

## Business Justification Template

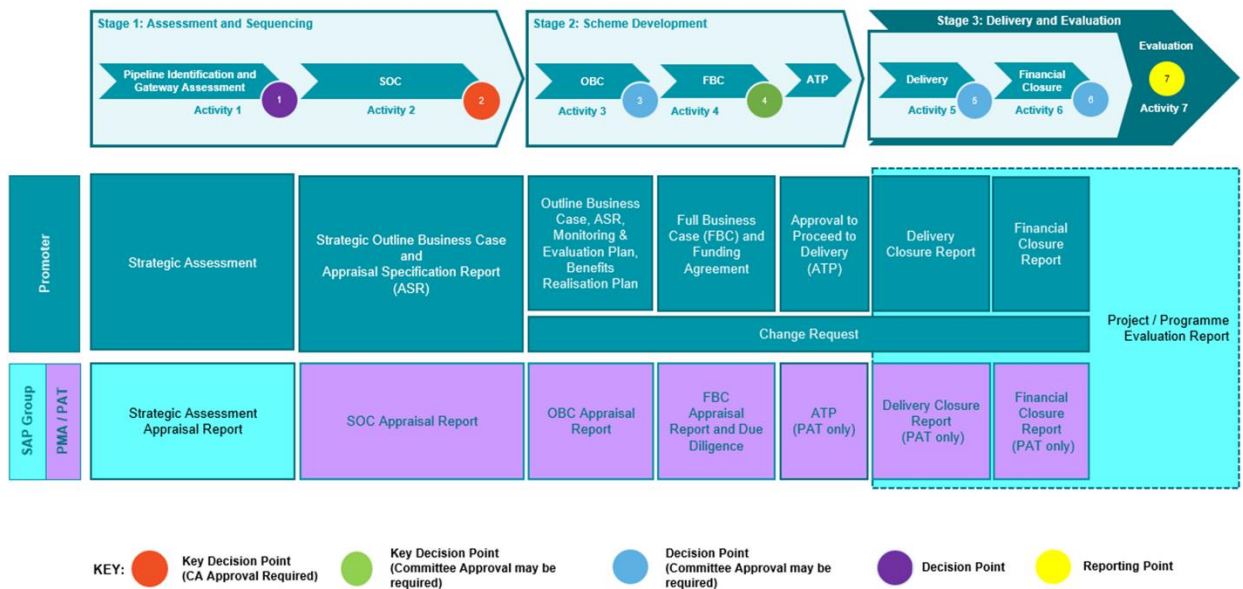
This template is for a single Stage Business Case for transport and non-transport projects that are either below £2m, low complexity, low risk and / or not novel / contentious.

Although this is a single stage approval (replacing DP2 SOC, DP3, OBC, DP4 FBC), the remainder of the assurance process must still be followed. That is:

- Before this template is used the project must have DP1 (Strategic Assessment) approval.
- If further information is required, the appraiser / PAT may require conditions to be set to gain Approval to Proceed (ATP).
- DP5 (Delivery Closure), DP6 (Financial Closure) and DP7 (Evaluation).

For projects that do not meet this criteria please use the Three Stage Business Case (SOC, OBC, FBC) templates [PIMS Production Environment - Templates - All Documents \(sharepoint.com\)](https://sharepoint.com).

Before using any of the templates, please make sure you speak to your PMA Business Partner to agree the way forward for your project.



### When should the business justification template be completed?

This will depend on the scheme, so please speak to your PMA Business Partner as soon as you have had Strategic Assessment Approval (Decision Point 1) before proceeding.

But broadly, the scheme should be at what we would normally call OBC. That is, the preferred option should have been determined, so a feasibility study should

**have been undertaken, but no detailed design or procurement should have been undertaken. This allows for the scheme to be challenged before any real costs have been expended.**

This Single-Stage Business Justification template is based on the Five Case Model and follows the Better Business Cases Guidance. The Five Case Model is:

### **Strategic Case**

The Strategic Case demonstrates that the spending proposal provides business synergy and strategic fit and is predicated upon a robust and evidence-based case for change. This includes the rationale of why change is required, as well as a clear definition of outcomes and the potential scope for what is to be achieved. Refer to supporting strategies, programmes and plans.

### **Economic Case**

This section of the Business Case assesses the economic costs and benefits of the proposal to society as a whole, and spans the entire period covered by the proposal. These are not the same as the financial costs to the decision-maker. You should present the key findings of your financial analysis and the overall conclusions.

### **Commercial Case**

The Commercial Case demonstrates that the project will result in a viable and well-structured procurement solution. This section should include details relating to the planning and management of the procurement. It requires the buyer to see how the service will be procured competitively and in accordance with procurement requirements.

### **Financial Case**

The Financial Case demonstrates that the project will result in a fundable and affordable arrangement for the decision-maker. You need to summarise the overall capital and revenue affordability of the project, including any additional funding requirements.

### **Management Case**

The management case demonstrates that the project is capable of being delivered successfully, in accordance with recognised best practice.

This section requires the project to demonstrate that there are robust arrangements in place for project management, change management and contract management, the delivery of benefits and the management and mitigation of risk.

It also requires the project team to specify the arrangements for monitoring during implementation and for post implementation evaluation, and the contingency plans for risk management.

