

Equality Progress 2019 - 2020

Leeds - The Compassionate City: Tackling Inequalities



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Introduction

“Our ambition is for Leeds to be the best city in the UK: compassionate and caring with a strong economy; which tackles poverty and reduces inequalities; working towards being a net zero carbon city by 2030. We want Leeds to be a city that is distinctive, sustainable, ambitious, fun and creative for all, with a council that its residents can be proud of as 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 2020 - 2025 Tackling Poverty and Reducing Inequalities*)

The Equality Improvement Priorities 2018 - 2022 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

The population of Leeds was estimated to be 793,000 people in 2019 (ONS mid-year estimate) - an increase of 0.5% (3,800 people) in the year since the previous 2018 mid-year estimate. The population has increased by about 42,000 compared to the 2011 Census.

Based on the ONS 2019 MYE, there are estimated to be:

- 153,600 children and young people aged 0-15
- 516,100 people of working age (16-64)
- 123,500 older people aged 65 and over
- 50.9% (403,794) are female and 49.1% (389,345) are male
- One in ten people (10%) are in the 20-24 age band reflecting the large student population.

Looking at the 10 years between 2008 and 2018:¹

- It is estimated that the Leeds population increased by 6.4% (47,500 people).
- The working age population had a smaller percentage increase (3.0%) than both the population of children and young people (13.7%) and the population aged 65 and over (13.1%).
- The population of older people aged 65 and above increased by 14,200 people. Although the 65 and above age group still has more women than men, there has been a bigger increase in the number of men, with 8,400 more men aged 65 and over resident in Leeds in 2018 than in 2008 (compared to 5,800 more women).
- There was a very significant increase in the number of primary school age children in Leeds, with an increase of 18,900 (20.7%) in the 0-10 age group.

Looking at the projected population 2018 to 2028:²

- Over the 10 years 2018 to 2028, the peak of those primary age increases will start feeding into secondary school, with a large increase in the number of teenagers in Leeds. There are projected to be 12,500 more young people aged between 11 and 17 by 2028 (21.5%).
- In the next 10 years, the increase in the older population is projected to be even bigger; with 20,000, more people aged 65 and over resident in Leeds in 2028 than in 2018.
- The Leeds population overall is predicted to continue to grow, reaching 830,500 by 2028; a 41,300 (5.2%) increase from 2018. The working age population will have a smaller percentage increase (2.6%) than both the population of 0 to 15 year olds (6%) and those aged 65 and over (15.3%).

The makeup of the city is outlined below:

- Leeds continues to become more ethnically diverse. The national 2011 Census showed that 18.9% of Leeds population was from a BME background.
- According to the 2019, School Census the proportion of the school population from BAME backgrounds has nearly doubled since 2005, increasing from 17.9% in 2005 to 34.6% in 2019.
- The greatest ethnic diversity is in younger age groups, with 36.1% BAME pupils in primary schools and 32.1% BME pupils in secondary and post-16 settings.
- In 2019, 20.3% of Leeds school pupils speak English as an additional language, with the top five main languages being Urdu, Polish, Romanian, Punjabi and Arabic.
- According to the national 2011 Census, the population aged 65 and older is less ethnically diverse than younger age groups, but the proportion from BAME backgrounds will increase as people who settled in Leeds, as young adults grow older.
- The religious profile of the city is changing. In the 10 years between the 2001 Census and 2011 Census, the proportion of people who said they are Christian decreased from 68.9% to 55.9%. The proportion with no religion increased from 16.8% to 28.2%. Compared to England and Wales, Leeds had higher than

¹ ONS mid-year population estimates 2008-2018

² ONS 2016-based projections

average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%). The Muslim community had the youngest age profile.

- There is no direct count of disability for the whole population, but the Census 2011 collected information about 'long term health problems or disability'. In Leeds 83.3% of people said that their day-to-day activities are not limited by long-term health problems or disability, 7.9% said they are limited a lot and 8.9% said that they are limited a little.
- The 2011 Census collected information on civil partnerships for the first time, reflecting the Civil Partnership Act 2004, which came into effect in the UK in December 2005. In Leeds, 41.5% of adults were married, which is lower than the England and Wales rate of 46.6%; 0.2% of adults were in a registered same-sex civil partnership, which is the same as the England and Wales rate; 40.8% of adults were single (never married or never registered in a same-sex civil partnership), which is much higher than the England and Wales rate of 34.6%; 17.5% of adults were separated, divorced or widowed, which is slightly lower than the England and Wales rate of 18.6%.

The latest socio-economic analysis (notably the 2018 Leeds Joint Strategic Assessment, analysis based on the 2019 Index of Multiple Deprivation and the 2019 update of the council's Poverty Fact Book) show that a range of inequalities persist across the city and, linked with deprivation levels, are particularly concentrated in specific localities with long-term related challenges such as access to employment, housing, language and literacy, skills, health and care responsibilities.

The slow economic recovery alongside reductions in public spending has significantly impacted the poorest members of society. The Index of Multiple Deprivation (IMD) 2019 show the geographic concentration of deprivation in the communities of Inner East and Inner South Leeds, confirming the wider analysis of poverty and deprivation undertaken in the Joint Strategic Assessment 2018. Based on the IMD 2019:-

- Leeds has 114 neighbourhoods in the most deprived 10% nationally. This is 24% of Leeds neighbourhoods. Leeds is ranked at 33 out of 317 local authorities on the proportion of neighbourhoods in the most deprived 10%. All the other Core Cities, apart from Bristol, have a higher proportion in the most deprived 10% (e.g., Liverpool has 49% and Manchester has 43%).
- However, if we look at the number of people experiencing deprivation, Leeds is ranked as third or fourth most deprived out of 317 local authorities. There are two measures, which identify local authority districts with large numbers of people experiencing deprivation. These are the income scale and the employment scale:
 - Employment scale - this counts the number of individuals experiencing employment deprivation in the local authority area. Leeds had the third highest number (Birmingham had the highest number and Liverpool the 2nd highest).
 - Income scale – this counts the number of individuals (adults and children) experiencing income deprivation in the local authority area. Leeds had the

fourth highest number (Birmingham had the highest number, Manchester the 2nd highest and Liverpool the 3rd highest number).

Equality Progress

Progress against each of the council's equality improvement priorities during 2019 – 2020 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

To ensure that the move to strength based social care (including Asset Based Community Development) has a strong focus on tackling inequalities and that implementation of new ways of working take into account the needs of individuals and communities from protected characteristics

Adult Social Care have aspired to offer support that enables people to live a better life but there was a recognition that this did not always happen in practise. It was felt that the operating model was based on gift and entitlement rather than working with individuals and their communities' strengths. This included moving away from eligibility and assessment towards a strength based and person centred approach. This includes Occupational Therapists committing to embedding these values in their practice.

With strength based social care, the starting point is always to look first at what someone can do, not what they cannot do, and moving from 'what's wrong to what's strong?' As a result, when someone contacts Adult Social Care services for assistance and support the primary focus is not about eligibility criteria and assessments.

An initial conversation now takes place with clients to understand their concerns, see what they have tried already and try to get them to the right place to help them. The response at the front door has been strengthened with the contact centre who able to listen to what people need and offer solutions. These include access to preventive services, such as, Telecare, reablement and advice and information about what is available to people in their own communities. If there is a need for a more in-depth conversation people are invited into a Talking Point, a face-to-face conversation with a social worker that can take place within two weeks in their own local community. This means that the service works with

people to identify what they want, and what their strengths and their aspirations are, not simply addressing their 'needs'.

Embedding this approach takes account of individual strengths, wishes, aspirations, families and community context. This means Adult Social Care are more able to support people to live the life they want, with support where it is needed, and in a way, which meets their own expectations and wishes. As this approach is personalised to the individual Adult Social Care are more likely to acknowledge and respond to them in a way, which respects and responds to any protected characteristic.

Whilst this approach has been applied to all people who use or could potentially use Adult Social Care, there has been a particular focus on both Learning Disability and Mental Health to ensure Strength Based Social Care is working for all groups.

Asset Based Community Development

Asset Based Community Development (ABCD) and asset based approaches begin by finding out what the people living in a community care enough about to work on together to change, develop and/or sustain. ABCD recognises and celebrates the uniqueness of neighbourhoods and the interdependencies of communities. Key to the approach is finding and recognising the assets of an area. These can be anything that can be used to benefit the local community that are recognised by the citizens living in that community. Local assets could be physical assets such as a patch of unused land; a neighbour who knows the local baby groups; a local business who is happy to share their office space; a fast-food restaurant where young adults meet or a retired teacher looking to meet new people. It is about drawing out citizen's skills, passions and interests, recognising that everyone has value and can contribute. These assets will be different in every area, but whatever they the citizens identify as community assets these will be the key foundations of the building blocks of a sustainable community.

The assumption is that, given the tools, the support and the opportunity, small groups of local residents can change the things that they believe need changing in their community better than anyone else. The process of devolution to empower communities to focus on what is strong, not what is wrong. Because this approach is so focussed on what communities identify, it is inclusion focused and allows for those communities from equality groups to define what needs to happen, and to lead that change.

To deliver ABCD Adult Social Care have funded 11 Community Builders (with 2 in development) in a range of diverse communities in Leeds, including the priority areas, whose role is to ensure:

- Individuals and communities are better connected;
- Communities identify and work to bring about the changes they want to see; and
- People have good friends

They do this by reaching out to and building relationships with citizens living in the community who have a passion, interest or feel passionate about something they would like to see in their community, they become 'Community Connectors'. Through supporting local community connectors, encouraging them, and drawing out their skills, passions and interests to take actions to meet the above, backed with local asset mapping, (a joint exercise with the Community Builder and local residents) and the use of 'small sparks' funding to enable activities from ideas from local communities to commence.

The work is supported by a commissioned Third Sector Organisation, which includes the provision of training and support. This has had a strong equality focus, to ensure community builders are aware of the issues from differing communities and can pro-actively support work developing within equality groups.

Pathfinders are working with people with learning disabilities who have reported feeling listened to and supported, they have created 'Big Dream' plans for the area. Increased confidence and self-esteem have been reported from local residents with learning disabilities running a series of coffee mornings at the local community centre, creating a social space for local residents. Sharing skills workshop created to share interests, share ideas and skills such as writing, poetry and crocheting skills.

Community Builders have connected residents who are socially isolated through coffee meet ups, exploring what interests them, making social connections and building friendships, that has created community connectors who have created other social groups without the support of the paid Community Builder.

Some examples include:

HFT, a local third sector organisation, are supporting a local resident who lives in a building with 25 flats of single people over 50, he feels socially isolated and wants to meet new people, and his idea is to cook for his neighbours. HFT supported him with the creation of a leaflet, involving the housing association and holding his first kick off meeting with 6 residents in attendance, they have agreed to trail a monthly dinner/social evening.

Single parents set up a Bingo group on Fridays, originally to reduce social isolation for single parents during school hours they are now in the process of setting up coffee mornings as a self-help group for single parents to help with stress and anxiety.

From this a local resident who had previously disengaged with services, had been suffering from anxiety and social isolation and had not been leaving the house has now become better connected and building trusting friendships from the coffee morning. This has raised her confidence and self-esteem, has re-engaged with Stroger Families service and has applied for a job recently.

To improve access to social care services for LGBT+ people through training, quality assurance and redesign of policies and processes

The council's Adults and Health Directorate held a workshop in June 2017 on the topic of 'Delivering Effective Social Care With Older LGBT+ Communities' facilitated by Research in Practice for Adults. The attendees were providers, commissioners, social workers and members of the LGBT+ community.

The aim of the workshop was to consult with stakeholders and to:

- Improve understanding in older people's social care services of the relationship between ageing, sexual orientation, gender identity and personalisation;
- Increase confidence in care and support for older LGBT individuals in care settings with the development of a framework to evaluate the quality of services for LGBT individuals;
- Identify key actions for service improvement;
- Deliver accessible information relating to the key issues for older LGBT people in a range of care settings.

By the end of the workshop participants had:

- Explored what good practice looks like;
- Identified barriers and enablers to delivering provider services that meet the specific needs of older LGBT+ people;
- Agreed outcomes against which older people's services for LGBT individuals might be assessed;
- Contributed to the co-production of a framework to evaluate the quality of adult care providers' work with older LGBT+ people; and
- Identified next steps of this as a pilot framework for awarding providers of older people's service an 'LGBT+ quality mark' (overseen by Leeds City Council).

The learning from this workshop was summarised by Research In Practice For Adults (RIPFA) in their report of the day. 'Whilst it is acknowledged that health and care services are committed to equality to date there is still evidence that LGBT+ individuals face particular issues including: dementia and sexual identity, barriers to end-of-life and palliative care, fear of indifference to sexual and gender identity and/or stigma in new settings such as residential care (Marie Curie, 2016; LGBT+ Partnership, 2016). If health and care staff do not respond appropriately to individual differences it presents a barrier to services, intentional or unintentional, for an individual or a community who may already feel marginalised. It is important that providers of older people's services fulfil this need for the LGBT+ people accessing care and support.'

As a result of this workshop, a framework has been co-produced with a range of stakeholders that sets out 6 areas for targeted action. These aim to ensure that social care services in Leeds are inclusive of LGBT+ people. The framework includes:-

- Mobilising Change – Change needs to happen across several areas of the health and social care spectrum and mobilising this effectively across all stakeholder groups is key;
- Differentiating between data and information – Being clear with people about equalities characteristics data recorded and used in aggregated form;
- Training and development – Staff require support to develop and maintain knowledge and skills to deliver against the themes and so good quality, consistent, training and development would be required in different forms;
- Assessment of need – Clarity around the assessment process and the terminology used to explain this to people. Also to be clearer about what aspects of the information gathered is shared with those providing care and support to ensure that care can be personalised without duplication of assessment or questions;
- Confidentiality / information sharing – Clarity around confidentiality, consent and sharing of information, and the process required to allow these to happen appropriately and effectively; and
- LGBT+ inclusive policies and procedures – Having a clear policy of using inclusive language and images in policies, procedures and publications across the council.

This was the basis for starting the Delivering Effective Social Care with LGBT+ People Project and provided the outline work programme. The project was developed as:-

‘We need to ensure that care and support meets the needs of individuals who identify as LGBT+, taking into account the statements issues identified in the Out Loud LGBT Voices in Health and Social Care A narrative account on LGBT needs (May 2016). Some of the statements were:-

- “I can access the health care support I need quickly and locally”
- “People providing my care act in a professional and non- discriminatory way”
- “My sexual orientation and or gender identity is only taken into account when relevant to my care”
- “Health care support is matched to my needs and takes account of my sexual orientation and or gender identity where relevant”

The original action was to develop a quality mark. Commissioners in Adults and Health have been engaging with Opening Doors London (ODL) to look at adopting their Pride in Care standard, as it is an already established quality mark for LGBT+ inclusive services. This is a set of quality standards developed by ODL, endorsed by Skills for Care and Care England that will look to showcase the best practice of organisations providing quality care and support to older LGBT+ people and to support services that could be improved to achieve this. The standard is achieved through reviews of policies, staff surveys and LGBT+ awareness training with a final assessment conducted by local 50+ LGBT ambassador volunteers.

The Pride in Care standards were due to be piloted within Leeds with an in house service and two independent sector care homes. This will involve reviewing policies and staff undertaking training before a final assessment by ODL. The progress of this pilot will be monitored and evaluated before looking to open this up to other social care services across the city.

Another action is in partnership with Yorkshire MESMAC to continue the roll out of LGBT+ awareness training being delivered to care homes and council in house services.

Due to the COVID 19 pandemic, progress has been delayed in the completion of the pilot. The aim is to pick this up towards the end of 2020. However, it could be pushed further into 2021 depending on how the pandemic progresses. This has also meant that for the time being training within care homes has been paused. The service are looking into online alternatives to have the training delivered in some capacity.

To improve health outcomes for Leeds Migrant Communities

The Leeds Migrant Health Board, which was established in February 2018, has identified a number of key priorities for improving migrant health.

The health of migrants is shaped by a wide range of factors, ranging from their pre-migration background; their experiences during and after migration to the UK; their work, education and socio-economic status; and their ethnicity, which affects the prevalence of certain health conditions.

For example, people who migrated for employment, family and study reasons have better health than those born in the UK, while those who migrated to seek asylum have worse health outcomes (Giuntella et al., 2018). However, those who were born outside of the UK are also on average younger, e.g. 88% of those born abroad, were below age 65, compared to 76% of the UK born (Migration Observatory 2019).

Despite the initial health advantage of those born outside of the UK their health tends to converge to that of the people born in the UK as their time spent in the UK increases, so change over time in the receiving society is of interest (Williams 1993). Lifestyle issues such as smoking patterns, alcohol consumption, diet and breast-feeding is relevant (Migration Observatory 2014).

For instance, there are reportedly high smoking rates among migrants from Eastern European countries (Raphaely and O'Moore 2010). In 2019, 20% of men born outside of the UK were found to smoke when compared to men born in the UK (16%). However, migrant women have been found less likely to smoke than women born in the UK (11% vs. 14%). Residents born in new EU accession countries have the highest share of smokers, while those born in India have the lowest (Migration Observatory 2019).

As a result, the Leeds Migrant Health Board has developed a measure around access to One You Leeds, which is monitoring migrant access to healthy lifestyle services.

Low income and poor living conditions in the UK have been documented among recent migrants, for example, poor nutrition, sub-standard and overcrowded housing in areas of deprivation where many newly arrived migrants live (Robinson and Reeve 2006).

In 2018, migrants were almost three times more likely to be in private rented accommodation than people born in the UK were. Both EU and non-EU migrants had significantly lower home ownership rates (37% and 48%, respectively) compared to the UK born (70%). EU migrants (at 48%) were most likely to be in private rental accommodation (Migration Observatory 2019).

The largest growing housing sector in Leeds is the private rented sector, which also has the poorest quality housing in the city. It is a priority for the council to regulate the quality of housing in the private rented sector, along with maximising the growth of affordable new homes.

The Leeds Migrant Health Board has completed a piece of insight research to identify migrants housing needs. It has also contributed to a consultation day run by NHS Leeds Clinical Commissioning Group to assess the needs of Syrian refugees. Both pieces of work are being used to plan follow on activity.

Papers published nationally and feedback from colleagues in Leeds have suggested that a substantial proportion of migrants have several additional layers of vulnerability ranging from inability to speak and understand English, through to being homeless, fleeing from persecution in their country of origin, having endured long and hazardous journeys to reach this country and having no financial means with which to support themselves. This ultimately also translates into barriers to access services.

Other barriers which have been identified include having inadequate information, particularly, for new migrants trying to navigate health care systems in the UK, insufficient support in interpreting and translating for people with limited English fluency and lack of access to reliable transport because of poverty and poor services in areas of deprivation where many recent migrants live.

Some of these barriers, such as information, language and transport, appear to cut across length of residence, affecting longer established migrants as well (Migration Observatory 2014).

In response to this the Leeds Migrant Health Board is working collaboratively with partners, the Leeds NHS Hospital Trusts and the Third Sector to develop accurate and accessible information, particularly, around the NHS Charging Regulations to ensure compassionate application and reduced anxiety amongst the migrant community.

Local studies in the UK and systematic reviews of studies across European countries have pointed to higher rates of depression and anxiety among asylum seekers and refugees, compared to the national population or other migrant categories (Raphaely and O'Moore 2010). The Leeds in Mind Mental Health Needs Assessment (2017) identifies people from BAME communities and Asylum Seekers as being, particularly, prone to poor mental health. Particularly vulnerable sub groups within these are children and women who have suffered sexual and physical abuse.

The Leeds Migrant Health Board has improved monitoring arrangements to assess migrant access to Better Together, a frontline community health development initiative that supports holistic health and Rainbow Hearts, a project designed to support female Asylum Seekers.

Finally, but especially important for the most vulnerable migrant groups, the introduction of the NHS (Charges to Overseas Visitors) (Amendment) Regulations 2017 increased fear of the cost implications of using health services and is considered to be severely curtailing access. This impacts across all ages, across prevention and healthcare services, for both acute and long-term conditions. There is considerable confusion around entitlement to some types of services, particularly, among migrants with insecure immigration status, as well as, among service providers. This means there are those who, according to immigration, residency and citizenship regulations, have full entitlement to free health care, whilst others, who are deemed 'not lawfully resident' are denied entitlement free of charge to some health services

The Leeds Migrant Health Board has prioritised work to ensure that migrants are more confident to access NHS health services by developing a compassionate approach to the NHS (Charges to Overseas Visitors) (Amendment) Regulations 2017 and by training primary care staff around providing 'Safe' Surgeries designed to reduce barriers to access to Primary Care for migrant groups.

Primary care is an increasingly valuable universally free service, which enables a preventive approach to health.

There is now in place a mechanism for recording migrant access to a number of lifestyle, community health and mental health services so we can more accurately monitor migrant access trends and respond appropriately. This is something, which previously was not possible. Whilst this has not yet provided tangible evidence of benefit in terms of client experience, it is a starting point to help us meet this community's needs. Feedback suggests that some suspicions remain as to our motives for requiring the information, but efforts continue to enable providers to build the confidence of service users.

The NHS Overseas Visitors Charging Regulations work has enabled all parts of the health community to understand how this new legislation and requirement to pay for certain health services, may prevent migrants from seeking healthcare at all points in the system. Also the ongoing mental strain of trying to meet demands for payment when already on a very limited income.

The Hospital Trusts are starting to implement the Regulations, starting with those with a European Health Insurance Card (EHIC) and moving on to those with potential personal liability. It will provide more opportunity to inform vulnerable individuals of the changes and the support that is there to assist them.

Safe Surgeries training has also been delivered to primary care staff with the objective of reducing barriers for migrants seeking primary care and reduce future pressure and costs, both on the individual and on secondary care. Once trained, practices commit to delivering an accessible (including staff attitudes, processes and service free at point of delivery) and welcoming service to migrants, including visible information to re-assure them of their universal entitlement to free primary healthcare, regardless of ability to pay and provide certain personal information.

Leeds Migrant Health Board partners have also developed a system where migrants, who are subject to charging, can obtain and present a formalised letter from the Third sector, which entitles them to negotiate a manageable repayment plan.

Progress has been made in all areas of the Leeds Migrant Health Board action plan, but most actions require further development. For instance, in terms of improving general mental health support for migrants they have worked to improve access to frontline community health development and lifestyle services. There is an awareness that more serious mental health issues in this community are also of concern.

Stigma and reluctance to admit to poor mental health is a barrier for many migrants and there is an intention to develop more substantial and targeted work in alignment with the new Leeds Mental Health Strategy to ensure progress is sustainable, is supported at a strategic level and is embedded into all relevant services.

There is also a need to further develop the health and housing work-stream and the Leeds Migrant Health Board is working collaboratively, both with Health partnerships, Housing and Communities and Clinical Commissioning Group colleagues, learning from and drawing on resources, from its insight work and that of the Syrian Resettlement Programme.

Partners are also seeking to influence the council's housing work streams to ensure migrant needs are included.

Improve the well-being of young people that identify as Lesbian Gay Bisexual and Transsexual (LGBT+) across the city

The Children and Families Directorate undertake a significant amount of work to support and improve the wellbeing of LGBT+ young people and their families. As well as, ensuring their staff are effectively able to work with and support LGBT+ young people. This work includes:-

Training

By training staff on the issues affecting LGBT+ young people and their needs and how best to support them, staff can help to improve their wellbeing. A range of information and training courses are available to staff to help them to do this.

Examples include:-

- Stonewall LGBTQ Training was delivered on 16th July 2019 to a wide range of staff. Training covered areas and issues such as terminology, the law and relevant policy, ways to tackling homophobic, biphobic and transphobic language, and information on how to support a child or young person who may be questioning their gender or sexuality, etc;
- Health and Wellbeing Service LGBT+ Friendly School training based on resources produced by Stonewall and tailored specifically for Leeds schools (primary and secondary). Its purpose is to enable schools to develop greater understanding of LGBT+ issues as well develop strategies to support LGBT+ pupils;
- Delivery of Youth Mental Health First Aid training;
- Delivery of Equality and Diversity training by Children's Workforce Development Team;
- Delivery of Healthy Self Esteem training for professionals to support young people to be confident being themselves; and
- Delivery of Barnardos free Anti-Homophobic, Biphobic and Transphobic Bullying Programme.

Information and Guidance

By providing information and guidance to staff to ensure, they are able to access the latest information, legislation and resources etc. staff are in a better position to work with, support and improve the wellbeing of LGBT+ young people. Examples include:-

- Leeds School Wellbeing Website offers a wide range of links to documents and resources provided by Stonewall, Educate and Celebrate, and on information such as LGBT+ History Month, etc.;
- Gender Identity Guidance has been produced to help schools and other Children and Families professionals support young people who may be trans, non-binary or questioning their gender identity. Produced in partnership with Stonewall and consulted upon widely with organisations such as Mermaids, Non-Binary Leeds, West Yorkshire Police, Youth Workers and Counselling Services. In addition, young people from 'Transtastic' youth group were also consulted;
- Information from Stonewall who produce a range of information on training; new reports; best practice, and free opportunities for LGBTQ young people, etc. For example, the new mental health and wellbeing train the trainer course produced in partnership with YoungMinds; information on Stonewall Youth Summit and information on briefings for Local Authorities on inclusive Relationship and Sex Education (RSE), etc. This information is shared with schools and services;

- The Health and Wellbeing Service have produced the Health and Wellbeing guides for Governors which include a range of information and guidance to support them in this area; and
- Information from the Public Health Resource Centre is used by professionals, such as, Teachers and Youth Workers.

Provision of Support and Consultation with LGBT+ Young People

Support, advice and guidance is available to LGBT+ young people and they are regularly consulted on for different areas of work. By providing such support and seeking young people's views, LGBT+ young people know where to go to for advice and support and know that their views are being taken in account.

The Youth Service runs two youth groups for LGBT+ young people - Transtastic and 'Out to 18'. The youth workers that lead the projects provide one-to-one and group work support and guidance for young people to allow them to safely engage with activities to help with their confidence building, personal development, peer support and making friends. It also affords young people a space where they can experience inclusion, acceptance, social justice, fun and safety. In addition to this, the Youth Workers are happy to talk to families and/or friends who would like information and/or guidance regarding supporting their child or friend.

Membership of Stonewalls' Children and Young Peoples Service (CYPS) Champion's Programme

The Children and Families Directorate is a member of Stonewalls' CYPS Champion's Award (formerly the Education Equality Index). The new CYPS Champion's Award is a benchmarking tool designed to support local authorities to improve services for and help eliminate discrimination against, LGBT+ young people. Membership includes a training session, access to relevant resources and ongoing advice and support. Participants are expected to complete a submission to demonstrate the work they have done to support and engage with LGBT+ young people and address discrimination. The feedback received enables the council to benchmark its work in this area, identify its strengths and weaknesses and share good practice with other participating local authorities.

Children and Families have consistently performed well with their Stonewall submissions. The drafting of submissions involves describing the work being done across a range of different questions in areas such as training, working groups, strategic support, and celebrating achievements, etc.

Children and Families received the Silver Award for its CYPS Champions 2019 submission and scored of 95 out 140. The council is one of only two participating local authorities to receive Stonewall's CYPS Champions Silver Award.

Feedback from Stonewall on the Children and Families first CYPS Champion's Programme submission received in January 2020 stated:-

“Fantastic work being done with LGBT+ community directly and what they need with regards to support and improvement across the city”.

Positive areas identified in the 2019 submission and work as a whole included: -

- Relationship and Sex Education (RSE);
- Partnership Groups;
- Youth Groups – ‘Transtastic’ and ‘Out to 18’ and their work with Elected Members;
- ‘My Health, My School’ survey’;
- Guidance to schools and services such as Gender Identity Guidance and HIRS Guidance, etc.; and
- Involvement of LGBT+ young people in commissioning and consultation processes.

Consultation with LGBT+ Young People

Regular consultation takes place with LGBT+ young people to get their views on areas of work and how they can be improved. Examples of consultation undertaken with LGBT+ young people and how their feedback was used include:-

- Young people from ‘Out to 18’ and ‘Transtastic’ were consulted and invited to comment on the draft versions of the L&G, Bi and Trans One Minute Guides. Their comments were taken into account when making the revisions to the guides; and
- Members of these groups have also sat on interview panels as part of the recruitment and selection process for Youth Workers.

At the citywide Youth Work Conference, held in November 2019 young people from the LGBT+ communities delivered a presentation and quiz to increase the delegates’ awareness and understanding of the issues faced by and views of LGBT+ young people

It is proposed that the Stonewall Task and Finish Group is re-established to address the areas for improvement identified in the feedback received on the 2019/20 CYPs Champions submission. The action plan will be revised and include the following areas:-

- Training
 - Widen the people who attend LGBT+ related training;
 - Do more work with those who support young people with Special Educational Needs and Disability (SEND);
 - Work with Elected Members
- SEND – across all sections
 - Do more work to support SEND LGBT+ young people
 - Planning a SEND/Religious Education/RSE Virtual conference. Due to COVID 19, the conference is now likely to be a virtual event in Jan 2021.
- Work on intersectionality

- Consider intersectionality and how issues are connected and not independent of one another. This area of work will be discussed at a future Children and Families Equality and Diversity Group meeting.

Keep people safe from harm

Over the last year, work has taken place in new and different ways with partner organisations and communities to tackle the issue of domestic violence and abuse. Work is being undertaken under the 4 priority areas below:

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

Specific work strands have included the following:

- **Focus on Equality and Diversity** – Safer Leeds targets specific areas of work to help people from BAME, LGBT+ and migrant communities who are victims of domestic violence and abuse. Specific organisations have been targeted to work towards the Domestic Violence Quality Mark. This has helped to ensure that domestic violence work address the needs of the most marginalised and vulnerable groups in Leeds. Safer Leeds supports a wide programme of workforce development, as part; of this training, there is a focused look at how domestic violence and abuse affects groups with Protected Characteristics.
- **Victims with Complex Needs** – Central government funding supported the roll out of the Leeds Domestic Violence Quality Mark across West Yorkshire. This funding from the Ministry of Housing, Communities and Local Government (MHCLG) also allowed Safer Leeds to develop and deliver a workforce development programme that supports practitioners to improve their responses to victims of domestic violence and abuse who are from LGBT+ communities and those who have No Recourse to Public Funds (NRPF). Furthermore, the Leeds model of GP routine enquiry has also been cascaded along with specialist Advanced Practitioners placed within domestic violence settings to facilitate effective interventions with victims with complex needs. As part of the MHCLG work, currently, over 450 front line practitioners across West Yorkshire have received specialist training covering No Recourse to Public Funds (NRPF) and additional barriers faced by victims of domestic violence and abuse from LGBT+ communities. The training is to ensure an increase in workforce knowledge and understanding, improve anti-oppressive practice, reduced risk for victims and an increase service user satisfaction
- **Domestic Violence Quality Mark** – The Domestic Violence Quality Mark continues to promote minimum service standards to improve responses to victims, perpetrators and children. There are standards within the Quality Mark, which require agencies to evidence how they respond to the needs of

marginalised and vulnerable groups. As of February 2020, 87 organisations in Leeds are working towards or interested in achieving the Domestic Violence Quality Mark. These include organisations, such as, Refugee Forum and MESMAC who work with marginalised groups. From April 2019 to March 2020, nine organisations have been awarded the Domestic Violence Quality Mark. A Primary Care Domestic Abuse Quality Mark accreditation has been launched and is progressing well with 12 practices achieving the accreditation and several more working towards it. Many of these GP practices are in areas serving diverse communities.

- **Training** – From April 2019 to February 2020, 2485 participants have attended training. Learning from Domestic Homicide Reviews and safeguarding reviews were consistently integrated into training to ensure that practitioners were fully briefed on emerging practice issues. Key learning includes issues affecting marginalised groups, such as, young people, BAME communities and perpetrators.
- **Daily Multi Agency Risk Assessment Conference (MARAC) meetings** – In 2019 West Yorkshire Police attended approximately 22,000 incidents of domestic violence and abuse in Leeds and there were 3,654 high-risk MARAC cases reviewed by the Front Door Safeguarding Hub. The nature of high-risk domestic violence and abuse often means that those cases being discussed often have additional and complex needs. By ensuring a robust MARAC response, the partnership is removing additional barriers and reducing the impact of cumulative oppression.
- **Locality Based Initiatives** – Locality based multi-agency meetings to address standard and medium risk cases of domestic violence and abuse have been in place in four localities. In the last year, there has been a focus on improving the quality of the processes to promote consistency in responses. In addition, links with colleagues working with migrant communities have been strengthened to promote alignment with activity taking place as part of the Migrant Access Project (MAP). A programme of work has been developed with the MAP to provide additional training and support to migrant volunteers and community connectors. This has enabled community outreach staff and volunteers to be confident to talk about and support domestic violence and abuse conversations in the community.
- **Priority Neighbourhoods** – Work with GP surgeries has been developed to promote early identification and timely interventions along with community development work to increase awareness of help available. This is likely to increase access to help for those groups who do not access many mainstream services.
- **Public Awareness Campaigns** – Safeguarding Week, 16 Days of Action and White Ribbon campaigns have focused on raising awareness of coercive control, stalking and targeting men to take a stand against violence towards women. Momentum has built over the years with established campaigns running annually. In 2019 for the 16 Days of Action, campaign six specific posters were created to show examples of Coercive Controlling behaviours.

These were distributed to all public facing council buildings and were displayed on several digital platforms including the screen at Millennium Square. In developing the materials, there were discussions with women who had experienced domestic violence and abuse from a number of different backgrounds to ensure the messages and imagery were appropriate and would reach a wide range of communities. In addition, Leeds United Football Club produced a video from the first team players and a survivor of domestic violence and abuse promoting the White Ribbon campaign. This was screened at their home games on November 30th and December 3rd 2019 and continues to be shown at the City Centre Hub.

