in a CSE data snapshot produced April 2018, 75 were boys and young men and 203 were reported to be White British.

CSE remains a priority for Local Safeguarding Children Partnership and wider partnership arrangements. However, as local and national knowledge regarding the complexity

surrounding CSE has developed to include a focus on interrelated issues, such as, child criminal exploitation, gangs and groups, forced marriage and peer on peer abuse, within a wider vulnerability and risk agenda. As a result CSE will no longer be an Equality Improvement Priority for the council

Increase awareness and understanding of hate crime and reduce the occurrence and impact of hate crime:-

- **increase hate crime reporting**

Tackling hate crime continues to matter to us all, not just because of the devastating consequences it can have for victims and their families, but also because it can divide communities. This has become increasingly evident as well publicised increases in hate crime reporting has gone hand in hand in recent years with national and international events

The Government's revised 'Action Against Hate' action plan launched in July 2016, shortly after the EU referendum, which seeks to respond to these growing concerns and provides a lead for local authority's to focus activities around five key areas, to more effectively tackle hate crime (as shown below).

- Preventing hate crime by dealing with the beliefs and attitudes that can lead to hate crime.
- Responding to hate crime in our communities by focusing on those areas and settings (Public transport/Night time economy etc.) that have emerged as high risk environments with the aim of reducing the number of hate crime incidents.
- Increasing the reporting of hate crime by making it easier for those affected to report incidents of hate crime and building confidence that complaints will be taken seriously.
- Improving support for the victims of hate crime, ensuring victims are provided with timely and effective support both at the time of reporting their crime and through the criminal justice system.
- Building our understanding of hate crime, to better understand the scale and nature of the problem, improving our analysis and understanding of the drivers of hate crime and how these can be addressed.

West Yorkshire police have recorded 2196 hate incidents during the year to date (February 2018) a 14.9% increase on the same period during 2016/17. The Leeds Anti-Social Behaviour Team (LASBT) received 175 Hate related incident reports during the current year, slightly lower (26.8%) than the previous year when it logged 234 reports.

There is the potential for some minor duplication between the figures due to onward referrals, the total increase is around 10.3%, part of which will have been driven by a short-term spike in reports following the EU referendum. It should be noted however that data* provided by the independent Crime Survey for England and Wales (CSEW) regularly points towards a significant level of under reporting of hate incidents when compared with recorded police figures.

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

The Leeds 'Responding to Hate Strategy' was launched during National Hate Crime Awareness Week. Organised by 17-24-30 and Stop Hate UK. The aim of this week was to bring people together to stand with those affected by hate crime, to remember those we have lost, and support those who need ongoing support. During this week, Local Authorities and Police Services were encouraged to work alongside key partners, and communities affected by hate crime to address local issues.

The Hate Crime campaign spreads a message of H.O.P.E.

- Hate crime awareness - running awareness events to increase public knowledge.
- Operational responses to hate crime - encouraging people to think about how they would respond if hate crime happened to someone they know.
- Preventing hate crime where possible.
- Empowering communities to report hate crime and work together.

Elected members, council services, and partners were invited to attend a 'Responding to Hate' Strategy launch on Monday 16th October at Leeds Civic Hall. At the event the Executive Board Member for Communities formally launched the strategy, with guest speakers including: West Yorkshire Police and Crime Commissioner Mark Burns-Williamson, Chief Superintendent Paul Money, Stop Hate UK, and Mermaids UK.

There was an opportunity for attendees to take the pledge and to stand together to declare #LeedsNoPlaceForHate. Participants were invited to write personal pledge which Safer Leeds will follow up on to ensure that hate crime stays high on the agenda across the city.

Personal pledges included the following:-

- "I will ensure that all prosecutors in CPS Yorkshire / Humberside are trained in prosecuting all strands of hate crime"
- "I will share information about hate crime reporting across our third sector networks to improve knowledge and confidence in the community to tackle hate crime"
- "I will explore becoming a hate crime signposting centre and introduce hate crime training sessions across the organisation"
- "I will raise awareness of hate crime and methods of reporting within Housing Leeds and the communities our teams serve!"
- "In my role as Safeguarding Advisor, I will ensure at least as much as I can about responding to hate crime, in order to support staff in my Trust effectively, including being able to give them the right information"
- "I will encourage as many people as possible to download and use the Stop Hate UK Hate Crime App for West Yorkshire"

- “I will provide a platform to reduce hate crime through the Inequalities Research Network at the University of Leeds and a voice for communities experiencing hate crime”
- “I will promote hate crime reporting across children and family services by communicating and providing information on the importance of reporting hate crime”

A programme of activities also took place across Leeds aimed at raising awareness of hate crime and encouraging reporting through the Hate Incident Reporting Centre's. A roadshow visited 10 locations across the city (from shopping centres, to places of worship), with a series of 'pop-up' information stands in one stop centres and educational buildings.

A series of video blogs were developed with prominent figures in the statutory, voluntary and community sectors. These were displayed on the council website with a selection being played on the big screen in Millennium Square.

A prominent social media campaign also took place and the hashtag #LeedsNoPlaceForHate was extremely active on Twitter, with community leaders, elected Members, Rachel Reeves MP and the Lord Mayor of Leeds tweeting their support. To date the campaign has made over half a million impressions on Twitter alone, reaching over 400,000 Twitter accounts. Over 100 Twitter and Facebook accounts have been actively tweeting and re-tweeting messages of support and information about hate crime.

A number of press releases were published in the press and the Executive Board Member for Communities attended Fever FM to discuss the campaign and answer questions from the public. Safer Leeds have also developed a 'One Minute Guide' which will be publicised widely and also go to all new Housing Leeds tenants.

In addition to activities taking place over National Hate Crime Awareness Week, the Hate Crime Strategic and Operational Groups continue to meet regularly, and the Operational Group has recently welcomed the Citizens Advice Bureau, Crown Prosecution Service, and West Yorkshire Combined Authority to the discussions. One of the strategic priorities has been to increase confidence to report and increase reporting whilst reducing the number of repeat victims.

Training has been delivered to existing Hate Incident Reporting Centre's including the Polish Catholic Centre and Citizens Advice Bureau. An introductory session from West Yorkshire Police (WYP) has been delivered to migrant access projects and refugee organisations across Leeds where English as a Second Language (ESOL) classes are delivered to improve confidence and improve perceptions of police. This will be followed by short inputs on hate crime and how to report.

Despite the slight decrease in reports made to LASBT the overall figures (WYP and LASBT) show a year on year increase in reported hate incidents of around 10.3%.

WYP figures for repeat victims show a slight decrease from 17.3% during 2016/17 to 16.9% during the current year. Conversely, LASBT repeat figures have fallen

from 6.7% during 2016/17 to 6.9% during the current year. It is difficult to make any direct observations between the differing trends of LASBT and WYP but one reason could be that customers are more confident about escalating issues to the Police in the first instance.

Reports registered by schools under the Hate Reporting in Schools (HIRS) scheme have also seen an increase as the refreshed HIRS guidance and positive messages passed out to schools have stressed the importance of schools both identifying and sharing reports of hate incidents. The first two terms having generated 299 reports, a reduction in comparison to the same period in previous years. (Year 1 – 312 reports, year 2 – 302 reports, year 3 – 348 reports). Schools have now shared information on 1,711 hate reports since September 2014.

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

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

- City and Hunslet
- Burmantofts and Richmond Hill
- Gipton and Harehills
- Beeston and Holbeck
- Hyde Park and Woodhouse

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

The data collated by LASBT albeit a much smaller dataset broadly follows the same locality focus as the police data with City and Hunslet, Burmantofts and Richmond Hill, and Gipton and Harehills in the top five ward areas, the only deviations being the inclusion of Middleton Park and Armley.

The focus of recent work has not however been restricted to increasing our understanding those high-risk areas. Providing refresher training to established Hate Incident Reporting Centres has been an important means of ensuring frontline staff continue to be aware of the need to identify and report hate, but also to improve their awareness of the less reported strands of religion, disability and gender.

A strategic action plan has been developed as part of the revised Hate Crime strategy that will be developed and added to over the coming year. It will be influenced by the input of those agencies delivering interventions and support on the ground but shaped and prioritised by the strategic board. Current prioritised actions include:

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

- A programme of training is being rolled out – recent successes include a session being delivered to Housing Leeds new starters, and plans are in place to deliver training to Leeds Gurdwaras to Sikh leaders.
- Additional work will be explored and developed with Children’s and Families Services and Youth Services to broaden reporting of incidents involving young people.
- Further promotion of the Hate Crime Reporting APP and Chief Officers in the Council will be encouraged to ask all staff with work issued mobiles to download the APP.
- Work with taxi licencing supporting them around hate crime prevention and reporting.
- A bid has been submitted to the Police and Crime Commissioner funding programme, seeking funding to work on a one to one basis with perpetrators of hate crime seeking to change behaviours.
- The Hate Crime Strategic Board have commissioned a survey to gain a further understanding into barriers to reporting. A large number of partners have fed back around this, and are keen to gain an understanding of the gaps within their services at the same time as understanding the barriers for customers and staff in reporting. The central intelligence team within LCC have made some recommendations and have agreed to deliver this project in phases, first piloting the approach within the Council and elected members, before fine tuning and rolling out further. There is an opportunity to gain better understanding of how the process works at a ground level and work collaboratively to improve the process end to end.
- Strengthening partnership work with community based organisations including working with LGB&T+ communities that already provide assistance to those who experience hate.
- Strengthening the hate crime/incident reporting infrastructure to provide those wishing to report a genuine choice as to where they can report.
- Reviewing current Hate Crime communication routes and materials to identify opportunities to target communities with highest rates of under reporting.
- Reviewing the existing Multi Agency Risk Assessment Conference (MARAC) arrangements to improve the effectiveness of meetings
- Working more closely with Victim support and Witness Care services to ensure victims of hate crime and/or their advocate’s voices are heard and they are fully supported through any enforcement process.
- Developing our data recording, analytical and reporting processes to capture true level of hate reporting across all agencies and to better understand the causes and effects of Hate crime.
- Developing our shared understanding and responses to Hate Crime where there are suspected links to Extremism and radicalisation.

Understand the context and impact of migration on Leeds

Progress

Our ambition for Leeds is to be a welcoming and compassionate city with a strong economy. Migrant communities are valuable contributors to the city's economy, culture and diversity and Leeds aspires to ensure people are welcomed and supported.

Leeds has a long-held commitment to support asylum seekers and refugees and is dedicated to being a city of sanctuary. It is well known that many refugees play an active and invaluable role economically and whilst many asylum seekers are not permitted to work, many are active in their communities participating in volunteering and so make a huge contribution to the civic and cultural life of the city. Over the years the diversity and number of new arrivals to the city has grown, this also has its complexities as individual status and circumstances can affect daily lives.

Leeds continues to pride itself as a pioneering, diversely rich and vibrant city with international acclaim.

Reports have been considered and approved by Executive and Scrutiny Board over the last two years. and have included descriptions of the population of Leeds taken from a variety of sources, including the census.

Different measures of immigration suggest that between 8,700-12,600 new long-term immigrants [immigrants who are expected to stay more than a year] arrived in Leeds in 2016. The official estimate from ONS is at the lower end of this range. Around 2,600 short-term immigrants visited Leeds in 2015 to work or study for up to 12 months; there was a 60/40 split between short term students and workers.

- The overall number of new migrant workers arriving in Leeds rose by 500 to around 9,520 in 2016. Increases were mainly from accession and other European countries. Greatest change in individual nationalities compared to 2015 has been an increase of around 430 arrivals from Romania.
- The level of workers from non-accession countries arriving each year remains higher than the accession group, with 5,500 arriving in 2016. This group is dominated by arrivals from Spain, Italy and India.
- The number of new migrant workers from EU accession countries has increased to around 4,000 arrivals in 2016. This group is predominantly composed of Romanian and Polish arrivals.
- Romania remains the top country of origin overall with around 1,900 arrivals. Poland remains in second place with around 1,100.
- There were 8,460 international students registered at a Higher Education institution in Leeds in the 2015-2016 academic year, a small increase on the previous year. Over three-quarters came from outside the EU.
- Some asylum seekers are housed and supported here through the Home Office dispersal system. Published Home Office figures show that at the start of October 2017, 744 people were being supported in Leeds while

awaiting a decision on their claim [known as Section 95 support]: 708 people were being accommodated, and there were 36 people receiving subsistence-only support i.e. no accommodation.

- There were also around 45 unaccompanied asylum seeking children [UASC] being looked after by the local authority at the end of March 2017. These are children who are in the UK without family and have claimed asylum in their own right. They are separate to the dispersal system for asylum seekers described above.
- Those granted protection by the Home Office may then stay in the area as refugees. Other groups of refugees are resettled directly from another country. For example, through the Syrian Resettlement Programme Leeds pledged 225 and met its pledge at the beginning 2018.

One of the recommendations from the Scrutiny Board (Environment, Housing and Communities) was to strengthen arrangements and provide for a more strategic, co-ordinated and inclusive approach to migration in the city.

The main issues identified were:-

- Strengthening the citywide partnership work on migration work
- Improve intelligence and evidence to inform migration work
- Establish key priorities to help meet the needs of new and existing migrant communities
- Provide citywide leadership and governance at a local level
- Understand national developments and the associated implications for Leeds.

The outcome was the need to establish a coordinated and inclusive approach to migration in Leeds to provide a better understanding of the challenges and develop programmes of work to support new and existing migrant communities.

This work has been undertaken using available information and resources from service providers, data analysts, the voice of migrant communities and partnership arrangements. The aim is to influence decision making across the city that benefits all citizens of Leeds.

Migration governance was reviewed and the arrangements re-established which agreed clear objectives for the new Leeds Strategic Migration Board and the Leeds Migration Partnership. This brought together key stakeholders and reporting mechanisms for the city. Migration activity taking place was defined and is now reported directly to the Leeds Strategic Migration Board on a regular basis.

In addition Executive Board approved 'A Strategic, Co-ordinated and Inclusive Approach to Migration in Leeds in July 2017. This work is underpinned by is underpinned by the following five priorities:

- 1) Improving access to services;
- 2) Shifting attitudes and behaviours;
- 3) Increasing awareness and understanding;
- 4) Strengthening resilience and building capacity;

5) Building and creating cooperative partnerships.

There are significant activities taking place across the city with all migrant communities for example:

Commissioned Services and community organisations – third sector partners cover a range of activities such as housing, health, welfare benefits and employment that lead to support the integration of migrant communities. Grass roots community groups and charitable organisations help to improve access to services through signposting and advocacy.

Voice and Influence – strengthening the skillsets of our communities to influence decision, provide advocacy and build confidence. For example the Migrant Access Programme.

Responding positively to international drivers and engaging as a welcoming and compassionate city. For example, The Vulnerable Persons Resettlement Scheme and UASC (Unaccompanied Asylum Seeking Children).

Partnerships approach to improved integration and shared resources including:-

- migration research
- development of a transition guide (guidelines for services, and refugees who have transitioned from an asylum seeker)
- Learning English in Leeds website, Leeds Migration Partnership blog for information sharing
- Understanding implications of national policy changes. such as, Immigration Act 2016 and NHS Charging Amendment Act

Migrant Community Networkers (MCN's) and the council organised an event Bridging the Gap: Collective Issues and Collaborative Solutions which was held in December 201. The aim of this event was to provide the opportunity to bring Migrant Community Networkers and key decision makers in the council and the city. MCN's were able to showcase their work and demonstrate how they contribute to the city's ambition to be a welcoming and compassionate city.

The council recognises there are still challenges in ensuring fair access for all in our city. However, we continue to strive to narrow the gap in existing inequalities through our strategic, coordinated and inclusive approach to migration.

The following are examples of positive outcomes that contribute to Leeds being a compassionate, cohesive and welcoming city.

- Key migration priorities have been identified that can be delivered at a community and city level
- Across all sectors, we have harnessed the passion and commitment to improve outcomes which has resulted in strengthened partnership arrangements. This has led to for example, sharing of resources and income generation for the city through successful bids for national funding.

- We have an excellent international reputation and respected as a 'critical friend' which has enabled sharing of learning

Leeds also successfully secured grant funding from the Ministry for Housing, Communities and Local Government Controlling Migration Fund. This funding enables the city to work with all communities, to build on their strengths, to address concerns and reduce pressures on services.

The voice of migrant communities is at the heart of the migration agenda for Leeds which places people in the centre of our decision making. However, the nature of migration work leads to an inherent locality focus where services are developed in response to local need. One of the challenges moving forward is facilitating this at both a local and city level. This will also be considered to work that is being undertaken in the city's priority neighborhoods.

As a city we need to continue to cherish and value partnerships at a time of reduced resources and fluctuating changes.

Improve the health of the most vulnerable in Leeds specifically supporting migrant communities to be healthy and have strong social connections

Progress

Local data highlights the health inequalities experienced by women living across different areas, social groups and communities in Leeds. They show some stark variances in the use and uptake of health and social care services, as well as, the health consequences for women from different groups and communities. Service providers must consider the multiple levels of discrimination faced by women and apply reasonable adjustments to ensure that interventions are fit for purpose and that women from BAME communities who have multiple needs are targeted equitably within service provision.

The often overlooked health needs of women from BAME backgrounds particularly affect those living with multiple dimensions of inequality, for example, Disabled women from BME backgrounds;

- Gypsy/Traveller and Roma women;
- BME Refugee Women (BMER) face multiple discrimination of both ethnicity and gender;
- Black African women face a rate of maternal deaths six times that of white women;
- Black women over 65 face higher risk of cervical cancer than white women.

Additionally women with no recourse to public funds are doubly disadvantaged and are at particular risk of poor maternal and infant health and women from some South Asian communities face higher rates of Cardio Vascular Disease and significantly higher rates of cervical and mouth cancer.

Gypsy and Irish Traveller women live twelve years less than women in the general population (compared to ten years less for Gypsy and Irish Traveller men). Asylum Seekers and Refugee women face significant barriers to good wellbeing and can be vulnerable to high levels of depression and anxiety as a result of experiences of trauma, violence, lost social support, discrimination and racist abuse and harassment in the UK.

These women can face significant barriers to healthcare as a result of a lack of accessible information, language barriers, a lack of clarity of entitlement to services, low incomes and vulnerability to domestic violence and abuse. Asylum seeker and refugee women make up 12 percent of all maternal deaths and 0.03 percent of the population.

To address some of these issues Public Health commissions Womens Health Matters (WHM) to deliver two projects:

The 'Rainbow Hearts' group offers a safe, friendly space for asylum seeking women to come together, reducing social isolation. The project enables women to give and receive emotional support from peers. Health and social-support information sessions are offered in response to identified needs. English-language learning support is provided and therapeutic art activities. Women are provided with food and can also access donated clothes, shoes and bedding.

With additional funding from the Leeds Fund (Leeds Community Foundation), the project was able to enhance the group's activity around the issues of mental health and mental resilience. This developed the ability of the women who attend to support themselves and each other to better manage their mental health. Primarily doing this through building on knowledge and understanding of self-care, offering a space in which to connect with each other, share experiences, understand their distress and access appropriate support. It also provided volunteering opportunities and strengthened existing partnerships in order to build on and develop existing provision in the third and public sector.

The Hopes and Dreams group provides health information, support and advice. Women receive emotional and practical support, advocacy and signposting and referrals to other services. It gives women a safe environment to discuss a wide range of issues, including cancer screening, domestic violence, forced marriage, honour-based violence, FGM, welfare advice, housing queries, mental health, low self-esteem and confidence, being a Carer, the effects of substance misuse, dealing with disability, difficulty accessing NHS/ GP services, access to volunteering and employability skills awareness.

In addition through WHM attendance at events across the city BME women are given accessible health and well-being information and light touch one to one support. They are signposted to appropriate services including access to BME women's groups.

A recent WHM survey using a sample of feedback from women seeking asylum who were accessing the group based projects was analysed . This provided evidence of the multiple needs of the women including:

- 75% of the women have mental health problems, including depression, anxiety and suicidal thoughts
- Over half (54%) had experienced domestic, emotional or sexual abuse
- A third had suicidal thoughts and 82% felt lonely.

Through group and peer support, women built trusting relationships, started to recover their health and regain control of their lives.

In addition:-

- 100% of women said they had improved mental wellbeing
- 88% said they had improved physical wellbeing
- 93% said they had made new friends who understand them and they now feel less lonely
- 90% have left an abusive relationship
- 92% feel more optimistic about life
- 100% said the support they received from WHM they couldn't have received anywhere else.

From April to September 2017:-

- 428 women accessed the BAME projects of which 363 were new contacts
- 146 were asylum seekers
- 54 were referred to Domestic Violence Services
- 207 had a mental health condition and
- 113 a long-standing illness or health condition.

There is a high demand for more support for women seeking asylum. Each week, 25-35 women attend the Rainbow Hearts group, along with up to 8 children, from a broad range of countries. As well as the continued programme of health and wellbeing sessions/support, The Leeds Fund funding enabled WHM to strengthen existing and form new partnerships with organisations to deepen the access and support for the women attending the group. Two examples are:

- Individual appointments provided by a legal advisor from the Manuel Bravo project. Legal advice and representation is increasing difficult to access so this is an invaluable resource.
- Partnership established with Touchstone's Positive Care Programme where practitioners ran self-care workshops including: yoga, nutrition, aromatherapy, self-massage, stress busting techniques and Qigong. The activities were guided by what the women wanted to do and women have been able to use some of techniques at home.

In Hopes and Dreams WHM delivered a range of support/health sessions and activities. For example, the partnership with the Workers Education Association (WEA) expanded. They offered to deliver a course for 10 weeks - Personal Development and Employability Awareness course, adapted to the women's

needs in the group due to the different levels of English language skills and understanding.

The aim of the course is to raise awareness to women about the steps from building confidence and self-esteem to looking at volunteering opportunities, peer support, advocacy, accessing services for new women to the country and for refugee and asylum seekers or another immigration status to learn about the process of employability and learning about the process of becoming a UK citizen and access to ESOL courses.

Women from BME backgrounds joined this course for a variety of reasons, including wanting to learn more about feeling less isolated, improve their confidence, self-esteem and resilience. Language is a huge barrier, with some members not able to speak much English plus women are from different countries.

