



Leeds
CITY COUNCIL

Equality Progress 2021 – 2022
Leeds – The Compassionate City: Tackling Inequalities



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Introduction

The Best City Ambition is our overall vision for the future of Leeds At its heart is our mission to tackle poverty and inequality and improve quality of life for everyone who calls Leeds home.

Our Three Pillars are at the centre of the Best City Ambition. They capture the things that will make the biggest difference to improving people's lives in Leeds – and many of the big challenges we face and the best opportunities we have relate to all three. The Best City Ambition aims to help partner organisations and local communities in every part of Leeds to understand and support the valuable contribution everyone can offer – no matter how big or small – to making Leeds the Best City in the UK.

The Equality Improvement Priorities 2021 - 2025 have been produced to ensure that the council meets its legal duties under the Equality Act 2010 and to compliment the 'Best City' ambition. The council's equality improvement priorities have considered 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 several 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 considered. 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.

Demographics: A Changing Population

The population of Leeds as of the most recent release of data from the 2021 census is 812,000 and this is an increase of 8.1% from 2011 when the population was 751,000. This is the third largest rise in Yorkshire and the Humber behind Selby (10.2%) and Wakefield (8.4%). The Y&H average is 3.7%. The increase in population of England and Wales overall is 6.3%. Leeds remains the second largest local authority area by population after Birmingham. In Leeds there has been an increase in the population aged 65 and over of 15.7% (compared to England and Wales at 20.1%) and of children aged under 15 years of 12.4% (compared to England and Wales at 5%).

Looking at the projected population 2018 to 2028:¹

¹ ONS 2016-based projections

- 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 (please note we are awaiting the release of the data from the 2021 census relating to race and other protected characteristics):

- Leeds continues to become more ethnically diverse. The national 2011 Census showed that 18.9% of Leeds population was from a Black, minority ethnic background.
- According to the 2020 School Census the proportion of the school population from Black, Asian, minority ethnic backgrounds has nearly doubled since 2005, increasing from 17.9% in 2005 to 35.5% in 2020.
- The greatest ethnic diversity is in younger age groups, with 36.6% Black, Asian, minority ethnic pupils in primary schools and 33.6% Black, Asian, minority ethnic pupils in secondary and post-16 settings.
- In 2020, 20.5% of Leeds school pupils speak English as an additional language, with the top five main languages being Urdu, Polish, Romanian, Arabic and Panjabi.
- According to the national 2011 Census, the population aged 65 and older is less ethnically diverse than younger age groups, but the proportion from Black, Asian, minority ethnic 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 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 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 Leeds Joint Strategic Assessment is currently being updated and will be published during 2021.

A significant number of people in Leeds were already being impacted by low income and poverty before COVID-19 took effect in March 2020. 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 (24% of its 482) in the most deprived 10% nationally. Although the IMD is based on neighbourhoods and is designed to identify pockets of deprivation, the government also publish summary measures for larger areas like local authorities. There is no single 'best' local authority measure, and the ranking of Leeds varies depending on the measure used.
- Local authorities are often ranked on the proportion of neighbourhoods in the most deprived 10% nationally. Leeds is ranked at 33 out of 317 local authority districts (1 is most deprived) on this measure. However, 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. The income scale ranks local authorities on the number of people experiencing income deprivation. Leeds had the 4th highest number (with Birmingham ranked 1, Manchester ranked 2 and Liverpool ranked 3). The employment scale ranks local authorities on the number of people experiencing employment deprivation. Leeds had the 3rd highest number (with Birmingham ranked 1 and Liverpool ranked 2.)

Equality Progress

Progress against each of the council's equality improvement priorities during 2021 – 2022 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.

During 2021-2022 the council and the City has continued to respond to the COVID-19 pandemic. Progress updates in this report includes specific work or where work was re-purposed to support the City's communities and council staff who were affected by the pandemic.

The equality improvement priorities recognise that there are currently different outcomes and experiences for different groups and communities.

In 2021/22, the BCP was Leeds City Council's strategic planning document and set out what the council, working in partnership, would do to deliver better outcomes across Leeds. The Plan informed the council's budget setting and financial strategies and was an essential tool for planning and delivering services. It also helped our staff understand how the work they do makes a real difference to the people of Leeds and showed our partners how we contributed to city-wide priorities.

In the second half of 2021, work began on a new strategic plan, the Best City Ambition, primarily in light of the experiences learned from dealing with the Covid pandemic and also the city's strong partnership response to it. The Best City Ambition intends to reinforce the council's key strategic role in convening city partnerships and presents a positive outlook for the city despite current challenges. The refreshed Best City Ambition, adopted by Full Council in February 2022, retains the focus on tackling poverty and inequalities and is underpinned by a framework based on the Three Pillars of Health & Wellbeing, Inclusive Growth and Zero-Carbon.

Equality Position Statement 2021-22

Best Council Plan: Health and Wellbeing

Equality Improvement Priority:

Support the protected characteristics and demographics most affected by COVID-19 to become or remain physically active to decrease health inequalities.

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

Physical Activity Ambition & Get Set Leeds

A large focus of this year's work on the Physical Activity Ambition has been to define the priorities for this work and to seek approval for these priorities via the Physical Activity Steering Group and Health and Wellbeing Board. The agreed priorities moving forward are Active Environments and Reconditioning, both priorities are underpinned by a focus on improving health inequalities and BAME groups. The project areas being scoped further include:

Active Environments - Department for Transport bid which combines social prescribing, community development and infrastructure re: walking and cycling. This project is at feasibility stage and is focused on the community of Richmond Hill. *Get Set Leeds Local* – this project focuses on increasing physical activity levels in 4 of the cities most deprived communities via a systems-based approach and co-production / ABCD approach. The project is demonstrating success in engaging residents from these communities into the project.

Reconditioning – Currently, work is being undertaken to scope out around Ageing Well, and Children and Young People. A specific focus for these two areas of work is yet to be confirmed, but discussions have included: Looked After Children; Healthy Holidays; Mental health of Children & Young People (C&YP) and their carers; C&YP transitions; prevention work with the Clinically Extremely Vulnerable adults and Over 70's.

A second Covid-19 Rapid Literature review has been undertaken by Leeds Beckett University (Jan – Feb 2022). This ensured updated research findings re: Physical Activity and Covid were incorporated into the Learning from the Get Set Leeds Conversation and the 2021 Covid-19 Rapid review. This learning supports the development of the Physical Activity Ambition priorities. The rapid review includes research and evaluation around the role of Physical Activity in Covid-19 affected times; community resilience; LGBT; BAME; Older People; Disabilities; Children and Young People; deprived communities all drawn out as key focuses.

The localities part of Active Leeds continues to seek opportunities to work with all those within its targeted communities (1% most deprived communities), utilising a Get Set Leeds Local approach working with the community and not doing to.

Health Programmes

Over the last 12 months we have been undertaking various pieces of work to support those living with long term health conditions who have been disproportionately impacted by covid-19. The impact that Covid has had upon not only physical health but mental health has been widely seen across the city, therefore we have been working to embed physical activity pathways into the health care system in order to tackle this. We have worked closely with organisations such as Live Well Leeds and Leeds and Yorkshire Partnership NHS Foundation Trust (LYPFT) to improve the connection between physical activity and mental health and to build better relationships with these organisations to receive referrals into our support-based programmes.

Through funding received from Public Health we have supported the 'Better Health' national campaign, and on a local level in Leeds the 'Everybody Can' campaign. To do this we developed an enhanced physical activity programme that is targeted around supporting individuals who are enrolled on weight management schemes to support their progress through one-to-one tailored physical activity support. It has again been linked that those who are classified as either overweight or obese are more likely to be less active and consequently greater effected by Covid-19. Our 12-week programme has been developed to provide free physical activity options to individuals, based upon their own goals and motivations and direct support from our health and wellbeing coaches.

A large proportion of the health programme teams work over the last 12 months has involved supporting some of the most vulnerable and frailer older adults across the city. We identified that this demographic have been disproportionately affected by Covid-19, with many shielding and consequently experiencing an increase in time spent sedentary, challenges with both mental and physical deconditioning and reduce confidence levels.

We have therefore been working hard to engage with these frailer older adults and developed a number of 6-week confidence building classes at various locations across the city. The confidence building classes are a modification of the existing strength and balance programme but have been specifically tailored to support those who have experienced signs and symptoms of deconditioning, as well a reduction in confidence levels due to isolating from Covid-19. The classes have involved a 60-minute face to face group sessions, followed by a 30-minute social element to encourage social interaction. Alongside this we have also supported a range of older adults to return to our water-based classes such as Aqua Mobility and Hydrotherapy. We have also been working with communities who have developed long Covid to get them in to physical activity to support their ongoing symptoms developed from catching Covid.

Marketing and Communication

Active Leeds have added to and improved our communication channels to reach as wide an audience as possible, for example by purchasing a new marketing automation module which allows us to send targeted push notification messages to 65,000 people. Through social media and email platforms we have a reach of well over 100,000 residents of Leeds. Social media channels have focused on mental health and wellbeing as well as promoting Active Leeds services, focusing on the

mental health benefits of activity, tips for getting started with exercise and advice on how to get back into activity after having Covid-19.

The 'Love Yourself' campaign focused on the mental health benefits of activity and how Active Leeds is an inclusive service with something for everyone regardless of age, ability, and previous exercise experience. Images used are more reflective of the people who use or and people we are looking to attract to use our services. The main aim of the campaign is to get the people of Leeds moving more, whether that's starting to walk to the shops instead of driving or using our services or that of partners across the city.

In March 2022 we launched the "Move More in March" campaign which allowed residents of Leeds to use Active Leeds leisure centre facilities for free during a variety of open days throughout the month. We have also been working on our member journey identifying different pathways for users new to the service and how we can offer them the best service possible to help them achieve their goals.

Active Leeds staff

The service developed new customer commitments and all staff have been on customer service training, to put customer service at the heart of everything we do at Active Leeds.

The Active Leeds Equality Working group was re-established, with a monthly meeting involving a cross section of the service to drive through the equality agenda and a focus on key equality themes each month. This group reviewed the "guidance on accessing Active Leeds sports facilities and services by transgender and non-binary people" in July 2021 to ensure it was still up to date in line with recently released guidance. The group also fed into the LCC zero tolerance policy consultation and have taken on greater responsibility for supporting Active Leeds staff who are undertaking equality impact assessments.

An audit was undertaken of all Active Leeds staff to understand the representation on internal staff networks and external equality hubs. 68% of Active Leeds staff have now undertaken the service online equality training course.

Staffing had become very difficult after the pandemic in the leisure industry so early in 2021 Active Leeds through consultation with a cross section of members of the service agreed we needed to try a new strategy for recruitment. The new approach was to do a social media recruitment advertising campaign and go directly out to communities with advertising video's and posters. There was also an offer of full training for Lifeguards and Swimming teachers with a contract thereafter on the successful completion of the course, something the service had previously never tried.

The campaign had a great response with over 350 replies, and 35 submitting application forms. Most were offered an opportunity to come to the John Charles Centre for Sport for a short introduction into Active Leeds, some staff came along to give their experience of working in Leisure centres, a swim test was arranged, an informal interview was completed and finally the DBS information was gathered and completed. In the end we appointed 31 members of staff out 35 interviews, allowing

a far more accessible and convenient recruitment process for applicants and breaking down some of the previous barriers encountered.

The team have also been working with schools, universities and other organisations to ensure the service is more representative of the communities we serve, and the team are doing some research about how we can encourage more applications from BAME communities for example. Further work will take place over the next year to ensure we are supporting career journeys and investing in the right development paths for the staff

Community sport and physical activity

Leeds Parks Community tennis programme had 41,039 unique bookings made across 13 free parks tennis sites, compared to 10 sites that had booking systems in 2020. 56373.85 court hours and 767 coaching sessions were booked, with 78% and 72% of coaching bookings at Springhead and Roundhay Park respectively, lessons for children and young people.

East End Park was added to the clubspark booking system, providing access to free tennis facilities, and evidenced by 57.85% of court bookings being made by players that live in the top 20% IMD. On a wider scale, 22.46% of players that booked courts across 11 park sites lived within the top 30% IMD and 8.07% lived in the top 10% IMD.

Active Leeds supported the administration of the Leeds Sports Equipment Grant which has supported 56 clubs financially in the last year of which 15 were based in priority wards, with a further 9 grants aimed at target characteristics such as women and girls and LGBT+.

Leisure Centre provision

Understanding that the impact of lockdowns has had a really adverse effect on children and young people's swimming opportunities, and particularly those with a disability, new swimming sessions were introduced at Fearnville Leisure Centre such as the SENSory Family Swim for children with additional needs & female only family swims for females and boys up to the age of 7.

Additional swimming lessons were run during mainstream lesson time for children with additional needs, in addition to the disability hub lessons (which also increased in number). Healthy Holiday lessons were established with free swimming lessons for children entitled to free school meals.

Aspire (adult learning disability) day services continue to be a prominent feature at many leisure centre sites, and these operated even during lockdowns when the rest of the centres had to close their doors.

Morley Leisure Centre introduced a pre and post-natal offering to provision having identified a gap that would benefit those in the area who would like a session specifically tailored to pregnancy. Local midwives were also linked in with to inform them of these sessions so they could advise the wider community that this provision is available.

Staff at Morley Leisure centre worked closely with SCOPE to better understand and cater for Autistic users and how to best support them in their chosen activities at the centre. We are currently working towards accreditation with SCOPE and long running partnership on training and support for staff to support customers with the condition.

John Charles Centre for Sport have led the way in terms of disability tennis provision, hosting weekly wheelchair and LD tennis sessions, a national visually impaired tennis camp and national learning disability tournaments, with participants of all ages and ability levels.

The team are working with the Black Swimming Association (BSA) to understand the barriers for BAME communities to access swimming activities and working with Leeds Becketts who undertaking this research.

John Smeaton have been working with the football coaching team to run football sessions for people with disabilities.

The Leeds Sailing and Activity Centre have worked with SEN schools across Leeds to adapt activities for people with learning and physical disabilities.

Children and Young People (C&YP)

The children and young people's team worked closely with a wide range of internal and external organisations and agencies to support children, young people (C&YP) and families to reduce health inequalities, get the inactive active, reduce youth crime, reduce anti-social behaviour (ASB) and to make Leeds a better city to live in. Active Leeds organised the delivery of the sport and physical activity as part of the Council's Healthy Holiday (HH) programme across Leeds over the summer and Christmas holidays. This programme was funded by the Department for Education (DfE) to provide families living in the 10% most deprived communities and on Free School Meals (FSM) with the opportunity to access FREE HH provision within their local communities.

During the last 12 months supporting children and young people living in deprived neighbourhoods has been challenging, however the Positive Futures programmes offered to primary and high schools as well as alternative learning provisions helped support C&YP with a wide range of Personal, Social, Health, Economic (PSHE) educational and Youth Crime (One punch, weapon awareness and joint enterprise) workshops. These workshops develop the knowledge, skills, attributes they need to manage their lives now and in the future. The "Inspirations" programme provided vulnerable C&YP with the opportunity to take part in non-traditional activities such as BMXing, skate boarding, outdoor pursuits and wall climbing. We used these activities as a hook to engage with the C&YP whilst providing PSHE or youth crime workshops as the educational part of the programme for the C&YP.

Refugees and Asylum seekers

Active Leeds supported the delivery of some multi-sports and chair-based activities for the refugees currently living at The Holiday Inn Hotel in Garforth. This included organising female only classes from October March, and additional sessions for young males to access at Garforth Leisure Centre.

Women & Girls

Through the Active Leeds managed Leeds Girls Can programme, female only multi sports sessions were delivered to women seeking asylum, who were identified through Women's Health Matters. Sports kit donations were collected and distributed to support those women unable to afford appropriate clothing and kit. Active Leeds organized Kit Out the Nation in partnership with BBC Leeds working across the leisure centre's collecting approximately 25 full black bin liners of sports attire and several batches of cricket equipment, Tennis, Badminton & Squash Rackets. We were also inundated with footwear, trainers & football boots, and linked up with Action for Sport to distribute the footwear to the most under privileged children in the city. A local business in Rothwell donated 300 brand new footballs which were allocated to local/community clubs and schools. Other women and girls specific project work included:

- Collaboration with Planet Ice to engage up to 250 women and girls in free ice-skating opportunities.
- The development of a research project working with 24 South Asian teenage girls through Dixons Trinity Academy Chapeltown School in sport and physical activities, which included the opportunity to trial new sports Hijabs currently being development and learning the importance of sports bras.
- Team building sessions at an indoor climbing centre in collaboration with Street Games to develop an online workshop of good practice to support future practitioners when working with girls from diverse communities.
- Weekly Couch to 5k for inactive females were supported alongside 5k to 10k for those that wanted to progress onto running events and included support for community run leaders.
- For International Women's Day 2022 Active Leeds delivered a carousel of activities aimed at women and girls in the city to welcome a new audience to the Leeds Dock. Sessions included an outdoor climbing wall, Roller Skating, RAF reaction board, Cancer Awareness, History led walk, 5k Fun Run, Bumps & Babes Buggy walk, Female only Yoga & mother and baby yoga, free of charge. We also provided a platform for female street artists to paint live murals and celebrate the IWD themes #breakthebias. Over 200 people predominantly women and girls of all ages and diversities attended the 3-hour event.
- Black History Month 2021 Active Leeds coordinated videos to show support for Black History Month, giving clues to describe who their personal black sports hero was/is and revealing this at the end. There were also discount activities put on at the leisure centres for BAME communities to access during this month.
- As part of the national Safer Streets project- in March 2022 working in collaboration with Women's Lives Leeds, Leeds Girls Can coordinated a carousel of activities based in two parks in Leeds (Woodhouse Moor and Holbeck Moor).

Run Leeds

Actions were put in place building upon some of the survey data that was commissioned by Run Leeds and produced by Leeds Beckett University. This quantitative and qualitative data provided an insight into the impact of Covid on

running, as well as the demographics, including protected groups that tended to benefit from running. The results indicated that running groups were increasingly more accessible to protected groups such as women, those from a lower-socio-economic background and disability, in particular those suffering from mental health conditions. However, there was still some way to go in terms of increasing the participation of those protected groups from ethnic minority backgrounds and LGBTQ+ groups.

What difference has your actions made and for whom?

Marketing and Communication

Residents of Leeds have been easily able to find information about improving health and wellbeing free of charge via Active Leeds platforms, which includes offers out in the community and are accessed via social media and additional communication channels (such as the Active Leeds website and app, which received 64,000 downloads).

Health Programmes

We have seen an increase in referrals across all of our programmes from those with long term health conditions post covid-19. We have engaged with 86 participants as part of our enhanced weight management programme, and through health outcome data reporting we have seen an increase in all areas of participants mental wellbeing, physical activity levels and METs scores.

Participants quotes:

“It gave me my confidence back with exercising, and motivation to keep going. I got addicted but in a good way and intend to continue”.

“I am thrilled with my progress, and I am so grateful for the support that I have been given. It has really helped with my anxiety and depression.”

“This time last year I couldn’t walk across the living room. Your help has given me the confidence to push forward.”

The health programmes team have successfully been able to engage with some of the most vulnerable individuals who have experienced high levels of isolation and deconditioning due to covid-19. We have seen increases to confidence levels after returning to our classes, as well as increases to physical benefits such as mobility, strength, and balance.

Participant quotes:

“The classes are making a difference because they help my confidence to do things such as getting outside. I feel I have more energy after doing exercise and feel better in myself. I like meeting different people and sharing ideas to help each other”

“I enjoy coming to the classes. I feel safe doing the exercises and feel capable of doing them. It is nice to be around other people.”

“I like the classes. The exercises are useful, and it feels safe to be in the same class as other with the same issues. It helps to know that I am not alone and that there are people the same or worse than me. It’s nice to have a cup of tea. It’s a big help when you can talk to others.”

Stats:

- Fear of falling scores –76% of people improved their scores, this showed that their fear of falling when doing everyday activities reduced, this was further evidence with the function reach assessment.
- Confidence in keeping balance –76 % had improved scores
- 90% improved their functional reach scores

Community sport and physical activity

Re-opening the Leeds parks tennis courts in April 2021 after three months of lockdown allowed people the free opportunity to exercise and engage physically, mentally, and socially in a positive manner, with the statistics telling us that with 7435 court bookings in April this was even the busiest month of the year, which shows the pent-up demand that lockdown had created.

Leisure Centre provision

Extensions to the aquatics programme allowed circa 1300 children to attend free healthy holiday swimming lessons. Children with disabilities were able to access more opportunity to attend swimming lessons, alongside the regular weekly disability hub lessons. Boys were given the opportunity to attend swimming sessions with a female relative if they required a female only environment.

“A child eligible for Free School Meals was very reluctant to come at first. Quickly engaged with activities on offer, became a positive role model to the younger children. She became a mini 'leader' and led the child initiated planning with the other children. She was identified as a child who would benefit from swimming lessons - she started as a nervous swimmer and went on to achieve her 25 m by the end of the week. She was so enthused she asked to attend more and came for an additional 2 weeks. She was initially introverted and sullen and not wanting to come but transformed as recorded above in a matter of days”- Healthy Holiday Provider
“The swimming costumes and goggles were such a treat for all the children, and I feel very grateful for them. I have to admit I felt quite emotional seeing her so excited and in a swimming pool again, it felt like a little bit of normality returning”- Parent

A return to activity at the leisure centres has had a huge impact on many peoples physical and mental wellbeing, particularly for more vulnerable groups for example the senior members and Owls social group at Morley Leisure Centre. The re-opening of leisure centres have also enabled community spaces to be prominent again- for example the cafes on site that have provided focal points for local people to come back together, something lost during the lockdown periods.

Over 660 individuals have been supported through our carer and care for schemes with free membership to the leisure centres, and free swimming lessons for children in care. Over 23,500 access the leisure centre programmes using our discount card for people on low incomes and/or receiving benefits, who are accessing our swimming lessons, aquatics training schemes, tennis lessons, gymnastic lessons, fitness classes, gym and swimming sessions.

We have also seen an increase in junior memberships across the leisure centres with more juniors now members than before the pandemic which is the only group

that is ahead of numbers of pre covid period with over 4,000 juniors accessing, swimming, gym and fitness classes through the membership.

While total social value has fallen post pandemic (currently just under £500k per leisure centre site vs just over £700k per site in 2019) due to the total number people using the facilities and activities being less than pre-COVID, the average per person social value has increased to over £68 per person. This is influenced by returning participants spending more time being active and visiting leisure centres more often than pre-COVID which is encouraging to ensure people keep their exercising habits. There has been encouraging signs that we are also seeing new people to the service, with our junior health and fitness members increasing. More people coming from deprived wards than previously although still lower overall in participation figures compared to other Indices of Multiple Deprivation (IMD) groups. Females account for more than 48% of our membership base which is more than males at just over 43% (the remaining prefer not to say) but males have returned to activities quicker. There are more people over the age of 60 using the services again, but again the numbers remain lower overall. The average age of our membership base now sits at over 43 years of age.

Children & Young People

The Positive Futures programme that we offered to primary and high schools as well as alternative learning provisions helped support C&YP with a wide range of Personal, Social, Health, Economic (PSHE) educational and Youth Crime (One punch, weapon awareness and joint enterprise) workshops. These workshops developed the knowledge, skills and attributes they need to manage their lives now and in the future. We used Goal Based Outcome's to provide the C&YP with the opportunity to give feedback on the programme and to see how we can improve in the future. This development empowered the participants to have a voice and influence on the programme going forward.

The Healthy Holiday project provided C&YP with the opportunity to take part in free fun activities during the summer and Christmas holidays. The activities were all at local venues across the city from 10am – 2pm and aimed to:

- Increase the physical activity levels for C&YP over the summer holidays with additional resources such as the Active Leeds resources (under 8's Ready Set Rainbow and the over 8's Get Active Stay Active) and sports equipment (to enable C&YP to play some games within their own surroundings (indoors and outdoors) – table tennis kits, balls, and cones).
- Provide breakfast and hot / cold meals for families on free school meals
- Providing local services for parents / cares to access during the summer holiday for example – credit union, financial advice, employment opportunities and library access etc.
- Provide families with some respite.
- Provide positive memories for the C&YP and families.

Physical Activity Ambition & Get Set Leeds

Once the Physical Activity Ambition priority focus areas are agreed they will become focus areas of work across the system, which will hopefully lead to better outcomes for the geographies and protected characteristic groups that the work priorities.

Get Set Leeds Local has highlighted the impact of current work and the difference this is making to people's lives through videos, case studies and pictures. Working in a co-productive way is helping shift the power, to work with communities to empower them, aiming to build trust and to "do real listening" and work in a solution focused approach. Good stuff has been happening within these communities, but where it was, it was often disconnected or not known about – we're aiming to help connect and support a collaborative approach. We have worked with several National funders to influence work around equality, most notably – The Football Foundation, Sport England, British Triathlon and British Cycling to ensure an equitable approach to engagement and conversations with the Cities underrepresented residents – focusing on Communities that fall into the bottom 1% Nationally, Multi-Cultural Communities and Women and Girls. Significant funding and resource have been channeled to respond to and coproduce projects with residents in the city and we have built a library of short films that provide 'Social Proof'.

Women & Girls

The Leeds Girls Can project had an impact on increasing the awareness of current barriers for girls from South Asian communities. This has allowed Active Leeds and partners the opportunity to design future provision better tailored for girls from diverse backgrounds; increase the number of South Asian women and girls taking part in sport and physical activity; giving this specific group of girls the platform to change the narrative for other girls like them and developing future role models and positive peer models.

Run Leeds

The project showcased particular articles and features on the Run Leeds website that promote under-represented groups. For example 'Neena's Story' an interview which discusses barriers facing Muslim and South Asian women running. For full article see link to website: <https://runleeds.co.uk/article/its-my-time-to-run-neenas-story>. Changing the Run Leeds website ethos to 'Running for everyone' – using particular running groups on the home page to highlight diversity and inclusion e.g. The Hijabi Runners and contacting LGBTQ+ groups such as the Frontrunners to collaborate for LGBTQ+ History Month.

What else do you need to do?

- A plan to introduce the new disability swimming lessons and additional specific sessions at other leisure sites across the city. Also to improve female only swimming teacher opportunities linked in with the Swimming Teacher Association campaign.
- To continue providing Healthy Holiday, Positive futures and Inspirations provision for C&YP and their families across Leeds and especially in the 1-10% most deprived communities.
- Expand the support to refugees and asylum seekers in Leeds particularly with a focus on those based in hotels and affected by Covid-19 restrictions. Also a greater focus on Ukrainians coming over and how we can support them with access to physical activity.
- To finalise the focus areas for the Physical Activity Ambition priorities and begin the co-production phase of the approach.

- To continue to seek opportunities to reach, listen and co-produce solutions in communities which support the protected characteristics and demographics most affected by COVID-19, developing new relationships and further develop existing ones and create new community connections for opportunities, and help reduce 'silo' working.
- We have been working alongside the Long Covid team within Leeds Community Healthcare to provide physical activity support to those individuals who are experiencing symptoms relating to long Covid. We have been accepting referrals directly into our health referral programme, in which referral participants have received one to one tailored support based upon their needs. Further work is in development to look at running a coproduced pilot programme in which we provide group based support for those who need further support to increase their physical activity levels.
- We are currently in the process of developing an improved offer of age friendly activities across the service to further support older adults to be physically active but also promote the social benefits. These activities are designed to be accessible and perfect for beginners.
- To re-assess disability changing provision and access across the suite of leisure centres.
- To utilise the current Sport England Active Lives data as the baseline for physical activity levels in the city and compare the 2021-22 findings when published in May/June 2022. Comparisons will also be made with pre-covid levels.