- **GP Pilot** – Routine enquiries in GP surgeries has increased opportunities for marginalised, vulnerable and socially isolated victims to make disclosures to health practitioners. This has resulted in earlier intervention among patient groups who may not have otherwise disclosed they were at risk to anyone. This has attracted interest from a number of regions across the UK who are in the process of replicating the Leeds model. The roll out of routine enquiry has progressed well and nearly half of GP practices in Leeds have completed the training along with eight practices across Bradford, Kirklees, Wakefield and Calderdale taking part in the pilot.
- **Work with Perpetrators** – The Safer Leeds Safeguarding and Domestic Violence Team and Caring Dads have worked in partnership with the council's Adults and Health Directorate and Early Years' Service to develop a set of workshops to upskill and increase confidence in the workforce to engage and work with men who are abusive in relationships. Findings from these workshops have been positive with the Directorate Leadership Team in Adults and Health agreeing to roll out the programme to two area based social work teams in 2020. The materials used in the workshops cover equality issues including promoting recognition of the barriers to seeking help/support to change behaviour by men from marginalised groups.

A Task and Finish group has been reconvened to look specifically at a set of recommendations to work with perpetrators following a review of citywide interventions. This group has been tasked with establishing a partnership strategy and action plan. As part of this, efforts will include developing interventions targeting perpetrators from BAME and migrant communities.

- **Disseminated Lessons Learned from Domestic Homicide Reviews (DHRs)** – Learning from DHRs has been disseminated widely through written briefs targeting front line practitioners; training sessions; presentations to boards and through integrating learning and practice points into service improvement, workforce development, policy, planning and commissioning activity. Learning from DHRs suggested that BAME community organisations often work with very high risk, isolated victims who struggle to access mainstream services. Safer Leeds has undertaken a programme of work with organisations supporting BAME and migrant communities, including, the Leeds Refugee Forum, BAHAR Women's Association and the Refugee Council to increase awareness among staff and volunteers.

- **Commissioned Services** – The council’s commissioned domestic violence and abuse services has targeted marketing and delivery of services in community settings to promote access and inclusion to BAME, older and disabled victims. Further work will be undertaken to reach LGBT+ victims.
- **Honour Based Abuse and Forced Marriage (HBA & FM)** – A Task Group has developed partnership arrangements to facilitate the delivery of commitments pledged to address HBA & FM. Future work will involve delivering workforce development programmes, producing a toolkit, raising public awareness and promoting good practice and data analytics. The Group is developing a Joint Targeted Area Inspection style structure to review cases in order to scrutinise processes and share good practice. In addition, as part of this programme of work, Safer Leeds has worked with Karma Nirvana to understand a range of awareness raising sessions.

Governance arrangements and partnership working in the city have provided an infrastructure that has allowed innovation and service improvements to thrive. Feedback from partners suggests that work has made a positive difference to victims and families affected by domestic violence and abuse. Evaluations from workforce development programmes show that training makes a marked difference to the city’s response to victims and families. Staff have reported increased awareness and ability to deliver responsive and accessible services after taking part in domestic violence training.

Locality based multi-agency meetings to address standard and medium risk cases have been in place in four localities in the city. Over the last year, there has been a focus on improving the quality of case conferencing processes to promote consistency.

The Early Help Hubs were launched in 2019. An Inspector from Safer Leeds and a member of staff from Families First have oversight of the locality meetings and wider Early Help programme. There are 3 geographical Early Help Hubs in Leeds (East North East, West North West and South East). Each Early Help Hub has professionals from various fields, including, domestic violence and abuse, mental health and substance use. The Early Help Hubs main purposes are to promote and support a ‘getting it right first-time’ response and work collaboratively with partners to ensure effective early help support including to those effected by domestic violence and abuse.

Work has also been conducted in and continues in the priority neighbourhoods. Work with GP surgeries in these areas has been developed to promote early identification and timely interventions. Work is ongoing with other organisations within these areas. Links with colleagues working with migrant communities have been strengthened to promote alignment with activity taking place as part of the Migrant Access Project.

The Safer Leeds Executive and the Domestic Violence Programme Board, working alongside the city’s Safeguarding Boards for Adults and Children are looking to refresh the approach to domestic violence and abuse with partners. This provides

an opportunity to continue to strengthen equality and community-based approaches as part of the strategy.

Safer Leeds intend to explore how emerging issues and learning from local GP practises can be connected to local wider partnership community work, focusing initially on the priority neighbourhoods. The aim of this is to explore opportunities to strengthen the locality infrastructure around domestic violence in areas of disadvantage, which currently represent the highest level of demand.

A city wide Leeds Strategy for Domestic Violence and Abuse is currently being developed.

Prevent and reduce levels of hate incidents by ensuring victims, witnesses and third parties of hate incidents are supported and offenders are brought to justice

Targeted work has been delivered through the Hate Crime Strategic Board and Hate Crime Operational Group to raise awareness in communities and increase levels of reporting in the city.

This includes:-

Disability Hate Crime

The launch of National Hate Crime Awareness Week in 2019 saw a joint conference with United Response (a Third Sector disability charity) which had keynote speakers from across the region. This included the council, West Yorkshire Police, Police and Crime Commissioner, Skills for People, Skills for Justice (Third Sector charities) with representation from all authorities across West Yorkshire at a senior level.

Following the event further work has taken place with United Response. They have joined the Operational Hate Crime group and a specialist disability third party reporting centre has been established in the Boggart Hill area of Seacroft, which is a priority neighbourhood.

The citywide launch of Safemark saw increased provision for supporting people with hidden disabilities. The Safemark is a scheme adopted from the help mark scheme in Japan to raise awareness of hidden disabilities in public places. This has raised awareness for disabled people with hidden disabilities accessing public transport and services. This means that people with hidden disabilities are given more time and compassion when accessing services without having to divulge their disability.

LBGT+ Hate Crime

Ongoing work with LBGT+ communities has seen an increase in reporting over the last 12 months. Leeds Anti-Social Behaviour Team have attended a meeting of the

LBGT+ Hub and delivered a presentation on Hate Crime. They also facilitated a workshop session that focused on what the communities' priorities were moving forward. Some of the key themes raised were around further work in schools to promote reporting with younger people.

Mermaids (A Transgender Charity) have also joined the Hate Crime Operational Group and will be fundamental in shaping the work and priorities for Transgender communities in Leeds.

Race and Religion Hate Crime

Support and partnership working has taken place with Shantona Women's Centre Leeds, enabling them to secure funding from Building a Stronger Britain Together (BSBT). The funding has facilitated targeted work round Islamophobia specifically focusing on women in Muslim communities. A series of workshops were held to discuss Islamophobia the untold story, which outlined Muslim women's personal experiences of hate crime.

The project was very successful and received a lot of media attention. Shantona has now established a strong network of women in the communities that want to use Shantona as a third party reporting centre.

Leeds Anti-Social Behaviour Team (LASBT) Triage Team

LASBT Triage team went live on the 20th January 2020 and deal with all reports of Anti-Social Behaviour across the city. Any report of hate crime will now be fully risk assessed at first point of contact with the team ensuring that any vulnerabilities or support requirements are identified and addressed with customers reporting hate crime. They utilise West Yorkshire Police Researchers who are part of the team.

Cross Cutting Areas of Work

Work with Safer Leeds and West Yorkshire Police has delivered Hate Crime training to Social Workers across the city. A train the trainer approach was adopted to ensure the guidance is fed across the service raising awareness and allowing staff to identify incidents of hate with customers. Tailored Hate Crime training has also been delivered to the NHS Equality Network and NHS Digital reaching over 2000 members of staff across the Trust.

Community Cohesion

During the early stages of the COVID-19 lockdown work was undertaken with all faith groups to ensure compliance with Government guidance. Faith Leaders visited various different places of worship to share best practices and to discuss the problems of worship for their communities.

Some communities who were furthest away from engagement and involvement were identified as not following the COVID-19 guidelines and work was undertaken to identify new community contacts to identify the barriers. Through discussions with these key individuals, there was a better understanding of the problems

impacting upon those communities. Messages were sent out in several different community languages using new information streams to explain what people had to do to keep themselves and their families safe but also to stop false information being spread about the COVID-19 crisis.

During the lockdown, there has been false information on social media intending to cause ill feeling against various racial groups, especially, towards the Muslim and Roma communities. Support has been given to these communities to counter these negative messages and ensuring that the correct information has been circulated.

During the COVID-19 lockdown many different faith groups have reached out to wider communities with the support of West Yorkshire Police and Safer Leeds colleagues to help those vulnerable families in need. This has led to a greater sense of community spirit and a wider understanding of different faiths.

There has been 341 incidents reported in schools, which is 24% reduction on previous year. Targeted work has been undertaken to promote reporting in schools and the Executive Member for Communities wrote to all schools and revised guidance was sent out in September 2020. This has seen an increase in reporting over the last quarter with 94 incidents reported.

Citywide statistics over the last year have seen a 12% reduction in all hate incidents reported over a 12-month period. However, there has been an increase in reporting LGBT+ hate crime with cases from the transgender community seeing the highest increase at 22%. The targeted work with LBGT+ communities through the Operational Hate Crime group over the last year is believed to have contributed to the increase in reporting.

In relation to the hate crime, equality priority a review will be undertaken of all Hate Crime Reporting Centres across the city. This will identify potential gaps in staff development issues around the understanding of Hate Crime and ensure the centres have the right tools and confidence to deliver the service.

Work will continue in establishing new reporting centres with a focused on utilising existing Third Sector partners within communities.

The Operational Hate Crime Group will be undertaking an Outcome Based Accountability workshop session, to focus on Leeds priorities for Hate Crime. This in turn will feed directly into the Hate Crime Board and be the basis for the new Hate Crime Strategy for the city for the next three years.

Improve the approach to migration in Leeds:

- **Improve access to services;**
- **Change attitudes and behaviours;**
- **Increase awareness and understanding;**
- **Strengthen resilience and build capacity;**

- **Strong partnership approaches**

During the last year, partners in Leeds have continued to work together to help the city and communities benefit from the skills, knowledge and experience of new arrivals and settled communities. Striving to be a compassionate and welcoming city brings its challenges, which can have both a positive and negative impact on people's lives.

A summary of some of the key activities in place to address some of these challenges and examples are outlined below:-

Improve Access to Services

- The Community Connectors Project model, has, through case management, successfully supported and resolved issues for new migrant households;
- Statutory and voluntary sector partners are working together to meet the emergency response to asylum seekers being placed in hotels through local meetings; and
- Organisations are highlighting barriers to council services and helping address these through, for example, through the Leeds Migration Partnership

Change Attitudes and Behaviours

- Training and briefings have been provided through Migration Yorkshire, Third Sector partners and community groups which has allowed for wider discussion on the issues;
- Sharing and using the interactive migration map has created interest and seen as a positive tool for service planning; and
- Inspiring and sharing ideas has enabled shared learning at a local, regional national and international level

Increase Awareness and Understanding

- Responding to Brexit and delivering the EU Settlement Scheme which has resulted in broadening understanding of EU nationals with partners traditionally working with Asylum Seekers and Refugees and ensuring individuals know what to do to register;
- Holding celebration events showcasing positive impact and direct links to communities such as the Migrant Access Programme, Leeds Refugee Week bringing together people in the city; and
- The Domestic Violence Quality Mark accessed by Third Sector partners, as well as, council and health services with continued training and dialogue

Strengthen Resilience and Build Capacity

- Language Hub grants coordinated by the council and accessed by any community based organisation putting on activities. This has increased activities to bring settled and new communities together to learn conversational English;

- The Leeds Migration Partnership website and e-newsletter have been used as an information sharing platform for individuals and organisations to both upload to and access;
- Providing advice, support, advocacy, work skills and signposting led by/ and for migrant communities; and
- Encouraging and supporting capacity building within the Third Sector with a can do attitude, for example, supporting a Third Sector organisation to take it's crèche facility to another part of the city to overcome barriers of accessibility

Strong Partnership Approaches

- Making use of networks to call for help, share information, highlight issues;
- Providing essential insight and the use of case studies to influence policy makers and service providers, sharing data and information (where possible);
- Providing constructive challenge – including within services, across services, with the council and the Home Office, for example, direct dialogue with the Home Office in relation to asylum accommodation and support;
- Providing opportunities, such as, volunteering, work, routes into decision makers, celebrating difference and unity. For example, the Migrant Community Networkers providing interpretation and support during locality door knocking; NHS and Adult Social Care and targeted job initiative;
- Strengthening relationships, such as, listening to each other, respecting different perspectives and understanding the bigger picture. For example; Local Authority Asylum Seeker Liaison Officer (LASSLO), access to venues and resources – council, third sector, places of worship, community centres;
- Access to funding – access to council funds, through contracts with the council and through funding drawn in from Ministry of Housing, Communities and Local Government (MHCLG); and
- Leadership – there are a series of accountability structures led by Leeds City Council. These work with many partners and have representation from third sector partners. These include the Leeds Strategic Migration Board, the Leeds Migrant Health Board and the Modern Slavery Board.

Some activities collect and analyse data indicating, for example: take-up of services; successful applications to local funding opportunities; reported hate incidents/hate crime; and changing demographics. However, given the nature of need, provision and challenges success tends to be measured using verbal/written feedback and anecdotal examples of positive outcomes for families and individuals.

Examples include:-

- Families and individuals needs are being met directly through service providers. Where people have experienced problems they have been able to use local advocacy service, and support initiatives such as the Community Connectors and Migrant Community Networkers who have been able to support individual cases and use information to help influence further service improvement. This includes improved access to services, individual and family needs being met;

- The LAASLO (Local Authority Asylum Seeker Liaison Officer) project has built positive relationships between Asylum Seekers, Leeds City Council and third sector providers who have been working to improve the 28-day move on period through understanding roles and timescales, allowing services to respond to this timeframe. For example, it takes a minimum of 5 weeks for a universal credit application and understanding the role of key services to support this at the earliest opportunity has been helpful;
- Representation on accountable boards has helped to influence decision-making. This includes those provided by all sectors within the city, specifically the council and national policy. For example, an individual/family experiencing barriers to access a particular service are supported to ensure their needs are met. Organisations will use this experience to help improve access to the service and gives opportunity for change on wider policy and practice; aligning priorities at the Leeds Strategic Migration Board to support and strengthen service delivery;
- Home Office figures of EU nationals in Leeds, numbers of applications, how we compare to other local authorities in the region which helps future work in addressing gaps;
- The council has responded to Third Sector partners dealing with domestic violence and abuse cases where the victim has no recourse to public funds. The use of case studies describing real life experiences of women fleeing domestic violence and abuse with or without a child can influence the decision as it helps decision makers see the whole story and the challenges people experience
- Examples of a Third Sector organisation providing crèche facilities to another organisation resulting in confidence building, maximizing opportunities and resources and generating income;
- Organisations across Leeds have used the interactive migration map to; for example, identify changing provision of services and needs. This has helped to identify priorities at a time when funding and resources are limited. Organisations have been encouraged to use this with the help of the Migration Team;
- Sharing notable practice with others across the region, nationally and internationally has contributed to successful funding bids, widening networks and stronger collective voices to influence national policy
- Providing local packages of support being put in place by the council and the Third Sector when Asylum Seekers were placed at short notice in hotels in Leeds. This included safeguarding assessments, activities for children, provision of clothing and undertaking health assessments of individuals and families.
- Organisations have increased their understanding of domestic violence and safeguarding and have said they feel more confident in listen and responding positively to individuals and signposting to appropriate support.
- Leeds won the EUROCITIES award for cooperation for its work on Leeds 2023. This is the second time Leeds has won a EUROCITIES award. EUROCITIES delegates visited Leeds as part of the Culture Forum in October 2019 to focus on celebrating diversity through innovative cultural partnerships.

- Leeds continues to be represented at the Roma Inclusion Working Group. For Leeds this membership allows us to work with partners across Europe where similar challenges and good practice is shared

The measures used to assess success are based on qualitative feedback rather than quantitative measures as this activity is wide-ranging and diverse in nature. There is a focus on strategic responses, improvements to existing service delivery through partnership working. Operational work has focused on brokering support for vulnerable cases, addressing legislative changes and their impact.

Migration has an impact across Leeds in terms of both emigration and immigration. However, many newly arrived communities will be drawn to specific parts of the city where accommodation is more affordable, where other members of their communities are residing, where transport links are more frequent and accessible; where there are strong and established infrastructures and in response, some services are located in these areas to serve people in need directly.

The council signed up to the Intercultural Cities Network and are currently awaiting analysis of the index that will give us the baseline for our city's approach to interculturism and will further support our work.

Improve equality outcomes across the six priority neighbourhoods with a focus on addressing inequality and poverty

The Locality Working model aims to respond to the national Indices of Multiple Deprivation (IMD) data, which in 2015 identified sixteen neighbourhoods in Leeds that were categorised as being in the most disadvantaged 1% of neighbourhoods nationally.

As part of this approach, six priority neighbourhoods were identified to accelerate the council's approach to tackling poverty and inequality in the city. These six neighbourhoods are New Wortley; Beeston Hill; Cliftons and Nowells, Recreations; Lincoln Green and Boggart Hill.

The approach was based on the council's ambition to be a compassionate city with a strong economy, which is inclusive of the communities in the city and with a view that a smaller neighbourhood focus creates the opportunity to develop a more detailed process for understanding and responding to communities affected by poverty. The approach also identifies a specific location for testing and aligning the approaches of council services and partner agencies, including the alignment of investment and resources.

The council has driven the implementation of the locality working approach by applying a strategic framework which places the most disadvantaged communities in Leeds at its centre. The approach is split into the three key strands, working through: Community Committees; target wards and priority neighbourhoods. Working in this way has created a way for council departments/services and partners to target their existing investment and resources and align new resources - for example, through external funding, bids and grants - to best effect.

Six 'Core Teams' have been established in the priority neighbourhoods; alongside a number of partnership arrangements for improving the city's target inner city wards. Core Teams comprise of officers from within the council, Elected Members, NHS, West Yorkshire Police, Department for Works and Pensions and representatives from the Faith and Third Sector. A number of reporting mechanisms have been developed to support this new way of working including, importantly, the appropriate Community Committee and ensure that challenges and opportunities and the work to address them is well articulated to decision makers.

A recent report to Leeds City Council's Executive Board report has sought to identify the demonstrable outcomes that the locality working agenda is having in both the priority neighbourhoods and target wards.

Locality working is evolving through collaboration, innovation and good practice. It is making best use of the physical and human assets we have in our local areas and harnesses the community spirit within our localities. It is rooted in the democratic accountability of local ward members to their wards, community committees, strong community leadership, early intervention, reducing the need for residents to continuously engage with expensive council or health services unnecessarily.

Bringing people together, from Elected Members, individual residents, businesses, community and faith groups, community leaders and public sector bodies, to create a focus around our most disadvantaged communities to target investment and resources.

The expected outcomes in the medium to long term is to see an increase in active citizenship and more community ownership of issues, challenges and solutions. Building community resilience is key to driving this change requiring investment and continual buy-in of all those involved and impacted.

Summarising progress and key achievements, this update seeks to highlight some of this progress via a number of examples:

Political Leadership

In Holbeck, a "pop up" community hub, known as The Support Hub @Holbeck hub, has been established at 5 Recreation View. The converted house provides an accessible base for a variety of council and third sector services to connect with residents in the heart of this priority neighbourhood. Local ward members used their wellbeing funds to support the start-up costs associated with the building and publicity to promote the service.

Building Self-Reliance and Resilient Communities

Building on previous successful partnership working with New Wortley Community Association, the Core Team has focused much of its service delivery and activities at the New Wortley Community Centre. This has included; activities for young

people, joint delivery of Holiday Hunger provision; 'pop up' Hub services; and a range of employability programmes. These programmes have all benefitted from the trust and accessibility that the centre and its worker have developed with the local community. Equally, the community association has reaped benefits as the support of statutory partners has enabled it to ensure the future of the centre, helping it to attract external funding for a range of activities. This has meant that the community centre has become less reliant on council resources to enable it to continue its work in the local area.

Place Based Integrated Working

Lincoln Green core team partners worked closely with Leeds Teaching Hospitals Trust, the council's Employment and Skills Service and Learning Partnerships, to develop a targeted recruitment programme to support people into jobs within the facilities and estates department. This opportunity has been rolled out to other priority neighbourhoods - Beeston Hill, Recreations and the Cliftons and Nowells - to further the ambition to target recruitment in our most disadvantaged neighbourhoods. Since starting in April 2019, 49 people from target wards have been successful in securing employment.

Early Intervention and Prevention

The priority neighbourhood focus has provided a real insight into life at Kingsdale Court in Boggart Hill, revealing that there is serious under-reporting of crime and antisocial behavior, as residents are afraid of retaliation and bringing the needs of the neighbourhood into sharp relief. To help, West Yorkshire Police have increased proactive patrols to build a case for further action. The Neighbourhood Improvement Board in April 2019, agreed to consider a long-term comprehensive solution to the challenge of Kingsdale Court, using the full powers of the council and partners to tackle this site in the short, medium and long term.

This has led to local enforcement and discussions at senior level regarding future options for the site. As part of landmark action taken by the Leeds Anti-Social Behaviour Team (LASBT) and West Yorkshire Police at Leeds Magistrates Court in February, a three-month closure order was subsequently granted for each flat located in the block with the highest incidence of antisocial behaviour. In securing this order, this is the first time wholesale action has been taken against private sector leaseholders and administrators in one block. If, after the three-month period, concerns remain that issues have not been resolved, there is the potential to seek closure of the block for a six-month period.

Getting to the Root Causes, Sharing Knowledge

Rethink Formulation refers to the way in which, when working with children, young people and families to understand their needs and experiences and how this is used to inform practice. This has enabled better awareness of the identified challenges, particularly, around relationships and discrepancy in the way different agencies are working with families. Following the success of holding formulation meetings with individual families, the formulation model has been applied at a community level in the Cliftons and Nowells priority neighborhood. Feedback from

those involved, which included local residents, was positive and much of the feedback related to a feeling of hope, having had their say on issues affecting them in the neighbourhood and feeling positive about finding ways forward.

Working Differently and System Change

Locality Working has provided a mechanism for colleagues and partners to target investment and resources to our priority neighbourhoods and target wards and our responsive local structures are enabling partners to maximise on investment opportunities. Boggart Hill, Beeston Hill, New Wortley and the Receptions Core Teams have been working to unlock £475,000 of Sport England funding. Core teams have run 'mastermind workshops' to provide the insight required by Sport England to demonstrate that we understand the community and the people that do great things already and how we can harness this potential to develop physical activity. As a result, Sport England funding was confirmed in November 2019 to support the Get Set Leeds project in these four priority neighbourhoods.

Not every challenge or opportunity that has been identified by the Core Teams can be addressed locally, despite best efforts. As a result, each Core Team has presented a number of 'Big Asks' that represent the most significant challenges in each of the priority neighbourhoods and they will be progressed as part of a thematic work programme for the Neighbourhood Improvement Board (NIB).

Challenges include: child poverty and educational attainment; access to opportunities related to employment and skills; improving health outcomes; the effect of drugs and organised crime; connectivity and regeneration; improving housing conditions and the lived environment.

The Neighbourhood Improvement Board is asking relevant council Scrutiny Boards to drive the work programme through their board meetings, working directly with the relevant Directors and Executive Board portfolio holders.

It is also proposed to adopt a consistent approach to establishing baselines and tracking trends within the priority. Given that the Index of Multiple Deprivation (IMD) 2015 was the primary basis on which the priority neighbourhoods were first identified, it is logical that where possible we draw on the same data and analysis as the IMD. We will also seek to adopt the same broad categories where recent data is available. These are: claimant count; children in low-income households; educational attainment and absence; crime, public health indicators, long-term empty properties.

Ensure fair and equal access to taxi and private hire services for disabled people

It has long been understood that taxi and private hire vehicles are a particularly valuable means of transport for disabled people. The most recent Department for

Transport survey suggests disabled people and people with a mobility need are around three times more likely to use taxi and private hire vehicles, and are vulnerable when the service booked is late or doesn't arrive.

The council had encouraged the accessibility of taxi and private hire vehicles through a number of ways which include:-

- A requirement that 50% of hackney carriages taxis are to be wheelchair accessible;
- Vehicle conditions in place to ensure that all vehicles licensed are crash tested and meet requirements of the majority of wheelchairs;
- Exemptions from the Leeds Clean Air Zone charges for wheelchair accessible vehicles;
- A requirement for driver training on wheelchair accessibility and practical wheelchair (MIDAS) training with a refresher training programme under way;
- Driver training on passengers with guide and assistance dogs accessibility.
- A requirement that drivers who have a physical or medical reason why they cannot accommodate passengers with guide or assistance dogs get a medical exemption;
- Engagement and joint working with a range of groups representing disabled people including 'mystery shopping' operations; and
- Engagement and joint working with Leeds City Council Highways Team on the location of taxi ranks.

The law changed with the adoption of the Equality Act 2010, which had specific requirements for local authorities and for taxi and private hire drivers. This has helped to raise the general awareness of disabled passengers, irrespective of whether they use wheelchair or guide or assistance dogs. There has been a small increase in the number of complaints explicitly about disability discrimination. There has been a wider awareness among Elected Members and the Local Government Association.

The Taxi and Private Hire Licensing Team carried out a range of actions to check on the current experience of disabled passengers. The team have given presentations in 2019 to the Disability Hub, the Learning Disability Partnership and work closely with Guide Dogs for the Blind and Leeds Access Committee.

The current fleet of taxi and private hire vehicles is around 5000 vehicles. Around 350 of these vehicles are wheelchair accessible which is about 7% of the total fleet. 270 of these vehicles are hackney carriages taxis which represents 50% of the hackney carriage taxi fleet. 80 are private hire vehicles which represents less than 2% of the private hire fleet. The majority of these private hire wheelchair accessible vehicles are the larger 8 seater small minibus type which are used for school, care and health transport. These wheelchair accessible vehicles are significantly more expensive to purchase than saloon vehicles.

In order to maintain and encourage the provision of wheelchair accessible vehicles, the council agreed in October 2018 to exempt wheelchair accessible vehicles from the Clean Air Zone charge of £12.50 a day from January 2020.

Discussions with disabled people that have taken place suggest that there is a pattern of under reporting complaints to the council about poor experiences when using taxis, which include, cancelled bookings or a vehicle arriving late. In particular, passengers said that the wheelchair accessible taxi provision in the City Centre and at the Railway Station was not matched by wheelchair provision away from the City Centre and at evenings and weekends. A small number of passengers have also reported that drivers were either charging more to wheelchair passengers (by starting the meter before loading the wheelchair) or not properly attaching restraining straps to the wheelchair. These cases have been investigated and are being considered for prosecution.

Passengers with learning disabilities suggested that their access to vehicles and experience was more difficult where their disability meant that they found talking difficult or drivers had poor English and relied on the use of satellite navigation.

In contrast to the national picture shown by Guide Dogs UK and the Local Government Association Leeds does not appear to have a significant problem with drivers routinely refusing to take guide and assistance dogs. The council maintains a register of all drivers who have medical exemptions which mean that they do not need to take guide or assistance dogs.

The council has carried out more than 20 mystery shopping test purchases of bookings for a passenger with a guide dog, in each of the last three years. In 2018 and 2019, these purchases were made by blind or visually impaired passengers who volunteered to work with the council and Guide Dogs for the Blind. The mystery shopping has resulted in several drivers being warned and referred for retraining.

The actions have undoubtedly raised awareness of broad issue of accessibility of disabled passengers, including those specifically covered by the Equality Act. There is a very strong set of partnership relations in place with Leeds Access Committee, Disability Hub and Guide Dogs for the Blind and the taxi associations. However there is more to do.

It is positive that the exemption of wheelchair accessible vehicles to the Clean Air Zone will not discourage the provision of wheelchair accessible vehicles.

Leeds City Council has already successfully prosecuted 5 people for breaches of the Equality Act section 165 (wheelchairs) and 4 people for breaches of Equality Act section 170 (guide or assistance dogs) and more prosecutions are being planned.

Looking forward, there are plans to continue refresher wheelchair training for proprietors and drivers of all wheelchair accessible training during 2020. The council will continue to review the experience of passengers, including cancelled or late bookings.

Taxi and Private Hire Licensing to work with key partners in Leeds and to make sure hate crime incidents are reported, action taken, and information fed back

Two areas of concern relating to hate incidents and hate crimes were identified.

First, there was a concern about taxi and private hire drivers' behaviour or alleged behaviour, where they may have spoken or acted inappropriately, and in a way which might have been interpreted by a passenger or a member of the public as a hate incident or hate crime.

Secondly, there was a concern about taxi and private hire drivers being the victims of hate incidents or hate crimes, where their passengers or the wider public may target speak or behave inappropriately towards them.

The first specific issue was of drivers refusing to take LGBT+ passengers or disabled passengers (including but not limited to wheelchair users or guide/assistance dogs). These issues were raised by some complainants (see below) and at the council's LGBT+ Hub and Disability Hub.

The council's Taxi and Private Hire Licensing Team use a specific electronic system to manage complaints made to the council about taxi and private hire licensing issues, and complaints with a sex, race or disability discrimination can be identified separately. The number of complaints from the last three years is set out below:-

	2017	2018	2019
Disability Discrimination	11	16	14
Sex Discrimination	3	10	4
Race Discrimination	5	13	12

Taxi and private hire driver training includes content on people's right to fair access to taxi and private hire vehicles and people's expectation to be treated fairly and with respect while in a taxi or private hire vehicle. A question is included in the test for drivers which asks whether it is acceptable to refuse to pick up a passenger from one of the protected categories. This includes disability, race, faith and LGBT+ and sex. The driver training specifically includes Equality Act 2010 law relating to passengers with wheelchairs and guide or assistance dogs.

The Taxi and Private hire Licensing Team have worked with a range of organisations on these issues including:-

- Disability Hub
- Learning Disability Partnership Board
- LGBT+ Hub
- Women's Hub

As a result of this work a driver has had his license suspended and then revoked because of his inappropriate behaviour towards an LBGT+ passenger. One passenger reported the failure of a taxi driver to adequately secure his wheelchair

as a hate crime to the council. This was reported as a hate incident or hate crime to West Yorkshire Police. The taxi and private hire licensing team has also carried out test purchases of journeys with guide and assistance dogs, working closely with Leeds Guide Dogs for the Blind.

The second specific issue raised was of an increase in tension following the terrorist attacks in London and Manchester in 2017 and 2018. Around 76% of the taxi and private hire drivers in Leeds are Asian with around 72% who are Muslim (based on survey of license holders in 2014.)

The council received information from the Resilience and Emergencies Team, Safer Leeds, West Yorkshire Police and from some representatives of the taxi and private hire trade that taxi and private hire drivers who were Muslim, Asian, or perceived to be Muslim or Asian, could be targeted by passengers as part of a reaction against the terrorist attacks which claimed Islamist motives.

All taxi and private hire drivers and operators are given information to report all incidents of a criminal nature, including hate incidents/crimes to West Yorkshire police. In 2017, some drivers had a belief that stone throwing aimed at taxi and private hire vehicles by youths in some areas of Leeds was targeting primarily Asian and Muslim drivers. All reports of stone throwing against taxi and private hire vehicles were directed to a single point of contact during 2017 and 2018.

The Taxi and Private Hire Licensing Team have worked with a number of agencies and organisations to raise awareness that taxi and private hire vehicles should be a safe place for all people.

- West Yorkshire Police Hate Crime Team – input to safer travel strategy 2018
- Safer Leeds – hate crime awareness week 2017 and 2018
- Stop Hate UK – promoting Stop Hate UK as a safe reporting medium
- Unite / British Transport Police / Network Rail – approving anti hate crime stickers on taxis using Leeds rail station 2018
- Consulting on options to update the CCTV policy for vehicles following a working group in 2019

The presentations at different fora have raised awareness of the expectations that taxi and private hire vehicles should be safe places for passengers and drivers, and that hate incidents which are not reported cannot be acted on. This continues to be a priority.

The slight fall in complaints reported to the council on sex and race discrimination is likely to be as a result of improved behavior, as well as, improved awareness. These complaints represent a very small proportion of the several hundred complaints the council receives each year. However, they are investigated and action is considered if necessary, such as, additional training or withdrawal of licences.

The action taken by the council to report stone throwing at vehicles and encouraging drivers to report issues of violence and abuse against drivers to West

Yorkshire Police has had a mixed reception. The issue remains significantly under-reported.

The main taxi licensing priority going forward is to continue the progress on raising awareness at a range of fora of taxi and private hire vehicles as safe places, and the means to report hate incidents to the West Yorkshire Police or other agencies, and report complaints to the council and improving relations.

It is still the intention to repeat the 2014 survey of licence holders to update the composition of the trade by protected characteristics.

Where appropriate Electoral Services will actively promote anonymous registration for electors experiencing violence, harassment, etc.

Progress

All voters are required to give basic personal information to their local Electoral Registration Officer (ERO) so that the ERO can check that they are eligible to register to vote. The difference between a standard and an anonymous registration is how these details then appear on the electoral register and how the ERO communicates with the voter.

If someone is registered anonymously their name and address will not appear on the electoral register. Anonymous registration is a safe and secure way for someone to register to vote. Their details will be securely stored by the council and who will have access to them is limited. In Leeds the number of anonymous registrations have been low.

Anonymous registration was set up to help individuals whose safety would be at risk (or where the safety of other people at the same address as them would be at risk) if their name or address was listed on the electoral register, for example, a person who has fled domestic violence/abuse.

The numbers of anonymous registrations in Leeds are:-

1 December 2019 register	-	76
1 December 2018 register	-	71
1 December 2017 register	-	68
1 December 2016 register	-	65
1 December 2015 register	-	65

There has been a slight increase on the 2019 register from previous years

Work has taken place to promote the Anonymous Registration Scheme across the council and ensure that the people who need to know about it are made aware.

