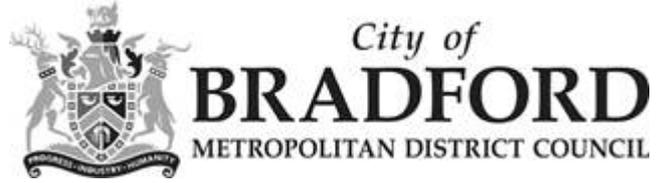


Public Document Pack



Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 14 October 2021 at 5.00 pm in Council Chamber, City Hall - City Hall, Bradford

Members of the Committee – Councillors

| LABOUR | CONSERVATIVE | LIBERAL DEMOCRAT | INDEPENDENT SOCIALIST |
|--|---------------|------------------|-----------------------|
| Azam Tait Akhtar D Green Arshad Hussain Nazir | Bibby Riaz | J Sunderland | Jenkins |

Alternates:

| LABOUR | CONSERVATIVE | LIBERAL DEMOCRAT |
|--|----------------|------------------|
| Dearden Hussain T Hussain Salam Shafiq Wood | Birch Nazam | Griffiths |

Notes:

- Please note that under the current circumstances only Members and Alternates on the Committee will receive paper copies of the agenda, however the agenda and reports can be viewed on the Councils agenda and minutes website five clear working days in advance of the meeting.
- Given the restrictions on room capacity, any Councillors and members of the public who wish to make a contribution at the meeting are asked to email jane.lythgow@bradford.gov.uk by **mid-day on Tuesday 12 October 2021** and request to do so. You will then be advised on how you can participate in the meeting. **Access to the meeting cannot be guaranteed if those wishing to attend do not register given the council must comply with the Covid regulations and guidance.**
- On the day of the meeting please ensure that you comply with the Covid restrictions in place at the current time by wearing a suitable face covering and adhering to social distancing. Staff will be at hand to advise accordingly. Participants may be asked to wait in a separate room if the capacity in the Council Chamber has been reached and they will be escorted back into the meeting as a when their item is considered by the Committee.

From:

Parveen Akhtar, City Solicitor
Agenda Contact: Jane Lythgow
Phone: 01264 432270
E-Mail: jane.lythgow@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

3. MINUTES

Recommended –

That the minutes of the meeting held on 22 July 2021 be signed as a correct record (previously circulated).

(Jane Lythgow - 01274 432270)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Jane Lythgow - 01274 432270)

5. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

The following referrals have been made to this Committee up to and including the date of publication of this agenda.

The Committee is asked to note the referrals listed above and decide how it wishes to proceed, for example by incorporating the item into the work programme, requesting that it be subject to more detailed examination, or refer it to an appropriate Working Group/Committee.

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. BRADFORD COUNCIL WORKFORCE DEVELOPMENT STRATEGY 2015-21 1 - 26

The report of the Director, Human Resources, (**Document “K”**) sets out the progress made in further developing the Council’s approach to developing the workforce.

Member are requested to note the contents of Document “K” and provide any feedback that they wish to do so to enable the HR & OD team to incorporate those views in the ongoing work.

(Tahmima Tahir - 01274 436730)

7. ATTENDANCE MANAGEMENT 27 - 44

The Director, Human Resources, will present a report, (**Document “L”**) which provides an update on the Managing Attendance Scrutiny Review which was considered at Corporate Overview Scrutiny Committee on 22 October 2020.

Members are requested to consider the contents of Document “L” and provide any feedback that they wish to do so to enable the HR & OD team to incorporate their views in ongoing work.

(Simon Jenkins – 01274 432978)

8. EQUALITY PLAN 2021-2024 - PROGRESS REPORT 45 - 106

On 1st December 2020 the Council’s Executive approved a new Equality Action Plan and instructed officers to report progress against the Plan to Corporate Overview and Scrutiny Committee on a regular basis. The report of the Interim Assistant Director, Office of the Chief Executive, (**Document “M”**) sets out the key actions and activities undertaken to date to progress delivery of the Council’s Equalities Plan and the priorities for the year ahead that will ensure on-going delivery against objectives.

Members are requested to consider the progress reported in Document “M” and the next steps set out in the Equity Plan.

(Khalida Ashrafi – 07816082796)

9. FIREWORKS SCRUTINY REVIEW 107 - 130

The report of the Chair, Corporate Overview and Scrutiny Committee, (**Document “N”**) presents the draft findings from the Fireworks Scrutiny Review.

Recommended –

That the findings contained within the draft Fireworks Scrutiny Review, appended to Document N, be adopted by the Committee.

(Mustansir Butt – 01274 432574)

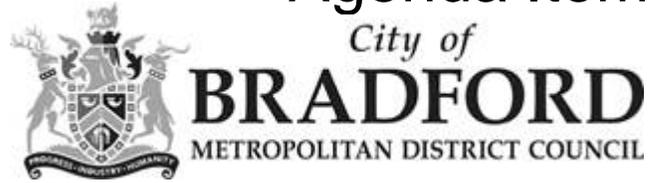
10. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021-22 131 - 142

The Chair of the Committee will provide a report (**Document O”**) which presents the Committee’s work programme for 2021/22.

Recommended –

- 1. That Members consider if they wish to choose to add to or amend the topics included in the 2021-22 work programme.**
- 2. That Members consider any detailed scrutiny reviews that they may wish to consider.**

(Mustansir Butt - 01274 432574)



Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny to be held on 14 October 2021

K

Subject:

Workforce Development

Summary statement:

This report sets out the progress made in further developing the Council's approach to developing our workforce.

Since our last report to Corporate Overview and Scrutiny Committee in October 2020, we have been developing the Council's People Strategy, Workforce Development Plan (WFD) for 2021 – 2024 and a number of other interrelated pieces of work, which include an updated Workforce Development Calendar, People Portal and allocation of the additional investment budget. This paper sets out progress made.

EQUALITY & DIVERSITY:

Our work on People Strategy and Workforce Development is designed to be inclusive and benefit all our staff. Whilst this is right and consistent with the principle of equalities at the heart of everything we do; it is also the case that our investment needs to demonstrate how it is enabling us to make sustainable progress in equality, diversity and inclusion and culture.

A number of priority programmes have been identified. Each of these will need a specific EIA which will be undertaken as we move into detailed programme planning and delivery.

Anne Lloyd
Director of Human Resources

Portfolio:
Corporate

Report Contact:
Tahmima Tahir, Workforce & Organisation
Development Manager

Overview & Scrutiny Area:
Corporate

1. SUMMARY

- 1.1 Since we presented our annual updated to Corporate Overview and Scrutiny Committee on our Workforce Development Strategy in October 2020, we have embarked on a substantial programme of transformation within the HR & OD Service to address the need to develop the next phase of our Workforce Development strategy.
- 1.2 Based on the recommendations from the HR & OD Service, CMT agreed that this work should be incorporated in the development of an overarching People Strategy (2021 – 2026) and a refreshed Workforce Development Plan (2021 – 2024). A holistic People Strategy, incorporating the Council’s Equality Objectives will be owned by HR on behalf of the Council as a whole.
- 1.3 This approach has provided as a much needed opportunity to reflect on the progress made against our workforce development commitments, whilst ensuring that we are learning from other public service organisations and the HR & OD professional as a whole. Our internal evidence base for the work includes staff feedback from the engagement sessions held during 2020, the Council Plan, recently updated equality objectives, outputs from culture and inclusive employer surveys and reports, induction and LMS evaluation, the current workforce development strategy 2015 – 2021, plus a review of existing KPIs and performance data.
- 1.4 The external evidence base has included wider benchmarking data (including neighbouring authorities); LGA workforce data, our local Health and Social Care workforce strategy, 21 Century Public Servant and Councillor and latest OD developments.
- 1.5 This work has substantial interdependencies, all of which are being taken into account and which will increase our ability to deliver maximum benefit from this investment spend and deliver long term sustainability for a broad range of workforce interventions.

2. BACKGROUND

- 2.1 Prior to outlining the progress making since last October, we wish to respond to two key pieces of feedback from Corporate Overview and Scrutiny Committee in October 2020.
- 2.2 **Performance Management:**
 - 2.2.1 Efforts continue to improve our performance management metrics. Sustained communications accompany the performance management process timelines to encourage managers and employees to ensure they have meaningful performance objectives set out for the coming year.
 - 2.2.2 In addition, we have mandated that all managers have an equalities performance objective. Through our Workforce Development Team and Business Partners, proactive reminders about the importance of performance objectives is reinforced.

| DEPARTMENT | PERCENTAGE OF SENIOR MANAGER (Special A and above) with Equality Goal |
|---------------------|---|
| Whole Org | 83%* |
| CEO & WYPF | 100% |
| Children's Services | 55% |
| Corporate Resources | 93% |
| Health & Wellbeing | 79% |
| Place | 84% |

(*Updated figure will be provided when the report is presented)

2.3 Focus on Apprenticeships:

2.3.1 There are currently 196 active/live apprenticeships on programmes being funded from Bradford Council's Apprenticeship Levy from the start of the Levy April 2017 (end dates have been extended due to Covid and the restrictions on apprenticeship training).

To date we have spent:

- **£1,723,911** on apprenticeship training:
- **£728,029** is committed for the 196 live apprentices.

| FINANCIAL YEAR | ACTUAL SPEND |
|---------------------|------------------|
| 2017 - 2018 | 39,051 |
| 2018 - 2019 | 380,345 |
| 2019 - 2020 | 615,191 |
| 2020 - 2021 | 689,324 |
| Apr 2021 - Aug 2021 | 337,907 |
| TOTAL | 1,723,911 |

2.3.2 The 157 Live Council apprentices are made up of 45 new starters and 112 existing staff. The most popular apprenticeship jobs roles/sector qualifications are in Business Admin (20%), Health and Social Care (10%), Children and Young People (25%), Supporting Teaching and Learning (25%), Trades (5%), IT (5%) and Management (5%) and other qualifications (5%).

This breaks down across the various departments as follows:

Number of Apprentices by Department

| DEPARTMENT | EXISTING STAFF | NEW STARTERS | TOTAL |
|----------------------|----------------|--------------|------------|
| Chief Executive | 9 | 3 | 12 |
| Children's Services | 18 | 3 | 21 |
| Corporate Resources | 25 | 13 | 38 |
| Health and Wellbeing | 28 | 10 | 38 |
| Place | 32 | 16 | 48 |
| TOTAL | 112 | 45 | 157 |

2.3.1 Focus on Kickstart:

2.3.2 221 Kickstart placements have started across the Authority. The largest take up is in Business Admin support and continues to be a popular choice for young people.

Kickstart is a scheme for 16-24 year olds and fits into wider inclusion outcomes and ties in with making the Authority more representative of the workforce. The average age of the workforce currently stands at around 46.5 years.

2.3.3 The Leaving Care Employability Programme is a 12 month extended Kickstart programme for 15 care leavers. Working closely with the LEAP (Learning, Employment, Advice and Preparation) Team, care leavers are identified and encouraged to take up this opportunity. Placements are sourced based on their chosen area of interest and care leavers are given priority.

Summary to date:

- 8 care leavers started in placements
- 1 has now gone onto a full time apprenticeship
- 1 has left the programme due to personal circumstances but continues to be engaged with LEAP

3. WORKFORCE LEARNING AND DEVELOPMENT DATA AND PROGRESS

3.1 Commitments made in phase 3-4 of the WFD plan 2018-2021 included staff taking control of their own learning, with a particular focus on numbers undertaking apprenticeships and Bradford Authority joining the LGA National Graduate Development Programme (NGDP).

3.1.1 In the period September 2020 – September 2021, 81% of staff have accessed one or more courses via Evolve. This equates to 27,375 courses being completed by 6,980 individual staff (see Appendix A for breakdown of courses accessed.)

- 3.1.2 Evolve can also be accessed externally via paid licences (schools, NHS, Police services etc.). 1185 individuals completing 3080 courses in the same reporting period.
- 3.1.3 Three graduates were recruited as part of the NGDP in November 2020 and January 2021. Placements are offered across the service with each graduate completing three placements in the two-year time period they are with the Authority.

The talent and succession planning from phase 4 of the WFD 2019-2021 has moved into the refreshed WFD plan 2021-2024 and is closely linked with the Job Evaluation and Grading Scheme.

3.2 The **refreshed Workforce Development plan 2021 – 2024** takes into account a number of key drivers for change:

- 3.2.1 We need to support all employees but make choices about where we invest our money to deliver maximum impact in some key priorities, e.g., equalities and the progression of underrepresented communities in our workforce.
- 3.2.2 We need to deliver outcomes in the current financial year but ensure we are putting in an infrastructure that will support medium to longer term delivery of our People Strategy and related work streams.
- 3.2.3 We need to fund additional resources within the Workforce Development team but ensure we do not do that at the expense of investment in key workforce development programmes.
- 3.2.4 We need to balance the need to invest in the capacity and capability of our current team but leverage wisely external expertise to deliver interventions.

3.3 In responding to these needs an additional investment was agreed in the 2021/22 budget, a key component of the development of a new People Strategy 2021 – 2026 and a refreshed Workforce Development plan 2021 – 2024. (A summary of our workforce development calendar is included in Appendix B). A summary of our refreshed 3-year workforce development plan is found below.

3.4 We have been working with CMT, DMT's and Trade Union colleagues to assess the priorities we need to take into account in the Workforce Development plan particularly for FY 2021/2022. We have identified the following ten key priority development areas that we are investing in. These are fully costed, and in various stages of design and delivery:

- 3.4.1 **A commitment to all staff having a minimum of 5 days training each year.**
- 3.4.2 **An improved coaching offer**, which will:
 - Deliver internal capability and leverage external providers.
 - Be sustainable over the long term
 - Provide an option to build internal capacity and capability within the Workforce Learning and Development team and the broader council

- Deliver the flexibility to provide support for employees who are being capability managed and need help to improve
- Deliver an equitable offering across the Council
- Support coaching needs at different levels in the organisation
- Enable us to deliver focused coaching but also allow us to deliver a coaching culture.
- Our employed coach will provide coaching services up to Head of Service level. 1 coach can deliver 690 sessions annually; these will be offered as 100 packages of 6 sessions.
- Floating sessions will be used as taster sessions recommended by Occupational Health or on request for employees in capability development.
- Employees undergoing packaged coaching will have access to MyCoaching Culture software for the duration of the sessions. This software provides a range of online development sessions on topics such as Resilience, Growth Mindset, Change Readiness, Creativity, Mindfulness.
- Coaching conversations training - 6 Coaching Conversation training days. Days will run every other month and a maximum of 10 participants will attend every session. All participants will be expected to embed training in their day to day roles and will also be expected to transfer key learning to members of their teams.
- Executive coaching - to support CMT/SLT coaching

3.4.3 **A mentoring offer**, which will:

- Be sustainable over the long term
- Provide an option to build internal capacity and capability within the Workforce Learning and Development team and the broader council
- Deliver an equitable offering across the Council
- Support mentoring needs at different levels in the organisation
- Employees undergoing mentoring will have access to MyKindaFutures mentoring platform. This platform provides a range of mentors to connect with as well as mentoring resources.
- Align with career development and succession planning processes

3.4.4 **A refreshed training programme focused on inclusion**, a blended programme focused on building a common understanding of the issues and considerations necessary for building inclusive cultures and building management capacity to lead diverse teams, which will:

- Offer up to date inclusion training for **all** staff which is accessible and online
- Provide us with a mechanism to track online training completion (similar to our current capability in Evolve)
- Enable us to target and increase the capability of existing managers to effectively manage diverse teams across the Council.

3.4.5 **Development of an ally programme** to support underrepresented communities, which will:

- Offer a meaningful, proactive Ally programme which is consistently visible across the Council

- Identify employees who are key influencers and who are happy to act as champions for the Ally programme
 - Supported by Staff Network CMT sponsors, Staff Network Chairs and SLT members.
- 3.4.6 **A Making Connections for Managers development programme, a 12-month development programme for CBMDC Managers at Special A and above, which will:**
- Replace the current Future Leaders programme
 - Provide managers with access to external experts and Bradford District system leaders on a range of workforce topics aligned with our People Strategy, Workforce Development priorities
 - Be scalable and allow us to deliver the programme to 821 Managers
 - Create opportunities for managers to network with colleagues across the Council online and face to face
 - Be proactively supported and attended by CMT and SLT members.
- 3.4.7 **An Executive and Senior leadership development programme, a blended offering of 4 modules delivered internally, together with a selection of external development programmes:**
- Build on the Making Connections Managers Series
 - Provide a platform for SLT and CMT members to access additional Leadership Development programmes
 - Enable us to better leverage our Apprentice Levy commitment in the area of leadership development
 - Align with leadership succession planning and career development activity as these processes start to be implemented across the Council
- 3.4.8 **Funding to support Member Development:**
- Offer professional development for our Elected Member Community on topics of mutual interest to Officers and Staff.
 - Specifically, we need to align our Elected Member and Leadership Community on our Equalities Objectives.
- 3.4.9 **Development of a one day Managers Conference:**
- Provide a face to face opportunity for managers to come together to network and hear from Council leadership on our plans for the future
 - Give managers an opportunity to hear from expert speakers on a range of key workforce topics with a view to applying that learning within their teams
 - Provide an opportunity for the Workforce Development team to showcase the full range of offerings available to staff (via a Marketplace) thereby increasing awareness within our manager community.
- 3.4.10 **An employee survey supported by software analytics that will deliver meaningful insights and intelligence, which will:**
- Survey the views of our current workforce (irrespective of their employment status, e.g., permanent vs temporary) on a range of key indicators

- Ensure that the indicators that we are using align with our emergent People Strategy, which will help us provide a measure of progress over a period of time (e.g., Year 1, Years 2-5 etc.)
- Convert data to insight and intelligence to enable us to draw informed conclusions that can be fed back to senior leaders, HR Business Partners etc. and incorporated in Departmental Strategic Workforce plans
- Secure a survey platform that allows us to interpret responses using machine learning/AI algorithms.

3.4.11 A **refresh of our current learning catalogue** and materials

- Review and update our current learning catalogue to ensure that it is up to date, compliant with policy and legislation
- Accommodates the cost of associated licences and memberships, ensuring optimum value for money

4. OTHER CONSIDERATIONS

- 4.1 There are **related programmes of work**. These priority areas aren't the only substantial pieces of work that are being delivered by the Workforce Development Team. In addition to the above we are leading work across the Council on:

Delivery of the National Graduate Development Programme. Our current cohort of 3 graduates doubled in September 2021 to 6. A formal funding mechanism to support graduate placements will need to be agreed and that work is progressing through normal decision making channels.

Delivery of Kickstart. The Workforce Development team has taken over delivery of this ambitious programme which is substantially increasing the number of Kickstart placements to 920 across the Council, from an initial commitment of 90 placements.

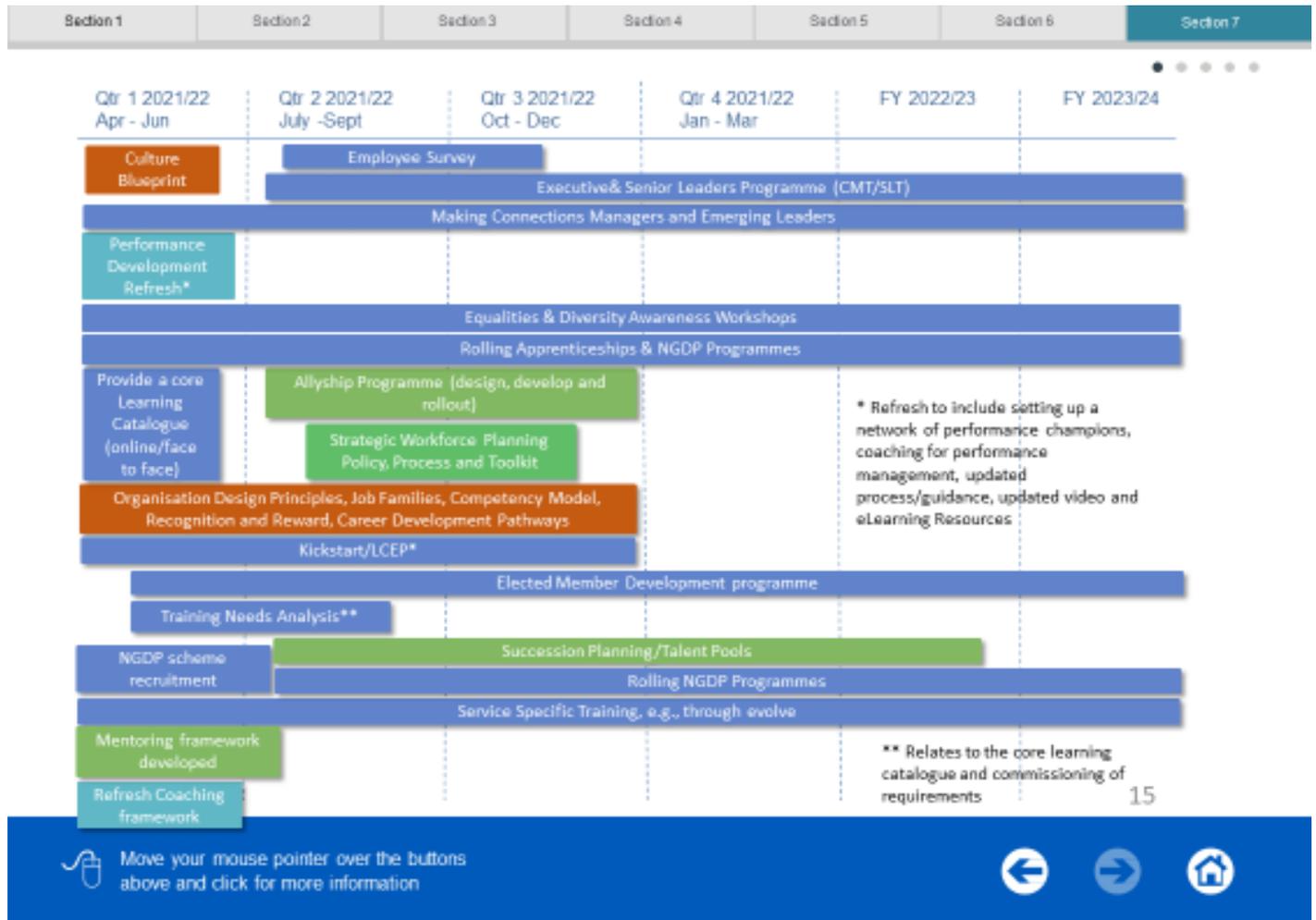
Leaving Care Employment Programme. Specifically designed for care leavers as a work and apprenticeship ready programme has been designed and moved into delivery phase. 15 places dedicated to care leavers are progressing during 2021.

- 4.2 **Equalities Objectives** - In all the work we are doing, equalities, diversity and inclusion is incorporated as a core principle and is at the heart of everything we do. However, there are also specific equalities related objectives and activities which are detailed in the Council Equalities Objectives. Human Resources are engaged specially across the Workforce and Leadership elements of the Council Equalities Objectives, and reflected in the Equalities reports:

4.2.1 Specifically, support is being provided to ensure that Staff Networks are encouraged, empowered and supported to be self-directed. Regular meetings with Staff Network Chairs are held to identify barriers that need to be addressed, opportunities to work across the staff networks to amplify shared goals and identify training and support that may be needed.

4.2.2 The Workforce Development team also participates in the Equalities Governance framework that is owned by the Office of the Chief Executive. The team contributes to regular monthly Equalities Dashboard reporting to CMT and the Leader, and Executive Member Equalities Lead.

4.3 **Prioritisation** - As we have set out earlier, the series of programmes we have embarked on are interrelated. This interrelationship has an impact on delivery timescales. For example, our mentoring and allyship programmes are interdependent on our completing work on JEGS and implementing new Strategic Workforce Planning and Succession Planning processes. We therefore need to phase in some of our planned work. The following plan represents all the key work within the HR and OD team.



4.5 **Communications** - There is a significant amount of work underway in the HR & OD Service and communicating that effectively will be an important measure of success. We will be developing a communications rollout plan for all the work we are doing and will ensure that our Communications colleagues provide advice and guidance and the most appropriate channels and delivery methods to ensure that our people are aware of the broad range of Learning and Development options available.

5. FINANCIAL & RESOURCE APPRAISAL

5.1 Developing our People Strategy and an updated workforce development plan takes time and resource. Notwithstanding the Council wide focus on Covid 19 it is critical that we undertake this activity in order that the Council is best equipped to deal with what will be substantial post Covid 19 challenges for the district and our local economy.

5.2 We have been engaging with Trades Unions, leaders (CMT and DMT's), managers (Heads of Service and below) and employees and external partners to set out our objectives and seek feedback. Inevitably our communications strategy and approach will continue to be Covid-19 compliant.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

6.1 There are no significant risks arising out of the implementation of the proposed recommendations.

7. LEGAL APPRAISAL

7.1 There are no legal issues arising from this report.

8. OTHER IMPLICATIONS

8.1 SUSTAINABILITY IMPLICATIONS

None

8.2 GREENHOUSE GAS EMISSIONS IMPACTS

None

8.3 COMMUNITY SAFETY IMPLICATIONS

None

8.4 HUMAN RIGHTS ACT

None

8.5 TRADE UNION

The Director of Human Resources has discussed the Workforce Development Plan and related work with Regional and Branch Trade Union representatives. Human Resources colleagues will continue to engage with Trade Unions on workforce development.

8.6 WARD IMPLICATIONS

There are no Ward or area implications.

8.7 IMPLICATIONS FOR CORPORATE PARENTING

Workforce development plans and activities have elements designed specifically to develop and support children and young people to input into design and delivery, and also through our workforce development offer with leaving care employability programme, apprenticeship and Kickstart offer (section 2.3 and 2.4 of this report).

8.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

The confidentiality of personal data is paramount in all of the work we do relating to our workforce. We do not anticipate that any additional actions arise from the work outlined in this report.

9. NOT FOR PUBLICATION DOCUMENTS

None

10. RECOMMENDATIONS

10.1 It is recommended that Corporate Overview and Scrutiny Members note the contents of this report and provide any feedback that they wish to do so to enable the HR & OD team to incorporate this in our ongoing work.