Best Council Plan: Health and Wellbeing

- Ensuring support for the health and social care sector to respond to and recover from COVID-19
- Reducing health inequalities and improving the health of the poorest the fastest
- Supporting healthy, physically active lifestyles
- Supporting self-care, with more people managing their own health conditions in the community
- Working as a system to ensure people get the right care, from the right people in the right place

Equality Improvement Priority:

Review and respond to the impact of COVID-19 on communities and communities of interest with a focus on health inequalities.

Key actions:

- Work with Community Health development providers to understand the impact of COVID 19 in inner City wards.
- Develop the Asset Based Community Development (ABCD) pathfinder programme, expanding the reach across the City; and
- Support the development of asset-based community development across the Council and wider health and care system.

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

Leeds City Council commissions a Locality Community Health Development and Improvement Service (known as Better Together). The service is provided by trusted third sector providers – the lead providers are Feel Good Factor, Health For All and Barca. The Better Together service covers all ages, where appropriate, but will primarily focus on adults 16+. The service is only delivered in the 10% most deprived neighbourhoods. It is performing well in the 1% priority neighbourhoods.

In initial lockdown, Better Together played a key role in community hubs organising and delivering food parcels (including culturally specific foods where appropriate), picking up and delivering prescriptions and making welfare calls to people shielding or needing to self-isolate. They've also supported pop-up testing and surge testing for new variants, e.g. in Harehills and Hyde Park. They have door knocked for the Leeds Contact tracing service and have supported pop up vaccination clinics. They have also ensured that citizens have stayed connected through group work and 1:1s. Some has been a mixture of virtual and face to face where it can be done safely.

Asset Based Community Development Pathfinder Programme

Even with the impact of the pandemic, which has been significant for the delivery of ABCD, the programme has had some big successes during last year. ABCD has at its core building communities through connections. When the pandemic put the country into lockdown this had a huge effect on the delivery of the

programme. Some pathfinders decided to furlough the community builder, some pathfinder organisations took on the role of the community care hub and some pathfinders continued to work but found other ways to connect people. Street WhatsApp groups were established where people swapped recipes and simply just checked in with each other. Socially distanced street meets were organised, and friendships were formed.

The Leeds City Council ABCD Development Lead maintained strong links with all the Pathfinder sites to support throughout the pandemic.

The ABCD evaluation carried out by Leeds Beckett University was published with a successful launch event that had over 1000 people attending online.

A new round of grant funding established five new pathfinder sites. One of the organisations has a different approach as an arts-based organisation. Another of the new pathfinders was established through a collaboration with Children's services with a focus on working with the Roma community specifically. This is an exciting addition to the pathfinder programme as it has an emphasis on a community rather than a place, with the community builder a member of the Roma community.

Since starting in January the community builders for the pathfinders have taken part in an induction week. This was important for the established pathfinders and the new ones coming in. The community builder role is a unique role and coming together is helpful for the builders to share learning and generate new ideas around connecting with people. This is something they have been unable to do during the pandemic.

What difference has your actions made and for whom?

Better Together

There is an annual target of 15,000 outreach contacts in the community and a target of 1500 people joining groups / activities. These targets have been flexible through the Covid response, but in the last quarter services have engaged with 4,269 community members through a range of outreach activities (32% of annual target). This outreach activity led to 434 people newly attending groups that are supported/delivered by the service (35% of annual target). This is an important part of the city's recovery and resilience approach from Covid 19.

ABCD

The stories below highlight how ABCD has had a positive impact on individuals and communities:

- Robert recently moved into flat for people over 50. He felt isolated and the community builder suggested he work in the community café. From this he had an idea to use the community room in his block of flats to bring residents together. It was a success with residents saying they feel less isolated, have new friends and are happier.
- Marie was unable to work because of disability and was recently bereaved after losing her husband. She began attending a knitting group and started to volunteer at the community café. There she started talking about her passions

for paper craft which ultimately led to her starting a group called the glitter fairies that became a micro enterprise selling cards at local markets.

- Chris, in his 50s was anxious and his mental health was poor. During discussions with the community builder, it was discovered that Chris had a passion for gardening, fishing, and carpentry. The builder worked with Chris to find other people interested in gardening and supported Chris to set up an Urban Task Force. They would tidy the local area green spaces and began growing veg on an allotment that was used at the community café, sold at fairs, or donated to food banks. This has had such a positive impact on Chris he is getting his level 3 in safeguarding so he can teach his skills to vulnerable people.

What else do you need to do?

Better Together

Understand the impact of Covid 19 on communities and respond appropriately.

ABCD

- Develop a strategic plan in line with the Best City Ambition
- Embed asset and strength-based ways of thinking and planning across the city
- Develop a new ABCD training offer
- Work to develop investment into the ABCD programme
- Strengthen existing and develop wider networks and partnerships
- Grow the confidence of community builders in their work and across their networks

Best Council Plan: Age Friendly City

Leeds has an ambition to become the 'Best City to Grow Old in' and is taking a system wide approach working towards the World Health Organisation's Age Friendly Communities Programme. The Age Friendly Leeds Board has developed an Age Friendly Strategy and action plan which cuts across all the Best Council Plan priorities. The aim of the strategy is to create a city where ageing is seen as a positive experience that brings new changes and opportunities, the views and opinions of older people are sought and valued, and older people have access to the services and resources they require to enable them to live healthy and fulfilling lives.

Equality Improvement Priority:

Ensure everyone can benefit from an age friendly city where people age well, regardless of where they live or their protected characteristics, enabling older people to be valued, feel respected and appreciated, and are seen as assets.

- Influence across the Council and wider partners to ensure age, as a protected characteristic, is considered in strategic priorities and plans.
- Recognise the barriers faced by older people who are, or are at risk of, being vulnerable, marginalised or disadvantaged, and put interventions in place to remove or reduce these barriers.

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

Over the last 12 months we have progressed a number of workstreams relating to the age friendly equality improvement priority. We have:

Developed a greater understanding of the needs of older people with protected characteristics through the:

- Publication of the *State of Ageing in Leeds* report. This report has been produced in partnership with Leeds Older People's Forum and the Centre for Ageing Better, and looks at what life is like for people aged 50 and over in Leeds. The report was published in December 2021, and we are currently sharing the findings with partners through a series of webinars. The data and insight have been used to inform the refresh of the Age Friendly Strategy and action plan. As part of the State of Ageing in Leeds report we consulted with older people in the city to understand what it was like to age in the city.
- Completion of a Carers Health Needs Assessment which outlined some of the key statistics to inform a number of recommendations for change.

Influenced across the Council and wider partners to ensure age, as a protected characteristic, is considered in strategic priorities and plans by:

- The Age Friendly Board prepared a response to Best City Ambition Consultation
- Supporting older people to respond to consultation opportunities such as:
 - the new Housing Strategy through the Me and My Home Group

- Made the connection between colleagues in transport and the Leeds Older Peoples Form Age Friendly Steering Group
- Facilitating an online workshop for older people to consider the local plan and how it responds to climate.
- Working with the Centre for Ageing Better QA research were commissioned to undertake engagement work with older people to ensure the voice of older people is considered alongside the State of Ageing in Leeds report. The report was presented to domain leads within the Council and used to inform the Age Friendly Strategy and action plan refresh.
- Leading the priority 7 workstream of the Mental Health strategy which focusses on ensuring older people have access to information and services that meet their needs

Worked with Commissioners/services to develop and implement age friendly principles to ensure services are accessible and inclusive of older people and those with protected characteristics by:

- Using learning from age friendly principles developed as part of the Covid vaccination and testing programmes we are developing a series of tools to support commissioners and services such as
 - Suggested prompts and wording for Commissioners to use in contracts and grants
 - Developing a set of Age Friendly principles and toolkit together Dementia Friendly to be initially piloted within Leisure services. Learning will be shared across other services within the Council.

Tackled age discrimination through the Age Proud Partnership, implementation of the anti-ageism campaign and intergenerational working through the:

- Delivery of the *Wise Up to Ageism* training for staff in the Adults and Health Directorate reaching over 300 members of staff.
- Further developed the Age Related Staff Network which meets quarterly with 20 people regularly attending from across the Council
- Facilitated the sign up of Leeds City Council to sign up to the Centre for Ageing Better's Good Recruitment for Older Workers pilot which aims to reduce ageism in recruitment.
- Promoted the Age Friendly Ambassador programme through various opportunities such as the Age Friendly bulletin and the Wise Up to Ageism training.

Developed a programme of work to support older people to maximise their income with an initial focus on pension credit uptake by:

- Raising awareness to encourage pension credit uptake through the Age Friendly Leeds Partnership, Shine magazine, Age Friendly Ambassadors and Local Care Partnerships.
- We worked with Leeds Older People's Forum and the Department for Work and Pensions to deliver training for the third sector and Neighbourhood Networks.
- Developed a targeted approach using data about people claiming council tax benefit but not because of being on guaranteed pension credit.

- The Age Friendly Partnership has had a focus on the cost of living crisis and how we can collectively support those older people most likely to be affected
- Successfully funding application to West Yorkshire Health and Care Partnership for funding to alleviate fuel poverty.
- Respond to national consultations to ensure the voice of older people is heard especially those with protected characteristics. e.g. accessible homes standards consultation.

Worked with partners to ensure a preventative approach is taken in later life to address individual risk factors as well as the wider determinants with a focus on those who are more likely to experience inequality to ensure they age well. Examples of this include:

- Through the COVID-19 Harm Minimisation programme we have developed resources to support those with differing language needs which includes those who are not digitally literate and who do not read in their own language – to include time and support for champion work able to have positive conversations in the community.
- Provision of small grants to nine organisations working directly with older people from culturally diverse backgrounds.
- Encouraged front line staff to feed back their experiences and confidence about working with older people as part of a survey NHS England and Improvement were carrying out in relation to mental health
- Shared learning about working with and through older peoples third sector organisations and the impact they made during COVID.
- Developing a programme to engage with older people who have become deconditioned as a result of lockdown.

What difference has your actions made and for whom?

Examples to demonstrate the impact of the work include:

- 300 members of staff within the Adults and Health Directorate have developed a greater understanding about ageism and the impact that it has. As a result of the training staff can challenge negative views about ageing and older people.
- Through the pension credit pilot 367 people were written to who lived within LS14, highlighting the support available through organisations such as Age UK Leeds, Welfare Rights Unit, and the local neighbourhood network. As a result of this 39 people have made contact and received support to make a claim for pension credit. This will ensure they receive extra money to help with living costs over and above their state pension.
- As a result of a successful application to the West Yorkshire Health and Care Partnership £339k has been allocated to Leeds to work to address fuel poverty. Leeds has chosen to focus on two main cohorts for additional support – households where someone is clinically extremely vulnerable to Covid and those where a household member is likely to require hospitalisation or become severely unwell living in a cold home. This will impact on:
 - No of households contacted to raise awareness of and provide brief intervention advice around fuel poverty and winter warmth/wellbeing- to be determined

- No. of households directly assisted to reduce fuel poverty - 450
- No. of households with at least one cold related illness assisted with heating interventions – 175.
- Prevention programmes have restarted and are being delivered across the city to support older people who have become deconditioned as a result of Covid. Between October and December 2021, 1157 older people attended a programme and as a result have improved their strength and balance and therefore reduces the risk of falling.

What else do you need to do?

There are a number of areas within this priority that still need to be developed including:

- Delivery of the *Wise Up to Ageism* training to a wider audience within the Council. Currently the training offer has been provided to the Adults and Health Directorate.
- Implementation of the Centre for Ageing Better's Good Recruitment for Older Workers pilot which aims to reduce ageism in recruitment.
- Roll out the learning from the pension credit pilot to other areas within the city.
- Implement pilot of the Age Friendly principle and toolkit and if successful share with other services within the Council
- Continue to develop our understanding about the impact that Covid has had on older people, especially those with protected characteristics

Best Council Plan: Sustainable Infrastructure

Zero Carbon is one of the three pillars of the Best City Ambition. To realise this ambition, Team Leeds will focus on:

- Delivering a low-carbon and affordable transport network which encourages people to be physically active and reduces reliance on the private car, helping people get around the city easily and safely.
- Promoting a fair and sustainable food system in which more produce is grown locally, and everyone can enjoy a healthy diet.
- Addressing the challenges of housing quality and affordability, tackling fuel poverty and creating vibrant places where residents have close access to services and amenities.
- Joining with local communities, landowners and partners to protect nature and enhance habitats for wildlife.
- Investing in our public spaces, green and blue infrastructure to enable faster transition to a green economy while improving quality of life for residents.

Equality Improvement Priority:

To ensure that work to deliver the City's climate ambition of net zero provides opportunities for and is inclusive of all communities, including those characteristics protected by law under the Equality Act 2010.

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

Energy Efficiency – to develop projects that target those areas of greatest deprivation so that we can work to reduce fuel poverty and improve living conditions for our most vulnerable citizens

Many SEAQ projects in last 12 months have been targeted at low-income households in Leeds. Investment in our own council housing continues at pace with projects such as the installation of ground source heat pumps to 845 multi-storey flats or the work in Holt Park to make 190 council homes net zero being two very noteworthy examples. Leeds secured £4.1m from the Social Housing Decarbonisation Fund (SHDF) demonstrator to fund innovative whole house improvements to make 190 council homes net zero carbon. Good progress has been made and the homes in Holt Park are now receiving super insulation to walls and roofs, high performance windows and doors and air source heat pumps and solar panels. The contractor is focusing on high quality detailing to minimise cold bridging and heat loss and will be carefully monitored to demonstrate the savings achieved. We also recognise that people with disabilities are overrepresented amongst council tenants (26% compared to 16% of UK population registered as having a disability) and therefore schemes focused on council housing retrofit disproportionately benefit people with disabilities and further reduces inequalities.

We have been working with Better Homes Yorkshire to install solar panels and insulation on the city's coldest privately-owned homes, funding by the Green Homes

Grant. Homeowners have been eligible for free solar panels, cavity wall or loft insulation if their total household income is less than £30,000 per year or they receive certain benefits. Phase 1a ran from late 2020 to September 2021 and delivered measures to 77 properties. Phase 1b commenced in early 2021 and has already installed mainly external wall insulation and solar panel installations in 194 properties and is projected to complete measures in 365 households to a total value of £3.77 million. Phase 2 commenced in mid-2021 and will support a mix of retrofit in over 600 properties including council and private sector homes and the social rented sector including external wall insulation and solar panels.

The Home Plus Leeds scheme is managed by Care and Repair, Age UK and Groundwork. It provides energy efficiency advice, small scale energy efficiency measures (such as draft proofing) and heating repairs to low income and vulnerable residents across Leeds. Support through this scheme is available to 900 residents per year. Home Plus also provides the gateway to our Warm Well Homes scheme which can provide larger scale heating and energy efficiency improvements to low income, private residents suffering from a cold related illness, i.e. cardio-vascular, respiratory, mental illness or elderly frailty. This is funded through the Housing and Health team and typically assists between 75 and 100 households per year.

This year, Leeds has received an allocation of £339,000 from the West Yorkshire Health and Care Partnership to assist households at risk of fuel poverty this winter. The funding is being targeted at two types of households. The first group is those where someone is clinically extremely vulnerable. For this group there is solid evidence that the last two years of covid, with shielding requirements and increased costs from staying at home more has disrupted the income of many households. This is particularly true for those in employment whose jobs cannot be carried out from home which often tend to be less secure, lower paid roles.

For the households at risk of hospitalisation due to cold related illness, GPs will identify patients from low-income households at risk of cold-related illness or who are likely to have significantly higher electricity bills due to health conditions (e.g. those who use ventilators, feeding pumps or electric wheelchairs). These households will be contacted proactively by the local social prescribing service and then referred on to Home Plus Leeds.

For all retrofit schemes and projects, we ensure that all residents with specific equality characteristics receive information in an accessible form and construction works take their characteristics into consideration. Where required, we arrange respite facilities. Where residents are required to apply for retrofit measures to be installed in their homes, we ensure that there are no digital access barriers within the application process, and for schemes such as the Green Homes Grant funded improvements, we have supported residents over the phone to apply.

We continue to work with landlords' association to promote the need to improve properties and to ensure landlords are aware of potential changes which will impact the sector such as the potential changes to EPC rating and the ability to rent homes. This is via landlords' forums, social media, email alerts and the Council's own webpages.

Charging Network – to ensure that the city’s electric vehicle charging network is accessible to all residents and is also complementary to the wider Transport Strategy that seeks to deliver decarbonisation of transport and also modal shift. As such vehicle charging facilities must also ensure that other road users such as pedestrians and cyclists are not impacted. As such, charging should focus on a hub approach to meet demand, rather than create additional street furniture.

In February 2022, a new electric vehicle infrastructure strategy and action plan was approved at Executive Board that outlines the council’s role as a facilitator and key stakeholder in working to support citywide electric vehicle uptake. A charging network ‘hub’ approach has been introduced to avoid accessibility issues created by cross pavement charging points, as well as benefitting residents without off-street parking in recognition of the large proportion of terraced and back-to-back housing in Leeds.

Utilising the Residential Charge Grant Scheme fast charge points are being installed across 6 locations in Leeds, providing 15 dual charging points that support 30 bays. These installations are designed to support residential areas where housing typically lacks off street parking and therefore households have been unable to utilise the home charge grant. These units are installed and have been live with effect from January 2022. A second phase of grant funding to support installations across 10 sites with 30 dual units has been submitted for installation in 2022. The Fitting the Future (FtF) project has also been reshaped and now offers electric vehicle charging points for 50 council homes. A contractor is now being procured for these works. We have worked with the West Yorkshire Combined Authority and Engie to deliver a rapid charge network across the city that now provides 30 dual 50kW rapid charging stations across 28 locations that are spatially spread across the city. The dual nature of the units means that this provides 60 EV bays with a further 5 sites due to be completed in early 2022, increasing the network to 70 rapid charging bays.

Alongside work progressed on the charging network, this year, we expanded the Electric Vehicle Trial Scheme to include third sector organisations who directly support protected characteristic groups. Several faith-based organisations have taken part in the scheme such as Hamara and Leeds Central SDA, as well as organisations supporting disadvantaged groups in the community such as St George’s Crypt and Globe. We have also worked this year with the Energy Saving Trust which ran courses and presentations for those proprietors and drivers keen to learn more about ultra-low emission vehicles when the time comes for them to consider options. In addition, the service has licensed five electric Nissan Leafs to loan out to proprietors for a free trial allowing them to experience the benefits of such vehicles first-hand and whilst working.

White Rose Forest – to target schemes in areas with the highest levels of deprivation and the lowest tree canopy cover.

Several activities have taken place in the last 12 months to increase tree canopy cover in the most deprived wards in Leeds and promote community cohesion that count towards the White Rose Forest - a regional partnership aiming to increase tree cover across West and North Yorkshire.

The Woodland Creation Scheme, which contributes to the White Rose Forest, will see 9,612 trees planted in Beeston and Holbeck, 974 in Burmantofts and Richmond Hill, 2,674 in Armley, 4,892 in Gipton and Harehills, 408 in Hunslet and Riverside, 1,250 in Little London and Woodhouse, and 55,867 in Middleton Park in the 2021/22 period. These are the urban areas with the lowest tree canopy.

The White Rose Forest Action Plan 2021-2025 was published in November 2021 and since then, we have received a number of expressions of interest from private landowners to plant trees on their land, including in the most deprived areas of the city. We have developed a leaflet detailing the plans for tree planting in Leeds which will be presented at parish council meetings across the district in coming months, to help identify contacts for future tree planting sites. Future engagement will also include reaching out to faith groups across the city.

We have also developed a webpage specifically for tree planting information for residents, businesses and community organisations which will be launched imminently. This will include resources and guidance to encourage communities to take part in tree planting initiatives in their local areas and how to protect and preserve trees on their land. As part 'Trees for Streets', a tree sponsorship programme whereby residents can pay for a tree to be planted in an area of their choice, communications will focus around encouraging sponsors to consider planting locations in areas with the lowest tree canopy, and not necessarily within their local area.

Air Quality Strategy – to develop and implement an action plan that helps to improve air quality for all citizens but especially those living in greatest deprivation and that supports those with accessibility needs.

The Air Quality Strategy and action plan, agreed at Executive Board in July 2021, aims to reduce emissions across the district and to help people to reduce their exposure to existing air pollution. These measures will help to reduce health inequality throughout the city.

To date, progress has been made on several actions that aim to reduce inequalities. This had included working with public health colleagues to explore options for an air quality alerts system to notify vulnerable citizens of poor air quality and advise them to take necessary precautions. Anti-idling banners will also be delivered to schools in several of the most deprived wards in coming weeks to raise awareness and reduce pollution from cars during school drop-offs. Continuing to build on schemes that increase the number of electric vehicles and charging points, as mentioned earlier in this submission, are also key elements of the Air Quality Action Plan.

Communications and Engagement – to ensure that our comms and engagement work is representative of the communities that we serve, is accessible, and is actively targeted to reach all of our communities.

In recognition of the under-representation of minority ethnic groups in green careers, the Green Jobs Task Force report recommends that future work prioritises improving the diversity and inclusivity of the green workforce. On this basis, schools in priority neighbourhoods with high populations of minority ethnic groups were targeted to

take part in a COP26 Regional Roadshow event held 5th November 2021 for school pupils in Leeds at the low carbon construction firm CITU, focusing on bringing together pupils and local workers in jobs that contribute towards decarbonisation from a diverse range of sectors. The Future Talent and Skills Plan will have a clear focus on green skills and the need for targeted support for transitioning high carbon sectors, ensuring opportunity for all with nobody left behind. There has been extensive stakeholder engagement over the last 12 months which will inform the final plan, to be considered at Executive Board in the coming months.

We continue to make sure that all of our digital communications (such as the Leeds By Example website and information on www.leeds.gov.uk) comply with accessibility regulations to ensure that it can be accessed and understood by people of different reading ages and languages (using translation software), and is also compatible with equipment to read-out text for those with visual impairments.

Leeds currently holds the 'Sustainable Food Places' Bronze award and work is now beginning, alongside Food Wise Leeds, towards the Silver and Gold awards. A fundamental part of this will be engaging with partners to develop a cross-cutting food strategy for the city, which will focus on the 'three pillars' of our Best City Ambition - inclusive growth, health and wellbeing, and climate change. This will be underpinned by a vision for Leeds to have a vibrant food economy where everyone is able to access local healthy and affordable food, produced in a way which improves our natural environment and embraces innovation. Work has begun to develop the strategy, including a successful scoping workshop which took place in January 2022 with local food organisations, and the strategy will be considered at Executive Board in Autumn 2022.

What difference have your actions made and for whom?

Alongside the evidence submitted throughout this document, further data is provided below.

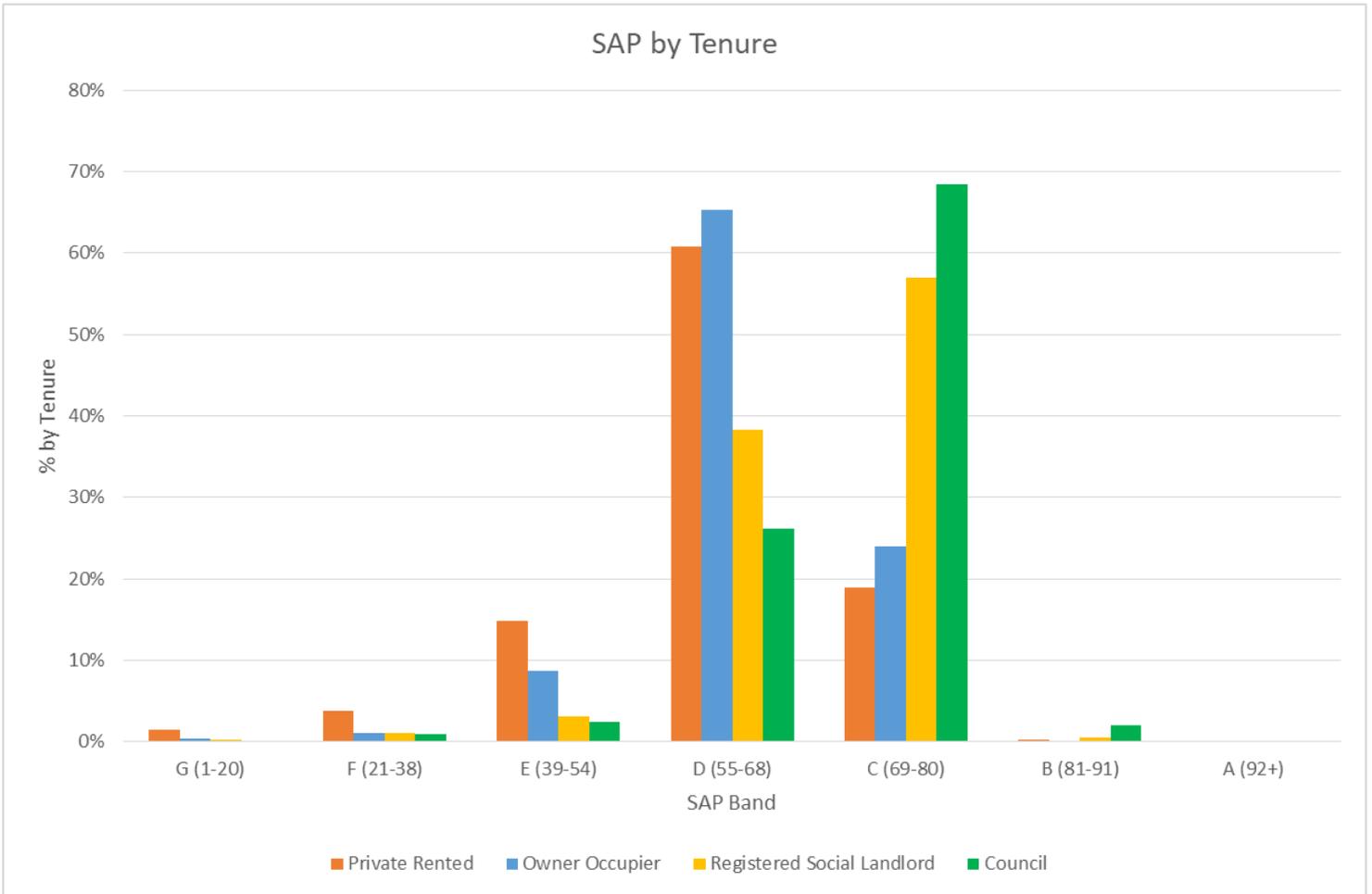
The chart below shows the social housing retrofit projects completed in the last year as well as planned projects in coming years.

