

# Equality, Diversity, Cohesion and Integration Impact Assessment



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

<b>Directorate: City Development</b>	<b>Service area: Employment and Skills</b>
<b>Lead person: Craig Skinner</b>	<b>Contact number: 0113 3787790</b>
<b>Date of the equality, diversity, cohesion and integration impact assessment: 16 July 2019</b>	

<b>1. Title: European Structural and Investment Funds Programme 2014-2020: STEP Novation of contracts with Remploy and the Bridge Project</b>
Is this a:
<input type="checkbox"/> <b>Strategy /Policy</b> <input type="checkbox"/> <b>Service / Function</b> <input checked="" type="checkbox"/> <b>Other</b>
<b>If other, please specify:</b> See Item 3 below.

## 2. Members of the assessment team:

<b>Name</b>	<b>Organisation</b>	<b>Role on assessment team e.g. service user, manager of service, specialist</b>
Craig Skinner	Leeds City Council	Projects & Programmes Senior Manager
Steph Shiels	Leeds City Council	Projects & Programmes Manager

**3. Summary of strategy, policy, service or function that was assessed:**  
 The decision relates to the novation of contracted lots to the maximum value of £140,000 from Remploy to Blue Apple Training and one delivery lot to the maximum value of £56,000 from The Bridge Project to Learning Partnerships on the STEP programme.

**4. Scope of the equality, diversity, cohesion and integration impact assessment**  
 (complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

**4a. Strategy, policy or plan**  
 (please tick the appropriate box below)

The vision and themes, objectives or outcomes	<input type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>

**Please provide detail:**

**4b. Service, function, event**  
 please tick the appropriate box below

The whole service (including service provision and employment)	<input type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input type="checkbox"/>
Procuring of a service (by contract or grant)	<input checked="" type="checkbox"/>

**Please provide detail:**  
 The STEP Project has a total value of £8.7m over three years. This includes £3m allocated for the benefit of Leeds residents. This provision forms a key part of the wider Leeds City Region (LCR) ESIF Programme which runs from 2014-2020 with expenditure continuing until 2023.

Bradford Council lead on the delivery of the STEP Project and entered into a formal contract with the Department for Work and Pensions (DWP). The Council works with Bradford Council under a service level agreement, as a Delivery Partner with responsibility for the delivery of the Leeds element of the provision, including procurement and contract management of all local Subcontractors.

Procurement of sub-contractors to deliver in Leeds concluded in December 2016 and

approved by the Director of Children's Services under a delegation. Delivery of STEP in Leeds is sub-contracted to six local organisations via delivery lots. Delivery lots are split into two main areas, including mainstream and specialist support. Mainstream support is delivered by Remploy and Blue Apple Training. Specialist support for ESOL, mild to moderate mental ill-health and drug and alcohol dependency is delivered by Learning Partnerships, Leeds Mind and The Bridge Project respectively. PATH Yorkshire also delivers specific support with paid work placement opportunities.

Following a competitive tendering process in 2016, Remploy was awarded six delivery lots. Each delivery lot has a target output of 125 starts on programme and is worth £140,000. Remploy is the largest STEP provider in Leeds with a total contract value of £840,000 to provide intensive support to 750 local residents furthest from the labour market and to help 300 residents into work but as a result of internal resourcing issues is not currently on track to achieve the contracted outputs. The Bridge Project is a specialist provider in drug and alcohol support for residents but has struggled to generate suitable referral numbers for the programme

All targeted employment support and skills programmes seek to prioritise support to local residents in Priority Neighbourhoods i.e. those neighbourhoods that fall within the 1% most deprived nationally on the Index of Multiple Deprivation. A specific and tailored support package to include ESOL was required to respond to the opportunity presented by a pilot programme with Leeds Teaching Hospitals Trust as part of the Leeds Anchors Network. This enabled residents from the adjacent Priority Neighbourhood of Lincoln Green to apply for and secure employment. It is planned that the successful pilot delivery model will be repeated.

Blue Apple Training is the second largest provider on the STEP programme and has the capacity to support a continuation of the NHS recruitment programme as well as having a pipeline of customers to maximise numbers before the end of the STEP programme. Learning Partnerships offer ESOL support and like Blue Apple Training have both the capacity and pipeline of residents to support on both STEP and the NHS pilot.