11. BACKGROUND DOCUMENTS

11.1 The following Appendices accompany this report:

- Appendix A: L&D courses accessed
- Appendix B: Workforce Development Calendar
- Appendix C: Workforce Development Strategy 2015 – 2021
- The Corporate Overview and Scrutiny Workforce Development Report of October 2020
<https://bradfordintranet.moderngov.co.uk/ieListDocuments.aspx?CId=139&MId=7254&Ver=4>

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Workforce Develop – Learning Data – Internal Staff

1st September 2020 to 1st September 2021



Total course completions

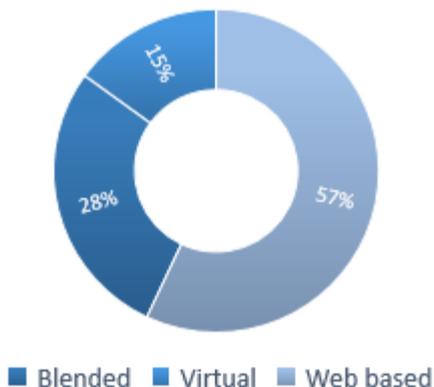


Individuals accessed learning

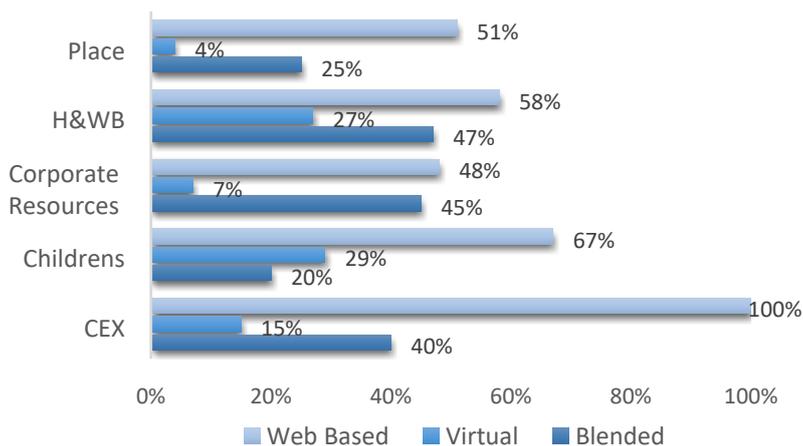


% of staff

Type of learning accessed



Type of learning accessed, split by department



No of blended courses titles available



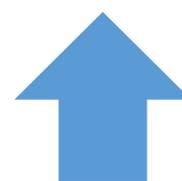
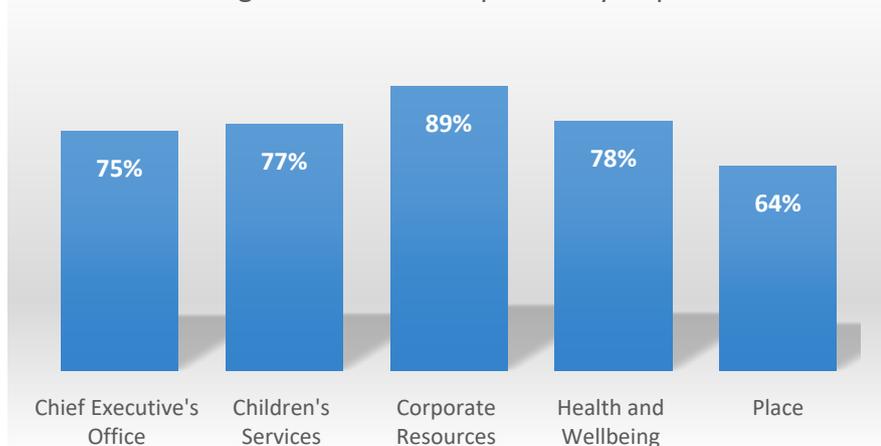
No of virtual courses titles available



No of web based courses titles available

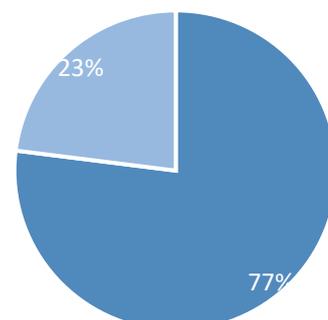
1.1 Corporate Learning – Protecting Information

Protecting Information compliance by Department



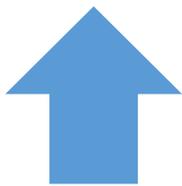
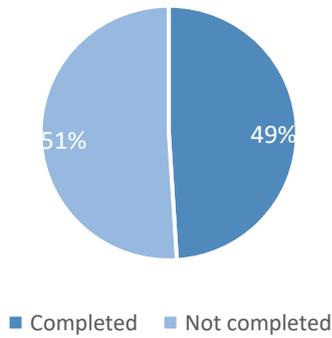
Compliance has increased by 10% since last year

Protecting information - organisational compliance



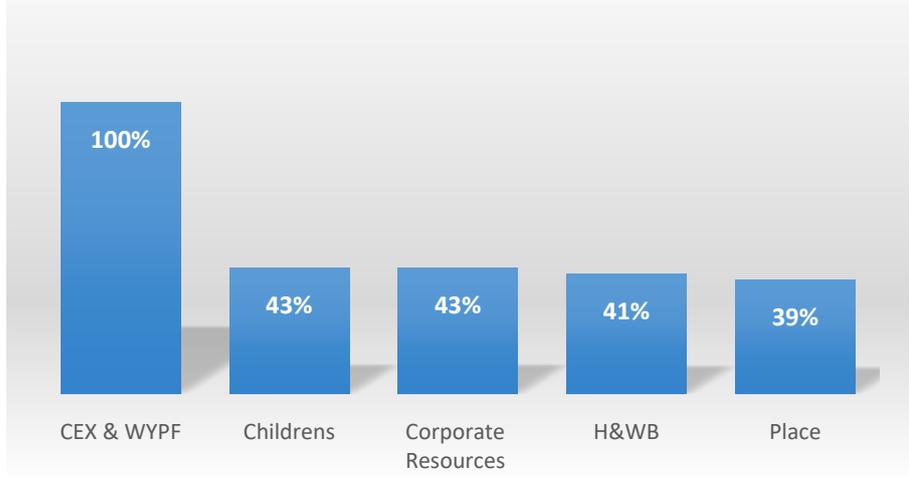
Figures include compliance for PC and non-PC users. A new package is currently being designed to launch in 2022.

Equality & Diversity eLearning - organisational completion



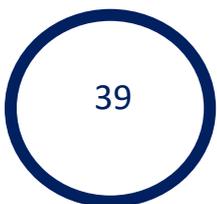
Organisational completion has increased by 17% since last year

Equality & Diversity eLearning Completion % per Department



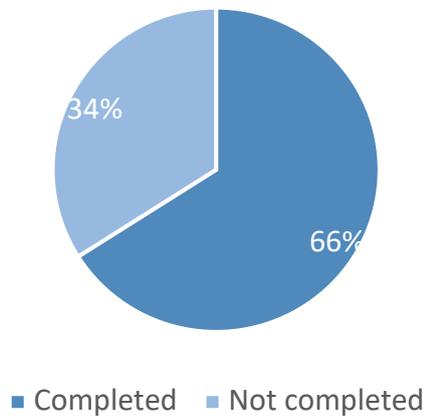
| Course Title | No. of people completed | Available from |
|-------------------------------|-------------------------|----------------|
| Deafblind Awareness | 276 | 27.02.17 |
| LGBTQ+ Awareness | 314 | 17.08.18 |
| Mental Health & Vulnerability | 427 | 03.12.20 |
| Mental Health for Managers | 144 | 03.11.18 |
| The Equality Act 2010 | 58 | 11.02.21 |
| Transgender Awareness | 28 | 11.02.21 |
| Unconscious Bias | 489 | 12.08.20 |

A number of eLearning packages are available for learners to search and self-register / enrol onto. These are available within our Equality & Diversity course category.



Learners attended a series of workshops around each of the protected characteristics – ‘Connected Conversations’. The staff network groups were launched based on the feedback from this activity. Further work and development in this area is ongoing.

% of New Starters (with PC access) completed New Starter eLearning



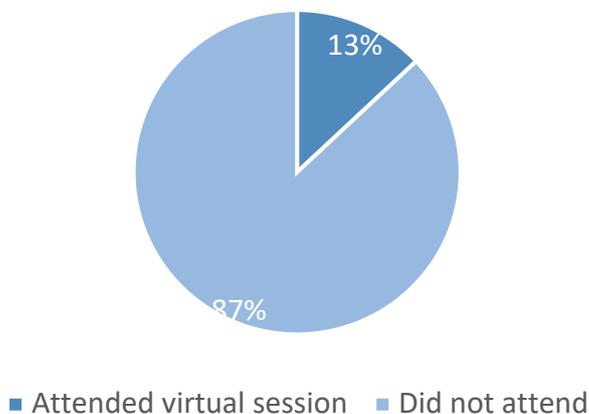
For managers who have staff without PC access, all the package details are available to download into a PowerPoint to deliver within service.



New Starter Learning Programme - Curriculum

Percentage of new starters (with PC access) who have completed the full New Starter Learning Programme. This programme consists of a group of 7 eLearning packages and 1 virtual session. It is automatically added to new starter profiles, with a deadline to complete within 90 days. Reminders are sent to managers and learner to remind them of the completion deadline and when the learning is overdue.

New Starters (with PC access) who attended Virtual 'Meet CMT' session



Two virtual sessions were held, one in September 2020 a second in December 2020.

A further three sessions have been arranged to place from October 2021 to March 2022

1284
staff

15% of staff completed Return to the Workplace – eLearning & blended

For staff who need to be workplace based to undertake their duties, and/or are unable to work from home, return to the workplace learning is available. Those who have PC access, complete the elearning package, those who do not have PC access receive this via a face to face briefing and record completion via Evolve.

166
Managers

20% of managers attended virtual learning on Evolve – Performance Management

17 virtual sessions were held via Webex and Teams, to show managers how to navigate the Evolve Performance system and support the appraisal process. This supported an increase in appraisal completion from 7% in 2020 to 27% in 2021.

461
staff

5% of team members completed An Introduction to Evolve – Performance Management eLearning

eLearning videos have been designed to show team members how to navigate through the system, to support completion of the appraisal process.

400
staff

5% of team members completed An Introduction to Evolve – Learn eLearning

eLearning videos have been designed to show team members how to navigate through the system, to support completion of the mandatory and self-registered learning.

304
staff

4% of team members completed First Aid Training

In October 2020, face to face, First Aid Training was stepped up for delivery to internal team members.

2. External Learners

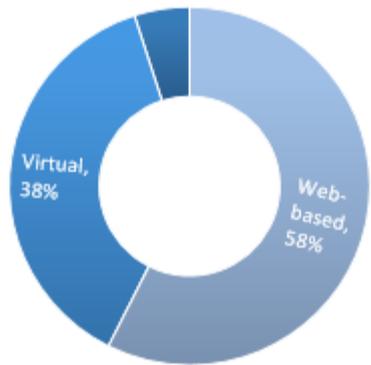
3080

Total course completions

1185

Individuals accessed learning

Type of learning accessed



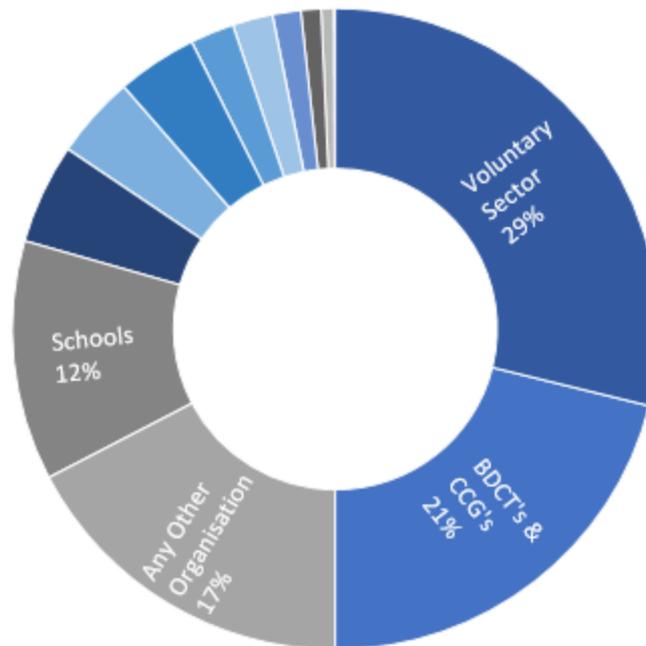
■ Blended ■ Virtual ■ Web-based

5% of external learners accessed blended learning – face to face training has been restricted due to the pandemic.

38% of external learners attended virtual training

58% of external learners accessed web based learning

External Organisation Types - Learning Completions



■ Airedale NHS Trust (ANHST) ■ Any Other Organisation ■ BDCT's & CCG's
 ■ CAFCASS ■ Criminal Justice & Probation ■ Early Years & Foster Care
 ■ Housing ■ Member of the Public ■ Other Local Authority
 ■ Private/Independent Sector ■ Schools ■ Voluntary Sector
 ■ West Yorkshire Police & Ambulance

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Workforce Development Calendar 2021 – 2022

This calendar is designed to provide multiple opportunities for our workforce to connect and develop networks at all levels in the organisation, acquire and amplify new skills and experiences that will enable them to aspire, thrive and flourish in their career at BMDC. Investing in and developing our workforce is essential if we are to deliver our People Strategy and Council Plan outcomes, and live our Council Plan principles and Shared District Values.

This calendar underpins our People Strategy (2021 – 2026) outcomes and our Workforce Development plan (2021 – 2024) and is one part of an organisation wide Communications strategy to facilitate meaningful, high impact engagement with our employees.

Our People Strategy Outcomes

| Outcome | What it means |
|---------------------------------|---|
| Live our values | A culture where we proactively demonstrate our values, where we celebrate our successes but challenge any instance where we don't live up to our best ambitions for ourselves. |
| Representative of our community | A workforce which is inclusive and representative of the communities we serve; and where equity of opportunity exists for all colleagues. |
| Innovative and Creative | A culture where we proactively seek out innovative and creative ways of designing and delivering needs-led services; where we collaborate and proactively seek to improve what we do. |
| Agile and outcome focused | A culture where we are relentlessly focused on delivering high quality, impactful needs led services for all our residents, but particularly those who are vulnerable and in need. |
| Employer of Choice | Recognised as an employer of choice for Bradford District and one that is at the forefront of delivering innovative and high quality services to the community it serves. |
| Good Partners | A positive, proactive partner as part of One Bradford and a visible voice locally, regionally and nationally to advance the interests of the District. |

Workforce Development Components



Underpinned by our Shared District Values

We Protect – We Share – We Care – We Respect

Workforce Development Calendar 2021 – 2022

Page 20

| | Q1 2021/2022 | | | Q2 2021/2022 | | | Q3 2021/2022 | | | Q4 2021/2022 | | |
|---|---|---|---|---|--|--|---|---|---|------------------------|------------------------|---|
| When | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| Council Priorities | Bi-Monthly meetings for 8 x staff to lunch with the CEX Opportunity for feedback on Bradford Culture, Council Plan aims (Confirmed dates 6/8/2021 - 20/10/2021 - 13/12/2021) Follow CMT for direct updates and insight on Twitter @kersten_England, @IainMacBeath, @SarahMuckle1 (Joanne, Jason?) @bradfordmcd | | | | | | | | | | | |
| Staff Wellbeing | Wellbeing Theme Active Travel Month | Wellbeing Theme National Walking Month | Wellbeing Theme Cycling Awareness Month | Wellbeing Theme Pain Management Month | Wellbeing Theme Financial Wellness Month | Wellbeing Theme TBC | Wellbeing Theme TBC | Wellbeing Theme TBC | Wellbeing Theme TBC | Wellbeing Theme TBC | Wellbeing Theme TBC | Wellbeing Theme TBC |
| Developing Leaders and Managers: | SLT Bus Meeting 12 th April | SLT Staff Briefing 10 th May | SLT Development Session: Equalities, Diversity & Inclusion (external speakers) 7 th June | SLT Staff Briefing 5 th July | Managers Conference 1 day - TBC | SLT Staff Briefing 22 nd Sept | SLT Development Session: Inclusion and Intersectionality 13 th Oct | SLT Development Session: Leadership, Engagement, Wellbeing & Productivity Nov | SLT Development Session: Psychological Safety & Speaking Up at work Dec | SLT Staff Briefing TBC | SLT Staff Briefing TBC | SLT Development Session: Compassionate Leadership Feb |
| Celebrating our Employees and Developing an inclusive culture | Principles of Networking – What does Being a Bradford Manager Mean? – Inclusion and Intersectionality – Developing High Performance Teams – Psychological Safety and Speaking Up – Leadership, Engagement, Wellbeing and Productivity – Wellbeing – Our own and others – Compassionate Culture & Leadership – Neuroscience and Creativity – Whole System working – Developing your brand and managing your career | | | | | | | | | | | |
| Workforce & HR Service Offering | Roll out of the new People Strategy & Workforce Development Plan Rollo out of the new Workforce & HR Service Offering: Joining Bradford – Working at Bradford – Learning and Developing at Bradford – Reward at Bradford – Leaving Bradford - People and OD Related Change | | | | | | | | | | | |

Staff Survey 2021 – question for DMT, do we do pulse or do we do one overarching one? Timings

05/10/21

Key Council Plan Principles: Equalities at the heart of all we do – Working together – Bradford Behaviours

Bradford Metropolitan District Council Organisation and Workforce Development Plan 2018- 2021



1. OUR VISION

Bradford is an enterprising, energetic and extraordinary city. We want our workforce to be proud of the city they serve. We will develop and nurture a culture of high performance, where services are delivered by highly motivated people and teams, who are passionate about delivering good quality services to the people of the District.

Our workforce will be resilient and adaptable to change, will recognise the value of working cross-sector to achieve better outcomes, and will adopt a healthy can-do attitude to their work.

2. BACKGROUND

Bradford Council's workforce has been through a period of unprecedented change since 2010. The level and pace of change is expected to continue and by 2020, it is anticipated that Bradford will be a smaller Council, with fewer resources and a greater requirement to work with communities to enable the right outcomes with the people of the District.

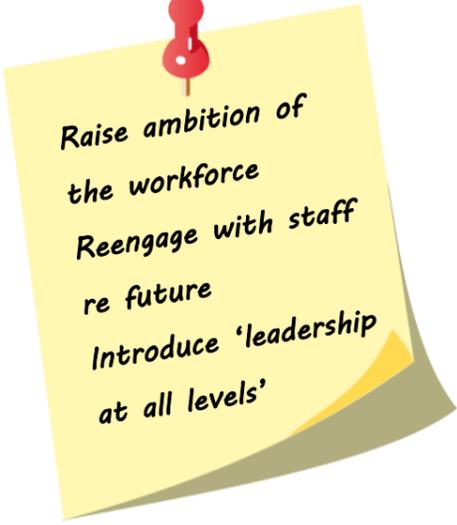
The Council needs a workforce that understands the needs of the community it serves and is able to work with people and partners for a healthier, caring, more prosperous and sustainable Bradford District.

Leaders and Managers will need to lead others through this change positively and there will also be a requirement for all staff to not only possess the 'technical' skills to fulfil their role but also to become more flexible and innovative and to develop new skills such as commercial and negotiating skills.

The Workforce Development Strategy sets out key activities that will enable us to develop a culture of high performance, with effective leadership, where services are delivered by motivated people and teams, who are passionate about delivering good quality services to the people of the District.

These continue to be challenging times for Local Authorities. We have seen a 29% (2,247 fte) reduction in our workforce since 2010, and this is set to increase further by 2020, in line with Council budget reductions. As demand for services increase, we must do things differently so that we can continue to deliver good outcomes for the people of the District. We must achieve higher productivity, even with a shrinking workforce; this requires a shift in organisational culture with a focus on high performing individuals and teams, where good performance and behaviour can thrive.

The 2017 Peer Review told us that our staff are great, and that we need to focus on leadership development, so that we can manage our staff well through the change. They praised the work we have done to refresh the Bradford Behaviours, and told us that we need to make sure we make best use of the Apprenticeship Levy so that we are bringing new talent into the organisation.

| Phase 1 (2015-2017) | Phase 2 (2017-2019) | Phase 3 (2019-2021) | Phase 4 (2021 onwards) |
|---|---|--|--|
|  <p>Raise ambition of the workforce Reengage with staff re future Introduce 'leadership at all levels'</p> |  <p>Get the basics right Positively position the District Manage change well</p> |  <p>Map talent and set career pathways Succession planning ADMs</p> |  <p>Digital automation and self service by default Shared services Flexible skills, flexible workforce</p> |
| <p>Key activities:</p> <ul style="list-style-type: none"> • Set future vision (Council Plan) • Set outline Workforce Development Programme • Set corporate Engagement plan • Refresh Bradford Behaviours • Baseline staff survey • Build systems capability (Evolve) • Create OD function | <p>Key activities:</p> <ul style="list-style-type: none"> • Launch Management Development Programme • Assign targets and measures to Workforce Development Programme • Focus on Apprenticeships and recruitment • Focus on performance, attendance and wellbeing • Develop coaching style of management • Embed culture where innovation and enthusiasm can thrive • Focus on organisation development with partners across the district (#Team Bradford) | <p>Key activities:</p> <ul style="list-style-type: none"> • Full roll out of 'Evolve talent' • Embed new approach to succession planning and career pathways • Supporting & enabling employees to take responsibility for their own growth and development • New approach to recruitment - recruitment for skills for organisation not competencies for roles | <p>Key activities:</p> <ul style="list-style-type: none"> • Removal of traditional role profiles • On-going employee development, including digital skills training and recruitment • Full roll out of new talent programme - apprenticeships, interns, secondees, graduates |

Talent management is about doing the right things today, so that we have the right people with the right skills, behaviour and attitude for tomorrow

4. ORGANISATION AND WORKFORCE DEVELOPMENT DELIVERY PLAN 2018- 2019

| Priority | Activity | Output and impact |
|---|--|--|
| <p>1. L&M development</p> <p>We will continue to support and develop our managers so that they have the skills, knowledge and confidence to manage their teams well through continuous change, with a focus on: getting the basics right; managing change, and positively positioning the district.</p> | <p>We will do this by:</p> <ul style="list-style-type: none"> Continuing to run the leadership development programme for all managers. The leadership development programme is themed around the Council's priorities for change. Developing our managers to adopt a 'coaching' style of management that is based on quality of work and outcomes. Ensuring a programme of support and development that helps people to develop their resilience, so that they are healthy and happy at work. Providing training on commercialisation and innovation, and creating an environment where innovation and enthusiasm to thrive. [We will Build metrics that will show progress in this area] | <p>Increase the percentage of employees who feel well managed across the following areas:</p> <ul style="list-style-type: none"> My manager supports my development requirements My manager discusses with me how I can improve my performance at work I receive regular and constructive feedback from my line manager <p>(Performance information collected via Staff Survey)</p> <p>Increase in the measured index score of the Culture Survey across the 5 key areas:</p> <ul style="list-style-type: none"> Efficacy Goal Focused Approach Relationships Altruism <p>(Performance information collected via the Culture Survey)</p> <p>Our managers will be equipped with the knowledge and skills to develop and nurture a culture of performance management where services are delivered by highly motivated people and teams, who are passionate about delivering good quality services to the people of the District.</p> |
| <p>2. Employee engagement and development</p> <p>We will support and develop our employees so that they have the skills, knowledge and confidence to deliver our services well.</p> | <p>We will do this by:</p> <ul style="list-style-type: none"> Continuing to engage with employees across the organisation through a range of methods Ensure provision of a range of development opportunities that enable employees at all levels of the organisation to develop their skills and knowledge. Supporting delivery of the Cross-Departmental Equality Group – helping to ensure that activities are integrated into service delivery plans. And helping to create a three-way loop between the group, ADs and CMT. Driving a culture where we lower our tolerance of poor performance, and recognise and reward good performance. Driving organisational culture shift with increased understanding of serving the district. Prepare for the 2019 staff survey Continuing to run the Employee of the Month scheme, the Annual Service Excellence Awards, and the Annual Long Service Awards. Refreshing the Council's staff volunteering policy Undertaking an annual review of the Employee Engagement Plan. | <p>Increase the employee percentage scores of Staff Survey across the following areas:</p> <ul style="list-style-type: none"> I am clear about my role I am clear about what I am expected to achieve in my job I have the skills required to carry out my role <p>(Performance information collected via Staff Survey)</p> <p>Our staff will tell us that they are happy at work, and have the skills and confidence to delivery good quality services in ever changing times.</p> <p>Our staff will tell us that they can feel a positive shift in the culture of the organisation.</p> |
| <p>3. Performance management</p> <p>We will drive a culture of high performance, where managers are managing poor performance, and recognising and rewarding good performance.</p> | <p>We will do this by:</p> <ul style="list-style-type: none"> Introducing a new performance management framework that will focus on outcomes and behaviour. Introducing a new on-line performance management system that will enable managers to record performance reviews and behaviour assessments online. Continuing to run Performance Management training sessions for managers and staff. Monitoring use of the Performance Management system, and provide support to teams as required. | <p>Increase in the number of employees who have a live performance review on Evolve Performance:</p> <p>50% by March 2019 90% by March 2020</p> <p>Increase the percentage of employees reporting that their managers discuss how they can improve their performance at work.</p> <p>(Performance information collected via Staff Survey)</p> <p>Improved performance measures: Sickness absence; discipline; grievance; performance.</p> <p>(Performance information collected via HR Plus data)</p> |

| Priority | Activity | Output and impact |
|--|--|---|
| <p>4. Team Bradford</p> <p>We will support and encourage staff to look for opportunities to work with organisations and businesses across the district, to foster shared ambition to put citizens at the heart of what we do, and to wrap services around their needs,</p> | <p>We will do this by:</p> <ul style="list-style-type: none"> Continuing to work with colleagues across health and social care to deliver the Bradford District and Craven Workforce Strategy. Continue to run district-wide leadership development sessions that provide opportunities to connect managers across the district. Continue to work with other partners across the district to explore opportunities for collaborative working. Accelerate our Team Bradford approach to apprenticeships | <p>Progress demonstrated in the four delivery areas of the Bradford District and Craven Workforce Transformation delivery programme:</p> <ul style="list-style-type: none"> Pillar 1: Further development of the Health and Care ICE to meet anticipated supply and demand needs of the future. Pillar 2: Development of an ICE Plus programme for 16years + providing tasters and programmes of learning experience. Pillar 3: Proactive recruitment of entrants and re-entrants to the health and care workforce Pillar 4: Development of a health and care apprenticeship enrichment programme. Increase in the number of partners from across the district participating in the district-wide leadership development sessions. <p>Provision of integrated health and care services delivered by a workforce with a shared set of values and behaviours, who work flexibly to meet the holistic needs of service users.</p> <p>Public services delivered by organisations and people working to shared priorities</p> |
| <p>5. Apprenticeships</p> <p>We will establish a first class apprenticeship programme offering rich and rewarding careers, making best use of the districts young population to help deliver economic growth.</p> | <p>We will do this by:</p> <ul style="list-style-type: none"> Continuing to work towards our aim of 500 apprentices at any time by 2021. (Current number of apprentices at July 2018 = 221). Introducing higher level apprenticeship opportunities as relevant posts become vacant Continuing to use the Apprenticeship Levy to up-skill our own employees which will support succession planning. Developing a traineeship programme to support pre-apprenticeship development opportunities. Continuing to work with partners across the private, public and VCS sectors to ensure we provide a coordinated approach to apprenticeship opportunities across the district. Running Bradford's first apprenticeship fair during apprenticeship week 2019, in partnership with employers, VCS, and training providers across the district. Bradford City are providing use of their venue for free for the event. Managing the process of transferring the Council's Levy funds to small employers across the district, with a focus on higher level apprenticeships. Embed a Team Bradford approach to apprenticeship opportunities. With an average age of 46.4 years across our workforce, it is imperative that we make best use of the Apprenticeship Levy to bring new talent and more young people into the organisation. | <p>Council making the best use of the Levy funds with the aim of exceeding the nation target of 2.3% of our workforce as apprentices:</p> <p>End March 2019 = 300 End of March 2020 = 400 End of March 2021 = 500</p> <p>Increase in the number of Council employees under the age of 25 years (currently 3.3%)</p> <p>An established Team Bradford approach to providing shared apprenticeship programmes and career progression opportunities.</p> |
| <p>6. Councillor development programme</p> <p>We will continue to support Councillor development through a flexible range of development opportunities.</p> | <p>We will do this by:</p> <ul style="list-style-type: none"> Providing a coordinated councillor development programme, making best use of LGA and Officer development sessions. Ensuring that the development programme reflects the 21st Century Councillor recommendations – developing the councillor role as community leaders e.g. influencing, negotiation and listening skills, place-shaping, and digital skills. | <p>Councillors have the knowledge and skills to fulfil their roles, so that Councillors can support delivery of the Council's strategic priorities, respond to on-going organisational change, and fulfil their elected member duties.</p> <p>Councillors have access to a flexible range of development opportunities that develop knowledge and skills in line with the District and Council priorities.</p> |

| Priority | Activity | Output and impact |
|--|--|---|
| | <ul style="list-style-type: none"> Increasing Councillor/Officer development opportunities, and making better use of Evolve to support online learning opportunities Continuing to provide bespoke training where required, for example employment appeal panels, these will continue to be developed and led by HR and Legal services. Undertaking and maintaining a skills audit for Councillors | |
| <p>7. Full implementation of Evolve Learn</p> <p>We will progress with automation of course administration and LMS functions, and improve outcome metrics</p> | <p>We will do this by:</p> <ul style="list-style-type: none"> Embedding Evolve across the organisation, with a focus on employees who do not have regular access to computers. Introducing new system functions within Evolve Learn. Increasing our online learning offer Improving our ability to measure outcomes of the workforce development strategy through use of surveys, evaluation, and impressions (when these are turned on). | <ul style="list-style-type: none"> Annual increase in the number of internal employees who log on to Evolve. Annual increase in the number of external customers who log onto Evolve's external site (Learn and Develop Bradford) <p>The system provides a fully automated self-serve learner management system that enables employees to take control and manage their own learning.</p> <p>We will move from output to outcome based measures that reflect the impact of the workforce development strategy.</p> |
| <p>8. Talent management</p> <p>We will ensure that employees and potential new recruits have access to a range of development opportunities that enable us to spot, nurture and manage talent across the organisation.</p> | <p>We will do this by:</p> <ul style="list-style-type: none"> Developing and implementing a new Talent and Succession Planning strategy Maintaining and developing the Future Leaders programme Maintaining and developing a BAME secondment programme Developing and delivering a new corporate graduate scheme Refreshing our approach to volunteer work placement opportunities Start to build our talent management and succession planning framework. | <ul style="list-style-type: none"> Future Leaders class of 2018 launched (x 20 participants) Review of Future Leaders programme ready for promotion early 2019 Continue to see career progression for Future Leaders Increase in the number of BAME employees taking up senior positions in the district. Employees will be part of a 21st century talent management framework that supports career progression and succession planning. Aiming for the Talent Management system to go-live during 2019 |

5. EQUALITY & DIVERSITY OBJECTIVES

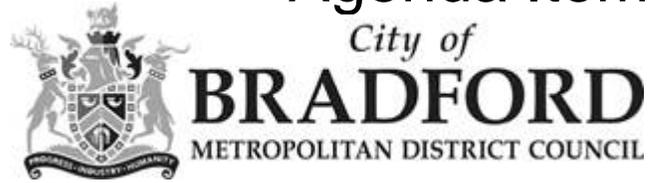
Organisation and Workforce Development equality objectives:

- Programme of secondments/ shadowing/mentoring/ apprenticeships/ graduate opportunities set up - Minimum 40% taken up by disabled/younger/BME etc by 2020.
- 850 staff per year involved in a range of networks. Networks to include: Staff focus groups, WFD road-shows, Lunchtime drop-ins, Frontline Worker Development sessions. With networks fully contributing to the equalities agenda
- Minimum of 12 Equality and Diversity 'activities' available to staff and Members per year this may include training courses, development sessions, access to on-line learning resources, up-dates/ comms via internal communications

Apprenticeship programme – Targets set for representation across the apprenticeship and traineeship offer:

- 10% - special educational needs and or disabled people
- 30% - BME
- 5% other vulnerable groups (carers, young offenders, young parents etc.)
- 100% - children leaving care – offered access to traineeship or apprenticeship

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Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny to be held on 14 October 2021

L

Subject:

Attendance Management

Summary statement:

This report provides an update on the Managing Attendance Scrutiny Review which was considered at Corporate Overview Scrutiny Committee on 22 October 2020.