1.1 Overview of the decarbonisation projects

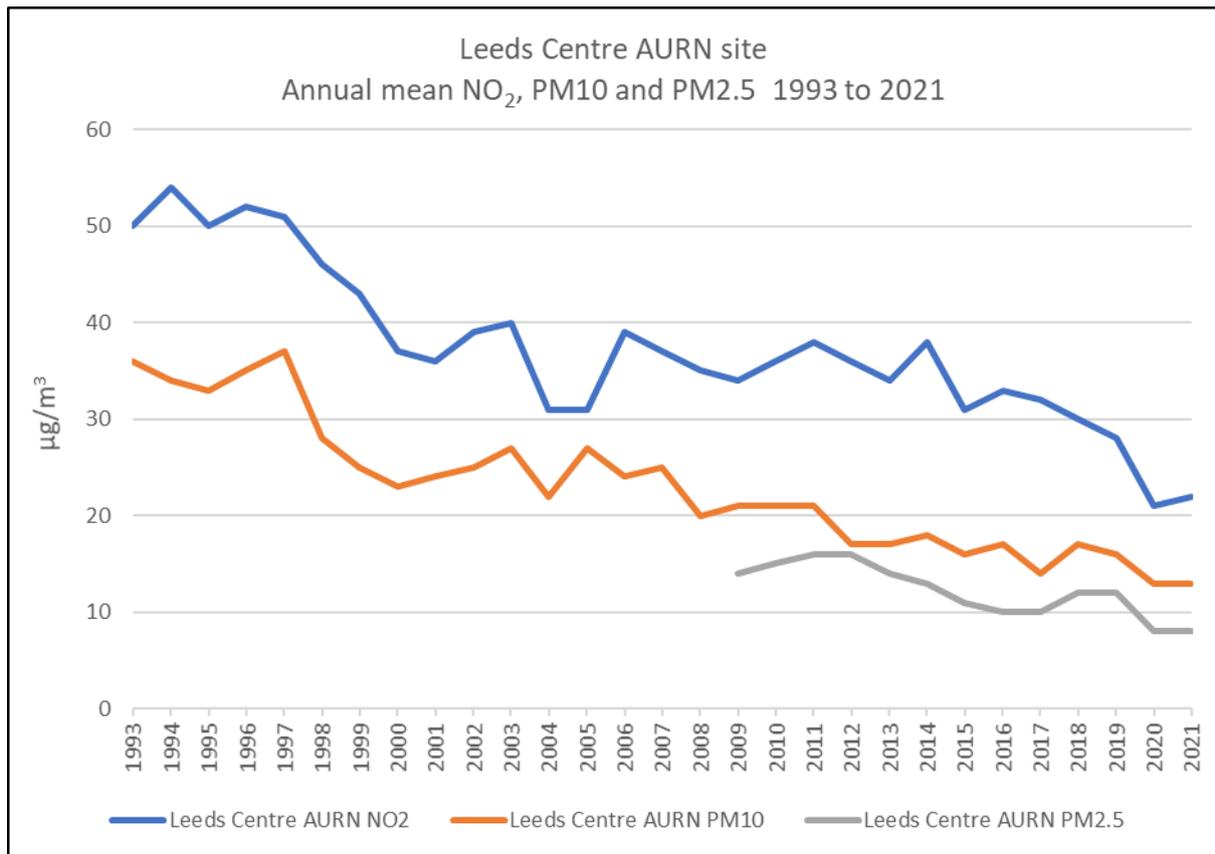
Table A – Retrofit projects that will increase thermal efficiency of low performing properties

Decarbonisation Investment	Complete	On Site	Pipeline	In Planning			Households
	20/21	21/22	22/23	23/24	24/25	2025+	
Shakespeares Project							297
GSHP Ph1 (Heights East & West)							120
GSHP Ph2 (Westerly Rise & Croft)							92
Roofing							471
Air Source Heat Pumps							14
Westons							20
Roxby Close Thermal Efficiency							60
District Heating Network - Leeds Pipes							1,200
GSHP Ph3 (Queenswoods)							92
GSHP Ph4 (Rycrofts)							274
Hobdales							190
TIBB							750
Lowills & Moor Grange Court Project							357
Parkways Thermal Efficiency Work							273
Fitting the Future							160
Marlborough Thermal Efficiency							99
District Heating Clusters							1,483
GSHP Phase 5							1,366
Lincoln Green High-rise project							480
Lincoln Green Maisonettes							60
Marlborough Estate Phase 2							56
Cavity & Loft Insulation							4,000
Back to Back Insulation Phase 2							650
Total Households							12,564

The chart below shows that social housing is now the most energy efficient housing (measured by Standard Assessment Procedure (SAP)) in the city, compared to privately rented and privately owned properties.



The chart below clearly shows the decline in air pollution from a 1993 baseline, and therefore a reduction in the level of risk to our most vulnerable residents in Leeds.



What else do you need to do?

The funding outlook is limited for tackling the large remaining amount of Victorian housing in priority neighbourhood and this is a barrier to our progress. The funding streams that are available to the council to apply for are restrictive in terms of tenure, and do not allow for an area-based approach. We will be exploring alternative funding solutions to allow us to deliver schemes that reach wider groups.

A work plan will be developed based on the outcomes of a recent SEAQ team discussion around how we could be more successful in reaching all communities in Leeds. This work is in the early stages but will include exploring options to embed equality monitoring at the outset of a project, along with customer evaluations once the project is complete, with our delivery partners, to better understand our reach and to drive the equality agenda beyond our own organisation. Once we have established how well our schemes reach protected characteristic groups, we will use this data to inform how we deliver future projects, including targeted communications and advertisements to groups we identify as underrepresented to date.

Best Council Plan: Sustainable Infrastructure

Equality Improvement Priority:

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

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

Within the last 12 months the Connecting Leeds Team have consulted on a number of large infrastructure schemes across the city, including A6110 in West/South Leeds, Connecting West Leeds Levelling Up Programme, A64 corridor, Lawnswood Roundabout, Harehills Road and Mirfield to Dewsbury to Leeds and Leeds City Square.

In October 2021 a presentation was undertaken at the Access and Use-Ability Group to provide an update on the schemes delivered as part of the Leeds Public Transport Infrastructure Programme.

Rail Package

- Rail accessibility scheme at Crossgates and Horsforth
- New Pudsey Station – Proposed P&R expansion
- Leeds Rail Station – contribution to the Leeds Integrated Masterplan

Bus Delivery Package

- Over 1000 bus stops upgraded with Real Time Screens.
- Roll out of the Leeds Core Network map and new signage across the city.
- Upgraded transport Hubs in districts/towns providing improved community access to public transport.
- Improvements to Leeds Bus Station providing an inclusive and enhanced customer experience for passengers moving through the bus station.
- Launch of the “Flexibus” – East Leeds Demand Responsive Transport – 7 new electric vehicles with low floor access, wheelchair space and inclusive service to all.

Bus Infrastructure Package

Completed City Centre schemes:

- Headrow, Park Road, Infirmary Street, Cookridge Street – all with wider pavements, segregated cycle infrastructure, seating, re-located taxi ranks, improved bus areas and bus stops
- Stourton park and ride became operational – with a great addition of the new Changing Place toilet providing valuable facilities to people with complex needs.
- There is also secure mobility scooter storage/charging and secure cycle storage. Customer services are available at all times of the operational site to provide assistance if required.

- Increased parking at Temple Green Park and ride.
- Improved signal upgrades at Harewood junction and Moortown Corner.
- Improved infrastructure along A660, A647, A61south – providing improvements with wider pavements, decluttered street furniture, segregated cycle lanes, improved bus priority.

In addition to the LPTIP works above, the Connecting Leeds team has undertaken a number of consultations with the public as part of its Emergency Active Travel Fund Tranche 1 programme, including:

- Chapeltown Active Travel Neighbourhood
- Hyde Park Active Travel Neighbourhood
- Beeston Active Travel Neighbourhood

Later in 2021, the emphasis on ‘Emergency’ and creating a generic Active Travel Neighbourhood was dropped and the following Tranche 2 projects began:

- Wortley Residential Streets scheme
- Armley Residential Streets scheme
- Chapel Allerton Residential Streets scheme
- Wensley Drive closure to through traffic

In parallel with these schemes, there has been consultation about Active Travel cycle improvements including Elland Road, Sweet Street, Balm Road, etc.

The purpose of the schemes is to make local journeys on foot or bike easier and safer while reducing the amount of traffic short-cutting through residential streets, overall traffic volume and speeding; these are local people’s priorities.

These consultations began in Spring 2021 and continue to date.

23rd June 2021 – Event held on the completed public realm/infrastructure to invite people with disabilities returning to the city centre following Covid and to showcase the finished scheme on Cookridge Street. Staff and colleagues from Leeds City Council and West Yorkshire Combined Authority provided information / awareness and were on hand to discuss new infrastructure and the changes delivered.

We also invited other organisations to support the event, including:

- The William Merritt Centre
- Bus Operators
- Bike Register
- John Sisk & Sons – delivery partner of the city centre schemes.

We were able to show the completed scheme with:

- Wider pavements so less crowding, easier to find
- Lots of new seating – resting places
- Some new locations of taxi ranks
- Loading bays which can be used for drop off and pick up by private hire
- Minibus drop off near the Art Gallery
- New talking bus stops, new bus flags with easier to find bus information

- Bus priority lanes in place which aim to make bus journeys faster, more reliable and more attractive.

Invitations were sent out to all groups and forums that have been involved in our previous consultations with special characteristics. The event was a great success with lots of people coming to talk to us and enjoying the new improved space.

What difference has your actions made and for whom?

The Actions undertaken over the last year has provided infrastructure across the city that is inclusive and safe for all users.

Transport Hubs have enabled easier access to essential services and public transport. The Leeds bus station has provided enhanced customer services, improved mobility access, improved signage – making it easier to locate information and move around. The Flexibus has provided a responsive service to users that might otherwise need to wait for other over used services, resulting in nonattendance at hospital appointments etc.

The improvements in the city centre have provided areas for disabled people to meet in more accessible locations in the city centre, provided safer pavements with segregated cycle ways.

Stourton park and ride has provided a new and independent choice to travel into Leeds on a clean and safe electric bus. The services on site include “Changing places” facilities, Mobility scooter storage and charging, Accessible buses with dropped ramp facilities, on site customer support.

At all our consultations Leeds Involving People (LIP) provide an invaluable service in identifying stakeholders that are less likely to engage with us. They are commissioned to undertake community engagement on behalf of the city council to obtain honest feedback from all the community ensuring we are considering all backgrounds and protected characteristics. This is embedded in all our community engagement and consultation offer.

We also engage with groups and forums, are regular attendees at the Accessibility and Usability Group (AUAG), DAWN, Leeds Disabled Peoples’ Organisation, Deaf Forum and national and local charities representing blind people.

As part of the delivery of new infrastructure we have developed a campaign “Walk it Ride it” to promote the safe use for all users. Case studies are used to help promote the schemes.

Recent events for Active Travel design schemes have included focused community engagement including: several face-to-face drop-in workshops at easy to reach, accessible community hubs, where Officers helped residents’ comment on large board maps and listened to people’s priorities and suggestions. The Team also engaged with residents online in sessions facilitated by Leeds Involving People that focused on inclusivity. An animation has been created specifically to engage those who benefit from audio-visual content rather than written content. Leeds Involving

People have also performed street and business outreach in the community and are targeted on reaching people with protected characteristics as a priority. Finally, the team have engaged with Leeds Older People's Forum as well as regularly updating the AUAG and attending specific existing Forums and events such as the Chapel Allerton Neighbourhood Forum and the outdoor Beeston Festival.

The AUAG attend on site visits with the scheme planners ensuring that we obtain fine detail of the feedback whilst the schemes are being developed. There is an example of a consultation report listed in the supporting evidence showing the engagement on site with some members of the Access and Usability Group.

Public Engagement events have been held face to face since the govt guidelines changed, providing us with localized, community engagement with members of the public directly/ indirectly impacted by the development or delivery of the changes to the Highway. The events have been well attended and have had political support in the way the consultations have been undertaken.

What else do you need to do?

Our recent consultations have identified that we are getting lower engagement from females than males. To mitigate this, we have committed to:

- Identifying local groups where women would attend, e.g. mums and baby groups, Women's cycle groups, Women's walking groups etc.
- Tailor our messaging to meaningful comms to engage with women of all age groups
- It is worth noting that by engaging using Leeds Involving People, the Chapeltown Active Travel Neighbourhood scheme consultations actually attracted more responses from female identifying people than males, which reflects the progress made into reaching this demographic.

The key priority for next year is to increase engagement from females.

Best Council Plan: Culture

Equality Improvement Priority:

Through Leeds Culture Strategy, engage Leeds communities to create and enable new opportunities to promote increased engagement with culture by Leeds diverse communities through Leeds 2023 and the council's existing cultural and grants programmes.

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

Culture Strategy

Delivery of Culture Strategy delivery framework workshops. The Culture Strategy has a cross cutting theme of Equality and Inclusion with an emphasis on sex, race, disability, faith, and socio-economic factors. Its key priorities are:

- A Hive of Creative Innovations
- Children, Young People and Families
- People, Communities, and Place
- International and Internationalism
- LEEDS 2023 Year of Culture

The workshops were delivered internally with colleagues from a range of service areas. The open workshops were delivered externally with organisations, freelancers, and community groups.

Cultural Impact Framework

A Cultural Impacts Survey led by Culture Programmes is in the design phase with an expected delivery date of Summer 2022. This will include working with other West Yorkshire authorities to ensure alignment of data can tell a story about cultural impacts for the region. One of these areas will be understanding how the region's creative sector delivers Equality and Inclusion through all areas of their work – governance, employment, programmes and audiences.

LCC Cultural Investment Programmes

Managed by Culture Programmes, the Council invests up to £2m per year supporting the creative sector to deliver a broad spectrum of creative and cultural activities, primarily for the benefit of Leeds residents. This investment supports the culture strategy commitment to ensuring that everyone has the right to access culture and creativity across Leeds. The portfolio of investments includes annual support for Leeds Pride, Leeds West Indian Carnival, Pyramid of Arts and Leeds Irish Arts Foundation.

Work commenced in 2021/22 to undertake a review of the Cultural Investment Programme to ensure that more people have the opportunity of investment support and that the portfolio of funded organisations might deliver reach and engagement across the city's 33 wards.

Equality and inclusion are critical for all our investment decisions to help ensure that, as best as possible, the city's diversity is reflected in our decision making.

Leeds Inspired Grants

Through 2021/22, Leeds Inspired Grant scheme offered additional Small Grant rounds and reintroduced its Main Grants for larger scale activity across a range of communities in Leeds. This enabled more opportunities for the city's independent sector.

Arts@Leeds

Arts@leeds supports over 40 organisations to deliver creative and cultural activities for the benefit of Leeds residents and visitors. The current arts@leeds grants scheme was extended for an additional year to cover 2022/23 to enable the creative sector to recover and encourage new audiences to their venues.

ARG Funding

Through the government Additional Restricted Grants programme, arts@leeds organisations were able to use their funding to restart their activity following Covid restrictions, enabling venues in the across the city to welcome back participants and audiences from their neighbourhood and across the city.

Projects and Programmes

Culture Programmes initiated and supported a range of strategic projects which will serve to promote equality and diversity. These projects are currently active so we will report on impacts at a later time. Projects/programmes includes:

In November 2021, Leeds became one of 7 hosts cities across the country for The World Reimagined (TWR). TWR is a national creative education project inviting artists to help transform how we understand the Transatlantic Slave Trade and its impact on us all. TWR will see trails of 100 large Globe sculptures in cities across the UK, August-October 2022 to bring to life the reality and impact of the Transatlantic Slave Trade.

- 10 of these globes will be sited in Leeds City Centre. The trails will be the centre of a broader learning and engagement programme – with aims to engage more than 1 million visitors across the country.
- 13 Leeds schools have signed up to create mini globes. Their programme will include integrating lessons and stories about the trans-Atlantic slave trade in the curriculum – supporting schools to deliver on the changing Ofsted curriculum requirements.
- Further, and to extend reach and benefit, Culture Programmes has enabled 5 schools and school partnerships in Kirklees to engage with the programme

Work is now underway to deliver the community programmes – enabling Leeds diverse communities to engage in and gain support from the TWR programme.

Culture Programmes collaborated with colleagues in Asset Management and Regeneration to enable the David Oluwale Memorial Association to undertake initial work in commissioning public artwork to commemorate David Oluwale. World

renowned artist Yinka Shonibare has been commissioned. Leeds Culture Trust (LEEDS 2023) will take the project forward with Council support.

Ribbons is the winning public sculpture that will celebrate and recognise the achievements of hundreds of iconic women that make up Leeds past and present. The aim of the public artwork is to add a more balanced gender representation to the public sculptures across Leeds.

Leeds2023

The ongoing delivery of Leeds2023's My World My City My Neighbourhood focusses on 20 projects working across localities in Leeds. Artists who have local connections are developing projects that will then be taken forwards by the community

Leeds2023 are trialing the use of qualitative data capture amongst project participants and reflect the community voice through their work with artists. Different approaches are being applied including:

- Working with Horizons Institute to document the participant journey
- Recording community and artist experiences through film

Leeds 2023 Schools Seed Commissions Programme has worked with ten schools across Leeds including Lincoln Green and Seacroft. The commissions will pilot new school resources/ projects that can be scaled up in 2023 year to reach every school child in the city.

Leeds Inspired equality monitoring processes have been shared with Leeds2023 Learning and Engagement Team to promote best practice and consistency between LCC and Leeds2023.

Programmed activities across Leeds' Culture Service

- Culture Programmes / Arts Development team partnered with 100% Digital Leeds to create the Arts and Culture Digital Inclusion Network (ACDIN)
- Holocaust Memorial Day event worked to develop its steering group. The group included community and faith groups, and representatives from BAME communities and people with disabilities.
- Armed Forces Day event worked to develop the steering group including people of different ages, genders and representing different conflicts (The Leeds Nepalese Gurkha Community and Yorkshire Malaya Borneo Veterans Association for example)
- Leeds became a host city for The World Reimagined, a national art education project to transform how we understand the Transatlantic Slave Trade and its impact on us all.
- Both Leeds International Film Festival (LIFF) and Leeds Young Film (LYF) have used the newly developed Leeds Film Player to reach audiences with screenings of films online.

- LIFF began a collaboration with the University of Leeds on Imagining Technologies for Disability Futures.
- LYFF and INDIs Film Festivals worked to the 50:50 principle across their programming; showing more films by female writers/directors and with female lead roles
- INDIs Film Festival offers panels for young people from non-traditional backgrounds to access and thrive within Screen Industries, including working with Industry Voices project.
- In 2021 Leeds International Film Festival had a greater focus on hard of hearing captioned films.
- Carriageworks Theatre worked with Healthy Holidays to offer over £14k worth of panto tickets to families on low incomes.
- Leeds International Concert Season (LICS) used Cultural Recovery Funding to purchase streaming equipment and began streaming free lunchtime organ concerts via YouTube every Monday from Leeds Cathedral.
- Leeds International Concert Season (LICS) has been actively working to improve the representation of Black and Minority Ethnic (BAME) artists and composers in its programming. LICS worked with the LCC BAME group to encourage attendance at Chineke's concert at Leeds Town Hall in October.
- The Neurodiverse Museum project worked with young adults from Swarthmore Education Centre and young volunteers to audit Leeds City Museum and assess its access / content from an autistic perspective. They fed this back to staff and are working on ways to make improvements.
- PSI network (which supports third sector organisations that work to improve the lives of disabled people in Leeds) and the Assistant Community Curator at Leeds City Museum have delivered a consultation session about changes to the Life on Earth gallery and how to make them accessible for those with physical and sensory impairments.
- Artists who work with Arts and Minds (an organisation which promotes creativity and mental wellbeing) had artworks by artists with lived experience of mental health barriers displayed at Leeds Art Gallery and Leeds City Museum.
- Leeds Art Gallery has worked with members of the local community with lived experience to redisplay and reinterpret an artwork with an outdated representation of a Black woman. This was part of an Understanding British Portraits network funded project.

- Leeds Industrial Museum has set up the 'Out on a LiM' for neurodiverse young adults engaging them with the museum and culture more broadly.
- Despite Covid restrictions, Leeds Museums and Galleries managed to bring back the annual co-produced Leeds Inter-Faith event at Kirkstall Abbey. It included a mixed faith group who co-developed the event with staff from LMG. New individuals and faiths were involved this year.
- LMG also delivered 'Outing the Past' LGBT+ History Conference and ensured there was improved Leeds based representation from a diverse range of LGBT+ communities among the speakers at the event.

What difference has your actions made and for whom?

Culture Strategy

Running the culture strategy workshops has worked towards the Culture Strategy Delivery Framework being more inclusive and representative of Leeds diverse communities and artists.

Cultural Impacts Framework

A Cultural Impacts Survey led by Culture Programmes will gain deeper insight into the diversity of staff (and associated freelance professionals) and benefit those working in the creative sector.

LCC Cultural Investment Programmes

Leeds Inspired Grants

Leeds Inspired grants have supported several projects that have increased the visibility of diverse artists and communities in the city. For example: Asian language poetry events with Rangoli Radio, a mural celebrating LGBT+ LUFC fans with Marching Out Together, a series of commissions for Black artists with Assembly House and Heritage Corner.

Arts@Leeds

With the continuity of investment, arts@leeds has enabled the creative sector to maintain the delivery of their work across the city. This also helped to ensure that Leeds residents could benefit from continued provision of activities delivered by the arts@leeds funded portfolio. Many organisations used their grant as match-funding for new projects, work with new audiences and increasing their geographical footprint. This can be illustrated through the work with Theatre Company Blah, Blah, Blah and their project, Stirring Up the Past, the public can borrow equipment from Central Library and go on a free audio walk around Leeds.

ARG Grants

By using the Leeds Inspired grants system for ARG funding we are moving towards a more equitable and consistent approach to funding cultural projects in LCC. It has also raised awareness of Leeds Inspired opportunities amongst organisations and individuals who have not previously applied to Leeds Inspired.

Leeds2023

My World My City My Neighbourhood is helping to building local capacity and confidence to create work that represents the wide-ranging life experiences of people in Leeds.

By sharing Equality Monitoring systems, we are building a more consistent approach to tracking inclusive working between LCC and Leeds2023.

Qualitative equality approaches trialed by 2023 are creating a space for people to self-define their experiences and have more control over the information that they choose to provide.

The Schools Seed Commission pilot scheme has been trialled across a diverse range of localities. The learning from this pilot will improve the quality of the schools offer during Leeds2023 Year of Culture.

Programmed activities across Leeds' Culture Service

Through the Arts and Culture Digital Inclusion Network and the shift to online delivery during the pandemic there has been an improvement in digital accessibility for people who might not be able to engage with 'in person' events and opportunities so easily. This is paving the way for more inclusive engagement with cultural opportunities.

Steering group opportunities in LCC event planning (Holocaust Memorial Day and Armed Forces Day) have helped to include a range of diverse experiences to the planning of events. This has improved delivery of more inclusive events that represent Leeds communities.

Leeds Film Player has massively broadened the reach of the programme, making screenings much more accessible for our audiences. The Film Player has enabled us to support Women X Film Festival, a short film festival celebrating talent from women and non-binary directors, writers, and producers. We are planning to host Leeds Queer Film Festival later this year, which showcases queer cinema with a focus on independent and DIY films

At Leeds Young Film our audience consultation shows that children and young people want and need to see themselves reflected and valued in the stories they watch and share. Offering young people the opportunity to share the stories of others with similar backgrounds to themselves inspires and informs them to direct their own career paths more successfully.

Workshops in the INDIs with film industry professionals such as Ita O'Brien around Intimacy Coordination skills demonstrates our support for equitability within the screen industries and that we are representing all filmmakers and creatives.

For many of these families accessing the Panto ticket offer it was their first visit to the theatre and hopefully they will engage in other cultural projects going forward which may benefit their wellbeing.

Streaming of the free concerts has enabled us to reach isolated and vulnerable members of society who, whether due to the pandemic or mobility issues / age, may not be able to attend the concerts in person. As an example, at the last concert on 14 March, 369 people watched online, and at the previous concert, 7 March, 299 people watched online.

Increasing representation of artists from BAME groups demonstrates that we believe representation matters. Feedback suggests that at least 3 people booked to see Isata Kanneh-Mason simply because she was black and a woman, they weren't fans of classical music, this is diversifying our audience and introducing new audiences to classical music.

The Neurodiverse Museum project has seen a huge shift in staff awareness, and therefore experience for our communities' partners and friends is improved. We now provide a box of 'figit' toys and a quiet space for our young volunteers, allowing neurodivergent individuals to access that group, and to see it as a safe space.

PSI network consultation brought to our attention the experience for individuals with physical or sensory impairments. The visit was conducted with a BSL interpreter, and as a result the staff member involved wants to explore training for himself and making BSL interpretation more available at events.

The feedback from Arts and Minds community artists who had their work displayed was very positive and referenced important wellbeing outcomes such as a rise in self-confidence. One of the artists has now offered to advise the young volunteers who are curating a display about overlooked histories.

At Leeds Art Gallery further work is underway to present a larger exhibition on the subject of identity and representation in from late May 2022, working with a steering group and community involvement.

The young adults involved in the 'Out on A Limb' group have found a home at Leeds Industrial Museum; they are co-producing an event about neurodiversity for staff and visitors.

Leeds Inter-Faith event at Kirkstall Abbey introduced our visitors to faiths in Leeds, and the cultures associated with those faiths including performance, prayer, music, art and food. This helps contribute to community cohesion and positive representation of diverse faiths within Leeds.

LMG delivery of 'Outing the Past' LGBT+ History Conference demonstrated that our local LGBT+ communities and networks are valued in Leeds.

Best Council Plan: Housing

Equality Improvement Priority:

Ensure that consideration of equality and the characteristics protected by law is a key focus of our delivery of Housing services with a focus on:

- Delivering a Housing Growth Programme that provides housing of the right quality, type, tenure and affordability in the right places
- Providing the right housing options to support older and vulnerable residents to remain active and independent
- Improving energy performance in homes, reducing fuel poverty
- Minimising homelessness through a greater focus on prevention

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

1. Delivering a Housing Growth Programme that provides housing of the right quality, type, tenure and affordability in the right places Rough Sleepers Accommodation Programme (RSAP)

Leeds identified a shortage of available 1-bedroom properties, with their own front door, to provide accommodation for people who have been rough sleeping and who want to have their own property. Views were sought from rough sleepers and people currently in emergency accommodation with 81% expressing a wish to live in a single unit property.

This forms part of our aspiration in Leeds to develop a blended 'housing offer', including enhancing and developing 'housing first' models in the city. A key aspect to be able to deliver on this aspiration is to increase capacity and variety in our accommodation for this customer group.

The properties will be owned and managed by the Council, with a specialist team from a commissioned housing support provider delivering intensive support to people rehoused in these properties. The properties are:

- Available to both males and females recovering from rough sleeping.
- Dispersed across the city in sustainable locations – considering availability of relevant support services in the area and available property type

A dedicated team of specialist Housing Navigators (HN's), working closely with Housing Management and Housing Options teams, will provide intense support to people who have previously been sleeping rough. The HNs will have the specialist skills to work with people who display challenging behaviours, as this can often make it difficult to establish relationships. This will help to:

- Support people to settle and thrive
- Improve personal and social skills
- Build resilience to sustain a tenancy and live positively within the community

Ending rough sleeping is a key strategic priority for Leeds as evidenced by the recent 'City Conversation' that took place to discuss how the city can better address people who rough sleep, address their needs and support them into sustainable accommodation. The RSAP will have a positive impact on vulnerable rough sleepers and directly contribute to the achievement of a number Key Performance Indicators the Council will use to measure success, primarily:

- Increase the number, variety, location, and choice of move on accommodation
- Reduce the number of rough sleepers in Leeds
- Reduce the number of people in emergency accommodation
- Increase number of homeless preventions
- Increase number of people having correct support in place when they take up a tenancy

Prevention / Intervention / Recovery – achieving a collective outcome that:

- People 'move in' to appropriate and suitable accommodation
- People 'move-on' by accessing the right support at the right time, to aide their personal recovery and as a result fewer people return / end up on the street and feel socially connected to their neighbourhood

The team have worked to identify, purchase, and ensure properties meet required standards prior to occupancy. During this period, the programme has secured the employment of dedicated additional support staff, completed delivery of phase 1 and welcomed customers into their new homes.