Volunteers have certain language skills and can interpret to help include the women on the course. Support is put in place to support the women in their learning, as many members also feel that the resources and learning journeys are a barrier, for example, visual resources or resources in alternative languages are more useful for them.

Examples of feedback from women involved in the BME project include:

Case Study One

A woman was referred to Rainbow Hearts by her domestic violence support worker. She was living in charitable accommodation receiving casework and support from PAFRAS to help her out of destitution. She had not previously attended any groups or accessed psycho-social support services and was socially isolated. She now attends regularly and is building trusting friendships with the other women. She is also able to take part in 105 Women's art and craft activities. After attending the group for over a month she commented: 'since coming to this group everything has changed for me.' Work continued to support her to access services including looking into applying to college and starting volunteering until she was moved by the Home Office to accommodation in Sheffield. Information was sent to her information about groups and services in Sheffield to ensure she remained supported and was able to continue to build her confidence and skills.

Case Study Two

A woman attending the Hopes and Dreams group was afraid of her adult children and feared staying at home and stayed out for long times at friends, wandering the streets and keeping herself busy travelling to places and groups, This took an immense toll on her physically, mentally and emotionally. After taking medication at night time the woman felt very vulnerable and talked of self-harming and suicide. The woman could not read or write and the Project Worker also provided advocacy and language support. Action taken included:-

- Referral to the mental health team and to Connect Well via her GP

- Attended the Leeds Survivor Led Crisis Service who provide Dialhouse service out of hours and BME specific emotional support on certain days of the week.
- Attended the South Leeds Domestic Violence
- Trying to identify alternative
- Attended groups to help with her social isolation

The woman said WHM has saved her life and says she feels, sees and senses the positive changes in her.

Case Study Four

A woman who regularly gets support from the Manuel Bravo project, through the sessions at Rainbow Hearts who were dealing with her immigration application. The prospect of being forcibly removed from the country and leaving behind her children and grandchildren was causing her stress, impacting on her ability to sleep for which she was receiving medical support. The Leeds Fund Development Worker has worked with an interpreter to support her and attending the group has given her some friendship and support.

Case Study Four

WHM were supporting an asylum seeking woman who was granted leave to remain. She had been given 28 days to leave her supported accommodation and arrange her own housing and benefits. WHM were able to signpost her to counselling services for stress; liaise with support workers from other organisations around housing and accessing benefits; issue foodbank vouchers; make a referral to a furniture charity for basic furnishing items and provide a donation of basic toiletries and clothing. The woman feedback that the support she had received had made all the difference to her wellbeing at a time when she was feeling extremely isolated and vulnerable.

The women supported by WHM have the most precarious issues and lives. It is important that this work continues to provide support to individuals and families as and when they experience barriers to accessing services.

WHM will continue to provide bespoke support around Migrant Women's Health via a 3 year Public Health grant which started in April 2018. WHM has also secured additional funding from The Leeds Fund (Leeds Community Foundation) to build on the Rainbow Hearts activity around the issues of mental health and mental resilience. The one year funding from January to December 2017 enabled the project to employ an experienced Development Worker and the project will be independently evaluated.

In addition WHM is approaching new funders to continue the development of the work, in particular for women seeking asylum. The development of more intensive 1 to 1 support and volunteering opportunities is seen as a key progression area.

Identify and remove as many organisational barriers as possible , especially those relating to communication and information

- To ensure the benefits of changes reached all citizens of Leeds including communities of protected characteristics: disabled people, LGBT+, sex, age, faith and Black and Minority Ethnic communities etc.

There is also a specific focus on staff priorities which are:-

- To ensure recruitment is both inclusive and flexible with a recruitment process that is appropriate for the specific job and accessible to all;
- To build and sustain a workforce that understands values, embraces and implements diversity and inclusion, to support the strength based approach;
- To ensure all HR processes support staff from across protected characteristics; and
- To demonstrate increased engagement with all staff around protected characteristic's.

Progress Update One

From a range of consultation and engagement events and surveys it had become evident that individuals across many communities felt that they did not always have adequate information to allow them to make informed decisions regarding their care.

This was reinforced by the work undertaken for the Information Advice and Guidance Strategy. A number of individuals gave accounts of where, had they been better informed they would have made different choices, which, would have improved their outcomes and quality of life.

The Adult Social Care Outcomes Framework (ASCOF) measures how well care and support services achieve the outcomes that matter most to people. Adults and Health use the ASCOF measure 3D(1) - "The proportion of people who use services who find it easy to find information about support" as their key performance indicator.

This data set was supported by information from a range of consultation and engagement exercises. Some examples of this are from the Charging Review and the Day Service consultation work and the Residential and Day Care Review. As well as, from regular meetings and forums, such as, the Social Care Race Equality Community Forum and the Better Lives Board.

Adults and Health also moved to the strength based social care model rather than a needs based approach which was previously used. This, strength based approach is based on a conversation around what mattered to the individuals in terms of outcomes, and their resources, rather than what was the matter with the individual.

This has replaced the assessment model that was based on assessing need for support around what are commonly called activities of daily living, such activities as washing, cooking medication, based on a long and complex assessment document

So rather than assessing that Mrs X requires support in washing and cooking meals a conversation takes place which identifies what is important to Mrs X to continue living at home with her cats. The conversation then identifies what help she needs to remain at home and the support is targeted to allow Mrs X to continue living at home looking after her cats.

This approach links what is important to the individual about how their support is provided and hence allows more informed decisions.

This move to a conversation based approach also included the development of talking points in a number of pilot areas in the city that are now being further rolled out. The lessons learned in these initial pilots indicated that several different routes should be provided within communities, to ensure that there are routes into Adults and Health services which people feel comfortable with.

Adults and Health have also continued to invest in and develop the Leeds Directory (an online directory of services available in Leeds, searchable by area and service type), which has grown in breadth and reach, with over 1,700 entries of services across Leeds which is being accessed by 12,000 people each month.

Comparison work is carried out across all English authorities, CiPFA. (Chartered institute for Public Finance and Accounting) identifies comparator council's judged by CIPFA to be similar to Leeds across a range of factors such as population, ethnic profile, deprivation. These include ,for example Bolton, Bradford, Liverpool, Newcastle upon Tyne, Sheffield and other similar authorities

In 2013/14 based on the ASCOF indicator 3D (1) Leeds reported 70.2% against an average for England of 74.5% for individuals saying they had found it easy to find information to make decisions regarding their care, this was below both comparator and all England figures indicating that there was a real improvement in this indicator for citizens of Leeds

In 2015/16 this had improved in Leeds to 77.6% against the all England average of 73.5%, a Yorkshire and Humber figure of 75.3% and our comparator authorities' average of 74.1%. Though for 2016/17 the figure which is still provisional is slightly lower at 76% this is still a major improvement and moves Leeds above the UK average and its comparators.

This work does need to continue as there is still room for improvement, around engaging further with the various communities to ensure that the strength's in and support from communities is maximised.

Compassionate City – enjoying culture and sport, inclusive access and language access

To improve the quality of parks in Leeds with a focus on community parks that provide and develop facilities and activities available for everyone who wishes to visit:-

- **particularly for BAME, people of faith, young and old, disabled people**

Progress

Not all community park sites in Leeds reach the Leeds Quality Park (LQP) standard that is an aspiration to be met by 2020 in the Parks and Greenspace Strategy for Leeds.

Community parks in Leeds are assessed annually against the LQP standard that is based upon the national Green Flag Award. The assessment program demonstrates the performance of each site against the award criteria on a year by year basis. In 2017/18, 42 of the 63 community parks (67% of the total) achieved Leeds Quality Park standard (which is below the target of 81% for 2017/18), with 19 out of 29 reaching the standard (66%) in inner areas compared to 23 out of 34 (68%) in outer areas of Leeds.

The assessment records are circulated to managers of each site to inform development plans and are made available to elected members via Community Committees and to stakeholders such as ‘friends of’ groups and the Parks and Green Space Forum. The details are used to inform maintenance activity and development plans supporting bids for capital sums to fund schemes of improvement. Community volunteers from such as ‘friends’ groups get involved in conducting LQP assessments thus providing valuable user insight to each assessment.

In addition the service has worked with the University of Leeds to support a major research project on the usage of parks in Leeds funded by the Arts and Humanities Research Council. The project investigated uses of parks across the city by different social groups gathering experiences and expectations of park-users and levels of satisfaction with parks and help to set priorities for the future. Some 6,432 people responded to the public survey, which was available online and sent to 20,000 households across the city between June and November 2016.

The survey established that parks in Leeds are widely used and enjoyed by diverse social groups. Public parks that meet designated quality standards, such as, LQP are associated with enriched visitor experiences and higher levels of satisfaction and well-being. However there were variations in the use of parks and people’s experiences of them across the city, notably in terms of the type and quality of the park, and by the age, disability status and ethnic group of the visitor.

During the past year the service has delivered £2.4m of capital investment to parks and green space arising from Section 106 contributions (NEED TO EXPLAIN THIS). These schemes of improvement have been informed by previous LQP

assessments and direct engagement with stakeholders. As part of this process 12 consultation exercises were carried out as part of project design and the services has worked with over 30 parks specific community groups.

Community parks by their nature serve the surrounding communities as well as drawing visitors from across the wider district. To support wider engagement the service successfully increased use of social media to promote engagement in site based consultation rather than relying on narrow user surveys or posters. In relation to City Parks that attract visitors from across the city and beyond, a consultation exercise has been completed on proposals to introduce a High Ropes course at Temple Newsam estate establishing support for the project which is now proceeding

The research conducted with Leeds University suggests that we need to engage with groups and organisations that have particular interest in areas of key focus. We will seek to engage with the Parks Forum, equality hub groups and others to influence park management and development towards to the performance indicator with particular regard to age, disability and ethnicity.

Improve recycling rates and quality of recycling from residents new to Leeds and/ or where English may not be the primary language

Progress

This work takes place to support clean streets by ensuring waste and recycling are placed in the correct bin and to avoid bins being left on streets after collections take place. This has been a particular issue in areas of Leeds where there is a high level of transience and where residents do not have English as a first language.

Data on weight and quality of recyclables, is received from our contractors at HW Martin (green bin recyclables) and URM (glass recycling). This data enables us to correlate which bin collection routes and areas have high, middle and low levels of recycling, excessive waste creation and levels of glass bank use.

Areas with middle and low rates are highlighted and tailored engagement methods are implemented. For example, targeted schools engagement work including setting up eco teams and presenting in assemblies. Also holding action days or events in the area using appropriate engagement materials e.g. multi-language pictorial leaflets.

Work also takes place to communicate to residents what the expectations are for effectively managing their waste and bins. This includes how to use the kerbside recycling facilities to provide good quality and clean green bin recycling material. Communication materials and campaigns have been designed to help change behaviours with a consistent pictorial form to better communicate services to people who are new to the city and do not have English as a first language. The general symbols used are from best practice guides produced by Waste and

Resources Action Programme (WRAP) that are funded by Department for Environment, Food and Rural Affairs (DEFRA).

Activities have been designed to appeal to a wide audience with a focus on the images of recyclable items. Activities included, using bus stop advertising, billboards, direct mail- leaflets, social media, local radio roadshows in community venues like supermarkets, school visits, local business engagement.

There have also been city wide awareness campaigns during the year. These include:-

- Metal Matters (February to May 2017)
- Paper and card recycling (September 2017)
- Glass Campaign (October 2017)
- Christmas Collections (November - December 2017)
- Council Tax billing (March 2018)

A Leeds Bins App was introduced in July 2016. From April 2017 to March 2018 downloads have increased by 18,015. The main areas of downloads since 2016 have been Horsforth (15,523), Roundhay (15,083) and Chapel Allerton (14,453). In the more transient areas download rates have been only a third to a half of these Beeston and Holbeck (8,869), Gipton and Harehills (8,391) and Headingley (4,296).

A one hour slot on local radio station Radio Asian Fever which has its main listening audience based in Harehills has been taking place each month until March 2018. This was to enable the Waste and Recycling Advisors to talk about popular recycling and waste topics

Working with student unions and the university sustainability teams continues. The strategy is to support student peers in spreading the recycling message while using materials such as the council's leaflets and bin stickers. Specific work has included:-

- Locating an additional 9 temporary textile banks for student change-over increasing the total in the area to 14.
- During student changeover and the Christmas period glass and tetra pak banks were located in Hyde Park and Headingley. This included the Beckett's University re-float scheme where around 3,500 students were targeted with a mail out and door knocking exercise
- An 'Opt-In' Recycling Art Installation was unveiled in February 2018. This was the culmination of a year's work with Leeds Beckett University recycling students on designing a campaign aimed at encouraging recycling opt in. An additional 362green bins were delivered to properties in the 'opt in' areas during February and March 2018 which was an increase of 14.8% on the previous period in 2017.

- A Living Lab University of Leeds study that reviewed waste data and communication interventions in Harehills, Middleton and Headingley using quantitative data analysis and qualitative focus group research.

The opt-in schemes for Harehills and Headingley where high levels of contaminated recycling bins meant that whole loads were being rejected from the materials recycling facility. This area covers circa 8,000 properties (Harehills 6,000, Headingley 2,000). The scheme has contributed to a reduction in rejected loads across the city from 313.7 tonnes in 2016 to 286.37 tonnes in 2017.

Evaluation and monitoring activities were also undertaken to identify:-

- Weight of recyclables (green bin) as a proportion of residual waste (black bin) to identify general routes where recycling is poorest. Generally green bin recycling material has remained the same as the city has grown.
- Recycling contamination levels are measured via visual checks by the materials recycling facility contractor HW Martin and accorded a percentage value. This percentage has been increasing slightly between December 2017 to February 2018. This could be attributable to various factors including the number of snow days where collections were disrupted.
- Monthly tonnage data from 700 glass banks on 350 sites and from council multi-storey flats from our glass contractor URM. This data identifies levels of recycling by area.

Work will continue to engage with contractors, such as, HW Martin and Veolia to monitor data and tonnage information with regard to recycling quality and quantity. This will include reviewing sampling of routes and customer contact queries for common themes which will inform future communications.

We will also continue to work with the universities and their student unions as new cohorts of students arrive in to the city each year. Emphasising the importance of consistent communications, such as, promoting the Leeds Bins app and supporting student peer-to-peer action days and events.

Improve access to cultural opportunities and sport

Includes:

- **Continue to consult and engage with equality and social groups in developing the Leeds 2023 project. To ensure it reflects the diversity and voices of the city's population and has a meaningful presence as part of events, experiences and opportunities that are accessible to different audiences**
- **Make all aspects of our activities as fully accessible as our resources allow, including access to buildings, collections, events, exhibitions, learning and to our staff and volunteers as well as visitors**
- **Improve access to sports and leisure facilities – particularly increasing participation of women and disabled people**

Progress Update One

Work is now taking place on Leeds 2023 which recognises the need to engage with and represent the diverse range of people that call Leeds home.

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

Over the last 4 years Leeds 2023 has conducted extensive consultation work, however, this engagement needs to continue to reach out to new groups and to enable the project to change and grow to reflect the population of Leeds and to help to achieve our international aspirations.

Work includes conversations with children and young people, older people, BAME, migrant, LGBT+ groups and a range of community / social / equality groups across the whole city. There has also been work with the independent culture and arts sector, the major arts and cultural institutions in the city and Leeds's emerging arts scene, the higher education sector and local and regional media,

19 volunteers engaged with 6,400 members of Leeds communities in 2017. These included the summer music series in Millennium Square, Leeds Pride, the Leeds West Indian Carnival, Light Night, the Leeds Christmas Lights Switch On, the opening of the Art Gallery and the Leeds International Film Festival. The volunteers also attended various community and family events over the summer, the largest group of these being the Breeze events (aimed at families with children).

This engagement work has enabled us to spread the word about Leeds 2023 to many people who were not yet aware of it, and to gather views and opinions from the public across a wide cross-section of Leeds about culture, the city and what needs to be improved.

Whilst the engagement work has been wide ranging over four years, the 2023 Project Team are not complacent that it has reached everyone. They know there are still people who are unaware of the conversations and their efforts will focus here on this as they move forward. The team will continue to work with Leeds communities and social / equality groups to ensure Leeds 2023 project adapts and reflects the needs and desires of the people of Leeds with a focus on groups and communities we have not yet engaged with.

The team will also work with Leeds 2023's Engagement Advisory group to ensure strong values of meaningful engagement with communities continues to be embedded in the project.

The next steps of Leeds's 2023 will include gathering baseline information on cultural participation in Leeds so the project can set meaningful and achievable objectives in the lead up to the year 2023.

Progress Update Two

Leeds Museums want to make all aspects their activities as fully accessible as their resources allow, including access to buildings, collections, events, exhibitions, learning and to our staff and volunteers as well as visitors.

This will always be an issue because the nature of society is always changing and we cannot and must not stand still nor become complacent. We strive to engage with our communities actively at all times so that we have a sense of how we should be changing, and we are also informed by regular demographic surveys.

Leeds Museums has an overarching aim to ensure our diverse and vibrant city is reflected in our programming and our audiences. Each of our museum sites has a different focus, and we have empowered them to deliver locally appropriate activities, falling within this broad strategy while also corresponding to the needs of specific groups. These have included:

Abbey House Museum

Fairy Tales and Fantasy - Drawing from our collections, the exhibition showcased some familiar fairy tales, including Aladdin, Little Red Riding Hood, Sleeping Beauty and Cinderella, as well as the classic children's fantasy worlds of Alice in Wonderland, The Water Babies and Peter Pan. Visitors can explore tales from around the world, including traditional fables and the stories woven around mythical creatures such as dragons and phoenixes. This ran until 31 December 2017 with an engaging and programme for diverse cultures, improving social exclusion and engaging children and young people.

Comics Unmasked – This exhibition ran until August 2017 in the community space. This community exhibition opened together with Fairy Tales and Fantasy. This was curated by the Vintage Youth Club the young people's group based at Abbey House Museum who are aged 14-21.

Protest – This exhibition ran until February 2018 in the community space. This display focused on the history of protest movements in Leeds featuring contributions from local groups like the Leeds Quakers and LGBT*Q community, as well as new films exploring the police perspective on protest and life before the NHS

A Woman's Place? - Running until December 2018. A Woman's Place? looks at the struggles and progress of women in achieving equality and recognition. The exhibition features stories and objects from strong pioneering women from 1860 to the present day including Leeds's suffragette Leonora Cohen and the Olympic gold medal-winning boxer Nicola Adams. This exhibition links into the wider programme of work taking place across the city on the 100th anniversary of Votes for Women.

Remembrance - Running until December 2018 this new display in the community gallery, co-curated with University of Leeds as part of the AHRC funded project 'Living With Dying 1900-1950', reflects how commemoration has changed since

the Victorian era. As an extension of the exhibition Abbey House Museum will be collaborating with artist Ellie Harrison on her ongoing Grief Series project.

Leeds City Museum

For All Seasons – This exhibition ran until August 2017 and was aimed at children under 6 and explored how the seasons have been represented in art and culture, how we've dressed for the weather and how the natural world responds to the changing seasons.

Dying Matters in Leeds Display – This exhibition ran until July 2017. This display was co-curated by subject-specialist curators and colleagues from the Community Engagement team at Leeds Museums and Galleries in, consultation, with the Leeds steering group of the National Dying Matters initiative. A programme of talks accompanied the exhibition to encourage people to begin to talk more about issues around death and dying.

Leeds Sound Bites - This exhibition ran until April 2018 in the community display cases and explored Leeds's diverse music scene over the last 50 years, from roots reggae to the goth scene, Hip Hop, buskers and the Rock against Racism movement. This vibrant display was created in partnership with local artists, community artists and young people, including our young people's group and the Preservative Party.

Leeds Industrial Museum at Armley Mills

Women Work War -The exhibition ran until 24 September 2017 and focuses on the vital role of women in World War One and particularly the stories of women in Leeds.

Flood Response - This community exhibition ran until end June 2017 and featured photographs and stories crowdsourced from the community following a media appeal in summer 2016. The exhibition commemorated the Boxing Day 2015 floods and celebrated the community spirit that has endured during the recovery. Drawing on connections made with the Environment Agency, University of Leeds and many other third party organisations.

Queens of Industry - This exhibition opened in November 2017 and reveals the untold stories of the working class 'queens' elected to represent some of Britain's greatest industries, from coal to cotton. Inspired by the idea of traditional Rose Queen and May Queens in local villages and towns, Queens of Industry flew the flag for their industry, county or even country in what often proved to be a life-changing opportunity.

Interwoven Histories - This partnership exhibition with arts organisation Pavilion ran until April 2018. It is part of their Heritage Lottery funded project which seeks to make visible stories and experiences, particularly, for migrant workers in Leeds and their contribution to industry and culture. Referencing the city's expansive textile and clothing industry and history, the exhibition presents a collage of

material to explore the work, lives and representations of migrants (past, present and future) in the community gallery at Leeds Industrial Museum.

Lotherton Hall

Fashionable Yorkshire Five Centuries of Style - The exhibition ran until December 2017 enables visitors to explore the history of fashion through the clothes and personal stories of a selection of Yorkshire women - from a rich merchant's daughter who married a Yorkshire landowner in the 1600s to an art student enjoying the freedom of the 1970s. The exhibition includes two significant loans from the Victoria and Albert museum of a 17th century dress and accompanying painting of the dress being worn. The exhibition closes with a focus on two contemporary women from Leeds – designer Rhian Kempadoo Millar and poet and performer Khadijah Ibrahim.

Himalayan Fashion - Running until October 2018 this exhibition is in the Fashion Galleries at Lotherton and has been curated by our Curator of World Cultures, Antonia Lovelace (the final project before her retirement after over 20 years in the post). It presents the whole range of Himalayan fashion, from costly court outfits and high-end designer dresses to everyday clothing worn by everyone from Buddhist monks to Gurkhas. We have teamed up with the National Museums Liverpool, the Leeds Nepalese Community Association and Harewood House to create this unique chance to learn about the role of fashion and textiles in Himalayan cultures.

Temple Newsam House

Showstoppers Silver Centrepieces – This exhibition ran until October 2017 and featured two important historic silver centrepieces from the collection alongside two contemporary pieces by artists Junko Mori and Miriam Hanid. The exhibition showcases the continuation and reinvention of traditional silversmithing techniques alongside celebrating women in silver, as makers and owners.