## Business Justification

### Project Overview

Project Title	Women and Girls Outreach Programme – Leeds City Council
PMA Identification Number	
Date of Business Justification Submission	16 <sup>th</sup> December 2022
Scheme Location/ Address	Leeds
Combined Authority Programme/Project Manager and contact details	Heather Waddington
Combined Authority Business Partner and Contact Details	

Applicant Organisation	Leeds City Council
Type of Organisation	Local Authority
Lead Contact	Martyn Long
Lead Contact Position	Head of Employment and Skills
Lead Contact Phone Number	07712 214431
Lead Contact Email Address	<a href="mailto:Martyn.long@leeds.gov.uk">Martyn.long@leeds.gov.uk</a>
Lead Contact Postal Address	Merrion House, Merrion Way, Leeds, LS2 8BB
Senior Responsible Owner (SRO) - Position and Contact Detail	Martyn Long
Other Delivery Partners and Roles	N/A

If your organisation is within the private sector or a not for profit organisation, please complete following questions.

Main activities of organisation (max 50 words)	N/A
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Registration Number of the organisation	N/A	
Size of the organisation	Does your business employ	
	Fewer than 50 employees	
	50 - 249 employees	
	250 employees or more	
Private sector only	Do you have trading history for at least 12 months? Please provide evidence as an appendix.	N/A
	What is your company's turnover/balance sheet for the last 12 months? Please provide evidence as an appendix.	N/A
	Is there any personal and/or working relationship with anyone within the applicant organisation and anyone within the Combined Authority that can raise a perception of conflict of interest? Please provide details.	N/A

Main Funding Programme	UKSPF
Sub Funding Programme (if applicable)	N/A
Project cost stated at Activity 1	N/A
Development cost allocated at Activity 1	N/A
Project cost now	N/A
Funding Applied from the Combined Authority now	£336,768
Other public sector funding amounts and sources	N/A
Private sector funding amounts and sources	N/A
Percentage split of cost for all funding sources	

Is any information in this form is considered exempt from release under Section 41 of the Freedom of	
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Information Act 2000? Please provide details.

Project Timescales (MM/YYYY)

Key Milestones	Current Estimated Date
Strategic Assessment	
Business Justification	
Approval to Proceed	
Start of Delivery	
Completion of Delivery	
Project Evaluation	

Key activities of the project. Please identify which of these will be funded by the Combined Authority. (max 250 words)

UKSPF is the Government's successor to ESIF, aiming to "*build pride in place and increase life chances across the UK*" through three investment priorities/pillars:

- Community and place
- Supporting local business
- People and skills.

In WY approximately £900k of the funding has been allocated to support the women and girls outreach programme, including £336,768 for Leeds. The business case for Leeds focuses on four main strands.

The Project has four main strands:

1. Capital investment in the public realm, including parks; co-designing and delivering safe and welcoming public spaces which are responsive to the safety needs of women and girls.
2. A feasibility study for the development of a Leeds Women's Centre where women and girls can access a range of services in a safe, gender-informed and inclusive environment, followed by a 6-week pop-up 'test and pilot' of this initiative.
3. Accreditation and roll out of the "Switch onto Women's Safety" training for men and boys, focusing on high impact and influence community organisations.

4. Working with women, girls, communities and policy makers to accelerate the Women Friendly Leeds movement, seeking to create the UK's first Women Friendly City where women and girls are safe and supported to participate in all areas of urban life on an equal basis to men. A city that is better for women; better for everyone.

Conditions set at Activity 1 and evidence of discharges. Provide evidence as an appendix. (max 500 words)

Condition	Discharged? (Yes/No)	Comment	Reference for Evidence

Summary of development work undertaken since Activity 1

## **1 EXECUTIVE SUMMARY**

1.1 This document sets out the business case for Leeds City Council to receive £336,768 from UKSPF funding to deliver a multi-faceted project which aims to prevent violence against women and girls and make Leeds a safer place for women and girls to live, work and visit. This will be delivered between April 2023 and March 2025. Activity will focus on four main strands:

### **1.2 Strand 1: Parks and the public realm**

A proposed investment of £181,854 into women-friendly park and public realm development, with specific consultation to determine the spend funded by Leeds City Council and delivered by Women's Lives Leeds (building on the learning from Safer Streets Fund 3).

1.2.1 The funding will be used over two years to purchase or enhance assets which are identified by women and girls as making parks and public spaces safer and more accessible to them. In order to successfully deliver in the time frame, investment will focus on existing parks or public realm projects which are due to be delivered during the funding period to provide additional women and girl friendly assets or upgrade existing plans through co-production with Women's Lives Leeds to achieve greater gender balance in the offer.

1.2.2 Specific capital spend will be determined by the outcomes of the consultation. However, an example might be the provision of an additional social seating area aimed at teenage girls in a space where a skate park or multi-use games area (both of which are predominantly used by teenage boys) is already planned.

### **1.3 Strand 2: A Leeds Women's Centre**

This strand of the project is two-fold: firstly, a feasibility study which will explore if there is a need for, and the viability of, a women's centre in Leeds, and if so, how this can be developed. Secondly, (and subject to the outcome of the feasibility study), a 6 week pop up 'test and pilot' Women's Centre. This will be an opportunity to test how a selection of organisations can come together at one site to provide services to women in a safe and welcoming space, and to evaluate it through feedback from the women who use it.

### **1.4 Strand 3: Switch onto Women's Safety training**

To support the continued roll out of this training programme for men and boys, funding will be used to apply for and gain independent accreditation, providing assurance of its benefit and value. Having the programme endorsed will elevate its status and assist with promoting and attracting participants to attend the 'Train the Trainer' sessions.



