



Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 13 October 2022 at 5.00 pm in the Banqueting Hall - City Hall, Bradford

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	THE BRADFORD SOUTH INDEPENDENTS
Azam Nazir D Green Akhtar Arshad Hussain Mohammed	Nazam Loy	Stubbs	J Clarke

Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	THE BRADFORD SOUTH INDEPENDENTS
Dearden Hussain Salam Wood Tait Lintern	Ahmed Clarke	Sunderland	Majkowski

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Asif Ibrahim
Director of Legal and Governance
Agenda Contact: Yusuf Patel
Phone: 07970 411923
E-Mail: yusuf.patel@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The Director of Legal and Governance 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. 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.

(Yusuf Patel - 01274 434579)

4. 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

5. THE STONEWALL SUBMISSION

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This Committee at its meeting held on 14th of October 2021, requested a report on the Stonewall Workplace Equalities Index submission.

The Human Resources Director will submit a report (**Document “N”**) which outlines the process and purpose of the Stonewall submission.

Recommended –

That the committee notes the contents of Document “N” and agrees that further updates on LGBTQ+ representation are provided as part of wider equalities reporting and updates presented to the committee.

(Khalida Ashrafi)

6. REPORT ON THE REFRESH OF THE EQUALITY, DIVERSITY AND INCLUSION PLAN 2022-25

39 - 130

The Assistant Director, Office of the Chief Executive will submit a report (**Document “O”**) which asked Members to consider and comment on the draft plan prior to it being finalised before it is presented to Executive Committee for approval in December.

Recommended –

That members provide their comments and feedback on the refreshed Equality, Diversity and Inclusion Plan 2022-25.

(Khalida Ashrafi)

7. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2022/23 131 - 144

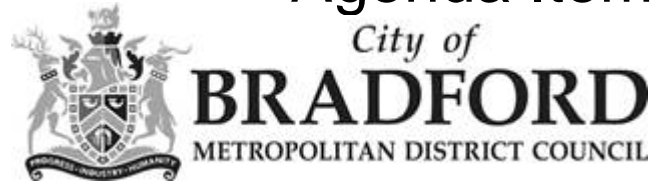
The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “P”**) which includes proposed items for the Corporate Overview and Scrutiny Committee work programme for 2022/23.

Recommended –

(1) That Members consider and comment on the areas of work to be carried forward into the municipal year 2022/23.

(2) That Members consider any detailed scrutiny reviews that they may wish to conduct.

(Mustansir Butt - 01274 432574)



Report of the Human Resources to the meeting of Corporate Overview and Scrutiny Committee to be held on 13 October 2022

N

Subject:

THE STONEWALL SUBMISSION

Summary statement:

The O&S Committee, in the meeting on the 14th of October 2021, requested a report on the Stonewall Workplace Equalities Index submission.

This report outlines the process and purpose of the Stonewall submission.

EQUALITY & DIVERSITY:

The outcome of this work will positively contribute to the workforce objectives in the Council's Equality Action Plan and therefore has equalities and diversity hardwired into its purpose.

Anne Lloyd
Director of Human Resources

Portfolio:

Corporate

Report Contact: Khalida Ashrafi- Lead
Equality and Engagement Officer
Phone: (01274) 43
E-mail: khalidaashrafi@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 In consultation with the LGBTQ+ Staff Network, Champions and Senior Leaders both internally and across the District, the Council decided to make a submission for the Stonewall Workplace Equality Index (WEI).
- 1.2 The WEI is a benchmarking tool for organisations to measure their progress on lesbian, gay, bi and trans inclusion in the workplace. Work on the submission has proven invaluable in checking that our organisational policies are communicated using appropriate language and we believe that the submission will secure positive change as part of our equality, diversity and inclusion commitment that will benefit the organisation, its employees and the public and assist us in our journey to a workplace that is fully inclusive of all staff irrespective of their gender, sexuality or any of the other protected characteristics under the Equality Act.

2. BACKGROUND

- 2.1 The Stonewall Submission consists of 63 questions in eight Sections that cover the following: -

- Section 1: Policies and Benefits
- Section 2: The Employee Lifecycle
- Section 3: LGBT Employee Network Group
- Section 4: Empowering Individuals
- Section 5: Leadership
- Section 6: Monitoring
- Section 7: Supply chains
- Section 8: External Engagement and Service Delivery

It also included a Staff Survey with 587 staff completing this.

- 2.2 Stonewall recommend that the outputs of the submission are used as a development framework for organisations. The benchmarking will help us know what we are doing well and where we can improve.

Submission Feedback

The Council was awarded Bronze accreditation for its significant contribution to external and internal communications to LGBTQ+ significant dates and events to staff and members of the District. Also included in this accreditation was the work of the LGBTQ+ Staff Network in promoting inclusion.

Feedback from the Summary Report highlighted that as an employer, we need to refresh some of our policies to ensure inclusive language is used, especially for trans employees. While recognising our strong internal communications, in the employee lifecycle more focus needs to be put on LGBTQ+ inclusion when entering and exiting employment at the Council. The RESPECT Programme was acknowledged for the development of an Allyship Programme but further evidence was needed on how this would empower change. We were praised for having strong appraisal and recruitment questions which clearly ensure that leaders are

aware and engaging in wider Equality Diversity and Inclusion work. Feedback stated our monitoring processes are outdated and should be more reflective of the whole spectrum of LGBTQ+ identity. Further work is required to seek assurance on our procurement processes, in the context of accepting that organisations/suppliers themselves must provide assurance as part of any procurement activity.

Follow up actions and next steps

Following the feedback, the internal monitoring system for staff has been changed to capture the spectrum of LGBTQ+ identities. The refresh of the Council Equalities Plan Objectives has included the need for equalities as an indicator when developing new services.

Importantly, a full Equality Impact Assessment of the recommendations needs to take place, in line with our Public Sector Equality Duty before actions are progressed and plans develop.

Survey Highlights

- 48% of LGBTQ+ staff say that the workplace culture in my organisation is inclusive of me as an LGBTQ+ person
- 28% of LGBTQ+ staff say they feel comfortable expressing my LGBTQ+ identity at work to managers/senior colleagues
- 89% of non-LGBTQ+ staff support LGBTQ+ equality in the workplace

3. OTHER CONSIDERATIONS

- 3.1 Strengthening the work we do across the Council on LGBTQ+ issues is a priority area in delivering inclusion and our equality objectives. The recent LGA (Local Government Association) Equalities Peer review highlights the need for us to have a wide focus on equalities across all protected characteristics, in particular LGBTQ+ and disability issues. The feedback from the WEI will be used to inform our approach in achieving this.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The cost to be part of the WEI and access the support, survey and tools available, and receive a report and feedback to employers was £2,000. The Council committed to and approved this spend through the Council's established schemes of delegation.
- 4.2 An independent review from an established independent organisation with national reach has been crucial to enable the Council to benchmark against other public and private sector organisations and consider strategies to be an inclusive organisation and employer to LGBTQ+ staff and the communities we support. The feedback, Equality Impact Assessment and follow up plan (when developed) will also address some of the intersectionality issues and supports a cross-cutting Equality Diversity and Inclusion position that will also feed into the Council Equality Objectives.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 There has been national coverage around trans and women's rights. The Council sought views from our LGBTQ+ Staff Network, allies and partners who were unanimously supportive of continuing with the WEI submission because of the wide equality, diversity and inclusion benefits that will be available from the outputs of the benchmarking. The Council will continue to review the effectiveness and appropriateness of all equality, diversity and inclusion work and is committed to inclusion for all.

6. LEGAL APPRAISAL

The Council must legally comply with its obligations under the Equalities Act 2010 and its Public Sector Equality Duty.

Any formulated action plan and next steps needs to be appraised alongside the Equality Impact Assessment to ensure the Council is legally compliant in fulfilling these duties.

7. OTHER IMPLICATIONS

None.

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

The Council's Equality Objectives and workforce information are shared and consulted upon accordingly with Trade Unions.

7.6 WARD IMPLICATIONS

None.

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

N/A.

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

Inclusion is for everyone. Our work on LGBTQ+ and wider diversity and equality matters seeks to ensure that everyone belongs no matter what their background or protected characteristic. This is important for children and young people and their experiences.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

None.

10. RECOMMENDATIONS

That the committee notes the contents of this report and agrees that further updates on LGBTQ+ representation are provided as part of wider equalities reporting and updates presented to the committee.

11. APPENDICES

Stonewall Workplace Equality Index 2022 – Questionnaire

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Stonewall Workplace Equality Index 2021

THIS DOCUMENT IS FOR REFERENCE PURPOSES ONLY.

Minor edits were made to this document on 27/08/20 to clarify questions and guidance.

Please note: due to ongoing challenges faced by employers in responding to COVID-19, Stonewall is not opening the Workplace Equality Index for submissions in 2020.

This document shows you all the questions we will ask and answers/evidence that we will require for the Workplace Equality Index 2022.

In place of employers' submissions, we are providing a comprehensive series of support throughout the year. The [Workplace Equality Index support series](#) will use these questions as a framework to support employers to continue their LGBT inclusion progress and get them ready for the 2022 Index.

For any queries about the Workplace Equality Index, contact memberships@stonewall.org.uk.

If you're unsure of any terms within this document, you may want to refer to Stonewall's [glossary of terms](#).

Section 1: Policies and Benefits

This section examines the policies and benefits the organisation has in place to support LGBT staff. The questions scrutinise the policy feedback process, policy content and provision of specific support.

1.1 Does the organisation have a process to ensure all employees can feedback on the inclusiveness of relevant policies (for example, HR policies)?

Guidance:

- *This should be open to all employees and across all relevant policies.*
- *Relevant policies include HR policies, for example leave policies.*
- *If feedback does not trigger immediate reviews, there must be regular, periodic policy reviews that consider the feedback.*

Yes
No

Describe the process, how it is communicated, and what action the feedback triggers (max. 500 words).

Describe any previous outcomes of the process (max. 500 words).

1.2 Does the organisation have a policy (or policies) that includes the following? Tick all that apply.

Guidance:

- *The policy (or policies) should clearly state that the organisation will not tolerate discrimination, bullying or harassment against employees on the grounds of sexual orientation or gender identity and/or trans identity.*
 - *These may be listed along with other protected characteristics.*
- Explicit ban on discrimination, bullying and harassment based on sexual orientation (bronze award requirement)
 - Explicit ban on discrimination, bullying and harassment based on gender identity and gender expression (bronze award requirement)
 - An example of biphobic bullying or harassment
 - An example of homophobic bullying or harassment
 - An example of transphobic bullying or harassment
 - Clear information about how to report an incident and how complaints are handled
 - None of the above

Upload the selected policies with the relevant sections highlighted.

Provide a brief description of the policy/policies you have uploaded (max. 200 words).

1.3 Where the organisation has the following family and leave policies, do they use gender-neutral language and explicitly state that they are applicable regardless of gender? Tick all that apply.

Guidance:

- *The policies should explicitly state that they apply regardless of the employee or the employee's partner's gender.*
 - *The policies should avoid gendered language and pronouns, for example, by using the term 'partner' instead of 'husband' or 'wife'.*
- Adoption Policy
 - Special or Compassionate Leave Policy
 - Maternity Policy
 - Paternity Policy
 - Shared Parental Leave Policy
 - None of the above

Upload the selected policies.

Provide a brief description of the policy/policies you have uploaded (max. 200 words).

1.4 Does the organisation have a trans inclusion policy that covers the following? Tick all that apply.

Guidance:

- *This policy should contain information about the inclusion of all trans employees, regardless of whether they are currently transitioning.*
- *C – guidance must make clear that all trans employees can use the facilities (e.g. toilets, changing rooms) they feel most comfortable using and should explain your commitment to introducing gender-neutral facilities, if not already widely available.*

- *D – guidance on dress code should be offered regardless of whether you have a uniform or dress code policy. This should make clear that all employees, including trans and non-binary employees, are encouraged to wear the uniform or dress that they feel most comfortable in. If you provide a uniform, this should include provision for gender fluid employees to have multiple uniforms.*
- A. A clear commitment to supporting all trans people, including those with non-binary identities
- B. Information on language, terminology and trans identities, including non-binary identities
- C. Guidance on facilities for trans employees, including non-binary employees
- D. Guidance on dress code for trans employees, including non-binary employees
- E. A clear commitment to confidentiality and data protection for trans staff
- F. None of the above

Upload the selected policies.

Provide a brief description of the policy/policies you have uploaded (max. 150 words).

1.5 Does the organisation have a policy (or policies) to support employees who are transitioning that covers the following? Tick all that apply.

Guidance:

- *This could be contained within a trans inclusion policy, could be supportive guidance to a trans inclusion policy, or could be in a stand-alone transitioning at work policy.*
- *This should be explicitly non-binary inclusive.*
- *A and C – these should include a commitment that the employee will be allowed the time off that they need for transition-related treatments or appointments and that any leave will be recorded separately to sick leave.*
- A. Work related guidance for an employee who is transitioning (bronze award requirement)
- B. Work related guidance on the process for an employee to change their name and gender marker on workplace systems
- C. Work related guidance around data protection and confidentiality
- D. Work related guidance for managers on how to support an employee who is transitioning (bronze award requirement)
- E. Work-related guidance for employees on how to support a colleague who is transitioning
- F. None of the above

Upload the selected policies.

Provide a brief description of the policy/policies you have uploaded (max. 200 words).

1.6 Does the organisation have a formal commitment to introduce gender-neutral facilities in all its buildings?

Guidance:

- *If gender-neutral facilities are not already available in all buildings, this should be a formal commitment to introduce gender-neutral facilities in any new builds or to gender-neutral facilities being a requirement of any new leases.*
- *Provision of gender-neutral facilities should be in addition to accessible facilities.*

Yes
No

Provide a brief description of the organisation's current provision, its commitment to introducing gender-neutral facilities and how this has been formalised (max. 500 words).

1.7 Does the organisation provide its employees with private healthcare insurance?

Yes
No

If 'Yes': **Does the organisation's private healthcare insurance include the following? Tick all that apply.**

Guidance

- *C – this should include how you scrutinised mental health provision for LGBT inclusivity, for example by asking about LGBT-specific training for frontline practitioners.*
- *D – the policy must explicitly state that this provision applies regardless of gender.*

- A. Transition-related treatments
- B. LGBT-inclusive mental health treatments
- C. Coverage for spouse/partner and children, regardless of gender
- D. None of the above

Provide a description of the provision.

Copy and paste the relevant sections of your insurance policy.

If 'No': **In the last three years, has the organisation scrutinised its mental health support provision for LGBT inclusivity?**

Guidance:

- *Provision could include your employee assistance programme, affiliated counselling services or internal mental health first aiders.*
- *Scrutiny should include specific actions, such as asking about a provider's LGBT-specific training for frontline employees.*

Yes
No

Describe how you scrutinised the provision and what the outcomes were. Please provide specific dates or time periods within the last three years.

The following question is for information gathering purposes only and is not scored.

1.8 Has the organisation reviewed other policies to ensure they are LGBT inclusive?

Guidance:

- *This might include menopause or andropause policies.*

- *This might also include domestic abuse policies.*

Yes

No

Upload the selected policies.

Provide a brief description of the policy/policies you have uploaded (max. 150 words).

The following question is for information gathering purposes only and is not scored.

1.9 Are the organisation's compassionate and/or special leave policies inclusive of loved ones/chosen families/close support networks and supporting someone through transition?

Guidance:

- *Chosen families are people who an employee considers to be family, but who have no legal or biological connection to them.*
- *Chosen families, loved ones and close support networks can be particularly significant to those who are estranged from their families, an issue that disproportionately affects LGBT people.*
- *Policies should be clear that employees are entitled to the same leave when it relates to their loved ones/chosen family/close support networks as when it relates to their biological or legal family members.*
- *Special leave policies should explicitly include provision to support someone through transition, for example accompanying them to medical appointments.*

Yes

No

Copy and paste the relevant sections of your policies.

Section 2: The Employee Lifecycle

This section examines the employee lifecycle within the organisation, starting with recruitment practices and finishing with exit processes. The questions scrutinise how the organisation engages and supports employees throughout their journey in the workplace.

2.1 When advertising for external appointments, how does the organisation attract LGBT talent? Tick all that apply.

Guidance:

- *A – this can include taking recruitment materials to Pride events and should have taken place in the last year.*
- *B – evidence should include screenshots of a job pack from the last year.*
- *C – this can be a link to a webpage.*

A. Advertising on or recruiting from LGBT or diversity websites, fairs and events

B. Include a statement around valuing diversity, explicitly inclusive of LGBT people, in all job packs and pages (bronze award requirement)

- C. Include information about your LGBT employee network group or LGBT inclusion activities in all job packs and pages
- D. None of the above

Upload evidence for the selected options.

Describe the evidence uploaded (max. 200 words).

2.2 Does the organisation provide guidance or training for all employees with recruitment responsibilities on how to carry out inclusive recruitment?

Guidance:

- *This should be specific to recruitment and include LGBT content.*
- *This should be provided to all employees involved in recruitment, not just HR teams.*
- *Best practice would be a checklist of inclusive practices that recruiters complete when they carry out a recruitment round. This might include, for example, sharing their pronouns at the start of an interview, if they feel comfortable doing so.*

Yes

No

Upload evidence of guidance or training.

Describe the format of the guidance or training and the content you have uploaded (max. 500 words).

2.3 What information does the organisation supply to all new employees (external appointments) when being inducted into the organisation? Tick all that apply.

Guidance:

- *Content for all options can be supplied in person, online (through a video or post), or on paper.*
- *A – the message should explicitly refer to LGBT inclusion, including bi, non-binary and trans inclusion.*
- *C – relevant policies are those covered in Section 1.*

A. Explicit message on the organisation's commitment to LGBT inclusion (bronze award requirement)

B. Information on the LGBT employee network or allies programme/initiative

C. Information on relevant policies and the organisation's commitment to ensuring they are LGBT inclusive

D. None of the above

Briefly describe the induction process and at what point the new starter receives the above information (max. 500 words).

Upload evidence for the selected options.

2.4 Does the organisation enable non-binary employees to have their identities recognised on all employee-facing workplace systems?

Guidance:

- Examples include the option to choose a gender marker other than male or female and being able to use gender-neutral titles, such as Mx.
- Alternatively, you could consider removing gender markers and titles from your systems altogether.
- You should include at least one example specific to gender fluid people, for example the ability to have multiple passcards with different forms of gender expression.

Yes

No

Describe how non-binary identities are recognised on workplace systems, including at least two examples (max. 500 words).

2.5 Does the organisation provide all-employee training on compliance with its discrimination, bullying and harassment policies, including the following:

Guidance:

- The training should reach as many employees as possible across your organisation.
- Training content should explicitly mention LGBT people and cover lesbian, gay, bi and trans in the context of each option selected.
- Examples of content you could upload are case studies, e-learning screenshots or PowerPoint presentations.

Employee completion rate

	76– 100%	51– 75%	26– 50%	1– 25%	None
A. Organisational policy and legislation (bronze award requirement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Examples of biphobic, homophobic and transphobic discrimination, bullying and harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Examples of discrimination, bullying and harassment on the basis of multiple identities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. How to challenge biphobic, homophobic and transphobic discrimination, bullying and harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. How to report biphobic, homophobic and transphobic discrimination, bullying and harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. A clear route for feeding back on the inclusion or representation of employees' identities in the training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Describe how you estimate completion rates (max. 500 words).

Describe the format of the training and the content you have uploaded (max. 500 words).

Upload evidence for selected options.

2.6 In the past year, which of the following messages have appeared in internal communications to all employees? Tick all that apply.

Guidance:

- *Communications uploaded should have been sent or made available to all employees (or as many as geographically possible through the specific communication method). In your uploaded evidence, make clear who/how many employees the communication reached.*
- *Evidence could include emails and screenshots of intranet posts.*
- *A – communications can focus on specific awareness days/events, such as LGBT History Month, Pride and/or IDAHOBIT (International Day Against Homophobia, Biphobia and Transphobia).*
- *B – communications can focus on specific awareness days/events, such as Bi Visibility Day and/or Pan Visibility Day.*
- *C – communications can focus on specific awareness days/events, such as Trans Day of Visibility, Trans Day of Remembrance and/or Trans Pride.*
- *D – communications can focus on specific awareness days/events, such as Non-Binary People's Day.*
- *A, B, C and D – you are required to meet at least one of these criteria to receive a bronze award.*

- A. Information about LGBT identities and experiences (bronze award requirement)
- B. Information about bi identities and experiences (bronze award requirement)
- C. Information about trans identities and experiences (bronze award requirement)
- D. Information about non-binary identities and experiences (bronze award requirement)
- E. Information about the LGBT Employee Network Group and/or allies activity
- F. Information about LGBT-inclusive policies
- G. Information about the importance of pronouns and pronoun introductions
- H. None of the above

Upload evidence for selected options.

Provide date for option A:

Provide date for option B:

Provide date for option C:

Provide date for option D:

Provide date for option E:

Provide date for option F:

Provide date for option G:

2.7 Does the organisation proactively recognise contributions to LGBT inclusion activity during employee performance appraisals?

Guidance:

- *The onus should be on the employer/manager to make clear that contributions to LGBT inclusion (such as network group activity) align with organisational values and count towards diversity and inclusion objectives.*

- *This should be systematic and applied to all performance appraisals, not just those of the network leads.*
- *Recognition doesn't have to be financial.*

Yes

No

Describe how contributions are recognised (max. 300 words).