Outreach work has taken place with the council's Women and girls Hub to promote anonymous registration which involved supporting people attending at those events through the whole process of completing the registration process and

enabling those persons to have a vote in all elections/referendums that they are entitled to participate in.

Work will continue to ensure more electors are aware of the ability to register anonymously if their personal safety is in danger and monitoring the changes to the number of anonymous registrations.

To inform and improve the equality and diversity aspects of Environmental Health Service Delivery

The Environmental Health Service has made greater use of socio economic and environmental data to identify and target those areas and communities that are most likely to be adversely affected by health inequality. This links with the six priority neighbourhoods and the neighbourhoods in Leeds that were categorised as being in the most disadvantaged 1% of neighbourhoods nationally.

Work during 2029 has included a review of how the service communicate with residents and communities to ensure services can be easily accessed and are appropriate. For example, a simplified process for investigating nuisance complaints with increased direct communication with customers which resulted in a quicker resolution of cases and improved customer service.

Work has taken place with partners including Public Health, the Migration Team and the Third Sector to ensure health protection messages can be targeted to BAME communities. This includes partnership work on healthy eating initiatives in the cities most disadvantaged areas.

Following a number of health and safety incidents the service implemented an awareness campaign targeting food takeaway businesses. The Service has also supported Community Hubs and Food Banks with guidance on food safety.

COVID-19 resulted in the team developing and sharing health protection and infection control messages for high risk work settings employing migrant workers and people from BAME communities. This included circulating posters and information in 15 different community languages which were delivered to shops in Leeds 7, 8 and 9 postcodes.

Partnership working with the Third Sector and council partners supporting BAME communities has improved links and communication with these communities and businesses.

Going forward the service will be contributing towards the Leeds Outbreak Management Plan for COVID-19. Environmental Health will be leading on infection control and health protection support in the workplace, in particular, those high risk settings and occupations where there may be issues with staff who could be seen as vulnerable.

To focus on changing how the Environmental Action Service is seen by communities both in terms of being a service provider and potential employer

It was identified that staff within the Environmental Action Service were not adequately engaged with the council's equality and diversity offer and work, particularly access to, use of and ownership of the staff networks.

Whilst a considerable amount of work has been undertaken over the last few years to improve the number of BAME and women staff in the service, the service still has a workforce that is over represented of certain groups of the population. The service also has relatively few BAME or women managers and supervisors. This does not adequately reflect the communities we serve in Leeds, particularly in the priority neighborhoods.

A focus was put on staff access to the work of the staff networks and their collective offer. This was to help realise the short to medium term goal to reflect the population of Leeds more closely in the services staff profile. The aim is to encourage more inclusive engagement with all communities and staff feeling they are represented within the council.

Analysis of the workforce within the Environmental Action Service has shown that there is an under-representation of certain groups of the population, for example, women and BAME staff in operational and managerial roles within Parking Services and the Cleaner Neighbourhoods Team.

Work in the council's priority neighbourhoods has also found a general apathy and/or mistrust of statutory services that hinders progress and behavioural change in those areas. This particularly affects the delivery of environmental enforcement. Attempting to ensure that the workforce is more representative of the population of the city should increase engagement as people see members of their own community working for the authority.

An established Equality and Diversity Forum with equality champions from across the Environmental Action Service meet with the Chief Officer and Head of Service on a bi-monthly basis to report on progress and share obstacles and barriers.

There were named representatives for each of the staff networks and a calendar of events were organised. This serves as an anchor to the work of each network and a means of sharing feedback. This also serves as a key development opportunity for the staff involved and feedback from staff representatives has been positive.

Examples of work and progress across the Environmental Action Service include:-

- Developing and promoting a Bullying and Harassment poster campaign and holding team-level discussions, as well as, 1-1's in a safe environment;
- Supporting and celebrating the White Ribbon Campaign in November 2019 by holding a series of team-level discussions across the city on domestic

violence and its impact. as well as, what we can do as an employer to keep all-year focus on this issue by developing the skills of trained contacts;

- Celebrating International Women’s Day through a week-long programme of activities including web-presentations, team discussions, presentations and fun team events. This included cake bake/ sales to encourage celebration and discussion of women’s contribution in the team and on-going barriers for women in the council and raising awareness;
- Promotion of Mental Health First-Aiders. There are now a trained network of mental health first-aiders across the service to support this key area;
- For Windrush Day 2020 the service had planned to host a range of events from February to June 2020. These events were to promote the value and benefit of race and cultural diversity in the workforce and city and share the stories and experiences of BAME staff. This is now being re-scheduled for the autumn of 2020 and will be incorporated into the service response to Black Lives Matter (BLM);
- Well-Being Bus – a council staff networks promotional bus visited teams in the service to promote all staff networks and all support groups relevant in March this year. This programme was cut short due to COVID-19; and
- The service planned some sample staff surveys to gauge views on equality and diversity for March 2020. This did not progress due to preparations for COVID-19 and these will be re-scheduled for Autumn 2020;

Alternative recruitment methodologies have been trialled (including using social media to advertise vacancies) in order to reach different parts of the community and attract new staff into the service. Facebook was extremely popular and resulted in increased interest from women for some Cleaner Neighbourhoods Team and parking enforcement roles. In addition to using new ways of promoting the vacancies the service have built on a previous trial recruitment process aimed at making it easier for people from a wide variety of backgrounds to apply for jobs and be successful in their applications.

As a result of this work more women staff have been recruited across the Cleaner Neighbourhoods Team and Parking Services over 2019.

Across the service most recruiting managers have completed an “Unconscious bias” training course to ensure that future recruitment is undertaken fairly.

As part of the 2019/20 appraisal process all managers and supervisors were asked to gain an understanding of the 9 Protected Characteristics outlined in the Equality Act 2010. These have been discussed at mid-term appraisals and in one to one supervision.

The @Clean Leeds Twitter account has been used extensively to promote the equality and diversity work that is carried out across the service with good publicity and engagement at events for White Ribbon and International Women’s Day.

There is a better understanding of the work of the staff networks but more work is required across the service. This will embed the importance of these networks and their programmes of work throughout the year as engines for change within

the organisation and build trust in them from staff across Cleaner Neighbourhoods Team.

The service hope to complete staff surveys on equality and diversity experiences later this year to understand the impact of on-going efforts. This will also include work to reflect on some aspects of the BLM activities over the last few months.

Reducing Fuel Poverty and improving energy efficiency

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

The Leeds PIPES district heating system (DHS) aims to deliver new heating systems with Vital Energi, to 1,400 homes within 23 high rise blocks in the east of the city. So far over 900 homes have benefitted from the new system, including homes in Lincoln Green which is one of the council's priority neighbourhoods.

As well as the DHS, over the last 12 months the service has installed 2,990 new 'A' rated boilers and full gas central heating systems to maximize fuel efficiency and reduce fuel costs.

Approximately 327 properties will benefit from this scheme. From the data currently* held we can see that:-

- Approximately 50% of tenants identify as BAME
- Approximately 7% of tenants identify as having one of more disability
- Approximately 2% of tenants identify as LGBT+
- Approximately 31% of tenants are 55 and over
- Approximately 7% of tenants are over 75
- Approximately 20% of the over 75s have 1 or more disability

*99 properties are not currently occupied or are leased so the data is based on a figure of 228

The investment in the DHS and installation of central heating systems in tenants homes has resulted in:

- Customers saving between 10% and 25% on their energy bills;
- Tenants having access to instant hot water, therefore, paying only for the energy that they consume; and
- An improvement in air quality with a reduction of 11,000 tonnes of carbon emissions per year for the city

The impact of this work is reflected in the feedback from tenants who have said:

- "This system is brilliant in comparison to storage heaters which were smelly and expensive, it is brilliant to have instant heating and hot water"

- “I feel more reassured having adjustable heating which can be put on when I want and turned off and is less expensive“
- “It transformed my life having instant hot water which is a blessing”

In some instances, whilst having access to a customer’s home to carry out the heating works the service have undertaken other work to help improve the overall quality of the home. This benefits the wider health and well-being of the tenant. For example, one customer also had a kitchen and bathroom installed and from being previously ashamed of their home and being quite reclusive, they are now much happier with a sense of pride in their home and are now happily receiving visitors.

Energy Performance Certificates (EPC) inspections undertaken after the installations show the positive impact of the heating upgrades. On average, there has been a step change from band D to a band C in energy efficiency ratings for homes that have had the DHS connected with band A being the most efficient.

The wider benefits this work has made include; residents having proportionally more income to spend on rent, food, and recreation; improving the overall wellbeing of the residents and increasing the likelihood of their tenancies being sustainable in the longer term.

As part of the handover package, residents receive LED light bulbs and water saving devices.

In total, the District Heating Scheme will connect over 1,400 homes over the next 12 months. Evaluation of the impact the District Heating System on customers will be carried out to fully understand and quantify the benefits. Work will continue to support customers in terms of advice and support in using any new heating system, as well as, providing general energy advice.

Information gathered since March 2020 about any changing customer needs or access to services linked to the COVID-19 pandemic, will be used to inform our future activity.

Reducing child poverty in Leeds by improving housing conditions and meeting specialist needs

The Housing Service operate a ‘Landlord Lettings Scheme’. This is a free membership scheme that benefits private landlords by helping to let properties quickly which also benefits the council by helping meet the city’s demand for affordable housing. The scheme includes an inspection of the home to make sure it meets minimum quality standards which helps ensure families (and children) live in safe and secure homes.

The accommodation in this scheme is currently earmarked for some of the most vulnerable homeless/priority families, as a route to provide appropriate homes of a minimum standard. It is also an alternative to families being placed in temporary accommodation and preventing the difficulties and disruption to families and children that this can cause.

Rather than place homeless families in temporary accommodation until they successfully bid for council housing, families can be settled in a safe, private-sector home with a secure six month tenancy. This provides much needed stability for both parents and children. These children may have had disrupted schooling and suffer anxiety through loss of their own home. They may also be living in overcrowded conditions with other family members until they can find suitable affordable accommodation.

Much of the affordable private-sector housing, that is available for families in Leeds, consists of older housing stock such as Victorian through terrace and back-to back properties. These houses can be unsafe and expensive to heat.

The council has a duty of care to ensure that people are housed safely. The houses offered on the Landlords Letting Scheme have been inspected by the Private Sector Rented Team Inspectors. They have passed safety inspections and proved they comply with all local guidance and statutory requirements.

The homeless family's needs are individually assessed and their benefits checked so that they can be placed in accommodation which will be affordable in the longer term. These families can then be offered the choice of moving into a safe home of the right size for them. Dependent on the properties available, it may also be in the area they want to settle permanently and be near the children's existing schools. Some may choose to continue to stay on in that private rented accommodation rather than continue to bid for council housing, easing demand on council stock.

Whilst anyone taking a property on the scheme is risk assessed and offered support, it is understood that some struggling families do not take advantage of this offer. So this offer of support is extended to partner landlords who are able to contact us with difficulties arising with a tenancy, such as, rent arrears. By stepping in when the service hear a tenancy is struggling we can prevent evictions recurring and ensuring children retain their homes, providing them with stability.

Focused support is initiated by the Landlord/Housing Support teams. They can provide assistance with (benefit) income maximization working alongside Benefits Advice Services and Leeds Credit Union. Families may be helped to register with family fund or to make grant applications on behalf of the children

During the last 12 months:-

- The Housing Support Team received over 1,500 support referrals;
- The service facilitated around 450 lets through this partnership working with private sector landlords and approximately 300 of these were families;
- There have been 2,176 inspections in private rented properties and 343 of these inspections were for landlords joining/rejoining the scheme;
- 2,833 individuals and families have been prevented from becoming homeless by offering advice, support and assistance to remain in their current accommodation; and
- 1,263 individuals and families have been rehoused into private accommodation

The three case studies below outline how the actions have improved the quality of family homes through the Landlord Lettings Scheme before families have moved in:

- A 3 bedroom terraced home with enclosed garden had fire safety issues including non-working fire detection and the safe route of escape was compromised. It also had cracked double glazed window in the rear bedroom (decorated as a child's room). All these issues were resolved following a visit from an Inspector and a homeless family now has access to a spacious 3 bedroom house with a safe enclosed play space
- A 3 bedroom terraced home with enclosed yard and garage had serious fall hazards/fire safety issues and no heating in the smallest bedroom (which would have been used by a child) as well as a host of smaller defects. These were all identified by an Inspector and resolved, preventing the likelihood of children being injured by falling from height or suffering asthma in a cold, damp bedroom
- A 2 bedroom back to back home. These back to back properties are particularly hazardous for fire safety and often used to house single parent families. The attic bedrooms are commonly used for children and without an intervention in the event of a fire the family would need to pass through the living room (which could be the room on fire) to get to safety. A linked detection was provided which provides a simultaneous alert on every floor if fire is detected anywhere. The bedrooms are protected from smoke and flames with a 30 minute fire door at the foot of the stairs

Tenant Support Officers help families and individuals who have been placed in private sector accommodation through the Landlord Lettings Scheme. The case study below highlights the support and work done by the Support Officers.

- A customer owed over £4,000 rent arrears, with their total debt amounting to over £20,000. They worked part time, but had to take leave due to sickness. They lived on their own in a three bed house and were struggling with mental health issues, convinced that they were about to lose their home. It was difficult to get them to believe that the Support Officer would be able to get their debts written off, with minimum or no cost to them. At one point they decided to use the little money they had to pay off what they owed to family and friends. They then planned to take their own life. Fortunately, they received good support from their GP and the local Housing Officer. After this they discussed their progress with the Support Officer and were able to hold off any further legal action.

However, this did take some time. The Support Officer took the customer to meet with a Debt Advisor at St Vincent's Charity. Subsequently, the Support Officer worked with St Vincent's to get accurate information about how much they owed. They also contacted various agencies to secure funding if bankruptcy was necessary. It did take some time but the Support Officer and St Vincent's working together helped reduce the overall debt to below £20k and were able to apply for a debt relief order which resulted in all debts being cleared. The customer has now returned to work and continues to pay their

rent regularly.

The service would like to work in partnership with more landlords so that they are better able to offer family sized private rented accommodation across every area of the city which would ensure families have more choice about where they are homed.

However, at the moment some landlords are deterred from the scheme because they do not want to make the necessary improvements to their properties. Others are deterred by the fixed Local Housing Allowance rates, queries about benefits and Universal Credit or the fear of potential losses incurred as a result of arrears or damage to property.

This can be addressed by ensuring all landlords comply with relevant standards, for example, by introducing Selective Licensing which currently happening in Harehills and Beeston. Landlord's tenancy worries can be addressed by strengthening the relationship with the Department for Work and Pensions to allay concerns about Universal Credit.

Increase the satisfaction of younger residents by improving digital access and engagement opportunities

To increase the satisfaction of younger and working age residents Housing Leeds has launched a new website content designed around customer needs.

Working with colleagues from the Digital Access Team and with teams across Housing Leeds new website content for council tenants was launched in September 19. With a completely updated Housing Section on the website in November 19. This was done by applying 'User Centred Design' principles and designing the website from a user's perspective to understand better the problems customers face and the information they expect to find so they can solve their problems.

Hundreds of tenants fed into this work by responding to surveys, taking part in interviews, focus groups, 'card sorting' exercises (where tenants helped Housing Leeds to understand how they can structure the website around their needs) and usability testing. Staff also shared valuable insight from their experiences of contact with customers.

Housing Leeds have also:

- Undertaken more digital engagement activity with online surveys targeted at younger and working age customer groups who have direct experience of a particular services. For example, asking those who have had experience of rent arrears about the longer term impact of support from the service in being able to stay out of arrears to inform a new income policy;
- Created eleven local Tenant Engagement Facebook pages highlighting local tenant engagement activity, volunteering opportunities and sharing news about what's going on and local project;

- Improving the Private Sector Landlord Team email updates shared with around 4,000 private sector tenants, landlords and others with an interest in the private rented sector. This was done by using a new email system that allows; recipients to manage their email preferences and the service have access to intelligence about how effective email communications have been; and
- Adopted programmes of emailing and texting to support wider programmes or activities, for example, emailing and texting high rise residents to make them aware of face to face engagement sessions led by the service and to signpost them to the new website content and the Self Service Portal.

The website now has less but better quality content that is up-to-date, relevant to tenants and easier to maintain. Since the review the service have also received far fewer comments from users about not being able to find the information they need. Web usage is increasing across all service areas, such as, managing your tenancy online, which has seen visits double from 1,187 in September 2019 (the month the new content launched) to 2,541 in October 2019.

The new content highlights more clearly to users the Self Service Portal, which has seen an increase in the total number of users from 11,400 to 12,359 in the first 3 months of the new content being live, an increase of about 8% in 3 months.

Some 840 local tenants and residents are now friends or following the local Tenant Engagement Facebook pages, helping make them more aware and able to comment and share ideas about local projects or activities. A good example is in the Inner South area. This has led to more comments from residents being fed into local Housing Advisory Panel decision making about the funding of local projects and in some cases new younger residents coming along to groups and forums in the local community.

The service are now well placed to integrate the updated website content into a new 'Tenants Portal' which is due to be launched at the end of 2020. This will allow tenants to self-manage more aspects of their tenancy online, such as, booking a repair appointment and tracking the progress of their repair. This is above the current functions available to tenants in the current 'Self Service Portal'. This gives improved access to services for all tenants. In particular, it is expected that the launch of the Tenants Portal will be a significant step in meeting the expectations of younger and working age residents who are likely to want to request services and engage with their landlord at a time and in a method that is convenient and accessible to them.

The benefits of adopting more 'User Centred Design' or UCD approaches in how the service identity and deliver service improvements involving a broader age range of tenants and residents is clear. To make UCD more commonplace in the year ahead, the service has invested in a programme of training for key staff and look forward to engaging with residents in a more effective way as a result.

A key performance measure to gauge progress for this Equality Improvement Priority is the overall satisfaction with services by different age groups. We will now be reviewing and designing with residents our next satisfaction programme ahead of its release in the Autumn of 2020.

To deliver a Housing Growth Programme that provides housing of the right quality, type, tenure and affordability in the right places to meet the needs of our customers

Key actions that were identified to deliver this work were:-

- Increase the amount of new council homes of the right type to meet identified housing needs across the city; and
- Provide bespoke properties for certain customer groups in particular areas as identified through needs analysis and mapping.

The service has progressed its Housing Growth Programme, building new council homes for tenants and their families.

The update focuses on the delivery of 2 specific schemes, the Beeches and Nevilles in Gipton and Osmondthorpe in the East area of the city



The schemes consist of 59 homes in total detailed below:

Property Type	Number of units	Notes
4 bed house (6 person)	2	M4(2) Accessible and Adaptable Dwelling - General Needs
3 bed house (5 person)	27	M4(2) Accessible and Adaptable Dwelling - General Needs
2 bed house (4 person)	12	M4(2) Accessible and Adaptable Dwelling - General Needs
2 bed bungalow (3 person)*	8	M4(2) Accessible and Adaptable Dwelling - General Needs
1 bed bungalow (2 person)*	8	M4(2) Accessible and Adaptable Dwelling - General Needs
3 bed bungalow (5 person)	1	Wheelchair user dwelling - M4(3)(2)(b) – Wheelchair Accessible
4 bed house (6 person)	1	Wheelchair user dwelling - M4(3)(2)(b) – Wheelchair Accessible
Total	59	

In designing and building the homes within these schemes consideration was given to sustainability and future proofing and creating homes for life. General needs homes (homes suitable for all tenants) have been designed to what is known as 'M4(2)' standard. This means that these homes can be easily adapted in the future, if and when the need arises, with minimal disruption to the tenants.

In addition to this, two of the homes on the Beeches site have been designed to 'M4(3)' standard which means that they are fully wheelchair adaptable and accessible. These homes were designed specifically for wheelchair users

In addition to identifying the current need for these two wheelchair accessible homes, the schemes include 16 x general needs bungalows to help meet demand in these areas. For future proofing purposes, wet floor showers have been installed rather than traditional bathrooms as these are suitable for all and not just older people or people with adaptation needs.

All the homes on the schemes have been tailored to suit any family's individual or specific needs. The service worked closely with the Adaptation and Lettings Teams to ensure that the families' details were provided early enough to allow the works to be undertaken during the construction phase. This minimises the disruption and disturbance to tenants and their homes following occupation. In addition, the associated costs for undertaking these works are minimised if the works are undertaken during the build.

For both schemes, the specification was enhanced above building regulations requirement to include a number of future proofing measures such as:

- Wider doors;
- Level access to all external doors;
- Future wet floor shower provision;
- Future install of through floor lift;
- Fused spurs to suit stair lifts or automatic door openers to main external doors;
- Thermostatic radiator valves at the top of some radiators; and
- Lever flush handles to toilets

Work has also taken place with Occupational Therapists around product selection to ensure that these are more user friendly. This includes products. such as:-

- Kitchen cupboard door handles that are easy to use;
- Thermostatic showers;
- Location of grab rails and shower seats etc, and
- Simple heating control

The development of these schemes means that:-

- 59 affordable family homes have been constructed and designed to meet longer term needs; reducing the need for families to move again at a later date so establishing community links and sustainability;
- The housing need for families struggling to access suitable accommodation in specific areas has been addressed;
- Bespoke adapted properties have been made available for 2 Leeds families on the Beeches site. Occupational Therapists have assessed both families and a specialist bath and hoist to bedrooms/bathrooms will be installed to both homes;
- The needs of another family moving into one of the general needs properties have been assessed and a through-floor lift and bath over wet floor shower will be installed to this property to meet the needs of the family;
- A number of the bungalows have been identified where grab rails and/or shower seats will be installed to meet the needs of the tenants who will be moving in; and
- The needs of a family waiting to be rehoused in the area who needed larger accommodation have been on the waiting list for over 2 years have been met

To date, the main contractor (Willmott Dixon) has created 6 local employment opportunities and hosted 69 weeks of apprentices. They have recorded the following spend local to their construction sites:-

- 34% overall project spend within 10 miles of the sites;
- 43% within 20 miles; and
- 67% within 40 miles

63 tenants have moved into properties in the target areas. Of these tenants the profile is:-

- 20% of tenants identify as BAME;
- 10% of tenants identify as having one or more disability;
- 73% of tenants are 54 and under;
- 17% of tenants are 55 and over with 29% of these tenants identifying as having 1 or more disability

Work will continue with the Health and Housing team to allocate new homes at an early stage to include any adaptations as part of the build, where this need is identified.

1,500 new homes will be delivered over the next five years to address local housing needs, with a number of these targeted at the priority neighbourhoods or other areas where there is a lack of new council housing

Up to 200 extra care housing places for older people will be delivered in three new schemes to be procured and managed by the council with all new homes constructed and operational by 2022

The delivery of each phase/scheme of the programme utilising will be informed by equality analysis to meet the needs of different customer groups in different places

All new homes will be delivered to the Leeds standard including high levels of insulation to achieve high 'SAP' (energy efficiency) ratings

Compassionate City – Enjoying Culture and Sport, Inclusive Access and Language Access

Improve access to cultural opportunities and sport

- **Working to ensure equality groups are fully involved in Leeds 2023**

During 2019- 2020 the Culture Development Team supported the establishment of the Leeds Culture Trust (LCT) which is the charitable body now charged with the development and delivery of Leeds 2023. Equality was integral to this development process and engagement by Leeds communities remained a key priority.

The Chair was appointed for the LCT who commenced their position in 2019. The Culture Development Teams work moved to supporting the Leeds Culture Trusts organisational and Board development. This helped to ensure the Leeds Culture Trust Board was representative of the diversity of the City and for them to be a local and national influential body.

The council and the Leeds Culture Trust entered into a grant agreement in 2019. The grant agreement was fundamental to the process of handing the development and delivery of Leeds 2023 to the Leeds Culture Trust whilst upholding the Culture Strategy's core equality principles. Schedule 1 of the grant agreement highlights:

Funding is provided for the Trust from the council to deliver a programme of cultural activity based on three specific principles which align with the Culture Strategy, namely:-

1. Leeds 2023 will be for everyone. Leeds 2023 will connect us, celebrating all our diversity. Leeds 2023 will mean activity in all our communities that brings people together to watch, to listen and - of course - to take part.
2. Leeds 2023 will showcase world class culture. Building on our heritage of innovation and creativity, Leeds2023 will transform Leeds into a global cultural city. It will help bring visitors, jobs, new skills and economic growth.
3. Leeds 2023 will invest in our children and young people as an intensive creative education for the future. Leeds2023 will have children and young people at its very heart. It will help develop their natural creativity, and prepare them to thrive in a future world of work and play which will be very different from the one we see today.

The Culture Strategy principles in the grant agreement helps to maintain equality and inclusion as a standing priority in discussions with and developments of the Leeds Culture Trust.

Running parallel to the organisational and Board development processes the Culture Development Team managed the recruitment processes for the Creative Director post. Efforts were made to promote the post nationally and internationally to help effect a strong and diverse response and two of the three shortlisted candidates identified as BAME. The interviewing process also sought to include wider and diverse stakeholder groups from the business, creative and community sectors.

Leeds 2023 will be a city-wide festival. With support from the Culture Development Team the Leeds Culture Trust Creative Director has established contact with a broad range of cultural voices in the city, with a particular focus on diversity and localities beyond the City Centre. These include:-

- South Asian Arts-UK (SAA-UK): a centre of excellence in Indian Classical Music and Dance;
- Eclipse Theatre who are the leading Black led touring company in the UK, at the forefront of delivering diverse programming in theatre, film and radio;
- Dance Studio Leeds which is the home of dance who provide studio hire, adult classes, workshops, team building, parties, educational outreach and wedding dance tuition;
- Music and Arts Production Charity who are an alternative education provider working with young people who are unable to access the mainstream school system;
- Centre for Live Art Yorkshire (CLAY) which is a Leeds a performance space, studios and events space on Regent Street in Leeds;
- East Street Arts who are an artist-led charity that have been supporting artists in Leeds and beyond since 1993;
- East Leeds Project which is a creative conversation around community, identity, sustainability, participation. artistic research, social value and green spaces;
- Seagulls Paint who are an environmental social enterprise that practise and promote the reuse of leftover and unwanted paint to create opportunities for local people;
- Open Source Arts who provide marquee hire, venue hire, event equipment, workshop delivery and is a place for making; enabling creativity and collaboration across art forms;
- Aire Place Mills which is a not-for-profit, Leeds-based Creative Studio. They provide exhibition opportunities, low cost workspaces as well as a Community Hub which focuses on giving a platform to artists and creatives who wouldn't traditionally have had such opportunities;
- Bramley Baths which is a community-led, not-for-profit centre for fitness, health and fun, which houses a public gym, swimming pool, steam room and space for community events, meetings and fitness classes;
- Geraldine Connor Foundation Creative Associates who work with BAME artists across literature, performing arts, visual arts and film that support the

Foundation's creative direction and delivery of its creative programmes and projects; and

- The Eulogy Project which is an exhibition of photographs and mementos as a tribute to the many first-generation Jamaicans who travelled 5,000 miles to make a new life in the City of Leeds.

Leeds 2023 will continue to support engagement by and with all Leeds communities.

Improve inclusion and diversity across the built environment

- **Make our operational estate as inclusive and accessible as possible to our diverse range of customers, staff and visitors, within limitations of individual buildings (e.g. those listed) and available resources.**

In September 2016 the council's Executive Board approved the 'Integrating Diversity and Inclusion into the Built Environment framework' to support its aim and aspirations of being a *modern, forward thinking, inclusive Council*. The framework covers access, inclusion and inclusive design for all council building stock.

When acquiring new properties or refurbishing exiting properties it is important to use the framework to ensure that accommodation supports inclusive design principles and as far as possible replicates the modern, accessible and inclusive office accommodation delivered at Merrion House.

The 2019-2025 Estate Management Strategy is currently in development. It will provide a framework to support the development and management of the council's estate to achieve the ambition of delivering collaborative property solutions which achieve corporate objectives.

Building audits were carried out which raised a number of issues within the current asset portfolio, specifically, in buildings located out of the City Centre. Also as part of the Changing the Workplace Phase 2 Programme a number of buildings were identified for closure including Hough Top Court in Pudsey and Navigation House in Stourton.

Hough Top Court was a former high school in very poor condition. In addition to being in poor repair the building was not accessible or have good quality amenities for staff. In summer 2019, approximately 250 staff were relocated into the City Centre estate (Civic Hall, Merrion House and St George House).

Navigation House had approximately 650 staff located in the building. 120 staff were relocated to Merrion House in July 2019. To accommodate the remaining staff Seacroft Depot and the second floor in Tribeca House underwent changing the workplace refurbishments. The Relocation Project Team included colleagues from Human Resources and Health & Safety who conducted Inclusion and Diversity Audits at both sites. The recommendations were incorporated into the designs.

At Tribeca House this included improved welfare facilities, accessible shower and staff breakout area. At Seacroft Depot it included provision of additional accessible toilets, showers, cycle stores, automated doors, lowered dropped curbs, first aid, contemplation and wellbeing rooms and corporate signage.

The refurbishment of Seacroft Depot and Tribeca House have provided good quality and fit for purpose office accommodation. The refurbishments are of similar standard to that in the City Centre and provide staff with much improved amenities and facilities.

Through the multi-disciplinary project teams the inclusion and diversity audits are factored in to any refurbishment, this has now become business as usual. The office refurbishment designs incorporate what can be included within the constraints of the building structure and refurbishment budget.

To Improve inclusion and diversity across Active Leeds Services

Service Equality Plan

Active Leeds have started work on gathering baseline data to develop an equality plan to guide the service. To date they have audited the work the service is delivering with a view to using this to identify areas of good practice to share across Active Leeds. This, recognises the good work that staff are delivering and highlights areas for development.

A workforce development plan has been drafted for the service. This highlights the makeup of staff at JNC grades and that there is a very low representation of people from BAME communities in the staff cohort - 6.5% against 18.9% which is the figure in the 2011 census.

Active Leeds identified issues they have had with attracting people from BAME communities applying for jobs in the service. To support this Active Leeds secured funding to employ 6 BAME Trainees and the service engaged with BAME groups and communities to develop this scheme. So far only one BAME traineeship has been completed.

Further engagement with local communities was undertaken in November/December 2018 at the Reginald Centre, the Compton Centre and Dewsbury Community Hub

For 2018 -2021 the main priorities for the workforce development plan are:-

- Embedding the Active Leeds brand and the promotion of the new Vision with all staff;
- Developing/pushing forward the training and delivery of the Alliance work to improve customer base and retention;
- Utilising apprenticeship schemes to assist in the recruitment of new staff and the development of current staff;

- Lifeguarding and other essential health & safety training and awareness (setting minimum standards and ensuring everyone involved meets them) Customer care standards and skills (being led by the Customer Development Manager);
- Working with Adult Social Care and Public Health partners on closer integration; mainly being piloted at Holt Park;
- Ensuring all staff at every level have the skills to have purposeful interactions with the public to encourage everyone to be able to do physical activity and selling the benefits of physical activity to their health (physical and mental health); and
- Ensuring there are clear development pathways for staff to progress within Active Leeds

Equality Working Group

An Equality Working Group has been set up which is chaired by the Service Improvement Manager. Attendees at the group include a Leisure Centre Manager, member of staff from a leisure centre, Project Officer, Senior Admin Officer, Quality and Training Manager and Development Officer with responsibility for LGBT+ and women partnerships. The group is leading on the audit of facilities, training and input into customer communications, as well as, keeping records of equality work undertaken. Each part of the service have been asked to nominate an equality champion, who will be responsible for improving equality in their area and for promoting areas of good practice to the working group.

The Equality Working Group works closely with the Business Membership Manager to ensure the correct wording is applied to application forms and that only essential information is collected. The system can currently translate into a number of different languages and a new system is being procured where the service are asking for an option of 'do not wish to say' which can be added to membership details.

The Equality Working Group advises the service communications team about correct terminology and information that should be shared. Recently, an audit of changing facilities has led to the website being updated with more detailed information with about accessibility at each site to allow people to make informed decisions as to where to visit that will suit their needs. This includes adding information on locations of Changing Places facilities, gender neutral changing and toilet facilities, as well as, induction loops, parking and level access information. These details are also included in the Disability Sport Directory which is produced annually for the service to promote disability.

The Senior Management Team in Active Leeds agreed for equality objectives to be set for all staff during the appraisal process. The purpose of this was to encourage staff to come forward with new initiatives and empower them to deliver on these. Examples of this include the development of a new equality training package and the delivery of mental health awareness workshops.

Training

Training for staff has taken place and has included:-

- 13 staff have completed mental health first aid training with 3 more booked on to undertake the training – the aim is have at least one person on the majority of leisure sites;
- In 2019 46 staff completed equality training and 39 completed disability awareness training. (These were new staff as other staff have already been through training);
- The current equality training is currently being updated by the services training team. This training is currently being reviewed by the Equality Team with a view to rolling it out in the New Year. This will replace the current equality, disability awareness and adapting activity training and is tailored specifically to sport. The online equality training on the council's Performance and Learning System is being made mandatory for all staff;
- Three sessions on 'Sport Buddy' LGBT+ training and awareness have been delivered by MESMAC for all staff with three more sessions planned;
- PREVENT training is currently being planned;
- Two mental health awareness workshops have been held, with 42 staff attending;
- Banter training has been delivered to leisure centre staff;
- Managers attending Safer Recruitment training sessions;
- Delivery of MACOTOR training to all our coaches delivering sessions such as Gymnastics and Swimming Lessons etc; and
- Guidance on Accessing Active Leeds Sports Facilities and Services by Transgender and non-binary People has been developed with the Equality Team and HR. This has been rolled out to the service and is included in the Sport Buddy training.