Leeds Art Gallery

Looking Back, Looking Forwards: Leeds Art Gallery (1888-Today) This was held in the Atrium Gallery, Bexley Wing, St James University Hospital. This display is in partnership with St James's Teaching Hospital. The display was co-created with students from the University of Leeds and Leeds Beckett University and explores the history of Leeds Art Gallery during its closure. The display also showcases works from the Picture Library scheme, raising the profile of this scheme and enabling us to share the collection with a wider audience. Previous exhibitions have been well received by both hospital staff and patients, and we are currently looking at how to expand the range and impact of our work with the hospital. As part of this, we are an affiliate member of Museum Development Yorkshire's Health and Wellbeing Cohort and are working on a project to test the feasibility of expanding our programme around arts and health.

Leeds Art Gallery reopened in October 2017 following extensive re-glazing of the original Victorian roof and a period of refurbishment. The 130 year old Grade II

listed building has been updated with new lighting, environmental controls and structural repair to its fabric.

For the first time in a generation, visitors can see the stunning original Victorian Central Court glass ceiling that has been transformed into a new gallery for audiences to enjoy.

Community Engagement Work

In addition to the exhibitions held specific community engagement work has included:-

- Beyond Festival which was an event curated by the 'Beyond Festival' steering group for Learning Disability Week. Different organisations and individuals with learning disabilities providing interactive workshops, a sensory pod for children and families to explore, dance performances from Northern Ballet and Dance Operatives, a drama piece and art works from Artlink.
- Dying Matters Event when the museum hosted a major event in Dying Matters week to help raise awareness of the local and national agendas around death and dying and planning a 'good death'. The day was organised as part of the on-going membership of the Leeds Dying Matter's Stakeholders Group and to complement the museum's Dying Matters Community Exhibition. There were also Dying Matters Adult talks ran between April and June
- Memories of the 1950s and 60s Dementia Awareness Week which was run in partnership with the Marks and Spencer Archive based in Leeds and enabled older people to come and explore objects from both the M & S Archive and Leeds Museums and galleries social history collections from the 1950s and 60s and reminisce about life in Leeds.
- The Community Engagement Team facilitated the acquisition of a 1/8 scale model of the famous Irish Leeds Community's landmark, the now demolished, Old Roscoe Pub. It was donated by Andy Gibney, a member of the Irish Community, the creator of the model and the co-owner of the New Roscoe Pub which is now also closed and is to be knocked down.
- The Assistant Community Curator at Temple Newsam House worked with ASHA (Asian Women's Project) Centre Manager to engage Asian Women (both young and older women from varied religious backgrounds) with 500 Years of Heating and Lighting Tour at Temple Newsam linking it to Energy Best Deal (Citizens Advice Programme.)
- The YMCA Pottery Groups at Osmondthorpe Hub (Centre to support Adults with Physical Disabilities and Head Injuries) engaged with Leeds Pottery at Temple Newsam House and Burmantofts Pottery Collection at Leeds Discovery Centre.
- Leeds City Museum hosted a round table discussion on the role of the cultural sector in Leeds in partnership with the council's BME Hub communities looking at how this can impact on well-being. Local art practitioners, third sector representatives and Leeds City Council staff came along to share their ideas on how we can continue to work together to break

down some of the barriers to engagement and participation and improve the offer and relevance to our communities.

- Loneliness through the Lens which is a partnership with 'Time to Shine', a project led by Leeds Older Peoples Forum and funded by the National Lottery. The display called 'Loneliness through a Lens' looks at social isolation and loneliness through the eyes of Leeds residents aged fifty and over.
- A Project Curator ran a campaign over the summer working collaboratively with over 60 community organisations and a number of individuals to create a sea of forget me not flowers to cover the Leeds City Museum's giant map of Leeds, as she did with the 'Leeds Remembers' poppy programme last year. The flowers, which symbolise faithful love and memories, were created as part of the International Day of Older People's programme. This was to raise awareness of dementia as Leeds as a city is works towards becoming dementia friendly city. The museum service is part of the city-wide Dementia Alliance network. Forget me nots are the emblem of Dementia Friends which is an Alzheimer's Society Initiative. The display was in the museum for a week culminating in a celebration for the International Day of Older People on 1st October.
- The peer support programme for people with dementia ran as part of the Cultural Partnership with the West Yorkshire Playhouse (WYP) and Leeds Central Library ran several sessions themed around people's memories and experiences of fashion, hair and beauty growing up with object handling, crafts and visits to Temple Newsam and Lotherton Hall and finished with a trip to the dementia friendly performance of the 'Barber Shop Chronicles' at the theatre.
- Swarthmore Special Needs Group and the YMCA Pottery Group (disabled students) at Osmondthorpe joined the community effort of creating paper and pottery Forget-me-nots for the exhibition at Leeds City Museum to celebrate International Older People's Day on 1st October.
- Vision Support Harrogate visited Temple Newsam to engage in an object handling session with Assistant Community Curator at Temple Newsam House.
- HOPE (Halton, Omsondthorpe Project for Elders) Stroke Club had an Outreach Session on the History of Temple Newsam and Object Handling by the Assistant Community Curator and Volunteer Co-ordinator.
- Working alongside the Pyramid of Arts High Rise project, a group which provides creative opportunities for adults with profound and multiple learning disabilities, the Assistant Community Curator has embarked on building a permanent artistic sculpture within the grounds of Leeds Industrial Museum.
- The Assistant Community Curator at Lotherton Hall is piloting as part of the Adult Programme, new 'Arm Chair Aerobics' sessions to offer local older or disabled people an opportunity to engage in a fun, fitness activity.
- Kirkstall Abbey's 1152 Club remains popular with older people over the age of 55. Guest speakers have included Michael Meadowcroft (Jewish Community Individuals Who Have Influenced Leeds) Eddie Lawler ('bard of Saltaire') and Rod Dimpleby (Chair, Yorkshire Dialect Society), with 'Two Tykes On T'Loose', Anna Walsh and The Irish Arts Foundation (The Irish

Experience In Leeds) , Jacki Depelle (Local Historian) on Fulneck Moravian Settlement, as well as our own Curator of Social History Kitty Ross, talking on 'An A-Z Of Leeds Nursery Rhymes' and our Youth Curator talking with Emily Wells of our very own Vintage Youth Club on 'Comics Unmasked'.

- 'Mindfulness in the Abbey', run by Leeds Mindfulness and Positive Emotion Enhancement Centre continues to be successful. This parent friendly free drop in session runs every Tuesday and has had some very positive individual success stories. In October, Leeds Mindfulness take over the Abbey Visitor Centre to mark World Mental Health Day with a series of taster mindfulness sessions.
- Every Thursday during the summer holidays the Youth Offending Service tackle a variety of gardening projects at Thwaite Mills Watermill. The Youth Engagement Officer assisted the group as they cleared the WW2 allotment. It is anticipated the Youth Offending Service will concentrate on this project and re-plant early next year ready for new vegetables. The Youth Engagement Officer also took the young people on a tour of Thwaite Mills and gave them all a certificate after their work was completed.
- The Bark and Butterflies is a small display which opened in October 2017 in the community cinema at Leeds City Museum and is the culmination of several years of research and collaboration between the assistant community curator, members of the Polish Community in Leeds and Coventry University. The display showcases Adrian Palka's father's personal diary which chronicles the hazardous journey he undertook from Siberia to Leeds after his liberation from the Labour Camp in the Second World War.
- The Festival of Gothica event was organised by the Goth community in Leeds as part of the Leeds Music Sound Bites Exhibition programme. The festival celebrated Goth fashion, music, art, literature and architecture with talks and films to complement the stalls in the main Broderick Hall. The event was linked to the Stop Hate campaign as one of the key speakers was from the Sophie Lancaster Foundation.
- One of the key community partners, curated the programme for the annual Hip Hop event which took place in November 2017 and again attracted over 1,000 people, including lots of families who participated in the dance workshops and the Baby Rave. There were craft activities, talks and films and the showcasing of talented dancers and DJs from the community.
- Local artist Paul Digby worked with a number of organisations in Leeds supporting people with dementia to create a beautiful mosaic inspired by Leeds Museums and Galleries collections. The theme was Leeds as a city famous buildings and landmarks and peoples experiences and memories of living here. The mosaic was on display in October 2017 and participants were invited to the opening and enjoyed seeing their work in the city centre on the map of Leeds.
- The Leeds City Museum Forget Me Nots Choir (for people living with dementia) is a new initiative working with the Peer Support Service for people with dementia. The aim is to help them to live well with dementia and engage with art and culture in a positive and participatory way. The choir is again led by Emma Sargison and is open to both service users and their carers. The choir meets monthly, giving people a chance to come

together in a safe space and celebrate through song, socialise and enjoy all the museum has to offer.

- Leeds Art Gallery is developing a core offer for adult audiences that stands as the central 'in gallery' activity which all adult outreach programming will be signposted to. The offer has a focus on older people and those referred to or connected to the gallery through community and wellbeing initiatives but is also open to 'drop-in' visitors.
- During Mindfulness Week mindfulness practitioners from across the city (co-ordinated by Steve Hart of Leeds Mindfulness) were offered a range of free taster sessions to mark World Mental Health Day. Joe Williams and his colleagues from Heritage Corner staged two very special performances celebrating black heritage in Leeds at Kirkstall Abbey Visitor Centre in October 2017
- For a third consecutive year Kirkstall Abbey also ran an event in Interfaith Week. Light for Leeds which saw representatives attend. There were stalls, food and craft activities from most of the major faith groups in Leeds. This included Sikh, Muslim, Jewish, Hindu Christian and Pagan representatives and was also attended by the Lord Mayor of Leeds. Performances included SAA-UK and the United Hebrew Congregation Choir plus the community curator and Edward Turner of Churches Together leading carol singing. Attendees were invited to write messages of hope on cardboard candles cut out by the pupils of Bramley St Peter's Primary School to hang on a Tree of Hope in the Chapter House. The day culminated in a silent dusk walk from the Visitor Centre to the Chapter House with each visitor handed a tea light to help illuminate the dark. A Call to Prayer from the Imam Adam Aslam opened and closed the event.
- Working with local arts organisation Pavilion, the Mill Space is currently hosting 6 month exhibition 'Interwoven Histories', which aims to make migrant workers' experiences visible within the museum. This will later be added to with a contemporary art sound installation by artist Ryoko Akama and a growing collection of people's stories.
- The Assistant Community Curator at Temple Newsam House has carried out a number of outreach sessions to HOPE during the last four years to engage older people in local history and develop relationships through talks, reminiscence and handling sessions. This outreach has led to one of the groups, the Stroke Group visiting Temple Newsam House where they learned about Temple Newsam House as a hospital during WW1 and did a tour of The Great Hall and Chinese room. All members of the group stated they would really like to visit Temple Newsam House again in 2018.
- A group of individuals with additional learning needs from Aspire Richmond Hill came to a portrait and costume session at Temple Newsam House. Jan Wells, the photography tutor for the group from Aspire, states that visits to Temple Newsam House and Grounds are inspirational and contribute to the wellbeing of the individuals and enjoyment of the courses as they try something new and different away from the centre where they usually meet.
- Relaxed Santa at Abbey House was hosted for the third year running, The event is for families with children with additional needs who may find a visit to Santa to daunting. The feedback continues to be incredible, with over 30 children with a wide range of additional needs attending in 2017.

- As part of the community programme for A Woman's Place? portraits of women across all communities and walks of life, holding a placard describing a trait, an achievement, or a role they play, be that a professional role, a hobby or a responsibility have been captured. Over 100 individuals and groups from the local community participated in this project. We also interviewed the Deputy Leader of Leeds City Council, the County Commissioner for Girl guiding, some other local community leaders and a group of young people about what it means to be a woman today.
- As part of Museums and Wellbeing Week, Kirkstall Abbey partnered with Brahma Kumaris Meditation Centre to produce a meditative walks booklet for visitors to pick up from the Visitor's Centre and use to guide themselves around the Abbey ruins.
- To mark LGBT+ History Month, and to tie in with Abbey House Museum's 'Protest' exhibition an event to mark 30 years since the introduction of Clause 28 was held in the Kirkstall Abbey Visitor Centre, hosted by Yorkshire MESMAC.
- At Leeds Industrial Museum, the Assistant Community Curator has also hosted corporate volunteers from HSBC and a group of students with learning disabilities for 'extreme gardening days' extending the scope of the project by quickly improving a new area of the site whilst engaging with different audiences. Plants are being selected by the regular group to reflect the heritage of the Mill as a woollen factory, and will later facilitate natural dyeing creative workshops.
- To celebrate LGBT+ History Month and continue our ongoing partnership work with Leeds Queer Film Fest Leeds City Museum held a family friendly event. The well-received activities took place in the Broderick Hall and the Denny conference room and included; a stalls marketplace, craft workshops, talks, film screenings and a pop-up exhibition. Over 1800 people attended the event.
- In February 2018, the Community Engagement Team at Leeds City Museum facilitated the acquisition of 39 objects from the 'Leeds Music Soundbites' display. The objects are related to the subcultures Goth, Hip Hop, Reggae and busking. They will enrich our growing contemporary Leeds music archive.
- To begin building links with the Third Sector organisation Touchstone and their community groups, we are working in partnership with the Migrant Access Project Plus programme to see how we can engage them in the 'Migration' special exhibition, which opens in July 2019 at the Leeds City Museum
- To begin building links with St George's Crypt's community we are focusing on how their service users could be involved in working towards co-curating a display case in our 'Migration' community display, which opens in spring 2019 at the Leeds City Museum. Nine people have been engaged so far and further in reach and outreach sessions will be held before December 2018.
- Lotherton Hall held its first Dementia Friendly musical event 'Memories with Music'. The Gascoigne 150 year old, Erard harp was conserved especially for this event. Couples from Peer Support and local group the Elderberries, enjoyed an hour of harp music, and singing accompanied by guitar and

piano ending with a singalong from WW2. The harp brought a lot of emotion to the afternoon with some people moved to tears, (happy tears :) Music therapist Jane Troughton used birds as a theme with scores that reflected flying and freedom.

The home educators programme continues to grow, with each session either having a waiting list, or with additional sessions being added to cope with demand. We have found that many of the young people who are being home educated have additional needs, so this has become an additional strand of developmental learning from the SLiCE programme. There is an aim to host a workshop per month. In the autumn 2017 workshops were held at Temple Newsam House, City Museum, Leeds Art Gallery and Lotherton and receive positive reviews.

Leeds Museums wholeheartedly embrace the Arts Council England's Creative Case for Diversity. At the heart of this is the belief that there will be better museums if diversity is embedded throughout their work and recognise that engaging with diversity is an ongoing, dynamic and developmental process and that issues of access, interpretation, engagement and reach must be kept constantly under review.

Progress Update Three

Feedback from equality groups and customers, plus observation and knowledge of customer base

The emerging themes / framework of the new Physical Activity strategy for the city is suggesting there will be a greater emphasis on inactivity over the next 3 -4 years

On 1st May 2018 the whole service rebranding exercise was completed and Sports and Active Lifestyles were relaunched as Active Leeds. Active Leeds has the following aims:

- Motivate people to be more active.
- Place people at the heart of what we do and work with those most in need.
- Generate income, control costs and seek new funding.
- Create, develop and sustain meaningful partnerships and relationships

Active Leeds have been working with the Adult and Health Directorate and Aspire to embed bases for people with learning disabilities within leisure centres, providing facilities in their own communities and introducing people to new activities. Adult and Health social care bases are integrated into ten leisure centres, including older people, learning disability and physical disability at Holt Park Active.

There are a number of specific projects which include:-

Disability sport opportunities exist across the city, run through Leeds City Council, professional clubs, voluntary clubs, disability charities, health partners and other key providers. These cover all ages, all impairment groups, all ability levels and are held city-wide. This programme is widely acknowledged as one of the most

comprehensive in the country and includes events, festivals, competitions and camps as well as regular activities.

Leeds Let's Get Active (LLGA) aims to encourage and support people who do not do any physical activity to be more active.

Positive Futures is a national, sport-based social inclusion programme for children and young people aged 10-19/25, offering opportunities to engage in employment, education and training commissioned by the West Yorkshire Police and crime commissioner.

Changing places facilities are now available in Armley, Morley, Holt Park and John Charles centres and as other sites are developed or refurbished more will be installed. Hydrotherapy is available at Armley and Holt Park and consultation has taken place to shape new facilities

Equality, disability awareness and adapting activities are essential training for staff.

Leeds Let's Get Active (LLGA) launched on 30th September 2013 and aims to explore barriers to physical activity and support the most inactive to participate in 30 minutes of moderate intensity physical activity per week.

Leeds Let's Get Active figures up to January 2018 include :

- There are 109,500 people that have applied for a LLGA memberships
- There are 106,000 of these with a 'live' membership (used it in the last 12 months)
- 107,000 of 109,500 have attended at least one activity.
- 31,900 of the 68,000 (47%) that completed the questionnaires were 0 or 1 at baseline (inactive).
- Of the 31,900 that were 0 or 1 (inactive) at baseline there are 9,300 (29%) that have been to activities 5 times or more

LLGA Community Programme (April 2017-March 2018)

Outcome	Cumulative total
Number of LLGA activities delivered	61
Number of total participants in reporting period	1,230 (new)
Number of attendances in reporting period	4,543
Number registered inactive at baseline in reporting	61%
Number registered in top 10% most deprived communities	69%
Number participants who report an increase in physical activity status after 12 weeks delivery	277/383 72%

LLGA Referral Programme – One You Leeds and NHS Diabetes Prevention Programme pathway. (October 2017- March 2018)

Outcome	Cumulative totals (October 2017 – March 2018)
Number of referrals and source of referral	242
Inactive at baseline	77/122 = 63%
Number of clients which live in deprived areas.	129/207= 62%

Other work undertaken during 2017/18 included:-

Health Improvement Team

Active Leeds support older frailer people as a part of the Falls Prevention Programme. 20 week courses in various community venues were held across Leeds to support people that have had a fall or are at the risk of falling. The programme accepts people with low mobility and other health concerns and allows people to lead an active healthy life. In the last 12 months 204 people have attended the falls programme and from all the people that have completed the 20 week course, not one person has been admitted to hospital with a fall, a year after they completed the programme.

Supporting the Falls Prevention Programme is a project called the Quality Assurance Scheme that supports community providers (organisations both public and private) to deliver quality activities for older people with the aim to improve strength and balance. The programme assesses providers and give them plan to improve their delivery. The scheme has provided training courses, mentoring and links community activities to ensure there is a network of providers across the city. There are 98 sessions across the City that have the quality assurance mark, “Make It Fall Proof”

Active Beyond Cancer delivered with the Leeds Rhinos Foundation and funded by Yorkshire Cancer Research provides a 12 week programme for people that have been affected by cancer, whether recently diagnosed, receiving treatment or in post-treatment . This is delivered in 3 venues across the city in single sex and mixed groups. Groups choose from a range of activities that suits their needs. The current programme has over 70 people attending at Rothwell, Fearnville and Armley.

Positive Futures

Delivery of Fit and Fed programme as poor children endure holiday hunger, isolation, and inactivity. The Fit and Fed campaign provides families in poor neighbourhoods with free holiday activity sessions and meals.

School holidays are supposed to be a fun time of the year, but for a generation of children from low income families it isn't. Children are isolated because there is no

free activity programmes on offer, and they are at risk of going hungry because there are no free school meals. This work is targeting the 1% most deprived neighbourhoods.

Dame Kelly Homes – Female Only Get on Track started in February 2018 is the flagship community-based personal, social and emotional development programme. Get on Track is led by world class athletes over a 14- month period and is aimed at young people aged 16-25 who are facing disadvantage. The programme helps young people realise the attitudes and behaviours they need to make long term positive life choices:

Get on Track is split into four stages. On Your Marks, Get Set, Go and Keep In Touch and aims to:

- Raise confidence
- Improve resilience and motivation levels
- Raise self-esteem
- Provide a new lease of determination and focus
- Improve Communication skills

Leeds Girls Can (LGC)

- Leeds Girls Can reaching 14yr+ in nine Secondary Schools including John Jameson East SILC.
- 95 new Leeds Girls Can Cyclists recently joined the programme
- 159 beginner runners taking part in LGC Couch 2 5k programmes across the city.
- Over 450 new women and girls taking part in LGC programmes
- 10 recently newly qualified LGC Run Leaders

Localities Snapshot

- Active Leeds have supported the relaunch of the bike library in one of the priority neighbourhoods in New Wortley. Providing the community with opportunities to take part in led rides from the centre, new equipment on site, maintenance courses and learn to ride sessions. Through these Active Leeds have been able to identify two community volunteers who are now in the library regularly servicing and maintaining the stock.
- With the support of Active Leeds Sustrans are delivering cycle maintenance sessions in three of the community hubs in priority areas. These sessions are open to anyone over the age of 16 currently looking for work. On the completion of three sessions they receive a bike to enable them to access employment opportunities.
- Bumps and Babes have delivered sessions with Inner South and Inner West Leeds to disengaged and hard to reach groups. Through funding sessions have been delivered in partnership with Children's Centres and Public Health are delivering Minor Illness talks to the bumps and babe

groups.

Facilities Update

- Based on the success of co-locating services, a community hub is being built at Aireborough Leisure Centre.
- Consultation with the LGBT+ community has resulted in more accessible design for the new changing facilities at Aireborough Leisure Centre
- Aspire continue to be based in 10 leisure centres
- Planning to survey all leisure centre sites for LGBT+ friendly facilities to highlight on the sport website
- Holt Park continues to be a base for Aspire and for older people / people with physical impairments
- Consultation with the Arthritis Trust has led to the changing rooms at Holt Park hydrotherapy pool being redesigned to widen their accessibility for people with arthritis

Session Figures

- In 2017 there were nearly 5,000 visits per month by disabled people and in total there were 59,754 visits to the leisure centres in 2015/2016. The total number of visits has increased year on year.
- 973 council leisure centre visits per month by disabled children/young people. (0-19 years) which equates to 11,676 visits per year.
- 753 individual disabled children and young people accessed provision.
- 100% + increase in the uptake of disabled swimming lessons at leisure centres
- 272,844 members over 55 years of age
- The Bad Mittens which is an LGB T+ inclusive (open to everyone regardless of sexuality/Gender identity) badminton club based at Armley which started in July 2016 now has nearly 400 members
- Staff member attending LGBT+ staff network to feed back to the service
- Facility development consultations including LGBT+, religious groups, ethnic groups and community groups

Policy Update

The Active Leeds service has also:-

- Amended the membership details to allow people to choose what equality data to share with the service
- Secured funding from Sport England for physical activity in three priority neighbourhoods
- Confirmed physical activity priorities in the prevention strand of the Leeds Health and Care plan
- Going through a consultation with HR and stakeholders to develop a trans policy for sport
- Improved the website to include specific details on:

- Disability access information
- Disability sport sessions
- Dedicated LGBT+ sessions pages and staff contact

In addition the emerging themes / framework of the new Physical Activity strategy for the city is suggesting there will be a greater emphasis on inactivity over the next 3 to 4 years.