2.8 Does the organisation identify and act on any LGBT inclusion issues raised at exit interviews or on exit surveys?

Guidance:

- *This can be part of a wider question about diversity and inclusion at the organisation.*
- *Answers should detail how all employees are given opportunities to raise any issues relating to discrimination (homophobia, biphobia and/or transphobia) they may have experienced or become aware of in the organisation.*
- *There should be a clear process by which issues are referred and acted on by the organisation.*

Yes

No

Describe the exit interview/survey process and how LGBT issues would be identified or raised (max. 200 words).

Describe how any issues raised would be acted upon by the organisation (max. 200 words).

The following question is for information gathering purposes only and is not scored.

Does the organisation have a mental health or wellbeing strategy that explicitly addresses the needs of LGBT people?

Guidance:

- *This should address the specific needs of lesbian, gay, bi and trans people.*

Yes

No

Upload your mental health or wellbeing strategy.

Describe how this was developed and any actions that have come from it (max. 500 words).

The following question is for information gathering purposes only and is not scored. It will only be asked if your organisation provides apprenticeships.

When advertising for its apprenticeships, does the organisation run initiatives to specifically attract LGBT job seekers?

Guidance:

- *This might include LGBT-specific content in recruitment materials or advertising at LGBT-specific events.*

Yes

No

Describe the initiatives (max. 500 words)

Section 3: LGBT Employee Network Group

This section examines the work of your LGBT employee network group. The questions scrutinise the support the group is given by the organisation, its commitment to inclusivity, and the activities it carries out.

3.1 Does the organisation have an LGBT employee network group for LGBT employees? Select one option.

Guidance:

- *A – this option scores maximum marks for this question.*
- *B and C – these options score lower marks for this question.*
- *A, B and C – you are required to meet one of these criteria to receive a bronze award.*

- A. Yes, with a defined role and terms of reference (bronze award requirement)
- B. No, but we have a Diversity & Inclusion group with formal LGBT representation (bronze award requirement)
- C. No, but we have a formal agreement with an external network in our sector/region (bronze award requirement)
- D. None of the above

Option A and B: Upload the group's terms of reference.

Option C: Describe the formal agreement and your organisation's role in the network (max. 500 words).

3.2 In the past year, has the organisation supported the work of the LGBT employee network group in the following ways? Tick all that apply.

Guidance:

- *C – time should be formally agreed.*
 - *D – this should develop practical skills relevant to the role of the network group, for example peer support, mentoring or conflict resolution.*
 - *E – these can be general or LGBT-specific programmes and should be communicated to members through the employee network group.*
- A. Provided a network group budget
 - B. Provided a formal senior champion
 - C. Allowed time for committee members to carry out network group activity
 - D. Facilitated network members' participation in skills training

- E. Facilitated network members' participation in leadership or professional development programmes
- F. Facilitated network members' participation in LGBT-specific seminars and conferences
- G. None of the above

Describe the support provided and how it is communicated to the network (max. 200 words per option).

3.3 In the past year, which of the following activities has the LGBT employee network group undertaken to improve its inclusivity? Tick all that apply.

Guidance:

- *C – this should reference specific marginalised or underrepresented groups (for example, trans people or LGBT people of colour).*
 - *D – this could be a physical or digital space, for example a meet-up for LGBT people of faith or a closed bi digital group on your intranet.*
- A. Implemented a formal mechanism to ensure bi issues are engaged with (for example, bi reps)
 - B. Implemented a formal mechanism to ensure trans issues are engaged with (for example, trans reps)
 - C. Promoted itself as being open to all and inclusive of marginalised and underrepresented LGBT groups
 - D. Introduced specific spaces for marginalised and underrepresented LGBT groups
 - E. None of the above

Describe the activities you have undertaken (max. 200 words per option).

3.4 Does the LGBT employee network group have a formal strategy to ensure it is inclusive of and accessible to marginalised or underrepresented LGBT groups?

Guidance:

- *Your strategy should focus on the inclusion of at least three specific marginalised or underrepresented LGBT groups. This might include (but is not limited to):*
 - *BAME LGBT people / LGBT People of Colour*
 - *Bi people*
 - *LGBT carers*
 - *LGBT people of faith*
 - *LGBT parents*
 - *LGBT people with accessibility needs*
 - *Non-binary people*
 - *Older LGBT people*
 - *Trans people*
- *Your description should include how you identified which marginalised or underrepresented groups to focus your strategy on. This might include insights from:*
 - *LGBT network group membership and event attendance*
 - *LGBT network group satisfaction surveys*
 - *Employee satisfaction surveys*
 - *WEI Staff Feedback Questionnaire report*
 - *Sectoral, regional or national research*

- *Your description should include actions the network group has taken so far and has committed to take in the future. These might include (but are not limited to):*
 - *Introducing an inclusion rep*
 - *Holding events within working hours*
 - *Holding regular alcohol-free social events*
 - *Holding events at accessible venues*
 - *Avoiding holding events at the same time as religious festivals/holy days*
- *Actions must be in addition to those referenced in 3.3*

Yes

No

Upload your strategy document.

Describe how the strategy was formulated, actions the network has taken so far and outcomes so far (max. 500 words).

3.5 Which of the following support activities does the LGBT employee network group undertake? Tick all that apply.

Guidance:

- *Support for individuals should be available and advertised to all staff.*
 - *Consultation on internal policies and practices should be considered as policies that impact upon employee welfare (for example, reviewing an updated adoption policy).*
 - *A – this could be on an individual basis and/or through a closed digital group for LGBT employees.*
- A. Provide confidential support to all employees on LGBT issues
 B. Provide support to enable employees to report homophobic, biphobic and transphobic bullying and harassment
 C. Consultation on improving internal policies and practices
 D. None of the above

Describe the options selected (max. 200 words per option).

3.6 In the past year, which of the following activities has the LGBT employee network group undertaken? Tick all that apply.

Guidance:

- *If not carried out by the LGBT employee network group, these activities can be carried out by other parts of the organisation (for example, the diversity and inclusion team). However, this must at least be in consultation with the network group.*
 - *'Awareness raising events' refers to activities that serve to educate or inform the wider organisation, for example panel discussions, lunch and learns, or stalls during diversity events.*
 - *G – this could either be a specific programme run by the network or alternatively an organisation-wide programme that proactively incorporates LGBT mentoring.*
- A. Social networking event for members
 B. LGBT equality awareness-raising event
 C. Bi equality awareness-raising event

- D. Non-binary equality awareness-raising event
- E. Trans equality awareness-raising event
- F. Collaborated with other LGBT network groups
- G. Mentoring or coaching programme
- H. None of the above

Describe the activities selected and when they occurred (max. 200 words per option). Please provide specific dates or time periods within the last year.

3.7 In the past year, has the LGBT network group held campaigns, initiatives, seminars or events engaging with the intersection of LGBT and other diversity strands? Select one option.

Guidance

- *You will be awarded for up to three examples from the last year. These should each look at the experiences of specific marginalised or underrepresented groups, which could include (but is not limited to):*
 - *BAME LGBT people / LGBT People of Colour*
 - *LGBT parents or families*
 - *LGBT people with accessibility needs, for example including LGBT disabled people and LGBT neurodivergent people*
 - *LGBT people with experience of mental ill health*
 - *LGBT people with experience of poverty or homelessness*
 - *LGBT people of faith*
 - *LGBT women*
 - *Older LGBT people*
 - *You should explain why you chose to focus on the experiences of these groups. For example, this might be because of a gap in your previous work.*
 - *(From the 2023 Workplace Equality Index) At least two of the groups should be different to your organisation's previous submission.*
 - *These activities can be carried out in collaboration with other employee network groups.*
 - *If not carried out by the LGBT employee network group, these activities can be led by other parts of the organisation (for example, the faith employee network group might run an event on being an LGBT person of faith).*
 - *'Initiatives' and 'campaigns' here refer to specific programmes or projects, for example a series of events, videos or blogs.*
- A. Yes, three examples
 - B. Yes, two examples
 - C. Yes, one example
 - D. No

Describe the campaigns, initiatives, seminars or events and when they occurred (max. 500 words).

Please provide specific dates or time periods within the last year.

3.8 Does the LGBT employee network group have measures in place to ensure that activity reaches employees in all locations?

Guidance:

- *This should be formalised, consistent work to ensure activity can reach all employees. This might include a commitment in your terms of reference to hold a percentage of your events online or run activities in different regions.*
- *You should consider dispersed workforces (for example those in retail stores or without regular access to IT), employees who work from home, and employees across all UK nations that you operate in.*
- *If you only have one location or building, you should consider the needs of employees who work remotely or away from desks.*
- *You should provide at least two examples of measures you have in place.*

Yes
No

Describe at least two measures in place and how they are formalized (max. 500 words).

Section 4: Empowering Individuals

This section examines the process of engaging individuals to create an LGBT inclusive culture at the organisation. The questions scrutinise how the organisation empowers LGBT and non-LGBT employees to step up as change makers and allies.

4.1 Does the organisation support LGBT employees at all levels to become change makers through training, programmes and/or resources?

Guidance:

- *Examples of support can include resources, programmes or training.*
- *The support must focus specifically on steps LGBT people can take to become active role models or change makers in your organisation.*

Yes
No

Describe the training, programmes and/or resources (max. 500 words).

4.2 In the past year, has the organisation shared the workplace experiences of LGBT people with the following identities? Tick all that apply.

Guidance:

- *This should be an internal communication, such as an all-employee email or blog post.*
- *Within the content, the person's identity must be clear. It should not be left up to the reader or viewer to make assumptions.*
- *Stonewall uses umbrella terms and we recognise that language and identities are personal. If an employee uses a term that isn't listed below, you should be led by them on which (if any) option they feel comfortable being included within.*
- *Best practice is to share the experiences of internal employees. However, you should take care to ensure that no pressure is put on LGBT employees to be visible in this way. If employees do not want to share their experiences, you can share the workplace experiences of employees outside your organisation, for example from the wider sector.*

- *Marks will not be awarded in this question where the experiences of celebrities are shared.*
- A. BAME LGBT people / LGBT People of Colour
 - B. Bi people
 - C. Binary trans people (e.g. trans men and trans women)
 - D. Gay or lesbian people
 - E. LGBT people aged 25 or younger.
 - F. LGBT people aged 50 or older.
 - G. LGBT people at board level
 - H. LGBT people at senior management level
 - I. LGBT people being open about their mental health challenges (including disability relating to mental health)
 - J. LGBT people of faith
 - K. LGBT people who are parents
 - L. LGBT people with accessibility needs (excluding accessibility needs relating to mental health)
 - M. Non-binary people (e.g. genderfluid or genderqueer people)
 - N. None of the above

For each option selected: submit evidence of sharing these experiences in the last year.

For each option selected: provide the date on which this was shared internally.

4.3 Does the organisation have a formal programme or initiative to engage all non-LGBT employees to become LGBT allies? Select one option.

Guidance

- *The programme should be a formal mechanism to engage non-LGBT people with LGBT equality.*
- *This can include allies receiving a visible signal of their commitment to LGBT equality, but this must be conditional on employees participating in a programme and/or receiving training.*
- *The programme should include internal awareness-raising sessions or training specifically for allies. This should cover the importance of allies and actions that individuals can take to be effective allies.*
- *To be awarded marks, this programme must be more in-depth than a one-off internal communication or event (as awarded for in sections 2 and 3).*

- A. Yes, as part of our LGBT employee network group
- B. Yes, a separate allies network group
- C. Yes, through another initiative
- D. No

Describe the allies programme or initiative (max. 500 words).

Upload a communication advertising the allies programme or initiative.

4.4 Does the organisation support all non-bi employees (including lesbian and gay employees) to become bi allies through training, programmes and/or resources?

Guidance:

- *Examples can include information booklets, programmes or training.*

- *This must focus specifically on being an ally to bi people and include specific actions employees can take.*
- *This should be more in-depth than a one-off internal communication (as awarded for in sections 2 and 3).*

Yes

No

Describe the training, programmes and/or resources (max. 500 words).

Upload any written content, such as training slides or resources.

4.5 Does the organisation support all cis employees (including lesbian, gay and bi employees) to become trans allies through training, programmes and/or resources?

Guidance:

- *Examples can include information booklets, programmes or training.*
- *This must focus specifically on being an ally to trans people and include specific actions employees can take.*
- *This must include specific content on being an ally to non-binary people.*
- *This should be more in-depth than a one-off internal communication or event (as awarded for in sections 2 and 3).*

Yes

No

Describe the training, programmes and/or resources (max. 500 words).

Upload any written content, such as training slides or resources.

4.6 Does the organisation support all employees (including LGBT employees) to become allies to other marginalised LGBT communities through training, programmes and/or resources?

Guidance:

- *This should focus on identities other than bi or trans identities. For example, the support could focus on becoming an ally to groups experience multiple marginalisation, such as LGBT people of faith.*
- *This should be more in-depth than a one-off internal communication or event (as awarded for in sections 2 and 3).*
- *This should include specific actions employees can take.*

Yes

No

Describe the training, programmes and/or resources (max. 500 words).

Upload any written content, such as training slides or resources.

4.7 Does the organisation have measures in place to ensure that your work to empower individuals reaches employees in all locations?

Guidance:

- *This should be consistent work to ensure activity can reach all employees.*
- *This might include:*
 - *Ensuring you share the stories of LGBT people from all the regions or UK nations you operate in.*
 - *Ensuring your allies programmes and resources are available in all your locations and/or digitally.*
- *You should consider dispersed workforces (for example those in retail stores or without regular access to IT), employees who work from home, employees in urban/rural settings, and employees across all UK nations that you operate in.*
- *If you only have one location or building, you should consider the needs of employees who work remotely or away from desks.*
- *You should provide at least two examples of measures you have in place.*

Yes

No

Describe at least two measures in place and how they are formalised (max. 500 words).

Section 5: Leadership

This section examines how the organisation engages senior leaders and line managers in their responsibility to set an LGBT-inclusive culture. The questions scrutinise how the organisation empowers senior leaders, the individual actions senior leaders take, and how all line managers are encouraged to recognise LGBT inclusion as key to their role.

5.1 How does the organisation support board and senior management employees to understand the issues that affect LGBT people? Tick all that apply.

Guidance:

- *The support should be consistently provided, not on an ad hoc basis.*
- *Each option should be available to multiple senior leaders, not just one senior champion.*
- *A – this is a formal process whereby senior employees are mentored on LGBT issues by more junior LGBT employees.*

- A. Reverse mentoring opportunities
- B. Mentoring or coaching opportunities with other senior leaders
- C. LGBT-specific conferences and seminars
- D. Bi-specific conferences and seminars
- E. Non-binary specific conferences and seminars
- F. Trans-specific conferences and seminars
- G. None of the above

Describe each option selected (max. 200 words per option)

5.2 In the past year, which of the following activities have members of the board and/or senior management engaged in? Tick all that apply.

Guidance:

- *These activities should be carried out by a range of leaders.*
- *E – this will only be awarded if you received points for questions 6.4, 6.5 or 6.6.*
- *F – this should be periodic, not ad hoc.*
- *G and H – your description should include how the speech had specific messages of bi, non-binary and trans equality.*
- *H – this can be a sector-facing or community-facing event.*

- A. Communicated a strong message on LGBT equality
- B. Communicated a strong message on bi equality
- C. Communicated a strong message on trans equality, explicitly including non-binary equality
- D. Reviewed and/or approved an LGBT inclusion strategy
- E. Reviewed top line LGBT monitoring reports and actions
- F. Met periodically with the LGBT employee network group
- G. Spoken at an internal LGBT event
- H. Spoken at an external LGBT event
- I. Attended an external LGBT event, for example Pride
- J. None of the above

Describe each option selected (max. 200 words per option). Please include specific dates or time periods.

Please list the names and job titles of the individuals named above. Please ensure you have strict permission from them for their name to appear in this submission.

5.3 Does the organisation have measures in place to ensure that senior leader activity reaches employees in all locations?

Guidance:

- *This should be consistent work to ensure activity can reach all employees.*
- *This might include:*
 - *Ensuring activities are carried out by senior leaders in all regions or UK nations that you operate in.*
 - *Ensuring that speeches at internal LGBT events are recorded and distributed digitally.*
 - *Ensuring that senior leader messages are written as well as verbal.*
- *You should consider dispersed workforces (for example those in retail stores or without regular access to IT), employees who work from home, and employees across all UK nations that you operate in.*
- *If you only have one location or building, you should consider the needs of employees who work remotely or away from desks.*
- *You should provide at least two examples of measures you have in place.*

Yes
No

Describe at least two measures in place and how they are formalised (max. 500 words).

5.4 Does the organisation require all senior leaders and line managers to meet an inclusion-based competency on recruitment?

Guidance:

- *This should be a standard competency in all job descriptions and/or a mandatory question in all interviews.*
- *This does not need to just be one standard question – you can provide a range of competencies and/or interview questions for the recruiting team to choose from.*
- *This should include internal promotions as well as external appointments.*
- *This does not need to be LGBT specific.*

Yes

No

Copy and paste the standard competency or interview question wording.

Describe how inclusion-based competencies are implemented across all roles (max. 200 words).

5.5 Does the organisation require all senior leaders and line managers to have an inclusion-based objective?

Guidance:

- *This should be a standard practice across all performance appraisal structures and documents.*
- *You do not need to provide template wording, but best practice is to provide a range of objectives senior leaders and line managers might consider based on their roles.*
- *This does not need to be LGBT specific.*

Yes

No

Describe how inclusion-based objectives are implemented across all roles (max. 500 words).

Section 6: Monitoring

This section examines how the organisation uses monitoring to understand the representation and experiences of its LGBT employees. The questions scrutinise data collection methods, analysis and outcomes.

Please ensure that no personally identifiable information is contained in your answers or evidence.

6.1 Does the organisation gather data on employee sexual orientation through diversity monitoring forms and/or systems?

Guidance:

- *The question wording should be in line with latest good practice. Please speak to your account manager if you are unsure of this.*
- *You should use the same good practice question wording across all the touchpoints where it collects this data. Please state in your description if different question wording is used elsewhere.*

Yes

No

Copy and paste the question you ask and the options employees can select (max. 500 words).

If yes, what proportion of employees have answered this question on your HR system?

Guidance:

- *This should be from an HR system, not an anonymous staff survey.*
- *The proportion should not include those who prefer not to say.*

90-100%

80-89%

70-79%

60-69%

50-59%

Under 50%

We do not monitor

Upload an analysis report demonstrating the declaration rate. Note that this must not contain individual responses or personally identifiable data.

Provide a brief description of the report you have uploaded (max. 200 words).

6.2 Does the organisation gather data on employee gender, inclusive of non-binary identities, through diversity monitoring forms and/or systems?

Guidance:

- *The question wording should be in line with latest good practice. Please speak to your account manager if you are unsure of this.*
- *You should use the same good practice question wording across all the touchpoints where it collects this data. Please state in your description if different question wording is used elsewhere.*

Yes

No

Copy and paste the question you ask and the options employees can select (max. 500 words).

If yes, what proportion of employees have answered this question on your HR system?

Guidance:

- *This should be from an HR system, not an anonymous staff survey.*
- *The proportion should not include those who prefer not to say.*

90-100%
80-89%
70-79%
60-69%
50-59%
Under 50%
We do not monitor

Upload an analysis report demonstrating the declaration rate. Note that this must not contain individual responses or personally identifiable data.

Provide a brief description of the report you have uploaded (max. 200 words).

6.3 Does the organisation gather data on employee trans status through diversity monitoring forms and/or systems?

Guidance:

- *The question wording should be in line with latest good practice. Please speak to your account manager if you are unsure of this.*
- *You should use the same good practice question wording across all the touchpoints where it collects this data. Please state in your description if different question wording is used elsewhere.*

Yes
No

Copy and paste the question you ask and the options employees can select (max. 500 words).

If yes, what proportion of employees have answered this question on your HR system?

Guidance:

- *This should be from an HR system, not an anonymous staff survey.*
- *The proportion should not include those who prefer not to say.*

90-100%
80-89%
70-79%
60-69%
50-59%
Under 50%
We do not monitor

Upload an analysis report demonstrating the declaration rate. Note that this must not contain individual responses.

Provide a brief description of the report you have uploaded (max. 200 words).

6.4 Does the organisation monitor and analyse success rates from application to appointment across the following characteristics? Tick all that apply.

Guidance:

- *This refers to external appointments to the organisation.*
- *You should compare applicant diversity forms to new starter diversity forms.*
- *Analysis should have taken place in the past two years.*
- *A – note that you will only be eligible for marks if you have been awarded marks in 6.1.*
- *B – note that you will only be eligible for marks if you have been awarded marks in 6.2.*
- *C – note that you will only be eligible for marks if you have been awarded marks in 6.3.*

- A. Sexual orientation
- B. Gender
- C. Trans status
- D. None of the above

A – upload the most recent report showing analysis by sexual orientation.

B – upload the most recent report showing analysis by gender.

C – upload the most recent report showing analysis by trans status.

Note that these must not contain individual responses or personally identifiable data.

Describe who the analysis was seen by and what action taken (max. 500 words).

6.5 Does the organisation monitor and analyse the number of employees at different pay grades across the following characteristics? Tick all that apply.