Equality Project Work

A range of equality project work has been undertaken which included:-

- Period poverty – Active Leeds is working with the Private Finance Initiative (PFI) contractor to provide free sanitary products for young people in the PFI leisure sites;
- Get Set Leeds is a partnership between Active Leeds, Public Health, Sport Leeds and the Universities with the aim of working together to make Leeds a more active city. The project promotes access to activities, as well as, asking people to comment on how to improve activity in the city. The campaign encourages a city-wide conversation about physical activity. It is a chance for people to share ideas on what getting active means to them and what might support them to move more. We will listen to residents, professionals, community groups, organisations, partners and stakeholders and create a shared vision for the city and shape a "social movement" campaign: To get everybody moving more, we need to shift how we think and change what we do, together;
- Cricket World Cup with the aim of engaging with hard to reach communities using community facilities in parks;
- Engaging women in Parks community tennis;

- Run Leeds which has a focus on supporting regular runners from underrepresented groups with a particular focus on women;
- Beeston and Holbeck Women Together with a small group of women (predominantly Bangladeshi). The service looked at what activities they wanted to do within their community, culminating in an Awards for All funding application to do swimming, dance, yoga, healthy eating and trips. They were successful in receiving just over £9000 and have just started their activities;
- Work in Inner East Locality Works including Adapted Ping Pong sessions and pop up sport sessions;
- Go Tri - Active Leeds have supported a range of residents from communities that fall into decile 1 in terms of multiple deprivation to become active and participate or volunteer in Triathlon related activities. The Triathlon activator resource was utilised to support and mentor residents and assist them to get active. A women only group were supported over a sustained period and engaged in structured coaching and mentoring sessions which culminated in the group competing at the World Series Triathlon in Leeds in June 2019;
- Working with the NHS on health programmes on falls prevention, aqua mobility, health circuits, healthy yoga, cardiac rehab, pulmonary rehab, weight management, escape pain and active aging sessions linking in with Age UK;
- Active4life programmes across all leisure centres;
- The Leeds Girls Can (LGC) Ambassador programme aimed at girls who are 14+ targeting those who have a low self-esteem, have a negative relationship with physical activity and face multiple barriers when getting active;
- The Yorkshire 2019 Para Cycling International where Active Leeds were heavily involved in supporting the inaugural Para-Cycling international held alongside the UCI Road Cycling World Championships in September 2019. The service working alongside colleagues in other council departments and external partners delivered a memorable race start in Wetherby and facilitated additional riders through the town with all additional races passing through the centre. Active Leeds also managed an inclusive sports zone in the town centre, enabling come and try sessions in adapted mountain biking, Boccia, wheelchair tennis, adapted table tennis and disability cycling. This showcased the vast range of disability and adapted sports available in Leeds with hundreds of local families and spectators taking part;
- The Positive Futures Healthy Holiday programme targeted disadvantaged families on Free Schools Meal (FSM) to encourage them to access the free provision over the summer where participants were able to access two days of multi-sports and two days of cultural activities whilst having access to a nutritious meal. The programme targeted families living within the 10% most deprived communities in Leeds. 655 participants accessed the provision during the summer holidays and 3000 servings of food were provided to families;

- Working in the priority neighbourhoods to increase participation in physical activity, working with the Communities Teams, Employment and Skills, Housing Team etc;
- Active Leeds have embarked on a mission to tackle physical activity within the workplace and create partnerships with large employers who share our vision. Working with organisations on their health and wellness strategies and advising them on what organisations can be doing to encourage staff to be more physically active whilst at work to create healthy workforces. Currently working with First Group, John Lewis and Npower, as well as, internal departments such as Leeds Building Services and Housing Leeds;
- Working with Scope to help promote mainstream activities and how they are accessible by all and promoting targeted sessions;
- Disabled swimming hubs continue to grow and recent successes include pupils competing in Liverpool and the Special Olympics. There are 6 disability swimming sessions a week across the city. To join these lessons children are required to be assessed and will then be placed in the most appropriate group for their ability. There are 5 options available and so we are able to accommodate most children's needs. Sessions run at Aireborough Leisure Centre, Armley Leisure Centre, Fearnville Leisure Centre, Holt Park Active, Wetherby Leisure Centre;
- Hosted an event for Disabled Access Day in March 2019 at John Charles Centre for Sport;
- Securing £70,000 to support the Sport England Undefeatable Marketing Campaign in Leeds;
- Extra category added on the Leeds Card Extra for asylum seekers to access reduced prices at leisure centres; and
- In 2019 there were 55,115 visits to our leisure centres by 2,206 members who identified themselves as disabled

Sports Facilities

- Aireborough Leisure Centre has opened following refurbishment. This includes a Changing Places facility, gender neutral changing and toilet areas (following consultation with the LGBT+ Hub), family changing, accessible changing and toilets, a pool hoist and improved signage. This is a further example of partnership working within the council, offering a café and library to widen the appeal of the site to the whole community;
- At Middleton Leisure Centre work has commenced on a new gym and entrance area that will further enhance the offer to the community. The site is on one level and also is home to an Aspire Hub;
- Active Leeds is currently investigating locations for a sensory room.
- Work is progressing at Fearnville Leisure Centre to ensure the new wellbeing centre can support the needs of the local community. The first consultation highlighted a need to provide gender neutral facilities, as well as, family and accessible facilities and meeting rooms. Work has already commenced to include a space for Aspire, Adult Social Care, local police and Employment and Skills on the site. Further consultation is due in the New Year;

- Holt Park and Armley Leisure Centres have hydrotherapy pools that can be booked by the public;
- 12 Active Leeds gyms plus fitness classes suitable for ages 12+ at any time unsupervised (excluding Fearnville and Wetherby Leisure Centre's where use for 12 to 15 year olds is at staffed times only). Carers are given free access to the gym and a free induction;
- Ergometer bikes (hand-cycles) are available at Armley, Rothwell, Pudsey, Morley, Aireborough, John Smeaton, Scott Hall, Holt Park, John Charles Centre for Sport and Garforth Bodyline gyms;
- Adapted rowing seats are available at most Active Leeds gyms.
- Dual assisted pulley machines which can provide a full body workout and are accessible to wheelchair users, and recumbent bikes are available at all Bodyline gyms;
- Specific LGBT+ sessions at Scott Hall, Morley and Armley Leisure Centres, for sessions such as badminton, swimming, and other activities;
- Adapted bikes sessions at John Charles Centre for Sport with Adult Social Care utilising the bikes 3 times a week on the track. Wheelchair racing is also delivered at John Charles Centre for Sport; and
- Boccia is played at Armley Leisure centre

Equality Improvement Work

Get Set Leeds – Leeds Girls Can attended a number of women only groups to get their views on what would support them to become more active. They were able to identify a number of barriers that we have been able to include within the resent funding application to Sport England/This Girl Can. Over the next 12, months one of the Leeds Girls Can priorities is to go back to the groups were consulted with and deliver tailored women only physical activity sessions.

Cricket World Cup – Leeds Girls Can delivered a number of six week Bhangra dance programs to girls aged 10 -18 years from across the city. (This work was focused in the lower 10% areas of deprivation.) These were delivered to groups, such as, Friday Night Project in Pudsey and Armley, DAZL and several Secondary Schools. Leeds Girls Can shared the Bhangra dance routine across social media and invited other women and girls to attend the Cricket World Cup Trophy Tour Flash Mob event based at Leeds Trinity Shopping Centre on Sunday 14th April 2019. Over 100 people took part and event video was produced and shared across several social media platforms.

Parks Community Tennis where 11.06% of players across 9 park sites live within the 10% most deprived areas in the UK, 1006 tennis lessons booked at Roundhay park, including Tennis Tuesdays which was women only and 35 Tennis Tuesdays participants at Roundhay Park in 2019.

Run Leeds - The current Run Leeds database has a 65% engagement with women. The recent Run Leeds survey also had 67% response rate from women

Inner East Locality Works - The adapted Ping Pong session from Boston Towers (Lincoln Green) has grown significantly, with regular families attending the doorstep provision week after week. Despite significant language barriers and very

limited facilities in the area, Active Leeds and PingPong4u managed to integrate physical activity into the resident's daily routine. There has now been a transition to a new community venue to allow for more space. Two of the women attending with their children have been on Peter Thompson's Adapted Ping Pong Activities (APPA) training. Now discussing next steps with an aim to create a 'ripple effect' from success of Boston Towers.

The Active Leeds Pop Up Sport offer was crucial in developing positive relationships with community organisations, as well as local families. After developing trust through a regular presence on site at Nowell Mount Park, a word-of-mouth approach attracted high numbers of young people, many of whom had English as a second language. This has seen young people fed into ongoing youth provision at Nowell Community Centre. In addition, Pop Up Sport worked with British Cycling which highlighted that many of the families who were relatively new to the UK, both adults and children, were not able to ride a bike. Though the desire was there, adults who could not ride themselves did not feel confident teaching their children. Following this, an official British Cycling Pop Up event was organised which allowed a traffic-free route for those learning to ride and are working with local people to reflect the need for cycling provision in design of the local park, for example, learn to ride markings, pump track, educational signage etc.

Plans are currently underway to develop a network of English as a Second Language (ESOL) and Learn to Ride programmes in both Lincoln Green and the Clifton and Nowells area.

A physical activity taster session was delivered to a women's group (linked to Migrant Access Project) at Nowell Mount, linking in with local Tai Chi provision. From this session, two women would like to volunteer locally with any physical activity sessions.

Successfully accessed Satellite Club Funding in partnership with the Youth Service to deliver dance sessions for young women at the Compton Centre, Harehills. This was specifically requested by the group of young people as the current provision was quite limited to make-up, crafts etc. Accessing further funding is being explored for Satellite Club Funding to set up football sessions for girls at the Bilal Centre in Harehills This has also been requested by a group of girls who feel they cannot access Leeds United KICKS sessions that are currently taking place.

Well-Being training (including CBE, Tai Chi and Walk Leader training) is to be delivered by Leeds Let's Get Active activators in Boggart Hill. This training has been requested by a group of women local to Seacroft who would like to be able to deliver informal sessions of physical activity for those that are relatively inactive. There are also possible links with Bumps and Babes.

Go Tri - Leeds Girls Can recruited the team of 8, women and girls for the GO-Girl Pilot training programme. All 8 successfully completed the programme and entered into the Go-Tri Event June 2019. A comment from the case study "I never had any belief that I could take on three sports in one go. The sessions have taught me that

it's not as daunting as it sounds and by dedicating time to each discipline, I feel more confidence to go out there and complete a triathlon and maybe even up my distance once GO TRI is done"

Health Programmes

- The Falls Prevention Programme developed programme with evaluation and programme extension;
- Health Referral Programme which includes Aqua Mobility / Health Circuits / Health Yoga / Tai Chi for Health. These activities are delivered in leisure centres and in communities to support people with long term health conditions to become and remain active. Over the last 12 months, attendances have grown from an average of 400 to over an average of 700 visits per week. As a part of the programme, there are opportunities for referrals to access a range of activities that delivered by a range of partners and Active Leeds. The numbers of referrals to Active Leeds has increased from 500 per annum to 1300+. As a result more people are being supported across the city to access local activity opportunities. Active Leeds is continuing to increase its range of referral partners linking closer to Social Prescribing and Neighbourhood Networks;
- Cardiac and Pulmonary Rehabilitation Programmes are delivered along with Leeds Community Healthcare. Numbers have increased and capacity exceeded. There are two programme operating from John Smeaton Leisure Centre;
- Active Leeds presented at a British Heart Foundation educational workshop for North England, Leeds was seen as a model of good practice for rehab services. Currently the demand for services is more than the capacity within the Services. Leeds Clinical Commissioning Groups are currently reviewing the service to ensure there is enough capacity to engage 85% of eligible referrals. (The current level is 52%); and
- The Escape Pain programme is designed to provide support for people with Osteoarthritis in their knees and hips or chronic pain through physical activity. The programme initially was a pilot which commenced in June 2019. The programme has been running across Leisure Centres, Community venues and Neighbourhood Networks which has been great in getting the word out across the city. There have been a wide number of referrals and comments received from those who have finished have been positive, that the programme has made a difference to their condition and they don't feel as much pain in those areas.

Leeds Girls Can Ambassador Programme

Leeds Girls Can have worked with multiple schools across the city running the Young Ambassador programme. The programme runs over a 5 week period engaging young girls in non-recreational sports, aiming to increase their relationship with physical activity, increase confidence, self-esteem and remove fear of judgement. 112 girls have engaged and completed the programme and openly expressed the positive impact it has had on them. One young person stated 'This course has made me realise how much my fear was holding me back and I realised how much I was actually capable of...' The programme has had a

significant impact on young girls across Leeds and provided opportunities for them to try new sports and visit different areas across the city. New Horizon is an all-female Muslim school that Leeds Girls Can have been working with. A high percentage of the girls participating in the programme have engaged in new sports and took part in issue based sessions focusing on sports attire, hygiene and body confidence. Overall the programme has had a positive impact on young girl's city wide.

Physical activity within the workplace

The John Lewis partnership has been a fantastic success and Active Leeds have worked with a group of 90 delivery drivers over the last 12 months to increase physical activity levels and tackle inactivity within the workplace. Working with Allied London at Leeds Dock we have established a range of partnerships with companies that are based at the Dock area and engaging them in programmes and events throughout the year. The ambition has been to develop the healthiest happiest work space in Leeds and develop the infrastructure. There has also been pool bikes for rental, fixed waymarks for social running and walking groups and have developed a movement that encourages active living.

Sport England Undefeatable Marketing Campaign

The national campaign officially commenced at the start of January 2020. This campaign is to help support people with long term health conditions to be physically active. Active Leeds are supporting the campaign by increasing awareness of people with long term conditions that they can be physically active; we will provide this through increased social media, speaking with health care professionals to ensure we have a consistent message going across the city and developing new tools to help support conversations about physical activity. From initial conversations we have learnt that there are diverse and various reasons why people are not active – fear, safety, lack of control, awareness etc. - through this campaign we will discover more behind this and potentially learn how we might be able to support them.

Improve access to Leeds City Centre pavements by making Leeds City Centre more user friendly and accessible by all communities

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 which did not offer a coherent and high quality network that people could easily follow.

Legible Leeds is the name of the city centre's mapping and wayfinding project and since implementation around 10 years ago, it has delivered:-

- 80 on-street wayfinding signs, currently being increased to 120 as more get installed in the Summer of 2020;
- A new, clear, standardised map for the City Centre highlighting the key destinations and attractions; and
- The production of downloadable and printed maps. The map is the most downloaded document from the Visit Leeds website and the printed map has been printed over 1 million times since implementation.

The area covered has been extended and a number of signs included in the Legible Leeds Project has helped connect the West End, Waterfront, South Bank, First Direct Arena and other 'fringe' locations to the retail core of the City Centre.

The overall benefit of Legible Leeds has been to raise awareness of, and improve visitor numbers to the city's key destinations, supporting the City Centre economy. Since Legible Leeds was introduced, it has brought the following benefits in terms of accessibility and user friendliness:-

- 'Heads up' mapping, 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; and
- Sign direct users to destinations using accessible routes.

The network of signs is currently being expanded from around 80 signs up to about 120. These 40 new signs are funded from a variety of sources (including external funding) and they are supporting better wayfinding from and towards the West End of the City Centre (MEPC/Wellington Place development) and The Waterfront and to complement the new Leeds Public Transport Investment Programme/Connecting Leeds schemes on the Headrow, Park Row.

Deliver well designed streets and transport infrastructure that is inclusive, people focused and accessible to all

Connecting Leeds have been working closely with the Access and Useability Group. This group provide advice and guidance on equality issues during the implementation/delivery stage of significant highway and major projects

Officers from Connecting Leeds regularly attend meetings with this group to share proposals and there have been two site visits at the Corn Exchange and the Headrow. The purpose of the site visits was to explain the City Centre proposals with a focus on access arrangements and the impact they may have and moving around the City Centre. The group have fed into various consultation over the 18 months since the Leeds Public Transport Infrastructure Programme (LPTIP) started.

The Access and Useability Group requested if it would be possible to view the proposed materials that were going to be used as it was difficult to understand the full impact without seeing or feeling the textures, colours and paving options. There was a particular concern about the relationship between the footpath and the cycle way. The delivery partner and the council produced a mocked up palette for the group and others to view. The Access and Usability Group and a variety of groups and representatives viewed, discussed and commented on their preferences and the reasons why some were being selected over others. Other representatives from the council's Asset Management and Regeneration Teams have also visited the site.

West Yorkshire Combined Authority were also available to provide and discuss the approach to the Network Visualisations and new battery powered real time information boards with audio (on bus stops).

A number of comments were received from various representatives on the day including paving preference, colour contrasts between paving and cycleway delineator and recommendations passed onto the design team to include in the schemes development and the Bus Information Strategy. The groups attended have praised the process as they felt fully included in the design and development of the scheme.

Ongoing engagement is taking place with the Access and Useability Group to keep them informed of the progress of the design and delivery of the Leeds Public Transport Infrastructure Programme. There is a focus on City Centre Schemes which impact on disabled people, such as, parking facilities for blue badge holders and arrangements for taxi pick up and drop off points.

A range of engagement is undertaken with seldom heard groups during consultation to ensure everyone has the opportunity to participate and provide their feedback. Leeds Involving People have been commissioned to undertake outreach for the programme as they have in-depth knowledge of local communities to ensure they are fully engaged.

Throughout the consultations phases in 2019 public drop-in events were held to ensure that all members of the public had the opportunity to engage with the project team and put forward their views on the proposals. For each scheme a review of the consultation is undertaken with the Communications Team to ensure

engagement with relevant groups / forums in communities. As well as, using local knowledge from Elected Members and Leeds Involving People.

There is a consultation plan and this includes all the methods that are being used by the Project Team. This includes:

- Plans and feedback mechanisms being available online via Commonplace (the council's consultation portal) Information can also be sent out;
- Meetings with local Elected Members and other stakeholders in localities;
- Extended local area leaflet drops;
- Geographically targeted social media marketing posts;
- Multiple drop in information sessions held at community based centres;
- Updates and newsletters sent to all individuals and stakeholders registered on Leeds.gov.uk for updates;
- Email newsletter to Commonplace subscribers; and
- Community outreach and on street engagement at local community facilities undertaken by Leeds Involving People.

Consultations have been undertaken across 5 key bus corridors, park and ride sites across the city, 5 City Centre bus gates and improvements. These have involved:

- Over 42,000 residents, workers and employers engaged in the design development stage during 2018 – 2019;
- A total of 20,000 contributions received ranging from single sentence through to 100 page detailed reports and analysis;
- A suite of 72 carefully designed engagement boards were developed to clearly communicate 46 schemes and the associated impacts and benefits;
- Over 45,000 leaflets, posters and flyers circulated by hand across the city in doctor's surgeries and shopping centres and 35 events were attended by hundreds of interested individuals;
- Representatives from each of the partners delivered over 50 presentations, chaired workshops and roundtable discussions; and
- A substantive and professional social media campaign built of 9 phases spanned Facebook, Twitter and Instagram.

Equality Impact Assessments are undertaken as part of the governance of the schemes.

The consultations on the schemes has ensured all stakeholders have had the opportunity to contribute their views on the proposals of the scheme allowing full analysis and in some cases re-design of schemes going into delivery. Stakeholders have also included members of the public directly impacted by the proposals, bus users, car users, commuters, cyclists and pedestrians.

Now that the schemes are moving into the delivery phase it is extremely important that the City Centre remains accessible for all people working, visiting and socialising whilst the works are on site. Delivery partners are challenged on unsafe working practices with examples of improvements made outlined below:-

- Briefings for site workers including Dos and Don'ts and providing a pocket-sized guide for contractors;
- Checking the possibility of having an audio guide for temporary crossing and feedback;
- Debris-net or red/white banding to be placed on mesh fencing positioned around the works to make more visible;
- Reference the Streetscape Guidance document to learn more about improvements to crossings on the Headrow;
- Working with other groups, such as, the Royal National Institute for the Blind, the council's Disability and Wellbeing Staff Network and local people working in town to provide guidance and advice regarding improvements to be made on temporary crossings; and
- Additional COVID-19 social distancing measures have been put in place by delivery partners particularly in the City Centre to support businesses opening from early July 2020

Social Inclusion is being monitored by all delivery partners and an information template has been set up for the Programme to share and demonstrate successes.

The communications plan for the delivery phase includes:-

- Keeping Elected members up to date with the progress of the scheme and any traffic management arrangements during the works, including letters to residents and local business's directly affected;
- Ensuring safe working practices of the delivery partner, particularly, where there is high pedestrianisation;
- Continuing to work with the Access and Use-ability Group, other disability groups and community groups to ensure they can continue to use public transport and have the relevant information of any service changes during the works and when the works are completed;
- Continuing with targeted social media and website updates to keep the public informed of progress;
- Celebrating success as we start to complete works during 2020 into 2021;
- Continuing to engage with the public to ensure they can travel to their destination on public transport or preferred method of transport;
- Continuing to promote social inclusion with delivery partners;
- An information hub will be set up in the Light Shopping Centre where the team will be available to speak with the public and provide up to date information; and
- All delivery partners have daily COVID-19 onsite checks to ensure compliance with guidance.

To deliver accessibility standards as part of the Core Strategy Selective Review and adoption via the examination process

Two accessible housing standards policies for new build houses have been adopted as part of the Core Strategy Selective Review (CSSR). These standards have come about as a result of changes to national planning policy and Building Regulations. These introduced optional housing standards which a Local Authority can introduce if they demonstrate a need and viability for these through the Local Plan Process. This allows a Local Authority to require the provision of accessible dwelling targets as part of new residential developments to meet the needs of residents. In Leeds there is an evidenced need for accessible housing, to provide housing suitable for disabled people, older people and families with young children.

The Accessibility Standards Policy H10 (accessible housing) which forms part of the CSSR, introduces a requirement for a proportion of new build dwellings both to be designed to be more suitable, particularly, for disabled and older people. The dwellings which are known as M4(2) or M4(3) should provide choice of size, location, type and tenure for people who need them.

The policy requires 30% of new build dwellings to be built to M4(2) standards 'accessible and adaptable dwellings' which are more suitable for many disabled people, older people and many families with young children and includes:-

- Step free access provided into the dwelling. For a house there will not be steps in through the entrance and for a flat above or below entrance level this can be accessed via a lift;
- Additional space is provided where parking is required to make it easier to get in and out of the vehicle;
- More spacious circulation areas and wider doorways;
- A ground floor toilet which is slightly larger than standard;
- bathroom and WC/ cloakroom walls which is strong enough to attach grab rails to if needed; and
- Additional space in key areas to allow people to maneuver and use them.

The policy also proposes 2% of new build dwellings to be built to M4(3) standards 'wheelchair user dwellings' which are designed to be easily adapted so that they are suitable for wheelchair users and include:

- Step free access provided into the dwelling. If it is a house there will not be steps in through the entrance, and if it is a flat above or below entrance level it can be accessed via a lift;
- Additional space is provided where parking is required to make it easier to get in and out of the vehicle; and
- Enough space in the dwelling and with doorways wide enough for a wheelchair user to maneuver.

Most M4(3) dwellings will need some additional work to make sure they are suitable for wheelchair users like the fitting of grab rails in the bathroom. A needs assessment was undertaken that showed there is a need for the policy and that appropriate targets would be beneficial in particular for many disabled people, older people and many families with young children.

Adopted as part of the Core Strategy Selective Review in September 2019, the policy, is now being monitored to assess: its implementation; the number of planning applications and the impact of these planning applications. As the policy has only been recently adopted and this monitoring is at an early stage, it not possible to say yet what the positive impact has been. However it is now being applied to all planning applications which meet the threshold of the percentages required.

Leeds is one of the first Local Authorities to apply the policy having gone through a robust process through the local plan process to get it adopted. It is anticipated that a direct result of introducing the policy will be provision of good quality accessible housing for all, which in particular benefit disabled people, the elderly and young children as well as young families.

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.

Since 2004 the Parks and Countryside Service has assessed Community Parks against the Leeds Quality Park (LQP) standard and has had a year on year improvement in performance. This is set against a financial backdrop that has seen the net budget half. In addition to site improvements the service has worked with the community to establish the Parks and Green Space Forum for Leeds. This brings together 'friends of', charities and environmental organisations amongst others into an umbrella organisation to improve community 'voice' in the management and development of parks and green spaces.

The Forum are independent from the council and have their own selection procedures for membership. The service has also worked with the University of Leeds to undertake significant published and peer reviewed research into community usage and aspiration for the future of parks and green space in Leeds. This has informed the development of the forthcoming Parks and Greenspace Strategy for Leeds.

The University of Leeds research has provided usage information including demographic data down to site level that demonstrates that parks users are representative of the wider community in the city across all protected characteristics. This information builds upon previous surveys conducted between 2004 and 2009 that showed similar results. However, it is notable from the data gathered there is a reduced level of visitation from older people and those identifying as having a disability. This has informed the design of consultation activity for the revised Parks and Green Space Strategy for Leeds and the theme of access (physical and cultural) are key points being explored. The consultation closes in the early summer of 2020 and, therefore more detailed results will be available later in the year.

Managers and technical staff within the service have also attended an Access Workshop with the council's Access Officer to improve understanding of what the

issues are and how they can be improved when designing development schemes. This includes the choice of surfacing materials, the design of benches and seating and through the provision of information and interpretation when installing signage and updating web content.

In addition the Parks and Green Spaces forum identified improving access as one of their key improvement priorities and the council agreed to work with forum members to undertake an access assessment at all community parks to inform development plans and the strategy. Contact was also made with Euan's Guide who have agreed to host the results of the surveys on their platform to ensure visitors have access to information ahead of any planned visit.

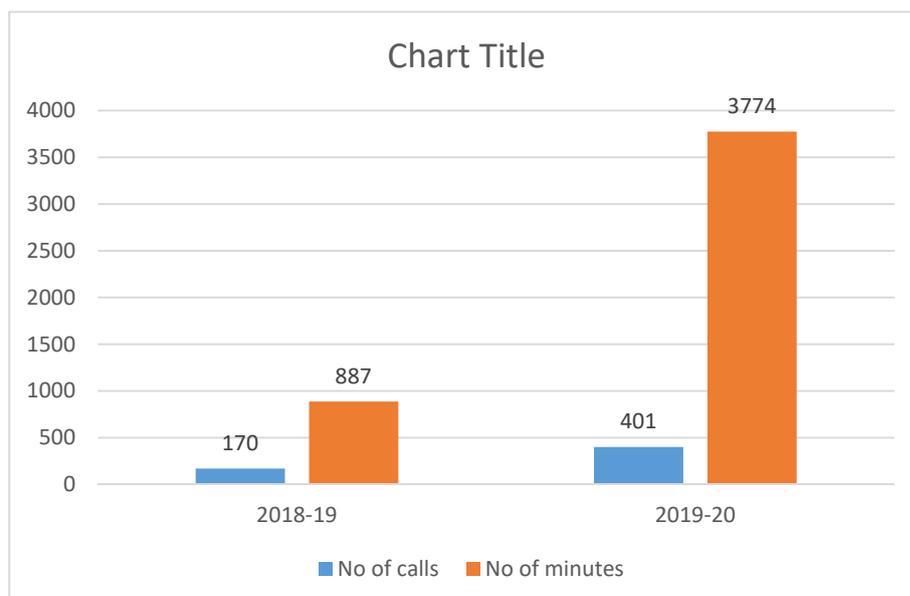
It is expected that this will include details, such as, what is available at the site (toilets, cafes etc.) the footpath type (surface, gravel etc.), an indication of gradient and the location of any steps and alternative routes. The work was planned to commence in the spring of 2020 but is currently suspended due to the COVID-19 public pandemic and will be resumed when safe to do so.

The service is currently consulting on a Parks and Greenspace Strategy for Leeds due to be published in 2021 and this will be informed by the above work.

Improve the customer experience for deaf people

The contract for British Sign Language video interpreting was retendered in September 2018 and SignLive were awarded the contract. This meant that all staff within Community Hubs and Libraries can access the service via a laptop which improves accessibility for Deaf customers.

The graph below shows increased usage of the service since it was introduced:-



The service is now embedded into mainstream work and will not continue to be an Equality Improvement Priority. However, work will continue with the Deaf community to promote usage of the service.

To make the council website (and all associated websites) accessible for all our users

All public sector websites and systems need to comply with web accessibility legislation. The Digital Access Team have recruited specialist staff (some on temporary contracts which now represents a risk) whose remit is to help put in place processes and provide specialist advice.

Content standards and principles work is taking place to address all web accessibility compliance issues. Whilst progress is being made there are still many challenges to address the existing position and establishing a future robust approach for managing the position across our wide and growing online presence. This guidance also applies to the council's intranet.

The Best Council Design Team have oversight on progress of this work.

The council want to have an accessible website which complies fully with equality legislation in all of its digital work. This legislation applies to approximately 130 sites/systems. Clarity is being sought on responsibility for ensuring the compliance of School, Parish Council and Neighbourhood Plan websites all of which we signpost users to.

This work requires service buy-in, appropriate governance and resources to manage and sustain the council's position.

Progress has been communicated and the approach that has been developed to the Best Council Design Team, Management Teams and at staff workshops. Work is currently taking place on future communications.

It is anticipated that during this calendar year that it is likely that the council's approach and position will be subject to challenge and to manage any risk associated with this work.

Work will take place with all areas of the council to help them ensure that existing and new web content and online forms meet the legislative requirements. This will also identify and challenge those that don't and identify resources to achieve compliance.

Strong Economy – Achieving Potential and Improving Representation

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

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. The 3As Strategy - Attend, Attain, Achieve was launched in July 2019 and is the leading education plan for the city which focuses on closing the gap, through raising the attendance, attainment and achievement levels 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 ,therefore, focusing extra support to ensure that children who are disadvantaged make accelerated progress and achieve the same outcomes as their peers.

The three obsessions identified in the 3As Strategy are:-

- **Obsession 1:** All children make the best start to learning
- **Obsession 2:** All children 'In Need' are safe, supported and successful in school
- **Obsession 3:** All children in Leeds read for learning and fun

These obsessions and priorities have been identified through analysis of data and trends. They have been selected to underpin the 3As Strategy and to provide accelerated progress in outcomes throughout the city.

To further address and commit to improving the lives of the most deprived and vulnerable children, young people and their families, the new Child Poverty Strategy for Leeds 'Thriving: The Child Poverty Strategy for Leeds 2019 -2022' was developed. This strategy provides a comprehensive overview of the child poverty work that is being undertaken to tackle poverty and deprivation over the next three years. It focusses on establishing a city-wide partnership entitled the Child Poverty Impact Board to apply robust measures and targets to reduce the negative impact of child poverty.

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.

Outcomes for children looked after vary from year to year, often due to the changing nature of the cohort. Whilst at the primary and secondary exit points there have been improved and sustained outcomes, there are still improvements to be made.

Activity to support this work included:-

- Improved guidance, documentation and workflow for personal education planning went 'live' in January 2020 with a requirement for termly reviews;
- Expansion of the successful pilot of the Building Underdeveloped Sensory Systems: Readiness for School programme for all children looked after aged 2, 3 and 4;
- Delivery of the Booktrust Letterbox book-gifting scheme for 5-11 year olds and Dolly Parton's Imagination Library for all children looked after under the age of 5 and children of care leavers;
- Funding of the Leeds City College Transitions Champion delivering transition support to the looked after cohort to support secure destinations for post-16;
- Appointment of 3 high quality 'new to care' Personal Education Plans co-ordinators to ensure children's progress is accurately benchmarked on becoming looked after and appropriate targeting of support implemented as early as possible;
- Delivery of intensive trauma/attachment training to more than 20 schools and settings to support social, emotional and mental health needs; and
- Commissioning of the Institute of Education Promoting the Achievement of Looked After Children research programme for a second round of investigations/action research by schools and settings into 'what works'.

At the end of key stage 2 38% of children looked after reached the expected standard in reading, writing and maths. This is the same figure as that in 2018 and a 12% improvement on the proportion of pupils achieving this measure in 2017.

At the end of key stage 4 13.2% of children looked after achieved a strong pass in English and maths. This is a 3.2% increase on 2018, although it remains far below the overall figure of 41.6% for all Leeds children.

The Progress 8 score for Children Looked After in Leeds is -0.87, which means on average they make just over half a grade less progress than the national average, compared to the national Children Looked After score which is -1.23, meaning nationally Children Looked After pupils make on average a grade and a half less progress.

Children Looked After in Leeds had an average attainment 8 score of 23.6, an improvement of 3.2 since 2018. This score is also ahead of the national Children Looked After score by 4.4.

For the 7th consecutive year Children Looked After primary attendance has been higher than for non- Children Looked After.

The Virtual School is continuing to grow the number of Designated Teacher Cluster Champions and there are 7 clusters working with Children's Services and work will continue to grow this number going forward.

Secondary attendance in 2019 for Children Looked After has seen an overall decrease. Children Looked After attendance is below the Leeds average for the first time since 2014-15 and below the national Children Looked After figure by 0.8 percentage points. The Virtual School will be increasing its partnership with the

Attendance Service; improving the focus within schools of their looked after cohort; joining up support to children in residential children's homes, and investing in training for schools to better understand the impact of early childhood trauma, abuse and loss and its impact on children's progress and learning.

Special Educational Needs and Disabilities

There is recognition that not all children with Special Educational Needs and Disabilities (SEND) have the levels of attendance and attainment that they should have and that academic progress could be stronger.

Linked to the sustained rise in the growth of the city, Leeds has experienced rising demand for support for children in schools with SEND, including those with Social Emotional and Mental Health (SEMH); this applies to both mainstream and specialist school provision. There have also been increases in the range and complexity of need, and a rise in children experiencing more than one type of need.

In addition, it is well documented that the largest attainment gap both nationally and in Leeds is between pupils with an identified SEND and pupils with no identified SEND.