Workforce achievements:

- Supporting the apprenticeship programme to enable equality groups to access the training they need to achieve employment in sport
- Working with Leeds City College to pinpoint potential BME applicants and provide training for sport related jobs
- Working alongside partners in Employment and skills to offer Recreation assistant (pool) traineeships for 12 weeks to young people from the BAME community. The service are currently underrepresented by BME staff and they will be targeting various community groups to try and encourage young BAME people to join the trainee programme.
- Provided National Pool Lifeguard Qualification (NPLQ) training both internally and externally
- Provided first aid training – both internally and externally
- Worked with the development team programme of activity to highlight employment opportunities to hard to reach communities
- Developed a health and wellbeing policy
- Developed a workforce development plan
- Delivered equality and diversity / disability awareness / adapting activities training
- A target of 100% contracted staff to have attended equality training sessions
- Staff attended mental health awareness and Healthy minds sessions who will feed back to the service
- Restructured the development team in 2017/18 which has enabled a greater focus on inactivity and prioritisation of work to priority neighbourhoods
- Going the extra mile – a staff member at Holt Park supported and assisted a homeless lady who regularly visited the centre to get accommodation and support
- All new developments to include:
 - Village changing (enhanced access for LGBT*, families, carers), with singles sex areas available
 - Unisex toilet provision
 - Better signage
 - To be open and inviting

Work will continue with equality groups to keep the service changing and adapting to the requirements of different sections of the community

Improve provision of information so everyone can find their way around the city centre

Progress

Prior to the implementation of the Legible Leeds pedestrian wayfinding project, the mapping and signage network across Leeds city centre was a patchwork of different signage styles and it did not offer a coherent and high quality network, that people could easily follow.

Work has taken place to:-

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

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

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

New updates are currently taking place to encourage a walking route from Leeds Station to Elland Road football stadium.

Also to support the new office developments in the West End of the City, discussions are taking place with partners for additional extensions to Wayfinding with the possibility of joint funding schemes. The West End business group have requested and support this potential extension.

Building on the city's ambition to activate the Waterfront, a new phase of works are to begin to encourage the use of the River Aire, which will include additional wayfinding signage.

Work will continue to:-

- Provide regular updates to ensure map accuracy;
- Appoint a new value for money supplier to deliver the expansion of the system;
- Work closely with partners (internally and externally) to understand and schedule in new work that arises from any significant city centre developments.

Improve access to Leeds city centre pavements and disabled parking:-

- **Improve the accessibility of pavements by tackling physical obstructions and seasonal hazards**

Progress

The issue was to improve the accessibility of pavements by tackling physical obstructions and seasonal hazards for elderly or disabled people. There are many hazards on pavements for those who are elderly or who have a disability, including seasonal hazards, such as, ice and the accumulation of leaves. Also hazards, such, as overgrown vegetation that restricts the width of pavements for wheelchairs, vegetation that encroaches onto the path and can be a slip or trip hazard or which overhangs the path at head height and can be a hazard to those with visual impairment. Other movable obstacles such as advertising boards and wheelie bins can restrict pavement accessibility by making paths narrow and inaccessible.

The areas of work identified account for a significant number of service requests from the public each year and prioritising them will improve the general neighbourhood for all.

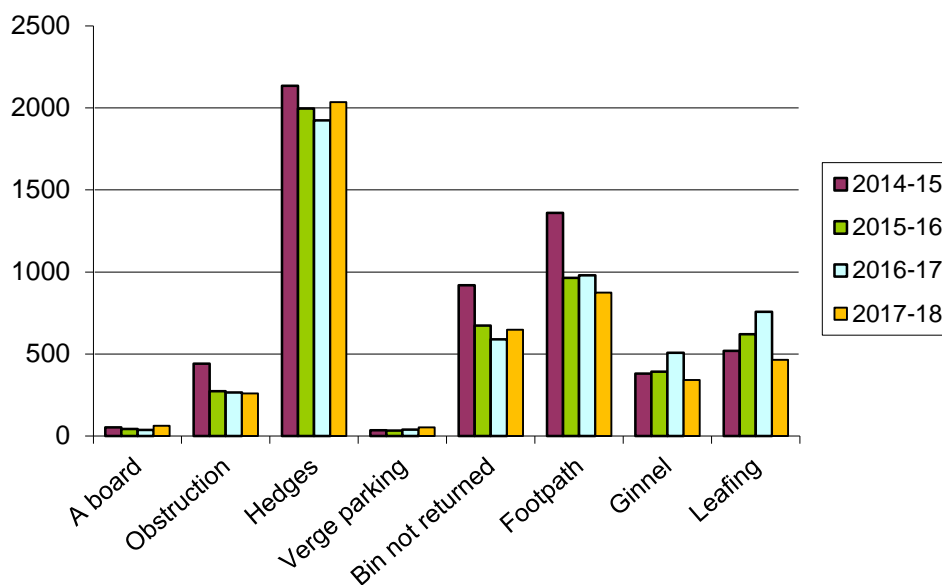
The council continue to take action against residents/businesses who cause access problems on public pathways because of issues, such as, overgrown vegetation, wheelie bins left out well after/before collection day and illegal/unauthorised advertising, for example, A-boards.

During the autumn/early winter programme of leaf clearance work is focused on those paths/streets where leaf fall is historically known to cause the most problems. We also respond promptly to requests for service from the public.

A project in the West of the City during winter 2017/18 trialled a different way of tackling the seasonal issue of leaves which has resulted in a reduction in complaints by public, Elected Members and staff. The number of actual customer referrals received by the team was 30 more than 2016, however, most were service requests rather than complaints.

New Public Space Protection Orders are being used in parts of the City to enforce the requirement to keep domestic waste bins off the street. This is currently being trialled in two areas of the City Armley and Harehills with a view to it being extended if successful. It is early days, however, the service are starting to see big reductions in the number of bins left out both before and after collections. In other areas, green bins have been removed from homes occupied by temporary residents (mainly students) unless the occupants have “opted-in” to recycling.

The number of reports received relating to obstacles / slippery footways over the last four years is shown below. The numbers shown are the total number of service requests on the system and will include both proactive and reactive work. For this reason, where we have had a concerted effort to tackle an issue, there could be an increased number of jobs recorded:



Work in relation to parking on verges and pavements is harder to deal with due to lack of enforcement powers but numbers remain relatively small. A pilot project in the Headingley area has continued to work with the Guide Dogs Association to facilitate the recording and reporting of obstructions among people with visually impairments in the area

Teams have addressed over 4,700 situations where an obstacle or a slippery footway was reported to the Council during 2017-18. This work has removed hazards, has improved access to pedestrians and has helped to improve the

environment for all. The service have also carried out proactive projects to try to improve the impact of the work they do.

The majority of the work we have undertaken has been citywide although some work is being trialled in local areas to measure its effectiveness before being rolled out across a wider area.

The Council continues to respond to reports of problems submitted by the public and is utilising new powers to tackle some problems, for example, Public Space Protection Orders are being used to address the problem of bins being left out. In addition, work on pavement parking is limited by the lack of enforcement powers and limited police resource. Fortunately, the number of reports we receive for this problem remains relatively low (53 reports in 2017/18 so far)

Improve access to Leeds city centre pavements and disabled parking:-

- **Ensure proper use of disabled parking facilities in Leeds**

Progress

The council continue to be committed to ensuring the proper use of disabled parking facilities in Leeds. Access to parking has a significant effect on the ability of disabled people to participate in everyday life and work.

The council has undertaken specific projects to tackle blue badge abuse since 2012. This does not cover routine enforcement of blue badges, such as, staying for too long or parking in the wrong place, but concentrates on the deliberate misuse of a badge by someone who is not entitled to use it. The focus is solely on the misuse of a badge once issued. There are various rules relating to the use of blue badges but the basic condition is that the badge holder must be present in the vehicle for the relevant journey.

Initially the service concentrated on issuing parking penalties for the offence with a follow up warning letter and 449 offences were detected in the first year. However this did not seem to be particularly effective in reducing offence levels.

In 2013 the service began to start prosecuting offenders in the first instance, provided that sufficient evidence was secured and with experience we have developed this into a routine part of parking enforcement.

In 2014/15, 179 people were prosecuted and all were found guilty. In 2015/16, 215 cases were prosecuted and 213 found guilty. In 2016/17 156 cases were prosecuted and all were found guilty. In 2017/2018 85 cases were prosecuted, 84 found or pleaded guilty and 1 case was lost. The total of prosecutions since the zero tolerance approach was started now stands at 687 cases.

It is positive that the efforts to detect and deter offenders are showing a reduction year on year which shows that the approach Leeds City Council is taking is working and the number of repeat and persistent offenders is now negligible.

Actions taken have been city wide but there are hotspots within the city where the abuse is more prevalent.

The Council has undertaken extensive publicity regarding this activity in the past. Press releases detailing prosecution activity have been published in the local newspapers as well as coverage on the television news. The Department for Transport publicises data for every local authority and Leeds City Council has been consistently leading the way and for the last 2 years has been the top council with the number of successful prosecutions. Due to the reduction in press interest press releases are not made on individual cases but rather on year end results. Work needs to continue to ensure we remain focused and diligent on detecting and deterring the misuse of disabled badges so that we make a difference in helping disabled people to participate in their everyday life.

Ensure that simplified street space is safe:-

- **Develop an approach to the city centre and district centres around simplified street space**

Progress

This is a complex issue that crosses over highway safety requirements and anti-terrorism requirements. The ambition is to have legible streets that are highly connected, provide opportunities for green infrastructure and public spaces and to ensure that they are representative of everyone's requirements.

The streets are a legacy of the highway safety requirements and way finding that are highly overprovided for, with little regard for pedestrian movement and cyclists. As a result at street level, the infrastructure in guard railing, signage, raised planters, street crossings are overly complex and not easy to navigate.

This is an issue that has been raised by access groups and the Quality Places and Spaces Group who are a sub-group of the Chamber of Commerce.

The first step was to seek a common approach regarding provision and then the removal of highway barriers, including, guard railings along roads and street crossings. A programme of removals has been developed and consideration on how this can be delivered, as part of a phased programme, alongside other programmes is being undertaken.

In tandem with this work there is the city centre highways package and the Leeds Public transport Investment Programme (LPTIP). For each of these programs there is a requirement for an approach that ensures that high quality pedestrian environment is delivered with clear routes and increased connectivity throughout the city centre. As these programme develop the streetscape created as part of these programmes will deliver a much simplified and pleasant pedestrian environment.

The actions have put in place a clear programme of work which will deliver a simplified approach to the creation and improvement of street design

The main focus to date has been the city centre, however the ambition is to expand this beyond to district centres in the future.

Work will continue to develop the individual schemes aligned to the programmes highlighted above to ensure successful delivery

Continue to improve awareness of availability of ESOL classes and improve BSL interpretation:-

- **Use of the new video interpreter service**
- **Promotion of the learn English website**

Progress Update One

When a Deaf or hard of hearing customer wanted to contact the council, they had to request a face to face British Sign Language (BSL) interpreter or communicate by writing information down which was then passed between themselves and the officer. The council needed approximately two weeks or longer to book a face to face BSL Interpreter due to the high demand and availability of Interpreters.

This meant the customer's enquiry could not be resolved at first point of contact and they had to return on another date. This meant there was not equal access for Deaf and hard of hearing customers as English and Non English speaking customers could have their enquiries dealt with immediately with or without a community language interpreter.

The Interpreting and Translation Team Co-ordinator met with the Deaf Forum which has representatives of the deaf and hard of hearing community to gather their views on how to improve the service. As a result research was undertaken to explore what options were available to allow deaf or hard of hearing customers to communicate immediately with council staff. The options looked at included the recruitment of an in house Interpreter or find ways of providing British Sign Language Video Interpreting.

A BSL video interpreting service was implemented which was located at five Community Hubs across the city. Further work with the Deaf Forum and its' members to improve the delivery of the service is ongoing. This service has been delivered since 2015.

The introduction of this service has enabled deaf or hard of hearing customers to contact the council immediately either face to face or at the Community Hubs who have the British Sign Language Video Interpreter service or via the Corporate Contact Centre using British Sign Language Live. This reduces avoidable contact and improves services for deaf or hard of hearing customers. Deaf or hard of hearing customers can remain independent and do not have to rely on bringing a

hearing person with them or have to wait for an appointment. The provision of face to face BSL interpreters run alongside the video interpreting service.

During 2016/17 further work has been completed to see which areas of Leeds would benefit from having the BSL video interpreting service in place. Following this work, the BSL video service has now been installed at The Reginald Centre, Armley and Dewsbury Road Community Hubs. However, there was no usage at Dewsbury Road and a subsequent need was identified at Horsforth, so the service was removed from Dewsbury Road and implemented at Horsforth Community Hub.

The council to continue to work with the Deaf Forum to increase take up of the BSL video phone. This has included reviewing the most appropriate location at the council's Community Hubs and staff at this location have received Deaf awareness training.

Work continues with the Deaf Forum on how to improve the service. For example, it was suggested a larger screen size would be better to ensure those with a hearing and sight problem could see the BSL interpreter. Work is taking place with the council's Digital Information Service to pilot the service on a tablet device. The benefits of these are to improve access to resolve an enquiry.

The current contract for BSL video interpreting is due for renewal in 2018 and the Interpreting and Translation Team Co-ordinator is working with the Deaf Forum and the Digital Information Service to seek their priority requirements for the service. This will enable the council to ensure we award a contract to the right company. The review of the service and equipment for the new contract has enabled us to look at all the requirements of the Deaf community, for example, larger screen sizes, better connectivity and portability. This will help us deliver an improved service, for example, in a Customer Service booth or private interview room.

Progress Update Two

In March 2010, the English for Speakers of Other Languages (ESOL) Working Group at Leeds City Council identified the need for research to investigate the match, or mismatch, between ESOL need and ESOL provision in Leeds.

In 2010/11, the Harehills ESOL Needs Neighbourhood Audit (HENNA) was undertaken by researchers from the University of Leeds and the Refugee Education Training Advice Service (RETAS). The Harehills area was chosen as it is a highly diverse area of inner-city Leeds, to the east of the city centre. It is an area with significant new and more established migrant and Black and Minority Ethnic communities.

The study found that patterns of ESOL provision, funding and attendance were complex and went beyond the neighbourhood boundaries and impacted the whole City. The general picture was one of fragmented ESOL provision locally and across the city.

The HENNA study made a series of recommendations and in 2013 a group from the University of Leeds, Leeds City Council and RETAS formed the Migrant English Support Hub (MESH). As a result of their work the Learning English in Leeds (LEL) with web development support from the council was developed and launched.

The LEL website provides an accessible and comprehensive online directory of ESOL provision in Leeds: a 'one stop shop' for adult migrants wanting to develop their English language skills, and for advisers. LEL assists new arrivals in finding the most appropriate ESOL classes and planning their progression across provision in Leeds. The provision of ESOL was very fragmented across Leeds and the Learning English in Leeds website brings all provision under one area. This enables customers to search easily under various criteria including map search, free child care, accredited.

It also benefits ESOL providers as they are able to promote their classes and provides a space for the ESOL sector in Leeds to develop practice and plan strategically to meet the language education needs of learners. The resource also supports a range of services across the council.

Other cities, such as, Manchester and Sheffield have attended MESH meetings to learn about LEL, the work involved in developing the website and how it could be developed in their cities. As a result, the MESH steering group is developing an approach to market their product.

The National Association for Teaching English and other Community Languages to Adults (NATECLA) has written an ESOL strategy for England in which LEL was cited as a case study. The strategy launch took place in parliament in October 2016. MESH is also contributing to the development of an ESOL strategy in Leeds. MESH are working with Migration Yorkshire with a view to developing the LEL website for a regional Yorkshire and Regional site.

Community Hubs have offered free rooms to enable ESOL classes to take place in the centres which are local to community needs. There are a number of ESOL classes being delivered from Community Hubs including entry level, ESOL for beginners and ESOL for work with variation of accredited and non-accredited.

The delivery of ESOL classes in Community Hubs provides easier access for the local community to attend.

Work will continue to promote the LEL website and working with Migration Yorkshire in developing a regional "Learn English" website across Yorkshire and Humberside.

Improved access to transport and quality of service for all to enable more people to use public transport

Public feedback and analysis from consultations and engagement highlighted the need to see improved quality and access to bus services in the city.

Leeds City Council made a bid to the Department for Transport for £173.5 million for the Leeds Public Transport Investment Programme (LPTIP) to secure resources to make real and transformative changes to the place and role of the bus services. It will also improve accessibility at existing rail stations and provide three new stations at key economic development sites and hubs.

Work is taking place with the West Yorkshire Combined Authority and bus operators on the West Yorkshire Bus 18 programme.

Approval for the funding was secured in April 2017 from the Secretary of State and work has started on the development of the package of investments. Work also includes establishing the new partnership MOU with main bus operators who have invested in new fleets of the latest accessible buses, which include, audible passenger announcements and low Euro 6 diesel buses.

Working with the West Yorkshire Combined Authority a programme of bus service reviews will take place with a new piece of work to examine connecting communities.

Work will continue to:-

- Complete the LPTIP scheme and project engagement over the remaining phases through 2018/19 and 2019/20.
- Develop the connecting communities proposals and local engagement including work with council's Equalities Hubs
- Complete the bus network review working with bus operators and the West Yorkshire Combined Authority
- Support the operator roll out of new bus fleets
- Implement the delivery of the LPTIP capital interventions from 2018/19 onwards
- Review progress with Leeds Transport Expert Panel and provide periodic updates to the Equalities Hub

Strong Economy – achieving potential and improving representation

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

Progress

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

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

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

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

In response to the research the Employment and Skills Service has procured Prospects Services to promote apprenticeships specifically to young people aged 16-25 years in BAME communities, and to support those young people in making apprenticeship applications.

Through consultation with the council's community outreach colleagues, involved in engaging with BAME communities to address social disengagement and disaffection, including extremism, it was identified that a number of synergies existed with this project and their work. Opportunities to align the two were developed and community outreach colleagues will support the provision by brokering relationships with, and engaging key partners and influencers who will support young people and build capacity and knowledge about apprenticeships within the communities. This will not only help to target the support for young people for whom employment and general disengagement is a barrier to being

productive, but also contribute to council work to improve social integration and community cohesion.

This is a 12 month contract that launched in January 2018 and will be delivered until December 2018.

The activity will:

- Identify an appropriate cohort of BAME young people across Leeds to engage with, with representation from key ethnicities in accordance with the latest NEET and youth unemployment data;
- Reach, actively engage and promote apprenticeships to young people;
- Encourage and support young people to apply for an apprenticeship, with active support to participants as is required (through, for example, assistance with vacancy searches, developing a CV/application, interview preparation);
- Assist young people to commence an apprenticeship as a result of the intervention (apprenticeship starts can be claimed up to a period of 2 months following the conclusion of the project, recognising the lag in outcome following support).

While the primary purpose of the project is to engage with young people from BAME communities, we also expect that the provider will engage with influencers from those communities and build capacity and knowledge about apprenticeships within them. This aims to contribute to the sustainability of the activity.

The targets for the contract are:

- A minimum of 500 young people should be reached and actively engaged;
- A minimum of 100 young people should apply for an apprenticeship, with active support to as many of these as is required;
- A minimum of 25 young people to commence an apprenticeship as a result of the intervention.

The Employment and Skills service has provided funding and is supporting a pilot pre-apprenticeship recruitment and training programme that will assist the development of a more inclusive and representative workforce in the Active Leeds service.

This activity will offer pre-apprenticeship training and qualifications through a 12 week traineeship that focuses on recruiting 6 young people from BAME backgrounds. The recruitment is anticipated to commence in quarter 2 of 2018 when the accredited training will be available.

The initiative aims to support the Active Leeds service to achieve its ambition of improving the diversity of its workforce, especially relating to ethnicity, where BAME groups in particular are currently under-represented.

These trainees (subject to performance) will then be recruited to permanent apprenticeship vacancies within the Active Leeds service, funded through the

council's apprenticeship Levy. Apprenticeship Levy funding will support the council to utilise apprenticeships as a way of diversifying the workforce and supporting priority groups to find work.

The Employment and Skills Service delivered the Parent Focused Apprenticeship Industry Seminar Programme in 2017. All Leeds schools were contacted and promoted the opportunities to their young people, including those schools with the highest BAME representation.

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

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

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

Education and Skills Funding Agency (ESFA) data on the take up of apprenticeships by BAME young people is released with a significant time lag, so the direct impact of any of this activity on the equality improvement priority will not be recorded for some time. It is also important to note that the indicator is subject to a wide range of factors outside the influence of the Council and the work detailed above.

The ESFA data on apprenticeship starts by young people from BAME backgrounds will be reviewed when it is released in late 2018.

Provide effective support to access the labour market, particularly for people with mental health issues

Progress

Although levels of unemployment have largely recovered to pre-recession levels amongst Job Seekers Allowance (JSA) claimants, the number claiming Employment Support Allowance (ESA) has remained stubbornly persistent over time.

Data available from the Department of Work and Pensions (DWP) indicates that of those claiming Employment Support Allowance (ESA), the health related out-of-work benefit, over 40%, report mental ill-health as a single diagnosis or alongside

a physical one. In Leeds this is about 15,000 claimants, with the highest concentrations within disadvantaged communities.