Guidance:

- *This can be analysis looking at pay grades, pay rates and/or seniority levels.*
- *The data should be collected through your HR system, rather than an anonymous staff survey.*
- *Analysis should have taken place in the past two years.*
- *A – note that you will only be eligible for marks if you have been awarded marks in 6.1.*
- *B – note that you will only be eligible for marks if you have been awarded marks in 6.2.*
- *C – note that you will only be eligible for marks if you have been awarded marks in 6.3.*

- A. Sexual orientation
- B. Gender
- C. Trans status
- D. None of the above

A – upload the most recent report showing analysis by sexual orientation.

B – upload the most recent report showing analysis by gender.

C – upload the most recent report showing analysis by trans status.

Note that these must not contain individual responses or personally identifiable data.

Describe who the analysis was seen by and what action taken (max. 500 words).

6.6 When running staff satisfaction surveys, does the organisation break down and analyse the satisfaction of employees by the following characteristics? Tick all that apply.

Guidance:

- *This can be done by collecting diversity data on a staff satisfaction survey.*
- *Data collection and analysis should have taken place in the past two years.*
- *A – note that you will only be eligible for marks if you have been awarded marks in 6.1.*
- *B – note that you will only be eligible for marks if you have been awarded marks in 6.2.*
- *C – note that you will only be eligible for marks if you have been awarded marks in 6.3.*

- A. Sexual orientation
- B. Gender
- C. Trans status
- D. None of the above

A – upload the most recent report showing analysis by sexual orientation.

B – upload the most recent report showing analysis by gender.

C – upload the most recent report showing analysis by trans status.

Note that these must not contain individual responses or personally identifiable data.

Describe who the analysis was seen by and what action taken (max. 500 words).

6.7 Which of the following activities has the organisation carried out in the last year to improve confidence in LGBT monitoring and boost declaration rates? Tick all that apply.

Guidance:

- *A, B and C – communications must be available to all employees, not just your LGBT employee network group.*
- *D and E – definitions can be included within the questions themselves, with a link to a glossary, or within communications promoting the monitoring exercise.*
- *Evidence could include screenshots of the relevant communications or monitoring questions.*

- A. Communicated why LGBT monitoring matters
- B. Provided information about confidentiality and data security
- C. Communicated how previous monitoring exercises have led to improvements
- D. Provided a definition of 'bi' that is explicitly inclusive of pan and queer identities
- E. Provided a definition of 'trans' that is explicitly inclusive of non-binary identities
- F. None of the above

Upload evidence for each option.

Provide a brief description of the communication and how it was shared with employees (max. 200 words). Please include specific dates or time periods.

The following question is for information gathering purposes only and is not scored. It will only be asked if your organisation provides apprenticeships.

6.8 For apprenticeships, does the organisation monitor and analyse success rates from application to appointment across the following characteristics? Tick all that apply.

Guidance:

- *You should compare applicant diversity forms to new starter diversity forms.*
- *Analysis should have taken place in the past two years.*
- *A – note that you will only be eligible for marks if you have been awarded marks in 6.1.*
- *B – note that you will only be eligible for marks if you have been awarded marks in 6.2.*
- *C – note that you will only be eligible for marks if you have been awarded marks in 6.3.*

- A. Sexual Orientation
- B. Gender
- C. Trans status
- D. None of the above

A – upload the most recent report showing analysis by sexual orientation.

B – upload the most recent report showing analysis by gender.

C – upload the most recent report showing analysis by trans status.

Note that these must not contain individual data.

Describe who the analysis was seen by and what action taken (max. 500 words).

Section 7: Supply chains

This section examines how the organisation affects change in its supply chain. The questions scrutinise the steps taken to ensure suppliers are LGBT-inclusive, from tendering new suppliers to monitoring current contracts.

7.1 Before awarding a contract, does the organisation scrutinise the following in the tender process? Tick all that apply.

Guidance:

- *The description should include how the procurement team is trained to scrutinise each of these areas.*
- A. Whether the potential supplier has a policy that explicitly bans discrimination, bullying and harassment based on sexual orientation and gender identity
- B. Whether the potential supplier monitors incidents of bullying and harassment based on sexual orientation and gender identity
- C. Whether the supplier has a transitioning at work policy
- D. Whether the potential supplier has a diversity and inclusion strategy
- E. None of the above

Describe the selected options below (max. 500 words per option).

Describe how teams with procurement responsibilities are trained on these requirements (max. 200 words).

7.2 When a potential supplier does not meet LGBT inclusion scrutiny, how does the organisation respond? Select one option.

Guidance:

- *Options A and B are worth an equal number of points.*
- *A and B – there should be clear and consistent criteria for when either of these steps will be taken.*

- A. By not awarding the contract
- B. By requiring improvements as a condition of contract
- C. None of the above

Describe how this decision is reached (max. 500 words).

Option B only: describe how the requirement is enforced (max. 500 words).

7.3 Once a contract is awarded, how does the organisation hold the supplier to account? Tick all that apply.

Guidance:

- *A – this does not have to be specifically for LGBT related issues but should be inclusive of them.*
- *B – this might be internal or external, depending on the nature of the supplier. For example, if they employ your frontline staff, this should involve monitoring service user feedback and complaints.*

- A. Include a broad diversity and inclusion slot in contract monitoring meetings, inclusive of LGBT issues
- B. Monitor and analyse LGBT-related feedback on supplier
- C. None of the above

Describe the selected options below (max. 500 words per option).

7.4 In the past year, how has the organisation engaged or collaborated with its suppliers? Tick all that apply.

Guidance:

- *A – this can developing and running training together, or sharing your existing training with the supplier.*
- *B – for major contracts, this could include inviting procured staff to join your LGBT employee network group.*
- *C – this should be specific advice that you have given, for example a consultancy session with your Diversity & Inclusion team on setting up an LGBT employee network group. This could also include period roundtables with your major suppliers on specific topics.*

- A. Held joint LGBT diversity and inclusion training
- B. Invited suppliers' employees to take part in LGBT employee network group events
- C. Advised on LGBT inclusion initiatives
- D. None of the above

Describe the selected options below (max. 500 words per option). Please include specific dates or time periods.

Section 8: External Engagement and Service Delivery

This section comprises of three parts. Part 1 (Community Engagement) examines the outreach activity of the organisation and how it supports wider LGBT communities. Part 2 (Sector Engagement) examines how the organisation promotes LGBT equality to other organisations in its sector. Part 3 (Service Delivery) examines how the organisation ensures it meets the needs of its service users or customers.

Please choose the option that describes your organisation:

Option 1: Organisation with individual service users, customers, members, or audience members.

You will complete all questions from 8.1 to 8.12.

Option 2: Organisation without individual service users, customers, members or audience members.

You will only complete questions 8.1 to 8.4. Note that scores available will be weighted to equal option 1.

Part 1: Community Engagement

8.1 In the past year, has the organisation supported LGBT community groups in the following ways? Tick all that apply.

Guidance:

- *An LGBT community group could include LGBT Pride organisations, LGBT equality charities, LGBT youth groups or grassroots LGBT networks.*
- *Your support can be in collaboration with other employers in your sector or region, but you must evidence the role of your organisation.*
- *Your support can be led by any part of your organisation, including your LGBT employee network group.*
- *For B, C and D, you can evidence supporting a specific initiative within a wider LGBT group (for example, for B, funding a bi-specific strand of an LGBT Pride event).*
- *D – this should be a group or initiative engaging with LGBT communities that experience multiple forms of marginalisation, for example LGBT people of colour, LGBT disabled people or older LGBT people.*
- *More marks are awarded for higher grades of work. You will be given marks for the highest awarded grade for each sub-question (A, B, C, D), but you should provide evidence for all applicable grades.*

	A. LGBT group or initiative	B. Bi-specific group or initiative	C. Trans-specific group or initiative	D. Intersectional group or initiative
Grade 1: One-off financial/in-kind support <i>E.g. Providing space for a group's event</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Grade 2: Support for one year or support of one kind for more than a year <i>E.g. Funding a local Pride's series of events throughout a year, or providing a space for a group's meetings for multiple years</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grade 3: Partnership of a year or more with multiple forms of support, supporting a group's long-term sustainability <i>E.g. Supporting a group's programme of activity for three years, including sponsorship, skill sharing and providing event space</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
None of the above	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Describe each option selected (max. 500 words per option). Please include specific dates or time periods.

8.2 In the past year, has the organisation utilised its social media accounts and online presence to demonstrate support of the following? Tick all that apply.

Guidance:

- This question examines how you demonstrate to the largest possible audience that your organisation is committed to LGBT equality. The social media accounts here should be the ones with the widest reach.*
- This can be the LGBT employee network group being re-posted by an account with bigger reach.*

- A. LGBT equality
- B. Bi equality
- C. Non-binary equality
- D. Trans equality

For each selected option: upload screenshots of social media activity.

For each selected option: provide the date of this activity.

8.3 In the past year, has the organisation supported LGBT equality campaigns?

Guidance:

- This must be an external equality campaign and your support must reach beyond social media and internal awareness-raising activities.*

- *Examples might include promoting an anti-HBT (homophobic, biphobic and transphobic) bullying campaign or taking part in the Rainbow Laces campaign.*

Yes

No

Describe how the organisation has support LGBT equality campaigns (max. 500 words). Please include specific dates or time periods.

Part 2: Sector Engagement

8.4 In the past year, has the organisation promoted LGBT equality in its sector?

Guidance:

- *This can include co-organising sector network activity, as well as other Diversity and Inclusion initiatives and events.*

Yes

No

Describe how the organisation has promoted LGBT equality in its sector (max. 500 words). Please include specific dates or time periods.

Part 3: Service Delivery

8.5 In the past year, has the organisation examined service user or customer journeys to ensure there are no barriers to LGBT people accessing products or services?

Guidance:

- *This should be a formal mapping process of the touch points between the service user/customer and the service/product.*
- *This should look at a different service user or customer journey to previous submissions within this or the last cycle, for example examining a different area of the business.*

Yes

No

Describe the process by which you examined the customer journey (max. 500 words). Please include specific dates or time periods.

Describe the outcome and impact (max. 500 words). Please include specific dates or time periods.

8.6 Does the organisation collect LGBT monitoring information on service users or customers for the following analysis? Tick all that apply.

Guidance:

- *You should demonstrate how you collect the data and how it is analysed.*
- *This should break down the experiences of service users and customers by sexual orientation, gender and trans status.*

- A. Assessing whether LGBT people are accessing your services
- B. Assessing the satisfaction of your LGBT service users in comparison to other groups
- C. None of the above

Copy and paste the questions you ask and the options service users/customers can select (max. 500 words).

Describe the process of collecting and analysing the data (max. 500 words).

Upload an analysis report from last three years.

8.7 Does the organisation systematically monitor LGBT-related complaints made by service users or customers?

Guidance:

- *You should demonstrate how the complaints process is communicated, how you collect the data and how it is analysed.*

Yes

No

Describe the process (max. 500 words).

Upload an analysis report from the last year.

8.8 Does the organisation enable non-binary service users or customers to have their identities recognised on all systems?

Guidance:

- *This might include providing gender options other than male and female and providing gender-neutral title options, such as Mx.*
- *You will only receive a mark for gender-neutral title options if you collect no other gender marker data.*

Yes

No

Describe how non-binary identities are recognised on systems (max. 500 words).

8.9 Has the organisation consulted with LGBT service users or customers in the past year to tailor services or products to their needs?

Guidance:

- *The consultation should have involved lesbian, gay, bi and trans (including non-binary) service users or customers.*

Yes

No

Describe the consultation process (max. 500 words). Please include specific dates or time periods.

Describe the outcome and how services were tailored to the needs of LGBT people (max. 500 words). Please include specific dates or time periods.

8.10 What percentage of frontline employees have been trained on the needs of LGBT service users or customers? Select the completion rate for the training.

Guidance:

- *The training should reach as many frontline employees as possible and be specific to the services they are providing.*
- *Content should also include the steps frontline employees can take to eliminate discrimination and ensure LGBT service user and customer needs are met.*
- *Content should explicitly cover lesbian, gay, bi and trans (including non-binary) identities.*
- *Examples of content you could upload are case studies, e-learning screenshots or PowerPoint presentations.*

- A. 76 - 100 per cent
- B. 51 - 75 per cent
- C. 26 - 50 per cent
- D. 1 - 25 per cent
- E. No training completed

Describe how you estimate completion rates (max. 500 words).

Describe the format of the training and the content you have uploaded (max. 500 words).

Upload training content.

8.11 Does the organisation have a public-facing policy that bans biphobic, homophobic and transphobic discrimination in its services?

Guidance:

- *The policy should clearly state that you will not tolerate discrimination, bullying or harassment on the grounds of sexual orientation or gender identity and/or trans identity. These may be listed along with other protected characteristics.*
- *The policy should cover incidents towards service users from employees, towards employees from service users, and between service users.*
- *The policy should include clear information about how to report an incident and how complaints are handled.*
- *The policy does not need to be published as a formal document and could, for example, be displayed on your website.*

Yes

No

Upload the policy or relevant screenshots.

Describe where this policy is published and how it is made available to service users (max. 500 words).

8.12 In the past year, has the organisation communicated or promoted its services or products as being explicitly LGBT inclusive?

Guidance:

- *The communication can be digital or physical.*

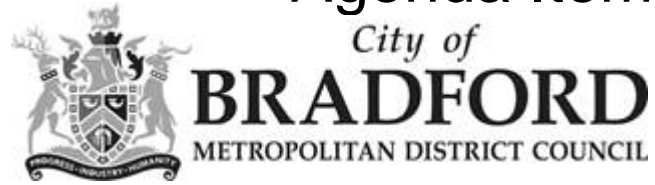
Yes

No

Describe the reach of the communication (max. 500 words). Please include specific dates or time periods.

Upload an example communication.

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Report of the Assistant Director, Office of the Chief Executive to the meeting of the Corporate Overview and Scrutiny Committee to be held on 13th October 2022

O

Subject:

Report on the refresh of the Equality, Diversity and Inclusion plan 2022-25

Summary statement:

In November of 2021, the Council invited the Local Government Association (LGA) to peer review our work and approaches to equality. Their external scrutiny recommended areas of development for the Council. One of the recommendations was to refresh the Equalities Objectives and Equality Plan.

In taking this opportunity to refresh the Equalities Objectives and Equality Plan, we have considered the recommendations of the review, and carried out a comprehensive consultation process with our staff, internal teams and external stakeholders in the Voluntary and Community Sector (VCS) and the public sector.

The refreshed Equality, Diversity and Inclusion (EDI) Plan 2022-25, is more reflective of the wider protected characteristics and low income groups, has synergy with our Council Plan, and states our approach to meeting our legal duties under the Equality Act 2010.

EQUALITY & DIVERSITY:

The refreshed Equality Diversity and Inclusion Plan has been impacted assessed through a session of consultation with our staff networks. As the proposed refreshed EDI Plan, the plans drives all of the equalities work within the Council it impacts on all of the equality objectives in the current plan.

Assistant Director Office of Chief Executive:
Jenny Cryer

Report Contact: Khalida Ashrafi
Phone:
E-mail: Khalida.ashrafi@bradford.gov.uk

Portfolio:

Cllr Jabar and Cllr Hinchcliffe

Overview & Scrutiny Area:

Corporate

1. SUMMARY

This report accompanies the refreshed Equality, Diversity and Inclusion Plan 2022-25. Corporate Overview and Scrutiny Committee is asked to consider and comment on the draft plan prior to it being finalised before it is presented to Executive Committee for approval in December.

2. BACKGROUND

In November 2021, City of Bradford Metropolitan District Council (CBMDC) asked the Local Government Association (LGA) to deliver a bespoke Equality Peer Challenge, based on the Council's own Equality Objectives and Action Plan 2021-24 (Plan). The peer team considered each of the themes in the Plan and gave specific feedback on the four themes it covers.

The peer review team carried out a comprehensive review of the Council's policies and processes, spending three days on site in Bradford, during which they gathered information and views from around 30 meetings, spoke to more than 70 people including a range of council staff, together with Councillors and external stakeholders and spent collectively around 180 hours working on this review.

The findings of the review noted the commitment and dedication of the staff and stakeholder organisations on the equalities agenda both internally and externally. They also positively acknowledged the beginnings of recent and ongoing initiatives, such as the development of staff networks and the RESPECT campaign, and our plans to work on the allyship programme.

The peer review team provided the first part of their feedback in February 2022. In this interim report they made seven key recommendations, one of which was to refresh our existing Plan in line with their other recommendations.

The LGA will be returning in November 2022 to complete the review. This has enabled us to embed some of the positive things they saw starting to develop and to work on their initial recommendations.

The review also shone a light on areas of development for the Council as set out in the recommendations. These include training for staff, a firmer focus on LGBTQ+ and disability, and alignment of our key documents and the equality objectives to demonstrate how we aim to achieve change in this area of work.

This report focuses on a key area of action which was to review the Equality Objectives and Equality Plan.

Refresh of the current Equality Objectives and Equality Plan:

The current Equalities Objectives and Equality Plan has been refreshed in light of the LGA recommendations.

Over the last few months, the refresh process has been undertaken with a comprehensive programme of engagement and consultation with internal staff, staff networks, the cross Council equality group, departments and leadership, and also our voluntary and community sector and our public sector partners.

As part of this process we have also aligned with key documents, including the Council Plan, and have taken into consideration the work of our disability staff network, who have produced a disability plan which addresses improvements in workforce and IT alongside access.

There are a number of district-wide strategic groups that are key to equality, diversity and inclusion (EDI) , these include the Wellbeing Board, The Systems EDI Group, and the West Yorkshire EDI Network. The work of these groups has also been considered in the drafting of this refreshed plan.

It is important for the plan to reflect our current challenges, priorities, and vision for the future. These include the impact of the energy crisis on low income groups, building a sustainable economy that plays to the strengths of our diverse residents, the City of Culture 2025, and how our plan can support its development to be inclusive.

The refreshed Council's equality objectives align with our Council Plan and take into account the LGA Equality Framework for local government. The objectives are set out in four key areas:

Objective 1: An equal diverse and inclusive workplace: Bradford District is a large and diverse place and our Council Plan commits to developing a workforce that properly reflects the people and places that we serve and a workplace that offers opportunities for people to progress regardless of their background and where people can thrive and feel confident and comfortable at work. This objective will help us make better decisions and support the delivery of innovative services.

Objective 2: Inclusive and accessible services: Services delivered and commissioned by the Council can play a significant part in addressing inequality, improving well-being and widening access to opportunities. In order to make the biggest impact on outcomes, ensure that they meet the needs of diverse communities and individuals and to maximise value for money we need to better understand who uses our services and where there are any gaps are in provision, the needs of our communities and the impact of our decisions about service provision. This means collecting appropriate data and intelligence, involving people in service design and delivery and ensuring that decisions about services and resource allocation are properly informed in terms of their impact on equalities and targeted appropriately.

Objective 3: An inclusive economy: People's economic circumstances can have a big impact on their health and well-being, the housing that they live in and on social mobility. The district has higher than average rates of unemployment, high rates of youth unemployment, relatively low levels of participation in the economy and lower than average wages. Bradford District offers significant potential for economic growth and we need to make sure that everyone has the chance to

benefit from it. By supporting people into good work, building our skills base, investing locally and delivering decent housing to meet everyone's needs, we can progress towards our goal of building an inclusive economy that works for everyone.

Objective 4: Inclusive communities: We cannot tackle inequality without tackling discrimination and standing up to hate crime. We must also work to integrate communities to build understanding and challenge myths, and we need to ensure that everyone has the chance to have their voices heard and to play their part in civic life. Tackling hate and discrimination, building cohesion and empowering local people are all central themes in our Council Plan. This objective will help to ensure that Council services are focussed on supporting our communities to be safe, strong and active.

3. OTHER CONSIDERATIONS

The plan has been refreshed alongside a review from Stonewall and work with our Disability Staff Network to formulate a Disability Action Plan, and with our LGBTQ Staff Network, to support wider inclusion of people who identify as being from an LGBTQ background or having a Disability. There has also been considerable effort to progress race equality working with the District's Race Equality Network and other partners following concerns raised through the Black Lives Matter campaign, and through COVID inequalities.

4. FINANCIAL & RESOURCE APPRAISAL

This report impacts the whole Council and will therefore have budget considerations for each department to fulfil obligations within the Plan to the upmost of their capacity. It has been noted that equality impact assessments will be required on all budget considerations.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The Plan has no legal or financial risk as resources and legal duties have been considered and measured as satisfactory.

6. LEGAL APPRAISAL

The plan has been approved to have met legal requirements and fulfilment of duties under the Equality Act 2010.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

The plan is sustainable within the Council's current budget and resources with equality at the heart of the overall Council Plan.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

The plan is in line with the Council Plan and efforts to reduce greenhouse gas emissions, specifically under the Clean Air Plan.

7.3 COMMUNITY SAFETY IMPLICATIONS

Implementation of actions within the plan, especially regarding hate crime, should support priorities within the Safer Community Plan.

7.4 HUMAN RIGHTS ACT

The Equality, Diversity and Inclusion Plan directly relates to applying the Human Rights Act and ensures that everyone's rights are upheld.

7.5 TRADE UNION

Trade Unions have been consulted on the refresh process and have been sent the refreshed plan for consideration.

7.6 WARD IMPLICATIONS

Elected members and the portfolio holder have had input in to the plan.

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

N/A

7.8 IMPLICATIONS FOR CORPORATE PARENTING

N/A

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

N/A

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

Option 1: The Committee provide feedback on the refreshed Equality, Diversity and Inclusion Plan 2022-25 to enable the Council to and meet its legal obligations under the Equality Act 2010.