Data shows that there is a gap in educational attainment for pupils with an identified SEND in Leeds compared to similar cohorts in other local authorities and that this is an area for focused improvement. However, comparisons with national data should be viewed with caution as we are not necessarily comparing like with like. School census returns are based on individual school identification of needs which are not moderated from authority to authority. In addition, Leeds, unlike most authorities, funds all of its learners with a complexity of need with or without an Education Health and Care Plan (EHCP). This means that Leeds has a lower number of EHCPs than other similar authorities and that the majority of the Leeds cohort has far more complexity of need when compared to other local authorities as a result.

Nationally and in common with other local authorities, increased demand has not been matched by increased funding until very recently. Even with this uplift in funding, the additional income will not be realised for several years due to being capped annually.

The Good Learning Places Board ensures identification of need/demand and a joined-up approach to developing special school provision. During the past year a free special school presumption bid was won by the council and sponsors identified. This growing need will now be met by additional special school, specialist places and resourced provision in mainstream schools.

The Learning Inclusion Service has a new structure which now brings together all statutory responsibilities for learners with an identified SEND. This includes all the SEND support teams and teams supporting learners who are missing out on education and could be considered to be vulnerable learners or learners in vulnerable contexts.

Children and young people with SEND do attain less well than pupils without SEND and SEND pupils nationally across all key stages, however, there have been ongoing improvements in some areas:

The percentage of children with an Education and Health Care Plan (EHCP) achieving a good level of development has increased since 2018 up 1 percentage point.

At key stage 2, the proportion of pupils with SEND Support in Leeds gaining the expected standard in reading, writing and maths improved by 2% closing the gap slightly with national figures so that there is only a 2% difference now.

On Progress 8 measures at key stage 4, in 2019, pupils categorised as SEND Support made almost half a grade less progress than pupils nationally, but when compared to the same pupils nationally, SEND support pupils in Leeds made more progress.

A SEND Practice Improvement Multi-Agency Group has been formed with the remit to develop a joint SEND Strategy between partners in health and social care with priorities in the following areas:-

- Improving outcomes;
- Developing integrated pathways for learners;
- Improving SEND and SEMH provision in specialist and mainstream settings;
- Developing personalisation and improving EHCP's; and
- Ensuring there is a graduated approach and continuum of support from Early Help through to Education, Help and Care Plans.

The actions to be implemented through the joint strategy will include:

- Developing a SEND work stream within Early Help which will produce a detailed action plan with partners;
- Early identification of need through good assessment and the implementation of the graduated approach of “assess, plan, do, review” to help secure the right provision for children with SEND and subsequently improve their outcome;
- Align the work of the Learning Inclusion Service with Restorative Early Support (RES) Teams and Early Help Hub;
- Planning and implementing a comprehensive workforce development programme across the partnership including the development of Leeds bespoke SENCO qualification; and
- Developing the funding mechanism that supports inclusion as part of the ongoing funding review and agreeing a plan for change and improvement.

Social, Emotional and Mental Health (SEMH)

The number of learners needing support for Social, Emotional and Mental Health (SEMH) continues to rise in Leeds and nationally, as has been the trend in recent years. This is the case for learners in both mainstream and specialist school provision.

In addition, there has been an increase not only in the numbers of learners with identified SEMH needs but also in the complexity of needs identified. As well as, in the numbers of learners experiencing SEMH needs in addition to other SEND needs. Learners who have SEMH need as a primary or secondary need typically achieve lower educational outcomes than their peers with no SEMH or SEND needs, both locally and nationally.

The Learning Inclusion Service have continued to work in partnership with Leeds health agencies to implement a multi-agency Local Transformation Plan supporting the Future in Mind Leeds Strategy, which seeks to improving support, services and outcomes for children and young people with SEMH needs in Leeds. All of the work detailed here has been in support of this Transformation Plan.

The service has continued their work with schools to promote early help services and reinforce expectations of the support all schools should provide for learners with SEMH needs (by law, all local schools must deliver a local of support for learners with SEND needs, including, those with SEMH needs).

Colleagues in the Healthy Schools Team have continued to deliver the 'MindMate' SEMH curriculum for education practitioners, and also to deliver the MindMate Champions programme. This seeks to reinforce, assure and celebrate good practice in schools in terms of promoting good SEMH for all learners and delivering graduated support for those with additional SEMH needs.

Colleagues in the service have continued to work in partnership with our Area Inclusion Partnerships (AIPs are partnerships of schools in Leeds who the council devolves funding for the promotion of inclusion in schools; the prevention of exclusions; and the provision of additional support for those at risk of permanent exclusion from school - there is often a high frequency of SEMH needs amongst learners at risk of exclusion).

Work has also been undertaken with AIP Chairs and Operational Leads to further refine the offer of support they deliver across the city. This included a greater emphasis on early help and graduated support for learners within their mainstream school and developments to improve, and increase, capacity in off-site education provisions for those learners who need to access intensive support away from their mainstream school for a period of time. In addition, the service has continued to support a specific programme of quality assurance of AIP provision and monitored the sufficiency and capacity of AIP provision.

The service has continued to lead the multi-agency SEMH Pathways Panel which supports school practitioners to plan pathways for learners with complex SEMH needs who have been permanently excluded, are new to Leeds, or cannot be

supported at AIP level due to the complexity of their needs. Numbers of referrals to the Panel have continued to rise.

Finally the service has continued to embed the newly-established Learning Inclusion Service within Children and Families Services. A restructure took place with the aim of aligning and improving coordination across universal learning improvement teams and those teams supporting vulnerable learners, including those with SEMH needs.

Work with schools and AIPs to promote inclusion has achieved very good outcomes in maintaining a very low level of permanent exclusions in Leeds which are currently amongst the lowest in the country. This is despite the challenges in Leeds of high levels of deprivation and, historically, lower than average levels of funding allocated to the council to support SEND needs.

In addition, AIPs can all demonstrate improved outcomes in the SEMH of learners who have accessed AIP support and in the attendance of learners. The AIP off-site educational provision offered by the provider Southway offers the highest number of places in the city. They have reported impressive GCSE results in summer 2019; 100% of learners sitting GCSE exams achieving English and Maths GCSE at level 4 or above, and 100% of learners achieving 5 or more GCSEs at level 4 or above.

The SEMH Pathways Panel has supported over 80 learners with more complex needs to access support during this period. The majority of learners referred to panel are at risk of imminent permanent exclusion from school; the work of the panel has ensured that the vast majority were not ultimately permanently excluded and were provided with tailored packages of support to ensure their inclusion and progression.

Specialist SEMH provision, which is still relatively recently established, was judged as 'good' in their first Ofsted inspection since it was established. This represents a significant improvement given that the former specialist SEMH provision in Leeds was not performing well and was a cause for concern. The service has also significantly increased the numbers of places available in specialist SEMH provision and now provide almost 3 times as many places as we did prior to the establishment of Springwell Leeds.

The service will continue to work in partnership with colleagues in Leeds health agencies to implement the multi-agency Local Transformation Plan supporting the Future in Mind Leeds strategy for improving support, services and outcomes for children and young people with SEMH needs in Leeds. Activities will include:

- Establishing a new role within the Learning Inclusion Service to increase oversight of and accountability for learners vulnerable to poor outcomes, including, those with SEMH needs;
- Continuing to embed the newly re-formed Learning Inclusion Service and ensure alignment between universal learning improvement teams and those teams supporting vulnerable learners, including, those with SEMH needs;

- Continuing to work with schools and education settings to promote an ethos of inclusion and early help and to embed graduated responses to identified SEMH needs within mainstream education settings;
- Consider with partners, possible further developments to the AIP offer from in Leeds, to ensure that the offer continues to align with the changing context nationally and locally;
- Undertake further work with schools, AIPs and other partners to reduce numbers of fixed-term exclusions in Leeds, which are typical of national trends and so are less positive than our excellent numbers of permanent exclusions;
- Undertake further work to embed consistent, quality practice in the reporting of outcomes by our AIPs;
- Review and refresh information about the local offer of SEMH support and ensure it is accurate, accessible and up-to-date; and
- Continue to support our specialist education provision, Springwell Leeds, to maintain its 'good' Ofsted standard and make improvements identified by the school's leadership team.

Children Living in Poverty/ Free School Meals Eligible Children

Poverty is estimated to affect 173,000 people across Leeds (after housing costs are deducted from income). Child poverty is increasing, in Leeds and nationally and it is having devastating impacts on children, the adults they become and on the societies in which children live.

A national report released by the Child Poverty Action Group in February 2020 shows that since 2012, the median poverty gap (how far below the poverty line the average family is) has continued to increase. After housing costs are taken into account, families in poverty are now on average £73 a week below the poverty line, up from £56 in 2012/13. The number of children in poverty where all the parent(s) work full time - be they single or couple-parents has doubled from 200,000 in 2012/13 to 400,000 in 2017/18. The poverty gap for lone parents has risen by 36%. These statistics indicate that over the past five years, more children continue to be pushed into poverty, while those in poverty are further away from escaping it.

Child Poverty is likely to increase further as a result of the impact of COVID-19 and the number of parents who become unemployed as a result of the pandemic.

In 2016, 20% of young people (33,485) in Leeds lived in poverty. Across the UK, more than 4.1 million young people live in poverty. In work poverty is also increasing, with 70% of young people living in poverty having at least one adult in the household in work across the UK.

We know that living in areas of deprivation or in poverty results in differing access to resources, which is an inequality that impacts all areas of a child's life. We also know that statistics show a significant link between experiencing poverty and poorer life outcomes across health, wellbeing, life expectancy, education and employment.

Thriving: A Child Poverty Strategy for Leeds' held an Outcome Based Accountability event on the 15th of October 2019 and was attended by a broad range of organisations across the public, private and third sectors, as well as, school representatives. The event informed the 200 attendees about the current work of the Child Poverty Impact Board and Impact Workstreams and highlighted the importance of establishing city-wide partnerships to help address child poverty across Leeds.

In November 2019 the council's Executive Board approved the new Child Poverty Strategy. 'Thriving: The Child Poverty Strategy for Leeds – 2019 -2022' which provides a comprehensive overview of the child poverty work that is planned to be undertaken in Leeds over the next three years. The strategy details the work of the Child Poverty Impact Board and the six Impact Workstreams which focus on the following areas:

- Best Start for Health and Wellbeing;
- Readiness for Learning and School-Aged Education;
- Housing and Provision;
- Empowering Families and Safeguarding;
- Financial Health and Inclusion; and
- Transitions and Employment

Each workstream is intended to have between one and three projects to implement over a two year period. Updates against each of the workstreams are reported to the quarterly Child Poverty Impact Board, these include project plans and impact assessments.

The key principles of 'Thriving' align to the obsessions of the 3 'A's Strategy:

The 3As strategy was launched with an emphasis on improving educational experiences and outcomes for our most vulnerable children and young people.

A key area of focus for both strategies is the attendance and achievement of those children and young people eligible for free school meals.

An example of work undertaken in 2019 - 2020 to support schools and frontline practitioners working with children, young people and their families eligible for free school meals, is the development of a Free School Meals Toolkit. The toolkit, produced by the Health and Wellbeing Service was launched in September 2019. It provides accurate and up to date information on Free School Meals and is accompanied by a number of tools such as leaflets, posters, and text message templates. It also includes useful forms and contacts, letter templates and pupil surveys in addition to 5 posters designed by children and young people in Leeds who entered a competition to create posters promoting Free School Meals and healthy school meals.

Updates against each of the different work streams provided to the Child Poverty Impact Board are also reported to the council's Executive Board. They provide a wide spectrum update of the work being undertaken across the city to address

child poverty. Below are examples of some of the project updates which have taken place:-

Free School Meals

In April 2018, the Government announced a Transitional Protection (TP) scheme where all children and young people who had an existing written Free School Meals award in place on 1st April 2018, or who later came into Free School Meals entitlement, would keep that award until the roll out of Universal Credit has been completed in March 2023. The number of eligible pupils stood at 17,321 in January 2018. Following the advent of the TP scheme, less than a year later at the time of the recent January 2019 school census, it had already reached 22,500.

Out of the 22,500 eligible pupils, 79.3% took their meal entitlement, evidencing that 4,657 pupils missed out on their Free School Meals (January 2019 School Census Data).

The number of children accessing Free School Meals in Leeds will continue to be monitored alongside the number of awareness raising activities/sessions held to promote entitlement to Free School Meals.

Period Products

The city wide approach to tackling period poverty is based on a collaboration between the Children and Families and Communities Directorates. It also includes partnerships with third, public, private, education and academic sectors. The approach has been led by young people and partnerships have been developed to identify current practice and develop a scheme that meets the need in a non-stigmatising, sustainable way.

Period products have been supplied to 129 schools and 39 community hubs since autumn 2019.

Housing and Provision

Between April and November 2019, the enhanced income team worked with 1,819 tenants and have been able to secure around £2.13m in additional income for them.

The team also made changes to the way their activity and outcomes are recorded to be able to identify the households with children.

- Between April and November 2019 the team worked with 372 households with children and have been able to secure around £559k in additional income;
- The average amount secured for each household with children was £1,500; and
- The team have been able to secure income for households with children from 16 different sources.

Healthy Holidays Project

During 2019, funding for the Healthy Holiday projects totalled £549,598. Leeds Community Foundation managed the delivery of 77 projects, reaching 5,441

children, and 903 adults. All of the programmes provided lunch and some also provided breakfast and/or food parcels. Many used food from Rethink Food and FareShare, and Catering Leeds provided food preparation. FareShare alone distributed 15.21 tonnes of intercepted food, which would otherwise have been considered as waste, equating to 4,375 trays/crates of food with an estimated retail value of £21,645.

Best Beginnings'

This initiative aims to enhance early parenting capacity and increase breastfeeding and relationship building by making available evidence-based information. It provides information via the Baby Buddy app and the Baby Express magazines for the digitally excluded. The project being carried out by frontline services in Leeds has a specific focus on young parents living in deprived circumstances.

The Baby Buddy app provides personalised information to parents to be in the six months after the baby is born and is designed to provide stage appropriate knowledge, awareness and confidence. Locally it is being used regularly by practitioners to support their consultations and delivery of a city wide Pregnancy, Birth and Beyond course.

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

The council's Employment and Skills service worked in partnership with the City of Bradford Metropolitan District Council to commission research in 2016 into the awareness of apprenticeship opportunities and the challenges and barriers facing young people from BAME communities in accessing these. The research outcomes helped us to better understand these issues and shape interventions to address these challenges.

The Employment and Skills service delivered a range of targeted interventions in 2018-19 to support access to apprenticeships for young people in Leeds from BAME communities to including:-

- Commissioning 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; and
- Supporting a pilot pre-apprenticeship recruitment and training programme with the council's Active Leeds service aimed at developing a more inclusive and representative workforce.

Building on these key learning points an Inclusion Plan has been developed which aims to build on the lessons learnt, address the challenges and continue improving access to apprenticeships for young people and BAME communities.

Through phase one of the Inclusion Plan a marketing / communications tender brief was developed promoting Apprenticeships as a positive destination for BAME young people in Leeds. The campaign will target key stakeholders; BAME young

people, parents/carers, key influencers in the community, employers and training providers to promote apprenticeships as a positive destination for BAME young people in Leeds

Activity to date to support the delivery of the Inclusion Plan has included the delivery of additional apprenticeship school engagement sessions in schools with the highest BAME student population in the city, for young people and their parents/carers. These sessions were delivered in advance of the Leeds Apprenticeship Recruitment Fair 2020 to promote the event and outline how to prepare and get the most out of attendance. Promotional material for the events has also been reviewed to ensure it is more reflective of BAME communities in the city.

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.

The Participation in Apprenticeships by BAME Young People 12 month contract actively engaged more than 400 BAME young people of which 29 applied for a minimum of 3 apprenticeship opportunities and 63 received intensive individual on programme support and made 1 apprenticeship application.

The Active Leeds pre-apprenticeship recruitment and training programme achieved 10 applications of which 7 identified as BAME, 2 people started on the programme of which 2 successfully completed their traineeship. 1 of whom identified as BAME.

The marketing / communications plan invite to tender received no applications on two occasions despite engagement with a number of potential organisations that the council engage to deliver other communication / marketing activities across the council.

Education and Skills Funding Agency (ESFA) data on the take up of apprenticeships by BAME young people has previously been released with a significant time lag. Data had not been released since the 2013/14 data until January 2019. Data for the period 2015 – 2019 outlines the number/percentage of BAME individuals starting an apprenticeship is outlined below:-

- 2015/16 – 807 (11.4%)
- 2016/17 – 854 (12%)
- 2017/18 – 655 (11.6%)
- 2018/19 – 950 (14.4%)

This data relates to the learners with a Leeds postcode only.

The data shows an increase of BAME apprenticeship starts from 10% in 2013/14 to 11.4%, 12% and 11.6% in 2015/16, 2016/17 and 2017/18 respectively and an increase to 14.4% in 2018/9. The data identifies Leeds as being ahead of the

national position in 2015/19 with BAME apprenticeship starts at 10.5%, 2015/16, 11.7%, 2016/17, 11.3%, 2017/18 and the 12.3%, 2018/19.

It is important to note that although the number of apprenticeship starts declined overall both in Leeds and nationally for the period 2017/18 the reduction in the percentage of BAME apprenticeship starts in Leeds mirrored the national picture at 0.4%.

The next steps of this work will be to deliver the BAME Inclusion Plan to improve access to apprenticeships particularly for young people and BAME communities. The Inclusion Plan divides into two main phases set out below:-

Phase one of the Inclusion Plan will aim to strengthen the foundations in Leeds with a focus on the following:-

- Commission an extensive and targeted, 2-3 year marketing/communications campaign which will initially precede and then run alongside targeted delivery. The campaign will target key stakeholders; BAME young people, parents/carers, key influencers in the community, employers and training providers to promote apprenticeships as a positive destination for BAME young people in Leeds;
- Develop and strengthen stakeholder engagement within the city to include: schools; key influencers; Elected Members; council services; faith and community groups; specialist providers; apprenticeship training providers; Leeds BME Hub, the council's BAME staff network to ensure working together as a city for Leeds is key to our approach. This will ensure good practice and lessons learned are shared and contribute towards a collaborative city wide response; and
- Develop / strengthen Employment and Skills colleagues through dedicated learning and development opportunities.

Phase two of the Inclusion Plan will focus on programme delivery to maximise schools/sixth form college engagement, support to BAME learners currently accessing Employment and Skills programmes through current European Structural Investment Funds (ESIF) contracts delivered by the Employment and Skills service, business engagement and the development of the Leeds

In addition phase two of the Inclusion Plan will also serve to develop the Leeds Apprenticeship Ambassador programme to ensure a range of ambassador profiles and roles reflective of both women and men from different BAME communities.

This will include ambassadors who have completed apprenticeships in a range of different sectors and occupations, business ambassadors, key influencers in the community and council colleagues from across teams/services who have a delivery responsibility within target areas of the city.

When it is available a review of data on apprenticeship starts by young people from BAME backgrounds from Core Cities will take place to identify areas of good practice/lessons learnt.

Provide effective support to disabled people and people with long term health conditions with a focus on those with poor mental health to access the labour market and sustain employment

Leeds has a higher than average employment rate of 74.6% but against this backdrop, the highest proportion of claimants in receipt of out-of-work benefits were doing are on the grounds of ill-health and the duration of claims was increasingly long term.

In October 2019 there were 26,451 people claiming Employment Support Allowance (ESA) with 54% (14,221) of these claimants reporting a mental health condition, 56% (14,668) claiming for more than 5 years and 52% (13,582) aged 50+.

Many disabled people still face barriers when accessing services and they also face disproportionate social isolation, prejudice, stigma and disability hate crime.

Research carried out by the Equality and Human Rights Commission states “that disabled people are being left behind in comparison with others in society and some groups of disabled people – in particular those with mental health conditions and learning disabilities – experience even greater barriers. More families that include a disabled person live in poverty; access to mental health care is inadequate; and housing and transport fail to support disabled people to live independently and fulfil their potential and aspirations.”

It is acknowledged that although the city benefits from a flexible and committed workforce striving to improve employment outcomes, there is a need to better connect organisations and align existing support measures which traditionally separate an individual’s employability and health needs.

Strategic and operational evidence demonstrates the issue in terms of its scale and intransigence.

Jobshop Services in Community Hubs have been accessed by 5,745 people over the reporting period. Of those, 3% declared a physical impairment, 6% poor mental health and 1% a longstanding health condition. This self-declaration picture has remained reasonably static over time but it does not reflect the experience of front line staff which indicates a steady increase in the number of people presenting with poor mental health. Estimated at nearer 50%, this more closely mirrors the analysis of those individuals receiving out-of-work benefits due to a health condition. The network of Community Hubs work in partnership with a number of specialist organisations supporting those people experiencing mental ill health. The arrangements with some of these organisations - Remploy, Scope and Touchstone include a presence in the Community Hubs to make access to services more open and immediate.

The Service’s expanded employability programme offer has enabled support to an increased number of customers and in profiling them we have been able to tailor support interventions. It has become clear that mental ill health is a condition that many customers present, across all age ranges.

The Employment and Skills service successfully bid for a European Structural and Investment Funds (ESIF) £2.91m programme. The Mental Health Support for Young People Programme (MHSYP) commenced in July 2020 and will deliver interventions to address complex barriers to employment; raise aspirations; deliver skills and training, and broker opportunities with local and national employers. The programme will support 1,100 young people in Leeds.

The service has connected with two Local Care Partnerships (LCPs) in Harehills and Armley to explore ways to better support the integration of health and work services. Having consulted with key practitioners and practice managers we have negotiated some bespoke, targeted delivery and the new approach will be piloted with patients and local residents. A flexible package of support, 'Developing You', has been developed by the service and will be piloted from Autumn 2020, focusing on GP practice patients presenting with poor mental health and/or social isolation who could benefit from an informal package of different interventions.

The Leeds Adult Learning Programme develops the skills, confidence, motivation and resilience of adults of different ages and backgrounds to improve health and well-being and progress towards formal learning or work. It is largely non-accredited, provides first step learning for individuals and communities and is being delivered in some of the city's most deprived communities. A significant amount of this provision focuses on those learners who are more likely to be experiencing or recovering from mental ill health both in terms of the curriculum design, for example confidence building courses and supported volunteering and in the targeting of delivery, for example work with refugees and women who have experienced domestic violence.

During the reporting period over a 100 skills courses exclusively for adults with learning disabilities have been commissioned by the Employment and Skills service through this programme.

The Employment Task Group, which comprises a range of public and Third Sector organisations representing people with learning disabilities, has sought to address the need for a clear accessible and comprehensive resource for people with learning disabilities, focusing on preparing for work and employment opportunities.

The service has commissioned Connect in the North to develop a comprehensive website dedicated to employability support for people with a learning disability in the city and is working on a headline work programme to guide and support activities across the partnership in support of this group.

Work has also commenced on establishing a baseline data position to enhance the quality of and access to the data Adults and Health Directorate has on the employment status of working age service users with learning disabilities. This will strengthen the approach to identifying and providing effective and appropriate support to those who have a desire to progress their journey towards paid employment.

There are also a range of services and activities being undertaken which whilst not specifically targeted at disabled people or those experiencing mental ill health,

provide effective support to these groups. The Employment Hub is a suite of employability programmes for people aged 16 +. All programmes involve personalised support delivered through a key worker model and thus are particularly appropriate for those experiencing complex and or enduring barriers to work. A range of community settings are used for delivery and access to specialist services are included within individualised programmes.

A review of the arrangements for how the council manages, promotes, co-ordinates and secures positive outcomes from its work experience offer was undertaken by Human Resources colleagues and the service. The key purpose of the review was to ensure that the council improves the consistency, quality and accessibility of work experience and placements and better connects those furthest away from employment, including disabled people. A 'soft launch' of the new approach began earlier in the year with some focused, individualised planning for 2 or 3 people with learning disabilities who were attending specialist catering skills provision, to work within the school catering service.

The council, Jobcentre Plus, Leeds City College and a number of other partners have delivered the Hidden Talents Employment Fair' during the reporting period (and for the last three years). Focusing on adults with autism and building on previous success with approximately 200 people attending each Fair. This year's event planned was planned for October 2020 but dependent on restrictions, will again attempt to replicate the positive engagement from some of the city's key businesses and attract a significant number of disabled jobseekers.

The Leeds Healthy Workplace Pledge (LHWP) has been developed as a framework for the anchor institutions to create healthier and more inclusive workplaces. Whilst the collaborative work being carried out has had a focus on empowering managers to be confident when holding wellbeing conversations, work to review organisational culture around employees who are also carers and to deliver on-site Blood Pressure Checks is also underway.

The nationwide lockdown due to COVID -19 has impacted all the service's face to face provision in terms of new recruitment, delivery and the achievement of positive outcomes. It has also delayed the establishment of new provision, for example MHSYP, so it is too early to measure impact.

The pandemic has also stalled other work which commenced in this period, for example, the virtual Hub for people with learning disabilities.

Learning disabled people have been prioritised for support through the council's new approach to work experience which will resume as soon as possible but the new workplace circumstances may impact the appropriateness, speed and complexity of the way forward.

Of the 1,492 people who accessed support through the Employment Hub 3% declared a physical impairment and 15% have declared mental ill health.

During the reporting period 604 of these people were supported into work; 257 with a physical disability and 217 with mental ill-health.

The collaborative approach to the workplace being undertaken across anchor organisations has created the platform to strengthen approaches to workplace wellbeing including empowering managers to hold effective wellbeing conversations

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

For the past three years the Library Service has been leading the city's digital inclusion campaign - 100% Digital Leeds. This a cross-sector collaboration working to ensure that everyone in the city has the digital skills and connectivity they need.

The campaign is led by a small team consisting of four Co-ordinators and a Support Officer managed by the Library Service's Digital and Learning Development Manager. The team has specialist skills and knowledge that include evaluation and reporting, training and coaching, communications and marketing and bidding for external funding; they keep the network up to date, make further connections, understand the problems facing people from their perspective, facilitate, secure external funds to support the network and capture and report the value created.

During the course of a year Leeds welcomes approximately 56,000 people who use public access computers across Community Hub and Library sites over 430,000 times. Access to use these computers is free and supported by a wide variety of staff and training resources in Libraries and Community Hubs.

In addition to provision in Libraries connections and contacts have been developed across the city which help to bring together people with additional specialisms or specific experience of particular issues. As a result, support for digital inclusion is growing across Leeds. The team's overriding aim is to ensure the best outcomes possible by increasing digital inclusion in all communities, although the primary focus is within the council's priority neighbourhoods.

Due to the multi-determinants of barriers faced by some of our communities the service work flexibly and responsively to bring the right blend of experience and expertise to tailor our involvement and support in communities to help address the issues experienced.

100% Digital Leeds is contributing to the strategic priorities of Directorates across the council and communities across the city. Annual update reports to Scrutiny Board have endorsed this approach.

Leeds is the only council delivering a digital inclusion programme of this size, scale and scope – and the only city seeing these levels of success. As a result, Leeds has a national profile and reputation in the field of digital inclusion. This is

illustrated by the number of councils who have visited us to find out more and the number of conferences we have been invited to in order to share our experiences. Engagement has taken place with over 200 community groups and organisations and a wide range of council departments to increase digital inclusion opportunities and activities across the city.

Thousands of people have improved their digital skills as a result of 100% Digital Leeds and community capacity has increased which includes:-

- 2,848 people registered with the Learn My Way platform and completed 14,879 courses;
- 1,940 people on Get Online sessions in Libraries;
- 798 people through the Widening Digital Participation Dementia Pathfinder;
- Over 1,000 people through the tablet lending scheme;
- 1614 Digital Champions trained (including 360 across Health and Care) to help promote the benefits of being online to digitally excluded people in their communities;
- 133 organisations borrowed iPads as part of the tablet lending scheme;
- 31 organisations recruited to the Online Centres network, offering new venues for people to get online and learn digital skills;
- Since the beginning of the 100% Digital Leeds campaign we have engaged with over 200 community groups and organisations, distributed over £100,000 in grants and helped organisations to secure more funding; and
- The most recent grants scheme received over 150 applications and work is taking place to identify and increase available funding.

The Digital Inclusion Team are also supporting organisations who work with: people using foodbanks, people who are homeless or at risk of homelessness, refugees who are starting a new life in the city, people at risk of social isolation, people with a learning difficulty or disability, people with long-term health conditions, vulnerable adults overcoming issues such as substance misuse, domestic abuse and mental health issues. As well as, supporting staff and volunteers working in primary care and social care settings, small businesses and other council departments.

Impact and return on investment is measured using case studies, blog posts, surveys and interviews. Data from progression surveys has enabled the production of figures for return on investment. The data collected so far is a small sample but it is usable and points in the right direction. The table below is a worked example of annualised savings as a result of behaviour changes and channel shift due to the 100% Digital Leeds programme. Figures for Year 2 will be even greater as more data is collected and more people benefit from the 100% Digital Leeds programme:

Service	Savings
A&E	£310,426
GP	£230,427
Leeds City Council	£98,686

Other government offices	£72,703
Jobcentre Plus	£69,370
Total:	£781,612

Work is targeted in the priority wards in the city. Work also takes place with Housing Leeds to focus on three of the council's six priority neighbourhood areas:-

- Lincoln Green
- Boggart Hill
- Holdsworth's and Clyde Approach

An 80/20 approach is taken for the targeted work. 80% of work is in these priority geographic areas with flexibility of 20% to work outside of these areas if other priority groups are identified as at high risk of digital exclusion.

Future work will include:-

- Developing the concept of the local Community Hubs and Libraries as Digital Hubs and ensuring that all staff are digital champions;
- Working with 150 community organisations and 500 Digital Champions to help 10,000 people improve their digital skills;
- Organising network events and workshops for community groups, bringing organisations together to raise awareness and expand the digital inclusion network across Leeds;
- Continuing to work with Good Things Foundation to encourage organisations to join the Online Centres Network and access the Foundation's funding, training and support;
- Continuing to manage the UK's largest and most successful tablet lending scheme;
- Supporting and evaluating the 15 community organisations who received our digital inclusion grant funding to deliver digital inclusion at a hyper-local level;
- Supporting improved health and wellbeing outcomes through digital interventions;
- Increasing skills and engagement with digital self-management solutions through digital champion training and support for Health and Social Care Professionals, people living with Long-Term Conditions and users of social care services;
- Using the learning from our Dementia Pathfinder to test how digital tools and increased digital inclusion can help people with dementia and their families/carers to manage their conditions and improve their quality of life;
- Delivering digital champion training to Health Champion volunteers at GP Practices to enable patients to access digital support to self-manage their conditions from within their practice; and
- Using the evaluation framework to measure improved outcomes across a range of indicators. Our evaluation framework also gives us a methodology that we can use to report the return on investment that digital inclusion brings to residents, the council and the city as a whole.

Ensuring digital inclusion to provide greater access to jobs, skills and learning to reduce poverty

Lack of connectivity impacts on peoples' ability to easily and readily access services and opportunities which adds to financial and rural exclusion.

The council has worked in partnership with other West Yorkshire authorities to enable access to superfast broadband through delivery of the Superfast West Yorkshire and York Contract 2. To move beyond the target of 98% of premises in West Yorkshire with access to superfast broadband by 2021 the Superfast West Yorkshire and York partnership sought additional funding to enable further rollout. Taking advantage of £6.89m of Department for Environment, Food and Rural Affairs (DEFRA) capital funding has allowed the partnership to procure a Contract 3 which is due to be signed in September 2020. On completion of this contract in October 2022 99% of premises in West Yorkshire will have access to superfast broadband.

By enabling 99% of homes and business with access to superfast broadband (at least 24 Mbps) by 2022 we want to improve residential and business utilisation of broadband so they can take advantage of digital services and opportunities which may alleviate financial, social and digital exclusion. Many of the premises that have as yet not benefitted from commercial investment (and hence are in scope for investment through this publicly funded programme) are in rural areas of the District. The programme is, therefore, also helping to counter elements of exclusion based on rurality/location.

In addition to the Contract 3 work noted above which will take superfast broadband to 99% of premises in West Yorkshire the council has also been engaged with market operators to understand their commercial investment plans for the district.

The council has established a Connectivity Board which provides a forum to bring together Officers from across Directorates to understand the broadband infrastructure position of the city. Openreach, Virgin Media and CityFibre are all rolling out full fibre networks to homes and businesses across Leeds. The full fibre solution (Fibre to the premises or FTTP) is the next generation from superfast and is necessary for the industry to meet the Government pledge to deliver gigabit capable services across the UK by 2025. The council will continue to engage with these operators to ensure that they are able to optimise their delivery in the district.

The council is also engaged in 10 year contract with BT to deliver corporate network services to a large number of council owned buildings in Leeds. These services will be delivered over a new full fibre infrastructure which is being built by Openreach.

Where residential or business premises are not in scope for either commercial investment or intervention under the Superfast West Yorkshire programme the council will continue to work with partners to explore other interventions which may be forthcoming from Department for Digital, Culture, Media and Sport. The so-called 'outside in' programme is due to support premises in rural areas which are not targeted for any other investment activity. However, this programme is likely to

focus on the most hard to reach of premises, typically in very rural locations, as such there may not be many opportunities for premises in the Leeds Metropolitan District to receive support through this programme.

Support people out of financial hardship:-

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

Integral to the work on financial inclusion in Leeds has been developing a strong partnership based approach, that has its foundations built on listening to the experiences of those who are directly impacted by financial exclusion and developing together innovative and sustainable solutions.

The work began in 2003 following discussions between the council and Leeds Credit Union. The Credit Union raised the issue of many of its members living in the most economically deprived areas of the city being unable to access mainstream banking services and own a bank account. This led to the first research study and household survey being undertaken, which focussed on asking households on the lowest incomes in the city about their access and use of financial services.

From the dissemination of the findings of the research in 2004 the Leeds Financial Inclusion Steering Group was established, which brings together representatives from across the council, the third and private sectors. The majority of services and organisations represented work directly with people who are impacted by financial exclusion, low income and poverty. This ensures that all projects, initiatives and work developed through the partnership are directed and influenced from the voice and influence of local residents.