The team also submitted proposals to Homes England / Department for Levelling Up, Housing and Communities (DLUHC) for an increase to the Councils property allocation and grant funding. The bid was successful and aims to deliver a total of 30 homes by December 2022. Delivery of all 30 homes will be supported by a maximum of £1.9 million grant funding

Programme delivery:

- Phase 1 (9 units) now complete: 8 units occupied / 1 unit will be available shortly
- Phase 2 (11 units) in progress: 2 units occupied / 1 unit offered as available for letting and 8 units are being repaired or under offer
- Phase 3 (10 units) due to commence June 2022 and let by Dec 2022

All properties are made available as "ready to move into accommodation". This includes full decorations and floor coverings plus furniture, fixtures and fittings based on individual needs.

In addition to existing commissioned housing support services, a Housing Navigator team is now in place to support people who have previously been sleeping rough into an RSAP specified tenancy. Helping them to improve their personal and social skills

and enable them to build their resilience to sustain their tenancy and live positively within the community

2. Providing the right housing options to support older and vulnerable residents to remain active and independent

New Extra Care provision

Leeds has a vision to work with partner organisations to construct more than 1000 units of extra care housing by 2028 to meet the growing demand for this accommodation type and population forecasts. Extra Care housing is primarily for people over the age of 55 who have a care and support need as well as a housing need. Extra Care schemes have on-site access to 24/7 emergency or unplanned care. In addition, they have excellent communal facilities to alleviate social isolation through dining and activities. Each apartment is self-contained and is capable of being adapted to support the delivery of personal care.

During 2021, as part of a partnership with the council, Home Group opened an outstanding 63-unit scheme, Amblers Orchard, Tingley.

In addition, work has commenced on site for 'Gascoigne House', Middleton, a 62-unit scheme that will be owned and managed by Leeds City Council. It is expected to open in the Spring of 2023. Adjacent to the Scheme there will be 12 bungalows let to Working Age Disabled Adults who can receive support from the Extra Care Housing Team and Care provider. Work is progressing well for a second Home Group scheme at Green Mill Gardens, Seacroft expected to open date in Autumn 2022.

Social Work Teams have been invited to participate in Webinars hosted by Housing Leeds with over 50 attending to find out more about Extra Care housing and how they can support residents to apply.

The process for applying for Extra Care housing is through a Social Worker assessment and does not follow the usual 'Choice Based Lettings' (CBL) process. As part of the marketing campaign for Amblers Orchard it was agreed to trial advertising on 'Leeds Homes' to raise awareness of Extra Care housing and the benefits it brings.

Current Extra Care provision

Housing Leeds has been working with residents at their two Extra Care schemes, Wharfedale View and Cardinal Court, to connect residents digitally both to the service and each other. This has included:

- Daily contact by the Housing Team via Facetime on iPads loaned to residents who were clinically vulnerable
- A reminiscence and nostalgia session at both schemes including looking at old photos of the areas
- Supporting residents with 'hands on' basic training in using an iPad
- Linking in with local Neighbourhood Networks to enable residents to take part in exercise sessions

- Forging links with 'My Back Yard Project' to stream Thai chi, meditation, and exercise sessions to residents via the television in the communal lounge

Extra care schemes also have great benefits for people in the wider community. This is through the cafés, which are generally open to the public, or through activities, including building links with faith organisations, and local schools.

Adaptations and promotion of independent living

Health & Housing play an important role in providing adaptations in Local Authority and Private tenure homes to support the citizens of Leeds to remain independent in their homes. This decreases the likelihood of injuries and accidents in the home and reduces the need for carers or care placements.

This year the service has completed 722 major adaptations in council properties and 679 in the private sector, an increase on the previous year.

Our in-house Occupational Therapy team have been heavily involved with the LCC new builds and the Extra Care facilities that have been built across different locations in Leeds. This has proved to be valuable to the team that are managing these buildings by ensuring the success of the handovers to disabled tenants ensuring they have full accessibility in their new homes.

Officers in Health & Housing are involved with a wide variety of partners to achieve independent living for disabled people in Leeds. The team works with numerous internal services and a wide range of other public bodies, private companies and third sector organisations. The service works with advocacy agencies that work with disabled people to support them in getting the facilities they truly need

The service has spent around £15 million pounds on the provision of adaptations and promotion of independent living for disabled people across the city in the last 12 months.

This year we have been able to offer discretionary funding to customers that apply for a Disabled Facilities Grant. This means that we have attracted more customers to progress with an application rather than fall out because they couldn't afford their means tested contribution. The service has also completed several discretionary initiatives that have seen an increased number of disabled people benefitting from a wider range of work funded by the disabled facility grant budget.

Our performance increased significantly, achieving 81% completion on all local authority adaptations and 90% in the private sector. This is a significant improvement compared to last year which was 39% (council) and 65% (private). As we hopefully move away from the significant effects of Covid, the aim is to return to achieving the 95th percentile in performance as we did before the pandemic.

3. Improving energy performance in homes, reducing fuel poverty

The council invests over £80m annually in its housing portfolio through the Housing Investment Programme and has delivered many projects in the last 12 months that will improve the energy efficiency of homes, including the installation of Ground Source Heat Pumps and external wall insulation to high rise buildings.

One of the major projects undertaken is an £8.9 million energy efficiency refurbishment programme to 190 flats in the Holt Park estate in North-West Leeds.

This involved:

- Fitting of internal and external insulation throughout each property, including high performance windows and external doors
- Installation of Air Source Heat Pumps to 149 properties
- Installation of solar PV panels to 22 properties
- Replacement of ventilation system, including the replacement of extractor fans with environmentally friendly Mechanical Ventilation systems
- Upgrade of lighting in all flats to environmentally friendly LED fittings

The Holtdale estate was built between 1974-75 using a method of concrete based construction (known as Wimpey No Fines). These homes have an Energy Performance Certificate rating of Band D which is lower than the city average for council owned homes of Band C. The aim of the project was to improve the overall energy performance rating and provide residents with:

- Significant building and environmental improvements with reduced carbon emissions.
- Warmer homes through improved heating and hot water systems – with all properties having an improved Energy Performance Certificate rating of B
- The energy consumption in properties will reduce by up to 70%.

This improvement project is part funded by £4.18m of Social Housing Decarbonisation Funding (SHDF). The work is being delivered by ENGIE in collaboration with URBED (Urbanism, Environment and Design) Ltd; a design and research consultancy specialising in low-carbon, architectural design particularly in the retrofit of existing buildings.

4. Minimising homelessness through a greater focus on prevention

The Covid 19 pandemic has had a significant impact on many areas of day-to-day life. For those people in a position where they are threatened with homelessness, the pandemic has placed them in an even more vulnerable situation.

Support for customers fleeing domestic abuse

The Domestic Abuse Act 2021 came into law on 29 April 2021. One of the aims of the act is to strengthen the support for victims of abuse by statutory agencies. Within the Leeds Housing Options Team, four new roles were created and recruited to in January 2022 to support victims and victim survivors of Domestic Abuse.

Support to prison leavers

In January 2022, the Leeds Housing Options team created and recruited to a Prison Leavers Support Officer role. The aim of this role is to support the Accommodation for Ex-Offenders Project. Funding of £271k was obtained to assist ex-offenders into private rented accommodation and provide support to the individual to contribute

towards sustaining the tenancy. The aim is to support 75 individuals into accommodation by September 2022.

Support to refugees

The dedicated Refugee Resettlement Team sits within the Leeds Housing Options service. The team provide ongoing support for refugee families and individuals. They work closely with the National Asylum Support Service (NASS) accommodation providers to provide early intervention and advice to support customers into 'move on' accommodation. An additional role was created and recruited to within the team to support with securing housing for refugee families, some of whom fled violence, through the Afghan relocations and Assistance Policy and the Afghan Citizens Resettlement Scheme.

Support to the Armed Forces

The dedicated Armed Forces Support Team sits within the Leeds Housing Options Service. The team work across the Leeds City Region to support Armed Forces personnel, veterans, and their families who are homeless, threatened with homelessness, or who have a housing need. During 2021/22, funding was allocated for dedicated staffing resource to assist and support veterans to secure tenancies in private, supported or LCC tenancies.

Support to rough sleepers

At the beginning of the Covid19 pandemic in 2020, the government supported all rough sleepers into temporary accommodation. Once this initiative ended, the Leeds Housing Options team have worked to support individuals into suitable accommodation with the wrap around support to recover. Funding of £300K is being utilised for rough sleepers to directly access accommodation to enable them to be access health services and be offered the Covid-19 vaccine. Funding has been secured to procure 30 properties through the Rough Sleeper Accommodation Programme. Overall, the city has seen a reduction in rough sleeping from November 2020.

Support for Hospital Discharge

The dedicated Hospital Discharge Team sits within the Leeds Housing Options Service. The team provide support and assistance to patients who are homeless upon discharge or at significant risk of rough sleeping/homelessness. The team work closely with NHS care coordinators, the Health and Housing Inclusion team, and Community Links Mental Health Services. During 2021/22, funding was allocated for dedicated staffing resource to assist and support patients who were homeless or at risk of homelessness upon discharge and to prevent bed blocking.

Supporting tenancy sustainment

The dedicated Housing Support team sits within the Leeds Housing Options Service. The team support work with customers who are at greater risk of losing their tenancy due to issues of vulnerability in both private and LCC accommodation. The team will identify and deliver support, working in partnership with statutory services and voluntary sector providers. They will also respond and intervene effectively in relation to safeguarding issues.

Homelessness & Rough Sleeping Strategy review

The current Leeds City Council Homelessness & Rough Sleeping Strategy is due for renewal in April 2022. We want to make sure that our new strategy is user led and is informed by those working on the front line of homelessness prevention. In June 2021 we relaunched the Homelessness Prevention Forum. We invited professionals and volunteers working in homelessness prevention to join us to help shape the way we work together, share best practice, and set strategic direction. Meetings are being held every 2 months.

The expertise within this forum is supporting the development of the new strategy for 2022-2026 and helping us to deliver real change to the lives of people in Leeds.

Other support

Leeds Housing Options specialist Housing Advisors continue to identify potential homelessness and intervene at the earliest opportunity. This maintains high prevention rates for customers. This has even more crucial for those customers impacted by the pandemic where staff support customers to 'stay put'.

What difference has your actions made and for whom?

1. Delivering a Housing Growth Programme that provides housing of the right quality, type, tenure and affordability in the right places

This programme has added to the options available by providing more opportunities for people moving on from temporary and emergency accommodation on a pathway towards a permanent stable home. RSAP has provided the Council with an opportunity to acquire additional move on accommodation dispersed across the city, providing choice for the customer and help to achieve a sustainable reduction in rough sleeping.

The accommodation will have a positive impact on vulnerable rough sleepers and coupled with a multi-agency approach, will ensure that the right people with the right need and support will be offered this new accommodation.

Actions taken to date have shown positive results – RSAP outcomes based on initial feedback / longer term supported tenancies:

- 100% of people in RSAP properties have been supported to sustain their tenancies
- 100% have been supported to develop independent living skills
- 71% have been supported with Harm Reduction relating to Drugs
- 100% have reduced / ceased rough sleeping in Leeds
- 100% of have sustained a tenancy for at least 1 month
- 71% have sustained a tenancy for at least 6 months
- 71% have reduced begging / street lifestyle in the City Centre

Feedback from customers who now occupy the new homes:

"I am extremely happy with my new home and thanks to everyone involved in making the property available to me"

One of the support Navigators received this text: "Hi I have received 3 msgs from that power supplier with info pertaining to my house and I have to thank you again for being so kind and in the energy you spent helping me. You used a full day making my life where it had to be. Thank you with the kindest regards. I got a beautiful house and I could cry with happiness and it's been so long and I have just started crying. God bless you"

The team also received positive feedback from a 'Homes England' representative saying *"Leeds City Council have done really, really well with delivering the scheme under very difficult circumstances.....a BIG THANKYOU to Leeds & the team involved"*

2. Providing the right housing options to support older and vulnerable residents to remain active and independent

New Extra Care provision at Amblers Orchard, Tingley

- 63 units provided for customers needing Extra Care facilities
- Advertising through CBL led to 11 residents being offered places at Amblers Orchard who would otherwise not have known about the opportunity
- Extensive facilities at Amblers Orchard to support residents' health and wellbeing, including a café and a hairdresser and beauty suite both of which are open to family and the general public; a mobility scooter store; a cosy lounge; a library; a craft/hobbies room and level access gardens with a greenhouse and raised planters

Current Extra Care provision

- Providing support to 62 tenants with 66% customers 75+ and 65% of customers disabled
- Daily contact by the Housing Team via Facetime on iPads loaned to residents who were clinically vulnerable – 13% customers benefitting
- A reminiscence and nostalgia session at both schemes including looking at old photos of the areas – 26% customers took part
- Supporting residents with 'hands on' basic training in using an iPad – 4 residents
- Linking in with local Neighbourhood Networks to enable residents to take part in exercise sessions – 34% of customers took part

Adaptations and promotion of independent living

- Completed 1,400 major adaptations in council and private homes across Leeds

Case studies

The Health and Housing Team supporting Leeds residents.

Email from The Access Committee for Leeds, to Tom Riordan. Chief Executive:

Dear Tom,

On behalf of all ACL volunteers may I offer a heartfelt `Thank You` to you and all the amazing Leeds City Team and especially Social Care and Adaptations Officers for

going above and beyond over the last 12 months in responding to the diverse and life changing challenges of Covid. At a time when sadly too many families have faced impossible struggles due to age, disability and Covid, many Officers and front-line staff have tirelessly and selflessly continued in providing the direct support and assistance, interventions and resolutions that have been key to surviving crisis and Officers should be applauded for their dedication, care and service in such challenging circumstances. Such dedication and service are a true credit to our Great City.

Extra Care scheme supporting the wider community

A daughter brings her mum to one scheme every Friday to the on-site hair salon for a bit of pampering and they both then stay for lunch. The daughter has told the Housing Team *“It is getting harder to get out with mum these days, but she has always liked eating out. We feel comfortable and safe coming here – and the food is really good!”*

Extra Care scheme supporting tenants to feel at home

A disabled resident at one of the council’s Extra Care schemes sadly suffered a stroke and was in hospital for 4 months. After intense physiotherapy and joint work between Occupational Therapists, the on-site care team, and Housing Leeds she was successfully transferred home just in time for Christmas. Her care package was increased to a substantial 74 hours per week. As she continues to improve this has been reduced. Whilst the hours of care might seem excessive to some, this is a significantly cheaper option than remaining in hospital or being transferred to a nursing home. More importantly, this resident has been able to return home to be with her friends and has family nearby. She is growing from strength to strength. For this resident and her neighbours, it was a moment of joy when she was able to attend a Christmas event on 23 December and to start to socially integrate again.

3. Improving energy performance in homes, reducing fuel poverty

The work that we have delivered has resulted in:

- A significant reduction in heat loss to homes
- Improved heating and hot water systems
- Helped tenants to reduce their own carbon footprint
- Energy performance of homes forecast to improve by up to 2 bands (from EPC Band D to Band B)
- Reduced carbon emissions
- Annual carbon savings of around 750 tonnes per year – equivalent to taking 160 cars off the road, fitting 28,000 LED light bulbs, or planting 900 acres of trees
- Increased use of renewable energy for heating and hot water.

As part of our social value commitment, we have worked with the contractor to:

- Engage with two local high schools, giving presentations on job opportunities and career paths within the construction industry
- Present a workshop to support the Zero Carbon Seminars at Leeds College of Building
- Purchase from local suppliers, where possible, to maximise our economic contribution to the city and invest in smaller, local businesses. This also

reduces our supply chain carbon footprint and promotes sustainability by salvaging other elements such as gas boilers and doors

Other initiatives as part of the community investment commitment during the project include:

- Spring bulb planting in the area with local volunteers
- Donated food to OPAL's (Older People's Actions in the Locality)
- Cleared wasteland for a community vegetable patch to be planted
- Cleared fly tipped waste to improve the overall look of the area.

To date some of the comments received from tenants have included:

"I am really happy with the work. Before this work was carried out, I wanted to move from the area, now I don't think I will ever want to leave. My flat is now warm and comfortable. I am impressed with the decarbonisation work and ethos of Leeds City Council to reduce carbon emissions."

"I am so happy with the work that's been carried out... they all did a good job. My flat is now warmer and quieter"

"Prior to the work being carried out my flat was cold and damp, this has really transformed the entire estate"

"I have a newfound sense of pride in my flat and area as a whole."

"My flat was really difficult to keep warm before the decarbonisation work was carried out. Now my energy bills are a fraction of what I was paying before this work was carried out."

4. Minimising homelessness through a greater focus on prevention

Support for customers fleeing domestic abuse

- 816 customers approached LHO for advice and support linked to domestic abuse. Where customers wished to remain in social housing in Leeds, a Band A priority award was given
- 15 new bedspaces were procured at "Somewhere Safe to Stay" which is a female only provision

Support to prison leavers

- Supported 80 prison leavers into their own tenancy
- Supported 9 prison leavers to obtain a private tenancy with ongoing support through the Accommodation for Ex-Offenders Project
- Provided advice and assistance to 327 other prison leavers through Leeds Housing Options

Support to refugees

- Supported 59 refugee families into accommodation – 16 of these were displaced Afghan families who fled during the recent crisis, 3 of these were families with physical disabilities who were supported into adapted

accommodation, and 2 of these were families with vulnerable children who were supported into secure tenancies

- Supported 89 single male refugees into accommodation

Support to the Armed Forces

192 households from the Armed Forces Community supported to achieve sustainable tenancies:

- 30% rehoused in an adequate, secure tenancy with support
- 50% in sufficient accommodation while they follow agreed personal housing plans that should result in adequate, secure tenancies with a support plan
- 10% offered advice and support around their current adequate tenancy
- 10% disengaged. Proactive attempts will continue to be made to re-engage with these customers

Support to rough sleepers

- Reduced numbers of rough sleepers from 35 to 20 between November 2020 and January 2022
- Through Street Support and partnership working, rough sleepers have been provided with accommodation through the Rough Sleeper Accommodation Programme and provided with wraparound support

Support for Hospital Discharge

- Received 252 referrals
- Supported just under 50% into secure accommodation
- Ongoing work with remaining customers working through personal housing plans
- Continue to work and meet NHS partners eight times a week to discuss and plan early intervention of potential discharge cases

Supporting tenancy sustainment

- Supported 907 customers to remain and sustain tenancies both in private rented and LCC tenancies
- We continue to provide ongoing support to 629 vulnerable customers, liaising with internal and external partners agencies

Other support

- 64% of customers have had their threat of homelessness resolved through being able to stay put
- 24% of customers have had their threat of homelessness resolved through Housing Options ensuring accommodation is available for 6 months +

Case studies:

Support for victims of domestic abuse

In November 2021 we were made aware via a Social Worker of a woman and her son who needed to flee their home due to domestic abuse. This was high risk and included threats to kill along with Honour Based Abuse. The applicant did not speak English as a first language, so we ensured that all communication was done via an independent interpreter. Given the risk, it was agreed that a refuge out of Leeds would be the most appropriate option. Working with the Support Worker and Karma

Nirvana we were able to secure a suitable BAME refuge where the applicant would be able to receive specialist support with an interpreter and assisted her with travel to get to the refuge.

Support for a refugee family

The Refugee Resettlement Team have worked extensively with a family who experienced issues with racial tension and hate crime. There have been several incidents from abusive language to physical assault. The team have supported the family to report incidents to the police and LASBT which is often very difficult to do for fear of backlash from the perpetrators. Several case meetings have taken place with the family and a member of the team communicating in their own language. This has helped provide greater understanding and reassurances. Measures have now been put in place to allow the family to stay at their property providing funding for CCTV and continued support from the team. The incidents have now decreased, and this family are able to go about their lives knowing that the team and wider services are fully engaged to help.

What else do you need to do?

1. Delivering a Housing Growth Programme that provides housing of the right quality, type, tenure and affordability in the right places

The key priority is delivery of the remaining RSAP allocation – Phase 2 (11 units) by no later than June 2022 & Phase 3 (10 units) by no later than December 2022.

- Implement alternative communication / publicity methods to help identify suitable 1-bedroom properties with aim of increasing the purchase success rate
- Discuss and agree possible alternative delivery models for phase 2 & 3 (plus future bid(s), i.e., expand options from current “buy and repair” to re-use of nonresidential properties, conversion of unwanted larger accommodation into self-contained units, new build (including MMC / modular)
- A bid has been submitted for a further 16 x 1-bedroom units. If successful, the units will be delivered by March 2024
- Liaise and communicate effectively with all key stakeholders, delivery & support teams and with Homes England / DLUHC
- Obtain post occupancy feedback from people occupying the homes AND feedback from the specialist support services on a regular basis
- Produce case studies / video stories to share

2. Providing the right housing options to support older and vulnerable residents to remain active and independent

- The Health and Housing service will continue to look at ways to spend money wisely. While the DFG monies remain the same for next year, the HRA funding for public adaptations is being cut. Therefore, the service must rise to the challenge of delivering the same level of adaptations with less money
- Aim to return to achieving the 95th percentile in performance as we did before the pandemic regarding adaptation work
- Continue to work with Home Group in developing the Extra Care scheme at Green Mill Gardens, Seacroft - expected to open in Autumn 2022
- Continue with the development of a 62-unit scheme at ‘Gascoigne House’ and 12 bungalows in Middleton – expected to open in Spring 2023

- The council has appointed a contractor to develop a further two council owned and managed schemes the first will be in Armley and is currently being designed with planning expected to be submitted in late 2022. Following this work will start to plan the second scheme in Halton Moor. Plans are also being developed for two more Home Group schemes in Woodlesford and Holt Park
- Housing Leeds are reviewing the 'Service Offer' to residents who live in Extra Care to ensure it meets their needs and allows residents to remain independent in their home for as long as possible
- A marketing campaign is being developed to ensure that those residents most in need of housing with care and support are aware of the opportunities within Leeds and are supported to apply for Extra Care housing

3. Improving energy performance in homes, reducing fuel poverty

Housing Leeds has a five-year commitment to increasing the investment in renewable technologies which will improve the thermal efficiency of homes, decrease carbon emissions, and reduce fuel poverty. The investment also aims to bring about a regenerative effect, extending work to include the immediate environment to improve the perception of place and community. This includes a strategy to decarbonise high rise buildings. Firstly, by renewing obsolete heating systems with renewable technology. Secondly to prevent heat loss through installation of a range of energy efficient measures including external wall insulation (EWI) new roofing, roof insulation and upgraded windows and doors.

There are several drivers underpinning the current investment programme, including:

- Addressing historic under-investment in high rise buildings
- Prioritising properties with low EPC ratings, obsolete heating systems, and health & safety issues (worst-first)
- Properties requiring lifecycle replacement, urgent repairs (fabric-first)
- Properties that meet criteria for external funding/inward investment
- Homes in priority neighbourhoods (fuel poverty, health and wellbeing)

4. Minimising homelessness through a greater focus on prevention

- Following securing funding to work alongside commissioning and partners to deliver on the "Somewhere Safe to Live" scheme and recruit to a High Intensity Support Worker
- To continue meeting the 'pledge' in respect of refugee families supported & housed in Leeds
- To increase the variety of emergency and supported accommodation with a focus on it being the right accommodation to meet varying people's needs
- To continue creating 'stay put' solutions for customers privately renting who have accrued rent arrears during the pandemic
- Complete the review of the Homelessness & Rough Sleeping Strategy
- A plan to develop an Armed Forces Hub is at the feasibility stage. This would involve 10 flats with attached support for temporary accommodation specific for Armed Forces Veterans. Bespoke rehousing plans can then be developed by support staff on site. The plan is to also include a hub on this site for the whole Armed Forces Community. This will allow all relevant services to have a presence on site to offer a comprehensive advice service

- To set up and run surgeries in every community so we can meet the Armed Forces Community where they are comfortable

Best Council Plan: Inclusive Growth

Equality Improvement Priority:

Supporting businesses and residents to improve skills, helping people into work and into better jobs

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

Employment Hub

Undertaken to expand, align and develop Employment Hub provision in line with funding opportunities and capacity as per below:

- Mental Health programme: following their successful bid to deliver the £5.9m programme in partnership with BARCA and Specialist Autism Services (SAS), Leeds City Council Employment & Skills led and managed the contract with Department of Work and Pensions (DWP). The programme supported disadvantaged young people (15-24) in Leeds, Bradford and Kirklees who identify as having mental health issues. Up to end January 21 the MH programme has supported 528 young people of which 137 have moved from NEET to EET.
- Developing You (DY): a 10-week pre-employment support programme which targets residents typically with mild to moderate mental health challenges and combines wellbeing with employability modules has been delivered in the four wards with the highest Universal Credit (UC) claimants. In the reporting period there were 132 starts on programme with 82 improving skills and 23 into work.
- DY 19-24: a bespoke DY programme for young people with mild to moderate mental health needs is being piloted partnering with Leeds City Council Job shops and Yorkshire Dales National Park Authority.

Informed Choices

- Supporting Lighthouse Futures Trust with the paid internship programme – including Leeds City Council placements, Virtual SEND careers activities for Specialist Inclusive Learning Centres (SILCs), promotion of support from Leeds Hearing Sight Loss services and targeted promotion of employment opportunities through partners who support young people with disabilities.
- Leeds Apprenticeship Recruitment Fair (LARF) took place at Leeds First Direct Arena. Approx. 5000 young people and 89 employers attended. Lighthouse Futures Trust and Special Autism Services provided advice for those with additional needs.
- Care Creatives Project (Art Gallery Youth Engagement) provided young people with an opportunity to develop and host creative workshops for visitors. This helped build their employability skills and awareness of opportunities in the arts sector. During the period 10 young people started the project, 9 improved their skills and 1 gained employment. Of the 10 young people involved in the programme 8 are care leavers or children looked after.

- Civil Service Care Leaver Internship Programme: 10 Leeds care leavers submitted applications for the 12 month paid internship opportunities; 6 young people were interviewed and 4 were successful
- SEND Next Choices: Getting Ready for Adult Life: Following a number of requests from schools the service is currently working with colleagues in Children and Families Service and with careers practitioners to develop and deliver an event for young people with Special Educational Needs and Disabilities. The event which will be the first for the city will be held at Leeds First Direct Arena in June and will be open to all young people who have additional needs, and teaching staff, parents and carers will be encouraged to attend. There will be information about opportunities post 16 including training, jobs, apprenticeships, traineeships, and volunteering opportunities.

Adult Learning

- Leeds Adult Learning: programme for the academic year 21-22 delivered under the two broad programme strands of Community Learning and Routes to Employment. Programmes delivered included those such as Personal and Community Development Learning and Targeted Learning Projects (TLP) which both focus on mental wellbeing and in the case of TLP, those with complex conditions.
- To date for the 21-22 academic year (Aug 21 – Jan 22) the programme has supported 595 courses resulting in 2851 enrolments for 1946 learners of which 46% resides in SOA 10 and below and 11% SOA 20.