10. RECOMMENDATIONS

That members provide their comments and feedback on the refreshed Equality, Diversity and Inclusion Plan 2022-25.

11. APPENDICES

- 1 Refreshed Equality Diversity and Inclusion Plan 2022-25
- 2 Council plan 2021-25

12. BACKGROUND DOCUMENTS

none

Bradford Council

Draft Equality Diversity and Inclusion Plan 2022-25

DRAFT

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Foreword

This plan is about the District's people. It's about making sure that each and every one of them gets the opportunities and support that they need to be their best regardless of their background. When everyone can be their best, then everyone benefits from the realisation of our full creative, productive, economic and cultural potential.



Councillor Abdul Jabar

Equality, diversity and inclusion are critical factors in ensuring that Bradford Council and Bradford District are the best they can possibly be. In 2020, when the Council published its draft equality plan, I made a personal commitment to keeping it under regular review. I wanted to ensure that our plan could evolve and adapt to changing circumstances representing a living, breathing commitment to making Bradford Council an equitable, diverse and inclusive organisation in all that it does.

That original plan was developed in the midst of a global pandemic. Covid-19 hit Bradford hard, exposing and exacerbating inequalities affecting the lives of thousands of people, often with multiple impacts on individuals, families and households where a range of overlapping factors such as disability, gender, race and low income converge to form a complex web of disadvantage, discrimination and inequality.

We have emerged from the pandemic to be faced with a cost of living crisis the like of which we haven't seen for years and which threatens to deepen inequality and its associated social, economic and environmental costs at a time when public finances are under huge pressure.

So this is the right time to look again at our approach, at the different ways that people interact with the Council and what we could do better to help them achieve their goals; to review our objectives and actions and make sure that resources are deployed to maximum effect.

Unlocking the full potential of our District means that we have to share different perspectives, think about how what we do as a Council affects different people, improve our understanding of the barriers holding too many citizens back and recognise that we must be prepared to give some people an extra hand.

We are building on solid foundations and have much to take pride in. This plan reflects some of the groundbreaking work spanning a wide array of Council activities that have improved services, changed lives, unlocked potential and delivered better outcomes.

We're making progress but must sustain and deepen our focus. Achieving our goals for equality, diversity and inclusion is everyone's business. It's not "someone else's job" or something that we need to do on top of the day job, it *is* the day job. It is central to achieving our ambitions for the District, to building a representative workforce, delivering creative, responsive and cost-effective services and to shaping a society and economy in which everyone living and working here has a genuine stake. It is an investment in the rich human capital of this District, in transforming its fortunes and in making it a better, fairer place and it is the right thing to do.

Councillor Jabar-

Portfolio Holder for Neighbourhoods and Community Safety

Introduction

Bradford District is synonymous with diversity. Its sheer size, its youth and its longstanding traditions of welcoming people from across the world mean that Bradford is one of the most diverse places in the UK and among the world's leading intercultural cities.

We value our diversity and recognise it as a significant strength bringing different perspectives, knowledge, skills, experience and cultural assets. It makes us more interesting, creative and innovative and a growing body of evidence demonstrates that diversity can help boost productivity and performance in cities and workplaces alike.

Inequality and discrimination however continue to hold people back and too many face barriers that prevent them from realising their potential. The District has some stark differences in outcomes between different people and places. Some 266,000 people live in the most deprived areas, a third of children live in poverty, 67,000 employees work in low-paid occupations and rates of youth unemployment are among the highest in the country. Social, economic and health inequalities are reflected in the fact that there is an average of 9.1 years' difference in life expectancy between men in the most affluent and the poorest parts of the District and 8 years for women. Many people are affected by a combination of different dimensions of inequality e.g. income, ethnicity, gender, sexuality, faith or disability.

Bradford was disproportionately hit by the impact of the Covid-19 pandemic which affected certain groups more than others: our Black and Asian communities, our young people, migrant communities, people with disabilities and/or existing conditions, people on the lowest incomes. Post pandemic those groups are among the people most vulnerable to the current cost of living crisis.

In order to unlock the full potential of our diverse population we must ensure that everyone is included and able to participate in and contribute to their communities, society and the economy and that no one faces discrimination or unfair barriers when accessing services. This in turn means treating everyone fairly to achieve equality for all understanding their income, age, sexuality, race, gender, faith, disability or any other combination of characteristics that make them more likely to encounter disadvantage in being different from other people.

Promoting equality within the District's current context means not only recognising difference and meeting legal requirements but also being proactive in tackling disadvantage, reducing inequality and including people in shaping the services and decisions that affect their lives.

Bradford's Council Plan recognises this need to put equalities at the forefront of our thinking and makes a clear commitment to striving to secure equality of opportunity for everyone. A fair, inclusive and sustainable recovery from the pandemic is at its heart and equalities is fundamental to each of its priority outcomes. Our Council Plan includes commitments to:

- Put equalities at the heart of all we do – everyone can access services regardless of background, protected characteristics including low income groups, we embrace our different communities and build an inclusive organisation;
- Work together with communities to involve them and empower people in designing the ways that we achieve better outcomes;
- Support people early to prevent needs from escalating and to improve their life chances and outcomes;
- Improve equality of opportunity by addressing factors affecting economic participation and poverty;
- Make it easier for people to adopt healthier lifestyles and reduce health inequalities;
- Support people furthest from the labour market into work;
- Provide access to specialist housing;

- Improve social mobility for children including a focus on children in the most deprived parts of the District;
- Use a targeted approach to reducing health inequalities;
- Increase awareness and reporting of hate crime;
- Build and encourage a workforce that represents the communities we serve at all levels.

Equalities is everyone's business and our Equality Objectives are there to help ensure that equality is understood in all its complexity, mainstreamed throughout the organisation and embedded in all that we do. The objectives and associated actions build on an outstanding body of existing work some of which is highlighted in the document. We know however, that there is more to do and we aim to be a learning organisation which is why we invited the Local Government Association to review our approach to equalities leading to our decision to refresh and strengthen our current objectives and plan.

Equality is in everyone's interests and it is key to the successful delivery of cost-effective Council services, cohesive communities and building a sustainable, inclusive economy. Only through harnessing all of the District's talents and assets and giving everyone the opportunities they need to thrive can we unleash the full potential of Bradford District.

Meeting our Public Sector Equality Duties (PSED)

General Duty

The Council has a statutory duty under section 149 of the Equalities Act 2010 that requires all public bodies to consider the needs of all individuals in their day-to-day work. This duty covers: shaping policy, delivering services, and equality in relation to employees. The Public Sector Equality Duty (PSED) is a duty on public bodies and others carrying out public functions.

There are key strands in the delivery of the PSED, these are to:

- eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by, or under, the Act
- advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- foster good relations between people who share a relevant protected characteristic and those who do not share it; and

The Act explains that the second aim (advancing equality of opportunity) involves, in particular, having due regard to the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics
- take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people
- encourage people with certain protected characteristics to participate in public life, or in other activities where their participation is disproportionately low

Specific Duty

As a large employer the Council also has a responsibility to meet what are called Specific Duties. The specific duties were created by secondary legislation in the form of the Equality Act 2010.

In summary, the Council is required to:

1. Publish gender pay gap information
2. Publish information to demonstrate its compliance with the general equality duty
3. At least once every four years, prepare and publish one or more equality objectives that it believes it needs to achieve to further any of the aims of the general equality duty

Bradford Council's Equality Objectives

Bradford Council delivers its Public Sector Equality Duties through its equality objectives, which are contained in its Equality, Diversity and Inclusion Plan (EDI Plan) which is published on the Council's website.

The Equality Objectives and Action Plan published in 2020, has now been reviewed following a Local Government Association (LGA) Peer Review in late 2021, and further stakeholder consultation in 2022.

The Council's equality objectives align with our Council Plan and take into account the LGA Equality Framework for local government. The objectives are set out in four key areas:

Objective 1: An equal diverse and inclusive workplace

Objective 2: Inclusive and accessible services

Objective 3: An inclusive economy

Objective 4: Inclusive communities

Publishing data and information

Information in relation to our equality objectives and performance is produced and is discussed on a monthly basis with the Council's Leader and Portfolio Holder. This includes information on workforce make-up (including by protected characteristics) and also measures in relation to the equality objectives. Information can be found at: [The Council's Workforce Profile | Bradford Council](#)

Bradford Council publishes gender pay gap data on an annual basis and this information is also shared and discussed publically through the Council committee scrutiny process. Information can be found at: [Pay, grading structure and senior salaries | Bradford Council](#)

The Council has also committed to publishing pay gap data related to ethnicity in future years.

Engagement

A wide range of participatory methods and opportunities are in place to engage with both staff internally, and externally with partners in relation to equality. Internally this includes: five active staff networks, an allyship programme, an advocacy scheme, and the Cross Council Equalities Working Group. Our Stronger Communities team work closely with local community-based stakeholders and leaders to deliver a programme of engagement which is focused on including people from all protected characteristics across the district. This team will incorporate learning from the Bradford for Everyone programme that highlighted what works in building inclusive, cohesive and resilient communities.

Developing Policy and Services

Bradford uses its equality impact assessment process to evaluate the impact of policy and service changes, including the impact of its budget proposals, on residents, including those

individuals and groups who share one or more protected characteristics, and against the those who share the locally agreed characteristic of low income.

Procurement

We consider equality to be a cornerstone of public procurement. It is embedded in both the legislative framework that governs procurement, the Council's constitution and its organisational Procurement Strategy.

Equality is at the heart of procurement at Bradford Council. We aim to ensure that our money is not only delivering high quality but also promotes equality of opportunity. Procurement professionals ensure equality objectives are incorporated in our policies, strategies and delivery. We expect suppliers to provide services on our behalf to promote equality within their businesses. The promotion of equality in procurement helps us deliver more responsive, accessible and appropriate services that meet the needs of the districts residents.

The legal requirement, echoed in Contracts Standing Orders (part of the Council's constitution), is that public procurement must be undertaken in a way that ensures equal treatment without any form of discrimination, and that it is undertaken using processes that are proportionate and transparent. Procurement colleagues provide guidance and where appropriate challenge to ensure that the Council's requirements for goods, services and works are procured fairly and that the decisions for which organisations will be awarded a contract are taken objectively, and without discrimination to deliver good value for money in the delivery of public services. Once a contract is awarded the Council then requires its suppliers to ensure their supply chains are also free from discrimination or unfair treatment.

Progress towards this is demonstrated through the Council's procurement staff (as part of the Council's commitment to the Co-Operative Modern Slavery Charter) undertaking annual ethical procurement e-learning and testing through CIPS (Chartered Institute of Procurement and Supply) to obtain the CIPS Corporate Ethics accreditation.

Governance, Monitoring and Evaluation

The Executive of the Council is responsible for approving our equality objectives and Equality, Diversity & Inclusion (EDI) Plan, and for monitoring the plan's implementation. Our Council Management Team (CMT) has responsibility for delivery of the plan.

The programme board for the plan is the Cross Council Equalities Working Group, which is chaired by the Assistant Director for the Office of the Chief Executive.

Progress on the delivery of the plan and the outcome measures are reported regularly to both CMT and to the Council's Executive. The Council's Corporate Overview & Scrutiny Committee receive reports on progress where both the plan and its outcomes are scrutinised. Both Executive and Scrutiny are meetings in public.

Progress against key performance indicators is measured and reported to ensure that priority actions are being progressed to meet the overall Council Plan outcome priorities, the related service plan actions, and ensuring we meet our equality duties under the Equality Act 2010 and our overall commitments to equality, diversity and inclusion.

Linking to the Council Plan and Individual Staff Plans

The equality objectives and EDI Plan link directly to the Bradford Council Plan priorities. These priorities include community-focused outcomes, which are referenced in the EDI Plan.

The Council Plan links to departmental service delivery plans. In turn, these link to individual staff personal development plans. This ensures there is consistency and alignment throughout our planning, delivery and the monitoring of our equality objectives at all levels. All managers have an equality goal as part of their performance appraisal.

Partnership and a Place-based Approach

Whilst this plan and its targets is led by Bradford Council, our objectives are shared with many stakeholders and, as part of our wider partnership working, are being progressed through work with our partners. The Wellbeing Board has system oversight with the System Equality Diversity and Inclusion (EDI) Group taking the lead responsibility for cross partnership EDI work.

The System EDI strategic lead works closely with all partners, including the Council, on developing shared equality goals at a place level.

Both the Safer and the Stronger partnerships also have key roles in ensuring wider engagement with community-based partners, including the Voluntary and Community Sector (VCS).

Where can you find more information

The Council's EDI Plan, that contains its equality objectives, is published on the Council's website alongside the Council Plan. Data on performance against our plans is also on the website, and is reported through our council committee process.

You can find minutes of all Council meetings at: www.bradford.gov.uk.

Case Studies

Whilst this plan sets out our objectives for 2022 – 2025 and what we will do to achieve these objectives, the case studies below illustrate the progress we have made so far since our last plan was published in April 2021:

Staff Networks

Over the last two years, we have supported the creation of five staff networks with two new more coming on stream in Summer 2022. These networks are staff directed, and each has a sponsoring director from CMT. The current networks are: the Race Equality Staff Network (RESN), LGBTQ+, Working Carers, Women's Voice, and Disability. Staff networks provide safe spaces for staff to share their experiences and also to use their lived experience to shape the work of the Council. Each of the networks has developed differently, with their work including a new app for staff; a survey of staff; an action plan for accessibility changes and a district Root Out Racism event.

RESPECT Allyship Programme

In May 2022 the Allyship Programme was launched as a key part of the wider RESPECT campaign. Within 10 weeks of its launch, 407 Allies had committed to this programme. This represents nearly five percent of Council staff. The Allyship Programme provides a powerful and valuable opportunity for staff to develop their knowledge and skills in becoming allies to colleagues who may or may not share the same protected characteristics. The programme, incorporating the values of the RESPECT campaign, aims to create a culture of mutual support and understanding across all staff groups, and build a truly inclusive workforce. Allies make an equality commitment during the signing up process, and have access to monthly training to develop their understanding. Examples of training currently include: transgender and non-binary awareness, and misogyny in the work place. Future planned sessions will cover: race and language, disabilities, mental health champions, and understanding intersectionality. The additional benefit of these sessions is not only to support staff to be allies to each other, but also to the diverse communities and people they support within their roles.

RESPECT Campaign

The RESPECT campaign started as a grass-roots suggestion from a colleague, based in our Department of Health and Wellbeing. It was a way to frame our internal equality vision for all colleagues. RESPECT stands for: rights, equality, speak up, person-centred, education, champion, and think first. The campaign includes an equality e-learning module, (which includes lived experience videos produced using actors and based on real life staff experiences. The module has been completed by over 500 members of staff to date), the Allyship Programme; a SharePoint site containing information on equality, calendars and online networking opportunities. The programme, led by Jody Leach who has also told his story powerfully, has provided a catalyst for real change in how equality is viewed in the Council. The programme has led to many staff reporting feeling confident, as a result of the programme, to challenge inequality and to share their stories and lives with colleagues.

Celebrating Diversity

There has been a variety of campaigns, celebrations and awareness-raising events during the past year. Highlights of this have included the Root Out Racism event held in City Park in summer 2021 and the Pride celebrations held in summer 2022. In between these events we have contributed to UK Disability History Month, Refugee Week, Black History Month, Black Lives Matter, International Women's Day, LGBTQ+ History Month, International Migrants Day, Islamophobia Awareness Month, Disability History Month and Inclusion Week.

Make Sure It Adds Up

Bradford for Everyone has led a number of inclusive programmes focusing on equality and cohesion. The 'Make Sure It Adds Up' anti-rumour and critical thinking strategy involved working with partners to reduce rumours and prejudice. It supported people from across the District to practice and promote critical thinking when receiving and sharing uncertain information. The critical thinking campaign area worked with people from Muslim, LGBTQ+, working class and migrant communities to reduce hate crime and incidents and increase understanding around these diverse areas. The campaign was also used to tackle Covid-19 inequalities. This learning project, working with partners including: City of Sanctuary, Linking Network, Bradford African Community, Hope Not Hate, Integrated Community Learning Schools, Bradford Rohingya Community and Community Action Bradford & District, ran training courses in a range of settings involving 600 people across the District.

Nearly 90 percent of those who have taken the course said it directly gave them a further understanding of diversity and just under 80 percent said they had less negative personal beliefs as a result of the course.

LGBTQ+ Staff Network- App

The LGBTQ+ Staff Network, working alongside colleagues at the University of Bradford, has developed a mobile app to enhance engagement with LGBTQ+ staff. The app has a number of features, including: useful links, contacts, information on support, and the facility for those accessing it to comment and contribute to key issues and changes. The app is available to download on any smartphone, and can reach the widest audience as many staff do not have laptop or computer access. The app also aims to address isolation for some LGBTQ+ staff in dispersed services. It will launch formally in Autumn 2022.

Citizen Coin

Promoting inclusive activity and a feeling of belonging is key to the cohesion work of the Bradford for Everyone team. The team developed the innovative Citizen Coin app which enables people to earn virtual coins for undertaking social value activities, such as volunteering. People can 'spend' their earned coins at an increasing number of local businesses to receive discounts against goods and services. The app automatically records their volunteering hours, helping those who need it to build their CVs which will support them gain paid employment. By March 2022, 992 people were using the app across the district.

Shared Values Campaign

Bradford District Shared Values which are to respect, share, care and protect, is a people-led campaign that inspires and aspires to get all communities and organisations in the Bradford District to live and celebrate four human values that bring us together, these are: we care, share, respect and protect. The Bradford for Everyone team listened to over 1000

people living in the district, who told them having a set of shared values that belong to all, will connect us more, help us grow, shine and create the future we want to experience.

People Library

Bradford's People Library was created as a collection of 'human books' highlighting the many things we have in common as people, as well as celebrating our differences. The library showcases inspiring stories which are from people who were born and bred here, or those newly arrived. People participated in creating the library from all parts of the district.

UniformSavers

This is a co-designed partnership project to tackle the cost of living crisis between Public Health Bradford and the Bradford and District Credit Union. The focus is to help single parents save for the cost of school uniforms. The scheme offers single parents a special account with the Credit Union. The account offers a £100 bonus paid in August to parents who save at least £100 during the year. Up to 285 parents can benefit from this scheme.

Supporting our communities through the pandemic and in pandemic recovery

Our partnerships supporting diverse and vulnerable communities over the pandemic have been a strong part of the work we have done across the District. Examples of this work include:

- work by the Holiday Activity and Food (HAF) project in delivering food parcels and activities for children and families from low income groups
- funding of the Race Equality Network to provide support on guidance, testing and vaccine programmes with BME communities in the district and in BME languages and through social media
- supporting the needs of diverse and vulnerable groups through the Inclusion Health programme, which works alongside our VCS partners in supporting the homeless, those with substance abuse issues, people with mental health issues, working women and LGBTQ+ groups

Equality Objectives

Objective 1: An equal, diverse and inclusive workplace

Bradford District is a large and diverse place and our Council Plan commits to developing a workforce that properly reflects the people and places that we serve and a workplace that offers opportunities for people to progress regardless of their background and where people can thrive and feel confident and comfortable at work. This objective will help us make better decisions and support the delivery of innovative services.

Outcome	Action	Measure	Link to Council Plan / Council Plan outcome measures
1.1 Increased diversity of senior leaders in the workforce in relation to underrepresented groups, and work towards a workforce that reflects the makeup of the working age population of the district.	<p>Deliver a programme of talent management and professional development which ensures that staff at all levels (are able to progress within the organisation).</p> <p>Make sure that recruitment panels are diverse</p>	Internal promotions progress towards a correlation with district makeup. (Disability, LGBTQ+ and BAME)	<p><u>Enabling Council</u></p> <ul style="list-style-type: none"> - Percentage of top 5% employees by income who are from BAME backgrounds - Percentage of top 5% employees who are female - Percentage of Employees with a Disability (not including schools) - Percentage of employees from LGBTQ+ backgrounds - Percentage of employees from BAME backgrounds
1.2 Council managers and staff have a comprehensive understanding of equalities issues in the workplace.	Develop a clear training offer in relation to equalities and ensure that all managers undertake a programme of equality training.	Percentage of staff at PO1 or above that have completed equalities training.	<u>Enabling Council</u>
1.3 Access to safe spaces is available for all staff,	Support for and development of staff networks	Survey of staff knowledge of safe spaces.	<p><u>Enabling Council</u></p> <ul style="list-style-type: none"> - Improved staff perception (Survey)

Outcome	Action	Measure	Link to Council Plan / Council Plan outcome measures
	Deliver access to access to RESPECT Allies and Advocates.		
1.4 Zero tolerance of workplace discrimination and prejudice with staff accountable at all levels having a greater understanding of the issues and how to identify and respond to them.	Deliver through a specific workforce development programme for equalities which includes the roll out widely of the RESPECT programme and a full programme which engages staff at all levels	Percentage of staff who have completed the respect e-learning. Survey of staff shows the number of staff who feel safe in the workplace.	<u>Enabling Council</u> - Improved staff perception (Survey)
1.5 Disability accessible workspace is maximised.	All Council services to produce a disability access audit. Create the data mechanism to capture data on reasonable adjustments.	Percentage of reasonable adjustments agreed by managers after being proposed by occupational health.	<u>Enabling Council</u>
1.6 All staff have access to corporate communications	Work with staff networks and services to develop communication channels beyond Bradnet to reach all staff, with a particular review to ensure that communication reaches staff in all settings	Survey of staff shows what communications are accessed and reduced barriers to corporate communications.	<u>Enabling Council</u>

Objective 2: Inclusive and accessible services

Services delivered and commissioned by the Council can play a significant part in addressing inequality, improving well-being and widening access to opportunities. In order to make the biggest impact on outcomes, ensure that they meet the needs of diverse communities and individuals and to maximise value for money we need to better understand who uses our services and where there are any gaps in provision, the needs of our communities and the impact of our decisions about service provision. This means collecting appropriate data and intelligence, involving people in service design and delivery and ensuring that decisions about services and resource allocation are properly informed in terms of their impact on equalities and targeted appropriately.