- 1.4.1 In addition to accreditation, funding will also be allocated to deliver ‘Train the Trainer’ sessions free of charge to 100 participants from community organisations. This will be targeted at organisations working with men and teenage boys, where the potential to make a significant difference is highest. After accessing the course, those trained will then be able to support the continued roll out across the city. Based on a figure of each person who attends a ‘Train the Trainer’ session subsequently delivering to an average of 15 people, this funding will support the roll out of Switch onto Women’s Safety training to 1500 men and boys.

## **1.5 Strand 4: Women Friendly Leeds**

Under this strand of the Project, Women’s Lives Leeds will continue to drive the Women Friendly Leeds movement by working with women, girls and city leaders to bring attention to the issue of women’s safety and put forward solutions for change. Funding will secure a Women Friendly Leeds co-ordinator post for a further 2 years and a project worker for 18 months, enabling them to continue to build on existing and emerging partnerships to create positive change for women and girls in the city of Leeds.

- 1.5.1 A programme of Community Listening activity will also be delivered by Women’s Lives Leeds, aiming to engage and support other women’s and girls’ groups to join the Women Friendly Leeds movement and use their ideas to broaden the engagement of women and girls across the city. A minimum of fifteen Community Listening sessions will provide women and girls with opportunities to discuss safety issues and bring women and girls together with a range of partners to have solution-focused conversations.
- 1.5.2 Women’s Lives Leeds have extensive experience in delivering this type of consultation and ensuring it is physically, psychologically, culturally and practically accessible to engage a diverse range of women and girls. For example, having women-only facilitators, accessible venues, childcare provision and a culturally sensitive, trauma-informed approach. The organisations that form the Women’s Lives Leeds alliance reach a broad demographic of women and girls which will help to ensure a range of voices are heard. This includes (but is not limited to) women and girls who are experiencing poverty, domestic abuse, sexual exploitation and discrimination; are from minority ethnic backgrounds; are care-experienced; are sex workers; are disabled; have learning disabilities; have mental health needs; and have experience of the criminal justice system. Women’s Lives Leeds work with women from right across the city and will seek to engage women who are already familiar with their projects as well as women who are not.
- 1.5.3 The consultation will inform the Women Friendly Leeds movement as it continues to grow to ensure the movement is representing the needs and wants of women and girls from all communities and backgrounds. There is also



potential for it to add value to West Yorkshire wide projects which focus on tackling sex and gender inequality and improving the safety of women and girls. This strand will culminate with a final 'Call to Action' event where the outcomes of the Community Listening conversations will be presented to city and regional leaders with a view to them taking action to address specific issues in the city, as well as mainstreaming sex and gender informed and inclusive service design, delivery and commissioning

- 1.5.4 It should be noted that there is no specific budget identified for delivery of projects as a result of the consultation. The aim is for leaders to recognise existing male-centric approaches in areas within their remit and respond to the need to mainstream sex and gender inclusive policy and practice. This represents a huge societal shift and whilst there may be some 'quick wins' delivered as a result; this work will contribute to the long-term, continuous efforts to realise a women-friendly city. The aims will be clearly explained to participants to ensure expectations are appropriately managed.
- 1.5.5 The WFL coordinator will project manage the Community Listening activity, as well as the Switch onto Women's Safety training roll out, the Leeds Women's Centre 'test and pilot', and the public realm consultation and co-production with women and girls.

## 2 STRATEGIC CASE

### Context

- 2.1 The [Best Council Plan](#) is the key strategy which sets out how Leeds City Council will deliver better outcomes across the city of Leeds. The Plan reaffirms the council's Best City Ambition and details the Best City priorities and outcomes. Through capital investment, the Project aims to make the public realm, including parks and green spaces, safer and more accessible for women and girls. This aligns to a number of the Best City priorities and outcomes including, but not limited to, the ambition for everyone in Leeds:
- to be safe and feel safe;
  - to enjoy happy, healthy and active lives; and
  - to enjoy greater access to green spaces, leisure and the arts.
- 2.2 Throughout the Best Council Plan, there is a focus on tackling poverty and inequalities. The Project will focus on the inequalities faced particularly by women and girls in relation to their safety, with an intersectional approach that reflects the experiences of women and girls of all ages from a range of ethnic, cultural, religious and socioeconomic backgrounds. The Project supports the

Women Friendly Leeds movement which aims to create a women friendly city that is 'better for women; better for everyone'.

- 2.3 The Project is aligned to the Leeds [Safer, Stronger Communities: City Plan \(2021-2024\)](#) which seeks to collaborate with trusted third sector organisations and connected partnerships to keep people safe from harm; prevent and reduce reoffending; and create safer and stronger communities. The Safer Leeds Executive supports the Women Friendly Leeds movement led by the Women's Lives Leeds consortium of 12 third-sector organisations working with women and girls. Women's Lives Leeds and Leeds City Council will co-lead the Project implementation.
- 2.4 The Project has also been developed in line with the Leeds [Parks and Green Space Strategy \(2022 – 2032\)](#) which prioritises high quality parks and green spaces which are accessible to all. The Strategy highlights the aspiration for parks and green spaces to feel safe and welcoming for girls and women, with a specific action to collaborate on research to find out how the safety of women and girls might best be improved.
- 2.5 By making community parks safer, more attractive and more accessible to women and girls, it increases the likelihood that they will access local community parks which are within walking distance of their homes, thus reducing the need to travel further afield to enjoy the benefits of green spaces that feel welcoming and safe. This supports 'TR09 Better Active Mobility Neighbourhoods' in the [West Yorkshire Climate and Environment Plan \(2021-2024\)](#).
- 2.6 Through its various elements, the Project will ultimately support all four of the themes in the Mayor's Safety of Women and Girls Strategy, in addition to the two cross-cutting themes. It seeks to:
- Develop and create **safe spaces** for women and girls, co-designed and with attention to Crime Prevention Through Environmental Design principles to **prevent** VAWG in the public realm.
  - Expand the roll out of "Switch onto Women's Safety" training, **supporting the third sector** to build on this work and focusing on the **role of men and boys** in ending VAWG.
  - Accelerate the **third sector-led** Women Friendly Leeds movement which seeks to create the UK's first women friendly city: a city where women have **equality** of rights, access and participation.
  - Focus on **equality, diversity and inclusion** through consultation with a wide demographic of women and girls to better understand the