Led by the council's Financial Inclusion Team the strategy to tackle financial inclusion has focussed on developing projects and initiatives to ensure that residents on the lowest incomes have access to affordable financial services and are able to access quality marked, free and independent advice when needed. The aim was to reduce the need for high cost sources of finance, such as, doorstep and payday lenders, pawnbrokers and rent to buy options, or in the worst case scenario illegal lenders. The depth and experience of the work undertaken over the past 16 years, means that in times of economic hardship and reducing public sector budgets the council remains well placed to continue to deliver projects and initiatives that make an active difference to the lives and prospects of Leeds residents.

Evidence based policy development has continued to underpin the financial inclusion work in Leeds. The household survey undertaken in 2004, was repeated in 2010 and 2018 in order to ensure that the policy and strategy being developed continued to deliver for those in greatest need. The 2018 survey aimed to gain further insight through for the first time undertaking a more in-depth hour long interview with a small number of residents, in addition to the 900 household interviews.

The full report and its findings concluded that since the financial crisis in 2007/08, households are only now starting to get back financially to where they were in 2004. This means that, the reasons for which the council and its partners invested in financial inclusion interventions, on the back of the 2004 report on financial exclusion are still there. Although there has been some improvement since 2010, the 2018 respondents are less resilient and worse prepared for an external shock or crisis than in 2004, with significantly lower propensity to save and higher likelihood of being in debt.

Further evidence of this, along with data on the use of foodbanks is listed below:-

Credit / Savings

- **July 2019** – StepChange report – *Life Happens* – showed that with saving levels still low, work becoming more precarious for some and millions using credit to keep up with the cost of living, it is hard to build up any sort of protection against life shocks and that household debt remains a significant problem
- **February 2020** – Citizens Advice report - *Negative Budgets: A new perspective on poverty and household finances* - Increasingly, advisers are helping people who simply don't have enough money to meet their key living costs so have no opportunity to save. Large numbers of people are close to falling into a negative budget. Meaning nearly 4 in 5 have less than £100 a month after living costs.
- **March 2020** – StepChange survey report – continuous tracking survey – looks at client outcomes 15 months after debt advice. At each stage of outcomes measurement, clients said they found it difficult to build up savings. For example, at three months after debt advice, only 18% of clients say they have been able to save up any money for future costs that they might need to budget for. Clients present similar results at 15 months after advice. For example only 8% of clients say they already have money put aside in case their income drops

Foodbank Use

The Trussell Trust's mid-year Statistics show that the food bank network provided 823,145 emergency food parcels to people in crisis between April and September 2019, a 23% increase on the same period in 2018. The top four reasons for referral to a food bank in the Trussell Trust network in April – September 2019 were 'low benefit income' (36%), 'benefit delay' (18%), 'benefit change' (16%) and 'debt'.

The Trussell Trust released 'The State of Hunger' research in November 2019, the most in-depth study ever published into hunger and the drivers of foodbank use in the UK. The research revealed:-

- The average weekly income of households at foodbanks is only £50 after paying rent;
- One in five have no money coming in at all in the month before being referred for emergency food; and

- 94% of people at foodbanks are destitute

The State of Hunger Research shows there are three drivers hitting people simultaneously and leaving no protection from hunger and poverty. These drivers are:-

- Problems with the benefits system;
- Ill health or challenging life experiences; and
- Lack of local support

However, Trussell Trust figures cannot be used to fully explain the scale of foodbank use across the UK, because their figures relate to foodbanks in their network only and not to the hundreds of independent food aid banks. Research suggests that Trussell Trust foodbank centres account for roughly two-thirds of all emergency food banks in the UK.

The latest statistics from the Leeds Food Aid Network (Leeds FAN) show that 33,645 people have accessed a foodbank in 2018/19. This is a 21% increase on 2017/18, and is approximately 4% of the Leeds population. When compared to national Trussell Trust estimates of 2% of UK households using foodbanks, Leeds is double the national rate.

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.

Local and national evidence and testimony continues to shape and drive the work to address financial inclusion in the city, examples of the most recent projects and developments are detailed below. The information and statistics detail that year on year the projects and initiatives undertaken have enabled more vulnerable individuals and families to access the support and advice to assist them with their finances and improve their quality of life.

Examples of other initiatives and projects undertaken along with evidence of impact are detailed below:-

Local Welfare Support Scheme

The 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 and fuel provision. Since April 2019 over 2,500 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 and fuel 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.

The previous year (to end of March 2020) has seen a rapid growth of the provision and support provided, in response to the growing need of communities and organisations:-

- 187 Charities, Community groups and Schools have accessed food through the work of FareShare in Leeds as often as every week. This includes 107 Leeds based organisations, 39 Leeds Healthy Holiday Clubs and 41 organisations based in Bradford, Halifax, York and Wakefield; and
- Total food (Chilled, Ambient and Frozen) provided to registered organisations was 492,160kg (179,000kg in 2018) which helped to provide over 1.17million meals (426,000 meals in 2018). The approximate retail value of this food is £750,390.

Since April 2015 FareShare Yorkshire and the Food Aid Network have provided the food parcel service for the Local Welfare Support Scheme. In order to make food bags more accessible it was agreed that from December 2019 there would be food bags in the council's community hubs. Up until March 2020 food bags were in five Community Hubs across Leeds. In the first eleven weeks from introducing this initiative 430 food awards were issued with 112 of these were issued through Fareshare (26%). In comparison to the eleven weeks prior to this 349 food awards were issued and 68 of these were issued through Fareshare (19%). This was 7% rise in food parcels issued since introducing food bags to the five Community Hubs mentioned above.

The trial had been deemed to be successful and it was hoped that it will be rolled out to more Community Hubs. However due to COVID –19 this has not been possible. At the very start of the crisis FareShare Yorkshire made a firm commitment that as a front line service provider that it would remain open and scale up its operations to meet the significant rise in demand for its services, working with its local and national partners.

Advice Provision

The Leeds Advice Service contract is delivered by Citizens Advice Leeds in conjunction with Chapeltown Citizens Advice and Better Leeds Communities. In 2019/20 the Leeds Advice Service assisted:-

- 38,114 clients with over 62,000 problems;
- 41% of enquiries were about benefits or Universal Credit. 26% were about debt, housing and employment;
- 20,878 telephone enquiries were answered;

- 7,237 face to face appointments were provided in 35 different locations across Leeds;
- 18,398 face to face advice assessments were carried out by Leeds and Chapeltown Citizens Advice;
- £6,479,080 of income has been generated for clients through the take up of benefits and grant applications;
- 43% of clients identify as having a disability; 24% experience mental health problems or a long term health condition;
- 46% of clients were from BAME backgrounds;
- 33% of clients have dependent children; and
- 97% of clients rated the service good or very good

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 2018/19 the organisations have helped nearly 3,000 clients to resolve complex debt problems, in addition to those helped through the Leeds Advice Service.

On 23 March 2020 a national lockdown was introduced in response to the COVID-19 pandemic. Leeds Advice Service face to face services, therefore, closed from 23 March 2020 and all staff were transferred to dealing with telephone, email and webchat enquiries, with those services remaining operational throughout. The effect of the lockdown in 2019/20 was marginal but will clearly be very significant in 2020/21.

Face to face services are not expected to resume before September 2020 and social distancing measures and other factors are expected to have an ongoing impact on client numbers into 2021. Work is underway to explore alternative access routes for people who may have limited access to digital services. In June 2020 Citizens Advice Leeds moved premises and the new offices provide much improved facilities for clients while meeting social distancing requirements, which would not have been possible at the previous location. Resuming outreach services presents more health and safety issues that will have to be addressed with partners.

The effect of the pandemic on enquiries is constantly evolving:

- At the start of lockdown there was an immediate increase in consumer enquiries as people sought advice about holiday cancellations;
- This was followed by increases to Universal Credit and Employment enquiries, as people were placed on furlough, lost their jobs or needed advice about rights to dependants' leave etc;
- Enquiries about debt problems and other benefits have fallen, due to several factors -
 - Payment holidays for mortgages, credit cards etc have relieved some of the financial pressure for people in the short term.
 - The increase to Universal Credit, the suspension of benefit sanctions and the DWP's commitment to making payments as quickly as possible have meant a reduced demand for welfare rights advice.

- As these and other measures are withdrawn, we expect to see significant increases in people seeking financial advice. The Money and Pensions Service (MAPS) projects a 60% increase in the number of people with debt problems in the next 18 months.

In addition to locally funded advice provision, the Leeds Advice Service partners have continued to deliver nationally funded advice - the Help to Claim service and Debt Advice Project to ensure that Leeds residents can continue to access the help they need.

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 over 37,000 today. Current work and projects include:-

- From October to December 2019 Leeds Credit Union lent over £2,300,000 to members in Leeds and Wakefield collectively saving the community over £1.7m in high interest charges;
- LCU were shortlisted for the savings provider of the year and winner of lender of the year alongside household names such as Yorkshire Building Society and HSBC at the Yorkshire Finance awards for their work in providing ethical, affordable financial services in the local community;
- The interest that a credit union charges on loans is limited to 42.6% APR. This means that those who took a loan from the credit union over the Christmas period will collectively pay approximately £1.7 million less in interest repayments than they would have paid with high cost lenders (such as the money shops, doorstep lenders and pay day loan companies). The £1.7 m saved is a real boost for the local economy. It keeps this amount of money in local people's pockets, rather than flowing out of the community to the high cost lending companies;
- As well as providing affordable credit the Christmas Club savings scheme has been going from strength to strength to make Christmas a less daunting time of year financially, particularly since the demise of other large savings clubs such as Farepak. Customers have saved over £720,000 in Christmas club accounts this year averaging nearly £400 each;
- LCU continue to work in partnership with the council by attending team meetings, providing drop in sessions for employees to Financial Inclusion Conferences and Landlord Conferences in order to promote the Bill Paying account, low-cost loans and flexible savings accounts. LCU work closely with the third sector to ensure that support is available to the most vulnerable within the Leeds community;
- Between April 2019 and February 2020 LCU served over 148,000 customers in branches and received nearly 4,000 loan applications;
- Considerable work has taken place to ensure that the application process is now mobile friendly. A new application form will be launched in April along with a dedicated mobile app and improved online banking. Investment in digital marketing over the last 12 months has seen a large increase in traffic to the website and LCU have set ambitious targets to increase the membership of LCU over the coming months;

- In March due to the COVID19 Pandemic, LCU worked closely with the council to ensure they supplied the best level of service provision in unprecedented circumstances. LCU have provided strong support both online and on the telephone throughout, as well as maintaining full branch provision in three council buildings (Merrion House, Armley, Dewsbury Road) as well as their privately owned city branch; and
- New research funded by the Money and Pensions Service tested how saving through a workplace payroll scheme can help people improve their financial wellbeing, and ultimately encourage more employers across the UK to offer similar initiatives. The studies are being run by the Financial Inclusion Centre, and tested amongst the workforces of Leeds City Council and York Teaching Hospital NHS Foundation Trust. Both offer payroll savings schemes through LCU. The trials examined how workers could benefit from being able to save or repay affordable loans through automated deductions from their salary with a credit union.

Frontline Staff Training

In order to increase awareness across council services of the issues people face in relation to financial exclusion and poverty, training sessions are delivered to frontline services. These sessions were aimed at staff who are in daily contact with residents, with the emphasis on accurate signposting to enable staff to direct people to services in order to obtain the right advice at the first contact.

Officers across a number of services (including Housing, Customer Access, Welfare and Benefits, and Public Health) receive overviews relating to poverty, financial exclusion and the impacts of welfare reform, affordable credit and advice services. Children's Services have also committed to roll out this training to its frontline staff. 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.

Holiday Hunger Initiative

The Financial Inclusion Team has supported Healthy Holiday programmes since 2018. Prior to COVID-19, the programme had already been bringing together support from the third sector and private sector and is an example of how the city has been able to come together to tackle food poverty and insecurity and support families out of poverty. During 2019, funding for the projects totalled £549,598. Funding came from the council's Communities and Environment Directorate, Jimbo's Fund, the Asda Foundation, the Pears Foundation and the Department for Education (DfE). The average cost per project was £7,138. Leeds Community Foundation (LCF) managed the delivery of 77 projects, reaching 5,441 unique children and 903 adults. There was a total headcount of 51,576 young people and 2,686 adults benefitting from the programme.

All of the projects provided lunch and some also provided breakfast and/or food parcels. Many used food from Rethink Food and FareShare, and Leeds Catering Services offered food preparation. FareShare alone distributed 15.21 tonnes of intercepted food, which would otherwise have been considered as waste, equating

to 4,375 trays/crates of food, with an estimated retail value of £21,645. The Leeds approach during Summer 2019 used a mixed model of provision, from a range of third sector, local authority and school based projects. This mixed model of provision was found to add value through allowing services to engage families in accessible locations and familiar community based venues.

By working closely with Public Health to supply resources and training, Leeds aimed to balance providing food with good nutritional quality and provided recipes and free fruit as snacks throughout the programme. At the council's Community Hubs, wider support was available, such as, benefit and debt advice services, libraries, free digital access, job shops etc. Families also have access to housing support, voluntary employability support and educational support via the library provision. Healthy Holiday projects brought families to the Community Hubs for food and activities for children but also led to engagement with the parents beyond the holiday period.

The programme is supported by cross-departmental work in the council to unlock resources and support the Healthy Holidays Task and Finish Working Group. This Group agreed council funding of £150,000 to support Healthy Holiday Projects in 2020. The funding is from Communities and Environment and Children and Families Directorates. Leeds Community Foundation have also secured match funding from the private sector providing in excess of £320,000 for Healthy Holiday provision throughout 2020. The council also supported Leeds Community Foundation's successful bid to the DfE's Holiday Activities and Food Programme (HAF) Summer 2020 fund, which is a joint bid with Bradford. This has brought an additional £450,000 to fund Healthy Holiday projects during summer 2020.

When lockdown took effect in mid-March 2020, plans for Healthy Holidays had to be amended and it was quickly recognised that delivery would have to be significantly adapted. Leeds Community Foundation created the 'Healthy Holidays Leeds Covid-19 Response' Fund; and 31 third sector organisations were able to provide food and activities from April 2020 onwards. For summer 2020 provisions, the DfE HAF fund was distributed to schools, third sector organisations and Community Hubs. Provisions continue to be significantly different compared with previous years, with organisations providing food parcels and take home meals, as well as, a variety of both digital and practical activities for children to complete at home and within safe social distancing guidelines. The council also utilised £80,000 of funding to address issues of digital inclusion, through the purchase of 97 digital devices which were loaned to families with no other means of participating in digital activities.

Illegal Money Lending Team

Leeds Credit Union are working in partnership with the Illegal Money Lending Team (IMLT) the council to raise awareness of the dangers of borrowing from illegal money lenders, more commonly known as loan sharks. The IMLT regularly run an outdoor advertising campaign in Armley. The 24 hour helpline number to report loan sharks is displayed on a billboard in a prominent location and also visible on the council's fleet vehicles.

A new book which aims to warn children, and their parents, about the dangers of loan sharks was launched at New Bewerley Community School in Beeston last October.

The council's Dewsbury Road Community Hub was awarded a grant by the England Illegal Money Lending Team (IMLT) to produce the book, which has been written by Sylvia Simpson, the Chief Executive of Money Buddies. Hilary Benn MP, Councillor Paul Wray joined author Sylvia Simpson, storyteller Robin Simpson, staff from the MLT and Dewsbury Road Community Hub and children from New Bewerley Community School to celebrate the launch. The book, funded by the IMLT from Proceeds of Crime funding, is set to be distributed to schools across Leeds and will also be available from all libraries in the city.

The IMLT opened their Proceeds of Crime (POCA) Funding bids on 1 April. 2019. This allows local organisations to apply for up to £5,000 to support a local initiative which has helped multiple community projects across England. The team are continuously working with the council and Leeds Credit Union to encourage citizens to begin to save and will be running further schemes to incentivise people to open a credit union account and start saving.

During the COVID-19 pandemic the team continued to provide specialist support, help and advice for victims.

Over the next year the focus of our activity will be understanding the continued impacts of COVID-19 on poverty and financial inclusion, and how we can adapt and deliver services to support those most in need. Understanding the particular impacts on equality groups will also be necessary.

A skilled and diverse council workforce – achieving potential and improving representation:

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

From April 2019 to March 2020 there has been a range of corporate work supporting this work across the council, which focused on:-

- The council's current workforce profile, and equality monitoring approach;
- Feedback from the annual staff survey, which is an important gauge of the everyday work experience for our employees, and is used to drive improvement and change in the workplace;

- Pushing inclusion up the priority list for everyone in the council, including raising the profile of key causes and events throughout the year and the ongoing support for our Staff Network groups;
- Continued focus on quality appraisals for all staff;
- Supporting lower paid workers, the living wage and the Gender Pay Gap;
- Apprenticeships for council staff; and
- The review of the council's Inclusion and Diversity training offer

A new five year People Strategy 2020 - 2025 will frame much of the future work around creating a skilled and diverse workforce, and is an important starting point when considering the full range of activity across the council. It also sits at the heart of the new Branding and external promotional approach.

Inclusive and Welcoming

The council's staff networks play a growing, positive and influential role at the council. More than 1000 council employees are actively engaged across the seven staff network groups, which provide a 'first stop' engagement forum for the organisation to consult with on changes in service delivery or staffing matters before potentially reaching out across the wider groups of colleagues. The council have the following network groups:-

- Black, Asian and Minority Ethnic (BAME);
- Lesbian, Gay, Bisexual and Trans +;
- Disability and Wellbeing Network (DAWN);
- Early Careers Network;
- Healthy Minds;
- Women's Voice; and
- Carers Network

Across the networks there are three common priorities for action:-

- Career progression & equity of opportunity;
- Inclusive workplaces, where individuality is acknowledged & respected; and
- Challenging the digital divide & increasing engagement with front line colleagues.

Work against these priorities is delivered across the staff networks and in conjunction with colleagues in Human Resources, the Communities Team and across the wider Senior Management Teams.

The staff networks also work together to deliver two main sessions each year

- National Day for Staff Networks; and
- Staff Network Conference, as part of the wider National Inclusion Week offering.

This is backed by a fantastic, year round programme of training, events and engagement often linked to national and international high profile occasions, for

example, Black History Month, Pride, International Disability Day, Carers Week, International Women's Day and National Inclusion Week.

In 2019 the council held the first event for 'Show Racism the Red Card', a collaboration between the council, Trade Unions and the BAME staff network. The event highlighted the need to tackle racism in society and was attended by over 60 colleagues from across the council. Senior leaders and Elected Members supported the event by attending and speaking. The aim for 2020 is to broaden the reach of this event even further to front line colleagues and more non-BAME colleagues.

Another first for the year was the joint BAME Staff network and Women's Voice event in support of International Women's Day. At this successful event colleagues came together to hear from speakers, discuss issues affecting them and to celebrate International Women's Day.

In 2019, the Staff Networks conducted their own survey to compliment the annual corporate staff survey, adding further valuable feedback to help the council improve the work experience for all colleagues.

The council has accreditation and recognition around inclusion in the following areas:-

- Disability Confident Leader status awarded in October 2019.
- Stonewall Top 100 Employer
- Mindful Employer Status since 2011

Increasing the Proportion of People with Protected Characteristics Recruited and Current Workforce Profile

The council introduced a new online e-recruitment system in January 2020, improving accessibility. Changes included:-

- Creating a simplified recruitment policy with more accessible standards following broad engagement with stakeholders including staff networks, Trade Unions, recruiting managers and applicants;
- An updated website that has incorporated accessibility standards and updated accessibility statements; and
- Improved support for workforce planning, enabling the council to focus its recruitment activity to retain and attract a more inclusive workforce which represents the communities in Leeds.

The council knows that they can do more to make sure that they are representative of the city (compared to 2011 census data) and the trend since 2011 continues to show that there has not been significant real change or improvement in the diversity of the workforce.

Since August 2018 the council have been asking staff to update their equality information to make sure we have the most accurate information for current staff and they have introduced an option for people to disclose additional gender

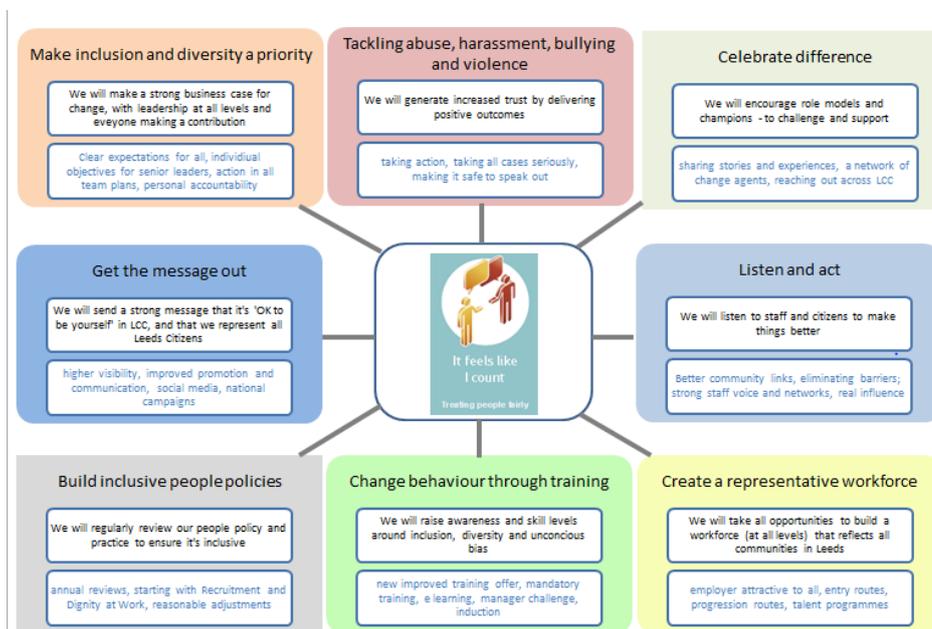
details. The overall level of disclosure for March 2020 is 65% representing an increase in disclosure rates across the characteristics, with the exception of disability with remains at 90% disclosure.

Workforce Profile 30th March 2020

		Headcount	% of overall headcount	2011 census says
	Overall	15091	100%	
Gender	Male (Incl Trans)	5918	39%	51% of Leeds residents are female, 49% male
	Female (Incl Trans)	9173	61%	
Gender – same as assigned at birth	Yes	2776	18%	No comparative data
	No	42	0%	
	Not declared	12273	81%	
Age	16-25	1062	7%	15% of Leeds Citizens are aged 16-24
	26-40	4340	29%	
	41-54	5638	37%	
	55-64	3648	24%	
	65+	403	3%	
Ethnicity	BAME	2050	14%	19% of Leeds citizens are BAME
	Non BAME	11568	77%	
	Prefer not to say	26	0%	
	Not declared	1446	10%	
Disability	Disabled	932	6%	17% of residents have a long term health problem or disability
	Not disabled	12513	83%	
	Prefer not to say	104	1%	
	Not declared	1542	10%	
Carer	Carer	1446	10%	10% of Leeds
	Not a carer	7936	53%	

	Prefer not to say	118	1%	residents give at least 1 hour of unpaid care per week
	Not declared	5591	37%	
Sexual Orientation	Heterosexual	8878	59%	No comparative data.
	LGB and Other	469	3%	
	Prefer not to say	147	1%	
	Not declared	5597	37%	
Religion	Religion stated	10111	67%	27% of Leeds citizens stated that they had no religion
	Prefer not to say	125	1%	
	Not declared	4855	32%	

The council continue to work on a range of fronts that will help us build a more inclusive and representative workplace:-



Increasing Representation at Leadership and Management Levels – Apprenticeships.

In order to develop the current and future workforce, the apprenticeship levy is being utilised to develop a wide range of new and existing staff. An exercise has been undertaken to match council roles to relevant apprenticeships standards, to demonstrate the scope and potential of opportunities available. A Leadership and Management Apprenticeship offer is also available. Links have been developed

with local Universities, Colleges and apprenticeship training providers to deliver apprenticeships, but some levels are being delivered internally by trainers within the council, following a successful bid for Employer Provider status.

For technical apprenticeships that aren't offered locally the council have developed relationships with providers further afield to support the developments of our workforce and fill skills gaps.

Management and coordination of apprentices with external providers is carried out by Human Resources and the Employment and Skills Service who manage the Employer Provider Model. Links are made to a variety of opportunities to promote the apprenticeship offer including the Leeds Apprenticeship recruitment Fair which is held annually at the Leeds Arena event and Industry Seminar. The council maintain links with 6 target schools across the city from areas of deprivation to build a greater awareness of the opportunities and apprenticeships the council offer.

The government public sector target requires that 2.3% of the workforce are apprentices at any one time. For the council this target equates to around 353 apprenticeships and can be applied both to new joiners and to upskill existing staff where there is a demonstrable business need.

At the 31st March 2020 the council has increased the number of apprentices to 766. The council have apprenticeships operating in over 85 different standards across all levels from 2 to 7 which equates to a £4M spend through the Apprenticeship Levy.

The council have ensured that staff have a positive experience and this is demonstrated by an 80% pass rate for apprentices. There is also a high retention rate with around 90% of apprentices gaining full time employment with the council following completion of their apprenticeship.

Of the 196 apprentices who achieved their apprenticeship: -

- 108 progressed into a higher graded role;
- Of the 108, 15 were BAME (14%);
- Of the 108, 3 were disabled (3%);
- Of the 108, 49 were male (45%); and
- Of the 109, 59 were female (55%)

As member of the National Apprenticeship Ambassador Network the council are able to share information and experiences with a range of sectors in the Yorkshire and Humber region and also provide feedback on legislation and guidance nationally. Sign up to the Apprenticeship Diversity Champions Network is also being considered.

In addition to the work the council are doing internally to train apprentices they are also working with Leeds Beckett University and other anchor institutions across the

city to consider how to maximise the use of the 20% transfer facility to support Small and Medium Sized enterprises in Leeds to access training opportunities.

In line with the developing the People Strategy the council continue to work with services to better forecast potential opportunities through workforce planning. The workforce planning approach is currently being refreshed to ensure support services are working together to facilitate the development of long terms service plans.

Linked to the People Strategy the council are also considering the talent management pipeline to support more people furthest away from employment to access employment opportunities and for those in employment to access opportunities for career progression. This will be achieved through a review of the current work placement and experience opportunities, through to how this connects with apprentices, graduate and in-house development of future leaders and technical experts.

The council have linked with 6 target schools in the most diverse and deprived areas of Leeds. In partnership with the school's career's teams the council:-

- Held sessions for different age groups to promote Local Government Careers;
- Took a 'whole family' approach and held sessions to educate parents on Local Government careers;
- Were on site on results day and were able to offer alternative options to those who had not achieved the results they hoped; and
- Targeted recruitment to under-represented groups and as a result 48% are recruited from the top 30% most deprived neighbourhoods in England.

The council are proud to deliver an Apprenticeship Programme that not only provides development, enhancement of careers and confidence to our workforce, but also acts as a catalyst in the city to further the Inclusive Growth Strategy. Working together to grow the Leeds economy and ensuring that everyone in the city contributes to, and benefits from, growth to their full potential.

Increasing Engagement Scores - Staff Survey Feedback

The staff survey continues to provide important insights into the everyday experience of colleagues which shapes our responses. The latest staff survey was conducted in summer 2019. Over 7000 employees completed the survey (48% of all staff).

The council achieved an average score of 7.5 out of 10 for the question 'If a friend asked you to give a score from 1 to 10 working for Leeds City Council, what it would be?' This has remained the same as in 2017. Top Areas of performance were:-

- "I know what is expected of me at work" (92% agreed);
- "I get help and support from colleagues when I need it" (88% agreed); and
- Four in five survey respondents agree that "I enjoy my job at LCC"

The council are not complacent and will be working hard to continue to address concerns highlighted by staff. All services and teams have developed action plans in response.

Appraisal Rates 100% - Quality Appraisals

The council consistently sees a high level return on the mid and full year appraisal cycle. 98% of all appraisals were completed on time for all staff in the last appraisal round in June 2019.

Staff feedback in the annual survey suggests that the quality of appraisal experience for staff improved in 2019. Human Resources will continue to work hard to ensure everyone has a quality appraisal that they value and helps them to be their best.

Reduce the Gender Pay Gap

The council's gender pay gap has continued to improve and the gap between women and men's pay fell to 5.9% in 2019. The investment to address low pay has contributed to this success. In addition, the commitment to staff networks, apprenticeships, coaching and mentoring and diversity training have also contributed.

Maintaining 'living wages' Across the Council

With effect from 1st April 2020 the council increased its minimum pay rate to £9.36, which is equivalent to the living wage foundation rate. This reflects the continued commitment of the council to address low pay.

The commitment to helping low paid staff has widened to cover workplace Financial Wellbeing. Given high levels of personal debt in the UK, with associated impacts on people's lives, it is recognised more can be done to address this by employers and the council have developed an approach to support employees to overcome challenges, recognising this can affect their performance at work. The work has included:-

- Closer working with the Leeds Credit Union offering discounted loans to staff;
- Getting behind the issues staff have with a survey jointly run via the Credit Union and national Money Advice Service;
- An assessment of practices elsewhere and new products that are being developed for employers to support a Financial Wellbeing agenda; and
- Improving awareness and communications

These actions have made a difference across the council workforce continuing to raise the profile of inclusion and diversity matters, developing a more accurate picture of the workforce and focusing on good quality appraisals and support for staff, with a particular focus on low pay which is evidenced in the engagement

scores. Work carried out by the apprenticeships team has targeted and benefitted the pupils from 6 schools from areas of deprivation.

The emerging People Strategy 2020 - 2025 will act as the main framework to enable long term strategic diversity and inclusion activity.

Shortly after the reporting period for this report events have had a major impact on all colleagues. In particular, the disproportionate impacts of COVID-19 on many BAME communities and issues raised through the Black Lives Matter movement have been felt by BAME colleagues in the workforce. Working together with the BAME Staff Network the council are taking action on the issues raised.

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:-

A skilled and diverse council workforce – achieving potential and improving representation:

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

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 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 the citizens of Leeds and can meet their needs; and
- 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 and Health Directorate; the following pointed to more focused work needing to take place based on the **ASC Workforce Profile at July 2020**. (This is for Adult Social Care workforce which did not include Public Health)

	Headcount	%age	Not declared
Total	1542		
Women	1266	82%	
BAME	242	16%	6%
Disabled*	99	6%	7%
LGBT+	54	4%	38%
Carers	232	15%	39%
Religion stated	1045	68%	32%
Age – under 40	449	29%	
Age – over 41	1093	71%	

A range of work has been undertaken in the Directorate which includes:-

- Promotion of Mentoring and Coaching across the Directorate, particularly, focusing on underrepresented groups becoming mentors or mentee's;
- Launch of the unconscious bias training with a focus on all managers completing this not just recruiting managers not just recruiting managers but all managers to complete this.
- A new E-Recruitment system launched in December 2019 including tool kits on Value Based Recruitment.
- Holding an Adults and Health Staff Equality Conference which was due to be held in April 2020. Unfortunately the COVID-19 pandemic forced this event to be cancelled. At this stage, no date has been set for a future event, though it is likely it will be after physical distancing is relaxed.
- The Contribution from the Directorate to the Disability Confidant application.
- Having a Promoting Equality and Diversity Award at the Directorate Staff Awards Ceremony.
- Joint Event with NHS Organisations on Equality Staffing Issues

Moving forward an Equality Champion role will be established across the Directorate. Their role will be to inform and support equalities best practice from a service perspective whether they are a frontline care worker, an admin worker, a commissioning manager or an approved mental health professional. While there

may be practice that is specific to an area it is suspected there will be common characteristics of good practice that the Directorate would want to learn about, reflect on and share.

The figures below demonstrate the increase in equality/protected characteristics that staff updated on the “bring your whole self” to work campaign. The numbers show an increase, but it also allows the Directorate to work harder to increase these figures; year on year. This work will remain a focus for the coming years.

July 2018	Headcount	% Overall disclosure (including prefer not to say)
Health Partnerships	16	91
Integrated Commissioning	73	83
Public Health	73	61
Resources and Strategy	66	78
Social Work and Social Care Services	1175	70
Transformation and Innovation	32	80
September 2019	Headcount	% Overall disclosure (including prefer not to say)
Health Partnerships	22	94
Integrated Commissioning	82	84
Public Health	76	69
Resources and Strategy	73	84
Social Work and Social Care Services	1205	73
Transformation and Innovation	35	87

The next Senior and Middle Manager event will focus on the 2 strands of:-

- How the directorate can effectively engage with the Equality Hubs ; and
- How we can further support the Staff Equality Networks.

The Organisational Development group (OD Hub), led by the Directorate in partnership with NHS organisations, hosted an event bringing together Organisational Development Leads, Equality Leads and representatives from staff groups, from across NHS organisations and Adults and Health. This was to share best practice in Equality and Diversity and to act as a supportive forum for ‘check and challenge’ and to showcase work in this area across organisations.

Work will take place to:-

- Continue to promote and expand the staff network groups across the council for 2020;
- Continue to share best practice and drive forward the Adults and Health Equality Board agenda for 2020;
- Aim to engage with our Health, Safety and Wellbeing teams, particularly, since COVID-19 given the higher risk categories announced by Public Health England, for example, people who identify as BAME; and
- Continue to develop mentoring across all groups of staff

Children's and Families Workforce Equality Improvement Work

The Children's and Families established a Cultural Identity/Inclusion Steering Group in 2019 to look at issues such as recruitment/progression/representation of the community of Leeds and confidence and competence of practitioners to understand and support a range of cultural needs for children and families. This includes reviewing how the Directorate incorporate the voice and influence of children and young people, parents and carers into improving practice for both internal and external customers.

Cultural identity and inclusion goes beyond a general description of equality and diversity, to individual and personalised approaches to recognising identity which is complex and can be challenging to describe.