For those with severe or significantly moderate support needs there are a range of health interventions through secondary mental health services including a finite, dedicated offer to those recovered sufficiently to commence their journey back to work. However, for those who have mild to moderate mental ill-health the support can be fragmented and lack coherence.

Anecdotally, managers, Jobshop staff and staff in other frontline roles within Community Hubs, other support services and Elected Members reported an increasing number of customers presenting with what may be termed as low level mental ill health, such as, low mood, poor self -confidence etc. This is a significant barrier to effective job seeking and impacts employability potential in a competitive market.

Mental health issues are regularly cited as a key barrier by a range of delivery partners engaged in employability and job search support and feature in many locality core team priorities.

Jobcentre Plus has evolved its services to more effectively meet the needs of this customer group. However, the resources dedicated by DWP national and regional commissioned programmes is much reduced and insufficient to meet the demand from the growing number of customers presenting with mental ill health.

There are a number of services offering support to those experiencing low level mental ill health and those looking to gain employment which compliments the services available from Jobcentre Plus. However, there are few examples of effective integration. An ambition for effective integration of health and employability support was the subject of the recent White Paper – ‘Improving Lives: Future of Work, Health and Disability November 2017.

A two fold approach has been taken to pilot activity to learn about what works and build staff capacity and capability to support this customer group. As well, as securing additional investment in services targeted to this customer group.

A pilot programme was designed in consultation with key stakeholders including mental health specialists which seeks to integrate mental health support into the existing service offered through Jobshops within Community Hubs. Leeds Mind was procured as specialists with a commendable track record of supporting those with mental ill health back into employment to deliver services within Jobshops, replicating their successful ‘Workplace Leeds model.

The pilot includes an extensive staff development programme for Jobshop staff initially and ultimately the wider Community Hub staff resource. This will enable Employment and Skills to build the capacity of Community Hubs to continue to develop the provision beyond the pilot.

In March 2017, the Council in partnership with Bradford Council secured £4.9m from the European Structural Investment Funds (ESIF) programme to deliver the

Local Flexibility for Reducing Unemployment Programme. Known locally as the STEP (Skills, Training and Employment Pathways), the programme began delivery in June 2017. It builds on good practice to provide tailored employability support for adults aged 25 years plus and furthest from the labour market across Leeds and Bradford. Acting as a bridge into work, STEP offers a personalised support package to long-term unemployed people in Leeds, with those experiencing mental ill health as one of the priority groups. Leeds MIND were procured to deliver the mental ill health element of the programme and their outputs are measured by participants starting on the programme, sustaining attendance, gaining basic skills, attending work experience and entering employment.

For participants, the focus is on creating clear progression pathways that move individuals closer to the job market. The project seeks to maximise support through existing and mainstream provision, for example, Adult Education Budget and through alignment with other professional services including local improving Access to Psychological Therapies (IAPT's) social care or migrant support services including those in the third sector.

From the pilot programme:-

- 141 customers have accessed support
- 43 have moved into employment
- 76 have moved into other positive destinations (further learning, voluntary work etc)
- 30 staff development sessions have been completed with Community Hub staff

Feedback from customers, Community Hub staff, referral partners and MIND has been positive. Of the 141 people accessing support, 79, (56%) were new customers to Community Hubs which has increased their reach and profile within the community.

All staff involved in the pilot have gained additional skills, awareness and confidence to work with this customer group, 83 shadowing opportunities have been undertaken over the duration of the contract. Community Hubs have also developed their network of local partners offering complimentary/additional services and their capacity to host specialist services integrating them in existing service delivery.

To date STEP has supported 561 Leeds residents, of whom 152 (27%) classify themselves as having mental ill health. 23 of this group (15%) have secured employment through the STEP programme. The activity is delivered from 3 Community Hubs. Outcomes from the evaluation and the future service configuration within Community Hubs will influence the roll out of this delivery model across the wider Community Hub network.

The pilot is considered at the three Elected Member led Employment and Skills Boards which include a range of local partners and council services. This has been

particularly effective in ensuring the degree of immediacy and success experienced in generating referrals to a time bound project.

The pilot has worked within the different service models, across each locality including social prescribing, signposting and capacity building activity to ensure that it adds value to local arrangements.

The evaluation model was in real time for the duration of the pilot and sought views from four key stakeholder groups. These vary across the three pilot sites and was reflected in the recommendations to effectively capture local difference.

The STEP programme has used Community Hubs as a key referral mechanism. Given the focus is on those furthest from the labour market, the engagement activity has been focused in and has achieved most success in recruiting people from the city's priority neighbourhoods. The sub contracted delivery partners are all based in the heart of communities and prioritise local recruitment.

The pilot programme contract has now completed. The focus is now on ensuring that the legacy of the learning achieved during the contract is now embedded within the three Community Hubs. This will include :

- Lead staff being identified to ensure that reflective practice sessions are held to support and enable staff to share and support interactions with individuals who may be experiencing challenges with and provide support and possible solutions for resolution
- Revise current delivery arrangements to expand the offer to customers
- Offer weekly bespoke Working Well Jobshop group sessions to better support customers
- Deliver further specialist training for Community Hub staff to develop skills and confidence to support customers beyond the contract term
- Expand and deliver training to the wider Community Hub staff team to assist with expanding the learning and support implementation across the additional Community Hubs.
- Respond and implement actions to address the evaluation feedback received from all stakeholders
- Complete the summary evaluation from all stakeholder groups to inform future service arrangements within the three Community Hubs and across the wider network

STEP will continue until 2020 and the achievement of targets will continue to be monitored. A summary evaluation will be completed and inform the roll out of any future delivery.

Progressing this work must also reflect outcomes from the 'Improving Lives: Future of Work, Health and Disability November 2017 White Paper. As well as, the council's locality work within the City Region to more effectively integrate disability and employment services at both a strategic and operational level. Further work will be progressed to offer integrated provision in priority neighbourhoods through work with the local care partnership teams.

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

Progress

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

Leeds is striving to ensure that education in the city is equitable through acknowledging that not every child starts at the same point and focusing extra support to ensure that children who are disadvantaged make accelerated progress and achieve the same outcomes as their peers. To help ensure Children's and Families Service is best equipped to drive improvements in educational outcomes for vulnerable learners a review was recently undertaken. This review has focused on how we configure services to ensure that learning outcomes for the most vulnerable learners are improved including children and young people with special educational needs and disabilities (SEND.)

Children Looked After

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

Leeds has the highest aspirations for children and young people who are looked after and addressing this "gap" in attainment and achievement is a key priority in the Children and Young People's Plan and an integral aspect to our ambition to become the best city for all children to live and grow up in.

Children looked after by Leeds follow the national trend for other looked after children and as a whole group, do not make the progress expected of them based on their prior attainment.

Care leavers are far more likely to not make successful transitions into education, employment and training and this is impacted on as they are less likely to achieve five good GCSE passes.

The statutory duties to promote the educational achievement of children looked after are discharged through the Corporate Parenting responsibilities across a range of partnerships - the Corporate Parenting Board, the Multi-Agency Looked After Partnership. There is also the Virtual School which brings together services, such as, Learning Improvement, Educational Psychologists and Complex Needs

Services, Youth Offending Service and Health around securing the best learning outcomes for the children in our care.

There is also a robust Continuing Professional Development and training offer through the Workforce Development service and the Virtual School. This provides a comprehensive programme of training and development across all corporate parenting roles including designated teachers and governors, social workers, Independent Reviewing Service, foster carers and other services whose actions contribute to the educational achievement of children looked after and care leavers.

The Virtual School have three clusters delivering the Children Looked After Cluster Champion function in Brigshaw, Temple Newsam Halton and Bramley.

The Virtual School quality assures every fifth Personal Education Plan review recorded on the Mosaic (a system for recording information) and provides advice, support and challenge to social workers and Independent Reviewing Officers (IROs) through this process.

Termly progress data is shared with key partners from the Complex Needs service who play a crucial role in ensuring that children have their needs identified and met, for example, educational psychology service, special educational needs inclusion team and the statutory SEN assessment team.

Although the attendance of children looked after at both primary and secondary school is better than their non-looked after peers, the Virtual School uses Pupil Premium+ to commission additional targeted support for attendance for individual pupils who are experiencing particular barriers to their attendance and engagement in learning.

The Virtual School have worked closely with the commissioned 1-1 tuition provider to increase the impact of the service on learning outcomes.

The Virtual School and the Voice and Influence Team developed and delivered a Corporate Parenting Induction Programme to the members of the Corporate Parenting Board and a number of Community Committees

Work will continue to target direct activity of the Virtual School to those children who most need it (this is informed through data) and continue to enable and empower the Independent Reviewing Officers, Designated Teachers, social workers and carers to secure expected or better than expected progress in learning through the Personal Education Plans and Care Planning frameworks.

In addition work will take place to:-

Better understand a child's previous learning journey at the point they become looked after and increase awareness of the impact of trauma, abuse and neglect that might be evident before they come into the care of the local authority.

Attainment and achievement is part of the Children's and families 'obsession' regarding attendance so that learning is at the heart of everything we do for all children.

Ensure corporate parenting responsibilities are understood across the council and across the range of governance processes and decision making and that this is subject to Scrutiny.

Review the Personal Education Plan process to become more child-centred, child-friendly and driven by need rather than just meeting statutory requirements.

Recognise across the partnership that after prior attainment is factored for, stability in school and placement has the biggest impact on progress and attainment.

Particularly in light of 'Keep on Caring', strengthen Elected Member activity to focus on the numbers of care leavers not in education, training and employment.

Free School Meals/ Pupil Premium

In Leeds primary schools there are 9,116 pupils who receive special educational needs and disabilities (SEND) related support and 1,027 pupils who have a statement or Education and Health Care (EHC) plan. In secondary schools 4,203 pupils receive SEND support and 1,223 have a statement or an EHC plan. Data shows that there is a gap in educational attainment for pupils with an identified SEND in Leeds as compared to similar cohorts in other authorities.

Leeds has a citywide commitment to becoming a Child Friendly City and the Best City in the UK for all children, young people and families. The city is ambitious for all children and young people and wants to achieve the best outcomes for all. At present, Leeds is not fully achieving its ambitions. There is recognition that not all children with SEND have the levels of attendance and attainment that they should have and that academic progress could be stronger.

We were aware of the gap in attendance, attainment and achievement of our pupils with SEND through our regular monitoring of data. Like all council's a consultation and strategic review of special educational need and disability provision was carried out.

In 2016-17 at Key Stage 2 the percentage of pupils reaching the expected standard in reading, writing and maths is as follows:

	Leeds	National	Percentage Point Gap
SEN Support	16	21	5
EHC Plan or SEN with a statement	7	8	1

SEND pupils in Leeds perform less well than SEND pupils nationally across all categories with the biggest gap in performance amongst those categorised as 'SEN Support' (five percentage points).

In 2016-17 at Key Stage 4 - Average Attainment 8 Score – SEND provision is as follows:

	Leeds	National	Percentage Point Gap
SEN Support	30.3	31.9	1.6
EHC Plan with a statement	12.2	13.9	1.7

Over the last year progress has been made and the gap between Leeds and the national average attainment 8 scores has reduced.

The gap, which was substantially larger in the 2015-2016 figures, was picked up as an area for development in our Ofsted Care Quality Commission SEND Area Inspection outcome letter in February 2017.

In Leeds the provision for pupils with SEND reflects the view that children and young people should be able to receive the provision they need at a level, and in a setting, which is appropriate to their individual needs. Most children and young people with SEND should be able to enjoy and achieve in mainstream schools.

All mainstream schools provide a core offer of support for those with SEND. Some children and young people may need extra support to help them in mainstream school, and so Leeds has Resourced Provisions in mainstream schools and Specialist Inclusive Learning Centres (SILCs) who have partnerships with mainstream schools. Some children and young people have very complex needs and might need a detailed assessment or an EHC Plan to help meet their needs.

Leeds resourced provisions meet the following types of needs: Physical Disability, Specific Learning Difficulties, Learning Difficulties Hearing Impaired, Speech and Language, Visual Impaired, and Complex Communication.

There are five generic Specialist Inclusive Learning Centres (SILCs), one SILC for pupils with Social Emotional and Mental Health Needs, and one Special Secondary Free School. There are also 17 SILC Partnerships and 18 Resourced Provisions.

An action plan based on a Scrutiny Board Report “Aspire, Empower, Accomplish – Supporting Young People with Special Educational Needs and Disabilities in Leeds” with improvement areas highlighted through self-assessment and the formal review under the new Ofsted CQC Area SEND Inspection arrangements has been developed. The report and improvement plan have directed the improvement priorities.

The Special Educational Needs Statutory Assessment and Provision (SENSAP) team have been driving up the quality of EHP plans through close partnership working. Ongoing work includes:

- Strengthening care and health advice
- Linkages to the Health SEND Steering Group
- Working with the Designated Clinical Officer (DCO) and SALT
- Linking the review of short breaks provision to EHC plans
- Development of an advice exemplar

- Continued moderation of plans and collation of learning from the process
- Pull the aspirations of the child or young person throughout their plan
- Auditing EHC plans
- Comparing previous plans with newer plans and developing an external moderation process that improves the quality of plans year on year

Some issues have been identified in terms of accurate identification of pupils' special educational needs. In particular, dyslexia appears to be under-identified in Leeds. To address the gap in identification of pupils' specific learning difficulties (SpLD), the category of need that includes Dyslexia, a comprehensive programme of training and support has been delivered to schools. This includes Level 1 Dyslexia Capacity Building Training which is a split two hour session suitable for staff meetings; SpLD intervention training for Alpha to Omega and The Active Literacy Kit and additional bespoke training as required. A further level two course has also been designed to embed good practice and policy for supporting pupils with dyslexia.

To better understand the SEND population and the impact of initiatives, reports have been developed to allow analysis and one off investigative analysis has also been undertaken. The Annual Standards Report now includes analysis by SEND, where before this was not available. The SILC Cluster has commissioned services to support families and the cluster and the SILCs are sharing data to track whether, as a result, the attendance gap of SILC pupils is narrowing.

In the Children and Families directorate, a SEND Monitoring Group has been established that brings both Learning Improvement and Complex Needs services together to explore and understand the barriers in both primary and secondary mainstream provision and to review achievement in specialist provision. A programme of activity has taken place using a learning enquiry approach to identify what factors have the greatest impact on the academic and personal progress of children with SEND. This has led to good practice guidance being developed. An evaluation tool for secondary schools' SEND provision is also being prepared. A SEND strategic review has been carried out to establish what provision will be required in Leeds to meet growing SEND needs. This was endorsed by the Council's Executive Board in February 2018.

Over 90% of new assessments for and EHC plans are completed within the 20 week statutory timescale and the team were also expected to complete all conversions of Statements to EHC plan's by the deadline of March 2018.

In Leeds, the gap in identification of SpLD compared to national, between 2015 and 2017 has narrowed: the primary gap reduced from 5.2% to 3.4%; the secondary gap reduced from 8.7% to 4.1%.

There has been an improvement in the percentage of pupils reaching the expected standard. At Key Stage 2 the percentage gap has narrowed from 3% to 1% for pupils with SEND and an EHCP in Leeds reaching the expected standard in reading, writing and maths compared to national; the gap for pupils with SEN Support has remained the same. At Key Stage 4 the percentage gap in average

attainment 8 score has narrowed for those with pupils with SEND and an EHCP from 5.7% to 1.7% and for pupils with SEND support from 2.8% to 1.6%.

Work will continue to deliver the action plan and to report on progress.

Special Educational Needs and Disabilities (SEND)

Free School Meals/ Pupil Premium

Over the last decade, whilst overall attainment has risen in schools, the performance gap between some pupils and their peers has remains and that poverty potentially impacts children and young people, both in the short and long term.

Experiencing poverty becomes a statistically significant factor when analysing gaps in educational attainment, physical and mental health, longevity, wellbeing, economic and employment outcomes.

The relationship between Free School Meals (FSM) eligibility and attainment is reflected in national studies, such as, the recent the Education Policy Institute – Closing the Gap; Trends in Educational Attainment and Disadvantage (August 2017). Key conclusions arising from their analysis from the period 2007 to 2016 were that disadvantaged pupils (those eligible for free school meals in last 6 years) finish secondary school 19.2 months behind their peers. This proportion increases with persistent disadvantage (those pupils who were eligible for FSM for 80% or more of their time in school) who had a gap of 24.3 months.

From the same starting point, a non-disadvantaged pupil in Leeds secondary schools performed roughly half a grade better in every subject they took than their disadvantaged peers.

Poverty is, however, a complex topic, with a multitude of intertwining factors that lead to difficulties when defining, measuring and discussing the impact of child poverty. To mitigate the effects of poverty and improve children's life outcomes, Children and Families Directorate have established a holistic, whole directorate, approach; working in partnership with a wide variety of educational settings and partners to develop expertise and share knowledge and best practice. This joined up approach is seen as crucial in advantaging the disadvantaged.

The relationship between Free School Meals eligibility and attainment is reflected in many national studies. Leeds gaps are larger than the national figure with the gap between children who are on free school meals and not on free school meals widening throughout their education journey. The gap at 5 years is 5.7 months, at 11 years it is 13.3 months, and at 16 years it is 22.3 months. Whilst this gap at 16 years is larger than national gaps (19.2 months) it is smaller than the average gap for Leeds comparator cities (Bristol, Liverpool, Newcastle and Sheffield) where the average gap is 22.6 months.

In 2016 the gap between national disadvantaged and non-disadvantaged in terms of the percent of pupils reaching expected standards at the end of primary school in writing, reading and mathematics was 22% points- Leeds was 31%.

There is a city wide focus on closing the gap, through raising the attainment, achievement and attendance of vulnerable learners. Leeds is striving to ensure that education in the city is equitable through acknowledging that not every child starts at the same point, and extra support to ensure that children who are disadvantaged make accelerated progress and achieve the same outcomes as their peers. The Children and Families Directorate link with a number of local and national initiatives; including Families Forward, The Communication Trust and Education Endowment Foundation research. They also work with key partners from schools, including clusters, learning alliances and Teaching Schools Alliances.

The Best City for Learning Strategy, 2016-2020 is a strategy to improve education across Leeds. It was developed from intelligence gathered from a series of debates, entitled Leeds: The Big Education Debate. These events were held in 2015, and attended by a wide variety of educationalists and professionals across Leeds. Improving the experiences and outcomes of vulnerable and disadvantaged learners was expressed as an area of necessary improvement within these debates. Seven priorities were identified from the debates and together were used to develop the Best City for Learning Strategy.

One of these priorities is 'High Expectations for All', where the emphasis is placed on identifying 'Creative and innovative approaches needed to be used to address the gaps which prevent children from achieving their potential'. This priority addresses the gap between the less and more advantaged and discusses the importance of providing equity of education.

The Annual Standards Report's, 2013-2014, 2014-2015 and 2015-2016, all have sections on child poverty and the impact of this on educational attainment in terms of pupil premium and free school meal measures. The Annual Standards Reports now provide an update on the priorities highlighted in the Best City for Learning Strategy.

The Children and Families Directorate are also looking at creating partnerships across the city that will use impact boards to create interventions that aim to improve specific effects of child poverty. Research will be undertaken to evaluate the impact of these interventions.

There is a strong feeling in Learning Improvement that if we are going to genuinely advantage the disadvantaged, that we need to be able to forensically analyse data to create meaningful interventions and targeted support. A data analysis of poverty across Leeds has proved to be as complex as the causes and effects of poverty.

Previous reports to Scrutiny Board (Children and Families) highlighted that approximately 40% of children in the poorest communities are classed as disadvantaged (in receipt of pupil premium). If we are to address the effects of poverty we also need to be aware of the large proportion of children not captured

by the government's definition (Free School Meals in the last 6 years – FSM6). We also that in areas where eligibility for pupil premium is low, but poverty is high, that there is often a high degree of in year movement in classes. As well as, high levels of Black and minority ethnic children including those new to the country, English as an additional language and increased numbers of children with a special or specific educational need or disability.

A directory to share good practice is being developed. The directory will be used as a support tool for schools. The directory will include the training available from Children and Families Directorate, the effective practice seen in schools and links to research and organisations dedicated to improving outcomes for vulnerable learners. In the directory 14 barriers to learning have been identified and for each barrier are 4 information sections which are:

- Links to The Education Endowment Foundation research and projects;
- Successful strategies seen having an impact in schools;
- Useful website links to external parties;
- What the local authority can offer.

Each of the sections provides information on how to mitigate these barriers and reduce the gap. The directory will be available on line and in other formats to with live links to websites.

The Learning Improvement Team have also developed an action plan to address the underperformance of disadvantaged learners across Leeds. Actions have been identified that sub-teams have committed to deliver in order to raise the profile of these children with the aim of improving outcomes overall.

Overall for Early Years there has been greater improvement for a good level of development than the national figure. The average total points score now in line with the national figure. For KS1 there are greater improvement rates than the national figure (from a very low baseline in 2016). At KS2 Leeds disadvantaged pupils are beginning to close the gap with their non-disadvantaged peers nationally.

	2016 (confirmed)	2017
Leeds disadvantaged	31%	39%
National other	61%	67%

Disadvantaged pupils at key stage 4 in Leeds made better progress from their individual starting points than disadvantaged pupils nationally.

Improvement work taking place includes:-

- Sharing clear and consistent messages with school colleagues

- School evaluation of the impact in this area and beginning to take action where necessary.
- City wide focus on academic resilience and high expectations
- Targeted challenge/intervention taking place with action to improve outcomes which are planned and monitored.
- Learning Alliances data sharing focusing on common features including disadvantage
- Individual schools to have a Pupil Premium review and action planning input which is sometimes directed or by request
- Vulnerable and underperforming schools work with Learning Improvement colleagues and good schools to develop practice and close attainment gaps.
- Improved school to school support
- Team awareness of which schools are currently closing the gap and which schools are having difficulty in doing this.
- Team awareness of any schools that are identified for multiple reasons and can coordinate support as required.
- Senior leaders awareness of local good and successful practice.
- Network opportunities are fostered with schools which have been successful in raising outcomes for disadvantaged pupils.