intersectional needs and safety of women and girls and then **educate** others, including policy makers, by amplifying their voices.

- 2.7 The Project also supports the Mayoral pledge to “Put keeping women and girls safe at the heart”.
- 2.8 The Project will deliver on the UK Shared Prosperity Fund Community and Place investment priority by focusing on reducing all forms of violence against women and girls. This project will deliver capital spend to regenerate parks and other areas where women have been, or fear they will be, victims of crime. Further, the Project will drive behaviour change of men and boys through the role out of the “Switch onto Women’s Safety” training; an early intervention programme which educates men and boys to take an active role in preventing VAWG as active upstanders and to address the misogynist jokes, comments and attitudes that when left unchallenged send the message to potential perpetrators that VAWG is acceptable.
- 2.9 In addition to safety, employment and economic empowerment have also been identified in the top five priorities for women through the Women Friendly Leeds Women’s Hub. Work delivered to date includes the development and launch of the Women Friendly Recruiter checklist which supports employers to be inclusive and consider the needs of women during the recruitment process. Supporting the Women Friendly Leeds movement through this Project will support the continued efforts to create and sustain safe and inclusive workplaces for women, improving women’s access to the employment market and adding value to Investment Priority 1: Good jobs and resilient businesses ([West Yorkshire Investment Strategy 2021-2024](#)).
- 2.10 The Project is also aligned to the UK Government [Tackling Violence Against Women and Girls Strategy \(2021-2024\)](#) which sets out to ensure that women and girls feel and are safe in public places; to create safer workplaces; to develop awareness and understanding of VAWG; and to improve multi-agency joint working to tackle VAWG and increase safety for women and girls.

#### Case for Change

- 2.11 Existing Arrangements and Business Needs
- 2.11.1 LA’s currently deliver elements of Pillar 1 Communities and Place through direct delivery and commissioned activities, however face challenges due to budget pressures and meeting statutory requirements. UKSPF provides the perfect opportunity for LAs as the aims and objectives of the women and girls outreach programme provide the opportunity to add additionality to many services and activities which are non-statutory.

2.11.2 The issue of safety has always been a huge concern for women and girls, and it is disheartening that it has taken the horrific event of Sarah Everard's death for it to become a prominent issue.

### 2.11.3 **Parks and the public realm**

In the [Leeds Women's Safety Survey \(2021\)](#) 45% of the 1,371 women surveyed stated they had been harassed in parks or other open spaces. In the same survey, half of women reported always or often feeling unsafe walking in the city centre at night and 43% when walking in their local area at night. To compare – a 2019 YouGov survey found that in Britain as a whole, 46% of women often or always feel unsafe walking alone at night, while the same is true for only 10% of men.

2.11.4 Respondents in the Leeds survey said that they would like to see more city planning done from the perspective of women. Specific issues highlighted included poor lighting, poor signage or information, poor maintenance of open public spaces and men's behaviour towards women. [Research suggests](#) that women's feelings of safety in public spaces can be improved by closing the gender data gap in town and city planning and by paying more attention to the social roles of women (which influence the way they use and travel through public space) and the threat of violence against women and girls when designing public spaces.

2.11.5 Further, [a report by Make Space for Girls](#) highlights the need for gender mainstreaming in the development of the public realm, but with a particular focus on the facilities found in parks and play spaces which traditionally better serve male children and adolescents and indeed are often exclusionary to girls.

2.11.6 In order to address this, the public realm needs to be developed with women and girls at the forefront: the interventions and facilities that make accessing public spaces better and safer for women and girls will indeed improve them for all. There is currently no standard framework for consultation specifically with women and girls in relation to the development of parks and the public realm. However, the benefits of doing so have been evidenced through the delivery of a women and girls safety in parks consultation exercise as part of the Safer Streets Fund 3 projects. SSF3 provided a total of £20,000 of capital investment for two community parks in Leeds and there is now an opportunity to build on the learning from this small pilot project to deliver more women friendly parks and public spaces.

### 2.11.7 **A Leeds women's centre**

Leeds has a large offer of gender-specific services for women and girls. Included in this offer are those services offered by the third sector Women's Lives Leeds alliance of 12 organisations which offer support around domestic abuse, mental health, sexual violence, sexual health, sex work, trafficking, child sexual exploitation, education and counselling. At present, Leeds doesn't

benefit from a safe and gender-specific centre where women can access all of these services (and more) in one place.

2.11.8 A 2018 report estimated that there were approximately fifty women centres in the UK, providing “*information, advice, support and training or education in safe, women-only spaces*”. Such centres are tailored to the needs of the communities which they serve, but generally support women around a range of issues “*such as health, violence and abuse, employment, education, rights and criminal justice issues*”. ([Women-and-Girls-Briefing-Report-Final- web.pdf \(tavinstitute.org\)](#)).