Outcome	Action	Measurement	Link to Council Plan / Council Plan outcome measurement
2.1 Current policies support the equality objectives of the organisation.	Review of policies set out in the LGA guidance on achieving equality to ensure the Council equality agenda is balanced across all protected characteristics and low income.	Percentage of policies within the LGA guidance reviewed.	<u>Enabling Council</u> - Increase the percentage of adults who are physically active to the regional average
2.2 Improved understanding of service use by people with different protected characteristics and/or low income groups and steps taken to address gaps in provision.	Services to undertake data collection and research into user base. This will deliver a minimum data set and a more robust understanding of the diverse communities that we serve. Put in place plans to address any underuse of services by specific groups when appropriate.	Number of services with action plans to create data sets to ascertain if there is an under usage. Number of services with action plans to target any under usage.	<u>Enabling Council</u> - Increase the percentage of adults who are physically active to the regional average
2.3 A diverse range of service users and communities (including communities of interest) are engaged and involved in co-creation of services and outcomes.	Establish processes, guidance, training and evaluation for consultation and co creation within Council services. Voice and Influence Group meeting regularly to provide assurance.	Involvement in Council run consultations and engagement progresses towards a correlation with district makeup	

Outcome	Action	Measurement	Link to Council Plan / Council Plan outcome measurement
2.4 Equalities is a central consideration in decision making	<p>Ensure all key decisions are informed by analysis and evidence of the implications for equalities.</p> <p>Review the process and practice of Equality Impact Assessments.</p>	Number of Equality Impact Assessments.	Enabling Council
2.5 All service plans to include specific equalities objectives	Audit service plans.	Percentage of service plans with a completed equality objective.	Enabling Council
2.6 Reduced health inequalities through targeted interventions	<p>Support to residents that is targeted and appropriate to their needs.</p> <p>A localities-based early help offer provides support tailored and responsive to the needs of local communities.</p>	Number of Council delivered Interventions that focus on health.	Enabling Council <ul style="list-style-type: none"> - Reduce childhood obesity rates at year 6 to statistical neighbour average – excess weight - Healthy life expectancy at birth (Male) -
2.7 Ensure new services are designed with equality as a key driver	<p>Develop an inclusive service and policy design guide that highlights the need to address barriers to access for low income individuals and families along with highlighting barriers to be removed for people who share other protected characteristics. This will include content on digital services, their inclusivity and the potential barriers to access. The</p>	The percentage of Equality Impact Assessments that include a mitigate to address low income impact.	Enabling Council

Outcome	Action	Measurement	Link to Council Plan / Council Plan outcome measurement
	guide will also define when provision may be 'exclusive' to support fair access to services.		

Objective 3: An inclusive economy

People's economic circumstances can have a big impact on health and well-being, the housing that they live in and on social mobility. Bradford has higher than average rates of unemployment, high rates of youth unemployment, relatively low levels of participation in the economy and lower than average wages. Bradford offers significant potential for economic growth and we need to make sure that everyone has the chance to benefit from it. By supporting people into good work, building our skills base, investing locally and delivering decent housing to meet everyone's needs we can progress towards our goal of building an inclusive economy that works for everyone.

Outcome	Action	Measurement	Link to Council Plan / Council Plan outcome measurement
3.1 Increased proportion of Council expenditure that is spent with local organisations.	<p>Delivery and reporting on social value procurement and the target for local spend.</p> <p>Increase the overall value of Council commissioning spend on charity and voluntary sector contracts. Target is an increase on current spend of £22.2m per Year.</p> <p>Increase the amount of Council spending on resources locally to 50% of total by 2024.</p>	Percentage of total procurement granted to local providers.	<p><u>Skills Jobs and Economy</u></p> <p><u>Enabling Council</u></p> <p><u>Pioneering, Confident and Connected</u></p> <p><u>An Economic Strategy for Bradford District 2018-2030</u></p> <p><u>Bradford Council Procurement Strategy</u></p> <ul style="list-style-type: none"> - Local (VCSE) Voluntary, Community and Social Enterprise (sector) spend - Percentage of total third party spend with suppliers operating

Outcome	Action	Measurement	Link to Council Plan / Council Plan outcome measurement
			from with the district - Rolling Values
3.2 Support is available to people to prevent them falling into poverty or to help them out of it.	Develop and implement an Anti-Poverty Strategy	Increased interventions for people in food/fuel poverty.	<u>Anti-Poverty Strategy</u> <ul style="list-style-type: none"> - 20,000 more people into work in the district by 2030
3.3 People furthest from the labour market, including those with disabilities, can access targeted support to get them into work. (no associated metric under this CP outcome)	Deliver specific programmes of work to support people with disabilities, care leavers and people with mental health problems into paid employment	Number of people with a disability accessing Council delivered or procured support into employment..	<u>Skills Jobs and Economy</u> <u>People, Skills, Prosperity</u> <u>People, Skills, Prosperity – Bradford District's Workforce Development Plan</u> <u>Better Health Better Lives</u> <ul style="list-style-type: none"> - Proportion of adults with LD in paid employment
3.4 Increased earnings of employees in the area and close the gap with the national average.	Delivery of an integrated employer offer through SkillsHouse for the development of strategic workforce planning and high-performance workplace practices	Number of Employers engaging with Skills House.	<u>Skills Jobs and Economy</u> <ul style="list-style-type: none"> - Median earnings of employees in the area
3.5 Our young and enterprising population is equipped with the skills and confidence to succeed.	Increase the percentage of people with NVQ level 3 and above, and close the gap to the national average. Further develop and promote T Level and apprenticeship pathways Careers and Technical Education	Number of people between 18 and 25 accessing Council delivered or procured support to develop skills.	<u>Skills Jobs and Economy</u> <u>People, Skills, Prosperity</u> <u>Good Start, Great Schools</u> <ul style="list-style-type: none"> - Percentage of Year 1 pupils achieving the Phonics Standard

Outcome	Action	Measurement	Link to Council Plan / Council Plan outcome measurement
	<p>(CTE) and FTC partnerships secure employer input to curriculum to ensure students acquire relevant, in-demand skills</p> <p>Deliver careers and work-related learning services into schools and colleges</p> <p>Support development of proposal for a sixth form centre in Keighley/North of district</p> <p>Deliver Raising Attainment Strategy across early years, primary and secondary</p>		<ul style="list-style-type: none"> - By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average - Percentage of pupils achieving 9-4 pass in GCSE English and Maths - 48,000 additional number of people in the district with NVQ level 3 and above by 2030
3.6 Leadership and participation in culture and the creative industries will be widened and more representative of our communities.	<p>Draw 50% of Bradford's creative workforce, audiences and cultural leadership from people currently underrepresented in the culture and creative industries sector.</p> <p>Give 250,000 people in the District's most deprived wards the opportunity to get involved with arts, culture and heritage activities</p>	Number of people in the district living in the national 10% most deprived wards and involved in arts, culture and heritage activities.	Better Health Better Lives Safe Clean and Active Culture is our Plan
3.7 Everyone has access to decent housing that meets their needs	Support for our residents who have a range of specific and specialist needs by improving access to suitable housing and help them sustain tenancies through our Housing Enabling Strategy	Number of families living in poor quality housing is reducing.	Decent Homes <ul style="list-style-type: none"> - Ensure statutory homelessness remains below

Outcome	Action	Measurement	Link to Council Plan / Council Plan outcome measurement
	(has no associated metric)		<p>the England average per 1,000 households</p> <ul style="list-style-type: none"> - Increase the number of homes improved through council interventions

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Objective 4: Inclusive Communities

We cannot tackle inequality without tackling discrimination and standing up to hate crime. We must also work to integrate communities to build understanding and challenge myths and we need to ensure that everyone has the chance to have their voices heard and to play their part in civic life. Tackling hate and discrimination, building cohesion and empowering local people are all central themes in our Council Plan. This objective will help to ensure that Council services are focussed on supporting our communities to be safe, strong and active.

Outcome	Action	Measures	Link to Council Plan / Council Plan outcome measures
4.1 Promote zero tolerance of discrimination.	<p>Support district-wide campaigns for zero tolerance of discrimination across all protected characteristics.</p> <p>Work with Bradford Hate Crime Alliance (BHCA) and West Yorkshire Police (WYP) and partners to develop and deliver campaigns, days of action.</p>	Percentage of Your Views survey respondents who say they feel safe in their local area.	<u>Safe, Strong and Active</u>
4.2 People are more aware of hate crime, more confident in reporting it and have access to support. Agencies have a better understanding of the dynamics of hate crime.	<p>Work with partners to deliver the Hate Crime Strategy</p> <p>New arrivals who are asylum seekers and refugees are informed of their rights and responsibilities and how to report through the City of Sanctuary programme. Work with key faith communities of interest partners</p>	Percentage of asylum seekers and refugees informed of how to report hate crime.	<u>Safe, Strong and Active</u>

Outcome	Action	Measures	Link to Council Plan / Council Plan outcome measures
	including Equity Partnership , Equality Together, Council for Mosques etc.		
4.3 Progress on Child Friendly District principles to ensure children and young people in our communities have a voice and influence to make change.	Baseline current opportunities and involvement of young people in decision-making across the District Deliver the Child Friendly Cities programme	Number of decisions influenced by the voice of children and young people.	<u>Good Start, Great Schools</u> <u>People, Skills, Prosperity – Bradford District’s Workforce Development Plan</u> <u>Bradford Children, Young People and Families Plan</u>
4.4 People from different backgrounds get on with each other better	Refresh of the Bradford For Everyone Stronger Communities Strategy and plan refresh 2023 Support Windrush, Black History Month, South Asian History Month and other community and cultural events and initiatives Develop and roll out use of Citizen Coin Stronger Communities Partnership and Engagement Officers will work with communities of interest groups to support their action plans Support to VCS sector for local service provision ensuring equity of opportunity under the VCS Service Improvement Programme particularly through the	The percentage of Your View respondents who say people from different backgrounds get on well together in their local area.	<u>Safe, Strong and Active</u>

Outcome	Action	Measures	Link to Council Plan / Council Plan outcome measures
	<p>'Voice and Influence' element of the contract</p> <p>To keep 'Welcome to Bradford' website updated and relevant and support Refugee Week</p>		
4.5 VCS is actively engaged in decision making	<p>To increase diversity of stakeholders and organisational representation across the strategic partnership structure.</p> <p>Review of VCS engagement across the Council in a post pandemic environment to ensure it includes large and small organisations.</p> <p>Work in collaboration to ensure flexible delivery on contracts awarded to VCS infrastructure organisations ensuring it meets need.</p> <p>Delivery of a new Service Improvement Programme (for infrastructure support across the district)</p> <p>Co-design and publish a new COMPACT(what is COMPACT)</p>	<p>Number of representatives invited to attend strategic boards from non-statutory organisations.</p>	<p><u>Safe, Strong and Active</u></p>

Outcome	Action	Measures	Link to Council Plan / Council Plan outcome measures
	<p>Deliver the Volunteering Cities programme with City of Culture 2025 and Community Action Bradford and District (CABAD)</p> <p>Stronger Communities partnership and Engagement Staff work in partnership with VCS staff in a co-designed programme of activity</p>		
4.6 Celebrating diversity through events and civic recognition	<p>Alongside key partners, support memorial and cultural events, such as: Windrush, Black History Month, South Asian History Month, Disability History Month, Pride, Inclusion week, International Women's Day</p> <p>Work with schools and community organisations to put on events to learn about the Holocaust, Remembering Srebrenica, Windrush, Black History Month, South Asian History Month</p> <p>Provide a calendar of events that promotes key memorial and cultural dates and coordinates activity with partners</p>	<p>Number of inclusive memorial and cultural events broadened to include all protected characteristics.</p>	<p><u>Safe, Strong and Active</u></p>

Outcome	Action	Measures	Link to Council Plan / Council Plan outcome measures
	<p>People Can providing opportunities to bring communities together through volunteering</p> <p>Encourage and support our VCS partners to get involved in Big Lunches</p> <p>Supporting the consultation for the new Commonwealth War Memorial that will acknowledge contribution of WW1 and 2 soldiers</p>		
4.7 Help to reduce health inequalities through implementation of the Clean Air Plan	<p>Implement the Clean Air Plan</p> <p>It is expected that the Clean Air Zone (CAZ) will reduce concentrations of nitrogen dioxide by up to 35 percent at key locations in the district. The CAZ will not only improve air quality within the CAZ boundary, but all wards in the district should see improvements in air quality. This will still have health benefits</p> <p>To work with Born in Bradford (BiB) who are carrying out a Health Impact Assessment HIA on the CAZ, the only one in the UK carrying out a HIA and described by the Government as a project of national significance.</p>		<u>Safe, Strong and Active</u>

Outcome	Action	Measures	Link to Council Plan / Council Plan outcome measures
	<p>Citizen Coin to work with schools, and highways and transport staff to integrate its rewards into existing and new sustainable transport and clean air initiatives.</p> <p>Community clean ups, encouraging people and communities to participate in health activities, walking cycling and other green/ sustainable initiatives, to the range of activities that can be awarded Citizen Coins.</p>		

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EQUALITY OBJECTIVES AND EQUALITY PLAN 2021-2025



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FOREWORD

Equality, diversity and inclusion is at the heart of everything we do at Bradford Council.

Ensuring our citizens are treated equitably and fairly by the Council, that they can access the support they need and the opportunities that the District has to offer them I consider as vital if we are to eradicate discrimination, inequality and unfairness. All our citizens should be able to live their best lives possible.

The COVID-19 pandemic has highlighted inequalities across the District, especially among ethnic minorities and people with disabilities. Our new equality objectives have been developed against this backdrop and that of the Black Lives Matter Campaign. Events leading up to BLM Campaign highlighted the discrimination and unlawful treatment experienced by specific groups of people and individuals based on their race – this was not only racism meted out by private individuals but also by institutions.

Our new equality objectives have also been informed by us listening to what members of the public, our partners, our staff and our elected members have told us.

The objectives; focussing on improving leadership, further diversifying our workforce at all levels, increasing community involvement and engagement in decisions, and increasing stakeholder involvement in designing services, are underpinned by actions to ensure we can deliver against them. Success against delivery will be measured and reported regularly to ensure we stay on track to improve equality across our District.

We will also remain flexible to new events and how these might impact our plans. No-one foresaw the wide ranging impacts of the COVID-19 pandemic and the inequalities that deepened and worsened as a result. We need to keep vigilant to ensure any new or emerging events are considered and addressed.



All Council strategies and plans will have equality at their heart. The whole of the Council will work to

implement the necessary changes to enable the Council to provide equality of opportunity and access to services for all our people. We will also work to support our partners and others to do the same.

The Council is actively involved in the newly formed Health and Wellbeing Board's equalities group. It is heartening that this group has adopted equality themes that reflect the Council's own equality objectives.

I take this opportunity to offer my thanks to all those involved in developing our objectives and plan. This includes all members of the public, partners, staff and elected members who helped to shape our objectives and plan. I look forward to working with you to implement our equality ambitions over the following years.

Cllr Abdul Jabar
Portfolio Holder
Neighbourhoods &
Community Safety



**“ All our citizens
should be able
to live their best
lives possible. ”**

BRADFORD DISTRICT SHARED VALUES



OVERVIEW

Bradford is a diverse District, home to 534,000 people, a third of whom are Black, Asian or Minority Ethnic (BAME), one in five are of Pakistani heritage and, at the 2011 census, one in four people were of the Muslim faith. The District is home to significant numbers of people from Eastern Europe and some 150 plus languages are spoken here. It is the UK's youngest city with almost a quarter of people aged under 16 and a third of the population are aged under 20 years-old. Our District is geographically diverse, two thirds rural, with a large city and towns and villages each with their own often very strong, identities.

The District's youth and diversity represent significant assets offering a wide range of skills, innovation and experience, connections to global markets, huge productive potential and a rich cultural and community

life. Work with and between our diverse communities has led to Bradford being assessed as among the world's leading intercultural cities. There are however, some stark differences in outcomes with marked contrasts between different areas with some high levels of deprivation alongside areas of significant wealth and affluence.

Overall, some 266,000 people live in the District's most deprived areas and 30.9% of children live in poverty. Social, economic and health inequalities are real challenges, reflected in the fact that there is an average of 9.1 (9.5 England) years' difference in life expectancy for male residents in the most affluent and the poorest parts of the District and 8 (7.5 England) years for women. Many people are affected by a combination of different dimensions of inequality e.g. income, ethnicity, gender, sexuality, faith or disability.





“ The promotion of equality and social justice is clearly in everyone’s interests. ”



For example, a third of the population is BAME with a large Pakistani and Bangladeshi populations. Bradford has over 67,000 people in the lowest skilled occupational groups – research shows that nationally 41% of Pakistani and Bangladeshi employees work in those same lowest paid groups, far higher than any other ethnicity.

In order to maximise the benefits of our youth and diversity we must build an inclusive organisation and District that actively recognises the contribution that people from different backgrounds make to all aspects of life. But being truly inclusive is not just about welcoming different contributions. Inclusion also means actively tackling inequalities and advancing greater equality, as well as fostering good relations between different people. Inequality comes with social, economic and environmental costs and has a significant impact on the delivery of public services. Inclusion means removing the barriers – physical, economic or social – that hold people back, so that everyone is and feels a part of the District.

The promotion of equality and social justice is clearly in everyone’s interests and must therefore be at the heart of decision making. Equality is an intrinsic part of the job of every Elected Member and Officer and this needs to be accompanied by us all understanding our District, our people, our communities and our rich cultures along with the inequity that many of our people face on a daily basis. Through this understanding we will be able to ensure our focus stays on making Bradford District a fair and equitable place for all our people.

Equality and social justice must be at the heart of everything the Council does because 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.

THE EQUALITY ACT 2010

The Equality Act 2010 requires us to have Equality Objectives, which are monitored and refreshed every four years. The general equality duty requires us to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation, and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

Our Equality Objectives and Equality Plan set out both how we will meet our statutory obligations under this duty and how we plan to go further than those obligations. Creating a successful inclusive place also means recognising that inequality is complex and there are other causes of inequality and exclusion than just those characteristics protected by law.

TACKLING INEQUALITY

Many people in Bradford District live with the affects that significant inequality brings, from a lack of opportunity through to reduced lifespans, that is linked to one or more of their characteristics that are protected under the Equality Act 2010. These protected characteristics are age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In addition to this, Bradford added low income as an additional protected characteristic, reflecting the fact that many people in our District live in poverty.

The COVID-19 pandemic has brought existing inequalities in opportunity, health and life chances into sharp relief and threatens to widen existing gaps and create new inequalities.

The Black Lives Matter Campaign (BLM) has raised awareness of the often negative and disproportionate use of force and deadly force by some law enforcement officers against people from a Black heritage. That some public sector employees, through their actions, believe this treatment is justified indicates there is an additional layer of discrimination and inequality faced by people from these communities.

A DISTRICT WIDE COMMITMENT

Promoting diversity, preventing inequality and tackling discrimination is not solely the responsibility of the Council. Our approach will also consider the wider partnerships we operate in. Whether this is with other public sector bodies, such as the NHS or the Police, our community and faith sector partners, our partners in the Education Sector or our business community. As part of our new Wellbeing Board, will create a new cross partnership, multi-agency, equality group that will work to promote an equal and inclusive approach across the whole of the District.

OUR KEY THEMES

Our headline objectives are focused on four themes. These themes reflect the Local Government Association (LGA) Equality Framework for Local Government 2020 which is designed to help Councils plan, implement and deliver equality outcomes.

OUR EQUALITIES THEMES

LEADERSHIP AND ORGANISATIONAL COMMITMENT

The overall approach the council takes to ensure that equalities is at the heart of decision making and promotes equal opportunities for everyone in the District to achieve their full potential.

WORKFORCE

Ensure that our employees feel equal and included and more comfortable. That employees are supported to reach their potential, are not subject to any unfair disadvantages regardless of their background and/or characteristics and are representative of the communities that they serve.

COMMUNITY

Action to support the creation of a place where everyone feels that they belong, are understood, feel safe and are able to fully participate in and contribute to the economic, social and civic life of the District.

SERVICE DESIGN

Ensure that all our services are designed in an accessible and an inclusive way including co-production with local people and organisations. This includes an approach to procurement and commissioning that values equality and diversity and everyone in the District has the information they need to access our services.

OUR OBJECTIVES

Our objectives cut across our four themes.

OBJECTIVE 1

VISIBILITY, LEADERSHIP AND ACCOUNTABILITY

We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour

OUR AMBITION

An organisation with good leadership invites challenge and creates an environment where people can be comfortable that they can reach their full potential, no matter what their background is. We must all live and breathe this agenda if we are to deliver change and everyone has a part to play. This means that whilst we need to eliminate any unconscious bias and lack of cultural awareness at the top of the organisation, we also need to ensure that everybody has access to training and education on these issues. We need policies that promote better cultural understanding but also eliminate workplace discrimination including racism, homophobia, transphobia, sexism and disability discrimination.