Work will continue to:-

- Further engage with schools to improve attainment and close gaps
- Continue to develop and sustain school to school support and ensure the LAs monitoring role in this using the Strategic School Improvement Fund
- Ensure successful bids to Education Endowment Foundation funding to improve the ability to target support where needed and develop networks
- Engage with pre-school settings to disseminate key priorities and expectations.
- Evaluate further how training and support is impacting on outcomes
- Complete support mechanisms, such as, the directory
- Establish a city wide board which will look at which interventions work when tackling educational inequality

Social, Emotional and Mental Health

Linked to the sustained rise in the growth of the city, Leeds has experienced rising demand for support for children and young people in schools with Special Education Needs and Disabilities (SEND) which also includes children with Social, Emotional and Mental Health (SEMH). This applies to both mainstream and specialist school provision. There have been increases in the type of need and the complexity of need and a rise in children and young people experiencing more than one type of need. Children who have SEMH identified as a primary or secondary SEND achieve lower educational outcomes than children with no SEMH or SEND needs.

There is a gap in educational attainment between Leeds children with SEND and children without SEND nationally. This trend is both evident in Leeds and across other council's nationally. Children with SEMH needs form part of the SEND cohort and have been prioritised as a cohort of vulnerable learners. Data trends across the city clearly demonstrate the gap in educational outcomes for vulnerable

learners and their peers. Some children and young people with SEMH needs require additional and different provision to help them to achieve.

Leeds continues to make progress in significant developments to the offer of support for children and young people with SEMH needs in the city. In January 2017, the 'Future in Mind: Leeds strategy was launched. The strategy was co-produced by the council and local health agencies with significant input from families, young people and colleagues across different agencies.

The strategy sets out a vision of a universal focus on wellbeing to develop resilient communities through a city-wide continuum of high quality support preventing and reducing the need for specialist interventions and supporting improved outcomes for some of our most vulnerable children and young people.

The strategy is supported by an implementation plan which is overseen by a multi-agency board. Significant actions to date include:

- The development of the MindMate website to provide high quality information and signposting to services for young people, families and practitioners. As well as, interactive self-help tools and short films for young people. The site design and content are driven by the views of young people with the site featuring blogs and short films created by young people with experiences of SEMH issues.
- The development of a new helpline and referral service, the MindMate Single Point of Access (SPA) which practitioners including GPs and colleagues in schools can use to seek advice on accessing support for children and young people. Also where appropriate, arrange referral to Child and Adolescent mental health service (CAMHS). Implementation, of this service has supported reduced waiting times for access to CAMHS.
- The development of MindMate champion in schools and early years' settings and MindMate Lessons. A MindMate champion setting has achieved MindMate Friendly and can show they have made a positive change to an area of social, emotional or mental health (SEMH) in their setting. The Champions Programme is open to all Leeds schools, SILCs and children centres and over 80% have signed up to take part by February 2018. Champion settings have access to MindMate lessons a new and modern emotional literacy and mental health curriculum for KS1 to KS4 which was launched in May 2017. The development of the curriculum is ongoing.
- Ongoing work to develop the offer of the Area Inclusion Partnerships (AIP), partnership of schools across 5 areas of the city. This is working to promote inclusion in schools and provide support where there is a risk of exclusion. This has included development of a new SEMH Panel to ensure timely, equitable access to support for learners who have exceptional SEMH needs which the local AIP cannot meet through their local offer of support.

Ongoing work is taking place to transform specialist education provision for SEMH needs in Leeds and establish a new world-class SEMH provision. This will be

delivered in partnership with the Wellspring Trust, a successful provider of SEMH learning rated 'Outstanding' by Ofsted. This new provision will be delivered over four sites across in the city and feature new state-of the-art buildings and facilities.

This represents a major investment by the council and will radically improve the learning environment for this vulnerable group of learners. It will also reduce the numbers of learners travelling a long way each day to access education outside of the city due to a lack of suitable local provision to date. The city is on track to achieve the timescale of opening all the new sites by September 2018.

MindMate Lessons are now taking place in classrooms across the city. Teachers have the opportunity to access support by attending training provided by the Health and Wellbeing Service on how to deliver the lessons effectively.

In addition:

- The MindMate website was co-produced with young people. The website provides details of support in the city, (narrative and animations), information and self-help tools at www.mindmate.org.uk
- The MindMate website won the prestigious gold award at the Design Business Effectiveness Awards
- Leeds has developed a citywide partnership approach to alternative educational provision for SEMH.
- It has been over 2 years since a child or young person has been held in a police cell when in mental health crisis in Leeds.
- SEMH Pathway Panel has been established and is proactively managing transition points.
- A SEMH Lead Officer is now in place at Leeds City Council.

The areas of focus for the future is to:

- Focus on the first 1001 days of life
- Build emotional resilience
- Provide early help services for children and young people with SEMH
- Have a clear and published Local Offer
- Provide a single point of access and swift response
- Have integrated and targeted approach for vulnerable children
- Support children and young people in mental health crisis
- Create world class specialist education provision
- Support transition to adult services
- Have a community Eating Disorder Service
- Improve the quality of support and services

Support people out of financial hardship:-

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

Progress

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

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

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

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

The research was repeated in 2010 to look at the change over time and the impacts of the recession. A finding from this study was that due to the worsening economic climate and increase in high cost lending (particularly online payday lending) financial exclusion was spreading to the most economically average areas of the city. Of particular concern in terms of equality groups was the finding that lone parents (38%) were far more likely than the average (22%) survey sample to use high cost sources of credit. Lone parents are also more likely to:

- Have less savings
- Have financial difficulties
- Have difficulties paying fuel bills
- Be concerned about getting in debt
- Be falling behind with payments and getting into debt

- Use sub-prime credit
- Use credit to pay for day to day living expenses

The research is being repeated during 2018 and will be published in the summer of 2018. The above findings are further supported by evidence from StepChange a debt charity. The 2017 Statistics Mid-Yearbook (September 2017) highlighted how increasing numbers of lone parents are seeking the charity's help. Lone parents now make up 21.5% of the charities clients.

The proportion of lone parents among the charity's clients has been rising rapidly in recent years and stood at 15.3% in 2011. Lone parents often face, particularly, difficult circumstances and are more likely to live in rented accommodation and are the most likely to be employed part time and the least likely to work full time

In recent years the link between debt and mental health problems has been well documented. The Money and Mental Health Institute have published many studies including:

- January 2017 - 'Seeing through the Fog' which focuses at how mental health problems affect financial capability. Evidence was assembled to prove that mental health problems can severely affect consumer's ability to stay on top of their finances, shop around or manage a budget.
- May 2017 – 'Overstretched, overdrawn, underserved' reports that over two thirds (67%) of employees who are struggling financially report at least one sign of poor mental health that could affect their ability to function at work
- December 2017 – 'Levelling the playing field' reports that mental health problems can make it harder to navigate consumer markets. However, the way that products and services are designed and that essential service markets are organised can often exacerbate these difficulties.

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

A partnership approach to tackling financial was adopted in 2004 when the Financial Inclusion Steering Group was established. The main aim of the Financial Inclusion Steering Group was to co-ordinate the activities of partners and to develop specific proposals aimed at bringing about financial inclusion. Smaller more focused working groups have been formed to work specifically on key issues and projects including credit union development, debt advice provision and financial capability. More recently partnership working groups have been established to work on welfare reform impacts (especially the recent introduction of a reduced benefit cap), food poverty, and the implementation of Universal Credit.

Examples of the most recent projects and developments are:

Local Welfare Support Scheme

Leeds City Council has used its funding from central government to design a unique scheme to help those in the most desperate need and require emergency assistance. The scheme provides basic household goods and emergency food provision. Since 2013, over 26,000 awards have been made to vulnerable residents of Leeds. Although cuts in Government funding have meant refinements to the scheme the council continues to provide a scheme which continues to target those most in need of emergency food aid and support for basic household goods.

FareShare

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

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

Since the launch of FareShare in Leeds in 2014 up to 1st March 2018:-

- 142 Charities, Community groups and Schools in Leeds now have access to food through FareShare as often as every week
- Total food provided by FiL in the City is 361,000kg (361 tonnes), helping provide over 859,000 meals
- School Clusters have access to Breakfast Cereal and Fresh Fruit to support Breakfast Club provision.
- The work of FareShare in Leeds was recognised at the council's annual awards
- FareShare was awarded Partner of the Year 2015 and also a Service to the Community 2016 award at the Hamara Annual ceremony. This year FareShare Yorkshire has also been awarded The Duke of York Community Initiative Award for its service to the community.

In total since March 2015 to March 2018, through the Leeds Welfare Support Scheme (LWSS) FareShare in Leeds has:

- Received 2,489 referrals for food provision, of which 21% of referrals were directly delivered to a resident by FareShare
- 4,221 people have been supported by the LWSS food provision scheme – 2,805 adults and 1,416 children.

In 2018/19 FareShare Yorkshire is supporting the council's Healthy Holidays initiative by providing food for organisations who will support young people and their families during the school holidays.

Advice provision

The Leeds Advice Service contract is delivered by three advice agencies (Citizens Advice Leeds, Chapeltown Citizens Advice and Better Leeds Communities). In 2017/18 the Leeds Advice Service:-

- Assisted nearly 45,000 people with free and independent advice to deal with
 - 57,864 enquiries of which 41% (23,445) were about Benefits and Tax Credits
 - 9,600 enquiries were about sickness and disability benefits (17% of all enquiries)
 - Handled 25,588 telephone enquiries
 - Helped 18,424 people at drop-in centres in the City Centre and Chapeltown
 - Delivered 5,748 advice appointments at 40 locations across the city, including GP surgeries, children's centres, mental health services, libraries and other community venues

In a separate contract, Citizens Advice Leeds and Better Leeds Communities are funded by the Money Advice Service to deliver debt advice in Leeds. In 2017/18 the two organisations have helped nearly 3,000 clients to resolve complex debt problems, in addition to those helped through the Leeds Advice Service.

Leeds Credit Union

With the support of the Council, Leeds Credit Union (LCU) has more than trebled its membership from 11,000 in 2005 to 36,696. LCU has an ambition to build its loan book to £20m by 2020 (currently £9.6m (gross) £6.8 (net) up from £7m in 2013). Current projects include:

- The launch of a partnership with homeware specialists Laingham & Webb in November 2017. They provide a variety of high quality household products, with a credit union loan to pay for them. With the belief that everyone deserves to have quality household products and to deter people away from high cost payment stores.
- Launch of the new Your Loan Shop in the Merrion Centre Leeds a few units away from a similar store that has higher payment charges. Offering the usual LCU services and is open 6 days a week. Footfall is increasing and an open day for the shop took place in March 2018. The day promoted the shop and all other services.
- Joint working with the Illegal Money Lending Team with various initiatives planned for 2018
- 30 school saving clubs across Leeds with a further 12 in the pipeline. Each pupil entering Key Stage 2 will be given £10 contribution when opening a CU account and establishing a school

savings club. It is hoped that parents will also become engaged and join the CU. So far 475 pupils have received the initiative.

Housing Leeds continue to fund LCU to deliver a citywide Money Management and Budgeting Service. The service is primarily focused at tenants who are in arrears and struggling to pay their rent due to low incomes or poor money management. The support service is delivered by three LCU staff members and aims to provide timely intervention to avoid court proceedings. Surgeries have been established at appropriate venues across the city and supported by partners across the city. Findings show that from April 2017 to January 2018 the social return on investment is £530,060.

Front line staff training

In order to increase awareness across council services of the issues people face in relation to financial exclusion and poverty, a number of training sessions were delivered to front line services during 2016/17. These sessions were aimed at staff dealing with customers on a daily basis with the emphasis on accurate signposting. Over 250 officers received overviews relating to poverty, financial exclusion and the impacts of welfare reform. The sessions were not intended to provide officers with debt advice skills but to better equip them to direct people to the most appropriate advice services at the first contact with the council. This training will be refreshed and delivered across the city again during 2018.

In April 2016 the council commissioned a team from Leeds Beckett University (LBU), to conduct a study into the prevalence of problem gambling in Leeds to help understand the issues involved and inform how resources could be used to mitigate problem gambling. The research concluded that there could be over 10,000 problem gamblers in Leeds and a further 30,000 people who may be 'at risk of harm' from it. The research highlighted key areas which the council and its partners could work together on to help mitigate gambling related harm in Leeds. This required an integrated approach between the council, advice partners and the Gambling Industry to raise awareness of how to recognise, help, signpost and support those suffering from or at risk of gambling related harm.

To help to integrate the service the local problem gambling counselling service with existing Leeds advice networks provided training for frontline staff. Staff have been trained on how to spot signs of people at risk of gambling related harm and offer brief interventions and signposting advice. This allows a flow of referrals of clients between specialist counselling and general advice services, so that each party can help the client according to their area of expertise. These awareness raising sessions were arranged during 2017 and were delivered across the council directorates including Communities and Environment, Adults and Health, Children's and Families and Resources and Housing. Training has also been delivered to partner's external to the council, including the Universities, LCU and advice network.

Year on year the projects and initiatives have enabled more individuals and families to access the support and advice to assist them with their finances and improve their quality of life.

A couple of recent cases from the Local Welfare Support Scheme, highlight the need for the services:-

Case Study One

The Welfare Rights Team were supporting a vulnerable elderly adult who was being exploited by his employer. The customer had no money for their gas and electricity and their home was in a poor state. The customer was also unable to communicate effectively. The Local Welfare Support Scheme staff worked with the Welfare Right Team to sort out applications for benefits and gave an award for food, gas and electric payments that would last him until benefit payments were made. The customer was also supplied with household items, such as, a cooker and fridge.

Case Study Two

Support was provided for a customer who had been given custody of their three young children. The customer needed immediate help with food, beds and bedding and fuel. Contact was maintained with the customer as there was a delay in receiving their benefits. Following a period of part time working the customer lost their job. In total the customer was supported on five separate occasions while they dealt with these significant changes in their life.

Case Study Three

A customer had been the victim of a violent street robbery and they were also a victim of harassment and hate crime. As a result they had to move home and did not have a cooker at their new home. The customer was provided with a cooker, sofa and a bed and carpeting to help furnish the new home.

The majority of the activities undertaken to support people in financial hardship are focused on assisting residents on the lowest incomes. The projects and programmes are not focused on specific localities but are likely to impact more significantly on areas of highest deprivation.

In the current economic and political environment poverty and in work poverty will continue to challenge society. The council have a lead role to play in co-ordinating action to address financial hardship and help those most in need.

Key areas of development over the next year will include:-

- Expanding services provided by LCU and FareShare
- Continuing the preparation and support for those moving onto Universal Credit and ensuring residents are able to access free and impartial advice.
- Further financial inclusion research has also been commissioned which should be published late 2018.

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

Progress

A lack of connectivity impacts on people's ability to easily and readily access services and opportunities which adds to financial and rural exclusion.

The main reason given by digitally excluded people for why they are not online are:

- Lack of online skills/confidence
- Cost of equipment and broadband access
- Lack of interest/motivation

Whilst the council recognise that there are some citizens who will always wish to stay offline and that society as a whole is changing how it interacts with customers. Accessing many services is now done digitally whether these are Governmental, financial, or social.

People who are digitally excluded are more likely to be disabled, unemployed, on a low income or have low levels of literacy and numeracy. In many cases they will face more than one of those barriers. These are the very people who would most benefit from being digitally included. Digital inclusion leads to higher earnings, more people in employment, time and cost savings, savings to the NHS and social care, as well, as improved outcomes and increased self-sufficiency for individuals.

Analysis of the 2010 Index of Multiple Deprivation showed that 23% of premises in West Yorkshire with the poorest connectivity (no superfast provision) were in the 20% most deprived areas in the country. Lower income levels and lower rates of adoption mean there is less incentive for the market to extend into these areas.

National research conducted by the Tinder Foundation (now the Good Things Foundation) highlights the reasons why people might be digitally excluded and where this is likely to be a highly than average likelihood.

Using a collaborative approach the council and partners have been working to enable everyone to get connected through: improved skills; access to equipment and networks; and an improved understanding of the benefits that this connectivity will offer.

Some of the specific actions include:

- Collection and analysis of a range of real-world data to give a more accurate picture of digital inclusion/exclusion in Leeds including data for Leeds citizens using council services and a survey of housing tenants in Leeds.

- Identified wards within the city where focussed digital inclusion activity will take place
- Delivered superfast broadband to premises across the district

In Leeds we have so far delivered superfast broadband to an additional 22,785 premises spread across the district. To achieve 98% coverage in Leeds a further 6,626 premises will need to be connected to superfast broadband by March 2021, this change is predominantly due to two reasons:

- Superfast broadband was previously defined as being at least 24 Megabit per second (Mbps), now the UK is using the EU standard of at least 30 Mbps
- As the roll out of superfast broadband continues the deployment is inevitably getting difficult and more costly due to the location of the premises to be connected i.e. more remote and technically challenging.

Data analysis has made it possible to identify specific wards where digital inclusion activity will be focused over the coming years.

Work is taking place with partners in both the public and private sectors to enable access to superfast broadband through the delivery of the existing Superfast West Yorkshire and York contract two.

Bidding for funds for further digital infrastructure rollout, with the aim of covering as many of the remaining premises will take place.

A universal offer is being developed to address the barriers to digital inclusion with a special focus on housing tenants. Actions include:

- Creation of, and the appointment to new posts that will:
 - Manage programmes of activity to accelerate and maximise digital inclusion across the city
 - Support the work of the programmes
- Introduce the biggest tablet lending scheme in the country
- Procure an external organisation to deliver professional services and strategic support to the Council's citywide digital inclusion programme
- Improve the digital infrastructure

Increase board representation and major projects (including City Developments extended management team)

Progress

It was recognised that membership of major boards does not always reflect the diversity of the city and that work was also needed to improve representation at a senior level in the council's City Development Directorate.

It was also recognised that some initiatives take time for a noticeable difference to be made, as posts need to become vacant and for more women and other under-represented groups to be in a position to apply for and attend boards.

Work continues to encourage different people to both attend and to present at Boards enabling them to be involved in discussions and to increase their exposure.

An approach to coaching is being used to develop staff which will help to increase staff confidence to enable them to progress within the organisation.

Through recruitment activities this year, the City Development Management Team and senior manager cohort now have greater female representation, as does the Kirkgate Management Board which incorporates Market traders and Independent Advisors.

Work will continue to progress the Directorate Workforce development plan to:

- Increase the number of managers who have taken up coaching or mentoring
- Identification of staff who require flexibility around work and have plans in place to address the need
- Review and refresh adverts taking into account diversity and flexibility

Work will also continue with the City Development Cross Directorate Equality Working Group to improve:

- Staff representation in services
- Basic respect
- Listening and Engagement
- Training and Development
- Refreshed Equality Improvement Priorities

These actions are relevant for the whole directorate and not just senior managers. These actions are initially duplicated and will be replaced by the Directorate Workforce Equality Improvement Priority.

Develop a skilled and diverse council workforce which is:

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

Progress

To drive further improvement the council recognise that we need to have a workforce that is representative of citizens of Leeds and a culture that is truly inclusive. The council know that we need to do more on both counts.

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

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

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

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

The current workforce profile clearly demonstrates that the council are not representative of the city (compared to the 2011 census data), and the 5 year trend since 2011 shows that there has not been much real change or improvement in the diversity of the workforce. On top of this, the city profile has diversified further since 2011, so the gap in some areas, for example, BAME is likely to be even greater.

The Staff Survey results are used as one of the key measures of 'inclusive culture' and the feedback over the last 3 years has been positive. This would suggest that the work experience for many is a positive one. There are examples, however, where a particular team culture, behaviour of a colleague, or treatment of an individual has fallen short of expectations.

In 2017 a 'free text box' option was created for staff to give open ended feedback and this has been analysed and shared with Directorate leadership teams. The council are also looking at how the wider results can be analysed by protected characteristic to see if there are any particular trends emerging from groups around their engagement at work.

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

- Regular tracking of the workforce profile at all levels
- Listening to the feedback and experiences of staff via the annual engagement survey

- Feedback from the Staff Networks
- Monitoring completion and quality of appraisals and development plans for all staff
- Key people metrics such as: cases (disciplinary, grievances, performance), health and wellbeing (including sickness)
- Staff experience during change programmes

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

Moving Inclusion Up the Council Priority List

All Directors and Chief Officers continue to have an inclusion and diversity objective and are increasingly working together to deliver them.

Directors continue to be challenged to demonstrate how they are delivering against these objectives and update the Members Inclusion and Diversity Group at regular intervals.

Inclusion is a regular topic at quarterly Best Council Leadership Team sessions and the lead member for the Members Inclusion and Diversity Group has a dedicated 'check and challenge' slot with this team every 6 months. Staff network representatives also attended a Best Council Leadership Tem meeting in March 2018

Growing and Supporting our Staff Networks

A visible commitment has been made by the council's Corporate Leadership Team to support the Staff Networks, for example, funding, staff release time. Human Resources and the Communities Team work closely with the Staff Networks to address issues that are emerging, share good new stories and make sure that the networks have a strong voice and influence.

There is continued top team engagement with the Staff Networks, through the Corporate Leadership Team, the Best Council Leadership Team and specialist forums

A wide range of training and awareness raising has been delivered by the Staff Networks, including roadshows, dedicated training and social media campaigns

In November 2017 Staff network leads started meeting monthly to understand how they can support each other better. Sharing the staff network newsletter with services to help networks get their messages out to all staff.

Merrion House - The Ambition Workplaces and the Built Environment

In February 2018 Merrion House re-opened as the council's flagship, fully accessible city centre building. This was as a result of the approach agreed by Executive Board in 2016. A framework was agreed which has been used to make sure that the council's city centre office development around Merrion House, St George's House, Civic Hall and Enterprise House are providing more inclusive and accessible environments

Interest from private sector and retail partners continues to be expressed about learning from the council's best practice

Raising Awareness across the Organisation and Championing Key Causes and Events

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

- National Inclusion Week
- International Women's Day
- LGBT+ History Month and Leeds Pride
- Black History Month and Leeds West Indian Carnival
- Mental Health Awareness Week/World Mental Health Day
- Carers Week

Continued Focus on Quality Appraisals for All

In 2017 the council continued to see high level returns on each appraisal cycle, with 98% of appraisals regularly being completed on time.