2.11.9 Leeds is the third largest city in the UK and one of the most diverse; home to 415,579 females and people of 169 nationalities. 24% of the Lower Super Output Areas (LSOAs) in Leeds are in the top 10 most deprived in the country and there are 12 LSOAs in the top 1% most deprived (IMD 2019). Women’s centres typically support the most deprived and marginalised women, but Leeds does not currently have a women’s centre.

2.11.10 There is a need for further work to be undertaken to assess the feasibility of a Leeds Women’s Centre.

#### 2.11.11 **Switch onto Women’s Safety**

Violence against women and girls is increasingly being framed as a public health issue; one which requires a primary prevention approach towards male violence. As a White Ribbon UK accredited organisation, Leeds City Council shares the view that the solution is to tackle it at its root cause: the systems, structures and masculine behaviours and attitudes that uphold gender inequalities and perpetuate male violence against women and girls.

2.11.12 In 2021-22, Women’s Lives Leeds and Men’s Health Unlocked worked together through Safety of Women at Night funding to develop and pilot the “Switch onto Women’s Safety for Men and Boys” Train the Trainer programme. The workshop, which is insightful and thought-provoking, aims to empower men and boys to help women and girls feel safe and respected. By supporting the concept of working with male allies to develop their understanding of women’s experiences of safety, it explores practical tools, ideas and solutions to address the issue. SWaN funding supported the development of the training programme and its initial roll out to 50 male trainers who are now equipped to deliver this in their own organisations and communities.

2.11.13 With a training package developed and ready to be delivered, there is scope for this preventative resource to reach much further, particularly into those communities and organisations where it has the potential to have the greatest impact. For example, to community and third sector organisations working predominantly with men and teenage boys. There is currently no funding identified to meet this need.

#### 2.11.14 **Women Friendly Leeds**



A Women Friendly City is a United Nations initiative, which states “Women friendly cities are those cities where all the residents of that particular city can equally benefit from the financial, social and political opportunities presented before them”. Women’s Lives Leeds, a unique partnership of 12 women and girls’ groups across Leeds, have collaborated with the city’s leaders over the last 3 years with the aim of being the UK’s first Women Friendly City. A city in which women and girls have the right to live their lives feeling safe without fear or prejudice, at home, when they are out, when they are in public spaces and during the night-time economy.

2.11.15 Women’s Lives Leeds have been at the forefront of design and delivery of key women’s safety projects in Leeds to date, including the Leeds Women’s Safety Survey 2021, Ask for Angela, Art & Activism, the Women Friendly Parks project and the Women’s Night Safe Space. The Women Friendly Leeds movement has driven a small but nonetheless important shift in perceptions when addressing issues of women feeling and being safe and momentum is building.

2.11.16 The movement is now at a pivotal point, with a need to solidify and build on the existing arrangements to continue the considerable progress in embedding a view that “if it’s better for women, it’s better for everyone”. Women’s Lives Leeds are on the cusp of strengthening even more partnerships through the business sector which will result in the voices of women and girls in Leeds being at the heart of decision-making – directly or indirectly benefitting all in the city. However, funding for the WFL project is set to expire in August 2023 and momentum will be lost if Women’s Lives Leeds do not continue to drive activity forward.

2.12 Spending objectives

2.12.1 **Parks and the public realm**

Per the UK SPF outputs and outcomes, this strand will deliver improvements to the public realm, green spaces and neighbourhoods resulting in increased visitor numbers and improved perception of facilities.

2.12.2 **A Leeds Women’s Centre**

Per the UK SPF outputs and outcomes, this strand will create new community facilities (on a temporary basis, potentially leading to a permanent solution) and provide non-financial support to organisations through training.

2.12.3 **Switch onto Women’s Safety**

Per the UK SPF outputs and outcomes, this strand will provide training to a minimum of 100 people and increase the number of men and boys engaged in the women’s safety agenda.

2.12.4 **Women Friendly Leeds**

Per the UK SPF outputs and outcomes, this strand will provide grants and non-financial support to organisations and improve engagement numbers with the women's safety agenda.

### 2.13 Main Benefits

2.14 The project supports WYCA's delivery of UKSPF and the Mayor's safety of women and girls strategy by adding additionality to the women and girls offer in Leeds. It builds on the existing offer to undertake vital work to support the ambition of Leeds to become the UK's first women friendly city.

#### 2.14.1 Parks and the public realm

The public spaces developed as part of this project will be safer, more accessible and more welcoming to women and girls, redressing the gender inequalities that manifest in parks and the public realm. Having access to safe parks means that women and girls will benefit from the health, wellbeing and social benefits that parks and green spaces can provide. Research shows that regularly spending time in green spaces dramatically reduces incidence and severity of conditions such as obesity, heart disease, anxiety and depression in people of all ages and backgrounds, but which tend to be more common in deprived neighbours. Spaces that are designed with the safety of women and girls at the forefront will help to improve their sense of safety and will also send a message that the safety of women and girls is a priority for Leeds.

2.14.2 The intended long-term legacy of this Project is that it will set a new standard for gender considerations in the development of the public realm in Leeds. It will provide town, city and parks planners in Leeds with extensive feedback from women and girls about how their safety and needs can be met in public spaces; a framework for consulting with women and girls in relation to future developments; and evidence of the benefits that closing the gender data gap in public space planning can bring for all.