Locality Working

- There has been a continued commitment to deliver on the recovery and resilience locality action plan, partnership working with local, third sector and anchor organisations to improve outcomes for target residents within the priority neighbourhoods.
- Links with key partners and stakeholders have been re-established and strengthened to boost connectivity to the local employment & skills offer and signpost residents to a wide range of targeted employment support programmes and employer-led sector specific interventions delivered through the Employment Hub and Job shops in LCC Community Hubs.

Work & Health

- The Leeds Learning Disability Employment Task Group established new ways of working by inviting experts by experience and local/national speakers into meetings and the group recruited a coordinator with a learning disability to support its aims.
- A new workstream on welfare rights and benefits was developed working with DWP and Citizen's Advice Bureau (CAB) to provide ongoing guidance to parents, carers and individuals and two round table events were held with various Leeds employers to discuss guidance needed around supporting learning disabled staff; Lighthouse Futures Trust commissioned by West Yorkshire Combined Authority WYCA to provide resources.

- Being Employed Leeds website is now 98% accessible and providing hub services to the learning-disabled community; work being scoped around links to the Leeds City Council jobsite and furthering hub reach.
- DY (Learning Disability): following a successful funding bid to the Leeds Community Foundation a collaboration between Employment and Skills, Pyramid of Arts, People Matters and United Response will deliver a 12 week pre-employability programme for people with learning disabilities.
- Hidden Talents: a week of online employment- themed workshops was delivered by the Autism Employment Group. It featured discursive sessions from specialist providers including Lighthouse Futures Trust, SAS and DWP and around themes such as Access to Work, self-employment, reasonable adjustments, supported internships and job retention for people with autism.
- Mental Health Employment Hub - Primary Care Pilot: continued development and initial testing of a new referral pathway from Primary Care, enabling GPs and other clinical staff to refer patients experiencing mental ill-health directly into the Employment & Skills Mental Health programme.
- Leeds for All – Recovery from Covid-19: anchor organisations, the 3rd Sector and experts by experience combined to deliver a week-long series of workshops, discussions, performances, stories and exhibitions to showcase the work done by the Leeds Health and Care community and the achievements of people with disabilities.
- Inclusion planning group: following on from this a planning group has been formed to work collaboratively to build a city friendly for disabled people, to ensure access to opportunity and celebrate achievements throughout the year.
- Anchors Healthy Workplaces: working group including Employment & Skills, Anchor reps, Public Health and Citizen's Advice Bureau to scope out how to provide comprehensive support to our most vulnerable staff including those on low pay with multiple occupation who may be struggling with mental health, housing and finance issues. Group now reporting to Anchors Employment Workstream.
- Working Carers: development of an Anchor Commitment to Working Carers in line with Health & Wellbeing Board (H&WBB) recommendations; progression of Carer Confident application with LCC as trail blazer amongst Anchors.

What difference has your actions made and for whom?

- Our delivery addresses employment as one the wider determinants of health so contributing to the reduction of both economic and health inequality.
- Delivery improves health and well-being, through targeted learning but also through association and interaction with others, either through 1-2-1 support or group work, through partaking in mindful and physical activity, through the widening of support networks and through access to opportunity.
- Social isolation due to COVID and the harmful impact upon mental health has been reduced through the provision of blended and online delivery and by a continued employment support offer via telephone and email.
- As a result, targeted residents have been empowered to access the employment and skills offer and increase their personal skills, knowledge, and

self-confidence to progress towards formal learning, employment, or volunteering opportunities.

- On an individual level there are success stories from people that have been empowered to overcome complex physical and mental barriers to move forward in their life; a case study relating to our DY programme delivery is appended.
- Individual outcomes contribute collectively to a more developed, cohesive, and connected community particularly where targeted locality work has proved successful.
- The below table shows comparative outcomes for Employment Hub customers that have declared a disability related to mental health.

	Measure	Total	Disability total	Disability %	Mental Disability total	Mental Health as % disability
1st Apr 2021 - Mar 2022	People accessing services	3543	703	20%	335	47%
1st Apr 2020 - 31st Mar 2021	People accessing services	3165	425	13%	215	51%

- Whilst as a percentage of disabilities mental health has decreased, as a number and percentage of customers supported it has increased.
- The rationale for this is that Clinically Extremely Vulnerable customers didn't engage during the previous reporting period. Now that they do engage disabilities have increased in relation to vaccine roll out.
- For those that do engage approx. 1/10 have mental health as a disability in this reporting period compared to 1/16 the previous period.
- The frequency of customers supported has therefore almost doubled, but the availability of the vaccine has distorted the percentage of disabilities.
- Each individual programme has contributed to the cumulative achievements of the service and the outcomes against our service measures are as per below (last years' outcomes in brackets):

Measure	Total	Disability total	Disability %	Mental Health as % disability
People accessing services	9,387	1,226	13%	58% (58%)
People into work	2,563	170	7%	54% (53%)
People with improved skills	2,397	400	17%	56% (58%)

- In terms of residents identifying with a mental health need proportionally there are more residents into work than the previous reporting period, the

percentage accessing services is consistent and those with improved skills is slightly down.

- In terms of improved skills as these are awarded for completion of courses this has inevitably been impacted by COVID and the requirement to self-isolate.
- Whilst the outcomes are, in the main, encouraging, especially given the challenging circumstances, there is ambition that as specialist programmes embed and develop both in number and reach and as society begins “living with COVID” these outcomes continue to improve.
- It is also worth noting that preventative and partnership work is making an upstream contribution which is not necessarily picked up in the current reporting period.

What else do you need to do?

- Maintain the focus within The Future Talent Plan to ensure that nobody is left behind; to underpin developments by a commitment to diversity and inclusion e.g. by working with employers around inclusive recruitment and through targeting support to those furthest away from the labour market.
- Ensure that future funding bids to support service delivery include apportioned spend to enable continued growth and alignment of health and employment support.
- Continue to expand, develop, and align targeted support programmes to meet existing and future demand.
- Build capacity, stability, and community cohesion through exploring internal delivery of Adult Learning and through the transparent commissioning of a rich provider network which continues to deliver for target residents.
- To refine and embed the Health & Care Careers way of working so that developments around inclusive, localized and fully accessible recruitment become business as usual for the city.
- Align future city-wide Anchors initiatives e.g., Economies for Healthier Lives with current thinking, deepening reach and impact.
- Deliver against action statements in improving employment related outcomes for people with either a learning disability or autism by contributing to progress being made in the Leeds Learning Disability and Autism Employment Groups.
- Utilise strategic partnerships and connections to continue to raise awareness and improve accessibility of employment, education and training as part of the All Age Mental Health Strategy.
- Ensure Healthy and Inclusive Workplaces through continued partnership work with other Anchors and 3rd Sector groups
- Continue to deliver on the longer-term goals of the recovery and resilience locality action plan which seeks to reduce inequality and reduce poverty, particularly for those most adversely affected by COVID19.
- Continue to support young people with additional needs to make informed career choices.
- Develop a comprehensive series of large sector-specific events which cater for target audience needs e.g. SEND festival.

Best Council Plan: Inclusive Growth

Equality Improvement Priority:

Ensuring equality is a key focus of supporting Inclusive Growth and economic recovery from the COVID-19 pandemic and building economic resilience for Leeds and everyone living and working in the City.

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

Leeds Social Progress Index (SPI) - We now have a first iteration of the Leeds SPI produced in partnership with the Social Progress Imperative. A report was taken to Scrutiny (Infrastructure, Investment and Inclusive Growth) Board in January 2022 outlining this work. Work is ongoing with the Social Progress Imperative on this.

Future Talent Plan – Work is underway to refresh the city’s Talent and Skills Strategy and publish the new Future Talent Plan in spring 2022. The main research phase of the project took place between May and November 2021 and the consultation and engagement phase of the project is nearing an end, with two online public consultation ‘conversations’ now complete. The main conversation was launched between September and October 2021. Additional engagement has also been carried out in the form of non-digital consultation forms, including roundtables with harder-to-reach populations. This extensive stakeholder engagement included promoting our online digital platform across the city, targeting harder-to-reach groups such as BAME residents and organisations and facilitating an offline consultation in all of the city’s libraries and community hubs. The project is now in the drafting phase, where all of the input from our consultation and engagement is being considered and refined into an action framework. A report was taken to Executive Board on this work in March 2022.

Great Jobs Agenda - Covid-19 has greatly changed our local economy and the jobs and employment landscape for our city now looks very different. We therefore feel that now is the right time to reset and relaunch our ambitions around the Great Jobs Agenda and the Living Wage as we continue on our recovery from the pandemic. A report was taken to Executive Board in December 2021, outlining the Council’s Employment Agenda and our approach to continue to pay the Real Living Wage to Council staff (which we have done since 2015), as well as the city’s approach to promoting the Living Wage and the Great Jobs Agenda across the whole of the Leeds district, alongside a focus on the Leeds Anchors Network too and the role they have.

Future of our city and local centres work – Reports were taken to Scrutiny Board in July 2021 and Executive Board in September 2021 on this work. As part of this work, we undertook several workstreams, including a public survey/city conversation and work with ARUP, to consider what the future of our centres may look like.

Successful Health Foundation funding bid - The Council was successful in bidding for funding of £439,502 from the Health Foundation to expand the Anchors programme within local communities. The funding will support new opportunities for a joined-up approach to economic and health issues, focusing on areas with the most need. A dedicated team will work to strengthen links with communities, co-design projects with social or economic benefit, create new employment or training opportunities and measure the impact of the health of local people. Through the 'Good Jobs, Better Health, Fairer Futures' programme, we aim to achieve systematic and routine involvement of Anchor institutions in interventions that support our priority neighbourhoods and some of our other most disadvantaged neighbourhoods.

The Leeds Anchors Network – Leeds is leading the way in developing meaningful change through this Network and is developing practical actions that will support the achievement of the city's ambitions on Inclusive Growth. Each Anchor organisation has committed to completing a progression framework which helps them to rate themselves against five key areas in terms of their contribution to the local economy and help organisations capitalise upon their power as Anchor organisations. The Network has already been actively putting into practice community wealth building, a people-centred approach to local economic development which redirects wealth back into the local economy. One example involves Anchor institutions being committed to producing a Diversity Dashboard to collectively report and act on diversity pay gaps, making Leeds first city in UK where employers will be working together to publish data showing workforce make-up – six organisations are currently included in this, including the Council.

What difference has your actions made and for whom?

Leeds Social Progress Index (SPI) – We now have a first iteration of the Leeds SPI. Work will continue, including with the Social Progress Imperative and with a cross-party group of Elected Members to test the product. This work is aiming to enable us to have a way of measuring Inclusive Growth alongside traditional economic measures, such as GDP. It will also determine how we can best maintain and make use of the Leeds SPI model to support decision making and inform and drive public policies, investment and business and community decisions. The final Leeds SPI model will be included on the new Inclusive Growth website later this year.

Future Talent Plan – The Future Talent Plan will promote employment, support skills development, and improve resilience so that people and businesses are able to thrive in a rapidly changing labour market. There is a focus on ensuring that nobody is left behind, through targeting people that need our support the most, e.g. economically inactive, those furthest away from the labour market and those in low-paid and insecure work and being underpinned by a commitment to diversity and inclusion, e.g. encouraging employers to have inclusive recruitment practices. The Council will act as an enabler, driving employers, education and skills providers and organisations to better collaborate around the Future Talent ambitions and aligning the city's education and training infrastructure to support these.

Great Jobs Agenda – We reset and relaunched our ambitions around the Great Jobs Agenda and the Living Wage as we continue on our recovery from the pandemic. We reaffirmed the Council’s role as a civic leader and convenor to assist the city’s approach to promoting the Living Wage and the Great Jobs Agenda across the whole of the Leeds district. This is also linked to the role of the Leeds Anchors Network too within the city.

Future of our city and local centres work – Leeds city centre and local centres across the city have been greatly impacted upon as a result of the pandemic, although we are aware that different local centres have had different impacts depending on the spending power of the population they rely on. Our centres work shows we continue to be committed to working towards Inclusive Growth and recovery for all. The future of our centres is paramount to how we recover from the Covid-19 crisis economically and socially in a truly inclusive way. Centres play a major role in delivery quality of life and therefore our work outlined recommendations for next steps to address the health of our city and local centres for the benefit of all who live in and use them.

Successful Health Foundation funding bid - The funding will support new opportunities for a joined-up approach to economic and health issues, focusing on areas with the most need. A dedicated team, as a result of the funding, will work to strengthen links with communities, co-design projects with social or economic benefit, create new employment or training opportunities and measure the impact of the health of local people. Through the ‘Good Jobs, Better Health, Fairer Futures’ programme, we aim to achieve systematic and routine involvement of Anchor institutions in interventions that support our priority neighbourhoods. Recruitment for two roles to lead this programme, funded through the bid, has now been completed.

The Leeds Anchors Network – The Network is delivering real and meaningful change by developing practical actions that will support the achievement of the city’s ambitions on Inclusive Growth.

What else do you need to do?

We know that even before the Covid-19 pandemic not everyone was benefitting fully from the economic success of the city; indeed, there were significant issues of inequality, poverty, and deprivation in Leeds – low pay and low productivity for example – and these still remain, with the pandemic highlighting even more the disparity of opportunity between different people and communities.

We will continue to follow the approach to economic growth and recovery outlined in our Leeds Economic Recovery Framework in October 2020, which set out current economic priorities centred around Respond, Reset and Renew and Build Resilience. This will include:

- *Completing the Leeds Social Progress Index (SPI)* - Working with the Social Progress Imperative and a cross-party group of Elected Members, it is anticipated that the final Leeds SPI model will be included on the new Inclusive Growth website.
- *Establishing a new Inclusive Growth website* – Later this year we hope to establish a new website, which will bring together all of our work, modernise the website we currently use and be more interactive and user-friendly.

- *Publishing the Future Talent Plan* – This will be published in spring 2022 and will be on our new Inclusive Growth website.
- *Health Foundation funding project: ‘Good Jobs, Better Health, Fairer Futures’* – Following the recruitment of two roles, this project will now be taken forward further, with funding from the Health Foundation running until September 2024.
- *Future ambitions for the Leeds Anchors Network* – The Network have an established Business Plan to track priorities and progress for the Network. Future ambitions include continuing to progress work delivering the commitment to publish all diversity data. Another involves a commitment to continue to make meaningful progress in at least two Priority Neighbourhoods, working with relevant Community Anchors as appropriate to co-design activity based on local need and aligned to individual anchor service delivery.
- *Refreshing the city’s Inclusive Growth Strategy* - Bringing together the work that has been and is being completed, as outlined above, to work towards delivery of Inclusive Growth for everyone in the city, regardless of their background, identity or status.
- *Working with the Council’s Equality Assembly and Hubs* - To ensure that the voices and experiences of all equality groups are heard in the development of our strategy for the future.

Best Council Plan: Safe Strong Communities

Equality Improvement Priority:

Improve equality outcomes across Safer Stronger priorities and programmes of work. Being responsive to local needs, to create thriving, resilient communities, promoting respect and tackling the causes of poverty.

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

Improving the approach to Migration

Under the improving migration approach, the past 12 months have focused on two key areas:

- continued partnership support to help the city and communities through Covid-19 recovery; and
- the emergency response to national government policy on migration.

The following provides a summary under each of the priorities, and of the key activities to in response to some of the challenges.

Improve access to services:

The Migrant Access Programme continues to work closely with services and engage with new communities. In response to the evacuation programme in Afghanistan and the many refugees arriving into Leeds, Leeds City Council have delivered (and continue to deliver) the Afghan Relocations and Assistance Policy (ARAP). We have developed local procedures to enable Afghan refugees in the bridging hotel to access support and services. We are now developing systems to respond to the Homes for Ukraine Scheme and engagement for other Ukrainians on other schemes.

The Community Champions programme was sustained beyond the Ministry of Housing Communities Local Government funding in partnership with Public Health and with delivery partners Voluntary Action Leeds and Forum Central until March 2022. The programme continues to work with community champions, organisations, and groups to enabled residents to connect with Covid-19 messaging, vaccinations and wider health and wellbeing support. A focus is on communities and neighbourhoods where vaccine hesitancy is highest. In December 2021 the Department of Levelling Up, Housing and Communities offered further funding which enabled the programme to continue until March 2023.

Change attitudes and behaviours:

Tailored training on migration has been delivered to a range of front-line services. In addition, an introduction to migration training has been delivered in partnership with Migration Yorkshire to council services and Elected Members. As part of the training offer, we have worked with Afghan refugees and other migrant communities with lived experience to include their journeys.

Increase awareness and understanding:

A short-term project to better understand the wellbeing needs of people seeking asylum currently residing in hotels in Leeds was delivered. We have also continued to consult on the Leeds strategic, coordinated, and inclusive approach to migration with services across the council plus third sector organisations. In response to Hong Kong BNOs arriving to the city following the new immigration route, we have developed plans to engage with them in accordance with government policy

Strengthen resilience and build capacity:

The Migration Team capacity continues to support third sector strategic work streams including third sector resilience. The Leeds Migration Partnership, a network of migrant third sector organisations with facilitation support provided by the Migration Team, has functioned online since the start of the pandemic. This has made working together and collaboration a challenge. However, the *Days of Future Past* event enabled the partnership to reconnect and re-energise, with an agenda which focused on the learning from the past year, and current and future priorities.

As the deadline to apply to the EUSS approached, a final push to promote the EUSS and support available saw families being referred by services and additional interpreting support from the council's Gypsy and Roma Traveller team which assisted the Migration Team to support many vulnerable households.

Strong partnership approaches:

A project on wellbeing of asylum seekers residing in hotels in Leeds has been delivered. A networking event took place at an asylum hotel in Leeds with local services to enable residents to connect with services, improve services' understanding of the needs of asylum seekers residing in hotels and how they can best support them to improve wellbeing.

The Migration Team have also supported the delivery of an assessment day led by Employment and Skills to Hong Kong British Nationals Overseas to determine level of English provision needed to support this community. Working with statutory partners, we have established the Leeds Asylum Support Partnership forum to better understand the needs of asylum seekers and respond appropriately.

Keeping people safe from domestic violence and abuse

Domestic Violence and Abuse can affect anybody regardless of their equality characteristics. However, there are statistical differences between equality groups and their experiences of DVA. For example, women are significantly more likely to be victims overall, and BME women are at an increased risk of honour-based abuse and forced marriage. Additionally, LGBT+ people are underrepresented at multi-agency risk assessment conferences (MARACs), and on average older people experience DVA for twice as long before seeking help compared with those under 61.

In April 2021, Leeds City Council was reaccredited with White Ribbon status, which we have held since 2016. The successful application for reaccreditation included an extensive action plan detailing all the steps Leeds City Council will take over the next 3 years to support an end to male violence against women.

On 29th April 2021, the new Domestic Abuse Act 2021 received Royal Assent and imposed new statutory duties on local authorities, specifically to: undertake a needs assessment for accommodation-based domestic abuse support for victims and their children and develop and publish a commissioning strategy for the provision of such support. In response to this, the Leeds Support in Safe Accommodation Strategy has now been published and has a particular focus on addressing the needs of people with different protected characteristics and complex needs. To ensure that the voices of women from a range of backgrounds and experiences influenced the strategy, a diverse victims-survivor panel was consulted throughout its development, with over half of the panel from minority protected characteristic groups.

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

The Council's Hate Crime Strategy was reviewed in early 2021 and identified five main priority areas. The Hate Crime Operational Group has worked on behalf of the Hate Crime Strategic Group and Safer Leeds Executive to progress activity to help address these priorities.

Priority 1: Preventing hate crime by dealing with the beliefs and attitudes that can lead to hate crime. We recognise the importance of preventing hate crime happening in the first place and are committed to challenging those attitudes that can lead to discrimination and divisions within our society.

Working via Leeds Race 4 Equality work has been done to better engage with ethnic minority communities to understand their experiences and needs in relation hate crime as part of wider work to improve race equality in the city. We have also launched our Anti Muslim Prejudice Working Group, taking steps to adopt the recommendations of the report of Islamophobia in Leeds and planning for adopting a definition on Anti Muslim Prejudice. Training on hate crime awareness has also been widely promoted and delivered (both generic and protected characteristic specific via WYP colleagues and also third sector partners).

Priority 2: Responding to hate crime in our communities with the aim of reducing the number of hate crimes and hate incidents. We will focus on a number of settings that have emerged as high risk environments for hate crime, the night-time economy and the internet.

Activity took place throughout Hate Crime Awareness Week to target high incident settings and communities.

Priority 3: Increasing the reporting of hate crime. We will continue to work to make it easier for those affected to report incidents of hate crime including through third party reporting centres. To give everyone the confidence that their complaints will be taken seriously we will work with the police and Crown Prosecution Service to publicise successes in prosecuting hate crime. We will support exiting communities, enabling them to identify incidents of hate.

We have focused on reviewing our approach to third party reporting centres and establishing a model of successful support for these and reviewing our hate incident reporting process for schools to ensure it is effective and fit for purpose.

Priority 4: Improving support for the victims of hate crime. Research has shown that hate crimes cause victims greater distress than similar crimes without the same motivation. We will continue to develop the Hate Crime Multi Agency Risk Assessment Conference (MARAC).

The Hate Crime MARACS continue to take place and undertake an invaluable role in improving future responses to Hate Crime and Improve Support for the Victims of Hate Crime.

Priority 5: Building our understanding of hate crime. In order to tackle hate crime, we need to understand the scale and nature of the problem. We will improve the data the government collects on hate crime and work with academics and others to improve our analysis and understanding of the drivers of hate crime and how these can be addressed. We will be working with victims learning from lived experience

Colleagues in Safer Leeds have been working on a SARA model (Scanning/Analysis/Response/Assessment) to strengthen our reporting.

Helping people out of financial hardship by tackling the financial challenges of poverty, deprivation, and inequality

The Financial Inclusion Team in Leeds works on multiple projects and strategies in order to contribute towards the reduction of poverty and inequality in the city. The work to address financial inclusion in the city is based on a strong evidence-based approach and collaboration and partnership working which lead to the actions and initiatives undertaken.

Working with partners and external agencies, many of whom work directly with people experiencing financial exclusion, ensures all projects, and initiatives are directed and influenced by Leeds residents, particularly those with real lived experiences of poverty and inequality related issues.

Long term projects include:

- Maintaining the Money Information Centre (MIC) website
- Maintaining the Leeds Poverty Fact Book
- Leeds Financial Inclusion Steering Group (established 2003)
- Partnership work with Advice agencies and support organisations including LCU
- Partnership and support work with Food Aid providers including Leeds Food Aid Network, Fareshare and West Yorkshire Poverty Network Group
- Leading work on addressing Gambling Related Harm
- Financial Inclusion Staff Training

In addition, further recent projects and initiatives have included:

- COVID-19 Emergency Response work

- Establishment of the Leeds Food Insecurity Taskforce alongside Public Health
- Coordination of the Leeds Healthy Holidays Programme
- Reviewing the Local Welfare Support Scheme and piloting a cash first option
- Delivery of short term national funding programmes including Department for Work and Pensions COVID-19 Winter Grants Scheme and Local Support Grant, and Household Support Scheme
- Supporting the Leeds Uniform Reuse Scheme

Improve equality outcomes in the council's approach to locality working with a focus on addressing inequality and poverty

The Locality Working model initiated in 2017, sought to establish what the possibilities could be if as a Council and partners, we worked differently in specific areas of the city. This was always predicated on the potential to extend the Locality Working approach to all the city's 1% most deprived communities.

The new model seeks to continue and build on the good work that has taken place so far, by working more intensively in targeted areas of the city to reduce poverty and inequality through the delivery of a range of innovative and new ways of working. The model will increase the footprint for working in priority neighbourhoods to cover all 12 (1%) most disadvantaged neighbourhoods, whilst also retaining a focus at the ward level on the city's 6 priority wards. The 6 Priority Wards are the six wards with at least one neighbourhood ranking in the 1% most deprived neighbourhoods nationally, whilst also ranking highly in deprivation in the 2019 IMD data.

The following paragraphs provide examples of the intensive work undertaken in 2021 in the priority neighbourhoods and Target Wards to overcome poverty and inequalities.

Engagement and community resilience building

The council's Prevent and Migration teams organised an advice and guidance session for third sector partners in Seacroft; the aim of this session was to support partners in tackling the negative narrative around migration and better understand where we can work collaboratively to tackle far right extremism. This initial workshop was followed up by further sessions in Seacroft for local organisations and volunteers to learn how to be an 'upstander' delivered by *Stand by Me* which looked at how to safely challenge discrimination and support victims of hate.

New Wortley Priority Neighbourhood has developed a Community Voice work strand, which is looking at engaging different sections of the community. They have also appointed a Communities of Interest worker and developed a weekly cultural café, bringing different sections of the local community together.

There are a number of ABCD workers across the city working in our priority neighbourhoods, in the Cliftons and Nowells, Lincoln Green, Beeston Hill and Boggart Hill. Community Builders have been organising regular local conversations, for example in Lincoln Green, the ABCD worker has organised local events, they have been small scale, but effective based around live music, food, and arts-based activities to attract people into the square. In July the Lincoln Green ABCD worker

hosted a “You Chose” event – this event provided an opportunity for local informal groups to bid for small sparks funding to support their ideas for community-led activity in Lincoln Green.

In the Cliftons and Nowells the ABCD approach has to some extent reset the relationship between residents, the public and third sector services that work in the neighbourhood. At the outset of the priority neighbourhood work in 2018 a lot of residents lacked trust in services and in some cases had unrealistic expectations from the Council about the extent to which the Local Authority can “fix” problems, equally, professionals often undervalued or simply didn’t consider the role the community could play in driving improvements in the neighbourhood.

Three years on the ABCD Pathfinder has generated numerous case studies of how individuals have been “connected” together to deliver an activity, whether this be a What’s App cooking group during Lockdown, a Community Multi- Sports event, a gardening group, Bingo, or a weekly keep fit session. The area now has a constituted residents association – The Nowells Community Group. This group are heavily involved in developing the activity programme at Nowell Mount Community Centre and have the necessary governance to apply for funding to directly deliver projects. The Early Help Hub now deliver an EPEC (Empowering Parents Empowering Communities) course from the Nowell Mount Community Centre – this is done in partnership with local parents, very much a peer-to-peer model. There is a long way to go but we can say there has been a shift in how we approach our work in these neighbourhoods, less “doing to” and more “doing with”.

Language Hub activity

Grant funding targeted grassroots organisations and connected them to third sector organisations to develop local projects to bring new and settled communities together. A total of 37 activities were funded across the city reaching over 960 participants from new and settled communities. The majority of projects took place in the Inner East and Inner South areas and in areas of high migration. 6 projects took place in Priority Neighbourhoods (3 in Cliftons and Nowells, 3 in Lincoln Green) with several more taking place in close proximity. 8 projects took place in the lowest 1% areas of deprivation on the IMD, with a further 11 in the lowest 10% areas of deprivation.