Both Remploy and The Bridge Project have agreed that a novation of one delivery lot each is the best course of action to achieve programme objectives. This will mean Blue Apple Training will be targeted to support an additional 125 hardest to help Leeds residents and Learning Partnerships a further 50 Leeds residents.

##### **5. Fact finding – what do we already know**

Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.  
(priority should be given to equality, diversity, cohesion and integration related information).

The Leeds City Region ESIF Strategy was subject to wide consultation across the city region during its development in 2013/14. Smaller stakeholder sounding groups continue to be used to develop programmes under each thematic objective prior to release. Leading up to the launch of calls for proposals, regional information sessions were held, generally led by the West Yorkshire Combined Authority (WYCA) and the relevant Managing Authority.

Implementation of the strategy is monitored by the Leeds City Region Enterprise

Partnership Board, the Leeds City Region Chief Executives' and the Leaders' Board meetings. A Council cross-directorate ESIF officers' group has been engaged in the development of local programmes since 2014.

The assessment of the Leeds City Region ESIF Strategy by central Government incorporated consideration of a range of equality and diversity issues. Each individual project has to address gender and diversity issues, and some projects will have specific targets for participation of priority groups including women and BAME.

The STEP programme is specifically aimed at supporting identified disadvantaged people. An equality impact screening was completed in January 2017. This assessment confirmed that due consideration has been given to all equality groups, lone parents, those from a BAME background and those with mild to moderate mental ill-health, identified as local priorities for Leeds.

Novation and reassignment of the contract lots will support the overall programme delivery to meet contract targets as well as enabling provision to be more effectively aligned to the specific needs of target communities within Priority Neighbourhoods.

**Are there any gaps in equality and diversity information**

**Please provide detail:** Not known at this stage.

**Action required:** Not applicable at this stage.

**6. Wider involvement – have you involved groups of people who are most likely to be affected or interested**

Yes

No

**Please provide detail:**

A range of intelligence gathered has strongly influenced the design, content, delivery model, outcomes and targets for the STEP Project.

This includes specific stakeholder events (leading up to bid submissions and hosted by both local authorities) helping to identify potential delivery partners and subcontractors and to inform this locally designed provision.

Events were held in October 2015 and February 2016 and included representatives from the public, third and private sector across both Leeds and Bradford and elected members. Targeting people with mental health problems was highlighted as a priority from this event, younger adults (including those previously in care leavers) and older workers 50+.

Direct engagement with other statutory services in both districts has also informed the overall delivery model for STEP. In Leeds this includes engagement with Public Health, Adult Social Care, Childrens' and Citizens and Communities. Additional intelligence has also been collated from partners delivering regional and local employability and skills programmes including: Jobcentre Plus, Leeds Mind, Leeds City College and Learning Partnerships. Hard data has also been gathered from local residents through the Council's Community Hubs and Adult Learning provision to understand the current challenges and barriers that individuals face to secure work e.g. reduction in Government funded ESOL provision.

The evaluation of previous employability programmes including the LCR Headstart and Devolved Youth Contract included in-depth feedback from participants and providers. The findings have strongly influenced and been built into the STEP delivery model. This includes the need for a fluid and participant led provision offering flexibility in terms of focus and support available e.g. less generic employability training and more focus on socio-economic barriers. Feedback also highlighted the need for more locally based services rather than the rigid structure of a city centre office. These findings have been reflected in the STEP offer and subsequent novation of lots.

**Action required:** Not applicable.

**7. Who may be affected by this activity?**

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

**Equality characteristics**

Age

Carers

Disability

Gender reassignment

Race

Religion or Belief

Sex (male or female)

Sexual orientation

Other

(for example – marriage and civil partnership, pregnancy and maternity, social class, income, unemployment, residential location or family background, education or skills level)

**Please specify:** The funding rules state that participants must be over 25 years, unemployed or economically inactive to be eligible.