The Directorate received feedback from their Customer Relations Team that members of the workforce sometimes make assumptions about customers based on their ethnicity, for example, Black/African rather than their cultural identity, such as, French/Congolese. This can lead to gaps in meeting the needs of customers and could also impact on employee relationships. The Directorate are seeking to improve their monitoring and recording systems in order to learn from customer case studies where appropriate.

The Directorate want colleagues to be curious, respectful, inclusive and supportive of cultural identity including sex, disability and sexual orientation, as well as, faith and ethnicity. This increased understanding and acceptance will lead to improved relationships, a healthier and more confident diverse workforce, with career progression for minority groups so that they achieve their potential. In the longer term this will enable a more representative workforce.

The review of the cultural inclusion learning offer and resources was carried out to ensure that the range and quality of content in the programme was sufficient to meet the needs of the wider Children's workforce. Targeted work will take place with teams who have direct contact with the communities.

Consultation has taken place with children and young people about what cultural identity means to them and how the Directorate can support safe and meaningful conversations about this challenging but crucial aspect of individual lives.

An action plan has been developed which is reviewed regularly by the Steering Group.

Living Wage

All staff received a salary of at least the 'real living wage' of £9 per hour in April 2018 which increased to £9.30 in April 2020.

Staff Engagement

The Workforce Development Team have delivered team based learning to 2 targeted teams in 2019 to improve communications and relationships and 'feeling valued' which were themes identified in the staff engagement survey.

The Directorate delivered learning and development relating to supervision and appraisals in 2019 in order to support staff development and progression which was identified in the staff engagement survey.

The Adults and Health Directorate won Social Work Employer of the Year in 2019 which is a reflection of our excellent recruitment, engagement and retention.

Manager Training

Targeted learning has been developed in response to the 2019 staff engagement survey, such as, 2 day Manager essentials and 'Thrive' - for staff to improve relationships and support. Following the pilot of this learning further training will be delivered during 2020.

Values Based Learning

The continued monthly roll out of Restorative Practice training supports improved communication, effective support and challenge and developing collaborative relationships. The restorative culture promotes the use of positive role modelling and inclusive practice. 12,000 internal and external colleagues have benefitted from this learning to date.

Volunteering

Staff are able to take 10 hours for volunteering per year to undertake volunteer work with local communities. This helps to increase understanding and awareness of diverse communities. Volunteering is supported and encouraged in the city's most deprived areas as a route to employment through initiatives, such as, Families First.

Recruitment and Diversity

There has been an increase in the numbers of graduates on placement to improve the representation of young people in the workplace, from 5 in 2018/19 to 8 in 2019/20. Of these 2 graduates were offered permanent positions in 2018 and in 2019 3 were employed beyond the end of the programme.

The mentoring scheme for graduates has been developed further to ensure that they feel valued and achieve their potential, as well as, progress within the organisation.

There is a Child Friendly Leeds enrichment offer for vulnerable children, including Children Looked After and Care Leavers which provides targeted opportunities in both social and career development opportunities.

Targeted support was provided through the Women's Voice staff network, delivering mentoring and a 'making your voice heard' workshop in December 2019. This is due to be repeated in 2020. A Career Confidence workshop for women was piloted in March 2019 which will hopefully be repeated in 2020. This was attended mainly by colleagues who are early in their career and excellent feedback was received from the group.

LGBT+ Equality

The Directorate have a strong working relationship with Stonewall across all Children and Families Services. On 23rd January 2020 the Directorate achieved the Silver award for Stonewalls' new Children and Young People's Services Champion (CYPS) for work undertaken in 2019. In 2018 we achieved a rank of 11 out of 25 on the Stonewall Education Equality index.

The link between equality in the workplace and improved services for young people for example through the roll out of the gender identity guidance for schools has been taking place.

Leeds Equality Network

This multi- agency partnership meets bi-monthly and work collectively to identify and address inequalities that exist in Leeds and improve outcomes, including for 'vulnerable and seldom heard from communities.' This group informs good practice in the workplace and Children's and Families are represented on this network.

Carers

The Directorate have been looking at increased support for young carers in a school setting which could help to inform a city wide strategy. This work will be linked to the Corporate Carers Policy to ensure that we take a systems approach to supporting this vulnerable group.

Early Intervention Youth Fund

Work was funded through the Police and Crime Commissioner from April 2019 to March 2020 in two communities - Chapeltown and Harehills. This targeted work looked at poverty, education, identity and vulnerability to risk/crime aims to increase positive engagement with the council to improve opportunities for young people and diverse representation in the workforce.

Voice and Influence

Work is taking place to continually improve Voice and Influence of young people, parents and carers and listening to/acting on the priorities of young people. The current Young Mayor has a focus on mental health in her manifesto and we have linked this to support for the workforce through, for example, a roll out of Mental Health First Aid training and the growth of the corporate Healthy Minds Group.

Hate Incident Reporting

Partnership work with the West Yorkshire Police and schools to review Hate Incident reporting by young people in schools and in the community, as part of, the council wide strategy is taking place. This will identify key areas of learning and seeking to share this through targeted training. Leeds has a significant amount of good practice in this area with a high level of reporting compared to other cities and we want to build on the trust that we have with people from protected characteristics. It is hoped that this will increase recruitment and retention of colleagues with protected characteristics.

City Wide Approach

The city wide Health and Well-being Strategy and the 'Thriving' Child Poverty Strategy are a focus for the workforce, as well as, key priorities for the wider citizens of Leeds. These also link to the challenge to reduce the attainment gap in schools.

There are a number of key projects under the 'Thriving' heading. These include: 'Period Poverty' which enables access to free sanitary products schools and Community Hubs; Employment and Skills who provide job opportunities and soft skills development to parents via Children's Centres; Parent, Families and Safeguarding which aims to poverty proof social care provision and challenge the expectations of others, including employers, to people experiencing disadvantage; Healthy Holidays Programme which provides free food and activities to families entitled to Free School meals. This programme is run by Third Sector organisations who also provide local employment.

All of these projects are accessible to the workforce and to the wider community and break down the perception of 'us' and 'them' thus increasing the likelihood of people from Protected Characteristics or disadvantaged groups applying to volunteer or work with the council.

Annual Standards

The strategy is to improve school attendance, attainment and achievement for the most disadvantaged students in order to address the equality gap in learning. In Leeds we have a wider gap compared to the national picture.

Reading outcomes have improved over the last 5 years and for reading levels at key stage 4 Leeds is ranked 52 out of 151. We are taking a targeted approach to improvement for schools with a high proportion of disadvantaged pupils, through

our 'Year of Reading' 2019/20. Through taking a whole family approach to learning we aim to raise aspirations and increase representation in the workforce from disadvantaged communities and pro-actively contribute to addressing poverty as the best place to work.

There have been a lot of changes and new strategies developed to support minority groups in the last year and it is anticipated that there will be a delay in the impact of the current interventions being evidenced in the data.

Workforce Profile/Information

The mean gender pay gap in 2018 was 8.6% and is 8.8% in 2019.

The current national mean gender pay gap for women is 8.9% which shows that Leeds is consistent with the national picture. This gap continues to be a key area of challenge as 81% of the workforce are women.

The number of employees aged 16-25 in the Children and Families workplace in 2019 has increased to 192 and 8% of the total, compared to 180 and 7% of the total in 2018. 33% of the 2019 cohort are apprentices compared to 27% in 2018. This improvement in numbers is encouraging, however the proportion of young people employed by Children's Services, compared to the local youth population of approximately 16% for 15-25, is still an area for improvement.

The proportion of women employees in 2019 is the same as 2018 at 81%. The age range and proportion of BAME colleagues is virtually identical across the 2 years.

The proportion of colleagues with a declared disability is the same over both years at 5%. In 2019 there was a 3% increase in the reported number of carers although the % not declared was still 41%.

The reported proportion of heterosexual employees went up from 53% in 2018 to 57% in 2019 with a rate of not declared at 40%. In terms of religion there was a not declared rate of 32% in 2019.

There seems to be a lack of confidence in self-declaration and work is taking place to explore the reasons for this through the 'bring your whole self to work' initiative.

Appraisals

The Directorate achieved a full year 98.12% completion rate of appraisals in 2019 compared to 91.05% in 2018 and a mid- year completion rate in 2019 of 97.15% compared to 75.32% in 2018. This suggests an increased commitment to staff support and development.

Staff Development

A number of effective parenting programmes have been established including EPEC which is run and delivered by parent volunteers. This programme has

significantly increased the confidence of the volunteers who live in disadvantaged areas of the city and has improved their employability with a number securing employment including with the local authority and partner organisations.

These volunteers are able to access the core learning and development offer provided by the Workforce Development Team which further supports their confidence and employability.

The Workforce Development Board have improved access to qualifications to support staff development and progression. These include the level 3 skills or justice qualification in Early Intervention. They are also working with a national group to develop a level 4 apprenticeship in Early Intervention. The vast majority of these colleagues are women. Many of whom are working part time due to caring responsibilities. A number these are new returners to the workforce with limited prior qualifications.

It was identified that cluster staff found it difficult to access appropriate learning and development as they sat in an education structure, however, their duties were more Children's Services based. Through the Early Help learning and development pathway, the Workforce Development Team arranged for cluster staff to have a Performance and Learning account to ensure they can access Children Services Learning and Development offer for free. The council's performance and learning system allows staff to identify relevant training, book a place and it automatically keeps a training record. The Workforce Development Team can run reports to see what learning is popular and identify any gaps. They can also analyse data and provide bespoke learning to address any specific issues such as staff resilience and trauma informed practice.

As restorative employers and providers of services we work hard to use evidence based practice as a driver for continual improvement. In 2019 we commenced delivery of a Caring Dads programme which supports perpetrators of domestic violence and abuse. This is to ensure that support is available to a whole family to work together safely to address issues at home and to ensure that children have support from both parents as well as professionals.

The Children and Families Service will be supporting the implementation of the new council wide People and Strategy which aims to improve diversity and inclusion in the workplace.

A review of the approaches to recruitment will be undertaken. This will include:-

- Linking with the Inclusive growth strategy and council values charter to look at targeted recruitment in disadvantaged locality areas;
- Work more closely with the Employment and Skills service to support a co-ordinated city wide offer;
- Proactively promote part time/flexible opportunities/secondments which will benefit a range of groups;
- Consider positive approaches to recruitment in front-line services which have significant gaps in community representation;

- Consult with apprentices and graduates about how to make the process more accessible to those from minority groups/disadvantaged backgrounds;
- Commissioning and recruitment: ensure that our commissioned services commit to our council values charter including with regard to inclusive recruitment;
- Address the gender pay gap through targeted progression support for women such as mentoring, leadership development. The Women's Voice staff network will have a key role to play in this and resources should be made available to this and other staff networks;
- Set performance indicators relating to gender pay gap, diversity profile and protected characteristics declarations to achieve by 2025;
- Deliver additional sessions of the 'career confidence' application and interview skills workshop for women throughout 2020;
- Implement the key recommendations from Stonewall in relation to children and young people as well as the wider Children's workforce, including giving greater consideration to 'intersectionality' of protected characteristics and the resultant increased vulnerability;
- Increase opportunities for young people/ those from minority groups especially those with Special Educational Needs and Disabilities through supported internships, apprenticeships/work experience and the graduate programme;
- Identify support for BAME undergraduate applications and graduate progression in partnership with local Universities;
- Monitor impact of the cultural identity programme;
- Review the impact of the 'bring your whole self to work' initiative using outcomes based accountability;
- Assess impact of targeted learning and development for managers such as improved staff engagement and communication, supervision and well-being;
- Review locality work and impact on diversity in the workforce;
- Produce a film resource to support good practice in being 'the best place to work.' With a particular focus on representation of the whole community; and
- Continue to challenge ourselves in terms of practice improvement and work with high performing partners such as Channel 4, to identify and implement good practice

City Development Workforce Equality Improvement Work

Representative of the city

Despite limited external recruitment there have been some small increases in representation across different characteristics.

On 31 January 2020 there were 1,661 employees in City Development (FTE 1450).

- 42% of the workforce is women. 58% men. These figures remain similar to last year (a 0.27% shift to more men);

- 11.14% of the workforce are BAME. This has increased from 10.39% in 2019;
- 5.30% of the workforce are disabled. This has increased from 4.70% in 2019; and
- 7.22% of the workforce are carers. This has increased from 4.95% in 2019

Due to levels of staff turnover it is acknowledged that it will take some time to change the representation of the workforce. The requirement for the majority of posts to be advertised internally in the first instance, linked to the current financial position of the Authority, also impacts on the ability to change the current profile. Where posts have been advertised externally an early review of data indicates that the range of applicants has been more diverse than internal recruitment. However, increasing the number of externally advertised posts needs to be balanced against the current financial challenges.

Some roles within the Directorate have traditionally attracted applicants from particular groups, eg. roles in Highways and Transportation have attracted more males. The service have worked this year to promote the engineering profession to females. This has included a twitter campaign during the local initiative 'Women in Engineering' Week (Based around International Women in Engineering Day) , promoting the range of roles that women are currently undertaking in the service, delivering lessons in a primary school about transport planning to encourage young people to consider this as a career option and promoting current opportunities via the Leeds Apprenticeship Fair with females and BAME employees represented in the marketing information.

Inclusive and welcoming workforce where everyone is treated with respect and dignity and people say “I feel like I count“

76% of respondents to the staff survey, (which closed on 3 June and the results were shared in August 2019) said they are treated fairly at work. 67% said that they feel valued for who they are and for what they can offer as an individual. 19% of respondents were neutral on this question, neither agreeing nor disagreeing with this statement.

The Directorate have participated in the council wide work to encourage staff to “bring your whole self to work” aimed at increasing disclosure levels around protected characteristics. The number of staff where this information is “Not Specified” has reduced in relation to religion, sexual orientation and carers, although there is an increase in those who ‘Prefer not to say’ indicating that this is an area where more needs to be done to find out why staff do not want to disclose this information.

Following on from the engagement survey, the Highways and Transportation Service held some service Engagement Events and one of the actions from that was to look at Inclusion and Diversity across the service. This has now progressed with the formation of a small group who have been tasked with taking this work forward, involving others from across the service, over the coming 12 months.

The Highways and Transportation service also implemented a calendar for awareness raising around specific 'national days/weeks' relating to both diversity and wellbeing. Each team took responsibility for a month and researched and shared information with colleagues to raise awareness across the service of particular themes, for example, Black History Month. This will continue this year.

There has been a gender balance in the newly recruited Apprentices which is, particularly, important in traditionally male dominated engineering roles.

The mental health awareness initiative from last year has made a difference as a result of this 46 "Mental Health First Aiders" trained within the year across the Directorate.

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

97.56% of employees in City Development had a full year appraisal review by the June 2019 deadline. 96.07% had a mid-year appraisal review by the December 2019 deadline.

In the staff survey 90% of respondents said that they knew what was expected of them at work and 16% felt that the quality of appraisals had improved since last year. "Let's Talk Appraisal" sessions for managers continue to be promoted across all services with the aim of improving the consistency of the appraisal experience by ensuring that all managers have the skills and understanding of what a good appraisal should look like.

26% of staff responding to the Staff Survey felt there wasn't the opportunity for them to progress their career with the council. In response to this the Chief Officers and Heads of Service have promoted career development opportunities through Apprenticeships, encouraging employees to participate in these. "Let's Talk Coaching" sessions were also available to managers to increase their skills in coaching and developing staff.

Inclusive at all Levels of the Organisation

The proportion of BAME staff at different grades across the Directorate is fairly consistent - A1-C3 grades (10%), SO1-PO4 grades (13%), PO5-PO6 grades (10%) and JNC grades(8%).

The proportion of disabled staff falls as the grades increase - A1-C3 grades (5%), SO1-PO4 grades (7%), PO5-PO6 grades (3%) and JNC grades (3%).

Whilst the proportion who identify as Carers increases as grades increase - A1-C3 grades (6%), SO1-PO4 grades (8%), PO5-PO6 grades (10%) and JNC grades (10%).

At a senior level, there are currently 64 employees on JNC grades across the Directorate, which is an increase of 2 from last year.

- 19 of these are women (29.69%). An increase of 2 people from last year.
- 5 JNC employees identify as BAME (7.81%). This is the same number as last year but with the overall increase in staff numbers the percentage representation has decreased slightly.
- 2 JNC employees are disabled (3.13%). This is a 1 person increase from last year.
- At Chief Officer level the number of women and BAME staff remains the same as last year. There was one Chief Office post advertised this year.
- HAYS have been used to recruit to some hard to fill posts at a senior level and their brief for the contract included the requirement to try and attract a diverse range of applicants.

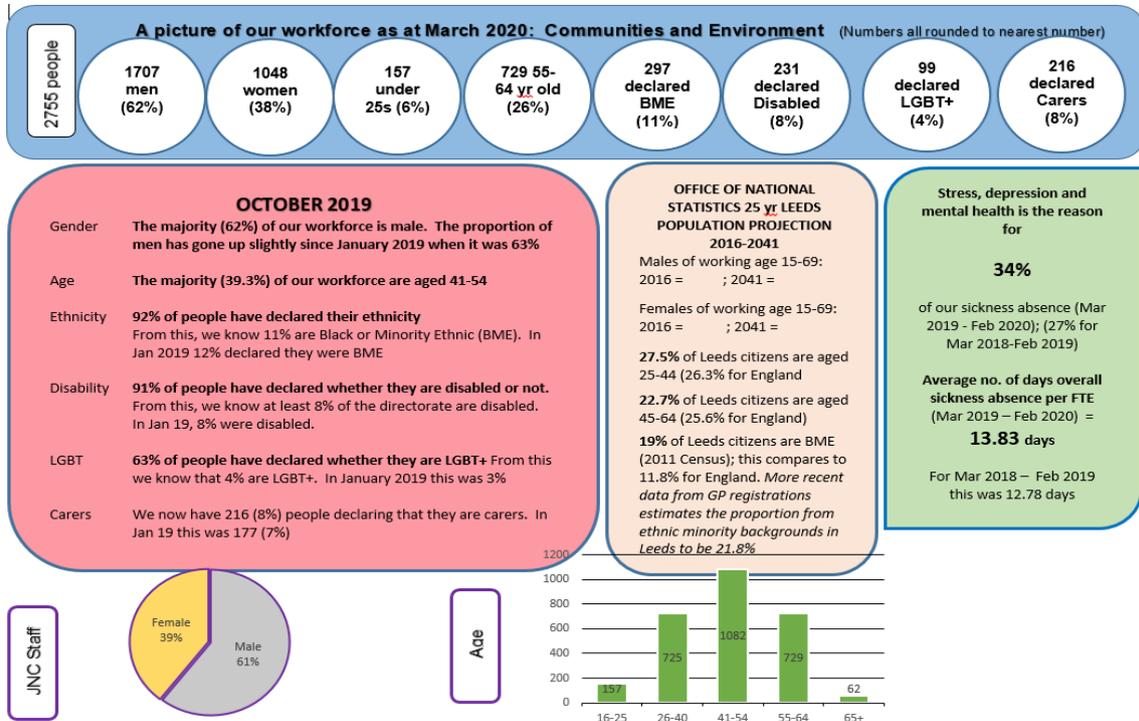
At the current time 8.3% of the City Development workforce are undertaking a formal apprenticeship. This is above the council's figure of 5.2% and demonstrates the Directorates commitment to supporting staff development. The apprentices are fairly evenly spread across all the age ranges. 14% of those on apprenticeships within the Directorate are BAME, 4% consider themselves to be disabled and 4% are carers.

Work will take place to:-

- Reflect on the current work-force composition and consider how this might be improved, where possible though some short term actions like recruiting differently;
- Support a "listening" exercise where staff who are least satisfied with their experience at work are asked to detail their views and suggest how leaders and managers can address this; and
- Deliver the Employment and Skills Health and Wellbeing Initiative

Communities and Environment Workforce Equality Improvement Work

The staff profile for the Communities and Environment Directorate is:-



The ambition is that the workforce is representative of the community.

Staff Survey

Work has continued to address areas were highlighted by the 2017 staff survey and to better understand the results. This has included holding focus groups and further surveys etc. The 2019 staff survey highlights the need to continue the focus on the 6 identified work strands to improve engagement within the Directorate. The Communities and Environment Leadership team have agreed that the measure of success for delivering the equality agenda is to increase the number of non-electronic responses to the staff survey and to increase the rating against a number of identified questions. Whilst it is difficult to make direct comparisons those areas most closely matching those originally highlighted have been considered. In 2017 there were 203 (17%) offline responses and in 2019 it was 380 offline responses (33%). Considerable work took place to encourage responses and clearly this, with the new, simpler format, has been effective.

2017 Question	In 2017 Agreed or strongly agreed	2019 Questions	In 2019 Agreed or strongly agreed

1. My immediate manager/supervisor challenges inappropriate behaviour and language in the workplace	71%	1. I am well supported around my health, safety and wellbeing at work	74%
2. Colleagues in my team are open and honest. They treat me with respect	83%	2. I feel valued for who I am and for what I can offer as an individual	63%
3. I get help and support from colleagues when I need it	88%	3. I get help and support from colleagues when I need it	86%
4. I am treated fairly at work	79%	4. I am treated fairly at work	72%

It was difficult to make direct comparisons between the 2017 and 2019 survey questions. It is believed that the difference to question 1 is likely to be due to the wider nature of the question. Question 2 is likely to be due to the potentially different focus which puts more of a corporate/management perspective to it rather than being about colleagues. However, the response to this question, combined with the decrease in response to question 4 is a cause for concern.

Staff Representation

There are still gaps in knowledge of the demographic profile of staff and work is taking place to encourage staff to engage with the 'bring your whole self to work' campaign. However, there is sufficient evidence of under representation in some areas for targeted work to take place

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.

Increasing Representation from Members of BAME Communities and Women

In the Taxi and Private Hire Licensing Team there is a lower proportion of women officers in the Enforcement and Vehicle Examiner Teams. Recent recruitment included inclusion statements, and advertising took place at local colleges to try to encourage under-represented people to apply. This is recognised as a difficult area to change as Enforcement Officers and Vehicle Examiners need technical qualifications (like the security industry or MOT testers), so applications usually come from those already working in this male dominated area. One way of aiming to address this is by use of apprenticeships and arrangements are being made to secure a licensing/regulatory apprentice in 2020.

Job adverts for recycling assistant posts on the household waste recycling centres include the following statement:-

'We particularly welcome applications from women and BAME groups who are currently under represented in this section of our workforce'.

Applicants were invited to have a tour of a household waste recycling centre and it was encouraging to note that there was a good proportion of women and BAME people in attendance. Out of 282 applications 14% were women which is much higher than the previous 2%.The outcome of the recruitment is not yet available

Increasing Representation of Younger People

The Contact Centre has taken on 10 new apprentices this financial year.

The apprenticeship scheme has been running for around 2 years and the 8th cohort will start in May. Since the scheme began 7 apprentices have remained within Customer Access upon completion of the apprenticeship, 2 have left to continue studying at University and 2 have gone onto other roles in the council. The 3 who are due to complete apprenticeship soon will be offered roles with the Contact Centre.

All of the apprentices so far have been under 24, with the youngest being 16.

Inclusive Culture

Mental Health First Aiders

The Directorate continues to promote and to support MHFA. A Directorate group has been established which meets bi monthly to provide networking, support and development opportunities to MHFAs

Championing Equality

The Communities and Environment leadership team (CELT) continues to champion equality and drive change. Over the year discussions have focussed on each of the protected characteristics and these have resulted in actions for the Directorate Equality Working Group to develop further.

Leaders are actively encouraged to be more visible and to recognise and address issues of abuse, harassment or bullying, using the Directorate developed menu of tools.

Over the last year representatives from staff networks: Women's Voice; DAWN; BAME: LGBT+, have attended an equality themed CELT meeting to provide the perspective from their network. This has added richness to the discussion in relation to protected characteristic.

Support was given from the CELT champion for DAWN activities, The Directorate was instrumental in developing the DAWN leaflet which enabled better promotion of the network.

To promote the White Ribbon Campaign Environmental Services purchased a fund raising pack on line which including information leaflets and white ribbons. These were shared with colleagues across Cleaner Neighbourhood Teams; ribbons were worn and some photographs of colleagues shared on twitter. At the same time City Centre staff received briefings so that they understood what the campaign meant and this prompted further discussion.

International Women's Day is widely celebrated in the Directorate. Parks and Countryside provided flower troughs, planters and plaques for events around the city in the traditionally accepted women's colours of purple, green and white.

The Directorate infographic shows a mixed picture in comparison to January 2019. Whilst there have not been large shifts in proportions, there are now:-

- Slightly smaller percentages of women and BAME people, as measured through self-declaration in the Directorate;
- The same percentage of disabled people; and
- slightly higher percentage of people self-declaring as LGBT+ or as a carer

Work will continue to be led by the Directorate Leadership Team who have quarterly equality focused meetings. They are supported by the Directorate Equality Working Group. The Directorate People Plan (which incorporates equality aims and actions) is currently being updated and will ensure a continued focus on ensuring inclusion principles continues to be embedded across the Directorate.

Resources and Housing Workforce Equality Improvement Work

Equalities Training and Awareness

Housing Leeds held its annual Diversity Month in September 2019. Using feedback from last year's event, sessions were offered in various formats and locations across the city to make the event as inclusive as possible with 300 staff taking part in over 20 different sessions.

Corporate Property Management, in partnership with Housing Leeds, arranged a number of sessions which enabled staff to share their personal cultures. This involved bringing in traditional foods to share and visits to different places of worship.

Civic Enterprise Leeds continue to publish a quarterly Equality, Diversity and Inclusion (ED&I) Newsletter which is sent out to all staff using a variety of methods.

Civic Enterprise Leeds have a nominated champion for each of the staff network areas. The champion identifies what is happening, promotes the network and raises awareness amongst staff using various communication routes.

Civic Enterprise Leeds took part in National Inclusion Week and their activities included:-

- Men's Health Awareness sessions and health check-ups carried out at Torre Road;
- Dementia Awareness drop-in sessions at each site;
- Multiple Mental Health First Aider (MHFA) drop-in sessions;
- Equality and Diversity goody bags were delivered to each Catering site which contained lots of leaflets, posters, one minute guides etc. on a range of diversity and inclusion issues;
- Over 30 sites were visited by either their manager, a MHFA, Wellbeing Champion or a staff network representative to deliver the bag and answer any questions the staff may have had; and
- Promoting and encouraging CEL staff to attend City Centre events for Inclusion Week, both as participants and stall-holders. CEL provided shuttle buses from depots into the city and back again.

Civic Enterprise Leeds staff were involved with the National Day for Staff Networks, presenting about the digital divide and the information that off-network staff are interested in seeing.

The Digital and Information Service held 22 events on various subject matters such as Sikhism, Islam, Deaf Awareness, Migration, Men and Women's Health, Fitness, PREVENT, Migration, Carers, Mental Health, Transgender, Ageing and more. There was also a Market Place on staff benefits and financial health, as well as, three guided tours to Leeds Museum, the Grand Mosque and a Gurdwara.

Finance and Human Resources regularly promoted all of the staff networks and their events to all of their staff and encouraged attendance.

Human Resources held development sessions for their staff on low pay, menopause awareness, and the One You wellbeing service. They also asked all staff to complete the online Unconscious Bias training. As Human Resources staff are asked to support their Directorates with improving inclusion and diversity, the awareness of issues is part of appraisal objectives and expectations. Staff can request further development and this is incorporated into a service-wide development programme.

Democratic Services promoted the Domestic Violence Ambassador role to their staff and have been making sure these colleagues are then able to share their knowledge with the rest of the service.

Legal Services attended the launch event for the "Legally Disabled" report by the Law Society and Cardiff University into barriers faced by disabled people in law practices. They will be implementing a number of the recommendations.

Staff Representation

Between January and March 2019 Civic Enterprise Leeds encouraged all staff to disclose their diversity data using a letter to all staff with the incentive to win a £50 shopping voucher.

Apprenticeships

Apprenticeships enable us to develop existing staff and plan the future workforce according to service needs. There are currently 367 apprentices across Resources and Housing. This is a 40% increase compared to the same time last year, when there were 262 apprentices.

Legal Services have 4 Legal apprenticeships, 4 management apprenticeships and 3 training contracts.

Shared Services appointed 18 apprentices in 2019 - 2020; two have already achieved promotions. One apprentice has additional needs, three are care leavers and four were NEET (Not in Education, Employment or Training).

Civic Enterprise Leeds currently have 74 apprenticeships across a wide range of disciplines and levels; from Commis Chef at level 2 to Operations Manager at level 5.

Leeds Building Services have embraced apprentices and have taken on an additional 10 this year, increasing their total to 45. The service have thought carefully about the type of trades required annually and ensure that their apprenticeships reflect the business need and that it is in line with workforce planning. The team of apprentices is very diverse and reflect the communities the council serve with a mix of sexes, ages and levels. The more specialist apprenticeships, such as, mechanical and electrical are proving to be very popular amongst applicants.

Leeds Building Services continue to work hard to improve the quality and scope of apprenticeships ensuring that all apprentices qualify to the required standard. Apprentices are provided with comprehensive support; ranging from drop-ins, peer support groups, team talks, one to one supervision, operative feedback, buddy scheme, site monitoring, appraisals, welcome meeting and access to Senior Management as and when required.

Housing Management continue to run their training programme for Aspiring Leaders with 12 staff joining the programme in September 2019. This year 38 staff completed the programme with 25 of these staff continuing on to achieve their level 4/5 Chartered Institute of Housing qualification. In addition to this, a new Aspiring Officers Programme has been developed that began in September 2019 with staff having the opportunity to complete their level 3 Chartered Institute of Housing qualification.

12 new starters in total have joined the Housing service as apprentices with 7 of these joining in 2019. Whilst recruitment was open to all age ranges, recruitment

has tended towards the under 25's who are under-represented in the workforce for Housing. 2 of these staff have successfully completed their level 2 and 10 apprentices to date have been successful in securing permanent positions within the Housing Team with the remaining 2 expected to secure permanent posts within the near future.

In partnership with Leeds College of Building, Housing Property Services started 9 Officers on an apprenticeship for the BTEC Level 3 in Construction and the Built Environment. 9 Officers have also started an apprenticeship for the Higher National Diploma Level 5 for Construction, Contracting and Operations.

The Intelligence and Policy Team have 15 (29%) members of staff currently studying for an apprenticeship ranging from data analyst, leadership and management and project management. In 2019 they established and continue to manage the Level Four Data Analyst apprenticeship with a private provider to further professionalise and enhance the role. So far 10 staff in the team have commenced this 15-month apprenticeship, with a further 5 council staff also undertaking it, 4 of whom also work within Resource and Strategy.

The Digital and Information Service have 8 apprentices undertaking a Bachelor of Science (BSc) Digital Technology Degree Apprenticeship (level 4 – 6), 3 undertaking Improvement Technician (Level 3), 8 undertaking Infrastructure Technician (Level 3), 12 undertaking Leadership and Management (Level 3-7), 2 undertaking Administrative Apprentices in the Information Governance Team. The 6th cohort of the Information Technology Developer Programme commenced in September 2019; 3 candidates (all external) were appointed.

Apprenticeship Awards

The annual council Apprenticeship Awards are an excellent way to recognise success and encourage apprentices.

Civic Enterprise Leeds were pleased to have 15 apprentices nominated for awards; 9 of whom were shortlisted. Two of these nominees went on to win Apprentice of the Year and the Progression Award. One was a runner up for Learner of the Year. A number of Civic Enterprise Leeds managers were nominated in recognition of their support for apprentices.

Housing Leeds had 17 nominations across 8 categories.

Work Placements

Legal Services have participated in Leeds University's "Pathways to Law" scheme for 10 law undergraduates from disadvantaged backgrounds, which is to be repeated this year. This year, they've asked the University to work through their Tutors to try and target undergraduates from this cohort who may otherwise lack the knowledge or confidence to apply for a placement.

Catering Leeds have begun discussions with Café Leep, a catering training provider for people with learning disabilities. They are looking to undertake some

placements for the students who have completed or are nearing the end of their courses with the aim of exploring permanent employment opportunities.

Finance have supported and financed a work placement BAME care leaver to get more experience for their book-keeping module.

Housing Leeds support a number of University students each year to gain experience within the sector through 10 week work placements across all Housing Teams.

The Digital and Information Service continue to employ student placements, as part, of their sandwich degree. The students work within specific technical teams, such as, Microsoft Server/Identity Management /Database Administration.

Inclusive Culture: *inclusive and welcoming workforce where everyone is treated with respect and dignity and people say “I feel like I count”.*

Carers

Civic Enterprise Leeds promoted a number of events with their workforce to ensure carers are aware of the support available to them. This included a number of 1:1 sessions which were led by the Carers Staff Network and a market stall held in June 2019.

Housing Leeds have supporting carers in the workplace as one of their People Plan priorities. They have linked with the Carers Staff Network and promoted corporate events which included a drop-in session at Leeds Civic Hall. They supported International Carers Day in November through the staff e-bulletin 'Housing Leeds Matters' to raise awareness and understanding of this issue.

The Carers Staff Network and Carers Leeds were invited to host a session for Digital and Information Services staff and others last year. Carers weeks was also advertised internally and relevant resources sent to all staff.

Shared Services promoted the staff carers network information event at Civic in January 2020.

Black, Asian and Minority Ethnic (BAME)

Cleaning Services and Facilities Management have been promoting career progression opportunities which include positive BAME role models and leaders within the service.

The Digital Information Service were involved in the Migration exhibition at Leeds City Museum; staff donated items to the museums to allow them to build some of the exhibits and a guided tour was arranged for their staff and others with the Curator.