EQUALITY & DIVERSITY:

Equality and Diversity considerations are integral to the effective management of sickness absence. Wellbeing interventions for employees aim to maintain good health and have a positive influence on the protected characteristics identified by the Equality Act 2010. Health outcomes can be significantly impacted by having certain protected characteristics and this is recognised in the implementation of the Wellbeing Strategy through the Wellbeing Framework and Action Plan.

Recent work on supporting the workforce through the Covid-19 Pandemic resulted in an individual risk assessment being implemented for all Black, Asian and Minority Ethnic and other at risk employees, and several video conferences being arranged to engage with staff. The Wellbeing Strategy has been Equality Impact Assessed and will continue to enable the Service to be instrumental in providing an inclusive employee wellbeing offer and support employees regardless of their background or disability to stay in work.

Absence data and is now available to managers in a variety of formats including an innovative dashboard. Data is displayed, formatted and analysed to examine the impact on protected characteristics so that appropriate action can be taken.

Anne Lloyd
Director of Human Resources

Portfolio:
Corporate

Report Contact:
Simon Jenkins, HR Manager Corporate

Overview & Scrutiny Area:
Corporate

1. SUMMARY

- 1.1 A Managing Attendance Scrutiny Review was considered by the Corporate Overview and Scrutiny Committee on 22 October 2020. One of the agreed recommendations was that the Committee receives a report back in 12 months, which monitors the progress against all seven of the recommendations. This report provides this update.

2. BACKGROUND

- 2.1 At the Corporate Overview and Scrutiny Committee of Wednesday 22 November 2017 it was agreed that an in-depth Scrutiny Review, into Managing Attendance across Bradford Council would be undertaken.
- 2.2 A report was produced by the Corporate Overview and Scrutiny Committee in response to this recommendation made by the committee and was considered by the committee on 22 October 2020.
- 2.3 In recent years' sick absence in the Council has peaked at 13.0 Full Time Equivalent (FTE) days lost per employee in 2018/19 and reduced to 10.75 FTE days lost per employee in 2020/21. The operating environment has changed significantly due to the COVID-19 pandemic and Council staff have been delivering services in many different ways.
- 2.4 Sickness absence caused by poor mental health is the main cause of sickness absence and has been steadily increasing over the past 5 years, which is a national and global trend. The appointment of a Wellbeing Co-ordinator has added capacity to develop a comprehensive programme of wellbeing interventions that are detailed in Appendix A, aimed at reducing sickness absence which seek to address this trend.
- 2.5 In their report the committee agreed to 7 recommendations, the respective progress update is detailed under each recommendation:

Recommendation 1:

That amendment's be made to Bradford Council's Managing Attendance Policy, specifically relating to promoting earlier conversations and dialogue between manager and employee, with a view to a quicker return to work.

Update on Progress:

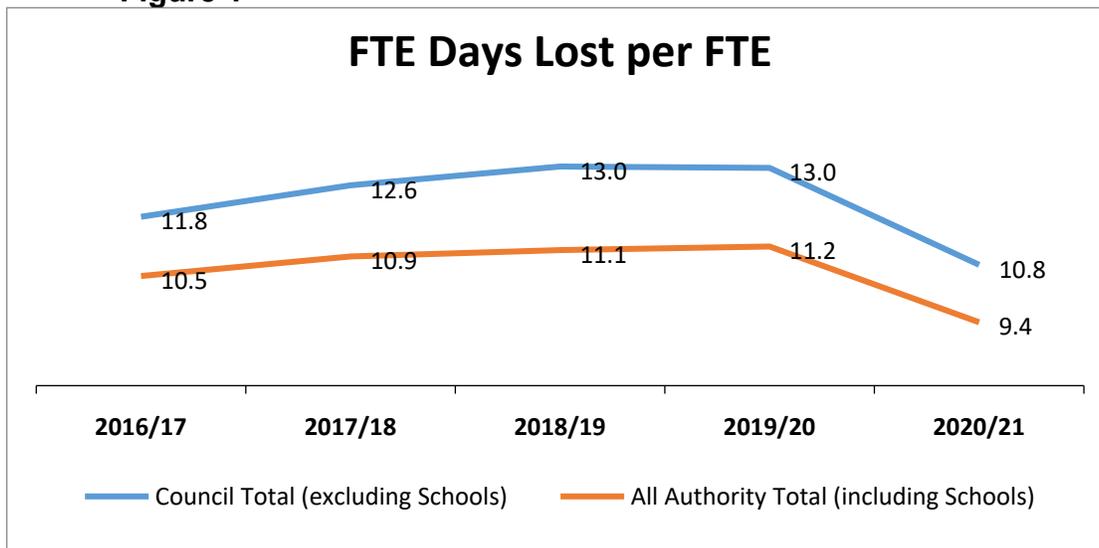
Early conversation and intervention by managers for all sickness cases has always been paramount. Our outsourced HR Advisory Service, which came in-house from August 2021, provided a coaching service to managers enabling them to feel confident in making those interventions. Relevant guidance has been provided and frequently updated for managers to enable them to effectively and sensitively manage sickness absence.

- 2.6 Guidance was updated during 2020 and 2021 to support staff wellbeing with a particular focus on the pandemic. This included additional guidance and support

around health and wellbeing, physical and mental health, and new guidance to support Covid-19 including self-isolation, shielding, vulnerable staff, Covid sickness absence, Long Covid and vaccine reaction, all of which promote early conversations and dialogue to support employees to stay well and return to work as soon as possible.

2.7 The chart below (Fig 1) shows the average number of Full Time Equivalent (FTE) days lost per employee over the last 5 years. This shows a very significant drop in sickness absence between 2019/20 and 2020/21. The factors influencing this decline are varied; due to the promotion of earlier dialogue, support, new and well publicised guidance and support tools, and also the impact of the pandemic on service delivery and working arrangements.

Figure 1



The chart below (Fig 2) shows the days lost per FTE by Department.

Figure 2

| Sickness Days: | FTE Days Lost per FTE (original BV12 definition) | | | | |
|--|--|--------------|--------------|--------------|--------------|
| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| Department | | | | | |
| Health & Wellbeing | 14.74 | 14.68 | 15.60 | 13.37 | 13.66 |
| Chief Exec's & Office of the Chief Executive | 4.60 | 7.71 | 5.36 | 4.87 | 7.30 |
| Children's Services | 13.72 | 13.62 | 14.03 | 14.98 | 12.52 |
| Place | 11.22 | 13.01 | 14.06 | 13.58 | 9.23 |
| Corporate Services | 10.02 | 10.65 | 10.32 | 11.35 | 9.47 |
| West Yorkshire Pension Fund | 9.27 | 6.79 | 6.14 | 6.05 | 5.48 |
| Council Total (excluding Schools) | 11.85 | 12.57 | 13.00 | 12.96 | 10.75 |
| Schools | 8.68 | 8.33 | 7.65 | 7.51 | 6.60 |
| All Authority Total (including Schools) | 10.50 | 10.94 | 11.09 | 11.17 | 9.44 |

2.8 The recent in-sourcing of the HR Advisory service during August 2021 has provided the opportunity to embed this approach further within the organisation and support managers fully through all sickness cases, with supporting case management system, that enhances our ability to proactively manage cases. As part of the proposed employment policy review, HR will be looking at any

amendments needed to the Council's sickness absence procedure. The insourced service wherever possible, encourages managers to be pro-active in their approach to managing sickness absence cases and have early conversations with staff members that are absent to try and facilitate a quicker supported return to work. Each case is assessed on a case by case basis, in order that the most appropriate advice is provided and managers are clear where early conversations might be beneficial for a return to work.

Recommendation 2:

That officers from Human Resources and the Health and Wellbeing Board raise with the Clinical Commissioning Groups and explore opportunities to overcome barriers presented with 'no contact' statements on GP Fit Notes in order to progress support, occupational health referral and adjustments and facilitate an employee returning to work early. That officers review and strengthen the supporting attendance policy on communicating with employees who are absent due to illness or injury.

Update on Progress:

There is some evidence of a small amount of fit notes asking for the employee not to be contacted and occasionally the employee may need some time away from work to help them deal with on-going issues and would prefer management not to contact them. This is often not an unreasonable request, our HR and Employee Health and Wellbeing approach is to assess each case individually and consider the following:

- a) Could another manager be used to make contact with the member of staff?
- b) Could Employee Health and Wellbeing set a timescale as to when they could re-assess the member of staff and see when they might be fit for contact to be made.
- c) We have an obligation/duty of care to the member of staff so can we correspond with a relative for a period of time?
- d) Can we use other mechanisms of communication such as email as this may be less stressful for the employee?
- e) We still need to ensure that we are aware of any wellbeing support that they may require that we can facilitate whilst they are away from work.
- f) Ultimately the employee is obligated to engage in our contractual sickness absence procedure, but we need to approach this in as supportive way as possible.
- g) We also have a right to challenge the medical advice, if this comes from the employee's GP. They are not occupational Health experts, so we could suggest getting a second opinion from our own Employee Health and Wellbeing Service and they may also be able to suggest options that are open to us, such as using an intermediary.

- 2.9 The process for fit notes and their use will vary between all GP Practices. Having engaged with health it has been confirmed that that this isn't something the CCG are able to get involved with. The Council has been directed to progress conversations with the Local Medical Committee in order to progress discussions and communicate with General Practices. The assessment of each individual case will continue.

Recommendation 3:

That the Director of Human Resources reinstates the Department Attendance Champions group, to be chaired by the Director of Human Resources.

Update on Progress:

A revised model has been introduced and is being piloted in Corporate Resources before wider roll out across the Council, whereby Corporate Resources Departmental Management Team consider reports prepared by the Departmental Attendance Champion (DAC) Chair who meets regularly with a network of service champions.

The Director of Human Resources and HR service continue to promote and support the Departmental Attendance Champions meeting, ensuring that appropriate data and guidance is provided and a consistent approach to absence management is taken throughout the organisation. Recent consequences of this approach has delivered greater consistency around attendance review periods. Ensuring consistency in means that the HR Service can clearly see how council services and departments compare to each other and where HR may need to provide additional focus and bespoke support to those departments with higher than average sickness absence rates.

Recommendation 4:

That officers in Bradford Council's Human Resources develop a more consistent and streamlined approach to providing and guidance to Bradford Council officers, who are responsible for managing attendance.

Update on Progress:

Human Resources have developed a multi-channel communications approach and wellbeing offer (see Appendix A) which includes a My Wellbeing Matters Facebook group, a wellbeing booklet that brings tools and support into one place, online webinars and sessions and a refreshed new employee wellbeing strategy.

Our in-house HR Advisory Service established in August 2021, while in its infancy has a new team some posts are currently being recruited to, that are working in a systematic and person centred way to provide consistent advice, coaching and, support to managers and track and manage sick absence cases proactively. The team are developing and adopting key performance indicators to ensure timeliness, quality and customer service measures are in place. HR Advisory support is provided through a blended model of phone/face to face support and further plans are being put in place to provide a single points of access for all

workforce queries, the implementation of development and learning plans and plans to provide multi-channel policy/process toolkits for managers including short practical 'how to' video's, visual and PowerPoint presentations.

The procurement of a case and call management system that will support the work of the HR Advisory team is underway to be implemented in early 2022 (a temporary case management system is in place in the interim).

Significant work has also been undertaken within HR to remodel the service. A People Strategy has been developed which refocuses on enabling the organisation to deliver the type of workforce needed to meet its priorities and support the whole employee life cycle. It provides the link between the Council Plan and the workforce needed. This is supported by a new Workforce Development Strategy which includes investment in inclusive management, leadership and talent development.

A new policy review cycle framework has been developed and will be implemented during Q3/4 of 2021/22 FY that provides a systematic, clear, accessible and inclusive suite of policy and procedures, supporting guidance and toolkits.

Recommendation 5:

That Bradford Council's Human Resources officers develop and implement approaches, to ensure that the Council's Managing Attendance Policy is being followed consistently, by those officers who have a responsibility for Managing Attendance.

Progress Update:

In addition to the progress updates contained within recommendation 1-4 of this report, the Council introduced targets for managers in August 2018 to measure adherence with agreed absence management processes. For long term sickness the target was for 75% of formal cases to be closed in under 122 days. Trigger points have long been in place to alert managers to take certain actions when one of their staff has a certain level of sickness.

As we transition into and embed the new service and HR structure targets will be reviewed taking account of what has been learnt through the pandemic, from staff engagement (surveys and sessions), and learning from current practices and new targets developed and consulted upon. The current approach to targets could be seen as punitive in some areas (e.g. proportion of formal improvement notices target at 33%) which does not align with person centred, work focussed approach.

The table below shows the latest performance figures.

Figure 4

| Short Term Sickness | Target | Actual |
|--|-------------------------|----------|
| Proportion of formal improvement notices | 33% | 31.7 |
| Cases raised when a trigger point has been exceeded (8+ days absence in 12 months) | 85% | 32.8% |
| Long Term Sickness | | |
| Average length of absence | 122 d a y s | 124 days |
| Cases raised when a trigger point has been exceeded (4 weeks of absence) | 85% | 84% |

2.10 The graphs below provide further information on compliance showing the proportion of cases where managers have raised a case in compliance with the sickness absence procedures. There has been a slight improvement in compliance.

Figure 5



2.11 Performance data is considered by Departmental Management Teams, and actions put in place to improve compliance including using the Departmental Attendance Champions network. Areas of poor performance have been identified and interventions are being put in place to improve this performance, including a bespoke approach that is being piloted currently.

2.12 A key part of compliance is ensuring the managers have access to relevant data and intelligence. The Workforce Dashboard has played a major part in this and was rolled out to all staff with access to Bradnet in September 2019. This gives a wide variety of regularly updated anonymised statistical workforce information by Department and Service, including absence management, case management and absence performance.

2.13 This dashboard is in a process of continuous improvement in response to user feedback received and now provides transparent workforce data on a wide range

of topics in an easy to use format which can be exported to other applications as required. Managers are able to easily see the contribution they are making to their Service's successful management of sickness absence.

- 2.14 The Workforce Dashboard is currently the number one most-visited Dashboard on the Council's network, and has been visited 269 times in the last 2 months.
- 2.15 The data on the Workforce Dashboard is anonymised "open data", which means that anyone in the Council can access it. HR is now also currently further improving the data service provision to managers, trialling a restricted Manager Dashboard with a group of pilot managers, which is almost ready to be rolled out. This will give managers secure, detailed, "real-time" information about their employees and help them to manage absence and attendance more effectively than ever.
- 2.16 The introduction and implementation of the new 'in-house' HR Advisory Team also provides an opportunity to improve performance, customer experience, consistency and work with employee health and wellbeing to support managers to reduce absence and support people to stay in work or return to work as early as possible.

Recommendation 6:

Mandatory learning and development support should be provided to all Bradford Council officers who have a responsibility for managing attendance.

Update on Progress:

Bradford Council managers have continued to receive coaching on absence management through the out sourced, and more recently through the in-house HR Advisory service. The table below shows the number of line managers who have received specific managing attendance/managing mental health training and the percentage trained.

Figure 6

| Year | Total Managers | No. Trained | % Trained |
|------|----------------|-------------|-----------|
| 2015 | 910 | 98 | 10.8% |
| 2018 | 898 | 420 | 46.8% |
| 2021 | 1,073 | 434 | 40.5% |

Due to the Covid Pandemic it has not been possible to provide face to face learning so training activity has reduced slightly and the offer has moved online.

The HR Advisory service will provide ongoing coaching to managers, and also some bespoke training and face to face support. The new Workforce Development Plan identified ten priority areas of learning and development for the Council – with a clear focus on inclusion, culture, and values which will support with the 'how' managers' manage and support their staff through sickness and/or disability. As part of the policy review cycle framework any new or refreshed policies will have a supporting communications and training plan associated with delivery and launch.

Recommendation 7:

Bradford Council's Corporate Overview and Scrutiny Committee to receive a report back in 12 months, which monitors the progress against all the recommendations contained within this scrutiny review.

Update on Progress:

This report shows the progress made against each recommendation.

Appendix A outlines the developments made and future plans for the employee health and wellbeing offer.

3. OTHER CONSIDERATIONS

None

4. FINANCIAL & RESOURCE APPRAISAL

None

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

None

6. LEGAL APPRAISAL

None

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

None

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.3 COMMUNITY SAFETY IMPLICATIONS

None

7.4 HUMAN RIGHTS ACT

None

7.5 TRADE UNION

Consultation and engagement with the Trade Unions is a critical aspect of effectively managing sickness absence. Trade Union consultation will take place for future policy refreshes of sickness absence and supporting attendance.

7.6 WARD IMPLICATIONS

None

**7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS
(for reports to Area Committees only)**

None

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None

10. RECOMMENDATIONS

That Corporate Overview and Scrutiny Committee consider the contents of this report and provide any feedback that they wish to do so to enable the HR & OD team to incorporate this in our ongoing work.

11. APPENDICES

Appendix A - Employee Health and Wellbeing Offer

Appendix B - Corporate Overview & Scrutiny Committee Managing Attendance Scrutiny Review Report 22 October 2020 (Report No.7 on the main agenda pack)
<https://bradfordintranet.moderngov.co.uk/documents/g7430/Public%20reports%20pack%2022nd-Oct-2020%2016.00%20Corporate%20Overview%20and%20Scrutiny%20Committee.pdf?T=10>

EMPLOYEE HEALTH AND WELLBEING OFFER

In August 2020, Employee Health and Wellbeing appointed a new Employee Wellbeing Co-ordinator. This has enabled us to develop a comprehensive Staff Wellbeing Offer that is constantly evolving.

Outlined below is what has been achieved to date, the initiatives and projects currently active, and the projects we are now working on:

ACHIEVEMENTS

- 1 Refresh of the **Bradford Council Staff Wellbeing Strategy** with objectives linking with our Council Plan and Council values, and development of the Employee Wellbeing Framework (**December 2020**). These were presented to and approved by CMT in March 2021.
- 2 Staff **Wellness Check with Employee Health and Wellbeing** launched in September 20. This self-referral service provides an opportunity for individual staff members to confidentially discuss their health, wellbeing and lifestyle choices. Clients come with a range of issues such as difficulties with sleep, pain management, mental health, financial worries. Clients are supported in setting wellbeing goals and provided with information on which they can make an informed choice about changes that could help them improve their health and wellbeing. This may also include access to other internal or external services.



63 Wellness Checks have been carried out with 62 members of staff reporting they felt this was Beneficial or Very Beneficial to their wellbeing and 1 person reporting this was of limited benefit to the:

- 3 Development of a range of communications to help our staff look after themselves covering; keeping physically active, looking after our own mental health, looking out for a colleague, financial wellbeing and staying connected. For example, the **Employee Wellbeing Champion** monthly newsletter (circulated to Employee Wellbeing Champions, Staff Equality Network Leads as well as our internal and external partners) providing information which links to the **Wellbeing Calendar** covering monthly topics. The themes are based on our own data (sickness absence statistics and qualitative information), Public Health research of what the local issues are for our staff/residents. Also linking with national/global campaigns
- 4 **Weekly wellbeing messages** provided for **Week Ahead** giving our CMT advance notice of what will be communicated that week

5 **Weekly wellbeing messages on Bradnet** linked to monthly theme.

As an indication of update rates:

- Your Wellbeing Calendar - Wednesday 9 December - 96 clicks to this page from the all staff Bradnews email
- 8 September 2021 - World suicide prevention day newsletter - 54 link clicks to the Samaritans information and 21 link clicks to the Zero suicide alliance training

6 **Mindfulness session for staff** launched August 20. Mark Anslow delivers a virtual **Mindfulness** session via Webex every Friday at 12.30. Staff can also access the session via the staff Facebook group, **Your Wellbeing Matters Facebook Group** which is updated with information on monthly theme for staff to access who may not have a work computer.

- *228 members of staff have accessed these sessions since they were launched and a paper has been prepared to request funding to support the expansion of these sessions to all staff.*

7 **Walk Leader Training** opportunity currently to receive training to become a Workplace Walking Leader through **Living Streets** giving our staff the tools to offer support on how colleagues can safely increase walking into their working days.
August 21

8 **Mental Health Action Plan and discussion template** (March 2021). Managers have been provided with a tool that can be used to record routine wellbeing discussions so that any issues affecting staff can be picked up in a timely manner. Staff can then be supported and signposted accordingly. Managers must keep a record of their plans that set out contact arrangements with management and peers for staff members.

9 Membership of **Leeds Mindful Employer Network** Leeds Mindful Employer Network, commissioned by Leeds Public Health and led by Leeds Mind, brings local employers together to champion positive mental health at work.

- By being a member of this network we benefit from a wide range of support, guidance, information and events focused on improving workplace mental health. It provides access to free tools and resources to help with areas such as raising awareness, reducing stigma, introducing policies and embedding good practice.
- Currently the Network is supporting employers across the region with specific challenges around the Covid-19 crisis

10 In February 2021 we were invited to join a design team with others from organisations across Bradford District and Craven to lead on the development of the **Act as One Festival**. The Act as One Festival's aim is to celebrate the joint working of all organisations across the District working together with the ambition of keeping people 'happy, healthy at home'. Included in the schedule were a host of wellbeing events so that staff could take some time out and look after themselves and boost their wellbeing. The Festival took place over April and May this year. The wellbeing events were designed for all those working in paid or unpaid roles within health and

care. The **evaluation demonstrated** that the areas of interest were the Menopause and also issues arising for people under different working arrangements under the pandemic, such as working from home and having less contact with colleagues. The statistics also revealed that there needed to be some levelling up in terms of a more diverse approach to the content and how the sessions were delivered to make the event more inclusive. The learning from the sessions has now been taken forward into the planning for the next set of events

11 Provision of **Mental Health Support Service (MHSS) through Remploy** to all staff. The **Access to Work Mental Health Support Service**, delivered by Remploy, funded by the Department for Work and Pensions provides confidential one-to-one workplace mental health support for Bradford City Council employees or apprentices.

- It offers expert advice and support for **nine months**, which includes, a wellbeing plan to help employees stay in - or return to work, suggestions regarding workplace adjustments and coping strategies. They will also include the client's line manager in discussions if the client agrees and feels that would be helpful.
- We promote and host **monthly sessions** with this service encouraging our employees who may be struggling emotionally to access the support and have monthly meetings with the **MHSS manager** to discuss the numbers of referrals they are receiving from Bradford Council and any arising trends. The service is essentially self-referral but the statistics reveal that staff are encouraged to use the service from **Employee Health and Wellbeing** and **Line Managers**.

Bradford Council Remploy referrals by quarter:

| | Q1 | Q2 | Q3 | Q4 |
|----------------|----|----|----|----|
| 2020/21 | | | 54 | 60 |
| 2021/22 | 28 | 75 | | |

CURRENT INITIATIVES AND PROJECTS

- 1 Equalities, Inclusion and Diversity: **Employee Wellbeing Co-ordinator** part of the Staff Equality Network Lead Team listening to the experiences of our staff from diverse groups and taking wellbeing related issues forward in response
- 2 **Employee Health and Wellbeing Technician** working jointly with Women's Voices Network Lead to deliver two one-hour interactive management education session on the Menopause per month
- 3 Signed up to the **West Yorkshire and Harrogate Staff Check-In Campaign** throughout September 2021. This campaign is aimed at preventing staff suicide and we are part of a group of organisations across **West Yorkshire and Harrogate** who use this campaign and its resources to educate, raise awareness and save lives. Suicide is preventable and we have fully embraced this campaign as part of our overall **Wellbeing Framework**.

4 Launched in June 2021 **The Cellar Trust: Mental Health Training Platform**

- offers free courses covering; mental health awareness, the causes of low mood, improving sleep, suicide awareness and understanding the effects of stress. It links to a range of further resources, so that those who need help with their mental health can find support quickly and easily. The courses can be accessed via all electronic devices and smart phones. Our **Employee Wellbeing Co-ordinator** is part of the steering group that looks at the platform's continued development

5 Currently liaising with our **Sports and Leisure facilities** to discuss staff discount for facility access and branding under **Living Well**

6 Employee Health and Wellbeing are currently undertaking a **pilot with Revenues and Benefits** to support the service to identify their current wellbeing status and look at areas for improvement. As part of this work the first iteration of a **Manager's Wellbeing Toolkit** has been developed. This toolkit provides sections on:

- The business case for workplace wellbeing, what it is and why it is important
- The importance of recognising the current context in which employees are working and adopting the right "tone" when communicating wellbeing plans to staff
- Getting the basics right – developing an infrastructure where regular meetings with staff to ask them how they are and obtaining their views and feedback about their working day is routine
- Tools to establish some baseline data so that actions can be measured for success (including a staff survey)
- Utilising and communicating the current staff wellbeing offer to show staff that their wellbeing is being given priority (Staff Wellbeing Guide/Wellbeing messages and information via Bradnet/Wellbeing Newsletters, services currently available to staff both internally and externally, providing line management support and training etc)

The pilot will be running over the next three months

7 Joint working with **West Yorkshire & Harrogate Mental Health Hub**. Staff Wellbeing is a top priority across the West Yorkshire and Harrogate Healthcare Partnership, with many leaders (including our own Chief Executive) highlighting concerns about staff stress and burnout through the pandemic.

NHS England / Improvement has funded the development and ongoing delivery of a mental health and wellbeing hub until the end of March 2022 to support over 100 000 staff who work in WY&H HCP organisations free of charge, across all sectors including voluntary and community services.

The Hub brings together individual therapeutic services with mechanisms and services that emphasise prevention and culture; support having the right conversations at the right time with the right people; work with teams and

organisations to develop their local offers and support triaging, signposting and advocating for most appropriate support for individuals. They have a team of psychologists in place who are trained to deal with trauma, stress and burnout; depression and anxiety.

We aim to offer an appointment within 48 hours of a referral being made either via the **Employee Health and Wellbeing team**, a manager or leader or self-referral from their telephone support service which is open every day, 8am-8pm (0808 1963833).

Employee Health and Wellbeing are having regular meetings with the Head of Psychology leading on this piece of work to discuss the needs of our staff and current work is being undertaken to word the marketing and publicity making it attractive and inclusive to Bradford Council staff.

- 8 Refresh of the **Employee Wellbeing Guide** which was initially developed to support staff at the start of the Covid-19 pandemic to ensure it remains up to date and fit for purpose
- 9 Access to **Royal Society for Public Health Training Courses**. These courses will help our employees to gain knowledge and confidence to support themselves, their family and friends to live a healthier lifestyle. This also includes learning about local services that can help to support health and wellbeing:
 - RSPH Level 1 – Health Awareness: This course is for anyone living or working in the Bradford district who would like to know more about health and wellbeing
 - RSPH Level 2 - Understanding Health Improvement: This course covers the skills needed to have an appropriate conversation to motivate, encourage and support people to improve or change their health and wellbeing. This is suitable for: Practitioners, staff, line managers, HR colleagues, Employee Wellbeing Champions or volunteers.

The skills and knowledge developed can support wellbeing internally with each other as Council Employees or externally with our service users and residents. All training courses are accredited and take place online over three separate two hour sessions. After these sessions a short assessment needs to be completed to receive a certificate.

- 10 **Cycle for Health** is a programme that provides a route into regular activity, building fitness and self - esteem. Designed specifically for adults identified as having poor mental or physical health, the 12- week package of support develops skills and grows confidence through cycle training and led bike rides. Created in West Yorkshire as part of the West Yorkshire Combined Authority's CityConnect programme, it creates significant change by empowering participants to choose cycling for everyday journeys. The Employee Health and Wellbeing Team are referring anyone who fulfils the criteria and who has an interest in cycling

UPCOMING ACTIVITIES

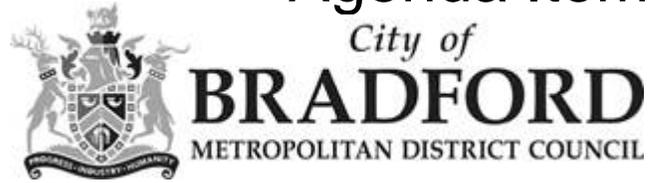
- 1 Pro-active recruitment of **Employee Wellbeing Champions (EWC's)** to ensure there is a Champion (be that a line manager or member of staff) in each service area, or team. Our Champions are crucial to the wellbeing agenda as they have an understanding of the culture of their team/service and are best placed to pick up the needs of their colleagues. Our aim is that every team has an EWC and that they are provided with support and training in line with the level of role they choose to undertake.

They are also instrumental in working with Employee Health and Wellbeing to disseminate information that is in a format that is accessible to their colleagues. Our future intentions and hopes for our champions is (for those that want it) to develop their role and provide further support and training.