Health Messages

Positive work has been undertaken through the Health Messages to Local Communities Task Group. This uses clear, evidence-based health messages from the Public Health messages group to develop effective communication with communities, which can be championed by local leaders. The group focuses on the following issues - translated and interpreted messages into community languages, young people, BAME Communities, Communities of Interest. The ward-based Communication and Engagement Plans were then utilised to support effective communication with communities. The Migrant Access Programme also continues to facilitate on a weekly basis access to key services through information sharing at the drop-ins.

Improving access to services: Cultural Food Hub

In responding to the Covid-19 crisis, the council identified that there were residents in Leeds who needed help and support with emergency food, which better met their cultural needs. Hamara were initially identified in May 2020 to act as the Cultural Food Hub, in addition to being a community care hub, providing culturally appropriate emergency food parcels for the city. In July 2020, Infinity / Give a Gift became the Cultural Food Hub for the East of the city, in recognition of the growing delivery footprint and the high density of the population in that area. The Cultural Food Hubs have aided residents who are less willing to contact the council helpline to access to food, through direct referral to the cultural food hubs, or through frontline services supporting communities with emergency food provision. The cultural food hubs have acted as catalysts in forging strengthened relationships with other third sector organisations and enabled greater community connections with residents from diverse communities and ethnicities.

Problem Street Drinking

The Armley Town Centre, Armley Moor and surrounding areas closure order was approved on 20th July 2021. The Magistrates agreed to grant the order, over an area rather than a property and is the first such order ever done in the UK. The aim is to stop street drinking in the area. Anyone with an open container of alcohol, (except in residential or licensed premises) is now committing a criminal offence by disobeying this order. Officers have the option to either report for summons or make arrests. Punishment can be up to 26 weeks custody. The order focusses on repeat offenders, as the aim is to target those sat regularly in public areas drinking then engaging in ASB and criminal acts causing harm to the community. Results for the initial three months have been positive and an extension to the order, for a further three months, was approved by Magistrates on 18th October 2021.

A multi-agency partnership in Harehills is seeking to address problem street drinking in and around Harehills' main arteries. Established in late October 2020, members of the partnership include Elected Members from both Gipton and Harehills and Burmantofts & Richmond Hill Ward; council officers from the Safer, Stronger Communities Team; Leeds Anti-Social Behaviour Team (LASBAT); Licensing; Public Health; the Cleaner Neighbourhoods Team; the Neighbourhood Policing Team and representatives from community and voluntary sector groups including Touchstone and Forward Leeds.

This complex challenge is being taken up on a number of fronts. Focus is being given to disruption, which includes enforcing the existing Public Space Protection Order (PSPO) and serving four injunctions on the more troublesome street drinkers. In tandem to this approach, there is also a concerted effort to engage with this cohort of drinkers to address their needs around addiction. This work has proven challenging for the partnership given the obvious tension between balancing the imperative to support individuals who are addicted to alcohol and the concerns of the wider community who are suffering as a result of their actions. A constant pressure for the partnership is allowing the space and time for the outreach work to pay dividends whilst demonstrating to residents that this issue is being taken seriously via enforcement activity that reduces unacceptable levels of anti-social behaviour.

Genuine relationships are being forged under difficult circumstances by Touchstone's dedicated outreach worker who has conducted over 20 visits to the Harehills area to date. Allied to this, alcohol supply has sought to have been addressed through the continued defence of the council's Cumulative Impact Policy (CIP) and the opposition of any new off licences; two applications have been declined in recent times, but tens of off-licences remain in a less than two mile square radius. A prominent derelict site on Compton Road has also been target hardened following work by Cleaner Neighbourhoods Team colleagues, as it was a magnet for street drinkers.

Ward Members from both Gipton and Harehills and Burmantofts and Richmond Hill have committed to fund the Touchstone outreach for another year with group sessions for this cohort starting at a local café. Encouragingly, around 12 people now regularly attend and engage with support services at these sessions, with around 50 individuals engaging with the sessions overall. Allied to this, colleagues in Leeds Anti-Social Behaviour Team, along with the Police and the Safer, Stronger Communities Team are currently working in partnership using the available legislation including the Anti-Social Behaviour Crime and Policing Act 2014 to address the issue of problem street drinking and associated community concerns.

It is hoped that the use of "closure orders" granted under anti-social behaviour legislation will further bolster the existing PSPO in the area. A similar development has already been piloted in Armley which has seen some positive results and we are seeking to replicate it in the Harehills area. The closure order, which denies access to a specific area if people are in possession of an open container of alcohol will give the officers additional powers and ensure there is the necessary balanced approach that allow us to support the needs of the community as well as the needs of a group of individuals with very serious challenges around addiction.

Clifton's and Nowell's: Nowell Mount Integrated Children, Youth and Community Hub

Over £250,000, capital funding was sourced to build an extension to Nowell Mount Children's Centre, the extension was completed during lockdown in 2020. The overarching aim of the delivery phase is to create a safe space in which develop a multi-disciplinary integrated offer for the local community, that will encompass Early Years provision, with a focus on children 0-5 and their families, a multi-agency youth offer, with a focus on youth empowerment, youth work and youth activities through to a community offer that is being co-produced with the local community. This innovative early years, youth and community offer is being developed and delivered collaboratively with a range of partners, including Family Services, Communities Team, Youth Service, Youth Association, CATCH, Nowell's Community Group, Leeds Community Spaces and Learning Partnerships, working together.

Both street-based and indoor provision are being delivered that are inter-connected, with Youth Association, CATCH and Youth Service, supported by BARCA, working collaboratively to enable pathways between provision and the support that is available. There are also several sporting sessions delivered on a weekly basis by Leeds United Foundation and LS-TEN. Broader than this, Family Services, Communities Team, Nowell's Community Group, Learning Partnerships, Leeds Community Spaces and Elected Members are working collaboratively to bring

activities and provision into the centre aligned to local need. The aim is to ensure that the community, including young people, have a clear role in influencing and directly supporting activities from the centre.

A small grant was awarded from the Harnessing the Power of Communities Fund to secure specialist advice and support from Leeds Community Spaces to help establish a fit for purpose management structure that dovetails with LCC Children's Services and Facilities Management. The current timetable includes a Food Club, Employment and Skills Developing You, EPEC – Empowering Parents, Empowering Communities, Mental Health support, Gypsy Roma Traveller (GRT) drop-in, a Gardening Group and community activities, for example the Nowell's Community Group Bingo and a Tai Chi class. This approach seeks to strengthen connections and share resources and knowledge across a number of disciplines leading to an effective collective response.

POMOC (Help)

The team, in partnership with other services led and delivered the POMOC service through a virtual weekly drop in to targeted eastern European communities. Referrals were received from local, statutory services and churches, to provide support to service users mainly from priority neighbourhoods, around welfare, housing, EU Settlement Scheme and further signposting.

'Pop up' Covid-19 test centre in Harehills

In response to a clustering of cases in LS8, Public Health, Communities, Housing and Adult Social Care, along with third sector volunteers, worked extremely hard to set up and run the 'pop up' Covid-19 test centre at the Bilal Centre in Harehills. They door knocked on local streets and engaged local people, raising awareness of key messages and the local testing offer. Volunteers from Voluntary Action Leeds (VAL) were able to support the door knocking with community languages (Czech, Urdu and Punjabi). The centre was well attended by local residents and the testing positivity rate was high (suggesting effective engagement). Positive and strong communication through Bilal centre's Facebook and WhatsApp platforms have helped us raise awareness of the testing site with over 300 members. Local ward members have played a key role in shaping our approach and promoting and engaging with local residents through posting repeatedly on the Inner East Community Committee Facebook page, and local radio – Breeze and Fever FM. The success of the centre is a testament to partnership working across the Council and the wider system. Following a recent visit by a Number10/Cabinet Office Covid taskforce, Leeds was commended for displaying 'huge evidence of collaborative approach across partners and engagement with communities.'

What difference has your actions made and for whom?

Improving the approach to Migration

We have engaged with new communities to Leeds over the past year, including Afghan refugees, Hong Kong British National Overseas and asylum seekers to improve access to services. These client groups have different entitlements as per national guidance. The council and city welcomed these new arrivals through engagement and raising awareness of services with support from local faith

organisations, Home Office, police and other partners and services. This demonstrates the work the council does in order to achieving its ambition of being a welcoming and compassionate city, helping those new arrivals to establish their lives in Leeds.

Working with partners such as Bevan Healthcare and West Yorkshire Police established strong partnerships in delivering outcomes for people seeking asylum in hotels. A short-term project highlighted the wellbeing needs of this client group and a positive response was received from council partners with their offer of support to engage in physical activities, classes, volunteering and this opportunity also enabled awareness raising and needs of different communities. Hotel staff are more informed of services in Leeds and able to signpost people. As a result of the above project, and to add value to this work, a partnership networking event was planned and delivered by Leeds City Council at a hotel which brought together services who could offer support to this client group. This was well attended by both services and those residing at the hotel. Feedback from people seeking asylum was positive and they felt listened to and didn't feel alone.

A number of tailored migration training sessions have taken place to a range of services including at Community Chairs Forum and North East Community Committee, Mental Health Accommodation based service and others. These sessions have provided an overview of migration work across the city, the impact of migration, resources, and tools available to assist services to be better informed and equipped. This evidenced that many services were unaware of resources such as the Leeds Directory of services. As a result, further requests for training have been received.

Keeping people safe from domestic violence and abuse

By maintaining a focus on addressing inequalities for minority groups and those with complex needs throughout the needs assessment, the outcomes have been that:

- A key ambition of the strategy is that services take steps to appropriately meet the needs of all DVA victims and their children, including (but not limited to) those from culturally diverse communities, faith groups, those with EAL, LGBT+ people, younger and older people, street sex workers, adults with physical and/or learning disabilities, and people with mental health needs.
- The Sanctuary Support Scheme (a scheme which provides support for DVA victims to safely remain in their own homes) is being delivered by a diverse range of partner agencies who understand and respond to cultural needs. This includes organisations who specialise in providing services to BAME women, asylum seeking women and refugees, women at risk of Honour-Based Abuse, and people from LGBT+ communities.
- The imagery and pseudonyms used to refer to victims-survivors throughout the strategy document are diverse in order to demonstrate that the strategy is designed to support all victims, including those from minority protected characteristic groups.

This new strategy means that in all commissioning/de-commissioning decisions which are made with regard to accommodation for victims-survivors of DVA and their children, accessibility and inclusivity will be paramount.

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

Work on Anti Muslim Prejudice has gone well and has engaged people from across Muslim communities and built confidence in the Council's commitment to this agenda with partners.

Work to raise awareness of and prevent disability related hate crime and incidents via training courses run with third sector partners and the police has raised confidence and capacity on this aspect of the agenda.

Work via Hate Crime Awareness Week on anti LGBT+ hate crime awareness raising, boosting reporting and prevention is raising confidence within the LGBT+ community and demonstrates that this is a priority for the council.

Helping people out of financial hardship by tackling the financial challenges of poverty, deprivation, and inequality

A key area of focus for the Financial Inclusion Team continues to be the provision of welfare & debt advice in the city. Ensuring free, impartial and confidential advice is available and accessible in a variety of ways (face to face, outreach, telephone, digital etc), reduces barriers for communities and individuals affected by inequality. Since 2018 Citizens Advice Leeds (CAL) has been awarded the Leeds Advice Service contract (sub-contracts with Chapeltown Citizens Advice and Better Leeds Communities). Money Buddies have also been funded by Leeds City Council and Community Committees to deliver advice services in Community Hubs and other locations across the city.

The Department for Work and Pension's Household Support Fund was delivered by local authorities to support those most in need with the costs of food, fuel and essential items between October 2020 and March 2021. Leeds City Council was allocated £7.1 million and funded:

- Food support for approximately 36,000 children and young people on free school meals and in low income households in school holiday periods and approximately 5,000 children aged 0-4 years living in low income households.
- Support with food and fuel costs for 700 care leavers on low income
- Fuel support for over 16,000 families in receipt of Council Tax Support
- Additional support for over 100 families with children claiming Discretionary Housing Payments.
- Support with Council Tax payments for 800 families with children.
- Funding for charities and food aid providers through the Leeds Food Aid Network, Baby Bank and Zarach.

Healthy Holidays provisions in 2021 reached 27,000 children and young people across all holiday periods with approximately 202,000 portions of food being provided.

Financial Inclusion Training has been delivered, in collaboration with partner organisations, on a range of issues including financial wellbeing, illegal money lending, money mules, Breathing Space (Debt Respite Scheme) and Gambling Harms. Attended by a range of services across the Council, on average each session has had around 25 participants, with over 140 people attending overall.

What else do you need to do?

Improving the approach to Migration

We will continue to deliver against the agreed priorities and as a result of rapidly changing migration policy there is a need to continue our approach with a focus on the below.

- Identifying and addressing gaps in services: Raising awareness of different migrant communities (new and settled) and challenges faced. We have carried out an assessment day for Hong Kong BNOs and the next step is to work with Employment and Skills to establish appropriate classes that will allow the council to access funding from DLUHC.
- Complexities in relation to immigration status and the conditions associated with their immigration status. This creates confusion and has a knock-on impact on service users. Many instances can be prevented if we can build the capacity of service provision and better understand the challenges and support.
- Inequalities have transpired further during Covid19 as well as complex immigration schemes such as the EUSS, and further work must continue with statutory services to raise awareness and improve outcomes for service users
- Funding is a key priority in order to further develop and sustain migration activity across the city, targeting priority neighbourhoods and sustaining communities of interest work
- Building capacity: support third sector and grass roots organisations to respond to local challenges and to become sustainable partners in community infrastructure. Continue to provide capacity in communities to bring new and settled communities together and create the space for meaningful conversation and interaction.
- Raise awareness: of migration and service/employer responsibility and encourage community cohesion

Work also continues on developing a current strategic migration work programme highlighting the key priorities including developing measures by aligning to the Best City Plan and focus work on baseline information that is available to services and businesses.

Keeping people safe from domestic violence and abuse

During 2022/23 the Domestic Abuse Local Partnership Board will be developing the new, holistic domestic abuse strategy for Leeds. Critical to the development of the strategy will be understanding and responding to the needs of marginalised and under-represented groups who are likely to be experiencing DVA but who are not: recognising it, reporting it and/or accessing support for it.

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

Develop and expand the model for hate incident reporting in schools to other education and family settings and listen to the views of young people, teachers, and other stakeholders to help us achieve this.

Roll out the proposed model of support to council reporting centres so this model can be trialed prior to being used in third party reporting centres.

Adopt the definition of Anti-Muslim Prejudice and the recommendations of the report on Islamophobia formally through the councils governance arrangements.

Helping people out of financial hardship by tackling the financial challenges of poverty, deprivation, and inequality

Despite the combined impact of national COVID-19 response and recovery measures, funding allocated to the local authority and the strong, well established supportive infrastructure in Leeds, the actions undertaken have not been enough to prevent increasing numbers of households falling into poverty and hardship.

Issues such as inflation, rises in national insurance and tax, combined with the energy and cost of living crisis have further compounded the situation, with more households falling into financial difficulty for the first time, and the worsening of existing hardship for households already below the poverty line.

Advice and support organisations across the city continue to report increasing demand for their services, with both the complexity of the issues and the number of clients unable to cover basic living costs increasing. This is coupled with the longstanding concerns around Universal Credit and the wider welfare benefits systems ability to protect the most vulnerable in society.

The Financial Inclusion Team will continue to provide staff training packages in order to ensure frontline staff are aware of up to date services and referral routes in order to assist Leeds residents facing financial difficulties.

In addition, the Financial Inclusion Team also continues to participate, conduct and share research in order to ensure an evidence based and relevant approach to emerging and ongoing poverty and equality related issues.

Improve equality outcomes in the council's approach to locality working with a focus on addressing inequality and poverty

We have delivered on the initial ambition of Executive Board and updates on progress were well received by Executive Board and Scrutiny Board in 2020. Now that we have demonstrated that the locality working works, we are ready to upscale this agenda to address inequality and poverty and deliver transformational change across all 12 our most disadvantaged communities.

The next iteration of the Locality Working Strategic Framework seeks to focus the capability and capacity of the whole council and its partners, through a transformational change programme. The new approach seeks to:

- Continuing to have a whole city focus through the Council's city-wide Community Committee structure and seek to develop and strengthen this further.
- Expanding the current neighbourhood remit for priority neighbourhoods to the 12 most disadvantaged neighbourhoods in Leeds (1%) and develop a more focused approach across the 6 most disadvantaged wards where these neighbourhoods reside, including the development of Local Area Plans.
- Work collaboratively with local elected members, services and partners to ensure that the learning and good practice developed in the priority neighbourhoods is shared and where appropriate, expanded into other parts of the city facing similar challenges.
- Continue to build on the work of the Neighbourhood Improvement Board (NIB) as part of the city-wide strategic approach to tackle inequality and poverty linked to the new Best City Plan.
- Establish a new citywide Locality Working Delivery Group.
- Consider how the new approach can be supported by other Scrutiny Boards and how their role and influence can add value to the work of the Neighbourhood Improvement Board.
- Continue to build strong local relationships and partnership arrangements to deliver actions which address locally agreed priorities.
- Seek and secure corporate support to implement cultural change through workforce development across the council and across our local partnerships, so that we can learn and apply improvements across the whole city.

Best Council Plan: Child Friendly City

Equality Improvement Priority: Supporting Families

We recognise that children from some backgrounds protected by equality law are at risk of having a poorer start in life and are at more risk of being in state care or in custody. The purpose of this priority is to address this inequality of outcome, reducing its impact and prevalence so that all of the youngest citizens of Leeds are protected, grow up having fun and are supported in their family wherever possible.

In all of our work, we will be mindful of race-based inequalities. We will explore and address:

- Disproportionality:
 - Too many Black and mixed heritage young men who have their SEMH needs misunderstood as bad behaviour.
 - Too many Black and mixed heritage young men receiving the most serious court disposals.
- How we can avoid poorer outcomes for children from the most deprived areas of the city.
- How to reduce escalation of cases by addressing family's needs at an early stage – via our early years and early help work.
- Ensuring our workforce is more representative of the communities we serve including our foster carers.
- Addressing risks and exploitation which occur outside the family.
- Ensuring equality of opportunity for all children, young people and families in the city.

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

The Children and Families directorate has a clear and strong commitment to promoting equality and diversity across all of its services and teams, from its overall strategic direction down to work with individual children, young people, and families.

We recognise the good work that is being done across the directorate, whilst acknowledging that there is a lot more to do and that this work will be ongoing. There will always be further improvements we can make to ensure that all children, young people, and families in the city are able to benefit from living and growing up in Leeds, and that all colleagues at every level of the directorate are supported to progress and to fulfill their potential. We are committed to understanding and breaking down any barriers or difficulties to ensuring equality, diversity and inclusion for all children, families, and our workforce.

The Leeds Youth Justice Service has been considering the national issue of disproportionality of experiences within the justice service for a number of years, most notably since 2017 in response to the findings of the [Lammy Review](#). The service has a specific Race and Identity Action Plan which is regularly reviewed and updated. This focus has led to the development of a number of projects and pieces of work, including a specific disproportionality action plan and the multi-agency

learning lessons process around first-time entrants to custody. This process is an attempt to better understand the life experiences of young people who have been remanded or sentenced to custody as a first-time entrant to the justice system, with agencies asked to reflect on significant events, moments of opportunity, decision making points, good practice and barriers, with a view to identifying learning for agencies.

Leeds has also been proactive on the national stage with regards to developing innovative practice. Leeds volunteered for the Ministry of Justice Chance to Change pilot, designed for young people who would otherwise be heading for a Youth Conditional Caution and offering the opportunity to complete a contract of work before receiving their action, with the successful completion leading to no further action and no criminal record. The deferred prosecution and out of court disposal options within the pilot are being explored by the Ministry of Justice in relation to a specific finding of the Lammy Review; national data shows that BAME people are less likely to plead guilty or accept responsibility for an offence and can therefore face more punitive options. This finding is also reflected in the wording of Leeds's Bail and Remand Management Protocol, which makes specific reference to how BAME young people and their families may be experiencing the criminal justice system and the professional and legal advice offered.

Disproportionality within the youth justice system is recognised as a national issue, and last year was the subject of a [thematic inspection](#) by Her Majesty's Inspectorate of Probation (HMIP) which Leeds Youth Justice Service (YJS) participated in. The findings of the report are mostly aggregated and Leeds did not receive an individual report on its progress and effectiveness, but the verbal feedback received from inspectors was broadly positive, and the report highlighted some good practice within Leeds, including working with West Yorkshire Police to improve access to data on the issue, and the PATH training programme (please see below in relation to workforce for further details).

The thematic inspection report was published in November 2021, and the recommendations from the report were shared and discussed at a YJS all-staff briefing in December 2021. Learning from the thematic inspection was discussed in YJS team meetings and at the Youth Justice Partnership Board, and specific actions were embedded within the Race and Identity Action Plan. A report on the progress of the Race and Identity Action Plan was presented to the YJS Partnership Board in December 2021.

In preparation for the thematic inspection, the Children and Families directorate audited selected cases of Black and Mixed Heritage boys known to the Youth Justice Service. One of the themes from these audits was that services and teams had not been able to engage many of the boys in accessing early help support. We know from ethnicity data in the Children's Social Work Service that BAME children and young people, and particularly children and young people of Mixed Heritage, tend to be over-represented within the statutory services and under-represented within early help services, and these audits confirmed the same is the case for the Youth Justice Service in Leeds.

The Youth Service and the Youth Justice Service have pledged to work more closely together over the next twelve months, which will include managers attending each other's team meetings to explore opportunities for closer working, co-delivering work at Youth Service Activity Centres and looking for opportunities to deliver planned work, particularly focusing on issues for girls. YJS and Youth Service staff are developing their working relationships with each other, which will be key to working more closely together and overcoming limitations such as not using the same case management systems. For examples of how these closer relationships are working at a local level, please see question d) below.

How can we avoid poorer outcomes for children from the most deprived areas of the city?

The structure of the Social Work service in Leeds and the delivery of early help through the cluster working model both reflect the importance of targeted work to support children, young people, and families in the most deprived areas of the city. As is the case nationally, deprivation in Leeds is closely linked to high levels of demand for social work services, and the Children's Social Work Service (CSWS) has responded proactively to this, establishing additional social work teams in areas of particularly high demand and locating its Early Help Hubs in these areas as well.

In 2017, Leeds secured funding from the Department for Education's Innovation Fund to establish Restorative Early Support (RES) teams in areas of high social work demand, which combine social workers and family support staff in multi-disciplinary teams. RES teams work with families with levels of need between early help and social work, with the aim of reducing the need for statutory social work interventions. The six clusters identified for the initial establishment of RES teams contributed 50% of the referrals received by CSWS. These teams are still in place and working within their communities, and an independent evaluation of the programme found that: 84% of the intervention goals identified with families showed progress; families reported high levels of satisfaction with the support they were receiving; RES teams made good contributions to the skills of other practitioners they worked with; and that, even in the early stages of the programme, an impact could be seen through reductions in the number of care entrants from RES clusters.

Early help in Leeds is organised through a cluster working model based around families of schools, bringing together the agencies within each cluster to deliver integrated multi-agency working with a focus on local need. Funding for clusters is allocated in a transparent way which reflects the different sizes of clusters as well as needs and demand, with additional funding allocated based on deprivation, as measured by the number of pupils living in the 20% most deprived areas.

How to reduce escalation of cases by addressing families' needs at an early stage – via our early years and early help work.

In a context of significant austerity and funding cuts to local authorities over recent years, Leeds has held firm to its commitment to early help. While an estimated 1000 children's centres have closed nationally since the start of austerity measures, in Leeds we have protected our network of 56 children's centres and further developed their community early help offer through partnership working with Health Visiting and

Midwifery services. We have also invested in innovative early help and early start work, such as the Infant Mental Health Service, run by Leeds Community Healthcare, which supports families who are struggling with early attachment difficulties.

Leeds offers the Baby Buddy app, which is free to use and provides evidence-based support and information, including updates on relevant Covid-19 guidance in the earlier stages of the pandemic. Leeds is currently working with the developers of the app on a short-term project to maximise the update and usage of the app, with a focus on reaching parents from BAME, asylum seeker and refugee communities. This project includes training for parents and volunteers from third sector organisations to use Baby Buddy with the communities they support, localised training videos and collating information from organisations to localise and enhance the app.

One of the major successes in recent years for Leeds is the Families First approach, funded through the Government's Troubled Families programme with the aim of helping families who experience a number of complex problems such as worklessness/ financial exclusion, poor school attendance, anti-social behaviour, and parental difficulties with substance misuse, mental health, and domestic abuse. This originally operated under a payment-by-results model and Leeds has used the funding to mainstream its approach, integrating Families First into our core business and enhancing and creating additional capacity within the existing local partnership early help offer. The funding generated by our Families First success has allowed us to invest in a range of evidence-based support services such as Multi-Systemic Therapy (MST).

Leeds was granted Earned Autonomy status as a result of our Families First success in 2018, which meant that we were allocated funding up front; as a result of the Government's Spending Review, we will also be receiving an uplift for the 2022/23 financial year. We have used this Earned Autonomy funding to establish three multi-agency Early Help Hubs in the South, East and West of the city. The Hubs are co-located multi-disciplinary teams which consist of a manager, Early Help practitioners, multi-agency expertise around substance misuse, domestic abuse and mental health, work coaches from the Department of Work and Pensions, Police Community Support Officers, and project support. The Hubs act as a single point of contact for Early Help in each area, adding value and expertise to local cluster partnerships and maximising local resources to improve outcomes for children and families and prevent their needs from escalating to require support from statutory services.

The Early Help Hubs provide capacity for Leeds to address issues across the whole early help offer. For example, Early Help practitioners from the Hubs are now working alongside colleagues at the front door in order to better align early help services with Duty and Advice, directly preventing escalation into statutory services where appropriate by offering a timely early help response. Early Help Hubs also continue to make good links with clusters, voluntary (and grass roots) organisations within their communities, as well as with the SILC cluster for children with additional needs, which is helping to address the under-representation of families from BAME backgrounds in accessing early help.

In line with our restorative approach, Leeds has committed to working with families across a range of different initiatives, for example the EPEC parenting programme. Empowering Parents, Empowering Communities (EPEC) is an international parenting programme adopted in Leeds and delivered by parent volunteers recruited from disadvantaged communities. Parents deliver a universal parenting course which supports other parents to build better relationships with their young children and to work on boundaries and effective play. The programme gives parent volunteers the opportunity to develop their skills, as well as helping other families within their community. Parents attending the course appreciate the authenticity of hearing from volunteers who have been in similar situations sharing their experiences. One of our EPEC parent volunteers will be travelling to London in June to present to the panel of judges for the Local Government Chronicle awards, where Leeds Families First has been shortlisted in the category of Public/ Private Partnerships.

Whilst our early help offer in Leeds is strong, we are not complacent and have recently undertaken a comprehensive review of the offer and the resources and infrastructure that supports it. The findings of this review should be available within the next couple of months. Once available, any recommendations can begin to be implemented to improve the offer further.

Ensuring our workforce is more representative of the communities we serve, including our foster carers.

Workforce Race Equality Standard (WRES)

Leeds is one of 18 initial local authority sites to implement the introduction of a Workforce Race Equality Standard (WRES) in social care across England, modelled on the NHS WRES approach established in 2015. The programme is being run by the Office of the Chief Social Worker for Adults, and in Leeds both children's and adult social care are working together on WRES.