#### 2.14.3 A Leeds Women's Centre

Women in Leeds will experience a women-only safe space through a pop-up women's centre for 6 weeks and have the opportunity to feed back on the extent to which this has or could benefit them in future. Leeds will have a secure understanding of the need for a women's safe space in the city and, should the feasibility study result in a positive conclusion, will be in the position develop a well-informed business case for a women's centre to be created in the future.

#### 2.14.4 Switch onto Women's Safety

Men and boys in Leeds will have a greater understanding of the issues around women's safety and be equipped with the knowledge, skills and resources to effect change through positive masculinity. This will support a public health approach to tackling violence against women and girls through a focus on



primary prevention at the cause. Accrediting the course will also make it marketable to the private sector, which will widen the engagement with men and boys as well as supporting sustainability of the sector for the community organisations who deliver it.

#### 2.14.5 **Women Friendly Leeds**

The Women Friendly Leeds movement can capture the current momentum around the safety of women and girls to progress the ambition for Leeds to be the UK's first Women Friendly City. A Women Friendly Leeds would reap benefits for the 51% of the population who are female, but on the basis that a city that is "better for women, better for everyone", up to 100% of the Leeds population are potential indirect beneficiaries of this work.

2.14.6 By using the women and girls' voices we have already heard, along with those yet to be heard, Community Listening sessions will influence policy makers in ensuring that women and girls are at the heart of decision making in Leeds in order to improve the safety of women and girls across the city. City leaders will have greater access to information to help them in developing better opportunities and services for women across Leeds; and women and girls will feel valued, listened to and live in a city which is working towards providing them with equal access to urban life.

2.14.7 These four strands will deliver the following outputs which will be delivered from April 2023 and concluding in March 2025:

- 100m2 of public realm created or improved
- 3 organisations receiving grants
- 10 organisations receiving non-financial support
- 4 facilities/amenities created or improved
- 100 people attending training sessions
- 15 local events or activities supported

2.14.8 These four strands will deliver the following outcomes which will be delivered from April 2023 and concluding in March 2025:

- Engagement numbers will increase by 200 people
- 80 people will have an improved perception of facilities/amenities
- 10 people will have an improved perception of facility/infrastructure project

#### 2.15 **Main Risks**

2.15.1 The main risks to the project's success have been identified as follows:

Risk	Detail	Mitigation
<p>Current labour market conditions impact on ability to recruit key project delivery/management staff for both the Council and commissioned partners</p>	<p>Unemployment remains low and wage increases in the public and voluntary sectors are not keeping pace with those in the private sector</p>	<p>WFL Co-ordinator and WFL Community Conversations worker are already in post with funding due to expire. Funding through this project will support the same workers to remain in post for a further 18 months so no recruitment required.</p> <p>Responsibility for LA project management will sit within a relatively secure, existing community safety safeguarding team.</p>
<p>Project delays resulting from supply chain issues</p>	<p>Material supply issues outside local control e.g., Brexit or Covid-19, leading to project delays and potential redesigns of certain elements.</p>	<p>Continual monitoring of emerging situations in respect of these issues. Design team to refine materials and/or "systems" choices to avoid potential supply issues (where possible).</p>
<p>Effective performance management at programme level</p>	<p>There is a risk that spend/output/outcome targets may not be achieved</p>	<p>The LA's will utilise tried and tested performance management and governance arrangements, processes and procedures. Experienced staff put in place and strong and robust systems.</p> <p>Misuse of funds at a provider level will be mitigated by audit and assurance activity undertaken.</p>
<p>Principal Contractors and / or subcontractors become insolvent</p>	<p>Principal Contractor and / or subcontractors become insolvent</p>	<p>All contractors to be procured through suitable frameworks to ensure an element of assurance is given to the financial standing and their suitability. PMs to have sight of all sub-contractor appointments also.</p>
<p>Limited community engagement with training and consultation</p>	<p>Low take up off training offer from community organisations and/or opportunity to be involved in consultation means delivery targets cannot be met</p>	<p>Training accreditation will help with promotion and engagement. Women and girls who participate in consultation will be supported to access it through rewards for their time, provision of childcare etc.</p>

<p>Feedback from women and girls is not acted upon</p>	<p>Solutions offered by women and girls cannot be delivered due to a range of factors including cost and feasibility. Women and girls do not feel listened to by city leaders</p>	<p>City leaders will be engaged from the offset through the LA and its partnerships. LA and other partners as relevant will be involved throughout the consultation process to advise on feasibility and achievable solutions whilst acknowledging the need for change and maintaining high aspirations for the project and future work</p>
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## 2.16 Constraints

2.16.1 The project must be delivered in line with the UKSPF prospectus which adds constraints to how the fund can be utilised. These constraints include:

- In year spend – Funding allocated for each year of the programme needs to be spent in year, if not it can be claimed back by government. It is therefore essential that in year spend is achieved to ensure no money is lost.
- Eligible spend – The prospectus sets out what costs cannot be included in interventions. The proposals have been developed to ensure these costs are not included.
- Capital/Revenue splits – There is a capital/revenue split set by WYCA for each year of the programme. Proposals have been developed in line with these splits.
- Type of activity – the prospectus sets out the type of interventions which can be delivered and the associated outputs and outcomes with this. This has resulted in an offer being developed which meets these requirements.

## 2.17 Dependencies

2.17.1 The project has a number of dependencies outside the scope of the investment proposal, including:

- Safeguarding and Domestic Violence Team capacity to coordinate the funding. As there is no management/administration fee to manage the project there is a dependency on the team having the capacity to undertake this.
- Capacity of the third sector – like public sector organisations they are facing pressures around Brexit, cost of living, inflation and covid recovery which could potentially impact their ability to support the delivery of this programme of activity.