**Stakeholders**

Services users

Employees

Trade Unions

Partners

Members

Suppliers

Other please specify

**Potential barriers.**

Built environment		Location of premises and services	
<input type="checkbox"/>	Information and communication	<input type="checkbox"/>	Customer care
<input type="checkbox"/>	Timing	<input checked="" type="checkbox"/>	Stereotypes and assumptions
<input type="checkbox"/>	Cost	<input type="checkbox"/>	Consultation and involvement
<input type="checkbox"/>	Specific barriers to the strategy, policy, services or function		

**Please specify**  
Location of Premises and Services  
 To maximise accessibility of the provision across a wide cohort of participants, the STEP Project has been designed as an outreach delivery model with Key Workers operating on a flexible/mobile basis across an extensive range of community venues.

Premises have largely been determined by the subcontractors but must ensure participants can have access to discreet 1-2-1 meeting space, training rooms for group work and, preferably being used by other community and voluntary partners to deliver a truly integrated provision.

All locations offer welcoming, trusted and informal public environments to put participants at ease, be DDA compliant and located on main transport routes to maximise accessibility. The use of venues are responsive to the local demographics and wider needs of local residents. For example: ESOL provision available in areas with large concentrations of BAME groups.

**8. Positive and negative impact**  
 Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

**8a. Positive impact:**

At the heart of the STEP Project is an individually tailored package of support and structured intervention that is responsive to the needs of each participant. By layering this personalised assessment with behavioural insight and specialist barrier breakdown tools, Key Workers are able to better understand individual needs, challenge any assumptions held by the individual or others about their circumstances and all for the targeting of provision in a person-centre way. Key Workers also use a range of tools, resources and actively promote and facilitate progression pathways for individuals to ensure a holistic approach which breaks down barriers and ultimately moves people towards and into sustainable employment.

**Action required:**

Not applicable

<b>8b. Negative impact:</b>
Not applicable
<b>Action required:</b>
Not applicable

<b>9. Will this activity promote strong and positive relationships between the groups/communities identified?</b>
<input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Please provide detail:</b>
The STEP Project is targeted at marginalised and excluded groups. This requires a locally embedded approach to delivery. The Council's established relationships with a plethora of local providers are relied on to support the promotion of strong and positive relationships between groups and communities. This is further enhanced by the subcontractors adopting a flexible and integrated approach to delivery in order to meet individual needs. Services are locally embedded and co-located with existing services and at community locations where possible. This approach promotes greater alignment and integration of local services for the benefit of local residents.
<b>Action required:</b>
Not applicable

<b>10. Does this activity bring groups/communities into increased contact with each other? (e.g. in schools, neighbourhood, workplace)</b>
<input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Please provide detail:</b> See item 9 above.
<b>Action required:</b>
Not applicable.

<b>11. Could this activity be perceived as benefiting one group at the expense of another? (e.g. where your activity/decision is aimed at adults could it have an impact on children and young people)</b>
<input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>

**Please provide detail:**

The DWP identified eligible priority groups that can be supported under the STEP Project e.g. must be unemployed and over 25 years. In response to local intelligence and as outlined above, the project also prioritises older adults 50 +, those with drug and alcohol dependency and those from a BAME background who need ESOL support and adults who have complex or multiple barriers to employment.

However, it is unlikely that the activity / decisions taken to support participants will have a negative impact on any other groups e.g. children who are not eligible for support. This is on the basis that it is recognised that the provision delivered in Leeds is aligned with other related support and interventions and where possible, as part of a wider offer of intervention and support services e.g. alignment with the Council's Families First Programme offering early intervention to families identified as at risk and the My Work pathway – a mandatory employability service for people who are claiming Jobseekers' Allowance and in receipt of Council Tax Support.

**Action required:**

Not applicable



**12. Equality, diversity, cohesion and integration action plan**

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>

**13. Governance, ownership and approval**

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
Sue Wynne	Chief Officer	

**14. Monitoring progress for equality, diversity, cohesion and integration actions** (please tick)

- As part of Service Planning performance monitoring
- As part of Project monitoring
- Update report will be agreed and provided to the appropriate board  
Please specify which board
- Other (please specify)

**15. Publishing**

This Equality, Diversity, Cohesion and Integration impact assessment will act as evidence that due regard to equality and diversity has been given.

If this impact assessment relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** Equality and Diversity, Cohesion and Integration impact assessment's should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk). For record keeping purposes it will be kept on file (but not published).

**Date impact assessment completed**

If relates to a Key Decision – **date sent to Corporate Governance**

Any other decision – **date sent to Equality Team (equalityteam@leeds.gov.uk)**