We will be a Council that:

- provides open, visible and accountable leadership on the issues of equality and diversity across Council services and more widely across the District.
- has an environment where our people are empowered and can be confident they can offer their opinions and raise concerns in a safe, neutral environment.
- has a workforce that understands the District and the communities we serve and champions equality strategically ensuring this is a key goal throughout organisation and partnerships.
- ensures decision making is consulted on appropriately and communicated clearly and underpinned by evidence.
- that promotes Bradford District as one and many places, with people who share the same and different aspirations, with people who have a common identity and also hold different identities, as a place with unique individuals and communities who share many of the same values.



HOW WE WILL ACHIEVE THIS

Over the next four years, we will take a number of actions to achieve this. **A detailed action plan is included in Annex A.** Our key actions include:

- 1) **Developing open and accountable leadership** – Equality and fairness must be at the heart of everything the Council does because the successful delivery of services and better outcomes depends on it. Equality will be a regular item for discussion at all levels of the organisation.

To ensure we are understanding our strengths and weaknesses as an organisation, we will invite the LGA to conduct a peer review of our organisational approach on equality and action the subsequent recommendations. 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. All managers will have a performance measure in their appraisals on how well they have delivered on equality and empowered their staff to succeed. We will also work with our partner organisations including the NHS, the Police, the Fire Service and the Voluntary Sector along with colleagues and partners in the Education Sector to create a group to champion equality across the District.



- 2) **Creating Safe places to speak, be heard and build trust** – we will increase visibility of senior management to listen to our workforce with lived experience of protected characteristics. Review the Council’s disciplinary, grievance and whistleblowing procedures and look to implement best practice and monitor performance. Ensure that staff are supported to form and sustain self-organised groups configured round protected characteristics.
- 3) **Supporting our workforce to understand the District and champion equality** – including implementing enhanced equality training that is available for all staff and Elected Members incorporating lived experience in training.
- 4) **Ensuring there is zero tolerance for discriminatory behaviour** – we will ensure our review of disciplinary procedure reflects that discriminatory behaviour is wholly unacceptable, imposing the most severe sanctions for proven serious cases or repeated behaviour.
- 5) **Ensuring decision making is informed by engagement, consulted on appropriately and communicated clearly and underpinned by evidence** – We will 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. This will lead to a revised approach to Equality Impact Assessments.



OBJECTIVE 2

WORKFORCE

We will work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.

OUR AMBITION

Our aim is to create an environment where equality and inclusion is at the heart of everything that every employee does. We seek to foster a workforce culture that is inclusive, transparent and accountable, and one in which there is zero tolerance for discriminatory behaviour, unconscious or not.

We do not want services full of employees who think and sound alike. Therefore, we must look beyond bias and seek out talent from all areas and backgrounds so that our talented employees are valued irrespective of who they are and any visible or non-visible differences in order to allow everyone to reach their full potential. We want to see an open, inclusive environment where the best people, full of ideas and enthusiasm, can thrive irrespective of who they are.

We will ensure that every talented, committed and hard-working employee has the opportunity to rise to the top, whatever their background and whoever they are.

We will develop our workforce, support and encourage our employees to share their lived experience through staff engagement sessions and periodic surveys. We will listen, and act to remove barriers to success and create an environment and development that supports our workforce to flourish.

We want every employee to know and understand our Equality Objectives. Whilst we are already on this journey and have begun to embed some of the recommendations from recent reports, such as the Hay Report. We recognise there is more to do and this is reflected in this action plan.

HOW WE WILL ACHIEVE THIS

Our key actions will include:

- 1) **Ensure that every employee feels included, is able to bring their whole self to work and that barriers to success are removed.** This will be done through staff engagement, review and refresh of policies, procedures and effecting culture change. We will develop and implement a new People Strategy and a people (HR) policy review cycle and consult widely with staff networks and trade unions.
- 2) **Supporting every employee to reach their full potential** through our approach to learning and development. We will Achieve a minimum number of 5 learning and development days per year per employee. We will increase diversity in senior grades (Special Grades and above) through talent development programmes. We will also refresh our management and leadership development programmes, which will equip our managers and leaders with the knowledge and confidence to support their staff. We will produce ethnicity Pay Gap Reporting alongside the existing mandatory requirement for employers with 250 or more employees to publish their gender pay gap. We will also increase completion of equalities awareness through mandatory equality and diversity training.





- 3) Achieve a workforce that represents the communities we serve** across all levels through our approach to talent attraction, recruitment and selection and talent development. We will work to ensure we have diverse interview panels. We will review job descriptions, adverts and selection practices that can act as a barrier to some groups. As part of the review of our recruitment processes, we will explore how we can collect data about the socio-economic background of job applicants and recruits.

Having this data will help us to identify the representation from this group in our workforce and to then identify any action we need to take based on that data. We will increase the representation of BAME employees at senior grades (special A and above), with more representative LGBTQ+, Disability and ethnically diverse backgrounds, and to increase the proportions of staff self-declaring. This will include monitoring and reporting our performance on recruitment and workforce diversity to monitor increased diversity through attraction, recruitment and selection processes and development programmes.

- 4) Provide a central budget to allocate resource to support learning and talent development.** We will put forward a business case for additional Human Resources resource investment to focus on organisational learning and development and talent.



OBJECTIVE 3

COMMUNITY

We will encourage all service areas to better understand our communities. We 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.

We will ensure through our Social Value Procurement Policy that more resources are retained in the District to support and invest in our people and our voluntary and community sector.

OUR AMBITION

We aim to be a Council that works closely with and for our communities in a way that has the greatest possible impact given our resources and influence to tackling inequalities, challenging discrimination and racism. We will work to support zero tolerance to hate crime in all its forms.

We know that when we understand and work closely with our communities and empower them to be involved in design and delivery we can provide better and more equitable services. We have seen this in our work already through the development of the new Sedbergh Centre. This involved all stakeholders from across all protected characteristics. It has meant that provision is aligned with the needs of and accessible to all who may use the centre.

We recognise we need more examples like this and need to create space for participation and involvement that goes beyond consultation, seeking opportunities for continuous dialogue and where all voices and their different perspectives and backgrounds are heard and recognised at every level.

Our ambition is that we will become a council that fosters trust of, and between communities, and that increases our own interaction and engagement with communities to improve our own understanding. We will also up skill our workforce to do this better, utilising local and community expertise where we have it.

We will work with communities to build their confidence to take more active roles in the life of the District, enabling them to benefit from what the District has to offer.

We will aim to retain as much resource in the District as possible to support and invest in our people and our voluntary and community sector.

HOW WE WILL ACHIEVE THIS

Our key actions will include:

- 1) Ensuring people are engaged, involved and consulted and are able to participate.**
We will have a review of our existing approach to engagement and consultation. This will aim to ensure that space is provided for people to be heard at all levels and barriers to participation are removed (including those barriers experienced by people on low incomes); whilst creating opportunities for people to fully participate and get involved in decisions that affect them. We will ensure that staff receive the appropriate training to facilitate this.
- 2) Bridging the gap between staff and the people we serve;** Create space for staff to engage and interact with people who are different from them, through volunteering across services or in the local Voluntary and Community Sector where engagement with communities is regular, sharing stories of our communities and the impact we make.
- 3) Empowering people to challenge discrimination, prejudice and racism;** We will increase mutual respect and understanding as well as tackle victimisation, harassment and discrimination by having a zero tolerance policy in all of our public spaces. Staff will understand different ways to engage communities, join up and share learning from different services, learn how to challenge respectfully through our Anti-Rumour and Critical Thinking and report hate speech and crime training.
- 4) Providing space for children and young people** to contribute – We will use mechanisms to encourage children and young people to contribute to discussions in a safe and supported way.
- 5) Retaining resources in the District to invest in our people and our voluntary and community sector** – We will use our Social Value Procurement Policy to ensure that the ‘social value’ requirement of those we contract and commission is used, wherever possible, to invest in our people and our voluntary and community sector.

OBJECTIVE 4

SERVICES

We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will 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.

We will aim to contract and commission locally wherever possible so that we can support our local economy. This will help us 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.

OUR AMBITION

We aim to provide services, both face to face and digital, that meet the needs and are accessible to individuals across all our communities, regardless of whether we provide these services directly or procure them through contracts and commissions, by involving stakeholders in their design and commissioning through co-productive mechanisms.

We will actively consider the needs of children and young people in the design and delivery of our services by ensuring we follow Child Friendly criteria and encouraging direct input, where appropriate, from children and young people into service design.

We will consider how barriers that prevent people on low income, and those who share protected characteristics, from accessing services can be removed in the design and delivery of services.

We will use our knowledge of Bradford District and our communities in conjunction with engaging with stakeholders to create the best services possible within our resources.

We will provide information about our services in a range of accessible formats so that all our communities and individuals have the information they need to find and access the services available to them.

HOW WE WILL ACHIEVE THIS

Our key actions will include:

- 1) **Developing an inclusive service and policy design guide** that will provide service managers with a suite of tools to: ensure appropriate engagement and involvement with all stakeholders, use of existing information and data, and other criteria to be considered, such as 'Child Friendly' criteria, when designing, contracting or commissioning, services or policies, being aware of and addressing 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.
- 2) **Adopting the Accessible Information Standard across the whole of the Council** to ensure that information about services is easily understandable by our residents and enables them to learn about services that might support them and how to access those services.
- 3) **Ensuring our Website is accessible** so that people can access the information they need via this route.
- 4) **Ensuring our suppliers and commissioned providers of services** adhere to relevant equality legislation and use good practice required by us. As part of this, we will also aim to ensure we increase our spend on external services with suppliers in the District.
- 5) **Ensuring our suppliers and commissioned providers of services, as far as possible, reflect our diverse communities in their workforce and are based in the District.**
- 6) **Improving our understanding of all our service users and their needs regardless of their protected characteristic or income.**



MONITORING, REPORTING ON PROGRESS AND FURTHER REVIEW OF OBJECTIVES

MONITORING

It is essential that we monitor our performance against our Equality Objectives and continue to challenge progress over time.

We intend to monitor our progress against a number of KPIs, including:

- Percentage of senior staff (special A and above) with equality targets.
- Increased diversity and representation of protected characteristics in our workforce in all grades. This includes increasing the representation of BAME employees at senior grades (special A and above), with more reflective LGBTQ+, Disability and ethnicity data, and to increase the proportions of staff self-declaring.
- Increased staff satisfaction results (to be baselined).
- Completion of equalities awareness training.
- Number of protected staff groups supported
- % of staff at different grades.
- Equality data collected in services showing a wider spread of usage by people across all our communities.
- Reduction in the number of complaints about service provision.
- We meet our target to increase Council procurement spend going to local suppliers.

REPORTING ON PROGRESS

To report on this, we plan to:

- Publish an annual report on our progress against our Key Performance Indicators (KPIs) with a summary of what we have achieved against our action plan.



- Hold an annual event with staff, partners and our communities to celebrate success and challenge where we need to go further.
- At a political level, this work will be scrutinised at Corporate Overview and Scrutiny committee annually.
- As part of our annual reporting of equality and inclusion, identify socio-economic trends which can focus our future efforts and reduce socio-economic inequalities. This will be linked to our wider Council Plan.

EXTERNAL CHALLENGE

It is clear that our management against progress has the danger of being subjective. We need to ensure that we are open to challenge from outside. Therefore, we will be inviting the Local Government Association to conduct a peer review on all aspects of our overall approach to equality during 2021. This will include an assessment of our position on the Equality Framework for Local Government.

We will amend our Equality Objectives to reflect any recommendations that are made by this review.

EQUALITY PLAN DELIVERY

Actions we will implement to enable us to meet our equality objectives.

OBJECTIVE 1

VISIBILITY, LEADERSHIP AND ACCOUNTABILITY

We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour.

DESIRED OUTCOME	ACTION
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> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Percentage of overall performance appraisals with an equality and diversity target.
	<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> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Equality group set up and work is embedded and monitored through the District plan.
Safe places to speak, be heard and build trust	<p>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.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Staff groups created and feedback/survey from these groups demonstrate they are valued by their members and are having an impact.
	<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>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Grievance review completed. Reduction in average time to complete grievances. <p>Increase visibility of senior Council staff.</p> <p>Hold a series of sessions to connect people with different backgrounds to senior leaders share lived experiences.</p> <p>Proactively look to create safe spaces to support difficult conversations to take place so that the organisation can seek to address any unequal treatment in whatever form that might take.</p>

DESIRED OUTCOME	ACTION
A workforce that understands the District and champions equality	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).
	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.
	All staff volunteer two days a year across the service where staff can interact and engage with communities.
	Capture stories of our communities and the impact we make, particularly emphasising where finance, legal and procurement play a role to make this happen.



OBJECTIVE 2 **WORKFORCE**

We will 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
Ensure that every employee feels included, are able to bring their whole self to work and that barriers to success are removed.	<p>Undertake staff engagement through staff surveys and also, re-establishment of self-organised/ directed staff networks groups.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Improved satisfaction results. Improved workforce diversity particularly at senior grades. <p>Review and refresh of policies and procedures and in-sourced HR Advisory approach.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Employee Relations case durations reduced. <p>Develop and implement a new People Strategy and policy review cycle.</p>
Supporting every employee to reach their full potential through our approach to learning and development.	<p>Complete refresh of talent development programmes.</p> <p>Refreshed equality and diversity training that includes unconscious bias and cultural awareness.</p> <p>Management training programme developed.</p> <p>Refresh our management and leadership development programmes.</p> <p>Introduce mandatory Ethnicity Pay Gap reporting alongside the existing mandatory requirement for employers with 250 or more employees to publish their gender pay gap.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> 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 mandatory equality and diversity training. Management and leadership development programme/s in place and performance reported.
Achieve a workforce that represents the communities we serve across all levels through our approach to recruitment and selection and talent development.	<p>Review approach to attraction, recruitment and selection and remove barriers.</p> <p>We will explore how we can collect data about the socio-economic background of job applicants and recruits.</p> <p>Mandatory diverse interview panels are expected.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Increase diversity in senior grades Increase self-declaration rates. Improve recruitment processes. Monitor and report performance on recruitment and workforce diversity and increases through recruitment and selection and promotion with specific targets for the % of BAME staff at each of the grades of SpA, SpB, SpC and SpD and overall targets for % of staff with specific protected characteristics at senior manager level (SpA and above), with targets as follows: <ul style="list-style-type: none"> 33% of employees from BAME backgrounds 27.8% of top 5% employees by income from BAME backgrounds 65% of top 5% employees who are female 2% of employees from LGBTQ+ backgrounds 5.4% of employees who have self-declared they are disabled. Process in place to collect and use data to inform action to address any issues identified about the level of representation of people from lower incomes applying for and being recruited to Council jobs.
Learning and talent development supported	<p>Develop business case for additional Human Resources resource investment to focus on organisational learning and development and talent.</p> <p>SUCCESS MEASURE</p> <p>Additional resource agreed and workforce objectives achieved.</p>

OBJECTIVE 3

COMMUNITY

We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will 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.

We will aim to contract and commission locally wherever possible so that we can support our local economy. This will help us 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.

DESIRED OUTCOME	ACTION
People are consulted, involved and participation is enabled.	<p>Easy to Read Guide (check list) is provided on how to effectively carry out consultations and surveys.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Statistically valid response rate increased. Geographic and diversity of respondents is reflective of population.
	<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 CBMDC 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>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Website tracks engagement levels through traffic data and enquiries sent. Involvement of diverse communities is increased. Involvement of communities in decision making is increased.
	<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.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Target is set for each partnership and monitored.
	<p>Mechanisms in place to encourage and enable under-represented groups to contribute to discussions in a safe and supported way.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Involvement of communities in decision making is increased.
Decision making is communicated. Build capacity and understanding of working with communities. Decision making is communicated	<p>All staff volunteer two days a year in the VCS.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Social value indicator.
	<p>Deliver and promote accessible services for all; by reviewing biannually accessibility and equality needs through peer to peer service reviews, for example a day interviewing staff.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Services reach satisfactory, good or excellent.
	<p>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.</p>

DESIRED OUTCOME	ACTION
Hate crime is reduced/ eradicated	<p>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.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Increased confidence Increase understanding
<p>People are empowered to challenge discrimination, prejudice and racism.</p> <p>Hate crime is reduced/ eradicated.</p> <p>People are empowered to challenge discrimination, prejudice and racism.</p>	<p>Continue to work with partners to operate zero tolerance to hate crime in all its forms across our District.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Hate crime decreases Hate crime reporting increases Hate crime reporting increases <p>Ensure that our communities and staff that work in customer service facing roles are trained on effective facilitation, reassurance and mediation.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Increased confidence Number of complaints reduced <p>All staff actively promote the use of 'District Shared Values'. Staff are held accountable to the values in their annual appraisals.</p> <p>Communities and District Partnerships sign up to these.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Number of appraisals successfully completed Reduction of discrimination cases
<p>Data and intelligence is gathered and shared to inform and improve services.</p> <p>People get along together across communities.</p> <p>Data and intelligence is gathered and shared to inform and improve</p>	<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>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Increased confidence Increase understanding Reduction of discrimination cases Hate crime decreases Hate crime reporting increases <p>Promote good relations between and across communities by ensuring that services do not exclude groups and where possible opportunities for social mixing are created.</p> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Increased confidence Demographics of participants accessing services. <p>Carry out a review service by service on what data is currently being held and what intelligence is collected and where it is stored.</p> <p>Agree a minimum data set and measures for each service particularly protected characteristics.</p> <p>Agree a minimum data set and measures for each service particularly protected characteristics.</p> <p>A central platform is developed enabling the Council and partners to access information.</p>
Retain resources locally to support our people and voluntary and community sector.	

OBJECTIVE 4 SERVICES

We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will 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.

We will aim to contract and commission locally wherever possible so that we can support our local economy. This will help us 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.

DESIRED OUTCOME	ACTION	
Services meet the needs and are accessible to our communities	Develop an inclusive service and policy design guide that highlights the need to address barriers to access for low income individuals and families along with highlighting barriers to be removed for people who share other protected characteristics. This will include content on digital services, their inclusivity and the potential barriers to access. The guide will also define when provision may be 'exclusive' to support fair access to services.	<p>SUCCESS MEASURES ARE TO BE DETERMINED BY SERVICES.</p>
Ensuring our Website is accessible	Complete the programme of work to ensure the whole public Council website conforms with legislative requirements on accessibility.	
Children's needs are reflected in our services	Include Child Friendly criteria in the design guide Develop mechanisms to enable children and young people to directly input into service and policy design.	
Service design and delivery has been informed by knowledge and evidence	Services are informed by service user experience Ensure knowledge and evidence is available to support service and policy design. Review the Equality Impact Assessment process.	
Communities are aware of services available to them and how to access them	Adopt the Accessible Information Standard across the Council.	
Externally provided services and commissions adhere to equality legislation and our own requirements	Ensure contracts and commissions are monitored.	
External providers reflect diversity in their workforce/ are based in the District	Reflect in commissioning and procurement processes.	
More of our commissions and contracts are awarded locally	Reflect in commissioning and procurement processes.	

The wording in this publication can be made available in other formats such as large print, audio, translations and Braille. Please call 01274 431241.



OUR COUNCIL PLAN

Priorities and Principles 2021-2025



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FOREWORD

Our Council Plan has been developed amidst unprecedented levels of challenge, complexity and uncertainty as we work alongside our partners and communities to tackle the COVID-19 pandemic.

What has become crystal clear is the critically important role that Council staff, services and resources have played, and continue to play. They are vital to getting our schools, businesses and services back to work while keeping people supported and safe, preventing the spread of infection and maintaining essential services.

In rising to the challenge, our staff have taken their place among the nation's key worker heroes. They have earned long overdue recognition for the things they do day in and day out that contribute to the quality of life of everyone, yet are often taken for granted. They care for the vulnerable, collect our waste and recycling, keep our streets safer and cleaner, and they support communities to be stronger.

Less visible, but no less important, is the work we do to help the district's businesses, city and town centres and economy to stay open; to support skills, schools, children and young people; to provide access to green spaces; give homes to the homeless; and plan for the future.

Council services will continue to play a key role as we adapt to living alongside COVID-19 and as we build a better future.

As we have little certainty with which to plan for that future we must be responsive to changing circumstances. But the fundamental challenges we faced before the pandemic are the same ones we face throughout it, and beyond. They have shaped the priorities in this plan.

Advancing educational attainment, raising skills and productivity, and attracting new jobs and investment. Tackling the climate emergency, improving transport connectivity and capitalising on our cultural assets. Keeping communities safe, clean and active, sustaining quality local services and addressing long-standing issues of low income, poverty, inequality and poor health and housing. These issues are central to achieving our ambitions for an inclusive and sustainable district offering opportunities to everyone.

COVID-19 hasn't dampened our ambition, but it has had a disproportionate impact on the poorest and most vulnerable, Black, Asian and Minority Ethnic (BAME) communities, people with disabilities, women and carers. It has widened inequality so we must put working to secure equality and social justice at the heart of all we do.

Resources will remain under pressure and we know the Council has to transform the way it does things in order

to sustain services and improve outcomes. The Council must focus on early help and prevention to reduce pressure on expensive crisis services; be bold and inventive; and work to ensure that every pound, every ounce of effort and every day at work has the maximum impact.