Some of our Champions are confident in spotting the signs and symptoms of colleagues who may not be coping and intervene with skilled wellbeing conversations. They understand the resources that are available to people both internally (for example the Employee Health and Wellbeing Service) and in the community and signpost and support employees to access them when appropriate.

Ultimately, EWC's can act as a preventative measure that services can easily and quickly deploy to mitigate the risks of stress and poor mental health in the workplace, while also being a force for creating a culture of wellness.

- 2 **Employee Wellbeing Co-ordinator** taking part in a series of webinars/panel discussions throughout Inclusion Week (launch of RESPECT) encouraging our staff to share their experiences at work, what keeps them well, what could make things better. As well as discussing how we can support each other at work (our **behaviours and values**) Information will be shared at these sessions regarding the wellbeing support staff can access
- 3 **Wellbeing page** to be built into **Respect Sharepoint** for all staff to have access to and will provide a one stop shop for useful information for staff and managers
- 4 **Evaluation** of the pilot Wellbeing Project in Revenues and Benefits to help form the basis for the further development of the **Managers Wellbeing Toolkit** for roll-out across the Council



Report of the Assistant Director to the meeting of Corporate Overview and Scrutiny to be held on 14th October 2021

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Subject:

Progress report on the Council's Equality Plan 2021-2024

Summary statement:

On 1st December 2020 the Council's Executive approved a new Equality Action Plan and instructed officers to report progress against the Plan to Corporate Overview and Scrutiny Committee on a regular basis. This report sets out the key actions and activities undertaken to date to progress delivery of the Council's Equalities Plan and the priorities for the year ahead that will ensure on-going delivery against our objectives.

Equality and social justice must be at the heart of everything the Council does as they are key to the successful and effective delivery of services, the achievement of better outcomes for everyone and the development of a sustainable and inclusive economy. Our Equality Objectives and the plans that sit alongside them are there to help ensure equality is mainstreamed throughout the organisation.

EQUALITY & DIVERSITY: This report sets out progress against the Equality Action Plan and therefore has equalities and diversity hardwired into its purpose.

Jenny Cryer
Interim Assistant Director OCEX

Portfolio: Leader

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Overview & Scrutiny Area: Corporate

1. SUMMARY

- 1.1 This report provides an update on the progress made on the Council's Equality Action Plan 2021-24 and sets out priorities for future work.

2. BACKGROUND

- 2.1 Consultation on the Equalities Plan was undertaken in Autumn 2020 and it was agreed and adopted by the Council's Executive in December 2020. Executive required progress to be reported to Corporate Overview and Scrutiny Committee on a six monthly basis. Although the Action Plan came into formal operation from 1 April 2021, a significant amount of work had been undertaken since its approval and this report therefore reflects progress since December 2020.
- 2.2 Bradford District is diverse, a third of people are Black, Asian or Minority Ethnic (BAME); 20% are of Pakistani heritage and, at the 2011 census, 25% were of the Muslim faith. The District has long been home to people of East European heritage and significant minority populations also include those of Indian, Bangladeshi, African-Caribbean and Arab heritage. Significant communities of interest include people with disabilities and the LGBTQ+ community. Bradford is the UK's youngest city but it is also seeing growth among older age groups.
- 2.3 There are stark contrasts in outcomes with some areas displaying high levels of deprivation and many people are affected by intersectionality - a combination of different dimensions of inequality e.g. income, ethnicity, gender, disability. The COVID-19 pandemic has amplified and exacerbated existing inequalities with those on low incomes, ethnic minorities, people with disabilities, women and people in overcrowded households among the hardest hit.

Equality must be at the heart of decision making as we look to recover and build a better future.

- 2.4 The Equality Objectives for Bradford Council 2021-24 cover the following areas:
- Leadership
 - Workforce
 - Community
 - Service Delivery
- 2.5 The plan covers four years and flexibility is built in to allow the completion of short-term actions and the identification of new actions during that period. Further details can be found at: <https://www.bradford.gov.uk/your-council/equality-and-diversity/bradford-council-s-equality-objectives/>

2.9 Leadership

This objective aims to address the overall approach the Council takes in its approach to Equalities ensuring it is at the heart of all its decision making and provides opportunities for everyone in the district to achieve their full potential.

Recognising the importance of leadership, the elected members approved a

significant investment to enable the work on equalities and engagement. There has been considerable progress in this area. The appointment of the Equalities Lead Officer in June 2021 has resulted in a number of actions some of which are highlighted within this report. The Lead Officer is in the process of meeting with DMTs to discuss departmental equalities - providing support and challenge.

A cross-council equalities officer group meets monthly which is chaired by the Assistant Director Office of the Chief Executive. The group includes Network Chairs and Departmental Equalities Champions. The Champions are the point of contact between the Equalities Group (who oversee the delivery of the plan), and departments. Members of the group have supported a number of recruitment processes and have developed the RESPECT campaign which is being launched in Inclusion Week.

The Council have commissioned an 'Equalities Peer Review' from the Local Government Association. This is due to take place in November 2021. This will enable the Council to identify areas of progress and where development is needed. It will also enable learning from best practice in other areas.

Equalities is a standing item on all Council Management Team agendas and Formal Committee reports are required to have a front page summary of equality implications.

Embedding Equality at the heart of all the Council does has been evident in the work it has undertaken. This includes the Council Plan published in 2021 with Equalities as a key cross-cutting principle informing all activity. The Council has also led the development of a District Plan which has equality as a fundamental guiding principle. The Council has now had the District Plan signed by partnership.

The leadership of the Council have made a commitment to the organisation to increase visibility of senior management listening to our workforce with lived experience of protected characteristics. Senior leadership have committed to being sponsors of the staff networks within the Council. Each staff network has one or in some cases two sponsoring directors. The directors provide them with senior leadership support and a direct reach to senior leadership with their ideas, perspectives and challenges.

(Special A and above) have a commitment to have at least one Equality Objective in their appraisal. These have now been set currently with 83% of senior staff with an equality goal in place. These are being monitored through one to one supervision and appraisal.

The council has committed to ensuring decision making is informed by engagement, consulted on appropriately and communicated clearly and underpinned by evidence. The initial stages of this work will begin with Equality Impact Assessment (EIA) training: A programme of support activities including training and development of EIA champions and an EIA task group is due to launch in Inclusion Week in September 2021.

In August 2021 the Equalities Lead Officer worked with colleagues from the local NHS to deliver the "Root out Racism" launch event in City Park. This was attended

by over 300 people who came together to make a public stand against racism. The event received very positive coverage and good reach in the media and social media.

2.10 Workforce

This objective aims to ensure all employees feel equal and included and comfortable in who they are. That they are supported to achieve their potential and are not subject to any unfair disadvantage regardless of their background, protected characteristic and class and are representative of the communities they serve.

Elected members have approved additional funding for the learning and development needs of Council staff in line with the actions set out in the Equality Plan. The Learning and Development plan includes a suite of initiatives aimed at supporting staff. Equalities and challenging inequality are a key part of how these programmes will be developed.

Leadership and development programmes that will develop and retain talent within the organisation are being revised and supported by the funding budget approved as detailed above.

Online equalities training has now been made mandatory for all new starters at the organisation. This sets a clear expectation for new starters that equalities are important to the organisation and they must seek to understand and address the underlying issues, however further training resources and opportunities will need to be developed. A Continuous Professional Development (CPD) programme has now been put in place in the workforce strategy with equalities as a major strand. The Equalities Working Group have committed to producing lived experience videos to be used as part of CPD and these will be launched in Inclusion Week.

In the spirit of fair and transparent recruitment, all recruitment panels are now more diverse and representative. HR have also provided staff teams with guidance and support in being able to achieve this.

Staff have been offered the opportunity to go on funded development courses such as Masters Level qualifications and there has been active promotion of these opportunities to staff from groups with protected characteristics.

Currently, 18.7% of staff at Special A and above are from BAME backgrounds. This includes two senior managers appointed at grade Special C and above in 2021. The overall proportion of senior managers from BAME backgrounds has increased over the last year.

It is recognised that work with LGBTQ+ groups needs to be taken forward. The organisation is working towards achieving the Stonewall Quality Standard which evidences the organisational commitment to work more confidently on issues relevant to LGBTQ+ groups both within and outside of the organisation.

The planning of the Allyship programme has begun. This will provide a structured programme of training and support for all staff enabling them to be effective allies to

colleagues who identify with a particular protected characteristic. This will include views from our staff networks and community partners such as Race Equality Network (REN) and MESMAC.

The RESPECT campaign being launched in Inclusion Week will be the overarching campaign that addresses and supports all staff and all protected characteristics in placing a positive emphasis on attitudes and behaviours for everyone. The campaign and the Allyship programme are the result of a collaboration between the Staff Networks, policy, HR and communications colleagues.

2.11 Communities

This objective actively encourages all service areas to better understand our communities. The council will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the District.

The Black Lives Matter movement prompted a local, independently led review of statues and monuments to be undertaken. This has been carried out and the outcomes and recommendations have been reported to the Council's Executive. Executive have required officers to ensure that policies for new monuments, commemoration and honouring individuals and groups are diverse and inclusive and agreed that a second phase of work should focus on telling the untold stories of the District's diverse communities. This work is on-going.

To better understand working with diverse groups and sharing of the experiences of staff, service users and projects, the council will be profiling this in Inclusion week- this week long of activities provides many learning opportunities for staff on the different ways in which 'Inclusive working' is addressing inequalities. This programme includes many events from both our internal teams and external partners.

The Council is committed to reduce the level of hate crime experienced by diverse communities. A new Hate Crime Strategy has been drafted, and is to be launched in October 2021. It is supported by University of Bradford research on Hate Crime reporting; which is commissioned by the Stronger Communities Bradford for Everyone programme. The research is currently on-going.

Strengthening our relationships with our VCS partners which include REN, Equality First, Community Action Bradford and District and faith partners has ensured proactive and equitable rollout and messaging of vaccines and countering of hesitancy. There has been good joint working with communities around Ramadan / Eid arrangements and shared messaging in both 2020 and 2021.

Public Health have commissioned research on appropriate messaging on vaccine take up for young people of Pakistani' background in Bradford. This has been used to develop the engagement strategy for the Vaccine Plan. PH also developed the Vaccine Uptake Equalities Plan which was shared and developed further with health partners across the district ensuring a shared vision of rollout.

The Council have published an **economic recovery plan** prioritising those most affected by the pandemic. There is significant evidence that the COVID pandemic has had a greater economic impact on those with protected characteristics, who are more likely to work in the sectors most affected. This includes BAME communities, women, younger adults and people on low incomes in more insecure work. In line with the District Economic Strategy, the recovery plan aims to drive actions that specifically target under-represented groups and specific areas of deprivation. It will also address underlying historical labour market disparities and improve workforce diversity ensuring greater economic participation and opportunity.

The Council has approved £50K budget investment to support Financial Inclusion, and an additional £600K investment for Ward Officer recruitment to support and engage with communities across the District.

Covid Champions project. Bradford Council's Stronger Communities team worked with partners Equality Together, REN, CABAD and Race Equality Network to provide messaging, challenge stereotypes and provide accurate information on test and trace, infection control and the vaccine programme. This programme trained 220 champions from diverse backgrounds and have engaged over 5,500 residents. 135 champions are female and 45 have registered disabilities. They represent 29 different ethnic groups, 7 religions and currently live in 33 wards across Bradford and Keighley. 49 grass root organisations have been funded to provide soft intelligence and contribute to the co-production and co-design group to create accessible communications under the following themes of Fertility, Accessibility and Trust. Material can be found on the Community Engage website. The Covid Helpline, which ended in July 2021, provided Covid-19 support and advice in 13 languages. Over the period of February – July 2021, the helpline received over 1,341 calls which ranged from vaccination concerns to Covid restrictions.

2.12 Service Delivery

To design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. To provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them.

To aim to contract and commission locally wherever possible so that we can support our local economy. This will help to build a local supply chain connected to its wider social responsibilities and offering high-quality employment and training opportunities to local people, while delivering equitable services that are value for money.

In order to collect data that will enable the measuring and effective evidence building, a task and finish group has been created to develop a 'minimum data set requirement for services in order to better understand their user profile and any gaps. This set is yet to be finalised however its roll out will ensure that consistent data is being collected across the Council and among commissioned services. We

have made extensive use of Public Health (PH) data collections for areas to build a framework for delivering vaccines to all, identifying the poorest wards/ high density households/ areas of high Covid rates and using this intelligence to design input and testing/ vaccine offers.

The Council is committed to improving the way it works to serve the communities of Bradford District with its partners in the VCS. New co-production standards and governance will be in place by Q3 of 2021/22 in partnership with the voluntary sector to hear and act upon the voices of service users and carers including those from diverse backgrounds, older people, carers and disabled people.

A co-produced piece of work in Adult Services, working with disabled people and their advocates, is being piloted. Learnings from the work is due to be profiled in Inclusion Week.

Public Health also commissioned REN to support Black and Asian Minority Ethnic (BAME) groups through the pandemic with advice, guidance and messaging in appropriate languages. Public Health commissioned services to support vulnerable groups with complex needs to access health care, testing and vaccines. Public Health co-designed its Vaccine Delivery Plan with key partners such as REN, faith groups and health partners.

Work is due to begin with the procurement team on embedding equality principles in the commissioning process and ensuring our suppliers hold the same equality values which the Council holds.

The work being done by HAF Holiday Activity and Food programme has been supporting the most disadvantaged communities across the Bradford district in terms of low incomes. Working with 106 providers, 14,000 children attended the holiday clubs in parks across the district for 42 days over the summer period. There are plans to continue this work over the coming Christmas period.

There is recognition throughout the organisation that the data collected needs to be more effective in providing an evidence base of the experiences of service users. This is something the Equalities Lead will be addressing over the next 12 months.

3 Next steps:

Priorities for the next year include:

Delivery: to develop the delivery plan that sets out how the actions to each objective will be delivered over the next 3 years in relation to timescales and lead responsibility.

Consultation: To develop an easy-to-use corporate toolkit to help to ensure all services and consultations with the public have equality and fairness as a fundamental principle

Pay gap data: To produce ethnicity Pay Gap Reporting alongside the existing mandatory requirement for employers with 250 or more employees to publish their gender pay gap.

Developing an inclusive service and policy design guide: This will provide service managers with a suite of tools to ensure: appropriate engagement and involvement with all stakeholders, use of existing information, data, and other criteria to be considered such as 'Child Friendly' criteria, when designing, contracting or commissioning, services or policies, and to be aware of and to address barriers to access for low income individuals and families and those who share other protected characteristics. On occasion, some services may be 'exclusive' to ensure that all communities have fair access to the services they need.

Data: Focus on the development and approval of a more streamlined data set on services provided. For the data to demonstrate positive year on year change.

Procurement: to embed equality principles within the procurement process and be able to influence the ability to recruit from the local district, and where possible encourage the use of local suppliers.

Staff development: Develop and rollout staff development programmes targeted at specific protected characteristics to enable our staffing at all levels to reflect the local demographics

Building sustainable relationships: To build on our partnership working with our internal and external stakeholders and partners to move forward on challenging inequalities addressing them with co-produced solutions.

Information: Adopting the Accessible Information Standard across the whole of the Council

Website: Ensuring our Website is accessible so that people can access the information they need via this route

Service user experience: Improving our understanding of all our service users and their needs regardless of their protected characteristic or income.

4. FINANCIAL & RESOURCE APPRAISAL

- There are no specific finance or resource implications

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no identified risk and governance issues

6. LEGAL APPRAISAL

Pending

7. OTHER IMPLICATIONS

None

7.1 SUSTAINABILITY IMPLICATIONS

None identified.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None identified.

7.3 COMMUNITY SAFETY IMPLICATIONS

None identified.

7.4 HUMAN RIGHTS ACT

7.5 TRADE UNION

None identified.

7.6.1 WARD IMPLICATIONS

None identified.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None identified.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

9.1 That Members consider the progress made and the next steps set out in the plan

11. APPENDICES

Appendix 1 – Equalities Action Plan.

Appendix 2 – Equalities Dashboard.

12. BACKGROUND DOCUMENTS

None.

Annex A: DRAFT Equality Action Plan

| Objective 1: We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour | | | |
|---|---|--|---|
| Desired outcome | Action | Success measure | Progress update September 2021 |
| Open and accountable leadership. | <p>Equality and diversity performance targets will be agreed with all members of senior management (service head level and above).</p> <p>Performance management procedures to be reviewed and made more robust, incorporating best practice from other organisations, including consideration of linking performance to pay starting with Strategic Directors and Assistant Directors.</p> | Percentage of overall performance appraisals with an equality and diversity target. | Equalities have been a key discussion in all appraisals for Managers at Special A and above. 83% of Senior Management have an equality objective goal recorded on the Evolve system. This is expected to be 100% before the end of October. |
| | <p>Renew focus at the Health and Wellbeing Board on equality and develop a shared vision of equality across all partners.</p> <p>Use our partnerships to drive businesses and organisations in the District to look at their own Diversity and Inclusion objectives</p> | Equality group set up and work is embedded and monitored through the District Plan. | The Wellbeing Board have established a District Wide System Equalities Group which the Council is a key member of. This Wellbeing Board has taken the Council's equality objective themes to be the District themes. The Wellbeing Board has agreed to fund a Cross System Equalities Lead. |
| Safe places to speak, be heard and build trust | Self-organised staff groups to be encouraged, resourced and facilitated by the Council, in particular for officers who share protected characteristics or other challenges or interests in common. Each group to be sponsored by Council Management Team and feed into wider equality work. | Staff groups created and feedback/ survey from these groups demonstrate they are valued by their members and are having an impact. | <p>Staff networks are in place for BAME, LGBTQ+, Disabled people, Carers and women. Each network is sponsored by a CMT member.</p> <p>The launch of the RESPECT campaign has set out values and behaviours in regard to equalities</p> |

| | | | |
|--|---|---|---|
| | | | <p>that are expected of all staff. This has been launched in Inclusion Week.</p> <p>'Safe space conversations' with staff have been held encouraging a better understanding of protected characteristics</p> <p>Staff groups created and feedback/survey from these groups demonstrate they are valued by their members and are having an impact.</p> |
| <p>Review Council's disciplinary, grievance and whistleblowing procedures and implement best practice. Publicise the existing progress, the review and any future changes to it through the internal communications processes</p> <p>Ensure robust accountability of grievance process to reflect this is a shared responsibility for all, including monthly reports from Strategic Directors to the Chief Executive and Leader on grievance processes by directorate.</p> | <p>Grievance review completed</p> <p>Reduction in average time to complete grievances</p> | <p>The grievance review has been completed.</p> <p>All grievances are now monitored by HR. 75% of grievances are closed within 140 days. The average has decreased from 136 days in Q4 to 89 days in Q1. 41% of all grievances were resolved informally. There has been increased support and coaching to managers conducting processes. Increased mediation and investigators have also been provided.</p> | |
| <p>Increase visibility of senior Council staff.</p> <p>Hold a series of sessions to connect people with different backgrounds to senior leaders sharing lived experiences.</p> <p>Proactively look to create safe spaces to support</p> | | <p>Staff engagement sessions commenced during the Summer 2020 and have continued on a regular schedule.</p> <p>A cross teams Equality Group has been set up which meets regularly with CMT.</p> | |

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| | <p>difficult conversations to take place so that the organisation can seek to address any unequal treatment in whatever form that might take.</p> | | <p>Lived experience videos have been developed and used at the Launch of RESPECT campaign Inclusive working with different groups was profiled from work both within the Council and from external VCS partners in Inclusion Week</p> |
| <p>A workforce that understands the District and champions equality</p> | <p>Invest in and introduce innovative equality and diversity training or awareness methods as soon as possible. These methods should effectively challenge attitudes, behaviours and bias (conscious and unconscious).</p> <p>Review our induction programme to ensure that all officers are aware of Bradford District and its diverse communities when they enter a role at the Council.</p> | | <p>Equality & Diversity e-learning is added to all new starter profiles, with a target date of 90 days to complete. This course is added as a 'complete once' e-learning package. Further learning around more detailed protected characteristics is also available. The proportion of employees who have completed equality training has doubled in the last year from 31% to over 60%.</p> <p>These are self-directed e-learning courses available on Evolve. There has been a marked increase in staff completing E&D training due to annual performance reviews (appraisals) taking place where E&D is a mandatory requirement. To increase awareness of equality, inclusion and diversity, part of the People Strategy includes the Workforce Development Plan. Listed are some of the areas of focus: A refreshed training programme on inclusion for all staff</p> |

| | | | |
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| | | | <p>Training for all managers on leading diverse teams Development of an ally programme to support underrepresented communities A Making Connections for Managers development programme which includes modules on Inclusion and Intersectionality, Psychological Safety and Speaking Up and Compassionate Leadership Minimum number of 5 learning and development days per year per employee Online equality training is now mandatory for all staff</p> <p>The Council has launched a series of training workshops and support for Equality Impact Assessments</p> |
| | All staff volunteer one day a year across the service where staff can interact and engage with communities. | | This is ongoing |
| | Capture stories of our communities and the impact we make, particularly emphasising where finance, legal and procurement play a role to make this happen. | | This is an on-going project led by the Bradford for Everyone Team |

| Objective 2 - Work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential. | | | |
|---|---|--|---|
| Desired outcome | Action | Success measure | Progress update September 2021 |
| Ensure that every employee feels included, are able to bring their whole self to work and that barriers to success are removed. | Undertake staff engagement through staff surveys and also, re-establishment of self-organised/directed staff networks groups. | Improved satisfaction results Improved workforce diversity particularly at senior grades | Staff engagement session with senior leadership have taken place starting in summer 2020 The staff groups have hosted sessions for staff within the council to increase understanding of issues faced by different protected characteristics. BAME staff at senior grades has increased from 18.4% in June 202 to 20.1% in June 2021. There is recognition of the need to work on developing the confidence of staff from LGBTQ+ and Disabled groups in disclosing their protected characteristic in staff surveys |
| | Review and refresh of policies and procedures and in-sourced HR Advisory approach | Employee Relations case durations reduced | HR Advisory has now been brought in house from August 2021 |
| Supporting every employee to reach their full potential through our approach to learning and development. | Complete refresh of talent development programmes Refreshed equality and diversity training that includes unconscious bias and cultural awareness Management training programme developed | Minimum number of 5 learning and development days per year per employee Increase percentage of diversity in Special Grades achieved through talent development programme Increased completion and equalities awareness through | Increase percentage of diversity in Special Grades achieved through talent development programme Increased completion and equalities awareness through mandatory equality and diversity training. This has increased by 17% from the previous year |

| Objective 2 - Work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential. | | | |
|---|--|---|---|
| Desired outcome | Action | Success measure | Progress update September 2021 |
| | | mandatory equality and diversity training | Management and leadership development programme/s in place and performance reported. Staff training and development sessions / online using Evolve. |
| Achieve a workforce that represents the communities we serve across all levels through our approach to recruitment and selection and talent development. | Review approach to attraction, recruitment and selection and remove barriers. Mandatory diverse interview panels are expected. Consider introducing Mandatory Ethnicity Pay Gap Reporting alongside the existing mandatory requirement for employers with 250 or more employees to publish their gender pay gap | Increase diversity in senior grades Increase self-declaration rates Monitor and report performance on recruitment and workforce diversity and increases through recruitment and selection and promotion | BAME staff at senior grades has increased from 18.4% in June 2020 to 20.1% in June 2021. Self-declaration rates remain low in LGBTQ+ staff. this is being addressed through the staff networks and the high-profile Stonewall work. Bradford reported on the ethnicity pay gap in 2021. |

| Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District. | | | |
|--|---------------|---|--|
| Desired outcome | Action | Success measure | Progress update September 2021 |
| | | Statistically valid response rate increased | Advice is available to teams, but this is a key focus when the new Head of Service for Marketing and |

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.

| Desired outcome | Action | Success measure | Progress update September 2021 |
|--|--|---|---|
| | Easy to Read Guide (check list) is provided on how to effectively carry out consultations and surveys. | Geographic and diversity of respondents is reflective of population. | Communications starts in a joint piece of work with Policy and all Council Teams. This will learn from work undertaken through Bradford for Everyone Team. |
| | <p>Review and publicise more effectively the different routes in which communities can get involved in the Council and this is promoted widely via People Can and BDMC website.</p> <p>Review our decision making processes and how we involve diverse communities.</p> <p>Work with commissioning and procurement on different ways to involve people in decision making such as participatory budgeting.</p> | <p>Website tracks engagement levels through traffic data and enquiries sent.</p> <p>Involvement of diverse communities is increased.</p> <p>Involvement of communities in decision making is increased.</p> | <p>This continues to be promoted and a review of the website is underway.</p> <p>Social Value is in place in the Procurement Strategy. This will learn from work undertaken through Bradford for Everyone Team.</p> |
| | All Boards will commit to a set of diversity, equality and inclusion principles and measures for example, all will need to appoint local people that reflect the makeup of the District. | Target is set for each partnership and monitored. | This is ongoing and in the role of the Equalities Lead Officer to lead on. |
| Decision making is communicated Build capacity and understanding of | Mechanisms in place to encourage and enable underrepresented groups to contribute to discussions in a safe and supported way | Involvement of communities in decision making is increased. | This is being led through the work of Bradford for Everyone. |
| | All staff volunteer two days a year in the VCS. | Social value indicator | This is ongoing |

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.

| Desired outcome | Action | Success measure | Progress update September 2021 |
|--|---|--|--|
| Working with communities Decision making is communicated | Deliver and promote accessible services for all by reviewing bi-annually accessibility and equality needs through peer to peer service reviews, for example a day interviewing staff. | Services reach satisfactory, good or excellent. | An LGA Peer Review on Equalities is being undertaken in November 2021. |
| Hate crime is reduced/ eradicated | We will understand the impact of our decisions and develop clear mitigation reducing any negative impact by logging all decisions clearly with their equality impact. All staff are trained and supported on how to complete Equality Impact Assessments. | | The Council has begun the rollout of training sessions on EIA's for officers. EIA Champions are being recruited from staff networks and the VCS. |
| People are empowered to challenge discrimination, prejudice and racism Hate crime is reduced/ eradicated | Communicate our decisions in a balanced and sensitive way by ensuring that staff understand what could be interpreted as inciting community tensions and using up-to-date terminology. | Increased confidence. Increase understanding. | Staff training on equality will be addressing this over the next 12 months. The RESPECT campaign and its staff safe space workshops also address the issue of terminology for communities and protected characteristics |
| | Continue to work with partners to operate zero tolerance to hate crime in all its forms across our District | Hate crime decreases. Hate crime reporting increases. | In terms of what we are doing to reduce hate crime, CBMDC have contracted the Bradford Hate Crime Alliance to: Provide hate crime awareness training to targeted community groups, i.e. those that are deemed to be a higher risk of suffering hate |

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.

| Desired outcome | Action | Success measure | Progress update September 2021 |
|-----------------|--------|-----------------|--|
| | | | <p>crime such as African Caribbean and African, Asian Women, Faith and disabilities. Encourage people to report hate crime by providing 28 independent hate crime reporting centres across the District. Provide support and help to hate crime victims. Arrange hate crime awareness events and activities throughout the year and especially during the annual hate crime awareness week. 9th -16th Oct this year.</p> <p>The Hate Crime Strategic Management Group, comprising of partnership organisations CBMDC, WYP, BHCA, Victims Support and Restorative Justice, meets once every 2-months to discuss all hate crime matters in our District including HC data, events, local and national issues that impact hate crime, etc. Bradford Districts Hate Crime Strategy 2021-24 will be launched on Monday 11th October 2021 at an event</p> |

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.

| Desired outcome | Action | Success measure | Progress update September 2021 |
|-----------------|---|--|--|
| | | | organised at the Carlisle Business Centre. |
| | Ensure that our communities and staff that work in customer service facing roles are trained on effective facilitation, reassurance and mediation. | Increased confidence Number of complaints reduced. | Work to commence in 2022 as part of the Workforce Development Strategy. |
| | All staff actively promote the use of 'District Shared Values'. Staff are held accountable to the values in their annual appraisals. Communities and District Partnerships sign up to these. | Number of appraisals successfully completed. Reduction of discrimination cases. | Performance in relation to appraisals has improved over the last year to 55.7% for the 12 months to March 2020 (from 49.6% for the same period the previous year). Bradford district become one of five integration areas as part of the Integrated Communities Strategy (March 2018). During the two years that preceded the outbreak of coronavirus we invested in 50+ projects, in over 24 wards and implemented programmes to strengthen social cohesion and integration locally. The Belong and University of Kent national research shows local areas that invested in social cohesion programmes are faring better in the midst of the Covid-19 pandemic compared to |

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.

| Desired outcome | Action | Success measure | Progress update September 2021 |
|---|---|---|--|
| | | | other cities with higher levels of resilience, hope and cohesion. |
| People get along together across communities | <p>All staff feel confident to report hate speech and hate crime.</p> <p>Staff are trained on the Anti-Rumour and Critical Thinking campaign.</p> <p>All staff know how to implement a zero tolerance policy if they see or hear a service user or resident being affected.</p> | <p>Increased confidence.</p> <p>Increase understanding.</p> <p>Reduction of discrimination cases.</p> <p>Hate crime decreases.</p> <p>Hate crime reporting increases.</p> | <p>The re-launch of the District Wide Hate crime strategy is due to happen in October in Hate crime week</p> <p>The RESPECT campaign promotes behaviours and values that are respectful to all. It stands strongly against hate crime/speech towards all protected characteristics</p> <p>Staff networks are building the confidence of staff to report hate crime</p> |
| Data and intelligence is gathered and shared to inform and improve services People get along together across communities | We will work with our communities to ensure that monuments and memorials across the District reflect, celebrate and commemorate the contribution of all our communities to our cultural heritage. We will also ensure that people can access the contextual information about monument or memorials such as the discriminatory practices that were acceptable at the time the monument was created. | <p>Increased confidence.</p> <p>Increase understanding.</p> <p>Hate crime decreases.</p> <p>Hate crime reporting increases.</p> | The first stage of this piece of work has been completed and its recommendations presented to CMT a phase 2 has commenced with a session on 'Communities and Inclusive commemorating' as part of Inclusion week. |
| Data and intelligence is gathered and | Promote good relations between and across communities by ensuring that services do not | Increased confidence. | Equality and communities training led by Bradford for Everyone was offered across sector and to VCS |

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.

| Desired outcome | Action | Success measure | Progress update September 2021 |
|---|---|--|--|
| shared to inform and improve services | exclude groups and where possible opportunities for social mixing are created. | Demographics of participants accessing services. | organisations, offering opportunities of engagement and learning The Root out Racism launch and events in Inclusion week also presented opportunities of learning about how we work more inclusively and what we can learn from our VCS partners over the course of a series of events. |
| | Carry out a review service by service on what data is currently being held and what intelligence is collected and where it is stored. | | This has started with a paper on recommended minimum data sets being considered by CMT. |
| | Agree a minimum data set and measures for each service particularly protected characteristics. | | This has been completed. It was presented to CMT in June |
| Retain resources locally to support our people and voluntary and community sector | A central platform is developed enabling the Council and partners to access information. | | This will be actioned as part of the review of what data we collect and where it is stored |

Objective 4: We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities and provide accessible information about our services.