Religion or Belief

During Diversity Month, 70 Housing Leeds staff visited 5 different places of worship to learn about other faiths. Staff felt that these visits were a really positive experience and gave them a good insight into other faiths and cultures. The Leeds Housing Options team held over 30 events during September 2019 including cultural buffets, dress up days and film screenings, including guest speakers. Staff across the whole Housing service were invited to attend. Throughout the year, staff have celebrated different festivals and religious events in their teams to promote awareness and understanding including team fuddles for Diwali and Eid.

Housing Property teams held a celebration for Diwali and asked staff who celebrate the occasion how they would like to see the business join in. Traditional sweets and cakes were brought in and candles were lit to signify the festival of lights.

Women

Staff from Catering Leeds and Cleaning Services attended and supported a number of community listening events designed to look at the barriers affecting women. In addition to listening to the barriers and feedback raised by the women attending, Civic Enterprise Leeds shared information about job opportunities they had. This was really well received and will also help the service communicate better with their staff from new communities. Both services also facilitated listening exercises with women within the business areas to identify their barriers. The information gathered will be fed into next year's plan.

Staff within Civic Enterprise Leeds are part of the Steering Group for Women's Voice. Events are promoted with staff and they use social media to encourage more staff to join the network. Staff have been involved with communication events for the network, providing support for ambassadors and supporting their mentor programme which a number of their staff have really benefitted from.

A 'menopause café' was held at a Civic Enterprise Leeds depot which was really well received by staff who attended. Feedback from this suggested that it was a positive way to speak openly, build relationships, get peer support and talk about the impact of the menopause on staff as individuals. Shared Services also promoted the menopause cafes to their staff to encourage attendance.

Many Digital Information Service staff are members of Women's Voices network and its Facebook page was advertised internally and new starters are made aware of it too. Events to do with the network or other women related events have been advertised internally too so as to make sure staff had the opportunity to be involved. For instance, menopause cafés and more recently breast-feeding related events.

Finance have increased the number of women at senior levels from 1 in 10 to 3 in 10. They are working further on improving the talent pipeline and have taken on 3 graduate trainees, two of whom are women. For the wider council, Finance

colleagues have mentored female colleagues, arranged through the Women's Voice Network.

The Housing Property Service identified that there was a lack of women representatives across many roles in property teams. The highest representation of women were identified as being in the Technical Support Team roles but there was a lack of opportunity for these staff to bridge the gap from Technical Support Officer to Technical Officer; with most Technical Officers having come from trade backgrounds. The BTEC Level 3 apprenticeship in Construction and the Built Environment was introduced (combined with the NVQ that forms part of the qualification) to give staff the skills to bridge the gap and create opportunities to progress. This will contribute to supporting diversity in a male-dominated industry.

International Women's Day was celebrated throughout the Directorate. Civic Enterprise Leeds held self-defense classes, car maintenance workshops and focused on amazing women role models with activity at each of their Depots. People Champions in Housing Property Services arranged for a collection of essential items, worth £300 for Leeds Women's Aid to help their work in supporting victims of domestic violence and abuse. Shared Services also held a celebration event at St George's House.

Disability

The Head of Fleet Services chairs DAWN (Disabled and Wellbeing Network) and the vice-chair is from Housing. Civic Enterprise Leeds staff have been involved and attended a number of events through the year to support the network which included:-

- Leeds Armed Forces Day in June;
- Changing Places event in July;
- Disability Awareness Day in July; and
- International Day of People with Disabilities during December.

Housing Leeds have delivered the following sessions which were well received:-

- Autism Awareness to 44 staff;
- Deaf Awareness to 12 staff;
- Dyslexia awareness; and
- Dementia awareness

The Digital Information Service are allies of DAWN and are often invited to the Network events. A roadshow was organised the year before to spread the word and reach out to staff across the city. Their staff also attend the Resources and Housing staff induction and demonstrate available technologies to new starters and how to contact them if they need additional support.

LGBT +

Civic Enterprise Leeds promoted the LGBT+ network and their activity for International Day against Homophobia, Bi Phobia, Trans Phobia and the Justice and Safety theme to front-line colleagues. They supported Pride by arranging an open-top bus and wheelchair accessible vehicles on the day. As well as, facilitating the logistical needs in relation to roads being blocked and additional vehicles and drivers required for the event.

Catering Leeds arranged a pride-themed pop up café at Leeds Civic Hall.

Civic Enterprise Leeds have undertaken a programme of activity on social media to help improve awareness around language as part of LGBT+ history month.

Human Resources staff were encouraged to attend and represent the council at Pride and a number took part in the parade.

LGBT+ related events are arranged for Digital Information Service staff on a yearly basis. The session for 2019 - 2020 was on transgender awareness and was very popular with staff.

Trans Leeds delivered Transgender Awareness Training to 10 staff in Housing Leeds. Attendees found the session really beneficial and informative. In addition to this, a number of staff across the service have completed the online Transgender Awareness training. Housing Support Teams arranged for a guest speaker from Trans Leeds to attend their staff training session to celebrate Trans Visibility Day in March 2020 and have a display of LGBT+ literature in the breakout areas for staff to read. Housing Leeds continue to have representatives on the LGBT+ staff network and support national campaigns through raising awareness and offering ongoing training and their staff continue to support the annual Leeds Pride events

Care Leavers

Shared Services have three apprentices who are care leavers and are supporting an employee who is moving to live independently. One colleague has 'mentoring/coaching a care leaver' as one of her appraisal objectives and the service is arranging this with colleagues in Children's Services.

Civic Enterprise Leeds have been working with the Children's Social Work Team to offer employment to young care leavers and have appointed 7 care leavers in total. Some of these colleagues have gone on to full-time roles elsewhere in the council.

Legal Services have helped to put arrangements in place between the Leeds Law Society and Children and Families. This is for solicitors' firms to offer work experience placements to looked-after young people in school years 12 & 13, and care leavers who are studying law at University. Legal Services will be offering a placement to 1 undergraduate under these arrangements and it is estimated that about 6 placements will be offered by solicitors' firms this year, which is the first year of this scheme.

Digital Inclusion: Making sure everyone is connected and can interact with us digitally.

Civic Enterprise Leeds have continued to develop digital communications to enhance engagement with their workforce. They have extended their methods to include a YouTube Channel, a website for Cleaning, a new Facebook group in Fleet Services and a planned Facebook group for Leeds Building Services. They continue to use social media for staff engagement and marketing.

Fleet Services has embarked on a Fleet Go Digital programme which will bring all of the workforce on to digital systems for annual leave, appraisals, training etc. This programme has been developed in partnership with partners in Digital Information Service and Human Resources and will develop the workforce with essential IT skills and enable them to work more effectively in terms of communication and training in the future.

Civic Enterprise Leeds and partners in Digital Information Service led on the development and distribution of an Information Accessibility Survey which was initially championed to support a Women's Voice manifesto item and gathered data from off-network staff across the council. This looked at how digitally connected staff are, what they are interested in seeing online and any barriers they may have to getting on line. Results were passed to other services, giving them the opportunity to share the information which is important to off-network staff, who are often working in lower paid, manual roles.

Housing Leeds have introduced Workplace, a mobile and web app that aims to keep team members connected through groups, messenger facilities and live audio and video calling facilities. This is to facilitate further engagement and interaction between staff in an informal setting to prompt further discussion.

A number of Housing Leeds staff have undertaken the Digital Champion module on Learn My Way; Increasing Confidence and enabling them to do their job better in supporting customers. A number of staff within Neighbourhood Services have been given access to iPads to enable them to support customers with a range of digital projects and conversations across the city.

Financial Inclusion

To reduce the impact of period poverty and in partnership with Freedom for Girls, all of the depots and catering establishments in Civic Enterprise Leeds were given a range of sanitary goods for their toilets with more items available as needed. In addition, they provided signage for work locations advising of pick-up points around the city to visit if purchasing sanitary items was a struggle. As a result they received a request from one catering team to be sent products each month and a member of staff came forward highlighting that they needed individual support.

Civic Enterprise Leeds are working with Human Resources and Trade Unions to develop 'multi-roles' which will be utilised in Passenger Transport and Presto. This means colleagues can have more hours and work across different teams. There

are three teams trialing this approach using staff who were part-time but are now acting into full-time roles across multiple services and teams.

Catering Leeds, Cleaning Services and Facilities Management, Passenger Transport and Leeds Building Services have all promoted Leeds Credit Union at their staff engagement events during the year to ensure staff have a clear alternative to pay day lenders. Leeds Building Services have arranged bi-monthly drop in sessions promote this further to staff.

Finance held an 'Understanding debt' session at the Financial Services Workshops.

Digital Information Service hosted a Market Place for all their staff and invited others to attend too. The Market Place covered the range of benefits that council staff have access too, as well as, some financial advice from Leeds Credit Union.

Improving Communications and Engagement

Over 500 employees attended the annual Shared Services engagement sessions at various venues across the city. Employees were briefed on service projects and priorities and undertook an interactive exercise to raise awareness of the climate emergency.

Civic Enterprise Leeds held a special communication session with over 100 staff in Passenger Transport during January 2020. They discussed key pressures and the support available plus a range of updates and inspiring presentations from partners. Communication events are also held for staff in Cleaning Services and Facilities Management on a termly basis to ensure staff are kept informed about the business and updated on key areas. These often include presentations on topics such as Gambling Awareness, Financial Inclusion issues.

Civic Enterprise Leeds (CEL) welcomed Leeds Building Services and Corporate Property Management staff in to the service in December 2019. An initial introduction session was held which was led by the Chief Officer CEL with all senior managers to help join services together and build relationships. Each service provided presentations on their areas of work ensuring all staff understand the new portfolio of the group. The Director of Resources and Housing attended and gave an overview of what he has been working on and took part in a 'Question and Answer' session which was enjoyed by all.

Following the success of Civic Enterprise Leeds cross service shaping sessions held last year, this approach is being extended to staff within Leeds Building Services. This is to give staff a greater voice and ensure their views are used to shape and adapt the service. 8 sessions will be taking place before the end of the financial year, covering 4 key themes raised as part of the staff survey.

Catering Leeds held their staff conference with over 170 attendees. Staff received training on Service Level Agreement's, customer care, finance, special diets and allergens. There were a number of sessions on support and development which included a Mental Health First Aider awareness briefing, pensions, My Staff Shop

and wellbeing. In addition, there were stalls during free time which included: Digital Information Service (Learn my Way), credit union, staff networks, union learn, unions and Active Leeds. Cllr Lewis attended and spoke to staff.

An extensive programme of staff communications and information sessions were planned within Fleet Services, as a result, of a dip in staff satisfaction which was identified through the staff survey. Activities included weekly updates, shop floor sessions and a programme of 1:1s with every employee by senior leaders. Feedback from these sessions has been fed into an action plan which is underway.

Finance held Financial Services workshops for staff to inform and shape their future. They also invited junior colleagues to attend senior meetings.

Housing Leeds continue to support staff to engage with the People Plan and Staff Networks allowing staff time out to take part, share ideas and experiences and enhance their own skills. A number of People Plan events have been held this year across the service, led by the People Champions, to showcase good work to each other and the senior management team.

People Champions in Housing Management focused on 'You Said We Heard'; an initiative where teams have been encouraged to hold 'manager-less' meetings, discuss any concerns and ideas to work smarter and feed these back to line managers and share them with wider teams for advice, help and support. Teams are asked to email feedback to the 'You Said, We Heard' inbox so that the People Champions can publish outcomes in the staff e-bulletin, to showcase where changes have been made and the Champions can escalated any further concerns to the Senior Management Team (SMT) if necessary.

People Champions in Housing Property held a Champions session in response to the staff survey feedback. The Champions were encouraged to discuss the results and put together an action plan. As a result of this, the service held 'Strictly Simon' sessions to give staff the opportunity to meet their Chief Officer in an informal setting and raise any questions or concerns. Spotlight sessions were also done with Senior Management Team members to encourage staff to get to know them better.

Thank You and Recognition

Catering Leeds continue to use 'Shout Outs' which are shared in newsletters and on social media and are a positive way of recognising superstar staff.

Thank you cards were sent to all staff in Cleaning, Facilities Management and Passenger Transport by the Head of Service to personally acknowledge the hard work of each member of staff involved with the service.

Cleaning and Facilities Management have a bi-monthly staff recognition scheme based around the council values as a way to thank staff who are performing well and reinforce the importance of the values.

Staff across Civic Enterprise Leeds with 100% attendance during 2018 - 2019 received a congratulatory letter from the group. This will take place again in April 2020 based on the previous year's attendance.

Human Resources have an online appreciator tool where people can publicly thank colleagues. They regularly thank people at their weekly Shout Out meeting too.

Appraisal and Development: *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*

Cleaning Services had a big push on the quality of appraisals this year and on encouraging all staff to take advantage of development opportunities, regardless of the role they hold. This approach will be extended to additional services during 2020 - 2021.

Shared Services launched a mentoring scheme across Shared Services. 15 employees now have a mentor.

Digital Information Service considers training needs following the appraisal process. Various training courses are attended that are a mixture of classroom, eLearning and supplier workshops.

Management Development

A development programme for new and existing managers is being launched in Civic Enterprise Leeds, ensuring all managers have the core skills to enable them to be effective within their roles. It is based around the existing council manager habits and includes a large element of inclusion and diversity training. This is being developed in partnership with Human Resources colleagues and early conversations with staff have been very positive.

Cleaning Services and Facilities Management have a quarterly programme of supervisor meetings. These are really valued and focus on updates and programmes which promote health, wellbeing, training and career development.

Corporate Property Management in partnership with Housing Leeds encouraged members of staff to apply and carry out formal training. This resulted in: 3 members of Corporate Property Management completing the Association for Project Management 17 week course; 3 members of staff completing advanced Computer-Aided Design Training; 2 members of staff shadowed managers, attended non confidential service meetings and took part in interviewing job candidates. In addition the service mixed job roles to help staff gain experience of all elements of the work.

Digital Information Services staff are supported to do the new manager and essential manager training as directed by Human Resources. Equally requests for the management apprenticeships are also supported

Human Resources have supported a number of colleagues to obtain leadership and management qualifications.

Several managers in the Intelligence and Policy Team mentor staff and apprentices across the organisation and one is a coach.

Staff Volunteering and Corporate Social Responsibility

The Tenant Engagement Service in Housing Leeds worked with Cross Green Growing Together, spending a day helping reclaim an unused patch of land.

In November 2019 the Intelligence and Policy Service spent a morning volunteering at the St Gemma's Hospice retail hub in Bramley, sorting, streaming and organising stock that had been donated ready for distribution to shops across Leeds.

Shared Services staff supported a 'Go green for Halloween' initiative – to swap costumes rather than buy new to highlight climate change emergency. They also supported 'wear denim for Dementia' day. They donated to various appeals over Christmas; including the Christmas shoebox appeal, Christmas toy collection, Leeds Care leavers' gifts and the care leavers Christmas dinner.

Holiday Hunger feeding has been a huge exercise for Civic Enterprise Leeds this year. Staff within Catering Leeds and Cleaning Services continue to support partners in Communities and Environments with their programme of Happy Healthy Holidays. Feeding took place during Easter, Summer and Christmas holidays and 8,920 meals were cooked. They were joined by colleagues from Information and Policy Service and Shared Services.

Cleaning Services have been involved with a number of community and school-based initiatives including: a litter pick around Marlborough Towers in LS1, classroom painting at Grimes Dyke Primary School and room clearance and gardening support for Deighton Gates Primary.

Staff from Fleet Services supported Mount St Mary's Catholic High School with mock interviews for students as part of their interview preparation day. This is already planned again for 2020/21 and will involve staff from across the Civic Enterprise Leeds group.

Staff from Leeds Building Service supported the Denis Healey Centre by carrying out some much needed painting.

Hampers for families living in poverty were arranged by Catering Leeds with support from key suppliers before the Christmas break. They were able to help 50 families this year with a mixture of food items and household essentials.

The Civic Enterprise Leeds Christmas Shoebox Appeal provided 757 shoeboxes filled with gifts for children from 0-16 living in poverty. These were distributed to 45 settings in the most deprived areas of the city, including an under 5s outreach

team based across Lincoln Green, Burmantofts and Harehills and received direct referrals from an internal service. Feedback from all involved was very positive.

Fleet Services have been volunteering with Catch Leeds recently winning the 'Community Partner of the Year' award.

Catering Leeds supported Touchstone with their first ever Lincoln Green Christmas Community and Family event, in what is one of the most deprived communities in the city, with many families struggling socially and financially. A lovely thank you email was received for supporting them bringing communities together and reminding residents that they have #MoreinCommon with each other than they realise. This has now developed into regular support of a Men's Group which Touchstone run in Lincoln Green.

Catering Leeds supported Parklands Primary School with their Christmas Eve celebrations which involved catering for around 600 guests, using donated produce and support from Fareshare.

Civic Enterprise Leeds have trained 153 staff as Dementia Friends.

Digital Information Service have a number of volunteers in the department and also encourage teams to undertake volunteering as part of their team building activity.

Health and Wellbeing: *safe, well and at work*

Changing the Workplace

Seacroft Depot has been refurbished and now provides much improved facilities for staff with the inclusion of additional kitchen areas, prayer room, improved toilet facilities and enhanced disabled access.

Mental Health

Civic Enterprise Leeds promote Healthy Minds sessions in their Equality, Diversity and Inclusion newsletters as a standard item.

The new chair of the Healthy Minds network is closely aligned with Civic Enterprise Leeds and works as part of the DAWN network. A senior service manager from Leeds Building Service also sits on the Healthy Minds Steering Group.

The Information and Policy Service have recreational activities (jigsaws and colouring) available in their break-out space.

Mental Health First Aiders: the numbers of MHFAs have increased across the Directorate as each service has encouraged their staff to attend the two-day training. Civic Enterprise Leeds have 68 mental health first aiders trained including 25 who are in front-line positions. Housing Leeds have over 100, the Information and Policy Service now have 5 in the Civic Hall and Human Resources have 31 (nearly 30% of their workforce).

The MHFA's in Civic Enterprise Leeds led a number of 'positivity clinics' across all depots.

Leeds Building Service held sessions on Andy's Man Club, Nutrition, Food and Mood, Bereavement and Breathing Space. These were held in their offices to make them as accessible to all of their staff as possible.

Let's Talk stress workshops took place for Corporate Property Management and Housing Leeds staff.

Digital Information Service staff have been supported to undertake the mental health first aid training and information is cascaded from them. They also ran State of Mind sessions to raise awareness and these were very well received. They also held two separate sessions with Healthy Minds related to Mental Health. They were both popular with staff. Managers were encouraged to attend the 'Managers Guide to Stress' sessions.

Human Resources have held development sessions on nutrition and mental health and other general awareness sessions to benefit their staff but also for their teams to support the wider council on this area.

Mindful Employee sessions were held at Torre Road Depot and Knowsthorpe Gate which were delivered by WorkPlace Leeds and were well received.

Housing Leeds held two sessions for the mental health charity 'State of Mind' to raise awareness of mental health and offer advice and reassurance to staff. It was attended by over 50 staff and was very well received with lots of positive feedback from attendees. Housing Leeds also hold regular meditation sessions for staff to attend.

World Mental Health Day and Stress Awareness Month

Civic Enterprise Leeds celebrated World Mental Health Day in a big way as a way to talk more about mental health and support each other. Staff lit up the social media accounts with signs, ribbons, buns, team photos and selfies.

The Information and Policy Service led 5 'Lego Play' sessions which were open for all council staff. The sessions were a success with colleagues from a variety of services attending and positive feedback received along with requests for more information on future workshops. The team in the Civic Hall also held a mental health awareness session.

Human Resources held a Cuppa and Chat session for World Mental Health Day and encouraged their staff to attend the other city wide events.

In Housing Leeds, as part of Stress Awareness Month, staff were signposted to stress awareness toolkits for help and support.

General Health and Wellbeing

Shared Services celebrated wellbeing week and had representatives from the MarketPlace and Mindwell hold drop-in sessions at St. George House to talk to employees about the services they offer. They promoted 'International Week of Happiness at Work' in September and offered a blood pressure check drop-in session to all staff in February.

Human Resources encouraged staff to book on to the blood pressure awareness checks that were available to all staff.

The Civic Enterprise Leeds Health and Wellbeing Champion Group continues to grow and work effectively across all services with 14 champions in place.

31 Days to Active Living took place across Civic Enterprise Leeds during January which encouraged staff to be more active. This included a step challenge and a calendar of ideas for a range of activities which was very well received. In addition, to this a number of fitness sessions were held in depots which were shared via social media to demonstrate how accessible, inclusive and fun they were. Sessions included; yoga, Bhangra dance and chair-based exercise. This was really well supported by Active Leeds. This was planned and promoted by the Health and Wellbeing Champions in the service who ensure the sessions will appeal to the workforce and are accessible and well promoted within teams.

A range of active sessions to help team cohesion, exercise and reduce burnout have taken place in Civic Enterprise Leeds. These include:-

- Cleaning Services and Facilities Management have been exercising together in a bid to improve health and reduce stress – killer stairs was a blast for staff at Armley Park and a number of wellbeing walks were enjoyed;
- A fun staff event took place in Passenger Transport which saw staff taking part in an Otley Chevin walk. Since then other activities such as workplace table tennis has been enjoyed to alleviate stress for staff;
- Staff in the Catering Leeds Management Team and support staff had a wellbeing trip to the German Market, which was planned during one of the busiest times for the service, ensuring all staff got the opportunity to switch off and have fun for a couple of hours in the fresh air; and
- Team meetings or away days are held at a location away from workplace for Corporate Property Management staff every 3 months to help team building.

People Champions in Housing Leeds reviewed the 1:1 template being used by managers. Sections around Health and Wellbeing and Inclusion have been added, as well as, the 'blob tree' which is a visual tool for staff to point out where they feel they are on the tree. There is no right or wrong answer but it encourages a quality conversation about how staff are feeling about work, home and any issues they may wish to raise. This encourages quality conversations between managers and staff regarding physical and emotional wellbeing and any issues or barriers likely

to affect their work. The new template has been shared with teams and feedback from staff has been positive.

Health and Promotions

- Civic Enterprise Leeds continue to utilise and promote their monthly staff newsletter Healthtalk which promotes different topics and highlights issues and solutions to improve both physical and mental health of their workforce;
- Leeds Building Services have provided a range of information sessions for their workforce which included; dyslexia awareness, HELP Employee Assistance, Credit Union;
- Health Check Day took place in November at Westland Road Depot and Knowsthorpe Gate with a focus on men's health as part of International Men's Day. Leeds Building Services had an inspiration wall in celebration of International Men's Day and staff were encouraged to bring in pictures/photos of men who have inspired them over the years and to give a brief summary of why they have been inspired. In addition to this information was made available about men's health concerns;
- During October Breast Cancer Haven visited Leeds Building Services and gave a talk to staff on breast cancer awareness. Afterwards a raffle was drawn and a cake sale held. All money raised was donated to Breast Cancer Haven;
- Blood pressure testing has taken place at all of the Civic Enterprise Leeds depots and at various Housing Leeds locations during the year and will be extended to priority areas in the new year;
- Corporate Property Management in partnership with Housing Leeds set up a number of activity sessions including; a lunchtime running club at John Charles Centre for Sport; a team run in the Abbey Dash involving runners and walkers; lunchtime walks around the canal and Thwaite Mills and encouraged bike or walk to work days;
- Housing Leeds established wellbeing activities as part of their weekly routine. Examples include encouraging gym membership and holding 'taster' sessions, 'deskercise', picnics and team meetings held in local parks, walks along the Leeds & Liverpool canal and Leeds Country Way, rounders competitions, and strawberry picking;
- Housing Leeds have promoted activities ,such as, meditation sessions, yoga classes and table tennis club on a wider basis and wellbeing activities were showcased at a People Champions event; and
- Human Resources have a fortnightly hour-long session for wellbeing where their staff are encouraged to prioritise their own wellbeing in whatever way suits them for example, taking a walk with colleagues, taking a pilates class run by a colleague.

Representation

Comparisons have been done between March 2019 staffing data and March 2020 data. Please note, however, that there have been some structural changes which makes the comparison difficult. Leeds Building Service moved from Resources and Housing to Civic Enterprise Leeds. At both March reports, Civic Enterprise

Leeds was still being reported separately to Resources and Housing. From April 2020 Civic Enterprise Leeds was moved to sit underneath Resources and Housing which may also cause difficulties in comparing 2020 with 2021 data.

Resources and Housing Headlines

The representation of women at JNC level in Resources and Housing has remained the same at 42%. There has been a 2% increase in the overall percentage of BAME staff in the Directorate, going from 16 to 18%. There has been an increase in the level of people declaring whether they are a carer or not and there are now 12% of employees declaring as a carer compared to 8% last year. There have also been small increases in the percentage of people declaring as LGBT+ and those declaring as having a disability. In all non-mandatory areas there has been an increase in people disclosing their equality information. The below table shows the comparison.

Resources & Housing	2019/20		2018/19	
	Declared	% Not declared	Declared	% Not declared
% of women employed at senior levels (JNC)	42%	N/A	42%	N/A
% of BAME staff in workforce	18%	6%	16%	7%
% of workforce between 16-25	9%	N/A	10%	N/A
% of workforce identifying as carers	12%	31%	8%	41%
% of workforce identifying as LGBT	4%	28%	3%	33%
% of workforce identifying as disabled	8%	7%	7%	7%

Civic Enterprise Leeds Headlines

There has been very little change in the representation of different groups. The one notable change is that the representation of women at JNC level has reduced from 50 to 29%. This is due to changes within the Leadership Team, following the addition of Leeds Building Services. Going forward for 2020 - 2021, Civic Enterprise Leeds will be reported under Resources and Housing.

CEL	19/20		18/19	
	Declared	% Not declared	Declared	% Not declared
% of women employed at senior levels (JNC)	29%	N/A	50%	N/A
% of BAME staff in workforce	14%	18%	14%	23%
% of workforce between 16-25	4%	N/A	4%	N/A
% of workforce identifying as carers	8%	37%	8%	40%
% of workforce identifying as LGBT	1%	47%	1%	53%
% of workforce identifying as disabled	3%	17%	3%	18%

Representation – apprentices

Across Resources and Housing and Civic Enterprise Leeds apprenticeship numbers for 2019 - 2020 increased to 367. This is a 40% increase compared to the same time last year when there were 262 apprentices.

The number of women apprentices in Resources Housing has increased from 49% to 56%. The number of apprentices with a BAME background has increased from 20% to 25% and the number of apprentices with a disability has increased from 5% to 7%.

In Civic Enterprise Leeds the number of women apprentices has fallen, this is likely to be because Leeds building Services have a large number of apprentices who are predominantly male. There has been a 1% increase in apprentices with a BAME background and a 4% increase of apprentices who have a disability.

R&H	2019	2020
	%Apprentices	%Apprentices
Women	49	56
BAME	20	25
Disabled	5	7
Carers	7	7
LGBT+	4	4

CEL	2019	2020
	%Apprentices	%Apprentices
Women	52	26
BAME	7	8
Disabled	0	4
Carers	4	4

LGBT+	0	0
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Between January and March 2019, Civic Enterprise Leeds encouraged all staff to disclose their diversity data using a letter to all staff with the incentive to win a £50 shopping voucher. There was an improvement in the disclosure rates in each protected characteristic area, particularly, in religion and sexual orientation. There has been further improvement in 2020 in disability but in other areas, there has been an increase in the numbers of people not declaring. The table below shows rates in 2018, 2019 and 2020. There are two figures for 2019, showing the data before Leeds Building Services joined.

	Civic Enterprise Leeds			
	% Not declared Mar 2018	% Not declared Mar 2019	% not declared Nov 19	% Not declared Mar 2020
Ethnicity	30	20	21	23
Disability	20	17	19	18
Carers	47	40	39	40
Sexual orientation	63	50	51	53
Religion	56	41	43	39

2019 Staff Survey Scores

Across Resources and Housing and Civic Enterprise Leeds the promoter scores (how likely would you be to recommend to a friend about working for the council) were 7.6/10 on average. This is very similar to the position in 2017 when it was 7.63/10. Civic Enterprise Leeds was 8/10 and Resources and Resources 7.5/10.

The response rate was lower than 2017, at 47% compared to 52.4%. However, in terms of confidence rating, it was considered 'excellent' and can therefore be relied upon to be representative of the views in the directorate.

Some of the notable scores around equality, inclusion and diversity were:-

- 79% of staff felt they were treated fairly (78% in Resources and Housing and 82% in Civic Enterprise Leeds); and
- 72% of staff felt valued as individuals (71% in Resources and Housing and 75% in Civic Enterprise Leeds)

25% of Civic Enterprise Leeds staff felt that the 'giving everyone a say' had improved and 22% felt appraisals had improved. Notably more Civic Enterprise Leeds staff felt there had been improvements in all the 6 areas earmarked for action.

Appraisals

The full-year review completion figures for appraisals done from April to June 2019 was 98.59%. This is an increase on 2018, when it was 98.22% and on 2017 when it was 97.29%.

The initial mid-year appraisal figure for Resources and Housing (reported on 8 January 2020) was 97.51% which was the highest yet. The final score increased to 98.31%.

Legal Services have agreed to participate in the Law Society's Diversity Access Scheme by providing a work experience placement. They will be implementing a number of the recommendations from the "Legally Disabled" report by the Law Society and Cardiff University into barriers faced by disabled people in law practices. They are also arranging an outreach drop-in by DAWN and will host a Law Society roadshow on disability in September.

Legal Services have asked the Law Society to arrange an in-house practices equality group for sharing of best practice which will be during the coming year. Shared Services are planning to hold a session for staff on financial wellbeing and to train three colleagues as Display Screen Equipment assessors to support health and wellbeing.

Civic Enterprise Lees have put together an Equality, Inclusion and Diversity Plan and will be progressing this with a working group from across the service. Some of the activity planned is as follows:

- Sending out another letter asking people to disclose their diversity data. The letter will come from the Chief Officer and will include another competition to win £50 shopping voucher;
- Planning to create a peer support group for staff who are carers, under the banner of 'Caring for Each Other' which will be led by their Carer Network champion and be an informal support network for staff working with the group. This will be a safe space for carers to come together and build relationships, share ideas, raise issues and consider ideas that we think may provide greater support for these staff;
- Offering all staff the opportunity to be paired up with a mentor or support colleague which they hope can be used to further develop staff with protected characteristics. This will support staff with career development and any issues which may arise that they wish to discuss;
- Carrying out awareness sessions for all managers in relation to reasonable adjustments and the ways to best support staff. This will be a rolling programme during 2020/21;
- Developing a poster which explains who all of their MHFAs are so people can identify someone they would feel most comfortable to talk to; and
- Piloting a BAME working group with reps from each area and a senior lead in order to work with the staff network and take action.

For enquiries about this report please contact the Communities Team central:

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LS1 2LE

Alternative formats

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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 দলিলাটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে নিচের নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

Cantonese:

如你不懂說英語而需要協助以明白本文件，請致電下列電話號碼並說明你的母語。我們將會請你稍候以聯絡口譯員。

Hindi:

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद चाहिए, तो कृपया नीचे दिए गए नंबर पर फ़ोन करें और अपनी भाषा का नाम बोलें। उसके बाद जब तक हम किसी दुभाषिण (इंटरप्रिटर) से संपर्क करेंगे, हम आपको होल्ड पर रखेंगे।

Punjabi:

ਜੇਕਰ ਤੁਸੀਂ ਇੰਗਲਿਸ਼ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਸਮਝਣ ਲਈ ਸਹਾਇਤਾ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਹੇਠਾਂ ਵਾਲੇ ਨੰਬਰ ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ ਅਤੇ ਆਪਣੀ ਜ਼ਬਾਨ ਦਾ ਨਾਂ ਦੱਸੋ। ਫੇਰ ਅਸੀਂ ਤੁਹਾਨੂੰ ਇੰਤਜ਼ਾਰ ਕਰਨ ਲਈ ਕਹਾਂਗੇ ਤਾਂ ਜੋ ਅਸੀਂ ਕਿਸੇ ਇੰਟਰਪਰੀਟਰ (ਦੁਭਾਸ਼ੀ) ਨਾਲ ਸੰਪਰਕ ਕਰ ਸਕੀਏ।

Kurdish:

گەر زمانی ئینگلیزی نازانیت و بیویستت 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 بلێ. ئیمهش تۆ راده گرین له سههر ته له فۆنه که تا وه رگێرکی زمانی بۆ دابین ده که یین.

Tigrinya:

እንግሊዥ ዘይትግረብ/ቢ, እንተኾንካ/ኪ, እሞ ነዚ ደኩመንት/ሰነድ'ዚ ንምርዳእ ሓገዝ ምስ ዘድልዩካ/ኪ ቋንቋኻ/ኸ, ብምሕባር ኣብ'ዚ ኣብ ታሕቲ ተገሊጹ ዘሎ ቁጽሪ ተሌፎን ደውለልና/ደውልልና። ብድሕሪኡ ንሕና ኣስተርጓሚይ ክሳብ ንረክብ ኣብ መስመር ክነጸብዩካ/ኪ ኣና።

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.

Lithuanian:

Jeigu jūs nekalbate anglų kalba ir jums reikalinga pagalba tam, kad suprastumėte šio laiško turinį, prašome paskambinti žemiau pažymėtu telefono numeriu ir paskambinus pasakykite savo gimtosios kalbos pavadinimą. Tada reikės minutėlę palaukti, kol susisieksime su vertėja.

Romanian:

Dacă nu vorbiți engleza și aveți nevoie să înțelegeți conținutul acestui document, vă rugăm dați telefon la numărul de mai jos și spuneți-vă numele și limba. Noi apoi vă vom pune în așteptare până contactăm un interpret.

Farsi:

اگر شما به زبان انگلیسی صحبت نمی کنید و برای فهمیدن این مدرک نیاز به کمک دارید، لطفاً به شماره زیر تلفن کرده و نام زبان خود را ذکر نمایید. ما سپس از شما خواهیم خواست که تلفن را نگهدارید تا با مترجم تماس بگیریم.