The programme began in April 2021, with key areas of focus on nine metrics by which local authorities measured their performance in relation to workforce equality, as follows (please note that this wording was taken from the original NHS WRES programme and so some of the references relate to health services):

1. Percentage of BAME staff in each of the Council pay bands compared with the percentage of staff in the overall workforce.
2. Relative success rate of BAME staff being appointed from shortlisting compared to that of white staff across all posts.
3. Relative likelihood of BAME staff entering the formal disciplinary process compared to white staff.
4. Relative likelihood of BAME staff entering the fitness to practice process.
5. Relative likelihood of BAME staff accessing funded non-mandatory CPD as compared to white staff.
6. Percentage of BAME staff experiencing harassment, bullying or abuse from patients, relatives, or the public in the last twelve months.
7. Percentage of BAME staff experiencing harassment, bullying or abuse in the last twelve months from
 - a. Colleague
 - b. Manager

8. Relative likelihood of employee leaving the organization during the last six months.
9. Percentage difference between organisations' senior management membership and its overall workforce.

For the first six months of the project, Leeds collated data to explore and develop insight into inequality within the Leeds workforce. It should be noted that the data is incomplete as we rely on people sharing their protected characteristics in order to accurately report. However, from the available data, it was clear that across the two directorates there are some variations in staff experiences and that the lack of diversity across the workforce at more senior levels (i.e. above PO3) is a concern, particularly for Black employees where the difference is stark. The data has informed the next steps of the project which will look at grievance reporting and the way in which associated information is collated and reported as well as an apparent over representation of BAME staff in disciplinaries. While the data and the WRES project relate specifically to the Children's Social Work Service, Children and Families will be using the findings and the action plan to have a wider impact across the directorate.

From the data, it was agreed that the focus of the WRES in Leeds will be:

- Senior representation.
- Recruitment and progression.
- Access to career and development opportunities.
- Experiences of racism and discrimination and reporting; and
- Disciplinary action

WRES staff engagement sessions are currently ongoing, led by Dame Lorna Boreland-Kelly, a consultant with thirty years of experience in managing, leading, and developing social care services, including experience in supporting organisations to tackle issues of racial inequality. The completion of these sessions was delayed due to the Ofsted ILACS inspection, but they are now due to finish in mid-May 2022, and input from the sessions will inform the final report and action plan developed by Dame Lorna Boreland-Kelly. Please see the next steps section of this update for further information about the final report and recommendations.

Step Up to Social Work

Step Up to Social Work is an intensive full-time, fully funded, Postgraduate Diploma in Social Work training programme that allows participants to become a qualified social worker in 14 months. Leeds is the lead partner for the West and North Yorkshire Partnership, which also includes Leeds, Bradford, Wakefield, North Yorkshire, and Kirklees local authorities. In recognition that men and BAME people are under-represented in this area of social work, Leeds's bid to be lead partner included consideration of how to drive recruitment for these groups, including tailored marketing featuring men and BAME employees sharing their experiences. Information sessions and mentors are offered to support potential applicants at both the application stage and prior to the assessment centre. Leeds is committed to ensuring diversity in the makeup of its interview panels, with all panel members receiving unconscious bias training. A restorative check-in is held at the beginning of the assessment centre to welcome all candidates and put them at ease, addressing potential power imbalances and raising confidence prior to starting the assessment

activities. For the whole cohort (35 students in total), the most recent intake included six men and seven BAME people. For Leeds, this represented an increase in the number of men from two to three, and an increase in the number of BAME people from zero to three.

Youth Justice Service

The Youth Justice service has a longstanding (twenty years) partnership with PATH Yorkshire, a not-for-profit organisation that assists employers and organisations in tackling the under-representation of black and minority ethnic groups in their workforce. Throughout the last 20 years, the YJS has had at least one PATH trainee at all times, providing them with the experience and skills they need to successfully apply to work in youth justice or a related field. The service currently has five employees who began their youth justice careers as PATH trainees, including one who has since completed the Youth Justice Foundation Degree and one who is an operational manager. Other trainees have found employment in youth work, family support or prevention projects. The partnership with PATH Yorkshire was cited as an example of good practice in the HMIP thematic inspection report (September 2021).

Foster carers – current profile and recruitment

Figures from the 2021 Fostering Service Annual Report (considered by Executive Board in June 2021) demonstrate the ethnicity profile of Leeds City Council foster carers, and the table below compares this to figures for the general population in Leeds, taken from the Office of National Statistics 2011 Census data:

Carers' ethnicity	All carers (% of total)	Mainstream carers (% of total)	Kinship carers (% of total)	% Leeds CLA by ethnicity	% Leeds population (2011)
White background	87.5	86.9	86.4	71.7	85.1
African/ Caribbean background	6.6	7.1	6.4	6.2	3.4
Asian background	2.9	4.3	2.2	3.1	7.8
Mixed Heritage	1.7	0.9	3.6	15.5	2.6

As the table shows, the proportion of White foster carers is broadly in line with the Leeds population, while we have a higher proportion of carers from an African/ Caribbean background than the general population and a lower proportion of Asian and Mixed Heritage carers. However, this does not match the children looked after population, in which children of African/ Caribbean background and Mixed Heritage are over-represented while children from Asian backgrounds are under-represented. In recent years, Foster4Leeds (F4L) has been active in its efforts to broaden the diversity of its foster carers. There is a specific recruitment campaign for LGBT+ carers and families called 'Fostering with Pride' which is advertised on the F4L website, in recognition that the national figures of one in seven adoptions being granted to LGBT+ adopters are not matched in fostering figures. Leeds is a member of New Family Social, the UK LGBT+ adoption and fostering charity, and all approved LGBT+ foster carers are entitled to free individual gold membership, with

those going through the approval process entitled to bronze membership pre-approval.

Similarly, F4L identified the need to increase the pool of foster carers from different faiths in order to match the profile of children looked after in the city and launched the Faith in Fostering recruitment campaign. Leeds has partnered with Christian fostering charity Home for Good and with My Foster Family, a Muslim fostering organisation that is part of the UK Muslim Fostering Network who work closely with local Muslim community groups.

Foster 4 Leeds also has a recruitment campaign to recruit foster and short breaks carers for children and young people with special educational needs and disabilities (SEND), in order to meet the needs of the children looked after population and ensure that more of these children and young people can be cared for in Leeds and not have to look outside of the city for suitable placements.

Addressing risks and exploitation which occur outside the family.

The Safe Project was established in April 2015, initially to tackle child sexual exploitation in Leeds, and their approach combines social learning, resilience, and relational models. In January 2020, the Violence Reduction Unit grant-funded a pilot 3-month project to establish whether the successful practice model used for CSE could be extended to address Child Criminal Exploitation. Although the Safe Project no longer receives direct funding for this, the work has continued. The team works to keep young people safe and free from exploitation by providing intensive, flexible, and timely support to them and their families/ carers. The Safe Project adopts a multi-agency approach in its work with partners including social work, police, youth justice, health, and substance misuse services. The team of family practitioners, social workers and specialists build strong relationships with young people, supporting them and their families through their experience of exploitation, from identification to potential prosecution and beyond.

The Safe Project have been instrumental in developing the Multi-Agency Child Exploitation (MACE) framework in Leeds, which describes our arrangements to respond to children vulnerable to and experiencing exploitation. There are a number of different steps within the MACE framework, from initial information sharing between police and CSWS about children who are missing and at risk of exploitation, to the MACE and Contextual MACE meetings. Multi-agency MACE meetings take place monthly and consider individual cases of children and young people at risk of and experiencing exploitation in order to analyse risk, share information and agree further actions in relation to individual cases. Multi-agency Contextual MACE meetings also take place monthly, but their focus is on developing an understanding of where and in which peer groups exploitation is happening, developing links within communities who come into contact with children at risk of exploitation, and recommending action to disrupt or limit harmful extra-familial contexts to reduce the risk of harm.

Contextual MACE meetings have been developed within the last 12 months to offer more responsive and integrated approaches in response to patterns of exploitation within the city, allowing agencies to identify the places and spaces where exploitation

takes place and proactively target these locations and identified perpetrators. This approach builds on previous joint working between the Safe Project and West Yorkshire Police to raise awareness and take appropriate action against individuals and venues within the night-time economy. The work within the MACE framework is overseen by the Risk and Vulnerabilities sub-group of the Leeds Safeguarding Children Partnership (LSCP).

In addition to the work on exploitation, there are a number of approaches and projects which have been developed within the last twelve months to address serious youth violence. In the East of the city, following a stabbing in the city centre in July 2020, an innovative multi-agency response was developed involving multi-agency strategy meetings, sharing intelligence, mapping work to document the relationships between the young people involved and understand affiliations with existing and emerging urban street gangs, and putting in place child-centred assessments and plans for the young people identified. Direct work with these young people has given them the opportunity to talk about their experiences and, with support, some of the young people have been able to step away from their involvement.

Leeds has also been identified to take part in developing SAFE (Support, Attend, Fulfil, Exceed) Taskforces as part of a Department for Education funded programme. SAFE Taskforces focus on serious youth violence and will bring together mainstream schools to commission evidence-based interventions to support young people with challenging behaviour, enabling them to attend school regularly so they can fulfil their potential and prevent costly poor life outcomes by inspiring them to exceed their expectations. The SAFE Taskforce is primarily a strategic group overseeing a pot of funding, with schools and other local partners collectively using their expertise to identify where this funding could most effectively be spent.

Ensuring equality of opportunity for all children, young people, and families in the city.

Consideration of equality and diversity and structural barriers in our practice

In the ILACS inspection of 2018, inspectors identified the consideration of children's culture and identity in assessments as an area for development. This was addressed by the establishment of a directorate-wide steering group to focus on the issue and drive a number of pieces of work, including: hosting Academic Masterclasses on the topic of culture and identity; expanding the number of ethnic groups and languages which can be recorded on the Mosaic case management system; reviewing the supervision framework to include guidance and practice tools to support giving due consideration to culture and identity in supervision; consulting children and young people on what culture and identity mean to them; and developing a range of workforce development training and tools, including cultural profiles to help practitioners understand the range of different communities who live in Leeds. The 2022 ILACS inspection report has not yet been published, but verbal feedback during the inspection indicated that this work has translated into assessments and work with children, young people and families which more effectively reflect their culture and identity.

Furthermore, the introduction of the Leeds Practice Model and Rethink Formulation approach has encouraged practitioners and managers to reflect and think more critically about the impact of protected characteristics on how children, young people and families engage with services, and how to support families to navigate potential barriers to engagement which may be perpetuating or exacerbating the difficulties they are experiencing. We have built this consideration into all of our decision-making and quality assurance panel structures to ensure that equality and diversity is appropriately considered and respected through our own processes and practice.

Child poverty work

Child poverty in Leeds is higher than national averages and is increasing; latest local data for year-end 2020 shows that 24% of under-16s in Leeds live in poverty, above the national average of 19% and an increase of 9% in a year. These figures do not reflect the impact of the Covid-19 pandemic; early indications suggest that it has exacerbated existing difficulties for those in poverty and close to it.

Work on child poverty in Leeds is guided by [Thriving: The Child Poverty Strategy for Leeds 2019-22](#), which works to the key principles of: being informed by lived experience; a wide range of partnership working; focus on changing structures not individuals; reframing language used around poverty; and projects informed by research. The city-wide Child Poverty Impact Board monitors progress against the priorities of the strategy and is chaired by Cllr Fiona Venner, Executive Member for Adult and Children's Social Care and Health Partnerships.

One of the key projects within the anti-poverty work which has looked to address equality of opportunity for children, young people and families is the Healthy Holidays programme for children eligible for free school meals. This began in 2018 in partnership with Leeds Community Foundation and offers enriching activities and healthy food during school holidays. Summer 2021 saw:

- 132 schemes delivered across the city, involving schools, community hubs, libraries and third sector organisations.
- 14,200 children and young people supported through the schemes.
- Over 40,000 on-site attendances; and
- 110,000 meals distributed.

Leeds has also used its Covid Local Support Grant to prioritise the provision of food for children eligible for free school meals. For the summer holidays of 2021, Leeds City Council contributed around £250,000 of additional funding to top-up the government grant and support 35,753 children and young people eligible for free school meals, living in low-income families or in families with no recourse to public funds.

Leeds has also developed innovative ways to help families with other costs associated with school. Leeds City Council and Leeds Community Foundation funded Zero Waste Leeds to introduce a coordinated uniform reuse scheme. During summer 2021, the Big Leeds School Uniform Giveaway operated from twelve pop-up shops in locations across the city. Leeds is also working on Together for Sport, a similar scheme to encourage donations of sports clothing and kit to allow children from low-income families to participate in sport. These schemes also contribute to

the Council's strategic priority to address the Climate Emergency through reusing and recycling clothing that could otherwise have ended up in landfill.

Bringing children looked after back to Leeds

In recent years, Leeds has invested in its residential offer for children looked after, which has included a full refurbishment of the residential estate and investment in workforce development for residential staff. As a result, all of the Leeds City Council-run residential homes are currently rated good or outstanding by Ofsted. Leeds is currently working to further build on this approach for children looked after with complex needs by building a new residential home with the purpose of bringing young people back to Leeds from external placements. The opening of this home will have a significant positive impact for the young people identified to move back to Leeds - a group of male teenagers with complex special educational needs and disabilities and behaviour that challenges – who will be able to be closer to their families and support networks. Leeds has similar plans to develop a series of small group living homes in the city in order to bring teenagers back to Leeds from mainstream external residential provision.

What difference have your actions made and for whom?

The link between poverty and care entry is well established in social work research and literature, with the Child Welfare Inequalities Project finding that nationally, one in every 60 children was in care in the most deprived areas of the country compared to one in 660 in the least deprived areas. Despite this, recent analysis matching children's home postcode with data from the Index of Multiple Deprivation and Office of National Statistics (ONS) population data indicates that Leeds is actually bucking this trend. The proportion of the children looked after (CLA) cohort in the most deprived 10% of localities in Leeds has decreased over the last decade, equating to a 3 percentage-point drop between 2013 and 2020 (the most recent year for which ONS data is available). Conversely, the proportion of the total population of children and young people in the most deprived 10% of localities has increased by 2 percentage-points over the same time period. These figures indicate that Children and Families are having some success in addressing difficulties at an early stage which contributes to supporting equality of opportunity across the city.

The Healthy Holidays scheme referenced above in relation to anti-poverty work in Leeds has demonstrated impressive reach, with 14,200 children and young people supported and 110,000 meals distributed during the 2021 school summer holidays alone. Whilst the numbers and the reach are important, the impact of these schemes for individual families is what most strikingly demonstrates the difference made. Feedback from schools and parents was very positive, with one parent thanking the programme for giving her child 'the opportunity to smile again.' Another parent who was on a debt management plan after fleeing domestic violence and had been furloughed during the pandemic described the food provided through the scheme as 'a godsend' and said that the activities allowed her to spend quality time with her child.

Covid-19 pandemic response

Leeds's commitment to strong early help services and our status as an outstanding local authority from our 2018 Ofsted inspection supported our bid to the Department

for Education for a Partners in Practice Covid-19 grant, which secured around £0.39m in additional funding to support families in Leeds through the pandemic. This support was delivered through existing early help and locality cluster working arrangements and resulted in: Family Support staff assisting the Emergency Duty Team; direct support to families through activity packs and food parcels distributed through our Early Help Hubs; additional counselling offer for pupils; online parenting courses for families experiencing additional stress; youth work outreach around gang activity and youth crime; and a workforce development offer around financial inclusion to help practitioners identify and support families struggling with the financial impact of the pandemic. An independent evaluation found that support was effective and the investment in early help and extent of existing partnership working across Leeds meant that the infrastructure was ready to respond rapidly to the rising needs of families, with the Family Support workers offering additional capacity to the Emergency Duty Team found to be particularly effective in diverting some children and young people from needing to enter care.

On a strategic level, the response to Covid-19 was also bolstered by existing partnership working arrangements. In each area of the city, Bronze meetings were established where partners would meet to identify and respond to the unique risks and challenges presented by the pandemic, with schools and other settings where children and young people are known and seen on a regular basis closing for most.

As an example, Bronze groups arranged for the diversion of the police notification system to schools of incidents of domestic abuse to the local partnership; this ensured that other agencies were aware and could respond with offers of support, as staff would do if the children were in school. This helped to prevent children and young people from experiencing hidden harm during a time of nationally increasing domestic abuse notifications and serious incidents involving children. The groups also shared their knowledge of children and families they considered to be vulnerable to ensure that children were being seen. These groups were responsive and proactive, with their agenda evolving in line with need, for example working with police on messages for young people about gathering in groups when this was forbidden, ensuring that messages about Covid restrictions were translated into relevant languages and communicated in accessible ways, with the vaccine rollout being supported in the same way.

These effective local strategic partnership approaches helped to mitigate the impact of the pandemic on the communities and vulnerable children, young people and families who were most at risk of poorer outcomes from both the virus and the impact of restrictions and lockdowns.

What else do you need to do?

The Supporting Families priority remains appropriate for Children and Families, but we would like to propose that some of the specific themes we have been asked to explore and address are removed from the priority, as they are and will remain key areas of everyday work for the directorate. These are:

- How to reduce escalation of cases by addressing family's needs at an early stage – via our early years and early help work.
- Addressing risks and exploitation outside of the family.

These themes are also less specific to the advancement of the equality and diversity agenda within the directorate as their breadth relates to all of the children, young people, and families that we work with, rather than focusing on any specific barriers or difficulties faced by particular groups.

Colleagues in Children and Families have also noted through data analysis and audit that outcomes for children and young people of Mixed Heritage are generally not as positive as those of their peers. The directorate intends to further discuss and explore this over the next twelve months and would like this finding to be reflected in the Supporting Families priority.

Given the recent publicity around significant increases in the cost of living, we consider it appropriate to make specific reference to this in the Supporting Families priority going forward; we suggest it would sit most comfortably within the equality of opportunity theme or the poorer outcomes for children in the most deprived areas of the city theme.

Further work to build on the findings of the data review through the WRES programme will be carried out in 2022/ 23. As noted above, the staff engagement sessions which are due to finish in mid-May 2022 will feed into the final report and action plan from Dame Lorna Boreland-Kelly, which we expect to receive in July 2022. We expect the action plan to include recommendations relating to:

- Staff recruitment
- Staff progression
- Staff retention
- HR support and HR processes including disciplinaries and grievances
- The CPD offer and career progression
- Anti-racism training.

Once the directorate has received the final report and action plan, discussions will take place at the strategic level to determine how to implement the recommendations.

Children and Families have a number of other key actions planned for the next twelve months to further address the Supporting Families agenda, alongside our everyday work which we strive to ensure routinely considers equality, diversity and inclusion and addresses potential barriers to engaging with support. These actions include:

- Support the review to be undertaken by the Leeds Safeguarding Children Partnership of the proportion of children from a BAME background who are being supported by early help services, in order to understand and address why these families are under-represented in early help services and over-represented in statutory services.
- Continue to progress the scoping and implementation of the SAFE Taskforce programme with local schools and the Department for Education.

- Launch a new LGBT+ staff training resource on PALS; a guided PowerPoint that includes the voices of Leeds LGBT+ young people giving their views on what good support looks like from practitioners.
- The Youth Justice Service intends to carry out some research work focused on boys known to the service who had not had access to/ engaged with Early Help services prior to coming to the attention of YJS.
- Colleagues are currently planning a workshop for the Early Help Board to review the Early Help strategy, and this workshop will include consideration of various examples of disproportionality and how this can be effectively addressed.

Best Council Plan: Child Friendly City

Equality Improvement Priority:

We recognise that children from some backgrounds protected by equality law have poorer educational outcomes. The purpose of this priority is to address this inequality of outcome, reducing its impact and prevalence so that all of the youngest citizens of Leeds do well in learning and have skills for life

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

Shortly after the submission of last year's EIP and in light of the significant impact of Covid-19 work commenced to refresh the 3As strategy for learning and have now launched The Refreshed 3As Plan. The plan recognises that some groups have been disproportionately affected. Revisiting and reframing the plan to improve outcomes based on the 3As of attendance, attainment and achievement has been influential in shaping how Children and Families Services is directing resources in response to the challenges brought about by Covid-19 which are affecting the most vulnerable children, young people, and their families.

During the past 12 months we have completed a comprehensive consultation process called "The Big Learning Conversation" with learning settings, trade unions, parents, children, and young people in establishing the priorities of the refreshed plan. Participants in the four virtual events included leaders from post-16 providers, primary, secondary, and early years settings.

Each of the priorities has a set of associated key performance indicators to measure progress of the actions being taken and to ensure the greatest impact on the lives of children and young people with poorer educational outcomes.

As part of the EDINA- teacher professionalisation for migrant pupil education ERASMUS project we are working alongside four secondary schools in Leeds to design training modules for use by mainstream teachers and subject leaders to develop mainstream teacher competencies and develop and optimise teaching techniques and support embedding practice for Newly arrived learners including refugee and asylum seeking pupils and English as an Additional Language learners.

We continue to facilitate the identification and facilitation of community engagement to support GCSE heritage language teaching, assessment and examinations in secondary schools across Leeds. This work supports hundreds of pupils across Leeds to gain a GCSE or A-level in their mother-tongue language.

Termly Primary, Secondary and Supplementary education EAL and BAME network meetings are facilitated by the team with focuses on themes of Heritage language exams, EAL pedagogy, teaching and learning, mental health, talking about racism, keeping families engaged, and EAL and Science.

This year we have continued the drive to raise the profile and importance of translated materials for learners and their parents in primary and secondary schools and dissemination of translated resources for EAL and BAME learners and families. Resources pages for Access to Learning (BAME, EAL, GRT and New Arrivals) on Leeds for Learning provides documents and links accessible to schools, settings and communities to support and promote learning.

Supplementary education focused on tackling inequality and improving achievement and attainment for all pupils, particularly disadvantaged pupils in supplementary schools this year. The key activities include offering support to English, Maths and science classes in supplementary schools with a focus on supporting the lowest 20% of learners and reading activities through funding; organizing and chairing online reading and storytelling events for all pupils, particularly EAL pupils from supplementary schools; organising Train the Trainer courses for teachers and volunteers from supplementary schools with a focus on reading skills required for developing comprehension and fluency; offering advice, information and top tips for parents to support their children with reading; and delivering workshops for parents in particular newly arrived parents. Information about Free Early Education Entitlement (FEEE) for children aged 2, 3 and 4 years old, has been promoted and shared with a targeted focus in areas of high deprivation and historical low take-up.

The CCQM requires organisations and individuals to actively reflect upon the guiding principles of, what they do, who does it, how they do it, governance and service monitoring. Organisations and individuals must assess their level of cultural responsiveness and embed an element of learning and development to bring the organisations and individuals to a level of knowledge and understanding that supports equity, inclusion, cultural responsiveness and harmonious communities. The CCQM suite of training consists of three modules: Introduction to unconscious bias or Understanding Unconscious Bias, Introduction to cultural competency and Equality and Diversity. From May 2020 to date our Introduction to Unconscious bias course has been delivered to 500+ LCC staff, staff in Leeds schools and individuals working with children in organisations further afield. 15 Leeds schools are engaged in the CCQM journey or have accessed our Unconscious Bias training for schools.

What difference has your actions made and for whom?

Each of the priorities below are set out in The Refreshed 3As Plan and are progressing at different rates whilst all are positively impacting on the support offered to learning settings by Children and Families Services and subsequently having a positive impact on the outcomes of all learners in Leeds, including those with vulnerabilities.

Priority 1: All children in Leeds are supported to improve their fluency in reading taking into account their individual needs.

The online reading and storytelling events have provided the children, in particular disadvantaged children from supplementary schools with opportunities to enjoy reading and sharing their best stories in both their heritage language and English. The children found reading at the events more interesting and enjoyable. They felt proud of being bilingual and more confident to read in front of their peers. Feedback was very positive. The funding, support and training provided have helped the supplementary

schools work more efficiently. Parents who attended the workshops found the sessions very useful, giving them an increased understanding of the education system in Leeds schools. The top tips have helped parents gain more understanding of supporting their children with reading at home.

Nine primary schools have taken part in the Arooj creative writing competition this year. BAME pupils have written poetry, stories and calligraphy on the theme of Heroes, which will be published in an Anthology and available in Leeds libraries.

Priority 2: All children, young people and families are supported to access and regularly attend early years education settings, schools, and post-16 education settings to benefit from learning opportunities, protective factors, and enrichment activities.

Supplementary schools now have an increased understanding of Free Early Education Entitlement (FEEE) for children aged 2, 3 and 4 years old. This has helped promote FEEE in the community.

Priority 3: Children and young people with Special Educational Needs and Disabilities (SEND) and their families receive timely and appropriate support to achieve their best possible outcomes and prepare for adult life.

Priority 4: All children and staff working in learning settings are supported with their wellbeing.

Priority 5: All children make the best start to each stage of their learning.

The whole range of support is enabling the supplementary school sector to increase the number of children and young people participating and engaging in learning, particularly disadvantaged children from the BAME communities.

What else do you need to do?

As we approach six months since the launch of the refreshed plan, it is time to reflect on how we are performing against the priorities. For example, primary schools have been offered a deep dive in reading. The deep dives are supported by an audit tool and undertaken by appropriately trained officers. The target of 100 deep dives being completed by summer 2022 is a key performance indicator of the plan and the themes being captured during the deep dives are informing the local authority's knowledge of training requirements and being used in the development of training. Continued evaluation against this KPI and the other KPI's is enabling colleagues from across the directorate to work flexibly and ensure we focus our efforts on the most impactful interventions. It is imperative that we continue to do this moving forward to ensure we have the greatest possible impact on the outcomes of children and young people and ensure that equality, diversity and inclusion are at the heart of everything we do.

This year support has been focused on improving outcomes for children, young people and communities in the team's priority areas of EAL and reading, such as Train the Trainer courses for supplementary schools, where teachers have gained an overview of the reading skills required for developing comprehension and fluency. The parent

workshops are helping parents, particularly newly arrived parents increase understanding of the British school system and feel confident to support their children to learn in school. We aim to make a difference in terms of tackling inequality and promoting diversity and inclusion.

We need to continue working with schools to develop their inclusive and decolonized curriculum and also continue encouraging continuing professional development on improving culturally responsive attitudes, behaviours, structures and process that will meet the needs of all learners, parents and carers and the communities.

Best Council Plan: Cross Council Equality Improvement Priority - Employment and Organisational Culture

Equality Improvement Priority:

We will embed equality and diversity into our organisational culture and employment practices by:

- Making the council the Best Place to Work, in line with our People Strategy 2020-25
- Creating a great all-round experience for all staff, with the support of their leaders and managers, in a positive organisational culture driven by our council values.
- Helping all colleagues to be their best at work – so that they feel like they count, are supported to be well at work, and are valued for who they are
- Creating a diverse and representative workforce at all levels in the council through fair recruitment, progression and development.
- Doing more to listen to and understand the real, lived experiences of colleagues at work, and build a culture in which people have a strong voice and feel able to speak up.
- Taking a zero tolerance approach to racism and discrimination, and challenge and address inappropriate behaviour.
- Continuing to build modern and inclusive workplaces, practices and team cultures.

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

2021/22 around our Covid response and recovery and managing significant financial challenges, both which presented major service delivery and workforce inclusion and wellbeing challenges. We worked closely with our valued staff networks and trade union colleagues.