We will aim to contract and commission services locally wherever possible.

| Desired outcome | Action | Success measure | Progress update September 2021 |
|---|---|---|---|
| Services meet the needs and are accessible to our communities | Develop an inclusive service and policy design guide | Participation in the design stage Equality data collected by services on usage Complaints about access to services Complaints about delivery of services | This is planned for 2022 as part of the role of the Equalities Lead Officer. |
| Children's needs are reflected in our services | Include Child Friendly criteria in the design guide | Newly designed services/policies meet UNICEF's Child Friendly criteria | This is under development by the Child Friendly I Programme Lead |
| | Develop mechanisms to enable children and young people to directly input into service and policy design | Participation in the design stage | This is under development by the Child Friendly I Programme Lead |
| Service design and delivery has been informed by knowledge and evidence | Ensure knowledge and evidence is available to support service and policy design | Equality data collected by services on usage | This has started with a paper on recommended minimum data sets being considered by CMT |
| | Review the Equality Impact Assessment process | Equality data collected by services on usage | An EIA working group is being convened to share good practice and to review the process currently being used |
| Communities are aware of services available to them and how to access them | Adopt the Accessible Information Standard across the Council | External review of a bundle information we provide – via service leaflets, targeted information, social media, web sites etc. | This is planned for 2022 as part of the role of the Equalities Lead Officer. |
| Externally provided services and commissions adhere to equality legislation and | Ensure contracts and commissions are monitored | Rate of compliance with equality requirements in contracts/commissions | This is part of the Procurement Strategy. EIA training will enable managers to understand equality implications when commissioning services. |

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| our own requirements | | | |
| External providers reflect diversity in their workforce/are based in the District | Reflect in commissioning and procurement processes | Workforce data/location of offices/factories | There is currently a review of procurement processes to ensure that these reflect the values we have as a Council including having a representative workforce. |
| More of our commissions and contracts are awarded locally | Reflect in commissioning and procurement processes | % of commissions/contracts awarded locally % of local procurement spend | This is written into the Procurement Strategy. The target is 60% by 2030. COVID and PPE has impacted local spending which dropped to 33% during the pandemic. In Q1 21/22 the rolling figure had risen to 37.7% In in quarter spend in Q1 was £47.4 million spent with local businesses. Of that £45.58 million was spent with local SMEs. £84,2 million was spent in the Leeds City Region. |

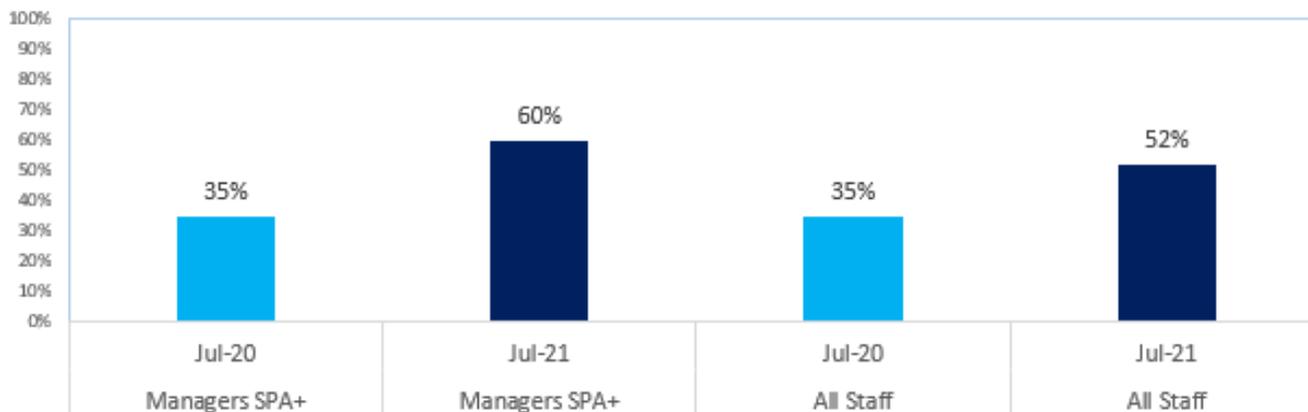
Annex A – Key Performance Indicators



Equalities Objective: 1. Leadership



1. Equality awareness training



| Course Title | % of completions @310721 | Available from |
|-------------------------------|--------------------------|----------------|
| Deafblind | 3% | 27.02.17 |
| LGBT | 4% | 17.08.16 |
| Mental Health & Vulnerability | 5% | 03.12.20 |
| MH for Managers | 2% | 03.11.16 |
| The Equality Act 2010 | 1% | 11.02.21 |
| Trans Awareness | 0% | 11.02.21 |
| Unconscious Bias | 6% | 12.08.20 |

Definition - Headcount of total workforce (please note this fluctuates), excluding casual workers, that have completed equality & diversity awareness eLearning. Also related courses (as defined below) that are available on Evolve.

Equality awareness training

Why is this important?

All our employees need to ensure they understand how to work with, support and provide services to co-workers and service users from all backgrounds. It is therefore important that all staff have the opportunity to access equality training and are supported to undertake this training.

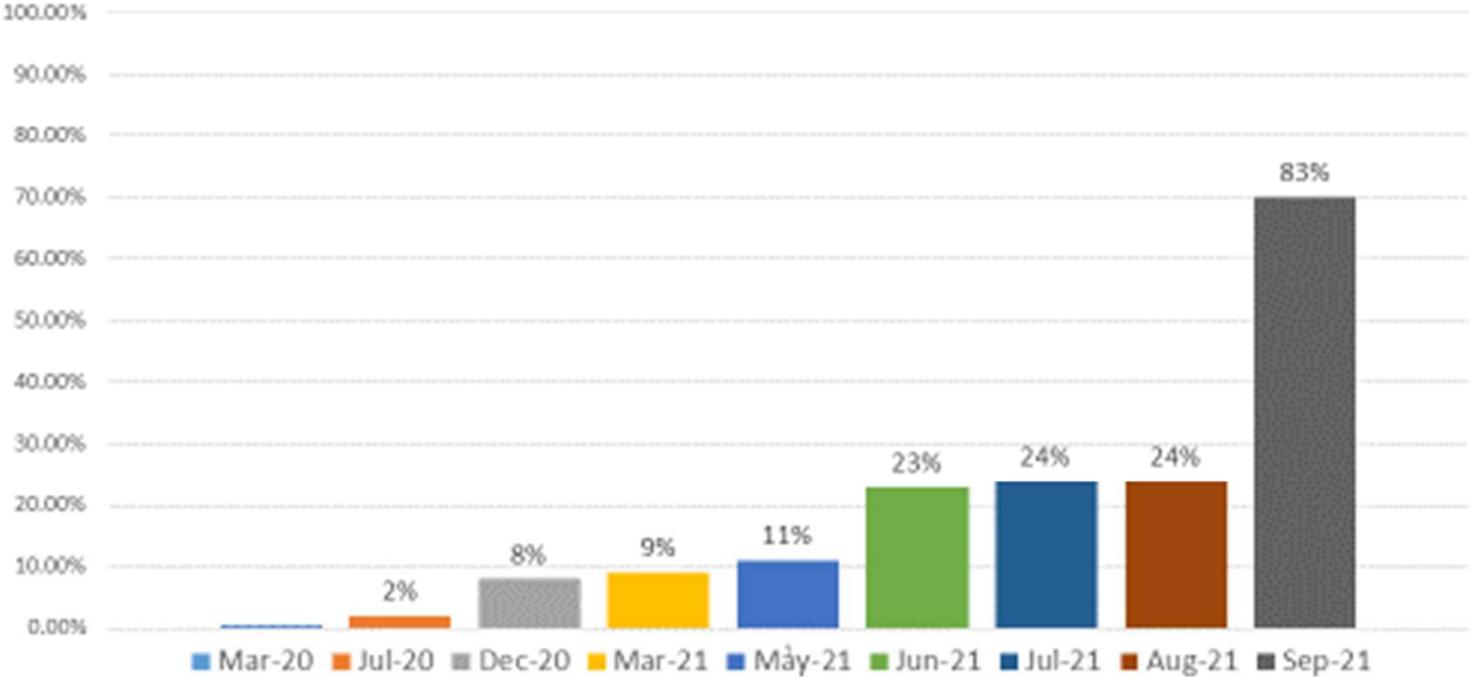
What is the current trend and what are we doing about this?

Equality & Diversity e-learning is added to all new starter profiles, with a target date of 90 days to complete. This course is added as a 'complete once' e-learning package. Further learning around more detailed protected characteristics is also available. These are self-directed e-learning courses available on Evolve. There has been a marked increase in staff completing E&D training due to annual performance reviews (appraisals) taking place where E&D is a mandatory requirement.

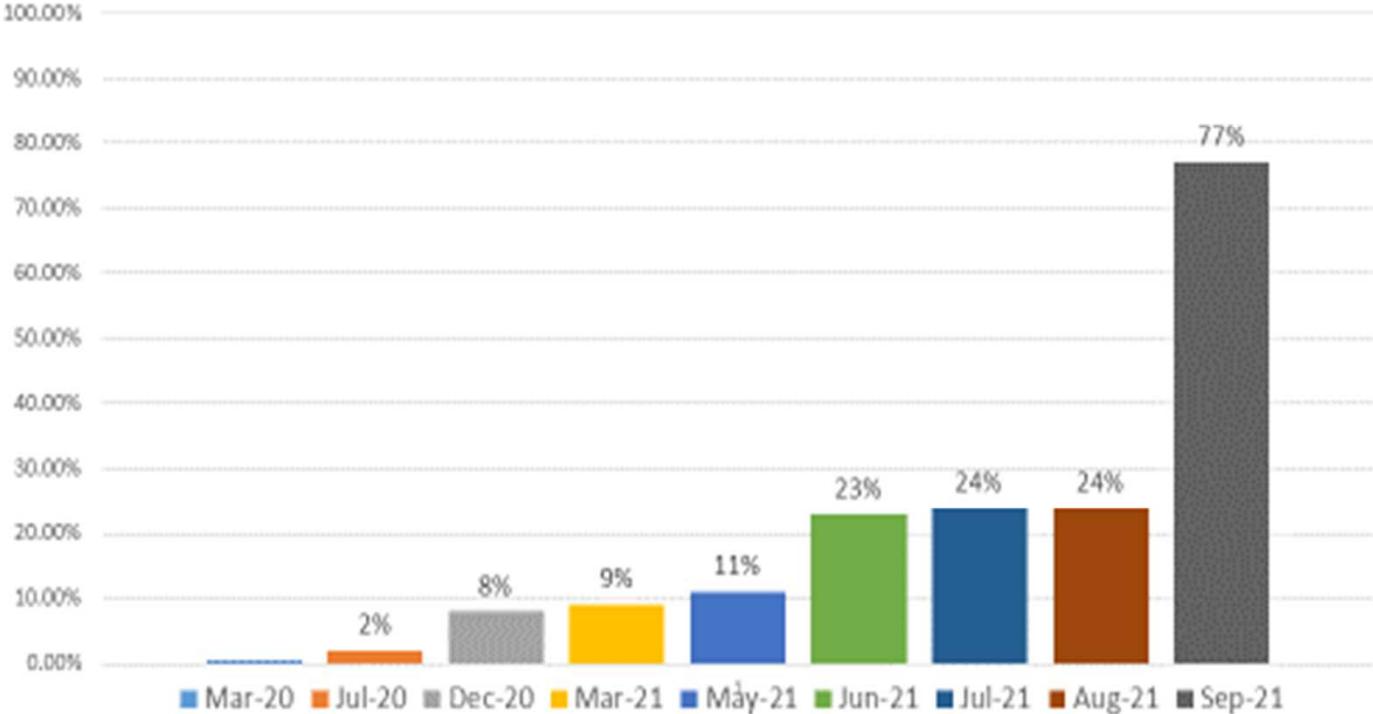
To increase awareness of equality, inclusion and diversity, part of the People Strategy includes the Workforce Development Plan. Listed are some of the areas of focus:

- A refreshed training programme on inclusion for all staff
- Training for all managers on leading diverse teams
- Development of an ally programme to support underrepresented communities
- A Making Connections for Managers development programme which includes modules on Inclusion and Intersectionality, Psychological Safety and Speaking Up and Compassionate Leadership

Percentage of senior staff with an equality objective on Evolve



Percentage of senior staff with an equality objective on Evolve



City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Equality objectives on Evolve

Why is this important?

Following the agreement of the revised equality plan, it has been agreed that all senior staff will have an equality objective on evolve.

What is the current trend and what are we doing about this?

This commitment is in the very early stages and progress will come in future. It is intended that our initial focus will be on ensuring that all managers do have an equality objective. Workforce development will produce some sample objectives to ensure that senior staff understand what a good objective looks like.

Additionally, we wish to engage with staff networks and others to discuss what outcomes should look like too. For example how do we ensure that there is a consequence for not delivering objectives. And what should that consequence look like.

Additional work will need to be done to ensure that we translate that into policy, training and development etc. But we believe it is important to obtain views on what consequence should mean to us.

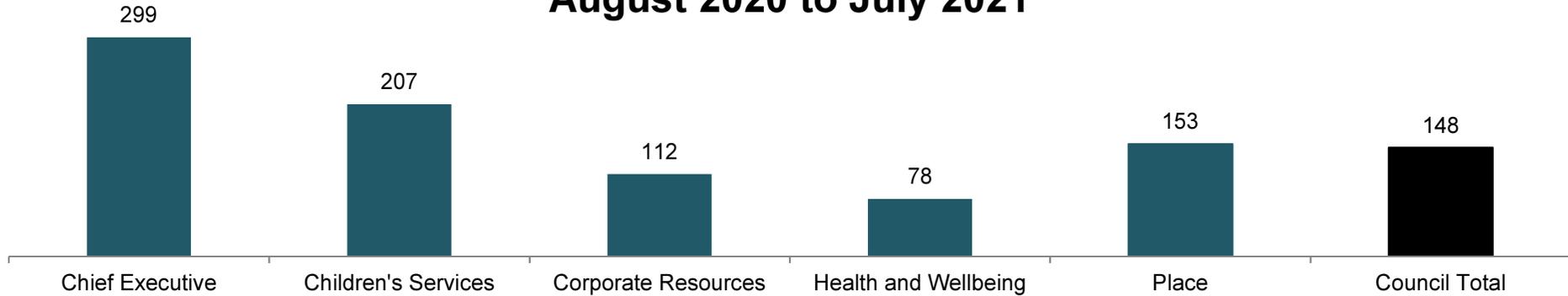


Equality Objective 2: Workforce



3. Grievance response times

**Average of Grievance Case Duration (days)
August 2020 to July 2021**



| <i>Grievances closed</i> | Q2 2020/21 | | Q3 2020/21 | | Q4 2020/21 | | Q1 2021/22 | |
|--------------------------|------------|---------------------|------------|---------------------|------------|---------------------|------------|---------------------|
| Dept | No. Cases | Ave Duration (days) |
| Chief Executive | 0 | | 2 | 192 | 1 | 297 | 1 | 516 |
| Children's Services | 12 | 177 | 14 | 262 | 3 | 129 | 7 | 81 |
| Corporate Resources | 9 | 71 | 12 | 170 | 11 | 98 | 8 | 102 |
| Health and Wellbeing | 4 | 178 | 9 | 74 | 3 | 42 | 4 | 47 |
| Place | 5 | 219 | 4 | 120 | 7 | 217 | 5 | 28 |
| Grand Total | 30 | 152 | 41 | 176 | 25 | 136 | 25 | 89 |

Target - 75% of formal and informal Grievance cases closed within 140 days, including any appeal

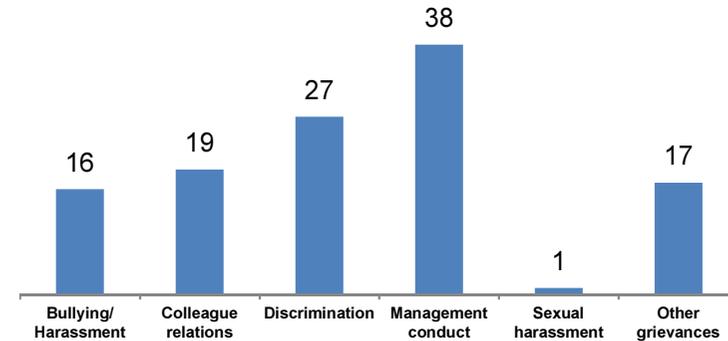


4. Grievance types & outcomes last 12 months

Original Outcomes

| Reason | Informal Resolution | Not upheld | Resigned | Withdrawn | Partially Upheld | Upheld | Closed due to failed contact | Grand Total |
|---------------------|---------------------|------------|----------|-----------|------------------|----------|------------------------------|-------------|
| Bullying/Harassment | 5 | 4 | 1 | 3 | 1 | 2 | | 16 |
| Colleague relations | 12 | | | 5 | 2 | | | 19 |
| Discrimination | 4 | 10 | 1 | 6 | 5 | | 1 | 27 |
| Management conduct | 16 | 2 | 1 | 5 | 11 | 3 | | 38 |
| Sexual harassment | 1 | | | | | | | 1 |
| Other grievances | 9 | 4 | | 2 | 2 | | | 17 |
| Grand Total | 47 | 20 | 3 | 21 | 21 | 5 | 1 | 118 |

Grievance Types



As % of Grievance Type

| Reason | Informal Resolution | Not upheld | Resigned | Withdrawn | Partially Upheld | Upheld | Closed due to failed contact | Grand Total |
|---------------------|---------------------|------------|-----------|------------|------------------|-----------|------------------------------|-------------|
| Bullying/Harassment | 31% | 25% | 6% | 19% | 6% | 13% | 0% | 100% |
| Colleague relations | 63% | 0% | 0% | 26% | 11% | 0% | 0% | 100% |
| Discrimination | 15% | 37% | 4% | 22% | 19% | 0% | 4% | 100% |
| Management conduct | 42% | 5% | 3% | 13% | 29% | 8% | 0% | 100% |
| Sexual harassment | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 100% |
| Other grievances | 53% | 24% | 0% | 12% | 12% | 0% | 0% | 100% |
| Grand Total | 40% | 17% | 3% | 18% | 18% | 4% | 1% | 100% |

- 41% of all grievances were resolved informally
- Only 4% of grievances were fully upheld
- Of the 41 cases that were not upheld, or only partially upheld, 21 of these were appealed
- Of the 21 appeals, over a third were withdrawn and only 4 of them achieved any change to the original outcome

Appeals

| Reason | Appeal unsuccessful | Appeal withdrawn | Appeal partially successful | Appeal successful | Grand Total |
|---------------------|---------------------|------------------|-----------------------------|-------------------|-------------|
| Bullying/Harassment | 2 | | | | 2 |
| Colleague relations | 2 | | | | 2 |
| Discrimination | 4 | 5 | | | 9 |
| Management conduct | 1 | 2 | 2 | | 5 |
| Other grievances | | 1 | 1 | 1 | 3 |
| Grand Total | 9 | 8 | 3 | 1 | 21 |

As % of Appeals

| Reason | Appeal unsuccessful | Appeal withdrawn | Appeal partially successful | Appeal successful | Grand Total |
|---------------------|---------------------|------------------|-----------------------------|-------------------|-------------|
| Bullying/Harassment | 100% | 0% | 0% | 0% | 100% |
| Colleague relations | 100% | 0% | 0% | 0% | 100% |
| Discrimination | 44% | 56% | 0% | 0% | 100% |
| Management conduct | 20% | 40% | 40% | 0% | 100% |
| Other grievances | 0% | 33% | 33% | 33% | 100% |
| Grand Total | 43% | 38% | 14% | 5% | 100% |

Grievance Response Times

Why is this important?

The equalities plan outlined that we need to improve response times for grievance case work. Responding to cases in a timely manner and ensuring that each grievance is processed quickly and efficiently is critical to ensure that we minimise the distress that these cases can cause for all parties involved. It will also ensure that we are able to achieve meaningful resolutions in timescales that can contribute to timely implementations of resolutions

Recognising this, there will be a number of cases that will take longer to resolve than others. Whilst it is hard to be definitive about the exact reasons as to why this may happen, some of these reasons can include the complexity of the grievance, availability of staff to engage in the process and management capacity.

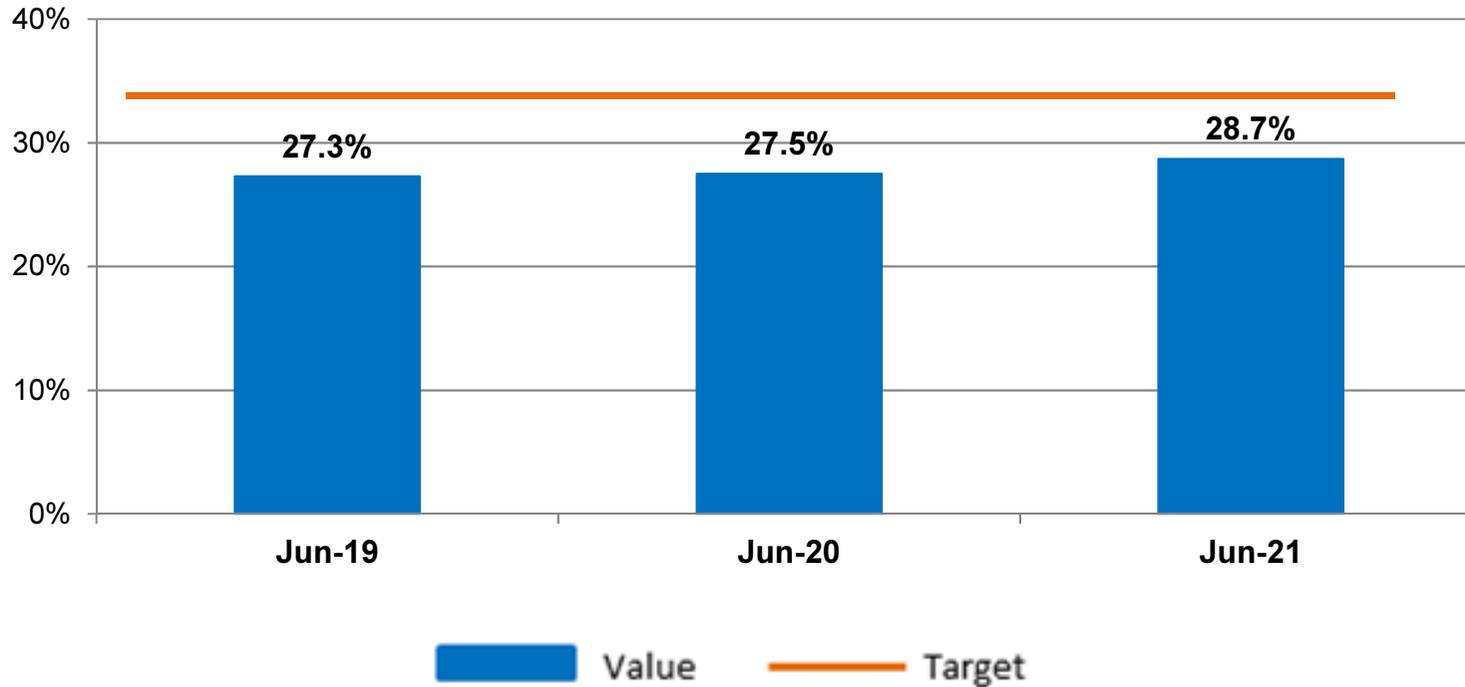
What is the current trend and what are we doing about this?

The welcome news is that over the last quarter the elapsed days taken to conclude a case has reduced. The pattern has been variable in the last year partly due to the difficulties caused by Covid.

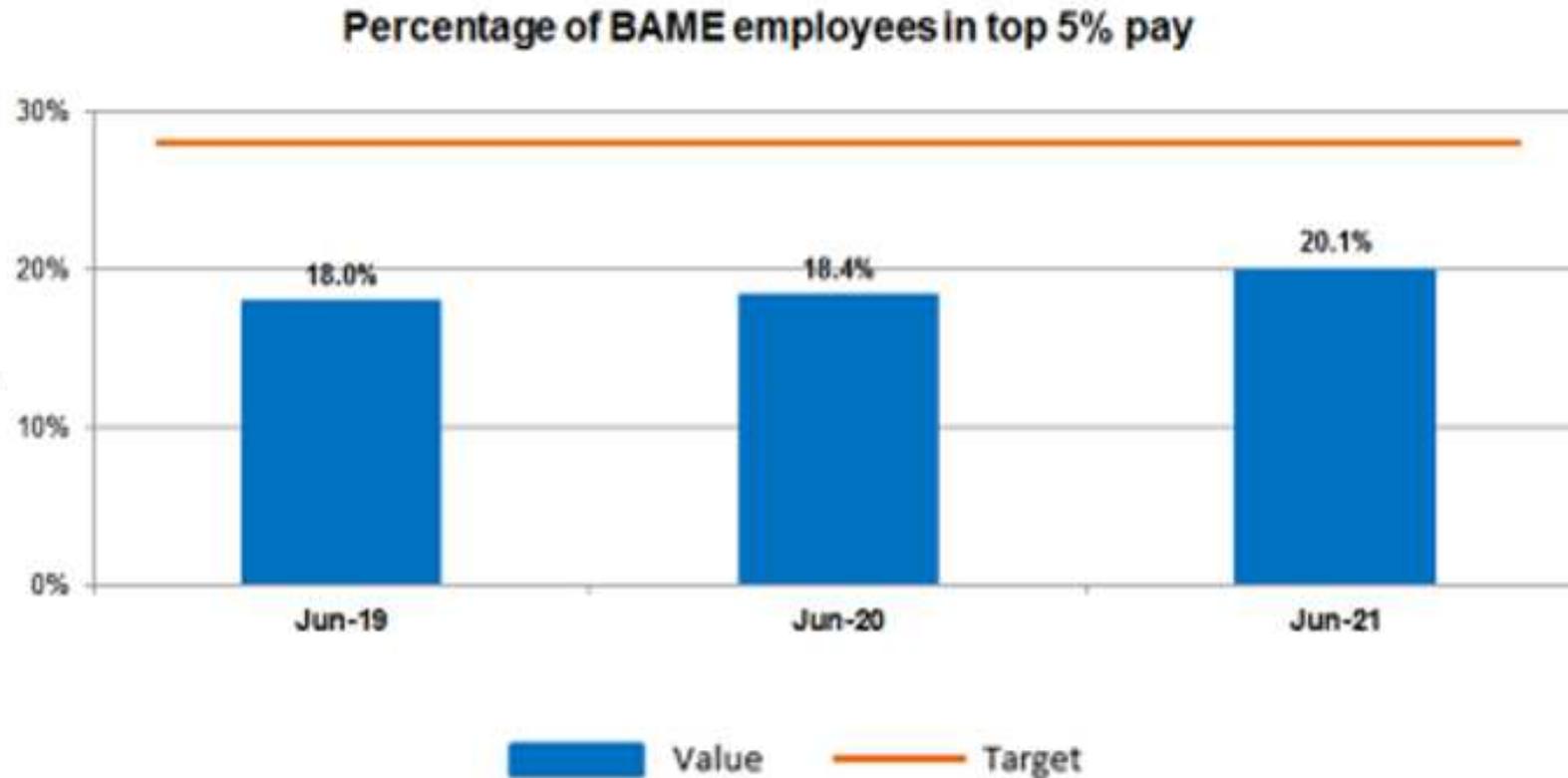
We are continuing to focus our efforts on ensuring cases are concluded as quickly as possible. From an HR perspective this means ensuring that we provide support to managers so that they are able to conduct processes effectively, and that we provide mediation support where that supports meaningful outcomes.