The council have also updated the appraisal form for the full year review in 2018 and have introduced:-

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

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

The council maintained their response rates in 2017 with around 7,000 people completing the survey which was a response rate of 49.4%.

The council achieved an overall engagement score of 7.54 out of 10. This was based on answers to the question 'If a friend asked you to give a score from 1 to 10 working for Leeds City Council, what would it be?' All directorates scored higher than 7 out of 10.

The scores for 20 of the 26 survey questions improved between 2016 and 2017 (with slight variations on the other 6 questions) and four new questions were added including an open question inviting suggestions for making Leeds City Council the best place to work in.

90%+ of staff agree that they have clear expectations, are trusted to do their jobs and get help and support from colleagues. 90% of staff agree they are making a difference to the people of Leeds.

Six key themes emerged from the appraisal process. These are:

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

This year council services and teams will take a different approach and to use the next 6 months to listen to staff to get underneath these key issues. To allow this to take place, the next staff survey will launch in Spring 2019 not Autumn 2018.

Staff survey results on specific inclusion questions showed:

- 66% of staff agreed they were encouraged to take part in inclusion and diversity training
- 85% of staff agreed their colleagues treated them with respect
- 84% of staff agreed that we all take our responsibilities seriously for promoting diversity and inclusion in the workplace
- 82% agreed that they were treated fairly at work

Low Pay

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

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

Apprenticeships

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

The council want to be an exemplar employer of apprentices. Since the Apprenticeship Levy commenced in April 2017 the council have worked hard to create an Apprenticeship Programme with a corporate approach and a brand that people can recognise. A number of improvements have been introduced to support the programme, enhancing the offer to apprentices. Internally this has included specific Apprenticeship Induction, an Ambassador programme to mentor/buddy current/new recruits, an awards event to recognise the contributions of apprentices and a Taskforce to drive growth. Externally we are making effective closer links with schools and colleges.

Overall the council has increased the number of apprentices from 150 to 297 (approximately 60%). This increase has been marked by an increase in young people working for the council with around 160 new apprentices aged under 24. The council have ensured that staff have a positive experience and this is demonstrated by an 80% pass rate for apprentices. The council also have a high retention rate with 95% of our apprentices gaining full time employment with us following completion of their apprenticeship.

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

Whilst the council have made a big shift in the employment of apprentices, we need to further expand numbers to meet the new public sector target which is 2.3% of the total head count. Meeting the target on an annual basis means employing over 500 apprentices 330 in the council and 200 in schools.

The council are undertaking work-force planning exercises to look at how this can be achieved. At the end of March we recorded 297 apprentices within the council,

whilst there is further work to be done with schools this shows positive growth. The on-going recruitment of young people in career entry roles will remain a key element of this. The council will continue to expand work with communities and schools to achieve this. The council are also looking to develop the use of the Levy and apprenticeships to upskill the internal workforce and utilise this powerful development tool, to positively impact in-work poverty and the low pay agenda.

Equality Monitoring Refresh

A report produced by the Communities Team was considered by the Corporate Leadership Team in December 2017 to review the equality information collected which includes updating the system to allow staff to disclose as trans.

As a result of this the council are working with the Business Support Centre (BSC) to update the options on SAP (the system which holds workforce data) which allows staff to identify with their equality information. Staff networks were consulted on the proposed new equality monitoring categories. The next step is to launch an initiative to encourage staff to update their information, this will be led by Human Resources in conjunction with the BSC work closely with directorates and staff networks.

Reviewing the Training Offer

In December 2017 the Corporate Leadership team committed to a review of the cross council inclusion training offer. This review would include benchmarking the work with other organisations and working with managers and Staff Networks to make sure the right is in place. This will include not having a 'one size fits all' offer. The review will include:-

- Setting clearer expectations for colleagues and introduce a report to track inclusion training which will tie into the annual equality reporting timetable.
- Building a larger network of 'experts by experience' from the Equality Hubs, community and Third Sector organisations who are willing to work with the council and offer challenge and support
- Using on the job opportunities, wherever possible, and offering a wide range of self-help tools and resources that individuals and teams can use
- Offering more coaching and mentoring to aid progression especially for under-represented groups
- Building the capacity in Staff Networks so that they can offer more training, advice and support across the council
- Giving allies and champions a more visible role to lead and influence positive change
- Consultation with staff and managers across council, Staff Networks and external organisations to make sure we get it right

This work will continue in 2018 and the Corporate Leadership Team will ask all staff to commit to an inclusion related appraisal objective in 2018/19.

Directorate Workforce Equality Improvement Work

This section outlines the progress that has been made by council Directorates on their workforce equality improvement priorities and actions undertaken to contribute to:-

Develop a skilled and diverse council workforce which is:

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

The council know that they need to do more and for the past few years, Inclusion and Diversity has been a central part of the ‘Doing our Best’ culture change programme, including the values, manager habits appraisal and approach to engagement.

Since the Leadership Conference in October 2015 the council have further renewed efforts on the Inclusion agenda and have made strong commitments around objectives for senior leaders, support staff networks and setting new ambitions around workplace and buildings inclusion.

Adults and Health Workforce Equality Improvement Work

The Adult’s and Health Directorate recognise that to meet the present challenges they need to have:

- a workforce who have a positive sense of wellbeing and are well supported to undertake the roles asked of them.
- a workforce that is representative of citizens of Leeds and can meet their needs
- a culture that is truly inclusive and values the contribution of everyone.

To achieve this they know they have to keep improving and developing more inclusive services and this has been a central pillar of the Better Lives Strategy and the move to Strength based Social Care. This work has included revisiting the values, manager habits, appraisals and engagement approach.

In the Adults Directorate the following pointed to more focused work needing to take place. The workforce profile in March 2017. (This is for Adult Social Care workforce as it then was, later workforce data in this document refers to the Adult

Social Care and Public Health combined which is now the Adults and Health Directorate) was:-

	Headcount	%age	Not declared
Total	1569		
Women	1301	83%	
BAME	234	15%	3%
Disabled*	101	6%	5%
LGBT	42	3%	45%
Carers	189	12%	54%
Religion stated	985	63%	37%
Age – under 40	391	25%	
Age – over 40	1178	75%	

A range of actions have been undertaken to promote the equality agenda across Adults and Health. This is centred around promoting positive sense of wellbeing and are well supported, through reviewed supervision and appraisals policy to support wellbeing across all staff and all staff groups to ensure people feel they are included and that their ideas and concerns count.

For example a series of engagement events have been organised in Adults and Health, covering LGBT+, looking in detail at the issues and concerns of individuals in the workplace and in a wider context the need to meet the needs of the LGBT+ community in later life. Another event considered current and future development within Adults and Health considering tools to challenge stereotypes and assumptions and identify what staff can bring to the service. This will improve their own and colleague's wellbeing using the opportunity to discuss future ways of working and providing support with senior managers.

The events were very well attended with staff being supported and encouraged to attend and then implement the learning with their own teams by Adults and Health. As well as, considering a wide range of relevant issues they have been organised and led by senior managers. The most recent event was a specific Staff Award for work on Equality which was given out at Staff Awards Ceremony. This will be an annual occurrence for Adults and Health.

A wide range of other specific activities have been undertaken to promote wellbeing and support for a range of staff groups. These groups are actively encouraged by Adults and Health Directorate and staff are actively supported to attend and bring back the issues and concerns for discussion in team and departmental meeting. Understanding issues are regularly on the agenda of the Adults and Health Equality and Engagement Board.

Work that has been considered includes:-

Women's Voice (this is especially important for the Adults and Health Directorate given the profile of its workforce is 83% women).

The Council's women's staff group 'Women's Voice' have launched the Women's Voice Manifesto. The vision is 'Leeds City Council is a role model organisation and a great place for women to work' with a mission to:

- Challenge assumptions
- Foster commitment
- Provoke thought
- Make change

For the Adults and Health Directorate these missions are core to the development of the strength based approach way of working and in recognition of this the directorate support and encourage staff to attend meetings. The directorate is also focused on 5 pledges of:

- Grow Women's Voice
- Have thoughtful implementation of current work/life policies
- Address gender gaps
- Recognise gender differences to improve equal opportunities to develop
- Change behaviours so all women are respected in the workplace

Disability

The work in relation to disability and employment has progressed significantly including:

- Supported internships in the Adults and Health Directorate
- The Service Transformation Team have recruited an intern from the Disabled people's Learning Disabilities Internship programme and this is being explored by other parts of the directorate ,including, Assisted Living Leeds and Organisational Development. They are keen to engage interns with knowledge and experience of protected characteristics.
- Engagement with health and care professionals locally:
 - The Routes to Work event took place in November 2017 and was very well attended by the third sector but less so by our own staff and NHS colleagues. There was much lively discussion and positive feedback from attendees. The Adults and Health Directorate are in the process of analysing the evaluations and discussion summaries with the aim of taking forward a series of pro-active steps to improve work opportunities and support for disabled colleagues.
 - Adults and Health Directorate staff have also been invited to the Specialist Social Worker meeting to discuss the Improving Health and Work Outcomes Programme, which seeks to enhance support and work opportunities and look at more ways of supporting people into work.
 - A new way of providing support in the work place has been piloted which uses the strength based approach placing individuals and their needs at the centre of discussions and methods for resolving problems. This enables individuals to take more control of their support. This

approach was used when a profoundly deaf colleague who requires reasonable adjustments had a series of difficulties that adversely impacted the quality of support.

This has enabled the individual to have a much improved set of communication support matching the experience and knowledge of the support workers to the specific need. This has been supported by a range of technical solutions, video interpreting by phone that has massive enhanced the individual's access as people can now ring and speak to the individual via a BSL interpreter. This approach of mixed support based on a strength based approach has proven successful and can be implemented elsewhere to support people into work. This has resulted in an increase in Wellbeing and reduction in stress for the individual

- National developments:
 - Improving Lives, the future of work, health and disability, white paper was issued at the end of Nov 2017 and took on board feedback provided during the consultation on the green paper. The goal to halve the disability employment gap has been changed to increase the number of disabled people in employment by 1 million.
 - The Directorate have supported the Department for Works and Pensions nationally in gathering information/contacts to inform the development of employment support for people with musculoskeletal conditions.
 - These national developments have been taken on board and resulted in refocussing the Disability into Work programme

Refocussing the programme

In light of the work undertaken and intelligence gathered during 2017 and the white paper the work programme for the disability into employment programme has been refocused and will include measures to prevent employed people from becoming unemployed due to health issues. As well as, responsive measures to actively identify support requirements. The work will be taken forward under 2 headings:

- Integration of health and employment support which was the subject of the joint Executive Board report submitted by Employment and Skills and Health Partnerships. The Executive Board agreed to the council working with health and care partners to build a business case for a joint delivery model which could support disabled people and those with health barriers to access and sustain employment.
- Taking forward action with the Health and Wellbeing Board members regarding their own staff and citywide sharing of good practice and addressing issues.

- Developing a targeted development programme for staff in the Adults and Health Directorate working with disabled people and adults with the Leeds Teaching Hospital to enable them to better support people to enter into employment. Also the consideration of delivering sessions for Directorate and third sector staff.

Mentoring

- A recurring issue in discussions with the staff groups is around mentoring, and the benefit of targeting this at staff from protected characteristics, whilst trying to identify appropriate mentors. Work is taking place to promote this through organisational development and Directorate leadership. One area of exploration is around reverse mentoring as a way of exposing leaders to challenging dialogues gaining lived experience of some of the issues.

LGBT +

- Supporting the LGBT+ Health and Well-Being Group and improving staff attendance. This was discussed with LGBT+ Hub Representatives on how to make more use of the community hub and improve engagement.

Public Health and the councils Communities team are taking forward actions arising from the approach agreed at the LGBT+ health conference in January 2018. This will include work on how to manage support, spot signs and signpost to preventative services early in terms of depression and stress.

A senior and middle managers event took place on Gender Identity with the aim of clarifying some of the issues around gender identity, for example clarity and understanding of the terms used, the use of chosen personal pronouns and the importance of clarifying pronouns with the individual, and accepted definitions. As well as, signposting senior and middle managers to potential training opportunities. In addition the importance of understanding and correct terminology in literature and brochures was emphasised.

Black, Asian and Minority Ethnic Groups (BAME)

From the contributions and feedback at the council wide BAME staff event, four emerging work programme themes evolved:

- Advising the organisation on developing a supportive organisational culture to address inequalities, linking into work in Adults and health on supervision and wellbeing
- Contributing to finding practical solutions to workplace issues for staff.
- Promoting the network and communication amongst peers and celebrating and acknowledging the contribution of our staff.

- Enhancing career progression for staff.

In terms of Adults and Health whilst it is difficult to point to any particular programme and its impact overall we have seen a reduction of BAME colleagues in human resources case management, an impact that has been seen across all protected characteristics. This is an area where previously there have been concerns regarding over representation of this group and whilst this is encouraging the input of the staff groups will continue to be key to maintain the direction of travel

Joint work with the Union

- In October 2017 the Adults and Health Directorate successfully championed the Show Racism the Red Card day. Staff were encouraged to wear red in support of the campaign and to display campaign materials. A number of sites/teams took a very active role in doing this.
- In November /December 2017 the Adults and Health Directorate engaged with 16 Days of Action. This is a campaign to eliminate violence against women and girls and starts on the 25th November 2017 which is the United Nations International Day of Elimination of Violence Against Women and runs till the 10th December which is International Human Rights Day. Adults and Health worked with workplace champions on Domestic Violence and agreed to do a range of work covering both the White Ribbon Campaign and the Broader 16 Days of Action. With the theme of coercion and control the focus of the work was:-
 - Distribution of information for staff was and staff were encouraged to get involved
 - Similar information and requests were distributed to commissioned services.
 - Work leads/managers were encouraged to read a statement out on the issue at partnership meetings and team meetings during (or leading up to) the 16 days and a request that they have an item on the agenda as to how this area can be tackled within the broader remit of the partnership or staff team.

Over the year Adults and Health staff have reduced by some 140 (full time equivalents). However, this has not negatively impacted on the overall profile as can be seen by comparing the profile below with the previous figures. The Adults and Health Workforce Profile at March 2018 was:

	Headcount	%age	Not declared
Total	1429		
Women	1188	83%	
BAME	221	15%	5%

Disabled*	84	6%	7%
LGBT	42	3%	45%
Carers	171	12%	51%
Religion stated	893	62%	38%
Age – under 40	372	26%	
Age – over 40	1057	74%	

The representation of staff by protected characteristics in case work, such as, sickness, grievance and disciplinary has reduced. This will continue to be monitored and various staff groups will be involved in improvement work.

Data analysis is presented to the Adults and Health Equality and Engagement Board with ongoing monitoring and feedback which identifies areas of development and those where intervention is required.

This data also evidences that despite only recruiting small numbers of new staff Adults and Health and the council are still attractive employers to individuals with protected characteristics.

Children’s and Families Workforce Equality Improvement Work

All council directorates are playing their part to understand equality issues in their work areas and to put in place actions to address these. The workforce priorities for Children and Families Directorate were established in 2017 and work has been taking place to drive changes.

Children and Families Directorate also identified additional challenges around

- Ensuring their workforce has the required skills set to deliver the breadth of different work streams in the Directorate, for example, front line operational delivery, professional disciplines, long term strategic and decisions that will affect the fundamental infrastructure of the city.
- Addressing particular issues within services, such as, staff sickness and staff mental health.

The workforce profile for the Children and Families Directorate in April 2017 was :

	Headcount	%age	Not Specified
Total	2465	100	NA
Men	484	19.63%	NA
Women	1981	80.37%	NA
BAME	377	15.29% (of headcount)	321 (13.02% of headcount)
Disabled*	114	10.71% (of headcount)	264 (31.9% of headcount)
LGBT+	61	5.00% (of those specified)	1246 (50.5% of headcount)
Carers	132	12.11% (of those specified)	1375 (55.8% of headcount)
Religion stated	1,448	58.7% (of headcount)	549 (22.27% of headcount)
Age – under 40	1,118	45.35% (of headcount)	NA
Age – over 40	1,347	54.65% (of headcount)	NA

The workforce development issues, planned work to address issues and to upskill staff included:-

Restorative Practice

The Workforce team delivered Restorative Practice training to 10,000 internal staff and external partners to create a culture of high challenge and high support. There is an emphasis on values and behavior, on people rather than systems and processes, for example, 'treating people fairly'.

In addition a Restorative Champions Event was held on 23rd October 2017 for Restorative Champions who had completed the Train the Trainer programme.

Other Workforce Development Work

The Workforce Development Strategy was updated and revised to establish clear priorities and support career progression with Children and Families.

Examples of delivered training, learning and qualifications over the last year include:

- Children's Specific Equality and Diversity training to support and challenge unconscious bias etc.
- Bespoke learning for managers on leadership issues such as change management;
- Supervision training for managers.

Examples of recruitment and career development related work:

- Use of apprenticeships to develop and support existing workforce to progress and to recruit from the local community;

- Internal delivery of level 3 diploma in Youth Work/ Residential to enable unqualified staff to qualify and progress;
- Use of film resources to support effective recruitment from diverse communities e.g. Teaching Partnerships film;
- Access to the regional Association of Directors of Children's Services leadership programme for team leaders/senior managers;

Examples of Supporting the delivery of programmes and staff networks:

- Work to support female progression through the 'leading ladies' programme;
- Executive mentoring programme;
- Re-launch of Women's Voice staff network.

As a result of this work:-

- Staff and customers feeling empowered to challenge decisions in order to improve health and well-being outcomes such as reasonable adjustments, flexible working.
- 'Soft' skills such as communication and emotional intelligence have increased in value.
- Managers demonstrate increased confidence and competence in supporting and challenging diverse staff teams.
- Career progression has been enabled through successful completion of level 3 qualification.
- Fairer treatment of staff supports fairer treatment of children and families in service provision and decision making.
- Better support for staff with caring responsibilities.

Children Centres Attendance

The Children Centre Attendance Management Action Plan has been in place for 18 months and was developed with the aim of reducing sickness absence levels across the service.

The Action Plan covers a range of tasks to improve attendance levels which includes ensuring managers are aware of and implement the appropriate policies and procedures, for example, managing attendance, sickness reporting, return to work meetings; encouraging managers to manage cases; encouraging managers to make occupational health referrals; and establishing Attendance Management Champions/ Buddies, etc.

The Early Start leadership team recently introduced support and challenge meetings with each of the Children's Centre Managers to quality assure the attendance management action plan and to maintain momentum around this aspect of work. The discussion covers a broad spectrum of HR related issues but, as many of these can contribute to attendance at work, it is thought that the meetings will bring added value to the attendance management action plan. Once all meetings have taken place, the feedback will be analysed to identify any emerging themes and trends.

The Early Start leadership team is awaiting the most recent quarterly monitoring report from HR to establish the current position, however due to the size of our

workforce as well as staff turnover it is anticipated that it may be some time before the data shows that they have really turned the curve with regards to sickness absence. However, the service lead is confident that the strategies that have been put in place are being well received by the Children's Centre workforce and are beginning to have a positive impact.

Although all managers are encouraged to access the Mental Health training on PALS, the service has identified the need for further training and as a result has been in discussion with colleagues in Occupational Health who have drafted a bespoke training package for our managers. There is a cost associated with this so we are currently seeking approval to proceed with this.

A leadership development day has been scheduled for all managers across the Early Start Service in July 2018 where they intend to focus on leadership development and resilience building.

Feedback from managers across the service has highlighted the need for additional training on managing allegations, undertaking grievance meetings and undertaking improving performance procedures therefore the service is in discussion with HR colleagues to arrange some peer support workshops for managers

Staff Mental Health

The Healthy Minds Group was re-launched in its current format in May 2016 and offers a peer to peer support environment for all council colleagues.

The Healthy Minds Group includes:-

- People with mental health needs.
- People who would like to support friends, relatives, colleagues who have mental health needs.
- People simply interested in mental health.

The Healthy Minds Group:-

- Creates a virtual and physical safe space without judgement, where the stigma attached to poor mental health is blown away
- Keeps members informed of internal and external mental health-related events and campaigns.
- Invites speakers from the world of mental health to inform members of the wide range of support available and to offer self-help, development, learning and training.
- Challenges senior local authority colleagues to improve accessible pathways to mental health support.
- Sign posts members in need of advice.
- Explores ways to increase awareness of the importance of good mental health and reduce the stigma associated with mental illness

Feedback is collected at the end of every Healthy Minds session and to date, has been overwhelmingly positive.

The Healthy Minds Group also organised a conference to develop the skills of managers in terms of their ability to better support staff with mental health needs. Over 160 managers participated in the event on 10th May 2017 and the feedback was extremely positive.

The Healthy Minds Group has been 'on tour' and run sessions in localities around the city to reach staff who ordinarily would not come into the city centre.

Training on Restorative Practice will continue to be rolled out to internal staff across Children and Families as well as to external partners to continue to create and embed a culture of high challenge and high support.

A recent example includes training on 'Using Restorative Language Approaches to Communication' which was held in April 2018. This training event focused on using restorative language. The 3 hour course was only available for members of staff who had completed the Awareness Briefing. The course was designed to enable staff to further embed restorative approaches into their practice and focused on language and communication skills to enable staff to be relationship focused.

On the 10th October 2018 the Healthy Minds Group will run sessions throughout Council buildings to celebrate World Mental Health Day. We will also run a conference for low to middle managers who have been identified as working with staff who have mental health needs. The session will aim to disseminate relevant information around support so that managers feel they are better equipped to support their staff.

The Healthy Minds Group currently runs three sessions per month with 40 employees attending each one. The aim of the group is to increase this to four sessions per month at some point in the future.

City Development Workforce Equality Improvement Work

The workforce priorities for City Development were established in 2017 and work is taking place to drive changes.

For the City Development Directorate there are additional challenges around:-

- Ensuring the workforce has the required skills set to deliver the breadth of different work streams in the Directorate, for example, front line operational delivery, professional disciplines, long term strategic decisions that will affect the fundamental infrastructure of the city.
- Ensuring that equality actions are also understood and embedded in the large front line services that work remotely and do not have IT access.