Key activity undertaken:

1. We supported our workforce throughout the Covid pandemic, keeping the health, safety and wellbeing of our colleagues as a constant and top priority.
2. We worked flexibly and as #TeamLeeds to manage many complex and varied workforce challenges presented by the pandemic – e.g. 8000 colleagues working from home overnight, reallocation of people to priority areas, developing and redesigning our services, implementing a wide range of risk measures and service changes.
3. Our #TeamLeeds values and behaviours continue to help everyone to be their best. We refreshed these in 2021 and continue to promote these throughout the organisation and everything we do. They are used to help drive our organisational culture as we recover from the pandemic.
4. We developed a new wellbeing offer for all council colleagues, and use regular wellbeing pulse surveys to check how our staff are feeling and whether they are getting the support they need

5. Our Future Ways of Working programme continues as we set out new and different ways of working. This includes a pledge to all staff around being the Best Place to Work. We conducted an Equality Impact Assessment on future working plans.
6. We were one of a small number of local authorities who took part in the national pilot for the Workforce Race Equality Standard in Social Care.
7. We launched a new Leadership and Management Development offer for all council supervisors and managers
8. We continue to deliver against our agreed priority areas around Equality, Diversity and Inclusion, which are:
 - Recruitment
 - Progression
 - Training for Staff and Managers
 - Speaking Up and Zero Tolerance
 - Data and Monitoring
9. We are delivering important changes through our action plans for Race Equality and Disability and Carers.
10. The Council's Chief Executive and Leader issued a clear statement about making sure everyone in the council is treated fairly and with respect, one of our core values. This built on previous communications to emphasise the behaviours we can all expect of each other at work, as well as potential consequences of inappropriate behaviour.
11. The Council is one of the first local authorities in the country to introduce a Freedom to Speak Up Guardian role - The role will provide independent and impartial leadership, working across the council to create a positive culture of 'speaking up', trust and inclusion. It will work to protect customer safety and the quality of service, improve the overall experience for employees and promote learning and improvement. It will help us to eliminate discrimination and inequality
12. We are reviewing our Staff Network and Equality and Inclusion governance arrangements
13. We continue our Core Business Transformation programme around technology, systems and business processes that promote inclusion, and give people the best tools for the job.
14. In recent years in response to the financial challenges, the council has significantly reduced its workforce. Working closely with the trade unions and with the take-up of our voluntary leaver scheme we have managed to reduce staffing with relatively few compulsory redundancies. Reducing agency staff costs, overtime, sickness and introducing working from different locations has also brought costs down significantly. Reskilling and redeploying people whose roles are at risk helps continue to create a more flexible and responsive workforce and to minimise redundancies.
15. In-work poverty and low pay remain issues of national concern. In Leeds, work continues to tackle this, reflecting the commitments in the Low Pay Charter adopted by Council in April 2015. In April 2021 the council's minimum hour rate increased to £9.50 which mirrored the Living Wage Foundation's recommended minimum rate of pay. We remain committed to further increases in the future, as Living Wage Foundation recommendations are made. These changes will continue to have a positive impact on in-work poverty, particularly for women, those under 25 and part-time workers. The

council remains committed to annually reviewing pay in the overall context of the budget strategy. Increases are considered in terms of affordability, impact on pay structures and national pay settlements.

In individual directorates across the council there was a strong focus on:

16. Delivering change and improvement through the work of the Equality, Diversity and Inclusion Boards
17. Equality Impact Assessments relating to service change and workforce change
18. Listening and engagement to fully understand the lived experiences of council colleagues

And in our work with partners and across the city we:

19. Worked in partnership with Health and Care partners across the city to offer more job and training opportunities to people from our priority neighbourhoods and communities.
20. Shared and benchmarked our workforce diversity data with the Leeds Anchor organisations.
21. Supported city wide initiatives such as the Leeds Learning Alliance, Race 4 Equality and Stronger Together – bringing people together to make a positive difference around equality, diversity and inclusion.

What difference has your actions made and for whom?

We hold a wealth of information and data that is used to track our performance and progress in this area, and there are regular CLT reports on our KPIS, and large and complex datasets around areas such as:

- Pay, including Gender Pay Gap
- Wellbeing survey and measures
- Workforce profile and senior level representation
- Recruitment analysis
- Employment case work analysis
- Future Ways of Working surveys
- Staff Engagement and appraisal
- Appraisals

What else do you need to do?

We will continue to deliver a wide range of interventions to support our People Strategy and Best Place to work ambitions. Many of the priorities will remain the same, in recognition that these are long term change projects.

For 2022/23 a number of key areas have been identified as priorities in relation to the People Strategy, and these will all provide opportunities to further advance out Equality, diversity and inclusion approaches and outcomes. They are:

Priority	Including
Organisation commitments	Health and Wellbeing, Embedding our values and Inclusion

Our workforce capacity	Workforce planning, flexibility, entry and exit
Our capabilities	Leadership and management development, talent management and performance, enabling technologies and workplace.

Our 5 EDI specific priorities remain the same, and are:

- Recruitment
- Progression
- Training for staff and managers
- Speaking Up and Zero Tolerance
- Data and Monitoring

Best Council Plan: Cross Council Equality Improvement Priority - Budget

Equality Improvement Priority:

To ensure that in the determination of the annual revenue budget appropriate consideration is given to ensuring that it complies with the requirements of the Equality Act 2010 and that financial spend is increasingly aligned with the council's strategic aim of reducing inequalities.

Equality Improvement Priority Update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

Adults & Health, Care Delivery Service

Decommissioning of Homelea House Long Stay Residential Care Home in Rothwell, and Richmond House Short Stay Residential Care Home in Farsley. The decommissioning was approved by the Council's Executive Board in June 2021, which contributed annual savings of £1.531 million to the identified Council budget gap in 2021/22. The decision was made to close the two residential care homes following an assessment and consultation and to transfer sensitively and safely to either their own home or to an appropriate care provision, in accordance with the Council's Care Guarantee.

At the start of the process 18 people were living at Homelea House and 4 at Richmond House. The staff and social work teams worked collaboratively with customers and their loved ones to ensure that, wherever possible a home of choice was secured.

The final position at Homelea House was as follows:

Number of people	Onward destination
1	Home with family
9	Dolphin Manor
4	Oulton Manor
1	Lofthouse Grange
2	Pennington Court
1	Passed away in July 2021

The final position at Richmond House was as follows:

Number of people	Onward destination
1	Cardinal Court
1	Own Property
1	Own Property
1	Own Property

The building at Homelea House was handed to Asset Management as surplus to Adults & Health requirements on Thursday 28th October 2021 and Richmond House on Thursday 4th November 2021.

In relation to staff there were 23 who worked at Homelea House and at 20 Richmond House. The profiling was as follows:

- Age - 65% are 50 years or older
- Sex - 88% are women
- Race - 31% identify as from a Black, Asian or Minority Ethnic group

A business case has been agreed for 16 staff to exit via the Early Leavers Initiative in December 2021. One staff member secured a post within Leisure Services, one in Housing, one in the Telecare Service and one redeployed to the HM Prison Service. The remaining staff have all settled in posts across the Care Delivery Service.

Adults & Health, Integrated Commissioning

The Adults & Health Integrated commissioning identified a number of savings options that will affect the third / voluntary sector within the Older and Working Age Adults service areas. There are a range of savings proposals including a 10% reduction in the overall funding of discretionary services. This was delivered through a combination of ceasing funding of some services once the contract term ends, and by reducing the funding levels allocated to some of the other discretionary services and was approved by Executive Board in November 2021.

Consultation & Engagement - we consulted with all affected organisations and providers who would be affected by the funding reductions. Offering an individual meeting with all providers, in order to identify the most collaborative, fair and least harmful way to make these savings. This has been focussed on ensuring that there is minimal impact on individual service users, communities and on the third sector organisations themselves. In a number of cases this has been followed up with further discussions with effected providers. A lot of officer time has been devoted to answering questions and providing reassurances to effected providers. Officers have also worked closely with Forum Central to this end who have in turn carried out their own consultation with effected providers.

City Development

A range of proposals have been developed to reduce opening hours at various sites (Lotherton Hall, Thwaite Mills) or close (Yeadon Tarn Sailing Centre) or stop supporting (Chippendale Pool).

Consultation with Service Users and other Stakeholders was undertaken on the proposals included by City Development. Savings proposed by part closures in relation to Thwaite Mill and Lotherton Hall were not progressed and alternative savings to manage the budget gap were identified by the Service. Consultation on savings proposals for Leeds Sailing and Activity Centre at Yeadon Tarn and Chippendale Pool remain ongoing, and the Service has identified interim savings whilst the consultation concludes.

Communities, Housing and Environment

A range of proposals were considered as part of the 21/22 budget setting process including a number impacting on service delivery within Communities. These included proposals for the closure of Ellar Ghyll HWRC, closure of West Leeds Country Park visitor centre in Pudsey Park, a 50% reduction in the number of Bowling Greens in the city, the closure of 3 community centres, and proposals to reduce opening hours in the Council's community hubs and Libraries.

Consultation with service users and stakeholders was undertaken on those schemes identified above. As a result of this consultation Ellar Ghyll HWRC has remained open, the West Leeds Country Park visitors centre has closed, there were no reductions in the number of Bowling Greens across the city, the 3 community centres were closed or are in the process of being transferred to the community under a community asset transfer and the opening hours of the Community Hubs and Libraries was reduced by less than 4% across the city.

Resources

Remodel of Business Admin Service, Restructure of DIS (now IDS) – both went to September 2021 Executive Board. This was projected to have staffing impacts.

Leeds City Council operates under a collective bargaining framework nationally and locally. On workforce related issues we aim to work constructively with our Trade Union colleagues to achieve practical solutions.

The budget for 2021/22 proposed significant challenges for the authority and as a result a number of service reviews were put forward to try and mitigate the budget deficit, which included potential compulsory redundancies. As set out in Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992, if there is a risk of redundancy in the authority the Council must issue formal notice to our recognised Trade Unions that we will consult with them to avoid, reduce, and mitigate compulsory redundancies. This was issued in February 2021 following the approval of the Budget by Full Council for the 2021/22 financial year. Contained within the report, was an outline of reviews put forward by services which outlined the required reductions in FTE figures across the Council's directorates.

In addition to our statutory responsibilities, corporately a consultation and negotiation framework was agreed for all services to follow when consulting on their service review proposals. This aimed to ensure consistency of approach across the organisation for fair treatment of all employees throughout service reviews. Alongside this a regular tracker was produced and shared regularly with Trade Unions summarizing key information about each review, including the status of the Equality Impact Assessment of the review.

Children and Families Services

Early help in Leeds is organised through a cluster working model based around families of schools, bringing together the agencies within each cluster to deliver integrated multi-agency working with a focus on local need. Funding for clusters is allocated in a transparent way which reflects the different sizes of clusters as well as needs and demand, with additional funding allocated based on deprivation, as measured by the number of pupils living in the 20% most deprived areas.

Whilst our early help offer in Leeds is strong, we are not complacent and have recently undertaken a comprehensive review of the offer, model, structure and the resources and infrastructure that supports it. Consultation is now under way with the affected staff and other key stakeholders as regards a proposed draft new model of service delivery.

The Early Help Review - the Early Help Review has been established with the aim of improving early help services while delivering efficiencies of £750k as part of the Children and Families directorate review programme. The review supports the delivery of the objectives of the Leeds Early Help Strategy and aims to address some of our current challenges and operational drivers including, but not limited to, the following:

- High number of adolescents coming into care and too many placed out of area
- Low numbers of adolescents returning home from care
- High numbers of babies and infants coming into care
- High numbers of repeat proceedings for babies – especially in care experienced young parents
- Addressing barriers to timely and appropriate services

To oversee and lead the review a Review Project Board has been established. The Board meets on a regular basis and has representatives from HR, finance, Commissioning, Early Help Senior Managers and is chaired by the Deputy Director.

Implementation Milestones

- Feb 2022: Preferred option to be refined and agreed by Children and Families Leadership Team
- Feb - Apr 2022: Undertake formal consultation with key staff and stakeholders
- Apr 2022: Undertake phased implementation of agreed changes.

Families First - Leeds was granted Earned Autonomy status as a result of our Families First success in 2018, which meant that we were allocated funding up front; as a result of the Government's Spending Review, we will also be receiving an uplift for the 2022/23 financial year. We have used this Earned Autonomy funding to establish three multi-agency Early Help Hubs in the South, East and West of the city. The Hubs are co-located multi-disciplinary teams which consist of a manager, Early Help practitioners, multi-agency expertise around substance misuse, domestic abuse and mental health, work coaches from the Department of Work and Pensions, Police Community Support Officers and project support. The Hubs act as a single point of contact for Early Help in each area, adding value and expertise to local cluster partnerships and maximising local resources to improve outcomes for children and families and prevent their needs from escalating to require support from statutory services.

Child poverty work - one of the key projects within the anti-poverty work which has looked to address equality of opportunity for children, young people and families is

the Healthy Holidays programme for children eligible for free school meals. This began in 2018 in partnership with Leeds Community Foundation and offers enriching activities and healthy food during school holidays. Summer 2021 saw:

- 132 schemes delivered across the city, involving schools, community hubs, libraries and third sector organisations
- 14,200 children and young people supported through the schemes
- Over 40,000 on-site attendances; and
- 110,000 meals distributed.

What difference has your actions made and for whom?

Adults & Health, Care Delivery Service

The proposals to close Homelea House and Richmond House did not reduce or remove the care of our most vulnerable people. The proposals were principally based upon insufficient demand for residential beds and therefore providing the same service at a reduced overall cost which in turn helps the Council support more of its citizens.

The reviews undertaken evidenced that demand for traditional forms of residential care for older people have continued to reduce with a switch to greater demand for models of care that provide housing with support such as extra care housing. Alongside the challenging financial context, there is a recognition for the need for the most efficient and effective model of services to make the Leeds pound go further. The decommissioning of the two residential homes delivered a saving of £1.531 million for the Council.

Richmond House was a short stay residential care home in Farsley and supported people as a step-down from hospital or to prevent hospital admission. From the four people residing at the home, three successfully returned to live independently in their own homes.

At Homelea House, although people were concerned about moving to other homes, the outcome of some customers assessments identified that they required a more specialist nursing and/or dementia service. Therefore, their needs are now being better met. For the nine customers who move to Dolphin Manor residential home (run by the Council) one mile away but still in Rothwell, many of these customers remained within their existing friendship groups and near family members. In addition some of the staff from Homelea House were redeployed to Dolphin Manor and therefore the customers continued to be supported by the same familiar and trusted staff.

The transfer process followed government guidelines to ensure all moves during a time of increased transmission of Covid-19 was safe. Family members were fully involved in the transfer process including the choice of an alternative placement. The continued wellbeing of people who had moved into new services is due to be monitored by reviews given that we are nearly at the six month point from when the homes were decommissioned.

Adults & Health, Integrated Commissioning

The reductions in funding to the 3rd/voluntary sector services was undesirable and focus of implementing the reductions were on ensuring minimal impact on service users and staff. This was managed by:

- On a service by service basis, work with each third sector provider to identify how a funding reduction will be implemented whilst minimising the impact on service users.
- Signpost organisations to support and advice to help them manage the changes; including support to identify alternative funding streams
- Work with Forum Central, as the health and care third sector infrastructure support, to identify how any reductions in service resulting from the funding reductions could be picked up within the wider sector
- Work with providers to identify Asset Based community alternatives to their service.

Integrated commissioning has strong relationships with the 3rd/voluntary sector and has continued to work closely over the last year to minimize the impacts of the reductions, and in the most part provision for vulnerable groups has not been reduced as a consequence of this decision.

City Development

Given that the savings for City Development have not resulted in any material change in provision no change in outcomes (positive or negative) have been identified.

Communities, Housing and Environment

As the above demonstrates, consultation on the proposals did lead to changes in their delivery which led to less material impact on the communities of Leeds.

Resources

The corporate activity outlined above has enabled a consistent approach to service reviews through a central group in HR, consisting of members from across the HR specialisms and legal services. The information provided in the tracker has also enabled us to have oversight of the individual service review consultations in a corporate setting. This includes tracking the status of Equality Impact Assessments of the reviews and ensuring they are completed in a timely manner as the reviews move forward.

A result of this is there have been no compulsory redundancies in the organisation therefore no groups have been disproportionately impacted through this route. Each review must carry out an Equality Impact Assessment to ensure there is no direct or indirect impact on any protected groups as a result of the proposals. This is also the case for the voluntary options that are utilised by the organisation to avoid, reduce, and mitigate compulsory redundancies. The corporate expectation is that

Children and Families Services

Early Help Hubs - the Early Help Hubs provide capacity for Leeds to address issues across the whole early help offer. For example, Early Help practitioners from the Hubs are now working alongside colleagues at the front door in order to better align

early help services with Duty and Advice, directly preventing escalation into statutory services where appropriate by offering a timely early help response. Early Help Hubs also continue to make good links with clusters, voluntary (and grass roots) organisations within their communities, as well as with the SILC cluster for children with additional needs, which is helping to address the under-representation of families from BAME backgrounds in accessing early help.

Child poverty - Leeds used its Covid Local Support Grant to prioritise the provision of food for children eligible for free school meals. For the summer holidays of 2021, Leeds City Council contributed around £250,000 of additional funding to top-up the government grant and support 35,753 children and young people eligible for free school meals, living in low-income families or in families with no recourse to public funds.

Leeds also developed innovative ways to help families with other costs associated with school. Leeds City Council and Leeds Community Foundation funded Zero Waste Leeds to introduce a coordinated uniform reuse scheme. During summer 2021, the Big Leeds School Uniform Giveaway operated from twelve pop-up shops in locations across the city. Leeds is also working on Together for Sport, a similar scheme to encourage donations of sports clothing and kit to allow children from low-income families to participate in sport. These schemes also contribute to the Council's strategic priority to address the Climate Emergency through reusing and recycling clothing that could otherwise have ended up in landfill.

What else do you need to do?

Adults & Health, Care Delivery Service

Richmond House was decommissioned on 28th October 2021 and Homelea House on 4th November 2021. This is no longer a strategic priority as the actions agreed by Executive Board have been delivered.

Adults & Health, Integrated Commissioning

The decision to reduce funding to these 3rd / voluntary sector providers has been implemented and delivered, therefore this is no longer a strategic priority.

Communities, Housing and Environment

Alongside the proposals for 2021/22, it is important to acknowledge that a significant proportion of front-line service delivery was protected. This approach has continued in the 22/23 budget setting process with very few proposals (if any) having any material impact on front-line service delivery.

Resources

The approach to service review continues, with regular corporate monitoring and oversight to ensure compliance with our statutory duties as an organisation under section 118 of TULCRA (1992). In addition, as an organisation we will continue to monitor impact of service reviews corporately to ensure no disproportionate impact on protected characteristics can be seen across the Council. This can be done through the established controls already outlined and monitoring the Council's equality staffing dashboard. Furthermore, the administration of voluntary options is

carried out corporately How we administer voluntary options when service are reviewing – corporate position is need to look at EIA when building business cases

Children and Families Services

Bringing children looked after back to Leeds - In recent years, Leeds has invested in its residential offer for children looked after, which has included a full refurbishment of the residential estate and investment in workforce development for residential staff. As a result, all of the Leeds City Council-run residential homes are currently rated good or outstanding by Ofsted. Leeds is currently working to further build on this approach for children looked after with complex needs by building a new residential home with the purpose of bringing young people back to Leeds from external placements. The opening of this home will have a significant positive impact for the young people identified to move back to Leeds - a group of male teenagers with complex special educational needs and disabilities and behaviour that challenges – who will be able to be closer to their families and support networks. Leeds has similar plans to develop a series of small group living homes in the city in order to bring teenagers back to Leeds from mainstream external residential provision

New approach to the Learning related EIP - the Learning related EIP has been refocused to concentrate on the work being done to achieve racial equality in learning settings.

The Leeds Children and Young People's Plan sets out priority areas of work which include:

- Increase the number of children and young people participating and engaging in learning
- Improve achievement and attainment for all, and
- Improve at a faster rate educational progress for children and young people vulnerable to poor learning.

Outcomes - Do well at all levels of learning and have skills for life.

Learning settings, both locally and nationally have tried in vain to source training and development to deliver statutory equality, diversity, and inclusion (EDI) objectives. The quality of assurance of EDI educational offers is variable with high associated costs and often minimal impact.

As part of The Refreshed 3As Plan, the needs of the sector, and to achieve a relatively low cost and high impact EDI framework, Leeds Beckett University has been chosen as a collaborator and provider to work with this on the agenda. The collaboration has secured and shaped a free Leeds anti-racist offer to all learning settings.

Through this project the aim is to showcase Leeds learning settings' commitment to anti-racism practice regionally, nationally, and internationally using evidence-based research to highlight best practice in a publication.

Best Council Plan: Cross Council Equality Improvement Priority - Procurement

Equality Improvement Priority:

To ensure our contract processes have a positive impact on the council's equality and diversity aims and objectives through the money the council spends via its contracted arrangements

Equality Improvement Priority update:

What work have you undertaken to progress the equality improvement priority in the last 12 months?

The council has a contract with the Social Value Portal (SVP) an external service that manages the supply and delivery of the Social Value tool which enables a performance and evidence-based approach to obtain social value offers from bidders, ensuring an open, fair and transparent process is in place.

The SVP provides an online cloud-based application for the comparison, measurement and management of Social Value commitments made by Tenderers through procurement, and the monitoring of its delivery through contract management, according to the principles of the Public Services (Social Value) Act 2012.

To capture the agreed performance indicators/measures the Procurement and Commercial Services (PACS) amended its core tender documentation to include the agreed indices as a measure that will be captured by SVP based on the award of a contract.

The core tender documents enable all bidders to respond to the social value measures regarding Equality and Diversity. The task is a mandatory requirement and bidders must provide a response by submitting both quantitative data in the target field and qualitative information in the description box for the relevant measures. The winning bidder will be required to report on these measures on an annual basis.

The Council is committed to promoting the Real Living Wage (endorsed by the Living Wage Foundation) across the city and in accordance with its obligations under the Public Services (Social Value Act) 2012, that encourages all its contractors and suppliers to pay the Real Living Wage to all their employees as a minimum. In this regard, the council's core tender documentation asks bidders whether they pay all their employees at least the Living Wage Foundation minimum rate by completing the Living Wage Survey appended to our tender document (see Appendix 1). To further emphasise the importance of the Real Living Wage as a council policy, in the unlikely event of scores being tied following evaluation of tendered bids, the council reserves the right to take into consideration the commitment to payment of the Real Living Wage. In such that if one of the remaining bidders is paying (or commits to pay) the Real Living Wage and the other bidder isn't, the council will award the contract to the bidder who is paying (or commits to pay) the Real Living Wage.

As a city, Leeds wants to be the best in the UK, and having safe, strong communities is a major part of this. As such, the council takes its responsibility to protect the most vulnerable in society very seriously, and this involves protecting people from the heinous crime of modern slavery. The Council is committed to preventing slavery and

human trafficking in its supply chains and requires that all its suppliers, service providers and contractors are equally committed to preventing slavery within their own activities and through their own supply chains. The council procurement procedures comply with the provisions set out in the Modern Slavery Act 2015 and the council policies for combatting modern slavery. The council takes a number of steps to reduce the risk of modern slavery and human trafficking in our supply chains when we buy goods and services from external businesses and organisations through our procurement processes and our standard terms and conditions.

Upon award of contracts with a total value in excess of £100k, bidders are required to complete an Anti-Slavery and Human Trafficking questionnaire (see appendix 2) to demonstrate compliance with the Modern Slavery Act 2015 and show how they have considered the risk of modern slavery within their own businesses, supply chains and workforce, and ensure appropriate procedures are in place for combatting it. Guidance is provided to contract managers to use questionnaire responses to identify areas for improvement and to work with suppliers to improve their capacity to prevent and respond to modern slavery.

Bidders must ensure that all relevant consents and certification required by legislation, guidance or Good Industry/Working Practice are obtained and maintained throughout the contract, if successful with their bid. The basis of good practice starts with a comprehensive and detailed service specification with the identification of any legislation or standards that are required to be met or achieved throughout the contract including British or European standards and national government standards or their equivalents. The consideration of good working practices that bidders must meet to deliver the proposed service will be listed and described in the specification. If there is a standard which must be met, the tender documentation will be clear on this subject matter or request reports to be appended as part of their bid, for example:

- Code of Conduct
- Staff Conduct
- Staff Identification
- Dealing with press and the media
- Protection of the general public
- Safeguarding

The failure of good employment practice may result in the termination of their contract with the council.

Contract management and procurement work hand in hand throughout the life of a contract. Contract management arrangements should be considered during the procurement of a contract to ensure that the Councils requirements are clear and deliverable. Following award, contract management ensures adherence to the service needs and delivery of the expected outcomes including the requirement of any future procurement.

Procurement will continue to monitor organisations with support from service areas who predominately have overarching responsibility of contract management for the service/contract. Structured and co-ordinated scheduled meetings throughout the contract period will address key issues such as Foundation Living Wage (if warranted) and Modern Slavery due to the standard proformas that successful bidders must

update annually via the SVP. It is pleasing to report that no suppliers have been reported at service or directorate level for the termination of a contract due to poor employment practices or breach on equality and diversity matters.

What difference has your actions made and for whom?

As quoted in the Equality Improvement Priorities 2021 – 2025 “In our aim to be a Compassionate City, we want to live in an equal society which recognises different people’s different needs, situations and goals and removes the barriers that limit what people can do and can be. We will consider all the protected characteristics covered in the Equality Act 2010, and we will also widen our considerations to others who are disadvantaged in other ways, for example, by poverty.”

The statement has enabled procurement to develop statistical information so in future we are able to report on key indicators due to the introduction of the National TOMs Framework which stands for Themes, Outcomes and Measures and has been further adapted as the Leeds TOMs. The aims provide a minimum reporting standard that help procurement officers measure and justify the pursuit of social value outcomes in their contracts. It provides a robust, transparent and defensible solution for assessing and awarding tenders, which is especially important for the public sector as a whole.

The core tender documents were updated in December 2021 in co-operation with SVP so their portal could be developed to capture and report on the new measures. The revised tender documents are being used for all high value procurements (above £100k) as per the Social Value guidelines for Leeds City Council commissioners on Insite. All procurement exercises vary in length of activity; hence it’s not predicted the reporting measures detailed in the core tender documents won’t be available until autumn 2022, when it is anticipated several procurement exercises would have been concluded with meaningful data recorded.

The outcome will determine if the council is contracting with the named diverse groups. Subject to the conclusion, further communication and dialogue will be undertaken with the Third Sector Partnership Group, Peoples Commissioning Group and the Procurement Anchor group to establish further understanding, especially if the groups remain unsuccessful on winning council contracts. Toolkits, training workshops, closer engagement with established groups for instance the Third Sector Partnership Group will eventually ‘bridge the gap’.

What else do you need to do?

A new process is in place with SVP so the council is able to report on management information with regard to the equality and diversity measures detailed in our tender documentation. Nonetheless, it is envisaged meaningful baseline data will be available from autumn 2022 so appropriate key performance indicators may be defined as target levels for next year’s Procurement priorities.

With regard to modern slavery and the real living wage, the aforementioned questionnaires have been included in tender documents for bidders to complete.

Reporting on the outcome of the questionnaires have been adhoc however, the arrangements that have recently been established with SVP will enable analytical reports to be produced rather than manual intervention.