5. Percentage of employees from BAME backgrounds

Percentage of BAME employees



6. Percentage of BAME employees in top 5% pay



Why is this important?

Bradford District Council needs to closely represent the communities it serves. The district is one of the most diverse areas in the country with a high proportion of individuals from a BAME background. The equalities objectives focus on increasing the proportion of BNAME individuals both as an overall proportion of employees but also as a proportion of the senior management (grades special A and above)

What is the current trend and what are we doing about this?

The overall proportion of BAME employees is rising.

There are a number of considerations we need to take into account when we look at improving the opportunity for our under represented communities. What opportunities are available to join the Council, what development opportunities are available, how do we identify and mentor talent etc.

We are currently working to identify how we will best identify:

- Learning and development needs across our workforce
- Develop career development pathways for staff
- Identify talent pools and succession plans so that we can provide stretch opportunities for people to have the best chance when applying for more senior roles.

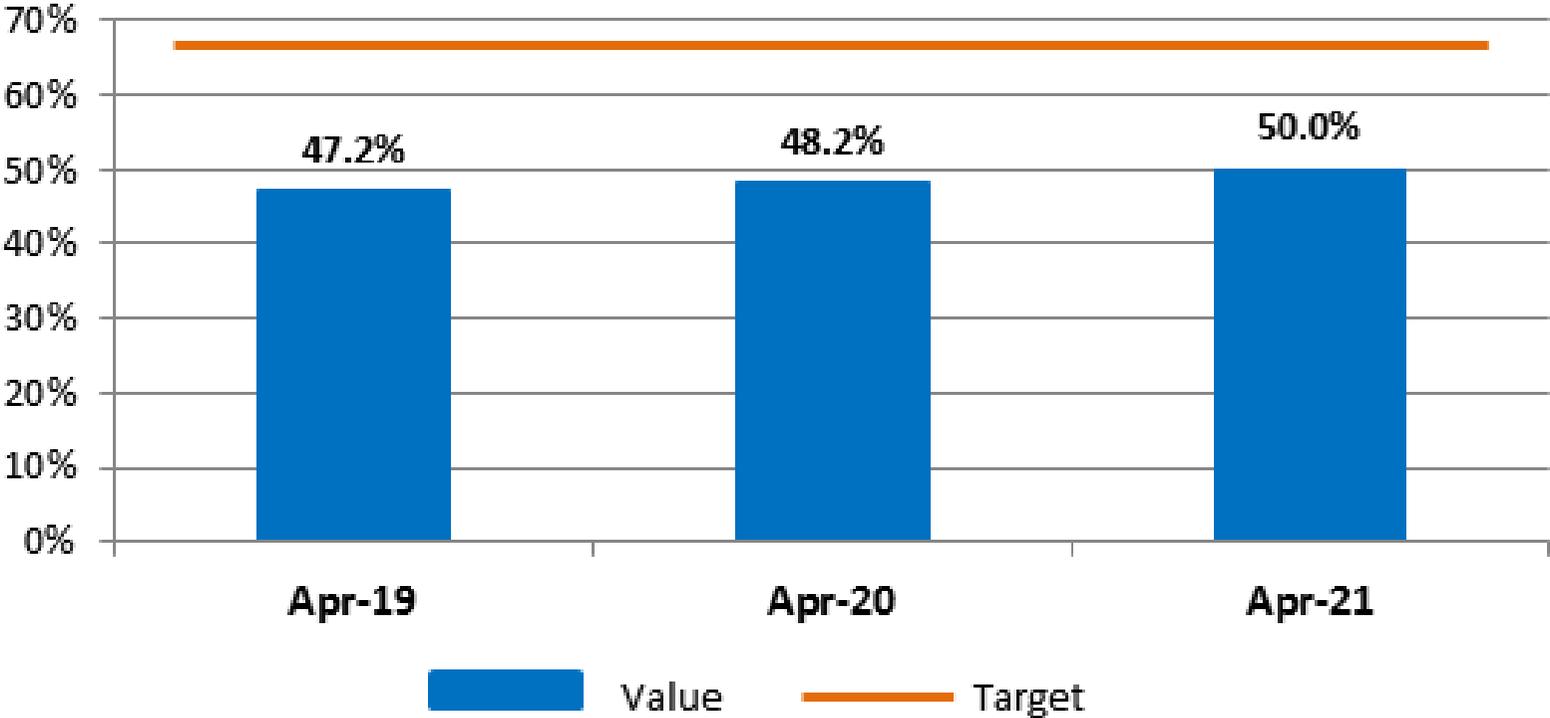
We have also implemented more diverse recruitment panels and we are also going to be implementing a new Recruitment approach to attract diverse talent.

We are also contributing to a District wide 5 year Equalities Composite Plan and also want to co-develop an ally ship programme with all out staff networks.



7. Percentage of female employees in top 5% pay

Percentage of female employees in top 5% pay



Percentage of Female Employees

Why is this important?

Bradford District Council needs to closely represent the communities it serves. The equalities objectives focus on increasing the proportion of female employees both as an overall proportion of employees but also as a proportion of the senior management (grades special A and above).

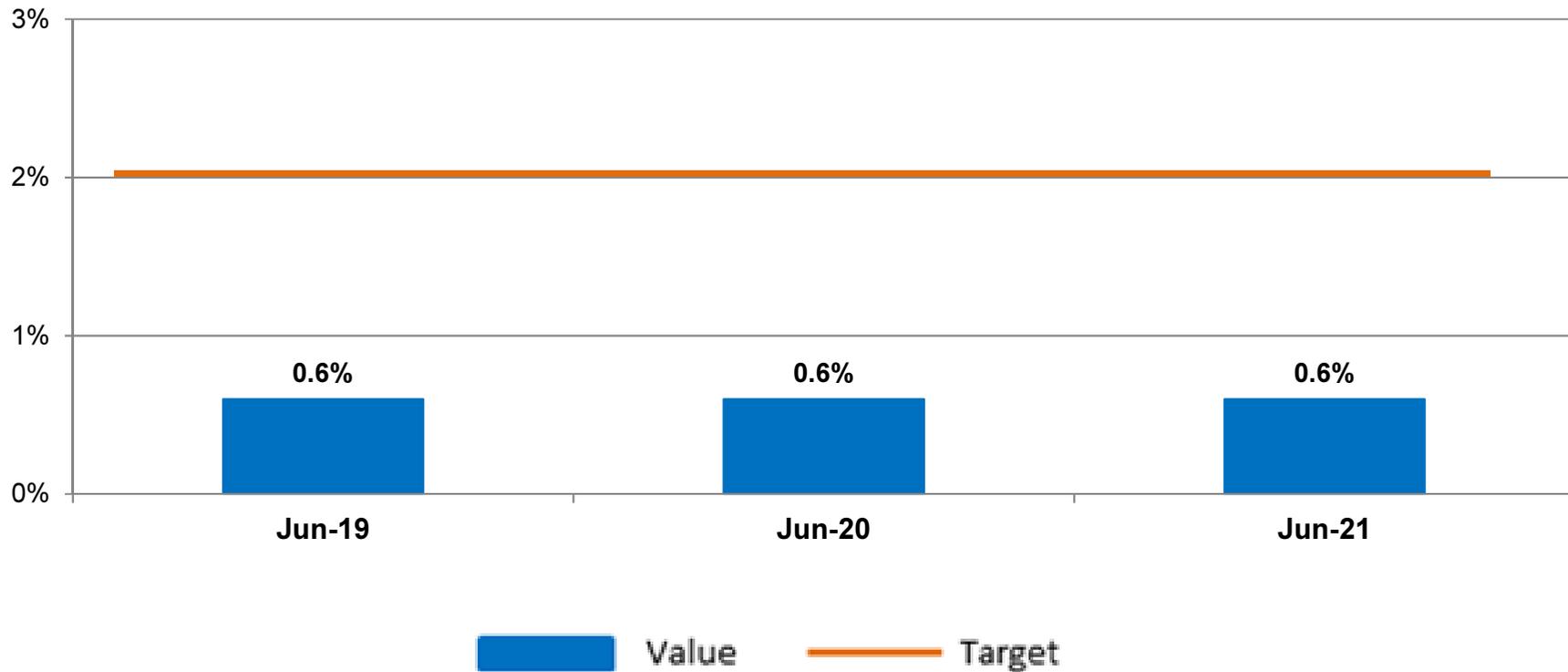
What is the current trend and what are we doing about this?

In the last year, there has been an increase of the proportion of female employees who are in the top 5% pay grades.

The same considerations apply for our female staff as they do for our BAME community.

8. Percentage of employees from LGBTQ+ backgrounds

Percentage of LGBTQ+ employees



Percentage of LGBTQ+ employees

Why is this important?

Bradford District Council needs to closely represent the communities it serves. The equalities objectives focus on increasing the proportion of LGBTQ+ employees both as an overall proportion of employees but also as a proportion of the senior management (grades special A and above).

What is the current trend and what are we doing about this?

The percentage of LGBTQ+ employees has remained stable over the last 3 years, however the number of employees who have declared their sexual orientation is still very low.

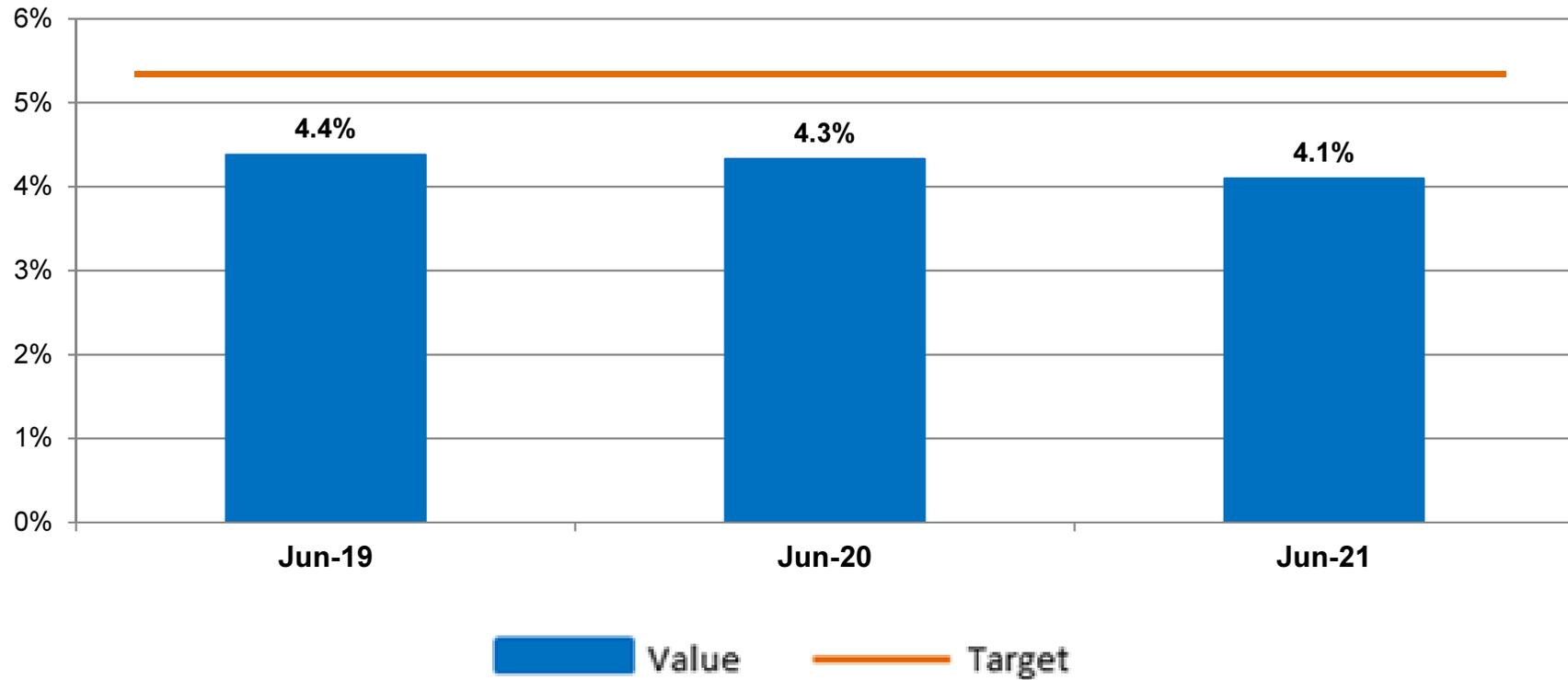
It is not possible to provide a further break down of the figures for LGBTQ+ due to the small number of employees who have disclosed this information.

Out staff networks have an enormous part to play in helping LGBTQ+ colleagues. Additionally, the same considerations apply as per our BAME and female communities.

'There is a need to build the confidence of staff to be able to give their sexual orientation on data we collect. We are currently finalising the Stonewall submission, and also planning a piece of work on 'Communities of Interest Plan' - both of which will address this.'

9. Percentage of employees with a disability

Percentage of employees with a disability



Percentage of Employees with a Disability

Why is this important?

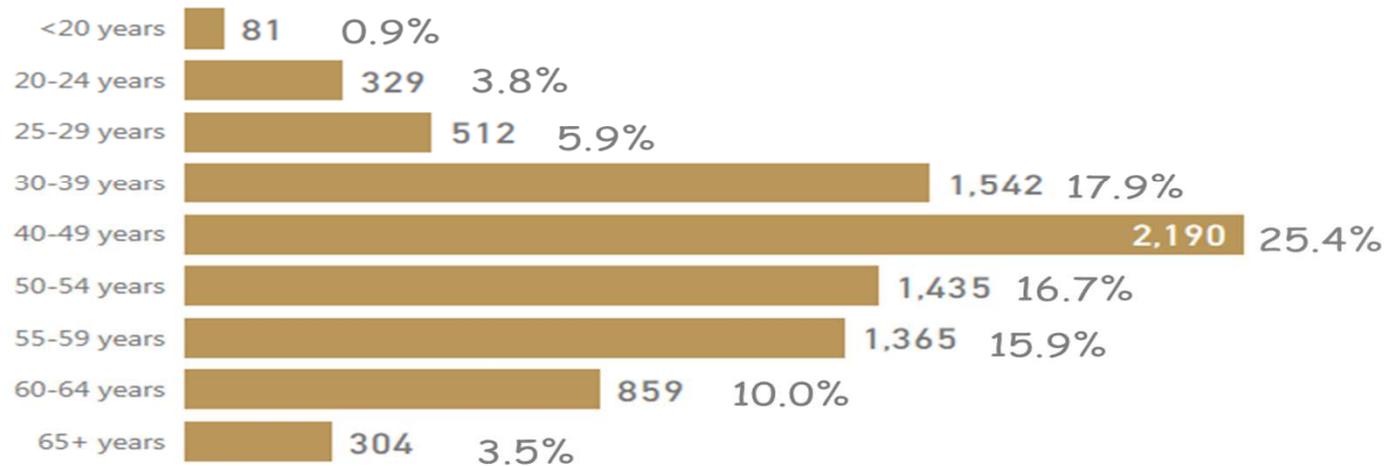
Bradford District Council needs to closely represent the communities it serves. The equalities objectives focus on increasing the proportion of employees with a disability both as an overall proportion of employees but also as a proportion of the senior management (grades special A and above)

What is the current trend and what are we doing about this?

The percentage of employees with a disability has declined in the last period.

Our staff networks have a part to play in helping disabled colleagues. Addition the same considerations apply as per our BAME and female communities.

10. Percentage of employees by age band



Percentage of Bradford District working age population by age group



Percentage by Age for employees and Bradford District

Why is this important?

Bradford District Council needs to closely represent the communities it serves. The equalities objective focus on attracting and retaining an increasing proportion of younger people into the organisation.

What is the current trend and what are we doing about this?

Bradford has an aging core workforce, the current average age of established staff is 47.4 years old and the current average age including temporary staff is 46.5.

The overall average age normally increases by approx 0.1 of a year each year. However, due to the recent influx of a large number of younger temporary Covid support workers, the overall average age has fallen by 0.3 of a year in the last 12 months, from 46.8 years to 46.5 years.

The Kickstart initiative is also likely to have an effect on the overall average age going forwards, as these look to include significant number of younger people coming into the organisation

11. Workforce diversity by grade

@30 June 2021

| Grade | % of Total Workforce | BAME | Female | Disabled |
|---------------------|----------------------|--------------|--------------|-------------|
| Band 1 - 5 | 34.1% | 31.9% | 72.4% | 2.4% |
| Band 6 - 8 | 28.8% | 27.5% | 61.6% | 5.0% |
| SO1 - PO1 | 14.3% | 28.2% | 65.3% | 5.4% |
| PO2 - PO6 | 14.7% | 27.0% | 61.9% | 4.8% |
| Spec Grades & above | 2.6% | 18.8% | 50.2% | 5.0% |
| Craft Worker | 1.5% | 10.8% | 4.5% | 0.0% |
| JNC Youth Worker | 1.7% | 52.4% | 53.3% | 8.7% |
| Soulbury | 0.6% | 15.9% | 66.7% | 2.0% |
| Teacher | 1.6% | 17.6% | 75.2% | 2.2% |
| Grand Total | 100.0% | 28.7% | 64.8% | 4.1% |

@31 March 2021:

| Grade | % of Total Workforce | BAME | Female | Disabled |
|---------------------|----------------------|--------------|--------------|-------------|
| Band 1 - 5 | 35.0% | 31.9% | 72.4% | 2.4% |
| Band 6 - 8 | 28.4% | 27.0% | 62.4% | 5.2% |
| SO1 - PO1 | 14.3% | 27.2% | 65.4% | 5.4% |
| PO2 - PO6 | 14.6% | 26.4% | 60.9% | 4.8% |
| Spec Grades & above | 2.5% | 17.8% | 50.5% | 4.2% |
| Craft Worker | 1.5% | 10.9% | 4.6% | 0.0% |
| JNC Youth Worker | 1.8% | 52.0% | 53.3% | 8.6% |
| Soulbury | 0.6% | 16.3% | 68.0% | 2.0% |
| Teacher | 1.4% | 18.3% | 75.6% | 1.6% |
| Grand Total | 100.0% | 28.4% | 65.0% | 4.1% |

Definition – percentage of whole workforce disclosing the protected characteristic. For ethnicity and disability only, the calculation excludes employees who have not stated their ethnicity.

The percentage of BAME employees overall is increasing, including the percentage of those on Special Grades & above.

The percentage of employees declaring a disability overall is reducing, however the percentage of these on Special Grades and above is increasing.



City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

12. Percentage of employees not stating or preferring not to say their protected characteristics by grade

@30 June 2021

| Grade | % of Total Workforce | Ethnicity Not Stated | Disability Not Stated | Sexual Orientation Not Stated |
|---------------------|----------------------|----------------------|-----------------------|---|
| Band 1 - 5 | 34.1% | 7.0% | 0.5% | Further breakdown not possible due to low numbers |
| Band 6 - 8 | 28.8% | 12.9% | 0.5% | |
| SO1 - PO1 | 14.3% | 6.3% | 0.6% | |
| PO2 - PO6 | 14.7% | 5.5% | 0.6% | |
| Spec Grades & above | 2.6% | 8.6% | 1.4% | |
| Craft Worker | 1.5% | 1.5% | 0.0% | |
| JNC Youth Worker | 1.7% | 17.3% | 0.0% | |
| Soulbury | 0.6% | 13.7% | 0.0% | |
| Teacher | 1.6% | 21.2% | 1.5% | |
| Grand Total | 100.0% | 8.8% | 0.6% | |

@ 31 March 2021:

| Grade | % of Total Workforce | Ethnicity Not Stated | Disability Not Stated | Sexual Orientation Not Stated |
|---------------------|----------------------|----------------------|-----------------------|---|
| Band 1 - 5 | 35.0% | 6.4% | 0.7% | Further breakdown not possible due to low numbers |
| Band 6 - 8 | 28.4% | 11.2% | 0.5% | |
| SO1 - PO1 | 14.3% | 6.5% | 0.7% | |
| PO2 - PO6 | 14.6% | 5.4% | 0.6% | |
| Spec Grades & above | 2.5% | 8.8% | 1.4% | |
| Craft Worker | 1.5% | 1.5% | 0.0% | |
| JNC Youth Worker | 1.8% | 17.8% | 0.0% | |
| Soulbury | 0.6% | 14.0% | 0.0% | |
| Teacher | 1.4% | 15.4% | 0.8% | |
| Total | 100.0% | 8.0% | 0.6% | |

Definition – percentage of the whole workforce that have not stated (or said they prefer not to say) their protected characteristic.

Only 24% of employees have responded about their sexual orientation and a significant proportion of these preferred not to say. Only 17.4% of employees have provided an actual sexual orientation.

For this reason, it is not possible to provide a further break down of the figures for LGBTQ+ due to the small number of employees who have disclosed this information.

We need to encourage more employees, and especially more Senior staff, declaring their ethnicity, disability and sexual orientation by encouraging a culture of openness where employees feel more comfortable disclosing this data.

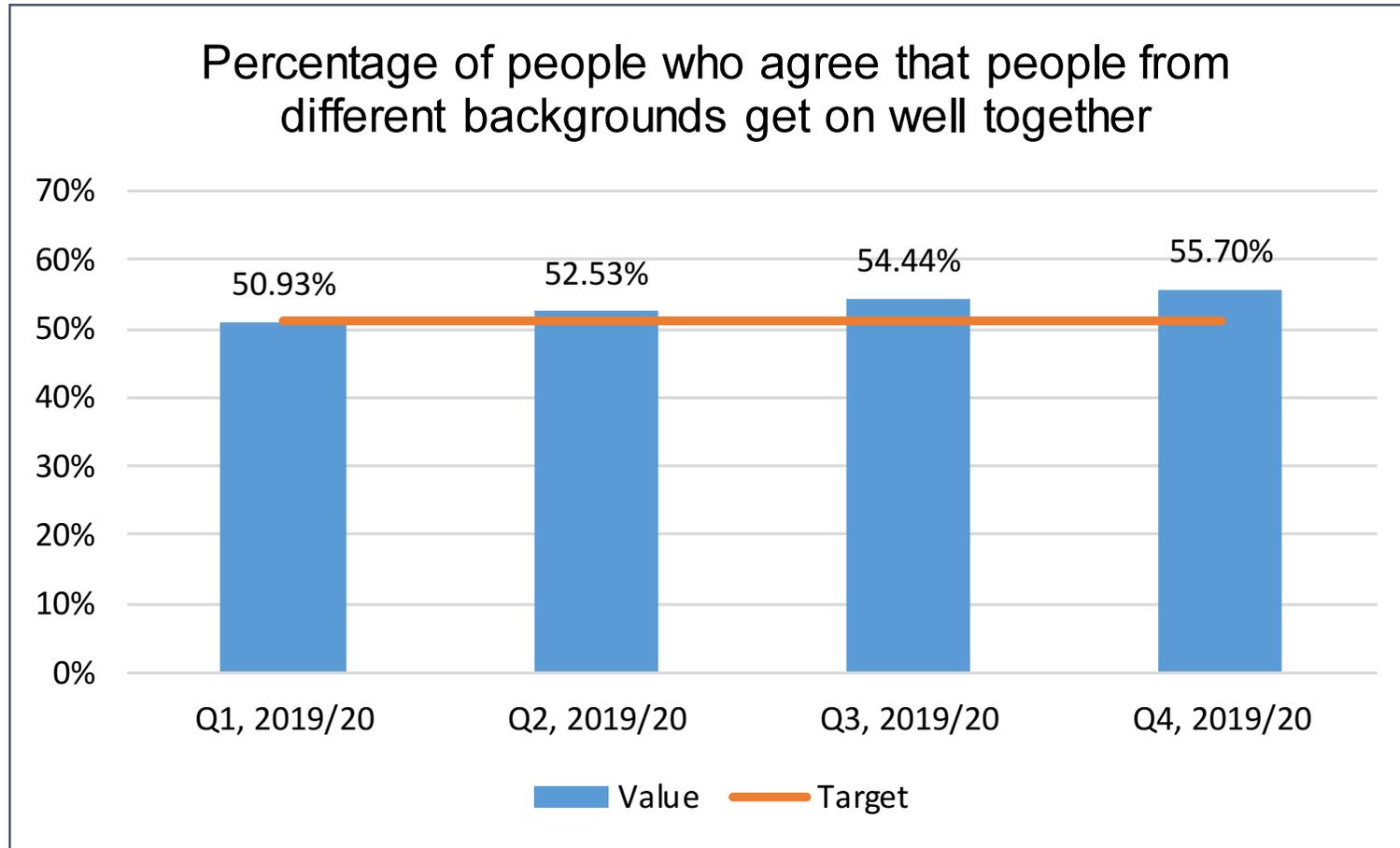


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METROPOLITAN DISTRICT COUNCIL

Equalities Objective 3: Communities



13. Percentage of people who agree that people from different backgrounds get on well together



Percentage of people who agree that people from different backgrounds get on well together

Why is this important?

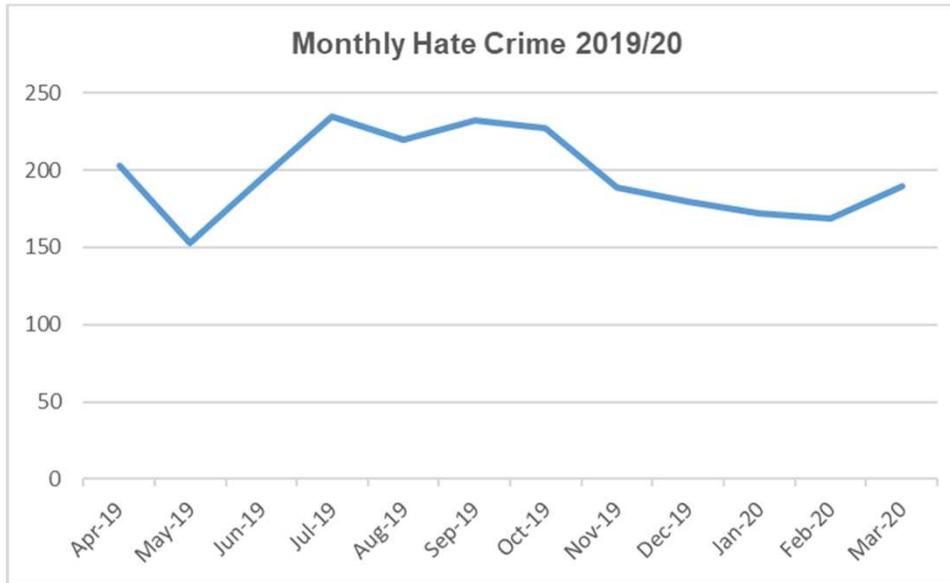
It is important that our diverse communities get along together. The Strong Communities Strategy 2018-2023 made the commitment to improve integration and cohesion in the District. This has been a strong focus of our stronger communities and community engagement work.

What is the current trend and what are we doing about this?

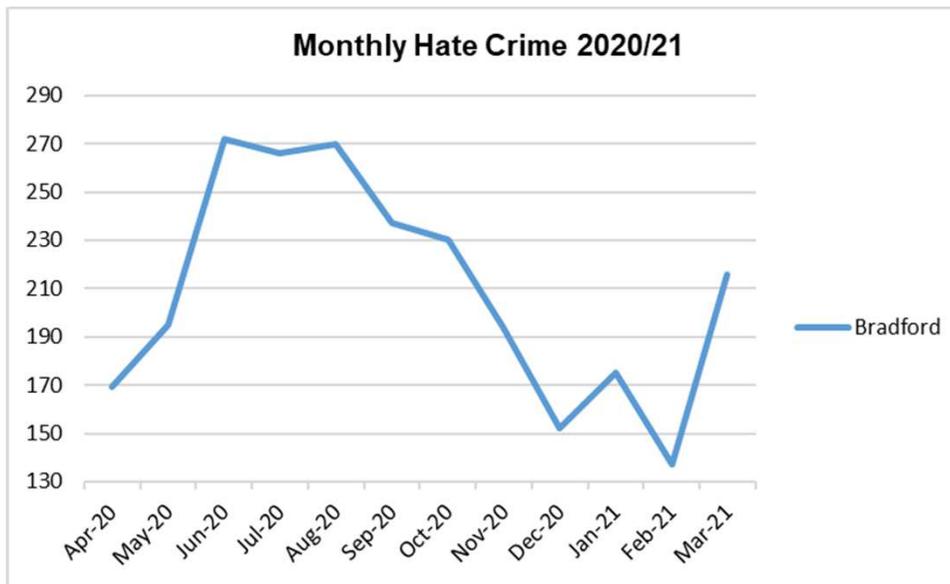
Performance has improved over the last year to 55.7% for the 12 months to March 2020 (from 49.6% for the same period the previous year).