The workforce profile for City Development staff in April 2017 was:-

	Headcount	Percentage	Not declared
Total	1475	100	
Women	605	41.02	
JNC	49	3.32	
JNC Female including Chief Officers	12	0.81	
JNC Female Chief Officer	2	0.14%	
BAME	143	9.69	109 (7.39%)
Disabled	65	4.41	124 (8.41%)
LGBT+	27	1.83	708 (48%)
Carers	58	3.93	814 (55.19%)
Age 16 - 25	123	8.34	
26 - 40	478	32.41	
41 - 54	587	39.80	
55 - 64	266	18.03	
65+	21	1.42	

Staff Representation

It is recognised that there are difficulties in changing the levels of representation due to the current approach to recruitment. However, work has taken place and is ongoing across all services to try and encourage applications from underrepresented groups when vacancies arise. This includes vacancies advertised externally or the provision of development opportunities that equip existing employees to apply for internal promotion. Examples include

- Museums and Galleries targeted specific community groups by advertising vacancies through sector specific BAME social networks, for example, MA Detox and Transformers.
- Encouraging volunteers from underrepresented groups and providing them with the opportunity to develop their skills, as well as encouraging them to apply for posts when they become available. For example,. Museums and Galleries worked with 155 volunteers across the year, 14% identifying as BAME and 13% identifying themselves as having a disability.
- Visitor Economy ongoing use of LinkedIn networks to help encourage a diverse range of applicants.
- Highways and Transportation using a female engineer in promotional material when advertising for new engineering trainees.
- Current Apprentices attending the Apprenticeship Recruitment Fair to encourage applications from young people.
- Sport working with Leeds City College to pinpoint potential BAME applicants and provide training. Also working with Employment and Skills on a number of BAME targeted Sports Traineeships (12 weeks).
- Recent appointment of a female JNC Officer (Operations Manager) in Sport.

Inclusive Culture

The City Development Directorate continues to demonstrate its commitment to having an inclusive culture and ensuring this is embedded throughout the Directorate. Actions include;

- Equality Champions have been identified and refreshed in each service and are now working together as a group to promote, integrate and progress equality and diversity issues consistently across the Directorate.
- The Equality Champions role has been agreed and endorsed by all senior management teams across the Directorate.
- An Equalities Working Group has been established which has representatives from Resources and Housing and Civic Enterprise Leeds to ensure their approach is in line with wider council priorities.
- The group have clear terms of reference which include the development, promotion and momentum of directorate equality priorities in each service.
- Employment and Skills and Highways and Transportation have identified Equality Leads on their senior management teams

Training and Development

As part of the corporate offer, or via locally arranged sessions, services continue to promote attendance at equality training to improve awareness. Examples include:-

- Extended City Development Directorate themed Sessions three times a year where topics relating to equality are on the agenda for discussion. Examples include a presentation from Councillor Alison Lowe and approval of the Carers Action Plan.
- Employment and Skills held a Transgender awareness session which was then followed up with meetings with Trans young people to help employees understand some of the challenges these individuals face in entering the labour market. The service have also met with the DWP Trans lead to understand her personal perspective as a Transwoman in the workplace and her professional approach to engaging with business and the DWP workforce. This learning has been shared across the team.
- Museums and Galleries have delivered extensive staff training on a variety of topics including in deaf awareness, mental health awareness, cultural awareness and dementia. They also hosted a cultural event to welcome Syrian Refugees increased awareness of the staff involved.
- The LGBT+ Staff Network were invited to deliver their session on “Understanding Gender Identity” to a group of Sports Development Officers. A trans policy for sport has also been developed and shared with staff.
- Events in a number of services have included sessions around Equality, Diversity and Inclusion.

Community Engagement

To effectively deliver the priorities of the Directorate community engagement is key. By actively participating in this work it increases the awareness and understanding of the staff involved of the issues that different groups currently face across the city. Extensive community consultation has taken place regarding a number of high profile pieces work within the Directorate including

- Site Allocation Plan,
- Transport Strategy
- Capital of Culture bid 2023
- South Bank

This consultation has been at all levels from individuals in specific localities, to community groups, to city wide consultation with broader groups, for example. engagement with young people on Southbank proposal. This has also promoted to those individuals that their opinion matters to the Council and that their voices are heard.

On a smaller scale other services continually seek feedback about the services they provide and ask what else can be done do to increase involvement and participation in the services the Directorate delivers. This engagement has included consultation with groups from across the full range of protected characteristics and those currently under represented in our workforce. Involvement in this work helps to embed an understanding of the issues that these groups face.

Staff Networks

Increased awareness and participation in the staff network meetings has been encouraged. In November 2017 a presentation was delivered to an extended City Development Directorate meeting and details of meeting dates are shared at senior management teams. However, it is acknowledged that some services are more active with the networks than others.

Staff from Active Leeds attend Healthy Minds sessions and the LGBT+ staff network meetings and then feedback to the service.

Highways and Transportation arranged a session at their extended Senior Manger Forum to increase awareness of the networks and to encourage managers to see the benefits of releasing staff to attend.

Attendees from Employment and Skills feedback to colleagues to share their learning and increase awareness across the service of the issues discussed by the networks.

Input from the Disabled Staff Network was crucial to the final plans for Merrion House, which City Development led on.

Inclusive Culture

The results from the Employee Engagement survey showed that

- 79% of employees (who completed the survey) agreed with the statement “I am treated fairly at work”, an increase of 4% from the previous year.
- 78% of employees agreed with the statement that “We all take our responsibilities seriously for promoting diversity and inclusion in the workplace”, an increase of 3% from the previous year.

Training and Development

The focus on training and development was also reflected in the Employee Engagement Survey results where there was a 7% increase in the response to the question “I am encouraged by my immediate Manager/Supervisor to participate in Diversity and Inclusion Training”

Staff Representation

As there has been an increase in FTE since April 2017 to April 2018 due to services moving into City Development, the following shows protected characteristics by percentage only to undertake a comparison.

	2017 percentage	2018 percentage	Change from 2017-18	Percentage who have "Not specified" 2018
Women	41.02	40.98	-0.04	
JNC	3.32	3.78	0.46	
JNC Female incl CO	0.81	0.91	0.10	
JNC Female Chief Officer	0.14	0.2	0.06	
BAME	9.69	9.77	0.08	7.56
Disabled	4.41	4.5	0.09	8.66
LGBT+	1.83	2.35	0.52	45.28
Carers	3.93	4.36	0.43	52.25
Age 16 - 25	8.34	8.6	0.26	
26 - 40	32.41	31.92	-0.49	
41 - 54	39.8	39.41	-0.39	
55 - 64	18.03	18.44	0.41	
65+	1.42	1.63	0.21	

The data shows that there has been slight increases in representation in the following groups:-

- Females at JNC
- Female Chief Officers (a further appointment has also been made recently meaning that the representation on City Development Directorate has gone from 100% male 2 years ago to 40% female in 2018)
- BAME
- Disabled
- LGBT+
- Carers

The Equality Working Group have agreed 5 success factors and these will be reviewed after 12 months.

- Staff representation in services
- Basic respect
- Listening and Engagement
- Training and Development
- Refreshed Equality Improvement Priorities

Equalities work across the Directorate will be reviewed and monitored by the Equality Working Group. The Directorate will promote the wish for more people to complete their protected characteristic information on SAP so the number of those 'not specified' reduces

Communities and Environment Workforce Equality Improvement Work

The workforce priorities for Communities and Environment were established in 2017 and work is taking place to drive changes.

The workforce profile for Communities and Environment staff in April 2017 was:-

	Headcount	%age	Not declared
Total	2727		
Women	1001	37%	
BAME	298	11%	9%
Disabled*	198	7%	7%
LGBT	68	2%	47%
Carers	183	7%	54%
Religion stated	1561	57%	43%
Age – under 40	864	32%	
Age – over 40	1863	68%	

Staff representation

It is recognised that there are difficulties in changing the levels of representation due to the current restrictions on recruitment. However, work is taking place where possible to encourage applicants from under represented communities, and to look at new ways of recruitment. Work includes:

- Ensuring the Apprenticeship programme is supported in Customer Access and Welfare and Parks and Countryside
- Using creative recruitment methods, for example, Environmental Action used video advertisements shared via social media in order to reach wider audiences and to put out a strong message about our intention to redress imbalances in gender, ethnicity across our workforce.
- Development of women's ambassadors in Parks and Countryside
- Developing and maintaining relationships with PATH Yorkshire in Parks and Countryside)

Inclusive culture

Training

A variety of work and training has taken place across Communities and Environment which has focussed on the following areas:

- Mental Health Awareness in Elections, Licensing and Registration
- Positive attitudes and behaviours promoting a culture where leaders lead by example, and equipping staff with the skills to deal with issues of behaviour in Community Safety;
- Race and Migrant Communities in Community Safety;
- Domestic violence and abuse in Customer Access and Welfare;
- Autism awareness in Customer Access and Welfare;
- Disability Awareness in Customer Access and Welfare;
- Equality training in Elections, Licensing and Registration
- It's Only Banter sessions in Waste and Parks and Countryside

Wellbeing

In addition, wellbeing work is in place in various areas including:

- A 12 month trial in waste where staff can self-refer to Health Trainers who offer advice on a wide variety of areas including smoking, alcohol, exercise, stress relationships etc.
- Blood pressure checks for staff over 35 years old in waste
- Embedding the role of the well-being officer to promote well-being opportunities to colleagues, in particularly that of the Mental Health Support Group in Customer Access and Welfare
- Identifying health, safety and wellbeing Champions and will roll out targeted training sessions to appropriate staff who may be affected by traumatic events or privy to sensitive and potentially unsettling information in Community Safety

BAME Staff Network

The Chief Officer Communities and members of the Communities Team supported the relaunch of the BAME Staff Network in July 2017, and the following four emerging work programme themes are being taken forward:-

- Advising the organisation on developing a supportive organisational culture to address inequalities.
- Contributing to finding practical solutions to workplace issues for staff.
- Promoting the network and communication amongst peers and celebrating and acknowledging the contribution of our staff.
- Enhancing career progression for staff.

Women's Voice

The women's staff network is led by the Chief Officer Environmental Action and their Manifesto was launched in March 2018. This makes pledges in relation to the following areas:

- Grow Women's Voice;
- Have thoughtful implementation of current work/life balance policies;
- Address gender gaps;
- Recognise gender differences to improve equal opportunities to develop;
- Change behaviours so all women are respected in the workplace.

Women's Voice was instrumental in developing 10 satellite International Women's Day events in March 2018 at council work places across the city in addition to the show case event in the city centre. This will allow more female employees to participate in the celebrations and make further connections with other women to both offer and receive support.

The LGBT Alliance is being led by the Chief Officer Waste and LGBT + stalls have been held at depots.

Anecdotally there is a feeling that individuals are better able to gently challenge each other on what is appropriate behavior in the work place, and this is becoming more commonplace and accepted practice. Staff surveys will continue to provide useful information about how people are feeling, but it is recognized that there is no short term, quick fix solution

Consideration will be given to the staffing profile, with specific focus on how to increase the number of people self declaring in all categories. It is early days to say the extent to which current work has been successful, and it will take some time to change the staffing profile

A directorate equality action plan has been developed and this outlines the key high priorities for the directorate. An implementation plan is being developed which will ensure that the high level priorities are met. Communities and

Environments Leadership Team has taken the role of Directorate Equality Board and will provide quarterly challenge to the progress being made

Resources and Housing Workforce Equality Improvement Work

The workforce priorities for Resources and Housing were established in 2017 and work is taking place to drive changes. This Directorate has only been in existence for one year since so the work is perhaps not as coordinated as other directorates who are well established. Individual services have carried out work but this will become more joined up in the next year.

In Resources and Housing the make up of the workforce is:-

46% Women are employed at senior levels (JNC) but make-up 54% of the total workforce

18% BAME staff makeup of our workforce (the majority of whom are within the lowest pay grade band, A1-C3);

9% of workforce between the age of 16-25

8% of our workforce identify as carers

2% of our workforce disclose their identity as LGB T

7% of our workforce disclose that they identify as disabled

Staff representation

It is recognised that there are difficulties in changing the levels of representation due to the current restrictions on recruitment. However, Resources and Housing does employ a large number of apprentices which provides a good opportunity to improve representation, particularly for improving representation of younger age groups. They have recruited approximately 200 people into positions across the council with over 95% of these people then securing permanent posts. In other parts of the directorate, the workforce equality data is being scrutinised to allow for appropriate targeting during recruitment exercises, particularly aimed at BME groups, Apprentices and women. These areas are being monitored and reported quarterly.

Inclusive culture

Carers

Shared Services have developed a new carer's plan which aims to explore options around how they can better network and support our employees. These include flexible working and part time options, accommodating preferred work locations, for example, when we recruit to numerous positions across different site staff are asked their preferences, or through manager/employee discussions when we can flexibly deploy.

Legal have received a Certificate of recognition from Leeds Carers Partnership for their Leeds Commitment to Carers Action Plan.

Women

People across the directorate are proactively supporting Women's Voice and women's development, including mentoring.

Disabled Staff

Some teams in Shared Services have been trialing the new Supporting Staff at Work Wellbeing conversation so managers have a holistic conversation with staff to discuss how they can be their best, including the workplace environment, relationships, tasks. The conversation follows the social model of disability.

Colleagues in Legal held a "living library" event in 2017 and are planning another one this year by several members of staff on the subject of living and working with a disability, with support from the Disabled Staff Network.

Training has been undertaken with managers in relation to Dyslexia in Catering Services and the reasonable adjustments which can be made. The effectiveness is being reviewed and will be rolled out across the wider directorate if successful. Awareness of the symptoms and support the group can provide for employees with dyslexia is to be managed through toolbox talks and quarterly newsletters.

Training about autism was also held in Housing which was well attended and received very good feedback.

Colleagues Without Access to IT –

In Civic Enterprise Leeds a great deal of work is being done with front-line staff (without regular access to work IT). This includes:-

- Piloting a new digital engagement tool which can be accessed outside of the council's network via mobile phones to improve digital access for frontline, off network staff.
- Equality Card developed in relation to staff networks and cascaded to front line staff.
- An Equality, Inclusion and Diversity newsletter has been developed and distributed. Communication with customers in its various forms will be addressed through this newsletter plus specific reference to working alongside colleagues who experience difficulties, e.g. article to be called 'Eye On' to highlight an individual and the challenges they experience. Using this newsletter there will be the opportunity for feedback and generate ideas on how we can listen and support customers and staff more. An employee focus group will also be established which is representative of the directorate which will inform this plan and future objectives.

- Publicising the leads for each of the staff networks and additional staff who focus on specific areas, for example, low pay, who act as a role models/champions to challenge and provide support. Frontline staff have appropriate contact information provided through posters displayed in all of sites and in the quarterly equality and diversity newsletter.

Staff in Lower Paid Roles

- Leeds Credit Union made a presentation to the Civic Enterprise Leeds Leadership Team. This information was then communicated to all their staff to promote affordable credit and banking services as an alternative to high cost lenders. Work will continue to regularly re-inforce this message to front line staff using all communications tools, especially social media.

Care Leavers

- Some parts of the directorate are continuing their pledge to offer quality work experience to all Leeds undergraduate care-leavers. For example, in 2016 Legal Services welcomed 3 care-leavers, and 4 care-leavers in 2017 for work experience and received excellent feedback from them. They also arranged for work experience in private firms so that they get a more holistic view of working in law.
- Some senior colleagues in Legal Services are participating in the council's mentoring project for undergraduate care-leavers and they are hoping to "join up" a mentoring offer with the work experience offer for care-leavers.

Equalities Training and Reporting

- All appropriate staff are trained in safeguarding policies and procedures and relevant new starters are trained at induction to ensure all staff are aware of the need and process to report any safeguarding concerns or who witness hate crime.
- Equality Pledges were adopted at appraisal review for all staff during 2017/18 and will continue into 20/19. Equality and Diversity is now part of the routine discussion at appraisals.
- Some teams are using the "Inclusion Matters" videos feature on InSite, for example, "the impact of micro behaviours in the workplace" video. Also during Autism Awareness Week, Ramadan and Carer's Week videos of colleagues discussing these topics have been shown to make them personal and increase people's awareness
- Housing, Shared Services and Legal have invited speakers from the staff networks at staff communication events for the last year. The Staff Networks are continually supported and promoted by the various senior management teams which is then cascaded to staff.

Housing Leeds have a weekly newsletter, where has included many different topics over the year from World Down Syndrome Day, Bi Visibility to Black History Month. They have also held sessions on the following:

- Autism Awareness
- Visits to a Mosque and Kingdom Hall
- Self-harm
- Raising Awareness of Working Carers
- PREVENT Awareness
- Modern Day Slavery and Human Trafficking
- Stay Safe training
- Learning about Veganism
- LGBT+ Domestic Violence

An equalities board has recently been set up to drive forward the equalities agenda. A directorate plan will be created to co-ordinate and focus the work being done. Now that we have the baseline data from engagement surveys and equality monitoring dashboards these can be used to assess if the actions we are taking are having an impact. This can then be used to inform future work.

What Next

During 2018/2019 further work will take place on reporting progress of the new Equality Improvement Priorities. These new priorities have been developed following a review which took place in 2017/18. This work will seek to identify and improve ways to report equality progress, demonstrate outcomes and impact on inequality. This will include a review of the priorities to ensure they are still relevant.

Progress will still continue to be reported annually.

Equalities and specifically tackling inequalities is also integral to the council's Best Council Plan objectives. Progress against the Equality Improvement Priorities will continue to support the City's vision for Leeds to be the best city in the UK: one that is compassionate with a strong economy, which tackles poverty and reduces the inequalities that still exist.

For enquiries about this report please contact the Communities Team central:

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By telephone: 0113 3785998

By text: 07891 270162

Website: www.leedsgov.uk/equality

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Alternative formats

This publication can also be made available in large print, Braille, on audio tape and audio cd.

If you do not speak English and need help in understanding this document, please telephone the number below and state the name of your language. We will then put you on hold while we contact an interpreter. The number is **0113 3785998**

Arabic:

إن كنت لا تتحدث باللغة الإنجليزية وتحتاج لمساعدة لفهم هذا المستند؛ الرجاء الاتصال بالهاتف على الرقم أدناه، واذكر اسم لغتك. حينئذ، سوف نطلب منك أن تنتظر على الخط حتى نتصل بمترجم.

Bengali:

যদি আপনি ইংরেজীতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে নিচের নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

Cantonese:

如你不懂說英語而需要協助以明白本文件，請致電下列電話號碼並說明你的母語。我們將會請你稍候以聯絡口譯員。

Hindi:

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद चाहिए, तो कृपया नीचे दिए गए नंबर पर फ़ोन करें और अपनी भाषा का नाम बोलें। उसके बाद जब तक हम किसी दुभाषिण (इंटरप्रिटर) से संपर्क करेंगे, हम आपको होल्ड पर रखेंगे।

Punjabi:

ਜੇਕਰ ਤੁਸੀਂ ਇੰਗਲਿਸ਼ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਸਮਝਣ ਲਈ ਸਹਾਇਤਾ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਹੇਠਾਂ ਵਾਲੇ ਨੰਬਰ ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ ਅਤੇ ਆਪਣੀ ਜ਼ਬਾਨ ਦਾ ਨਾਂ ਦੱਸੋ। ਫੋਰ ਅਸੀਂ ਤੁਹਾਨੂੰ ਇੰਤਜ਼ਾਰ ਕਰਨ ਲਈ ਕਹਾਂਗੇ ਤਾਂ ਜੋ ਅਸੀਂ ਕਿਸੇ ਇੰਟਰਪਰੀਟਰ (ਦੁਭਾਸ਼ੀ) ਨਾਲ ਸੰਪਰਕ ਕਰ ਸਕੀਏ।

Kurdish:

گەر زمانی ئینگلیزی نازانیت و پیوستت به هاوکاریه له تیگه یشتنی ئەم به لگه نامه یه دا ، تکایه ته له فۆن بۆ ژماره که می خواره وه بکه و زمانی ئاخاوتنی خۆت بلی. ئیمهش تۆ راده گرین له سه ر ته له فۆنه که تا وه رگێرکی زمانت بۆ دابین ده که یین.

Tigrinya:

እንግልሽ ዘይትሓረብ/ቢ እንተኾንካ/ኪ እሞ ነዚ ደኩመንት'ዚ/ሰነድ'ዚ ንምርዳእ ሓገዝ ምስ ዘድልዮካ/ኪ ቋንቋኻ/ኸ ብምሕብር ኣብ'ዚ ኣብ ታሕቲ ተገሊጹ ዘሎ ቁጽሪ ተሊፎን ደውለልና/ደውልልና። ብድሕሪኡ ንሕና ኣስተርጓሚይ ክሳብ ንረክብ ኣብ መስመር ከነጸብዮካ/ኪ ኢና።

Urdu:

اگر آپ انگریزی نہیں بولتے ہیں اور اس دستاویز کو سمجھنے کیلئے آپ کو مدد کی ضرورت ہے تو براہ مہربانی نیچے دیئے گئے نمبر پر ٹیلی فون کریں اور اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ سے انتظار کرنے کا کہہ کر آپ کیلئے کسی ترجمان سے رابطہ کریں گے۔

Czech:

Jestliže nemluvíte anglicky a potřebujete, aby vám někdo pomohl vysvětlit tento dokument, prosím zavolejte na níže uvedené číslo a uveďte svůj jazyk. Potom vás požádáme, abyste nepokládal(-a) telefon a mezitím zkontaktujeme tlumočnicka.

French:

Si vous ne parlez pas anglais et que vous avez besoin d'aide pour comprendre ce document, veuillez téléphoner au numéro ci-dessous et indiquez votre langue. Nous vous demanderons d'attendre pendant que nous contactons un(e) interprète.

Polish:

Jeżeli nie mówią Państwo po angielsku i potrzebują pomocy w zrozumieniu tego dokumentu, prosimy zadzwonić pod poniższy numer telefonu. Po podaniu nazwy swojego ojczystego języka prosimy poczekać – w tym czasie będziemy kontaktować się z tłumaczem.

Slovak:

Ak nehovoríte anglicky a potrebujete, aby vám niekto pomohol vysvetliť tento dokument, prosím zavolajte na nižšie uvedené číslo a uveďte svoj jazyk. Potom vás požiadame, aby ste nepokladali telefón a medzitým skontaktujeme tlmočníka.