Of course, we will make little progress working alone. Collaboration with others to understand the district, design services and deliver solutions is essential to our prospects for success.

Over 80% of Council staff live in the district. Few councils have a workforce so rooted in and connected to the place that they serve. The

tremendous asset that this represents has been evident in the commitment, ingenuity, passion and pride that has characterised the response to COVID-19. These are the qualities that will keep us on course through the pandemic, and beyond, to deliver this Council Plan and progress towards a fairer, more prosperous Bradford District.

Council Leader Councillor Susan Hinchliffe and Chief Executive Kersten England



“Over 80% of Council staff live in the district. Few councils have a workforce so rooted in and connected to the place that they serve”

OVERVIEW: OUR DISTRICT

The City of Bradford Metropolitan District Council, working alongside public and private sector partners and communities, delivers services and democratically accountable leadership to a diverse population of over 530,000 people and around 16,000 businesses.

The Council strives to secure better outcomes and equality of opportunity for everyone. It employs more than 8,000 staff.

The Bradford District is the fifth largest Metropolitan Local Authority District in England. It is the youngest district in the UK with nearly a third of the population aged under 20. And it's diverse – ethnic minorities form a third of the population with more than 150 languages spoken within the district.

Geographically, our district includes the city of Bradford itself, the large town of Keighley and a number of smaller towns and villages many with their own strong and distinctive identities.

Outstanding landscapes complement historically important architecture alongside a rich heritage and vibrant contemporary cultural scene. Ilkley Moor, Haworth and Brönte Country, Saltaire World Heritage Site and the National Science and Media Museum in the city centre, amongst a host of other sites, attract 10 million visitors a year.

The scale, diversity and productive potential of the district is reflected in its strong, broad-based, innovative and entrepreneurial business community, which is part of an overall local economy worth £9.5 billion, the 11th largest in England.

Bradford District is home to high-value production businesses across a wide range of sectors, including food manufacturing, engineering, chemicals, digital technologies, energy and utilities. Many businesses support international supply chains in sectors such as automotive, construction, finance and health, making us one of the most internationally connected cities in the UK. The University of Bradford is a hive of technological innovation.

We are proud to be identified by Barclays Bank as the best place in Britain to start a business, named as one of the Sunday Times' top 20 places to do business, and identified as the most improved city in the Price Waterhouse Cooper's Good Growth 2019 Index.



The youngest district in the UK with nearly a third of the population aged

UNDER 20





THE MOST IMPROVED CITY

in the Price Waterhouse Cooper's Good Growth 2019 Index



Local economy worth
£9.5 BILLION



The district has a strong and committed network of voluntary and community organisations with an estimated 30,000 regular volunteers and 100,000 occasional volunteers. The spirit of our communities is a tangible asset that we want to work on more with people in the future to develop and deliver our shared objectives.

Public services and the voluntary and community sector have a strong track record of working together in mature and effective partnerships and the district's work to bring communities together and promote participation is among the most innovative to be found anywhere in the world.

While the Council and its partners have plenty of assets to work with, the district, like anywhere of its size and complexity, faces some significant and persistent challenges.



10 MILLION
visitors a year



The Sunday Times'
TOP 20
places to do business

• **Poverty:**

Whilst the District includes some of the wealthiest areas in northern England, the Bradford District is the fifth most income-deprived in the country. Some 266,000 people live in the poorest areas and nearly one third of our children live in poverty. Fuel poverty affects 13.5% of households. Health inequalities persist and the gap in life expectancy between the wealthiest and poorest areas of the district is around nine years for men and around eight years for women. These levels of poverty and inequality are unacceptable and increase the demand for public services.

• **Connectivity:**

We need to do more to improve transport connectivity to Bradford, Keighley and Shipley. Bradford is the largest city in the UK not on a mainline rail station and travel times between all parts of the district and the wider north are too long.

• **Education and skills:**

While progress has been made in closing the gap in educational attainment between the district and the national average it has not gone far enough or fast enough and the adult skills base remains relatively low. This affects productivity and potential inward investment decisions.

• **Resources:**

The district has high levels of need and demand for public services but the Council has limited ability to raise income locally. Our Band D Council tax is 8% below the average for Metropolitan authorities and 80% of our households are below Band D.

LIVING WITH COVID-19

The coronavirus pandemic has presented additional challenges and tests to our organisation, our communities, our public sector partners and our businesses.



COVID-19 has intensified the deep inequalities that already existed in our society. It has had a disproportionate impact on our most disadvantaged people, including young people, large and persistently deprived communities, BAME, women, migrants, people in poverty and on low incomes, and the elderly. As we are the UK's youngest city, we are concerned about the impact on our children's health and future prospects. Addressing this is a key priority for the next four years.

The full implications of COVID-19 on the district and its economy are still to be fully understood. Modelling commissioned by the West Yorkshire Economic Recovery Board demonstrates the significant impact the pandemic could have on businesses and communities.

Even in the event of a relatively strong recovery, the district's economy is still set to shrink over the next year, in line with national trends. If we see a slower, uneven recovery, modelling suggests our economy could shrink by almost 30% by the end of 2021. This will have an impact not only on businesses, but also on people's jobs and livelihoods.

The way we operate and deliver Council services has changed during the pandemic. Apart from frontline roles, most of our staff and councillors are now working remotely with video conferencing replacing physical Council meetings.

Tackling COVID-19 has affected our financial position significantly. It has brought many new costs and has increased demand in many services. At the same time, it has reduced our ability to raise funds and collect expected income from fees and charges.



BRADFORD DISTRICT SHARED VALUES



WE PROTECT

each other and the world we share so that everybody can be happy, healthy and safe

WE SHARE

ideas, resources, knowledge and skills as well as our challenges and opportunities

WE RESPECT

ourselves, each other and our communities

WE CARE

for each other and treat each other with kindness



OUR PRIORITY OUTCOME AREAS

This Council Plan will help to set our priorities and inform our future budget and medium-term financial strategies. We have placed a fair, inclusive and sustainable recovery at the heart of this.



In terms of future activity, each of our priority areas are divided into two sections:

1

Living with COVID-19

How we help our residents, businesses and places overcome the ongoing challenges presented by the coronavirus pandemic.

2

Building a Better Future

How we work to secure a better long-term future for the district, its people, its communities and its businesses.

Our priority outcomes are:



Better Skills, More Good Jobs and a Growing Economy

We will grow our local economy in an inclusive and sustainable way by increasing productivity and supporting businesses to innovate, invest and create great jobs.



Decent Homes

We want everyone to have a comfortable home which meets their needs and helps them lead fulfilling lives.



Good Start, Great Schools

We will help our children to have the best start in life by improving life chances, educational attainment and overall quality of life for all young people regardless of their background.



Better Health, Better Lives

We will help people from all backgrounds to lead long, happy and productive lives by improving their health and socio-economic wellbeing.



Safe, Strong and Active Communities

We want the Bradford District to be a place where everyone can play a positive role in their community and be proud to call the district their home.



A Sustainable District

We will make it easier for individuals, households and businesses to adapt, change and innovate to help to address the climate emergency, reduce carbon and use resources sustainably.



An Enabling Council

We will be a council that is a great place to work and reflects the communities we serve. Our people will have the tools to do their jobs effectively. We will manage our resources well and seize all opportunities to bring funding into the district. We will provide good, accessible services.



“We will grow our local economy in an inclusive and sustainable way by increasing productivity and supporting businesses to innovate, invest and create great jobs”





Our work will be underpinned by the following cross-cutting principles:

Equalities must be at the heart of all we do

This means that everyone can access services regardless of their background, that we embrace our different communities across the whole district and that we build an inclusive organisation. We want to be an organisation which actively recognises the contribution that people from different backgrounds make to all aspects of the Council's work and the district's communities. Our Equality Objectives are published alongside this plan and feature across our outcome areas. Our Equality Objectives and accompanying Equality Plan for the period 2020-2024 will outline how we intend to keep equalities at the heart of all we do.

Working together

We will work with our communities to get them involved at every opportunity. We will empower individuals so that they can be involved in the process of designing how outcomes are achieved. We will collaborate with other public sector organisations and our communities to ensure residents and businesses have the best opportunity to reach their potential. Together we will be strong, creative, innovative and effective, compassionate and thoughtful, delivering the very best services for all. We recognise that no single organisation can achieve our priority outcomes alone and that partnership and working together will be central to success.

Early help and prevention

This means we will support people early and in their communities to prevent their needs from escalating and to improve their outcomes. This will reduce demand on services and improve the quality of life of individuals. We will be supported in delivering on this cross-cutting principle through our Early Help Board Strategy and Action Plan.

Every pound counts

We will adopt effective and value-for-money approaches to service delivery. We will increase the proportion of Council resources spent locally to help grow the Bradford District economy and develop our local supply chains. We will ensure that services are creative, innovative and effective to provide the best outcomes for our residents and businesses. Working with others, we will ensure we get the best and most effective value for every pound spent in Bradford District. Internally the Council has a number of strategies and plans in place, such as our Financial Strategy, our Procurement Strategy and our Council Workforce Plan.

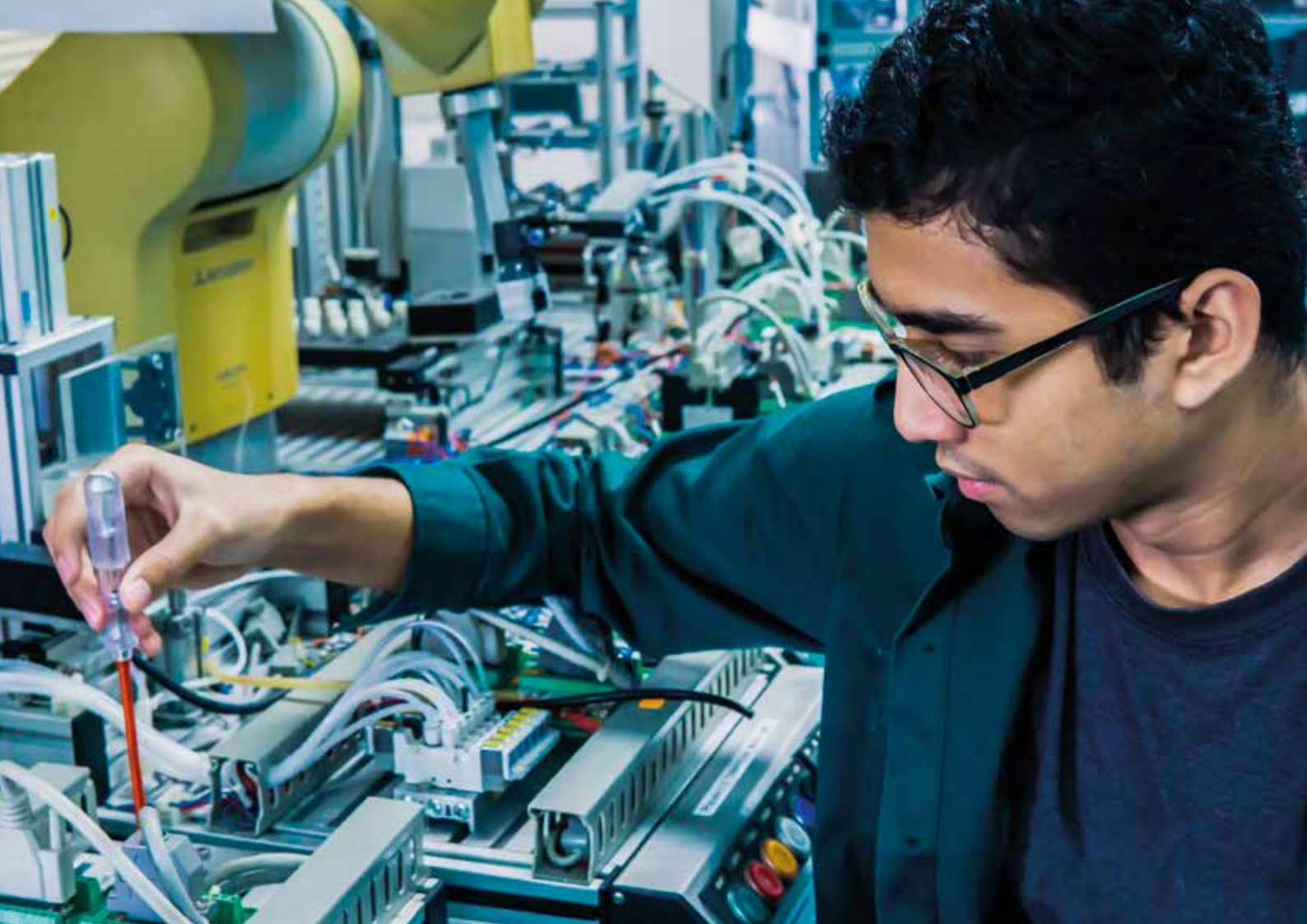
Living well

We will work alongside our communities and our partners in the NHS, independent sector and Voluntary and Community Sector, to embed Bradford's Living Well, whole systems approach to improving health and wellbeing for everyone. With energy and commitment, we will actively pursue the Living Well mission – to make it easier for people in the district to adopt healthier lifestyle behaviours' – and in doing so, reduce preventable health conditions, (including childhood obesity), reduce premature deaths and increase the number of years that the district's people live in good health and wellbeing.

Safeguarding

Bradford District will work with partners and communities to do everything it can to ensure that children and adults at risk in the District are kept safe. We will work together to deliver this principle with collaboration with our children's and adult's safeguarding board. This is not just a role for professionals in social care, but will be part of everyone's role in the authority.

We will also embrace the Bradford District Shared Values which have been developed with our local communities and stakeholders where over 1,400 were engaged in the process.



PRIORITY AREA:

BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY



OUR AMBITION

We will grow our local economy in an inclusive and sustainable way by increasing productivity and supporting businesses to innovate, invest and create great jobs in the district.

Our economic growth will be inclusive, sustainable and resilient. We will make sure everyone can contribute to and benefit from growth, helping the long-term unemployed, people with long-term conditions and care leavers into the labour market. We will build a fairer and more cohesive district.

We will make sure growth protects our physical and natural environments, meeting this generation's needs without compromising those of future generations. We will work to ensure our recovery unlocks new opportunities, such as in the low-carbon sector and the digital economy. This will make us stronger and more resilient to future economic trends and shocks.



OUR CONTEXT

Our local economy has many powerful assets. These include a vibrant small and medium enterprise sector, a number of nationally significant businesses and a growing reputation as a great place to start a business within the UK.

We have a number of challenges including:

- Helping businesses and individuals adapt to the changes in the economy and nature of work as a result of COVID-19 so the local economy can recover safely and effectively and people can access good jobs.
- Creating jobs in new growth sectors.
- Helping people to get the education and training they need to secure highly skilled jobs.



**A growing reputation as a
GREAT PLACE TO START
A BUSINESS
within the UK**



- Tackling transport connectivity across the district and beyond.
- Improving employment outcomes for everyone. This has been made worse as a result of COVID-19 as businesses close, which has hit young people, low-paid workers and BAME residents hardest.
- Supporting our businesses through the transition from the European Union single market to new trading relationships by signposting them to support and information.



**WE WILL PROVIDE
DIGITAL PLATFORMS AND
INFRASTRUCTURE**
to support employment growth and
retraining via remote learning, access
to peers and wider networks

Building a Better Future

We will:

- Ensure our young and enterprising population are equipped with the skills and confidence to succeed. We will connect our population to employment opportunities across the district, the North and the UK.
- Support people furthest from the labour market, including those with learning disabilities, into work. We will create new employment opportunities, particularly in sectors with workforce shortages such as health and social care.
- Provide digital platforms and infrastructure to support employment growth and retraining via remote learning, access to peers and wider networks.
- Make the most of our distinctive features and use our unique architecture, heritage and cultural assets to create an environment for growth.
- Develop an outstanding bid to become the UK City of Culture in 2025.
- Create a strong city centre business destination through investment in the One City Park office scheme and other developments.
- Work with the Towns Fund boards to improve the prosperity of Keighley, Shipley and other places in the district.
- Develop and deliver our cultural strategy, Culture Is Our Plan, in recognition of the cultural sector's rich contribution to economic and social wellbeing.
- Work with Arts Council England and National Heritage Lottery to win funding and support for projects.
- Use our cultural assets to attract more visitors to all parts of the district, drive economic growth and create new jobs in the cultural, creative and tourism industries.
- Build on our strong and diverse economy to increase innovation, creativity, productivity and prosperity. ➔

OUR PRIORITIES

Living with COVID-19

We will:

- Help people into work and give them the skills to succeed. To do this we will create a flexible and agile skills service to retrain local residents who find themselves unemployed, are entering the job market for the first time or are considering self-employment. We will work with businesses to support workforce mental health and wellbeing, which will help boost productivity.
- Help businesses access support to innovate and adapt to the challenges of COVID-19. We will connect businesses to financial and other support packages. We will help businesses to embrace new digital ways of working. We will use our local procurement powers to increase the social value of contracts and develop our local supply chain.

- Make the most of the 'Bradford District Pound' and ensure that an increasing proportion of our £475 million third-party spend goes to local businesses and community organisations.
- Provide enterprise support to our thriving business community and help people who want to start their own businesses.
- Support social enterprises and social entrepreneurs through the Local Access Fund and Impact Hub investments in the district.
- Improve our transport infrastructure by securing support and investment in key projects including the city centre Northern Powerhouse Rail station, Northern Connect, City Centre and Rail Station Masterplans, Calder Valley Rail Line Upgrade and Skipton-Colne rail link.
- Improve digital connectivity to speed up business growth and connect more people to opportunities in the digital economy. We must ensure businesses are able to access high-speed broadband wherever they are in the district.
- Help businesses to increase exports and grow global trade links. We will ensure businesses have the information and support available to thrive following the exit from the European Union.
- Develop the cultural offer in the district through key projects including supporting the successful delivery of the former Odeon cinema into a premier live music venue.

HOW WE WILL MEASURE SUCCESS

1. Increase the years of healthy life expectancy (at birth) in both males and females and close the gap with the national average (shared target with Better Health, Better Lives).
2. Increase the percentage of people with NVQ Level 3 and above and close the gap with the national average.
3. Increase the amount of Council spending on resources locally to 50% of total by 2024.
4. Increase employment overall and close the gap with the national average trend.
5. Increase the earning of employees in the area and close the gap with the national average.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Pioneering, Confident and Connected – An Economic Strategy for Bradford District 2018-2030
- People, Skills, Prosperity – Bradford District's Workforce Development Plan
- Bradford Council Procurement Strategy



**WE WILL IMPROVE
OUR TRANSPORT
INFRASTRUCTURE**
by securing support
and investment in key
projects...



PRIORITY AREA:
DECENT HOMES



OUR AMBITION

We want everyone to have a comfortable home which meets their needs and helps them lead fulfilling lives.

We will increase the supply of homes of the right type, quality and location to meet the needs and aspirations of our diverse and growing population. We want more high quality homes in neighbourhoods where people want to live and can thrive. We want more developments of the highest quality. We will retrofit existing stock to create homes that are energy efficient and adaptable.

We will work with partner agencies and communities to improve management of our neighbourhoods. We will help ensure the district has green, safe, inclusive, and cohesive places which people are proud to call home.

We will support residents to live independently. We will make sure elderly and vulnerable people can access specialist housing that meets their needs. We will help homeless people into permanent accommodation.



**We will make sure elderly and vulnerable people can
ACCESS SPECIALIST HOUSING
THAT MEETS THEIR NEEDS**

OUR CONTEXT

Bradford District offers a range of housing choices including attractively priced terraces in close-knit city neighbourhoods, quality social housing in well-kept estates, unique Victorian squares with spacious family accommodation, city centre apartments in new-build schemes or listed buildings in architecturally renowned locations like Little Germany, and executive family homes near beautiful countryside and in some of the most prosperous towns and villages in the country.

We have a number of challenges including:

- Impact of COVID-19 on the housing market, particularly on the incentive to invest to improve the quality of housing.
- Impact of COVID-19 in delaying the delivery of capital investment schemes, on both large and small scale.
- Large number of empty homes.
- Lack of large family accommodation to meet the needs of extended families.
- Changing needs and aspirations of an ageing society.
- Financial viability of developing housing that meets the needs of specific users such as older people and people with disabilities.

OUR PRIORITIES

Living with COVID-19

We will:

- Maintain social distancing and infection control measures in social housing as much as possible.
- Ensure we keep rough sleepers in accommodation where possible, helping to prevent the spread of infection.
- Work with Government, developers and partners to maximise funding opportunities and the delivery of new homes and improved homes by managing the impact of additional COVID-19 precautions.
- Work with the Government, Leeds City Region and delivery partners to make the most of energy efficiency measures in the Government's new green voucher scheme and other programmes.



Building a Better Future

We will:

- Increase the supply of homes of the right type, quality and location to meet the needs of our population, including those with specialist needs.
- Improve the quality of poor housing stock by encouraging and supporting private sector owners and landlords to bring properties, including empty homes, into good repair.
- Support our residents who have a range of specific and specialist needs by improving access to suitable housing and help them sustain tenancies.
- Use Council-owned land and buildings to create good quality new homes, including on brownfield sites where possible.