Bradford district become one of five integration areas as part of the Integrated Communities Strategy (March 2018). During the two years that preceded the outbreak of coronavirus we invested in 50+ projects, in over 24 wards and implemented programmes to strengthen social cohesion and integration locally. The Belong and University of Kent national research shows local areas that invested in social cohesion programmes are faring better in the midst of the Covid-19 pandemic compared to other cities with higher levels of resilience, hope and cohesion.

14. Hate Crime in Bradford District



The monthly data during the period Apr 2019 – Mar 2020 shows a fairly consistent average of approx. 200 per month with a variable of 150 – 230. The total reported hate crimes for the year were 2205, an 8.5% increase on the previous year.



The monthly hate crime data shows a higher fluctuation between a high of 270 and low of 135. This may be due to the impact of Covid19 pandemic lockdown being implemented and relaxed. The total reported hate crimes for the year were 2295, an increase of 4.3% on the previous year..

Hate Crime Details

Why is this important?

Bradford district is a place of diversity and this makes it such an interesting and rewarding place to live, work, play and visit. We are committed to tackling Hate Crime across our district in order to build safe, inclusive communities which respect the different experiences of gender, culture, race, religion and sexual orientation. All forms of hate continue to have a massive impact upon victims and on the quality of people's lives but by working together we can continue to effectively tackle hate crime in our district.

What is the current trend and what are we doing about this?

In terms of what we are doing to reduce hate crime, CBMDC have contracted the Bradford Hate Crime Alliance to:

- Provide hate crime awareness training to targeted community groups, i.e. those that are deemed to be a higher risk of suffering hate crime such as African Caribbean and African, Asian Women, Faith and disabilities.
- Encourage people to report hate crime by providing 28 independent hate crime reporting centres across the District.
- Provide support and help to hate crime victims.
- Arrange hate crime awareness events and activities throughout the year and especially during the annual hate crime awareness week. 9th -16th Oct this year.

The Hate Crime Strategic Management Group, comprising of partnership organisations CBMDC, WYP, BHCA, Victims Support and Restorative Justice, meets once every 2-months to discuss all hate crime matters in our District including HC data, events, local and national issues that impact hate crime, etc. Bradford Districts Hate Crime Strategy 2021-24 will be launched on Monday 11th October 2021 at an event organised at the Carlisle Business Centre.



Equalities Objective 4: Service design . Note these are currently descriptive metrics

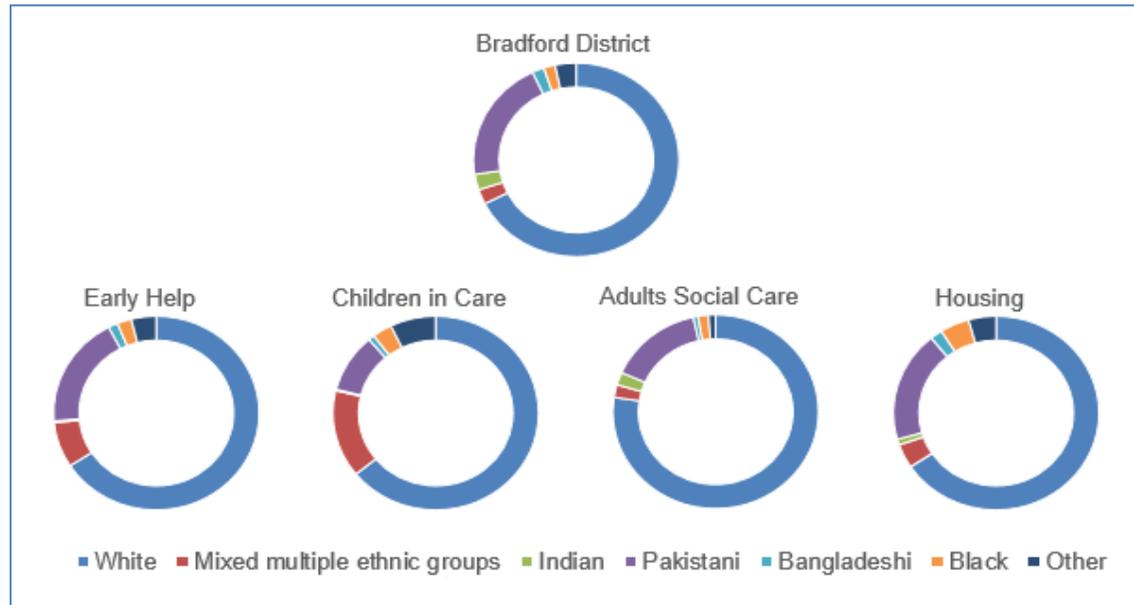


15. Service user profiles: Gender

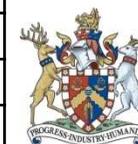


| | Bradford District | Children in Care | Early Help | Adults Social Care | Housing |
|-------------------|-------------------|------------------|------------|--------------------|---------|
| Male | 49.0% | 52.6% | 43.5% | 43.8% | 35.1% |
| Female | 51.0% | 47.4% | 56.1% | 56.2% | 64.6% |
| Transgender | | | 0.2% | | 0.1% |
| Not recorded | | | 0.2% | 0.0% | 0.0% |
| Prefer not to say | | | | | 0.1% |

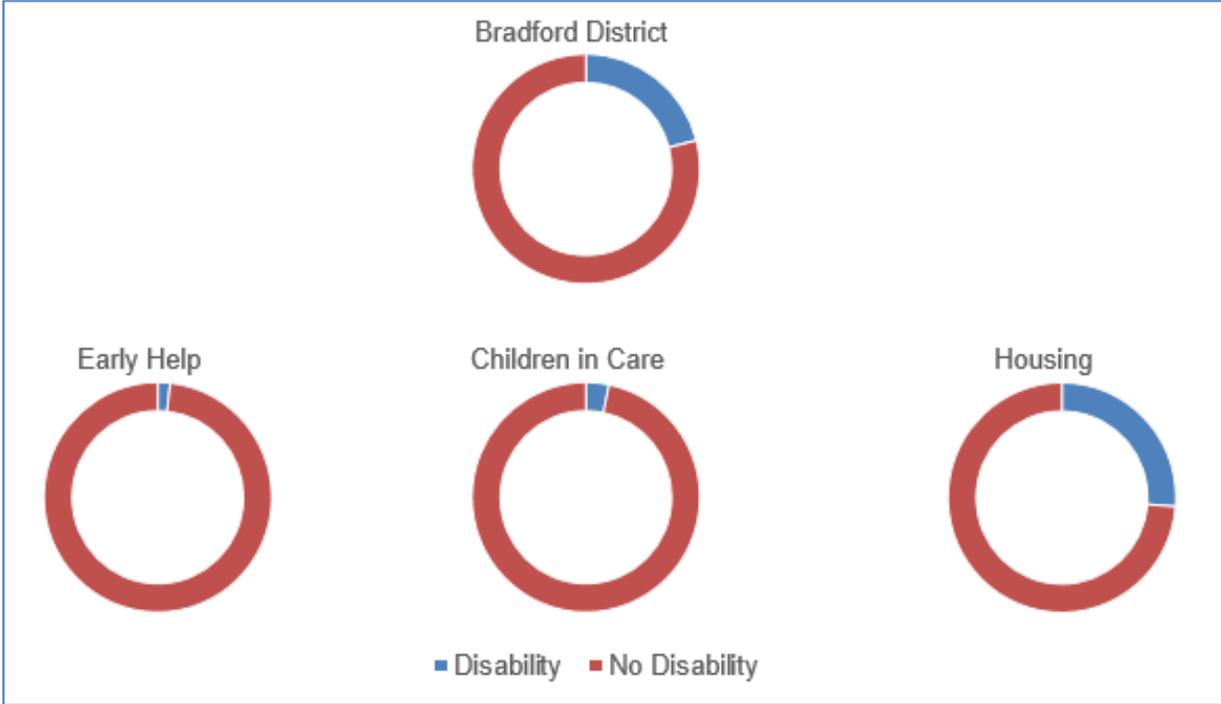
16. Service user profiles: Ethnicity



| | Bradford District | Children in Care | Early Help | Adults Social Care | Housing |
|------------------------------|-------------------|------------------|------------|--------------------|---------|
| White | 67.50% | 63.68% | 55.61% | 44.10% | 59.53% |
| Mixed multiple ethnic groups | 2.50% | 14.49% | 6.40% | 1.20% | 3.66% |
| Indian | 2.60% | 0.22% | 0.24% | 1.20% | 0.86% |
| Pakistani | 20.40% | 9.71% | 15.72% | 8.48% | 16.76% |
| Bangladeshi | 1.90% | 0.96% | 1.26% | 0.43% | 1.77% |
| Black | 1.80% | 3.09% | 1.90% | 0.93% | 4.18% |
| Other | 3.30% | 7.13% | 3.32% | 0.63% | 3.93% |
| Not known | | 0.66% | 15.56% | 43.02% | 7.53% |
| Refused | | 0.07% | 0.00% | | 1.79% |



17. Service user profiles: Disability



| | Bradford District | Children in Care | Early Help | Adults Social Care | Housing |
|---------------|-------------------|------------------|------------|--------------------|---------|
| Disability | 21.0% | 2.4% | 1.7% | | 24% |
| No Disability | 79.0% | 72.1% | 98.3% | | 68% |
| Not Recorded | | 25.5% | | | 28% |

Service user profiles: Gender, Ethnicity and Disability

Data sources

Bradford District: Mid-2109 population estimates

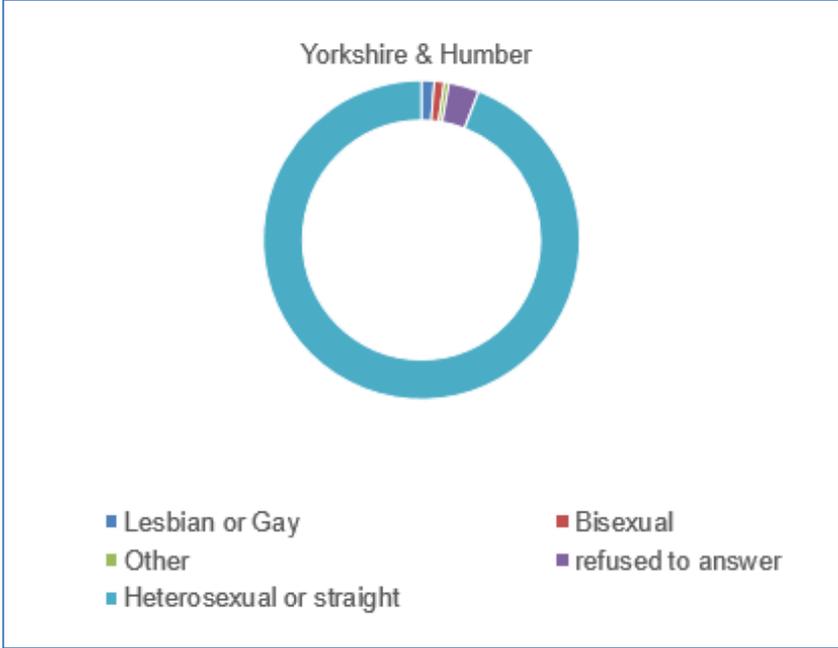
Children in Care: Current children in the care of Bradford Local Authority

Early Help: current service users of Bradford Local Authority's Children's Early Help service

Adults Social Care: Current Long Term Service users

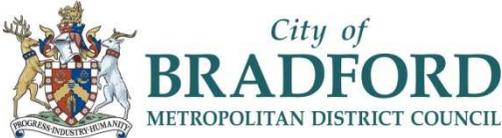
Housing: Current citizens on Bradford Local Authority's Housing Register

18. Service user profiles: Sexuality

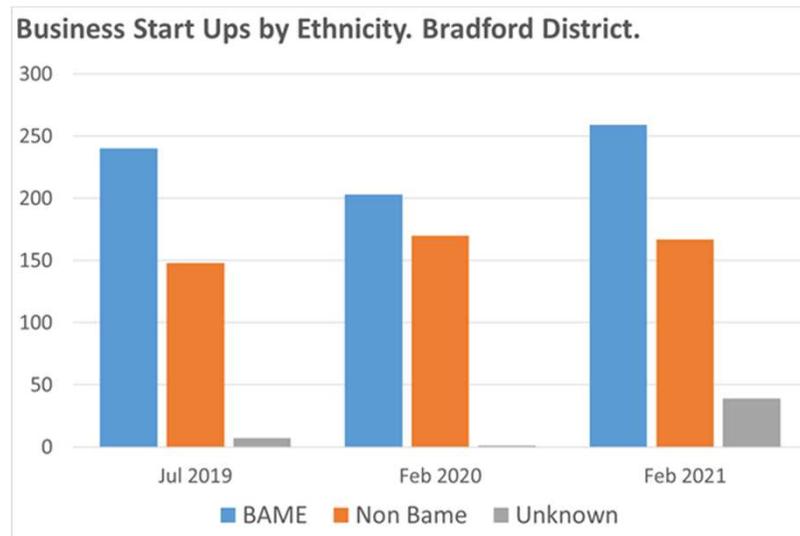


| | Yorkshire & Humber |
|--------------------------|--------------------|
| Lesbian or gay | 1.30% |
| Bisexual | 1% |
| Other | 0.50% |
| Refused to answer | 3.10% |
| Heterosexual or straight | 94.10% |

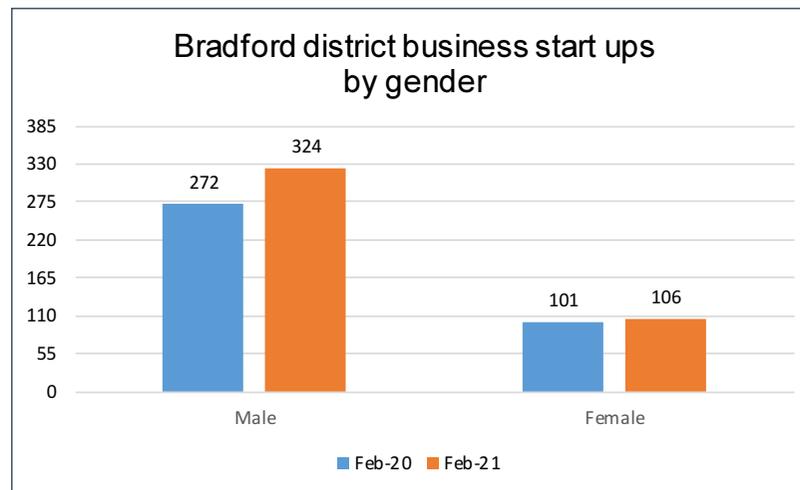
Data source - Yorkshire & Humber: Annual population survey 2018



19. BAME led businesses registrations

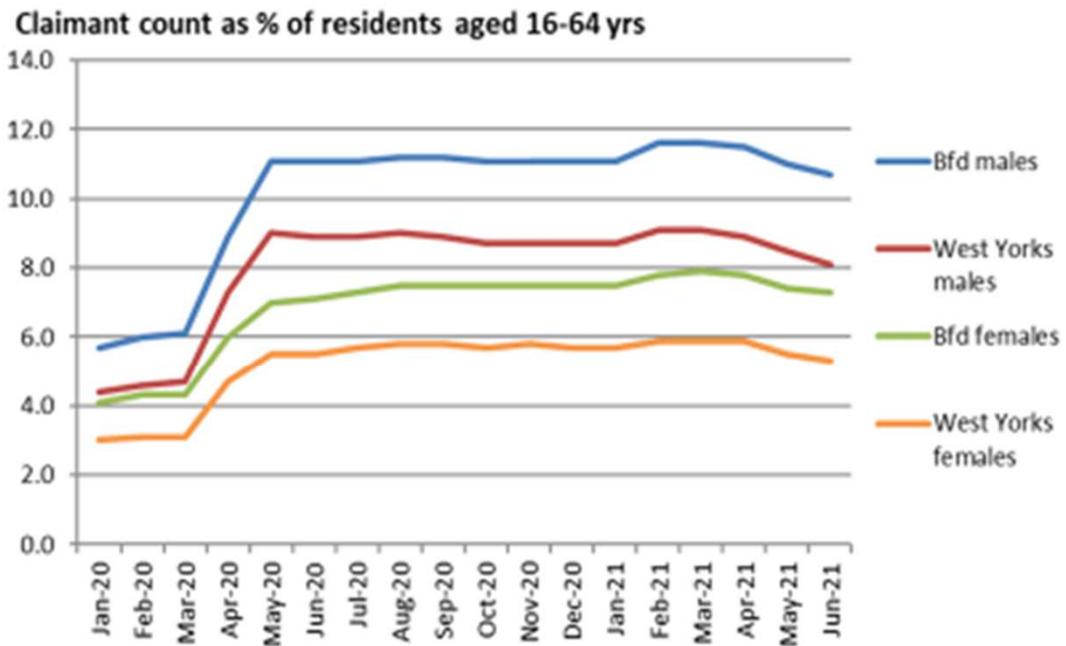


Bradford district business start ups by gender



20. Bradford District male and female claimant rates

- Claimant numbers for males as a proportion of working-age residents is **10.7%** for June 2021, an increase of **4.6** percentage points since March 2020. It was 6.1% in March 2020. The current rate is above the average for West Yorkshire, 8.1% and the UK rate of 6.6%.
- For women the claimant rate is **7.3%**, an increase of **3.0** percentage points since March 2020. It was 4.3% in March 2020. Currently it is also the highest in West Yorkshire, the average being 5.3% and above the UK average of 4.5%.



Bradford District Business Start Ups by Gender

There were 106 female owned business start-ups registered with Companies House in February 2021 compared to 101 in February 2020. This represents an increase of 5%.

There were 324 male owned business start-ups registered with Companies House in February 2021 compared to 272 in February 2020. This represents an increase of 19%.

Women accounted for 24.7% of all start-ups in February 2021 which was lower than February 2020 when the figure was 27.1%.

Given that women make up 50.2% of the work age population – these figures show that women are significantly under-represented with regard to setting up a business.

We have also seen business start-ups increasing during pandemic but the increase has been lower for women.



Report of the Corporate Overview & Scrutiny Committee to the meeting of to be held on Thursday 14 October 2021.

N

Subject:

Fireworks Scrutiny Review.

Summary statement:

The attached draft report contains the findings from the Fireworks Scrutiny Review.

EQUALITY & DIVERSITY:

Community Cohesion and Equalities related issues are part of the work remit for this Committee. There were no such specific equality and diversity issues arising from this scrutiny review.

Cllr Nazam Azam
Chair – Corporate Overview & Scrutiny
Committee

Portfolio:

**Corporate
Safer & Stronger Communities**

Report Contact: Mustansir Butt
Phone: (01274) 432574
E-mail: mustansir.butt@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 The attached draft report contains the findings from the Fireworks Scrutiny Review.

2. BACKGROUND

- 2.1 Following on from the Council resolution, the Corporate Overview and Scrutiny Committee agreed to undertake an in-depth Scrutiny Review, into the use of fireworks in the District's neighbourhoods.
- 2.3 As part of its deliberations, Corporate Overview and Scrutiny Committee members engaged with officers from West Yorkshire Police, West Yorkshire Fire Service, West Yorkshire Trading Standards, the RSPCA and officers from Bradford Council, including Licensing. Moreover, 92 residents in the District responded as part of the public consultation exercise, in relation to this scrutiny review.
- 2.4 The DRAFT Scrutiny Review report is attached as Appendix 1.

3. OTHER CONSIDERATIONS

- 3.1 During the information gathering process and number of key and recurring themes were identified. Such key and recurring themes included:
- Lobbying the District's MPs on noise reduction and stopping the sale of the most powerful fireworks;
 - The risk of the use of fireworks to animals;
 - Tackling the inappropriate use of fireworks across the District;
 - More enforcement around pop-up shops selling fireworks;
 - Education and prevention work with communities across the District.

4. FINANCIAL & RESOURCE APPRAISAL

There were none arising from this Scrutiny Review.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There were none arising from this Scrutiny Review.

6. LEGAL APPRAISAL

The legislation position in relation to fireworks, along with licensing and planning arrangement were also considered as part of this scrutiny review.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

There were none arising from this Scrutiny Review.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

There were none arising from this Scrutiny Review.

7.3 COMMUNITY SAFETY IMPLICATIONS

During the information gathering sessions, it was highlighted that the inappropriate use of fireworks, posed safety risks to individuals, animals and pets.

7.4 HUMAN RIGHTS ACT

There were none arising from this Scrutiny Review.

7.5 TRADE UNION

Trade Unions were engaged with as part of this Scrutiny Review.

7.6 WARD IMPLICATIONS

There were none arising from this Scrutiny Review, however the use of Fireworks did take place across wards in the District.

7.7 IMPLICATIONS FOR CORPORATE PARENTING

There were none arising from this Scrutiny Review.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There were none arising from this Scrutiny Review.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

In considering how to progress this issue the Committee may wish to:

- adopt or amend the findings contained within the draft report;
- forward their recommendations to the Executive, Council and / or other appropriate bodies.

10. RECOMMENDATIONS

- 10.1 That the Corporate Overview and Scrutiny Committee adopts the findings contained within the Draft Fireworks Scrutiny Review Report.

11. APPENDICES

- Appendix 1: Draft Fireworks Scrutiny Review Report.

12. BACKGROUND DOCUMENTS

None.

DRAFT Fireworks Scrutiny Review

14 October 2021

Email: scrutiny@bradford.gov.uk

Twitter: Bfd_Scrutiny



Membership of the Corporate Overview and Scrutiny Committee

Members

Cllr N Azam (Chair)
Cllr Tait (Deputy Chair)
Cllr D Green
Cllr A Hussain
Cllr Nazir
Cllr Akhtar
Cllr Bibby
Cllr Riaz
Cllr J Sunderland
Cllr V Jenkins

Alternate Members

Cllr Dearden
Cllr I Hussain
Cllr T Hussain
Cllr Salam
Cllr Shafiq
Cllr Wood
Cllr Birch
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Chair's Foreword

Corporate Overview & Scrutiny Committee undertook this scrutiny review following on from the recommendation made by Council for the Corporate Overview and Scrutiny Committee to do a wholesale review of the use of fireworks in the District's neighbourhoods.

The use of fireworks in an anti-social manner has been blighting communities across our district for far too long. As elected members we hear this message loud and clear from our residents and it has been necessary therefore that we carefully examine the extent of a local authority's power on this issue and ensure that we use such powers and influence in full. Moreover, there has been an increase in concerns raised by members of the public, in relation to the use of anti-social fireworks within their neighbourhoods. Noise coming from the use of fireworks causes distress to residents and animals and pets.

Having chaired this in depth scrutiny review into the anti-social and dangerous use of fireworks, it has been determined that Bradford Metropolitan District Council does not have powers of enforcement against fireworks and that multi agencies have roles to play in addressing the issue. However, the powers are again limited and what is required is changes to the law around fireworks which can only take place at a governmental level.

During the course of the information gathering sessions for this scrutiny review. Corporate Overview & Scrutiny Committee members have engaged widely with individuals and communities.

It is patently clear that a two pronged approach would be required to tackle the inappropriate use of fireworks across the District, which revolves around lobbying at a national level and exploring approaches that the Council with its partners can adopt locally.

In light of the COVID-19 pandemic and shrinking resources, it has become even more clear whilst undertaking this scrutiny review, of the need for a multi-agency and multi-faceted partnership approach to effectively address the use of fireworks across the District.

I would like to thank fellow councillors of the Committee and Council officers for taking part in this scrutiny review, but my thanks especially go to the residents of the District who participated in the public consultation and also experts from different organisations who took the time to attend the information-gathering sessions and to contribute their ideas and experience so fully to our discussions.

I therefore shall be writing to all the districts MP's to ask them to make representation to the government, to act on this nuisance affecting communities across the Bradford district.

Cllr Nazam Azam
Chair, Corporate Overview and Scrutiny Committee

Executive Summary

This scrutiny review follows on from the recommendation made by Council that the Corporate Overview and Scrutiny Committee do a wholesale review of the use of fireworks in the District's neighbourhoods.

The information gathering sessions undertaken as part of this scrutiny review focused on the six key areas for improvement, in accordance with the Terms of Reference, adopted at the Corporate Overview and Scrutiny Committee. Specifically, the committee resolved to:

- Review the licensing requirements and other regulations around fireworks;
- Explore prevention and enforcement activities;
- Consider the sale and distribution of fireworks across the District;
- Examine the use of fireworks at religious and family occasions across the District;
- Scrutinize the inappropriate use of fireworks in the Bradford District, including the impact upon residents within the District, pets and other animals;
- Analyse the impact of the use of Fireworks upon noise, air pollution, cleansing and emergency planning.

As a result of the review, this Committee has made a number of recommendations for consideration. These are summarised at the end for ease of reference.

Chapter 1 - Introduction

Following on from the Council resolution, the Corporate Overview and Scrutiny Committee agreed to undertake an in-depth Scrutiny Review, into the use of fireworks in the District's neighbourhoods.

As part of its deliberations, Corporate Overview and Scrutiny Committee members engaged with officers from West Yorkshire Police, West Yorkshire Fire Service, West Yorkshire Trading Standards, the RSPCA and officers from Bradford Council, including Licensing.

Moreover, 92 residents in the District responded as part of the public consultation exercise, in relation to this scrutiny review.

Key Aims and Scrutiny Process

The key aims of this stage in the scrutiny review are as outlined on the previous page.

Members have received and gathered a range of information from a number of different sources, including:

- relevant documents;
- relevant data;
- written submissions from, or meetings with, interested parties.

Context

There is a range of agencies who have the responsibility for protecting the community from fireworks misuse, which include fire services, the police, trading standards and local authorities.

Fire Service – has the responsibility to make sure that sellers of fireworks are appropriately licensed.

Police – have wide ranging powers which also include the stop and search of anyone they suspect of being in possession of prohibited fireworks and the power to prosecute throwing fireworks or setting off fireworks in public places.

Trading Standards – enforce the illegal sale of fireworks. This could include the sale of fireworks without a licence, or outside of the permitted selling period and the sale of fireworks to underage individuals. Also included, is the sale of fireworks that are illegally imported.

Local authorities – are responsible to ensure that sellers are correctly licensed if the fire service do not have the responsibility locally. Local authorities also have powers to tackle noise nuisance and the anti-social use of fireworks.

The British Fireworks Association is the UK's Association for professional firework display companies and is committed to upholding high standards amongst its members, as well as producing the Fireworks Code.

Legislation

The storage of fireworks and other explosives is controlled by the Explosives Regulations 2014. The Pyrotechnic Articles Safety Regulations 2015, cover the safety of fireworks as a consumer product.

The law sets out four categories of fireworks. The least dangerous is Category F1 and the most dangerous is Category F4. The categories are set out below:

- Category F1 – fireworks which present a very low hazard and negligible noise level and which are intended for use in confined areas, including fireworks which are intended for use inside domestic buildings;
- Category F2 – fireworks which present a low hazard and low noise level and which are intended for outdoor use in confined areas;
- Category F3 – Fireworks which present a medium hazard, which are intended for outdoor use in large open areas and whose noise level is not harmful to human health;
- Category F4 – fireworks which present a high hazard, which are intended for use only by persons with specialist knowledge and whose noise level is not harmful to human health.

Furthermore, the Fireworks Regulations 2004 are designed to tackle the anti-social use of fireworks. Since January 2005, the sale of fireworks to the public is prohibited, except for licensed traders. However, fireworks can be sold by unlicensed traders for:

- Chinese New Year and the preceding three days, (this celebration does not have a fixed date);
- Diwali and the proceeding three days, (this celebration does not have a fixed date);
- Bonfire Night Celebrations, (15 October to 10 November);
- New Year celebrations (26 to 31 December).

Under the 2004 Regulations it is an offence to use fireworks after 11.00pm and before 7.00pm without permission, (except on permitted fireworks nights when the times are extended).

The Anti-Social Behaviour (ASB), Crime and Policing Act 2014, provides the tools and powers to tackle the anti-social use of fireworks.

Local Context

Local residents have expressed serious concerns about nuisance fireworks, across their neighbourhoods. Large fireworks celebrations now appear to be happening more often throughout the year during the day and night, with the loud noise causing distress to people across the District.

Fireworks can be used responsibly by sensible adults particularly at well-run public events at reasonable times of the day, but often fireworks are let off at unsociable times and in an anti-social manner.

The weeks around Bonfire Night in particular are costly for firefighters and emergency services colleagues and pose a risk to their safety. Anti-social behaviour and attacks

against these professionals at any time of year are unacceptable, put lives at risk and divert resources from emergencies.

Chapter 2 – Key Findings

This section presents the findings of the Corporate Overview and Scrutiny Committee into Fireworks, covering the agreed key lines of enquiry for this Scrutiny Review.

Moreover, during the information gathering sessions several participants highlighted the importance of acknowledging that Hate Crime is a major issue across the District.

During the information gathering process and number of key and recurring themes were identified. Such key and recurring themes included:

- Lobbying the District's MPs on noise reduction and stopping the sale of the most powerful fireworks;
- The risk of the use of fireworks to animals;
- Tackling the inappropriate use of fireworks across the District;
- More enforcement around pop-up shops selling fireworks;
- Education and prevention work with communities across the District.