### 3 ECONOMIC CASE

#### 3.1 Critical Success Factors

##### 3.1.1 The project has critical success factors, these are:

- Strategic Fit – As external funding from the UK Government and WYCA as the lead authority it is essential the project has strategic alignment at a local, regional and national level to achieve the objectives of the fund.
- Equality and Diversity – to achieve inclusive growth ambitions it is essential equality and diversity is considered into the decision-making process as evidence highlights certain communities are disproportionately affected. An EIA (Appendix 2) has been created to ensure E&D is considered.

#### 3.2 Main Options

**Table 1: Summary of Options Appraisals**

<b>OPTION 1</b>	<b>BUSINESS AS USUAL (BAU)</b>
Description	Option 1 assumes that no funding is allocated to any of the four strands of the project.
Net Cost	N/A
Benefits	None
Risks	Progress to become the UK's first Women Friendly City will be lost or stalled. There will be fewer opportunities for the voices of women and girls in Leeds to be heard and to influence policy and practice. A gender imbalance will continue in the development of the parks and public realm. Men and boys will not have access to Switch onto Women's Safety training. Aspirations for a Leeds Women's Centre will be delayed and women in Leeds will not have access to services in a women-only safe space.
Conclusion	This option presents a missed opportunity to build on the existing work taking place across the city to become the UK's first women friendly city.
<b>OPTION 2</b>	<b>DO MINIMUM: Work within the local authority to amplify the voices of women and girls in decision-making</b>

Description	Option 2 assumes that no funding is allocated to any of the four stands of this project, but that the Safer Stronger Communities Team and/or Women's Lives Leeds advocate across the LA on behalf of women and girls in relation to safety needs.
Net Costs	Utilising existing staff resource
Benefits	The voices and experiences of women and girls are amplified by staff within the LA who have experience of working in partnership with the women and girls' sector. This could lead to positive changes in policy and decision making.
Risks	Women and girls in Leeds will not be effectively represented without more of their voices being heard. The ability to influence policy and decision-making will be limited because consultation is not as broad and staff capacity to progress the work is limited. It will be harder to justify change in city planning or new initiatives such as a women's centre without an evidence base. There will be no capacity to roll out the Switch onto Women's Safety training to men and boys.
Conclusion	The opportunity builds on the work being undertaken but does not maximise the opportunities available to support this agenda.
<b>OPTION 3</b>	<b>ADDITIONAL OPTION</b>
Description	Option 3 assumes funding is allocated to the delivery of all four strands of the project.
Net Costs	£336,768
Benefits	Some parks and public spaces in Leeds will be safer and more accessible for women and girls. There will be evidence of the benefits that consulting with women and girls in relation to public realm developments has for all, and this will influence future consultation and delivery. A wide range of women and girls in Leeds are consulted on women's safety and there is early and ongoing engagement of city leaders due to the status that is brought with the UKSPF funding. The voices of women and girls are listened to and impact positive change. 100 more men are trained to deliver "Switch onto Women's Safety" training to men and boys in Leeds, and approx. 1500 men and boys attend the course. The feasibility of a Leeds Women's Centre will be assessed, and a pilot will be delivered.

Risks	Project does not deliver to anticipated outputs and outcomes
Conclusion	This option provides the opportunity to build on the existing work being undertaken by providing tangible benefits which contribute to local, regional, and national strategies and supports Leeds to become the UK's first women friendly city.

### 3.3 Recommended Option

#### 3.3.1 The recommended option is Option 3. This will:

- Meet the business needs in Leeds as identified at 2.11;
- Deliver on the UK Shared Prosperity Fund Community and Place investment priority by focusing on reducing all forms of violence against women and girls; and
- Deliver across all four strands and the two cross-cutting themes of the Mayor's Safety of Women and Girls Strategy.

#### 3.3.2 An equality impact assessment has been undertaken following Leeds City Council's Equality, Diversity, Cohesion and Integration (EDCI) impact assessment guidance (Appendix 2). This has highlighted that the proposed projects will not have detrimental effects on groups and communities.

## 4 COMMERCIAL CASE

4.1 The interventions, outputs and outcomes in Appendix 1 set out the city's approach to achieving the strategic objectives of Leeds City Council through the Best City Ambition, WYCA's through the strategic economic framework and the UKSPFs prospectus. This project will be delivered through a mixture of methods which includes internal delivery and procurement.

4.2 A number of options are available to delivery these activities. 100% internal or external delivery are not viable options as these approaches do not satisfy the needs of the project. Therefore, a mixed approach will be taken where activities will be delivered internally and procured to external providers.

4.3 A large proportion of the funding will be awarded to Women's Lives Leeds (WLL) as a grant. WLL are a key strategic partner support the work of LCC and provide a wealth of expertise in this area. Grants will be awarded in line with the processes set out by LCC which adhere to the governments grants functional standard.

4.4 Procurement at LCC takes place within the Public Contracts Regulations (PCRs) (2015). Established governance processes are in place for all activity

within LCC which meet the PCRs alongside the requirements of LCC, these are set out in the Contract Procedure Rules (CPRs). The CPRs support the organisation to meet legislative requirements.

## 5 FINANCIAL CASE

5.1 The capital and revenue split has been set by WYCA. As this is funding which adds additionality to existing provision there are no expected savings. The table below shows the capital and revenue split across the years:

23/24		24/25		TOTALS
CAP	REV	CAP	REV	
27%	29%	27%	16%	100%
£90,927	£97,662	90,927	57,252	£336,768

5.2 This funding breakdown is shown in terms of deliverables in the table below:

Strand	Key deliverables (Y1)	Proposed funding allocation - CAPITAL	Proposed funding allocation - REVENUE
1	Consultation with women and girls on parks and public spaces	£0	Funded by LCC
1	Capital spend in parks and public spaces	£70,927.00	£0
2	Leeds Women's Centre feasibility study	£20,000.00	£0
3	Switch onto Women's Safety training accreditation	£0	£7000.00



3	Switch onto Women's Safety training roll out	£0	£7000.00
4	WFL Co-ordinator	£0	£35,735.46
4	WFL Community Conversations Worker	£0	£8,000.00
4	Community Listening sessions	£0	£39,926.54
	TOTAL	CAPITAL £90,927.00	REVENUE £97,662.00

Strand	Key deliverables (Y2)	Proposed funding allocation - CAPITAL	Proposed funding allocation - REVENUE
1	Consultation with women and girls on parks and public spaces	£0	Funded by LCC
1	Capital spend in parks and public spaces	£75,927.00	£0
2	Leeds Women's Centre test and pilot	£15,000.00	£0
4	WFL Co-ordinator	£0	£29,735.46
4	WFL Community Conversations Worker	£0	£16,000.00

4	Community Listening sessions and Call to Action event	£0	£11,516.54
	TOTAL	CAPITAL £90,927.00	REVENUE £57,252.00

5.3 The training package which is being developed as part of the programme will not be sold during the duration of the funding and as such will not bring in any income.

5.4 A full expenditure proposal is provided at tab 7 of the addendum which details spend aligned to each relevant intervention. These costs have been calculated by the two leading partners on the project who have delivered comparable projects in the past and thus provide an accurate costing for each activity/key deliverable.

**6 The specific capital spend in parks and the public realm will be identified through consultation and assets will be identified for delivery based on what can be achieved within the available financial envelope. MANAGEMENT CASE (DELIVERY ARRANGEMENTS)**

Project strand	Lead delivery agency
1. Parks and the public realm	Leeds City Council
2. A Leeds Women's Centre: <ul style="list-style-type: none"> <li>• Feasibility study</li> <li>• 'Pop up' test and pilot</li> </ul>	To be procured Women's Lives Leeds
3. Switch onto Women's Safety	Women's Lives Leeds
4. Women Friendly Leeds	Women's Lives Leeds

- 6.1 Leeds City Council (Safer Stronger Communities Team) will take overall responsibility for project management of the fund, the strands being led by Leeds City Council as above, and the procurement and/or grant funding of other delivery partners and service providers. They will report to the Leeds Violence Against Women and Girls Board, Safer Leeds Executive and any other Council boards or committees as required. The Women Friendly Leeds Co-ordinator post will take responsibility for the project management of the strands being led by Women’s Lives Leeds as per the table above. All have extensive experience in project management and delivering externally funded programmes, with robust governance arrangements in place in each organisation.
- 6.2 Monitoring processes and procedures will be established in line with guidance from WYCA to meet the reporting requirements of the UKSPF and in line with the funding agreements which will be put in place. These will monitor progress against the interventions, outputs and outcomes of the project.
- 6.3 Regular monitoring meetings will take place between Leeds City Council and Women’s Lives Leeds to keep updated on progress against interventions, outputs and outcomes, to mitigate risks, identify opportunities and ensure quality. Internal monitoring meetings will also take place with activity leads across the local authority throughout the duration of the project.
- 6.4 To measure successes and outcomes, participation, evaluation and sharing learning will be built into every element of the project, ensuring that it is truly co-produced. Impact will be monitored using quantitative and qualitative methods.
- 6.5 **Overview of key deliverables by year and quarter:**

Strand	Key deliverables (Y1)	Q1	Q2	Q3	Q4
1	Consultation with women and girls on parks and public spaces				
1	Capital spend in parks and public spaces				
2	Leeds Women’s Centre feasibility study				
3	Switch onto Women’s Safety training accreditation				

3	Switch onto Women's Safety training roll out				
4	WFL Co-ordinator				
4	WFL Community Conversations Worker				
4	Community Listening sessions				

<b>Strand</b>	<b>Key deliverables (Y2)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
1	Consultation with women and girls on parks and public spaces				
1	Capital spend in parks and public spaces				
2	Leeds Women's Centre test and pilot				
4	WFL Co-ordinator				
4	WFL Community Conversations Worker				
4	Community Listening sessions				
4	Call to Action event				

## **7 APPROVALS**

7.1 This Business Justification has been reviewed and approved by:

- Director of Communities, Housing and Environment – Leeds City Council



- Director of City Development – Leeds City Council
- Chief Executive – Leeds Women’s Aid (Lead Partner for the Women’s Lives Leeds Alliance)

## Declaration and Submission

Declaration 1: SRO named in Project Overview to complete the declaration below to confirm that the information provided in this Business Justification document has been reviewed and is to the best of knowledge, correct at the time of writing.

Name	Martyn Long
Organisation	Leeds City Council
Department	Employment and Skills
Position in the organisation	Head of Employment and Skills
Signature	
Date	

Declaration 2: Combined Authority's named Programme/Project Manager in Project Overview to complete the declaration below to confirm that the information provided in this Business Justification document has been reviewed and is to the best of knowledge, correct at the time of writing.

Name	
Organisation	West Yorkshire Combined Authority
Department	
Position in the organisation	
Signature	
Date	