As part of its deliberations, Corporate Overview and Scrutiny Committee members engaged with officers from West Yorkshire Police, West Yorkshire Fire Service, West Yorkshire Trading Standards, the RSPCA and officers from Bradford Council, including Licensing. These discussions highlighted the following key issues:

- Bradford Council's Legal Services officer, informed Corporate Overview and Scrutiny Councillors of the legal position in relation to the use of fireworks and this is detailed on the introduction section of this report.
- The Fire Service informed members that they had problems with the anti-social use of fireworks in the District all year round.
- The injunction that had been sought in Leeds to tackle the inappropriate use of fireworks in Leeds hotspot area, about creating an exclusion zone, in a particular area of Leeds; whereby anyone in that area would be forbidden from being in possession of any firework or any explosion or pyrotechnic material in public.
- Environmental Health Colleagues informed members that under the Environmental Protection Act 1990, noise from a premises is a statutory nuisance and have a statutory duty to investigate any allegations of inappropriate use of fireworks. Members also heard that generally, officers were not aware of where the noise complaints were coming from.
- Officers from Bradford Council's neighbourhood service indicate that fireworks had been inappropriately used at their staff, which resulted in a police escort being required.
- Furthermore, officers indicated that they did not have a true idea of the scale of the problems in relation to the use of fireworks across localities in the District and a lot of the information gathered was anecdotal.
- The Sale and use of fireworks to be controlled across the District

- The issue of the inappropriate use of fireworks is not just limited to Bonfire night, but also the use of fireworks at weddings and religious festivals at venues
- In relation to pop-up shops selling fireworks, Bradford Council's Planning officers stated that it was only possible to put planning restrictions on the opening hours' of pop-up shops, once they applied for planning. Furthermore, officers also stated that some individuals who were operating pop-up shops were not actually applying for planning permission.
- Whilst pop-up shops selling fireworks appeared for about 2-3 weeks a year, members of the Committee felt that more enforcement should be undertaken in relation to the pop-up shops by all the key agencies. It was felt that more robust action should be taken, by all key agencies involved in the enforcement of legislation for pop-up shops selling fireworks.
- As well as this, it is possible to have some planning and licensing restrictions in place regarding the use of fireworks for the opening of new venues, however this was not the case for venues that were already open and where events such as weddings were taking place.
- Members also heard that even though some venues did not allow for fireworks to be used on their property, they could not stop individuals from going onto the highway to use fireworks which caused nuisance.
- In relation to licensing and existing wedding halls, members were keen to understand that if licences changed as ownership changed and whether conditions can be stipulated which stated that fireworks cannot be used. In response, Licensing officers informed members that fireworks are not a licensable activity, a lot of the wedding venues did not actually have a licence as they did not sell alcohol. However, members did learn from officers in Licensing that there was one venue in the District which had restrictions to adhere to in terms of the use of fireworks. Furthermore, there was unanimous agreement amongst Councillors that the manner in which people were able to access fireworks was beyond their control and that the focus of attention should really be on introducing restrictions to other venues across the District in relation to the use of fireworks, where they can be applied.
- Corporate Overview and Scrutiny members were in agreement that the planning and licensing rules for existing and new events venues, in relation to the use of fireworks on their premises should be explored. As well as this, members also felt that greater use of environmental legislation should be used towards such commercial venues, in relation to the use of fireworks at events.
- Officers from the RSPCA informed members that the biggest concern in relation to the inappropriate use of fireworks was not just to pets but also livestock and the loud noise that was causing so much distress. For instance, members heard of one example where a Shetland Pony was so distressed and ended up strangling itself. They also indicated the Council should be lobbying the MP's, in relation to the stopping of certain categories of fireworks from being sold. Furthermore, it was also seen that Council should be doing more here, in terms of limiting what shops are selling from the point of view of noise abatement. The RSPCA said that fireworks should actually be banned, as they had experienced far too many animals being

killed or destroyed as a result of the use of fireworks. Members were also informed that some of the larger shops are now not selling the more powerful fireworks and are beginning to sell noiseless fireworks as they realise the risks with the use of selling such powerful fireworks, which is something that the Council should be pursuing.

- Officers from the Fire Service also concurred with this, in that there are noiseless or low intensity fireworks available, but that there was not enough awareness of these types of fireworks across the District.
- Bradford Council's legal officer did state that give the evidence, the Council could consider a Public Space Protection Order relating to noisy fireworks that are for sale, as was the case in Calderdale; where a Public Space Order concerning the use of noisy fireworks was issued.
- Biggest issue is that people know that New Year's Eve and Bonfire Night are coming, but the issue is around weddings and events that take place throughout the year.
- The Councillor from Leeds informed members that they had also experienced similar issues in Leeds, whereby young people had been misusing fireworks, throwing fireworks at vehicles and burning bins. As a result, a members working group had been set-up and there were now four CCTV cameras in place at the affected areas, as well as discussions with key partners now commencing very early in preparation for events such as Bonfire Night. Moreover, the Leeds Councillor also highlighted that professionally organised fireworks have been undertaken in Leeds for several years, which have worked very well. Members of Corporate Overview and Scrutiny Committee felt that this is an approach that Bradford Council and its partners should consider implementing.
- Officers from Trading Standards informed Corporate Overview and Scrutiny Committee members that in terms of trading standards there are controls around product safety and making sure that they meet the relevant standards for the four categories of fireworks and also enforce the safety regulations for fireworks. Category 1 are sparklers; Category 2 being Catherine Wheel type fireworks; Category 3 is the type of firework that can be purchased at the supermarket, they come with very stringent warnings and they require a very large space to be used being at least 10 metres distance away; Category 4 is the type of firework that can only be used by a pyrotechnic professional.
- Moreover, Trading Standards also stated that they do receive complaints about the underage sales of fireworks, with most of the complaints in relation to underage sale of fireworks being from the Bradford area and that Bradford was a hotspot for such complaints.
- Trading Standards stated that the investigation of the inappropriate use of fireworks and under age selling of fireworks, was very much a complaints led process. However, members were in agreement that not many residents knew that they could complain directly to Trading Standards and that this should be better publicised amongst communities across the District.

- Corporate Overview & Scrutiny Committee members were concerned to learn that individuals are required to have a licence to demonstrate that they are a fit and proper person to sell products such as alcohol and tobacco; however even though a licence is required to store fireworks in a safe manner, individuals do not need to have a licence which demonstrates that they are a fit and proper person to sell fireworks.

As part of the public consultation exercise in relation to the use of fireworks across the District. There was unanimous consensus amongst those members of the public that responded, that they were not actually against professionally organised and responsible firework displays which occur at certain fixed times of the year. It was the indiscriminate and random use of fireworks at all hours of the day and night in communities, where there was the real problem. Several key issues were highlighted during the public consultation, which are included and detailed below.

- Hotels and venues often have firework displays late at night which disrupt residents and as the hotel backs on to a field of horses and sheep, the animals are very close to the noise and get very distressed. The larger bonfire displays that take place at the hotel are not an issue, as the owners of the animals are aware of the organised displays and can make arrangements for that night. However, the issues are in relation to the majority of fireworks that are used at private functions and animal owners are unable to make arrangements for their animals as they have no way of knowing when such private functions will take place.
- Owners of horses specifically stated that the use of fireworks in the early morning and late at night often for long periods of time, cause fear and injury to horses, as it can cause the horse to bolt in a panic and injure itself, the rider and other road users.
- The weeks leading up to events such as Bonfire night are very distressing, as indicated by dog owners. This is due to the noise being generated by fireworks causing distress to the dogs.
- Many of the respondents felt that all public sales of fireworks should be banned and only organised and professionally delivered firework displays should be delivered; as this would also take a lot of pressure off local hospital Accident and Emergency units, with fewer people getting burnt or injured.
- There was also a view that regulations in relation to the sale and use of fireworks should be more robustly enforced and significant fines should be imposed on those individuals that do not comply.
- Firework events need to be restricted to licensed events and should not be celebrations for personal events.
- The public should not be able to purchase powerful and dangerous fireworks and these types of fireworks should be restricted to organised professional displays.
- Elderly people were terrified of the noise and constant flashbacks generated by fireworks.

- There should be an outright ban on fireworks as they are set off both day and night all year round; terrify pets and wildlife; add stress and anxiety to individuals, especially those who are suffering with mental health issues; and youths throw fireworks at passing cars.
- The use of fireworks causes pollution and environmental hazards, as well as fireworks being a huge hazard to animals and wildlife.
- Many cultures and communities will want to use fireworks for various events in their calendars throughout the District and no one culture should be given priority over the other. As it appears that there will not be reduction in the use of firework events, if all communities use silent fireworks, it would be better for all.
- Fireworks are very often used at venues holding events, for example a party or wedding. Ideally fireworks should be held at authorised displays and it may be useful to consider licensing premises that regularly have fireworks as part of their entertainment. The sale of fireworks should be restricted to licensed individuals and premises only.
- To restrict or ban the fireworks which are more powerful and create fear and distress for older people, children and families.
- The traditional use of fireworks on 5 November in general brings has brought a lot of fun to families over the years, however the adhoc use of fireworks for celebrations should be banned altogether as they are invariably activated late night, causing distress to the elderly, children and animals and wildlife.
- Action needs to be taken against the indiscriminate, dangerous and unlicensed use of fireworks. Despite there being legislation in place to tackle the inappropriate use of fireworks, the legislation is not robustly enforced.

It was evident from the information gathering sessions that regards to the legislation it is very difficult to stop existing shops selling fireworks; it's difficult to stop people buying fireworks online, it's also difficult to catch individuals who are setting off such powerful fireworks and to enforce against them, as this would require having noise measuring equipment to be in place at the event and there are not enough officers in place to be at all weddings; most venues don't have licences, so people are setting fireworks off outside of the venues on the public highway; most individuals are also setting off fireworks in their private gardens, so it's not just an issue for the use of fireworks at venues; therefore it appears to be an impossible task to follow the legislative route with any meaningful impact and therefore if you cannot enable people to change their behaviour, it is unclear as to how to make a sufficient enough impact on this agenda, through current legislation.

Chapter 3 – Concluding Remarks

Throughout the course of this scrutiny review, Corporate Overview and Scrutiny Committee members heard that the Council is bound by legislation and licensing arrangements, which have to be adhered to in relation to the use of fireworks.

Addressing the use of Fireworks across the District is a multifaceted issue and it appears that there is no single approach that will deliver improvements. In order to effectively address the use of Fireworks across the District, this scrutiny review has highlighted that there should be a considerable amount of lobbying activity undertaken with MP's on making amendments to regulations relating to Fireworks nationally.

This Committee has sought to take a balanced approach in its deliberations relating to this Scrutiny review and aimed to ensure that this report encompasses the views and concerns of all interested parties.

The scrutiny review report identifies a number of recommendations. If implemented, these will further improve the approach that Bradford Council and its partners have in terms of addressing the use of fireworks across the District.

Bradford Council's Corporate Overview and Scrutiny Committee, will monitor future progress against these scrutiny review recommendations.

Chapter 4 – Summary of Scrutiny Review Recommendations

Recommendation 1

For Bradford Council to lobby the District's MPs to:

- *Reduce the noise levels of all categories of fireworks;*
- *Stop the sale of the more powerful fireworks, such as category 3 and 4.*
- *For individuals who sell fireworks to have a licence, which demonstrates that they are a fit and proper person to be able to sell fireworks;*
- *Instigate a Private Members Bill to discuss the licensing, planning and legislation arrangements in place, relating to fireworks.*

Recommendation 2

For Bradford Council to consider extending its use of Public Space Protection Space Orders, in areas across the District where noise from the use of Fireworks is particularly high, which is an evidence based approach.

Recommendation 3

That Officers from Bradford Council's Licencing and Planning team, be asked to explore considering the planning and licensing rules for existing and new events venues, in relation to the use of fireworks on their premises.

Recommendation 4

For there to be a multi-agency approach which should include but not be limited to Bradford Council, Fire Service, Police and Trading Standards to tackling the inappropriate use of fireworks across the District through:

- *The gathering of more rigorous data on instances and impact of the use of fireworks and evidence of misuse of fireworks;*
- *To consider exploring and promoting the use of noiseless or low noise fireworks;*
- *Communication and promotion of the different options available to communities to complain about the inappropriate use of fireworks and under age selling of fireworks;*
- *Education and prevention work with communities across the District, in relation to the inappropriate and dangerous use of fireworks;*
- *Exploring arranging organised firework events across the District.*

Recommendation 5

That there is greater use of environmental legislation to tackle the use of fireworks at commercial premises, during events taking place.

Recommendation 6

Bradford Council's Corporate Overview and Scrutiny Committee to receive a report back in 12 months, which monitors the progress against all the recommendations contained within this scrutiny review.

**City of Bradford Metropolitan District Council
Corporate Overview and Scrutiny Committee**

Use of Fireworks across the Bradford district - Scrutiny Review

Terms of Reference

See Part 3E paragraphs 2.1 to 2.11 of the Constitution of the Council.

Background

Council resolved for Corporate Overview and Scrutiny Committee to do a wholesale review of the use of fireworks in the District's neighbourhoods.

Context

Local residents have expressed serious concerns about nuisance fireworks, across their neighbourhoods. Large fireworks celebrations now appear to be happening more often throughout the year during the day and night, with the loud noise causing distress to people across the District.

Fireworks can be used responsibly by sensible adults particularly at well-run public events at reasonable times of the day, but often fireworks are let off at unsociable times and in an antisocial manner.

Key Lines of Enquiry

The key lines of enquiry for this scrutiny review are to:

- Review the licensing requirements and other regulations around fireworks;
- Explore prevention and enforcement activities;
- Consider the sale and distribution of fireworks across the District;
- Examine the use of fireworks at religious and family occasions across the District;
- Scrutinize the inappropriate use of fireworks in the Bradford District, including the impact upon residents within the District, pets and other animals;
- Analyse the impact of the use of Fireworks upon noise, air pollution, cleansing and emergency planning.

Methodology

The committee will receive and consider a variety of evidence/information provided by a range of interested parties. The Committee may adopt one or more of the following methods to collect evidence/information:

- relevant documents;
- relevant data;
- written submissions from, or meetings with interested parties;
- undertake relevant visits.

Indicative list of interested parties

An indicative list of interested parties is provided below. This is not definitive or exclusive and can be developed as the scrutiny progresses.

| Organisation / Department | Contact |
|--|---|
| Bradford Council Executive Portfolio Holder. | Cllr Abdul Jabar |
| Bradford Council. | Ian Day – Assistant Director Neighbourhoods. Michael Churley – Acting Community Safety Co-ordinator. Licensing – Melanie McGurk. Ralph Saunders - Health. Damian Fisher/Ishaq Shafiq/Stuart Russo – Place. Environmental Heath – Jeff Lawrence. Planning – Julian Jackson/Chris Eaton/Richard Gelder. Heather Wilson - Youth Service. Legal – Richard Winter/Jason Field. |
| Local/Regional/National Organisations. | West Yorkshire Police – John Toothill. Fire Service – Ben Bush. West Yorkshire Trading Standards – David Lodge. RSPCA – Hazel Setloka. Leeds City Council – Becky Atherton. The Public. |

Fireworks Scrutiny Review - Participants

- Cllr Nazam Azam, (Chair, Corporate Overview & Scrutiny Committee).
- Cllr Angela Tait, (Member, Corporate Overview & Scrutiny Committee).
- Cllr David Green, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Matthew Bibby, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Abdul Jabar, (Executive Portfolio Holder).
- Ben Bush, (West Yorkshire Fire Service).
- Hazel Setloka, (RSPCA).
- John Toothill, (West Yorkshire Police).
- David Lodge, (West Yorkshire Trading Standards).
- Ian Day, (Place, Bradford Council).
- Michael Churley, (Place, Bradford Council).
- Stuart Russo, (Place, Bradford Council).
- Ishaq Shafiq, (Place, Bradford Council).
- Jeff Lawrence, (Environmental Health, Bradford Council).
- Heather Wilson, (Youth Service, Bradford Council).
- Richard Winter, (Legal, Bradford Council).
- Julian Jackson, (Planning and Transportation, Bradford Council).
- Chris Eaton, (Planning and Transportation, Bradford Council).
- Andrew Lodge, (Environmental Health, Bradford Council).
- Melanie McGurk, (Licensing, Bradford Council).
- Mustansir Butt, (Overview & Scrutiny, Bradford Council).

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Report of the Chair of the Corporate Overview and Scrutiny Committee for the meeting to be held on Thursday 14 October 2021

O

Subject:

Corporate Overview and Scrutiny Committee –Work Programme 2021/22.

Summary statement:

This report includes proposed items for the Corporate Overview and Scrutiny Committee work programme for 2021/22.

EQUALITY & DIVERSITY:

Community Cohesion and Equalities related issues are part of the work remit for this Committee.

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny
Committee

Report Contact: Mustansir Butt
Overview and Scrutiny Lead
Phone: (01274) 432574
E-mail: mustansir.butt@bradford.gov.uk

Portfolio:

**Corporate
Community Safety**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2021/22, which is attached as appendix 1 to this report.
- 1.2 Also attached as Appendix 2, is the unscheduled topics to be considered by the Corporate Overview & Scrutiny Committee in 2021/22.

2. BACKGROUND

- 2.1 The Council constitution requires all Overview and Scrutiny Committees to produce a work programme.

3. OTHER CONSIDERATIONS

- 3.1 The Corporate Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priority about customer services and e-government, that improve the Councils ability to deliver, govern and change, community cohesion and all other corporate matters not falling within the responsibility of any other Overview and Scrutiny Committee.” (Council Constitution, Part 2, 6.2.1).
- 3.2 The remit of this Committee also includes:
 - the co-ordination of the discharge of the Overview and Scrutiny role within the Council and in relation to external bodies;
 - supporting the Executive through its contribution towards the improvement of the Council’s performance;
 - co-ordinating the development of the Overview and Scrutiny role within the Council.
- 3.3 Best practice published by the Centre for Public Scrutiny suggests that “work programming should be a continuous process”. It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee’s work programme be regularly reviewed by members of the committee throughout the municipal year.
- 3.4 The work programme as agreed by the Committee will form the basis for the Committee’s work during the year, but will be amended as issues arise during the year.
- 3.5 Members of Corporate Overview and Scrutiny Committee are currently undertaking detailed scrutiny reviews into the areas of Hate Crime and the use of Fireworks across the District.
- 3.6 As well as this, Corporate Overview & Scrutiny members are currently undertaking a detailed scrutiny review into Domestic Violence across the District.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 None.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 None.

6. LEGAL APPRAISAL

6.2 None.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

None.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.3 COMMUNITY SAFETY IMPLICATIONS

A key priority of work for this Committee related to the Overview and Scrutiny of the strategies, plans, policies, functions and services directly relevant to the priority of Safer and Stronger Communities.

As well as this, the Corporate Overview and Scrutiny Committee is also the authority's Crime and Disorder Committee under the provisions of Section 19 of the Police and Justice Act 2006.

7.4 HUMAN RIGHTS ACT

None.

7.5 TRADE UNION

None.

7.6 WARD IMPLICATIONS

Work of this Overview and Scrutiny Committee has ward implications, but this depends on that nature of the topic.

7.7 IMPLICATIONS FOR CORPORATE PARENTING

None.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1 The Committee may choose to add to or amend the proposed items to be included in the 2021-22 work programme for the committee.

9.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

10. RECOMMENDATIONS

10.1 The Committee may choose to add to or amend the topics included in the 2021-22 work programme for the committee.

10.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

11. APPENDICES

Appendix One – 2021-22 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

2020-21 Corporate Overview and Scrutiny Committee Work Programme.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

| Agenda Items | Description | Report Author | Comments |
|---|--|---|---|
| Thursday, 22nd July 2021 at City Hall, Bradford. | | | |
| Chair's briefing 01/07/21. Report deadline 08/07/21. | | | |
| 1) 2019-20 Annual Performance Outturn. | | Philip Witcherley. | |
| 2) Finance Position Statement for 2019-20. | | Chirs Chapman/Andrew Cross. | |
| 3) First Quarter Financial Position Statement. | | Chris Chapman/Andrew Cross. | |
| 4) Insurance Long Term Tender Agreement. | | Mark St Romaine. | |
| 5) Draft 2021-21 Corporate Overview & Scrutiny Work Programme. | | | |
| Thursday, 16th September 2021 at City Hall, Bradford. | | | |
| Chair's briefing 26/08/21. Report deadline 02/09/21. | | | |
| 1) Bradford District Anti-Poverty Co-ordination Group/Period Hygiene Poverty. | A more focused report in 12 months relating to how peoples lives are being improved through the work of the Anti-Poverty Coordinating groups. For Period and Hygiene Poverty to ialso include more detailed information relating to service needs and response | Kevin Brain/Michelle Taylor/Sarah Possingham. | Corporate Overview and Scrutiny Committee recommendation from Thursday 16 January 2020. Deferred from 8 April 2021 cancelled meeting. |
| 2) VCS Infrastructure Procurement Strategy. | £2m Procurement Contract. | Mahmood Mohammed. | Constitutional Requirement. |
| 3) Work Planning. | There is a need to regularaly review the work programme, in order to prioritse and manage the work. | Mustansir Butt. | |
| Tuesday, 5th October 2021 at City Hall, Bradford. | | | |
| Report deadline 24/09/21. | | | |
| 1) VCSE Infrastructure Procurement. | Members requested a full and completed specification, with aims, options and recommendations. | Mahmood Mohammed/Ian Day/Jason Longhurst. | Constitutional Requirement. Also recomemndation from Corporate Overview & Scrutiny Committee on Thursday 16 September 2021. |

Corporate O&S Committee
Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

| Agenda Items | Description | Report Author | Comments |
|--|--|--|--|
| Tuesday, 5th October 2021 at City Hall, Bradford. | | | |
| Report deadline 24/09/21. | | | |
| 2) Network Infrastructure Development for Bradford Council. | | Paul Wilson. | Constitutional Requirement. |
| Thursday, 14th October 2021 at City Hall, Bradford. | | | |
| Chair's briefing 21/09/21. Report deadline 30/09/21. | | | |
| 1) Equalities Objectives. | | Khalida Ashrafi. | Corporate Overview & Scrutiny Committee recommendation from Thursday 24 September 2020. |
| 2) Bradford Council Workforce Development Strategy 2015-21. | | Anne Lloyd. | Corporate Overview & Scrutiny Committee recommendation from Thursday 22 October 2020. |
| 3) Progress against the Managing Attendance Scrutiny Review recommendations. | | Anne Lloyd. | Corporate Overview & Scrutiny Committee recommendation from Thursday 22 October 2020. |
| 4) Draft Fireworks Scrutiny Review. | Key findings and recommendations. There is a need to regularly review the work programme, in order to prioritise and manage the work. | Mustansir Butt. | |
| 5) Work Planning. | | Mustansir Butt. | |
| Thursday, 11th November 2021 at City Hall, Bradford. | | | |
| Chair's briefing 21/10/21. Report deadline 28/10/21. | | | |
| 1) Armed Forces Covenant. | Further report on the work undertaken in line with the Council resolution be presented in 12 months. The findings of the Armed Forces Covenant be presented to this Committee within six months. | Gemma Paine. | Corporate Overview and Scrutiny Committee recommendation from Thursday 23 January 2020. To be considered in July 2021. |
| 2) Second Quarter Financial Position Statement. | | Chris Chapman/Andrew Cross. | |
| 3) Impower Contract. | Specifically focusing on key outcomes. To be considered in the New Municipal Year. | Joanne Hyde/Mark Douglas/Iain Macbeath/Parveen Akhtar/Chris Chapman. | Corporate Overview & Scrutiny Committee recommendation from Thursday 3 December 2020. |

Corporate O&S Committee
 Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

| Agenda Items | Description | Report Author | Comments |
|---|--|---|---|
| Thursday, 11th November 2021 at City Hall, Bradford. | | | |
| Chair's briefing 21/10/21. Report deadline 28/10/21. | | | |
| 4) £2m Procurement Contract - Substance Misuse Services (SMS) | | Sarah Possingham/Colin Stansbie/Ian Houghton. | Constitutional requirement. |
| 5) Work Planning. | There is a need to regularly review the work programme, in order to prioritise and manage the work. | Mustansir Butt. | |
| Thursday, 9th December 2021 at City Hall, Bradford. | | | |
| Chair's briefing 18/11/21. Report deadline 25/11/21. | | | |
| 1) Private Hire and Hackney Carriage Service - Finance and Performance. | | Carol Stos. | Member request. |
| 2) Safer Communities Plan Performance. | | Ian Day/Michael Churley. | Corporate Overview & Scrutiny Committee recommendation from Thursday 19 November 2020. |
| 3) Work Planning. | There is a need to regularly review the work programme, in order to prioritise and manage the work. | Mustansir Butt. | |
| Thursday, 13th January 2022 at City Hall, Bradford. | | | |
| Chair's briefing 23/12/21. Report deadline 30/12/21. | | | |
| 1) District Plan. | Annual Report to be presented in 12 months and to also include actual targets against the District Plan. | Philip Witcherley. | Corporate Overview and Scrutiny Committee recommendation from Thursday 23 January 2020. Following discussions with the Chair and Phil Witcherley - District plan priorities and how we are organising partnerships in the future COVID world. |

Corporate O&S Committee
Scrutiny Lead: Mustansir Butt tel - 43 2574
Work Programme

| Agenda Items | Description | Report Author | Comments |
|---|---|--|---|
| Thursday, 13th January 2022 at City Hall, Bradford. | | | |
| Chair's briefing 23/12/21. Report deadline 30/12/21. | | | |
| 2) Gambling. | The Cross Departmental and Cross Organisational Plan be presented to this Committee in 6 months. The departments involved in the development of the Plan should include but not be limited to Public Health, Children's Social Care and probation/youth service | Sarah Muckle/Frances Towers/Sarha Exall. | Corporate Overview & Scrutiny recommendation from Thursday 16 January 2020. |
| 3) Work Planning. | There is a need to regularly review the work programme, in order to prioritise and manage the work. | Mustansir Butt. | |
| Thursday, 10th February 2022 at City Hall, Bradford. | | | |
| Chair's briefing 18/01/22. Report deadline 27/01/22. | | | |
| 1) Implementation of Universal Credit across the District. | | Martin Stubbs. | Corporate Overview & Scrutiny Committee recommendation from Thursday 18 March 2021. |
| 2) Council Tax. | | Martin Stubbs. | Thursday 7 January 2021. |
| 3) Business Rates. | | Martin Stubbs. | Thursday 7 January 2021. |
| 4) Work Planning. | There is a need to regularly review the work programme, in order to prioritise and manage the work. | Mustansir Butt. | |
| Thursday, 10th March 2022 at City Hall, Bradford. | | | |
| Chair's briefing 17/02/22. Report deadline 24/02/22. | | | |
| 1) Prevent Programme for the District. | | Ian Day/Danielle King. | Corporate Overview & Scrutiny recommendation from Thursday 18 March 2021. |
| 2) People Can. | Detailed report specifically focusing on the added value of the People Can Programme across the District. | Mahmood Mohammed/Ian Day. | Corporate Overview and Scrutiny Committee recommendation from Thursday 12 March 2020. |
| 3) Progress against the Hate Crime Scrutiny Review recommendations. | | Ian Day/Rifaquet Ali. | Corporate Overview & Scrutiny Committee recommendation from Thursday 23 March 2021. |

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items

Thursday, 10th March 2022 at City Hall, Bradford.

Chair's briefing 17/02/22. Report deadline 24/02/22.

4) Work Planning.

Description

There is a need to regularly review the work programme, in order to prioritise and manage the work.

Report Author

Mustansir Butt.

Comments

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Democratic Services - Overview and Scrutiny

Scrutiny Committees Forward Plan

Unscheduled Items

Corporate O&S Committee

| Agenda item | Item description | Author | Comments | |
|-------------|---|--|--|---|
| 1 | Verbal update from Bradford Councils representative on the West Yorkshire Police and Crime Panel. | Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Russell Brown. | Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September 2018. | |
| 2 | Draft Digital Strategy. | Parveen Akhtar. | Request from Corporate Overview and Scrutiny Committee members. | |
| 3 | Draft IT Strategy. | Dominic Barnes-Browne/Keith Hayes. | Request from Corporate Overview and Scrutiny Committee members. | |
| 4 | Hanson School's Financial Position. | Update on the School's Financial position be presented to the Committee at a future meeting. | Marium Haque/Chris Chapman/Andrew Redding. | Corporate Overview and Scrutiny Committee recommendation from Thursday 6 February 2020. |
| 5 | Domestic Violence Scrutiny Review. | Mustansir Butt. | | |
| 6 | Frances foer the Recruitment and retention of Social Care workers. | Mark Douglas/Irfan Alam. | Member request. | |
| 7 | Police and Crime Commissioner - Safer and Stronger Community activities. | | Member request. | |
| 8 | Legacy of Regeneration Schemes in Bradford. | | Member request. | |
| 9 | Stronger Communities Strategy. | Ian Day/Mahmood Mohammed. | Corpoarte Overview & Scrutiny Committee recommendation from Thursday 19 November 2020. Re-secheduled to June 2022 at the request of officers, as all the projects will not have been evaluated due to the loss of the evaluator. | |

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