We will Use Council-owned land and buildings to create



**GOOD QUALITY NEW
HOMES, INCLUDING ON
BROWNFIELD SITES
WHERE POSSIBLE**

HOW WE WILL MEASURE SUCCESS

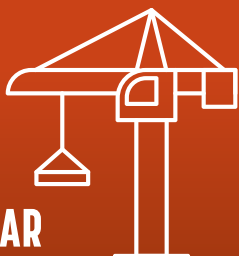
1. Achieve at least 1,703 net new home completions per year.
2. Achieve at least 411 affordable housing units per year.
3. Increase the number of private sector homes with improved housing conditions as a result of our interventions.
4. Continue to be above regional and national average rate for homelessness preventions.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- A Place to Call Home, a Place to Thrive Housing Strategy for Bradford District 2020 – 2030
- Bradford Homelessness and Rough Sleeping Strategy 2020 – 2025

1,703

**NET NEW HOME
COMPLETIONS PER YEAR**



411

**AFFORDABLE HOUSING
UNITS PER YEAR**





PRIORITY AREA:

GOOD START, GREAT SCHOOLS



OUR AMBITION

We want Bradford to be a great place to be a child – a place where all our children and young people are given the best start in life and can develop their talents and abilities to the fullest extent. This is reflected in our ambition to become a Unicef Child Friendly District, where the voice of the child is at the heart of all we do and all our children and young people have the opportunity to develop, thrive and prosper.

We will provide the best start by providing high-quality early childhood education and welfare services for all. From this secure base, we will ensure our children can develop their talents by creating a long-term, sustainable improvement in school attainment for all our children and young people.

We want Bradford to be a safe and secure place for children and young people to grow up. We will continue to work with our partners in education, health, police and the community on safeguarding to keep children safe and respond to child protection concerns.

We will work tirelessly to reduce the educational attainment gap and ensure no child is left behind so that our most vulnerable children and young people are protected. Education and schooling should be an engine of opportunity that maximises our children and young people's talents and abilities to their fullest extent and prepares them for successful transitions into adult life, whatever their background.



We will provide the best start by
**PROVIDING HIGH-QUALITY
EARLY CHILDHOOD
EDUCATION AND WELFARE
SERVICES FOR ALL**

OUR CONTEXT

Bradford District is one of the youngest, most diverse places in the country.

Bradford District has a rich cultural and arts scene with world-famous events such as the Bradford Literature Festival. There are great youth and leisure services, award-winning social cohesion programmes and innovative support programmes for some of our most vulnerable children and young people.

In Born in Bradford, we have a unique and internationally renowned research institute, based at Bradford Royal Infirmary, which helps us understand the challenges and opportunities faced by children and young people in the district.



OUR PRIORITIES

Living with COVID-19

We will:

- Support schools with clear infection control and response procedures to protect their staff, pupils and families.
- Provide children and young people with the equipment and support to learn flexibly, including at home.
- Work with partners to make sure that no child goes hungry through this pandemic. We will continue to provide healthy meals to the District's schools, minimising the use of salt and sugar in food production and also reducing the use of plastics.
- Work with early years settings to ensure that parents are able to access childcare to enable them to work.
- Work as a whole system to promote, protect and improve children and young people's mental wellbeing to be happy and healthy.



We will continue to provide
**HEALTHY MEALS TO THE
DISTRICT'S SCHOOLS,**
minimising the use of salt and sugar in
food production



We have a number of challenges including:

- Too many of our children grow up in poverty. COVID-19 has increased the number of children growing up in poverty and the pressure on their families.
- There are great inequalities in health. Our poorest children can expect to live shorter and less healthy lives than our wealthiest children. Children growing up with health problems or whose care is affected by their parents or guardians' ill health are significantly disadvantaged in education. COVID-19 has exacerbated health problems, particularly childhood mental health problems.
- Educational attainment and progress across all stages of education from early years onwards is below the national average and COVID-19 has shown a growing digital educational divide.
- Educational and social outcomes for our most vulnerable and disadvantaged children and young people need to be improved. This is all the more important because the pandemic has widened the education gap between our poorest and most vulnerable children and the rest.
- COVID-19 has disrupted our children's education. Getting all our children and young people safely in education, ensuring schools are COVID-19 safe places and parents have confidence in sending their children to school is an immediate priority. The pandemic has meant that our children and young people have missed six months of education. The impact of this will be felt by all but falls heaviest on the poorest and most vulnerable who lack access to digital learning and support outside school.

Building a Better Future

We will:

- Ensure children are at the heart of everything we do, and ensure we continue on our journey to become a Unicef Child Friendly District.
- Improve attainment of children and young people at all Key Stages so that they can secure employment and be active and positive citizens.
- Improve levels of attendance so that children and young people can achieve their academic expectations.
- Deliver our 0-5 Early Years Programme including a prevention and early help offer for families to support children and young people from conception to five years.
- Improve social mobility for children, including through the continuation of the Opportunity Area programme, which focuses on children in the most deprived areas of the district.
- As a good and responsible corporate parent, we will support our children and young people in care to achieve their full potential in education and learning.
- Work with early years providers to ensure sufficient places for all children in the district.
- As a good and responsible corporate parent, improve and increase apprenticeship and training opportunities in the Council and district for young people in care and care leavers.
- Work with partners to ensure we have an evidence-based approach to all we do. This includes working with Born in Bradford to make sure that all our interventions are based on Bradford-specific research data.



HOW WE WILL MEASURE SUCCESS

1. GCSE Level 4 English and Maths results to close the gap with the national average.
2. Reduce persistent absence faster than national trend.
3. Improve Key Stage 2 results in line with national trends in Reading, Writing and Maths.
4. Improve Key Stage 1 Phonics in line with national trends.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Bradford Children, Young People and Families Plan
- Bradford District Education Covenant



**WE WILL ENSURE
CHILDREN ARE AT THE HEART
OF EVERYTHING WE DO**
and ensure we continue on our journey
to become a Unicef Child Friendly
District





PRIORITY AREA:

BETTER HEALTH, BETTER LIVES



OUR AMBITION

We will help people from all backgrounds to lead long, happy and productive lives by improving their health and socio-economic wellbeing.

We will strive to provide personalised health and care services to support quality of life at every stage. We will transform how services are delivered with a digital-first, citizen-centred approach.

We will intervene when necessary to keep our children safe and ensure that residents in need can access services to maintain dignity and independence. We will continue to work with our partners in health, police and the community on to keep vulnerable children and adults safe and secure.



OUR CONTEXT

COVID-19 has had a devastating impact on health and social care provision. It has meant that services and resources focused on self-care, prevention and early intervention to reduce demand on public services have had to be shifted to manage the pandemic.

COVID-19 has disproportionately affected those facing financial hardship and vulnerable people in our communities, as well as people from BAME groups, widening health inequalities.

The gap between the most deprived and least deprived remains large and will require sustained effort and targeted investment in the most deprived communities and neighbourhoods.

We will need to move resources and investment towards prevention and early intervention activities and make sure allocation is based on need. This will help citizens make long-term positive behaviour changes to improve their health and wellbeing.



We will help people from all backgrounds to lead LONG, HAPPY AND PRODUCTIVE LIVES by improving their health and socio-economic wellbeing

Addressing historic health and wellbeing inequalities will require a collective, whole system effort from all partners within the district's health and social care system. It is vital that common areas of need – or interdependencies – across the system are identified and that resources are used to complement and add value.

We recognise the challenges made by Ofsted in 2018 about the quality of children's social care services. We are currently working through our plan to improve children's social care services and aim to be out of special measures by 2024.



OUR PRIORITIES

Living with COVID-19

We will:

- Make sure robust control measures are in place to reduce infection rates and prevent future outbreaks of COVID-19, including Test and Trace, information, advice and guidance for residents and service providers, and we will respond to COVID-19 outbreaks swiftly and effectively.
- Ensure timely interpretation and localised implementation of national guidance to ensure our plans and approach continue to protect and support residents.
- Maintain provision and support to meet the health and wellbeing needs of all adults and children, while ensuring the most vulnerable and high risk groups are prioritised.
- Use our learning and experience from COVID-19 to accelerate our transformation plans to redesign services to continue our support for communities to help themselves and each other. This will improve outcomes for individuals and families and avoid increased demand on statutory services.

Building a Better Future

We will:

- Use a targeted approach to reduce health and socio-economic inequalities by providing support to our service users that is appropriate to their needs and culture and focusing on interventions to improve air quality, reduce obesity and improve physical activity levels.

- Work with partners including education providers, NHS, the police and the voluntary and social sectors to move budgets to prevention and early intervention for all ages. As part of this work, we will deliver a prevention and early help offer for families to support children from conception to five years.
- Improve self-care and personalisation services for adult social care and tailor support to the long-term health and wellbeing needs of individuals.
- Transform how services are delivered with a digital-first, citizen-centred approach. Our services will remain accessible to all those for whom using digital channels will never meet their needs.
- Work closely with our partners across the health and social care system to ensure that resources are pooled, prioritised and channelled to address shared outcomes. This is being enacted through the 'Act as One' strategy and formalised through a Section 75 agreement with the NHS.
- Improve the mental wellbeing and resilience of adults and children through our partnership approach to prevention and early intervention with education providers, NHS, the police and the voluntary and social sectors.
- Strive to make sure that all children are safe. We will prevent and reduce the impact of adverse childhood experiences. We will achieve an improved Ofsted assessment for our children's services.
- Support the protection and welfare of vulnerable children, including providing specialist advice and representation to assist Children's Social Care in achieving their improvement goals following the Ofsted inspection in September 2018.
- Continue to support the continuation of the innovative approach within the Family Court in West Yorkshire.



We will strive to
**PROVIDE PERSONALISED
HEALTH AND CARE SERVICES
TO SUPPORT QUALITY OF LIFE
AT EVERY STAGE**



HOW WE WILL MEASURE SUCCESS

1. Increase the years of healthy life expectancy (at birth) in both males and females and close the gap with the national average (shared target with Better Skills, More Good Jobs and a Growing Economy).
2. Reduce levels of childhood obesity.
3. Increase levels of physically active adults and close the gap with the national average.
4. Bring percentage of referrals to Children's Social Care in the year which were within 12 months of previous referral closing in line with our statistical neighbours.
5. Reduce percentage of children in care with three or more placements during the previous year in line with our statistical neighbours.
6. Improve the emotional wellbeing of Children in Care.
7. People with learning disabilities in settled accommodation. To move up one quartile based on 2018-19 published national data (Adult Social Care Outcomes Framework (ASCOF) data).
8. Percentage of adults who have a learning disability in paid employment. To move up one quartile based on 2018-19 published national data (ASCOF data).
9. Maintain the 2019-20 performance of 555 per 100,000 population (or below) permanent 65+ admissions to residential and nursing homes.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Health and Wellbeing Strategy
- Children's Services Improvement Plan
- Living Well
- Bradford Children, Young People and Families Plan
- Home First – Our vision for wellbeing
- Joint District Health and Wellbeing Strategy
- Happy, Healthy and at Home
- Health & Wellbeing – (Adult Social Care) – Commissioning Strategy and Intentions 2019 – 2021
- Better health and wellbeing for everyone: Our five year plan – West Yorkshire and Harrogate Partnership
- Mental wellbeing in Bradford district and Craven: a strategy 2016-2021
- Care Quality Commission System Review



PRIORITY AREA:

SAFE, STRONG AND ACTIVE COMMUNITIES



OUR AMBITION

Our ambition is to make the Bradford District a great place for everyone to live: one that each one of us can play an active role in, be part of, be enriched by, and feel proud of calling our home.



OUR CONTEXT

COVID-19 presents complex challenges to a district as young and diverse as the Bradford District. As we face them and look to a better future beyond the pandemic we know that we have solid foundations to build that future upon.

We know our communities well – 82% of Council staff live in the district, many with deep rooted connections to our places and people. Decades promoting integration and cohesion have taught us valuable lessons and led to pioneering partnership initiatives such as the School Linking Network; our community ambassadors providing critical insight into the assets and needs of our communities; innovative approaches to increasing participation in the economy; and internationally recognised work to combat racism and extremism.

We know our communities well –

**82% OF COUNCIL STAFF
LIVE IN THE DISTRICT**

Our understanding of our communities has been integral to our response to the pandemic as has our recognition that the Council achieves little acting alone. Strong, mature partnerships with our Voluntary and Community Sector and Police, developed over many years, have been critical to community resilience and wellbeing and will continue to be so throughout COVID-19 and beyond.



'People Can' is at the heart of working with people as individuals, families and communities to help get the very best outcomes. We are committed to doing things with people, not to them.

However, we are only too aware of the impact that the behavior of a minority has on the quality of life of the responsible, law-abiding majority. We see it in dangerous and anti-social driving, the drug deals, the litter on our streets and the affront of fly-tipping. Spelling out responsibilities as well as rights and taking robust action to identify and prosecute offenders will be key to our work.

COVID-19 is widening inequality and threatening community cohesion. Hate crime, domestic abuse and social isolation have increased.

We must continue to work together with communities and align our local and district-wide services so we can all play a part in creating and sustaining strong, active and safe places.



OUR PRIORITIES

Living with COVID-19

We will:

- Work with our communities, volunteers and community organisations to reduce social isolation as a result of COVID-19 and support the building of community resilience and cohesion.
- Ensure residents of all communities have access to the support they need.
- Increase the awareness and confidence among victims of domestic violence and hate crimes to report incidents and seek help.



We will
**TACKLE CRIME AND THE FEAR
OF CRIME SO EVERYONE
FEELS SAFE**

Building a Better Future

We will:

- Work to empower communities so we do things with them not to them.
- Improve equality of opportunity by addressing factors affecting economic participation and poverty, including language skills and educational attainment.
- Help people get on better with each other by promoting greater interaction, dialogue and understanding across the district.
- Make sure people fully understand their rights, freedoms and responsibilities.
- Create opportunities for people to take part in community and civic life and strengthening leadership. We will nurture and grow a resilient and vibrant voluntary and charitable sector.
- Keep the district clean and tidy, including waste collection, keeping our public spaces clean and tidy and continue to support measures to address fly tipping.
- Tackle crime and the fear of crime so everyone feels safe.



HOW WE WILL MEASURE SUCCESS

1. Improve the percentage of people from different backgrounds who get on well together and close the gap with the West Yorkshire average.
2. Increase the overall value of Council commissioning spend on charity and voluntary sector contracts. Target is an increase on current spend of £22.2m per year.
3. Reduce the number of people killed or seriously injured in road accidents in Bradford District.
4. Increase in percentage of Your Views survey respondents who say they feel safe in their local area (rolling year) including an improvement in comparison with West Yorkshire average.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Stronger Communities Together Strategy and plan
- Safer Bradford Plan
- Domestic Abuse and Sexual Violence Strategy 2021-24

£22.2m INCREASE ON CURRENT
per year SPEND ON CHARITY
AND VOLUNTARY
SECTOR CONTRACTS





PRIORITY AREA:

A SUSTAINABLE DISTRICT



OUR AMBITION

Effective climate action presents challenges but also offers opportunities to generate sustainable, clean and fair economic growth, and improve health and wellbeing and environmental quality. We want the Bradford District to be at the forefront in taking advantage of these opportunities.

We acknowledge we need to reduce our carbon emissions to tackle the climate emergency. This will require urgent and significant steps to limit our collective impact on the climate and ensure our residents, businesses and public sector partners can adapt to the challenges of the future.

We want to lead by example and become one of the best councils in the country for our record on reducing carbon emissions and become known for our proactive management on biodiversity, water management. We will make it easier for individuals, households and businesses to adapt, change and innovate to address the challenges presented by climate change.

We will develop a Single Use Plastics Policy and implementation plan to help the Council become a single use plastic-free organisation by 2024.



OUR CONTEXT

Bradford Council declared a Climate Emergency in 2019 and we are members of the Leeds City Region Climate Coalition. We are also investing in a number of capital and community based projects – for example, through a capital programme to invest in energy efficient street lighting and in reducing the environmental footprint of our own buildings.

The Bradford District currently has relatively low levels of CO2 emissions but still need to do more in order to ensure we are sustainable in the medium to long term. In 2018, the last year where we have data, the district's emissions were 3.8 tonnes per head, compared to 6.5 tonnes for Yorkshire and Humber, and a UK average of 5.2 tonnes.

The district is home to around 10,000 environmental sector jobs and exemplar businesses including Texfelt, a manufacturer using recycled fibres and plastics, Yorkshire Water and the pioneering Ecology Building Society.

We have a strong research base in the district. The University of Bradford is a global leader in the circular economy and has a centre for sustainable environment which is tackling civil engineering climate challenges. The Bradford Institute for Health Research is researching health and wellbeing and undertaking national evaluation work on air quality improvements.



**Clean growth could add
£11 BILLION TO THE LEEDS
CITY REGION ECONOMY
and create an additional
100,000 JOBS ACROSS OUR
WIDER REGION**

Living with COVID-19

- Encourage the use of digital technology to reduce carbon emissions, support business activities and maximise the environmental benefits of home and remote working.
- Improve active travel infrastructure and help people move around the district for business or leisure safely, quickly and sustainably, even with reduced public transport capacity. Ensure that the public are informed about how they can access support on how they can move around the district safely using sustainable forms of transport.



An aerial photograph of a large, multi-story industrial building, likely a factory or mill, featuring a prominent clock tower. The building is surrounded by residential housing and greenery, with a large green lawn in the foreground. The architecture is characterized by multiple windows and a complex roof structure. The surrounding area includes various smaller buildings and open spaces, suggesting an urban or suburban setting.

We will:

- Lead district partners to address the climate emergency through the Sustainable Development Partnership working at all levels from grassroots to large infrastructure projects.
- Work with the West Yorkshire Combined Authority and national government to make the case for sustainable transport development, including Northern Powerhouse Rail.
- Improve green space with initiatives such as ‘Tree for Every Child’ to plant more than 55,000 new trees, one for each primary school pupil.
- Help businesses and households to be more sustainable and embrace the principles of the circular economy.
- Improve air quality through our Breathe Better Bradford clean air plan.
- Encourage more recycling by households and businesses and improve waste recycling rates.
- Help households access funding to improve energy efficiency.
- Support local food production and food security efforts.
- Expand the network of electric vehicle charging points and number of electric vehicles.
- Increase renewable energy usage and reduce greenhouse gas emission reduction in the Council’s business activities.





- Reduce energy use and emissions from the Council fleet and street lighting.
- Increase the efficiency of our buildings and operational assets to reduce energy use and emissions.
- Deliver an Advanced Fuel Centre to allow conversion of the Council's vehicle fleet and support the Council's Clean Air Strategy.
- Identify risks from extreme weather events and work with local and national partners to strengthen infrastructure and buildings.
- Bradford Council is committed to supporting Fairtrade as it supports sustainable farming and production methods whilst also ensuring that farmers and producers receive a fair price for their produce and goods. We will continue to buy Fairtrade goods and produce in line with our commitment, encourage our partners and businesses to do so and consider how we can support Fairtrade further across the District.



HOW WE WILL MEASURE SUCCESS

1. The Bradford Clean Air Plan will achieve compliance with UK limits by 2022 and maintain this performance in future years.
2. Increase the percentage of household waste sent for reuse, recycling or composting and close the gap with the national average.
3. Reduce CO2 emissions from Council buildings below the 2019 level.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Bradford Clean Air Plan
- Sustainable District Action Plan



**We will
REDUCE ENERGY USE
AND EMISSIONS**
from the Council fleet and street
lighting





PRIORITY AREA:

AN ENABLING COUNCIL



OUR AMBITION

We will be an enabling Council that is a great place to work and reflects the communities we serve. Our people will have the tools to do their jobs effectively, and the buildings they work from will be fit for purpose.

We will work to deploy our resources – people, money, buildings, land, ICT and digital infrastructure – in a sustainable and responsible way.

We will deliver efficient, value for money services, minimise risk and support improved outcomes across the district's key priorities.

We will take an asset-based approach working with the district's communities, the voluntary sector, the local business community and public sector partners to develop and deliver against our shared priorities.

Effective communications will ensure that everyone in the district is kept informed and engaged about local services and activities and the part that they can play in helping to achieve better outcomes.

Council decision making will be open, transparent and democratically accountable.



Over the last 10 years, we have had to find
OVER £300 MILLION IN SAVINGS AND ADDITIONAL INCOME

OUR CONTEXT

Bradford Council has a net budget for 2020-21 of £378 million and oversees a £734 million capital programme. It employs over 8,000 people with wide-ranging skills and expertise and holds extensive legal responsibilities and powers. These resources make an important and often essential contribution to leading and shaping the district's present and its future.

Over the last 10 years, we have had to find over £300 million in savings and additional income whilst continuing to deliver services for the people, businesses and organisations of the district, work alongside them to make the most of all our assets and provide the leadership and profile necessary to secure private and public investment.

COVID-19 has had a substantial and disproportionate impact on Bradford District. The deployment of Council resources required to respond to the pandemic has been considerable. We have had to adapt rapidly and make changes to the way we work in order to maintain the district's resilience, sustain services and build for recovery.

The Council will continue to work within a changing environment, including working with a Mayoral Combined Authority, preparing for and responding to Brexit, and strengthening our approach to equalities in the light of the pandemic.

That's in addition to sustaining our flexible response to COVID-19 and the recovery of the district post COVID-19.



Our information technology and digital infrastructure

We will lead the digital transformation of public services, not just putting existing services online, but rewiring the local system to take advantage of opportunities to share and integrate digital tools and platforms across services and organisations. The Council will collaborate with all public service providers on a digital platform for genuinely joined-up service delivery. The Council will work with public and private stakeholders to boost digital infrastructure and connectivity across the district.

We are developing creative and innovative solutions for digital service redesign to deliver better outcomes for our residents and businesses, improve Council productivity and make the most of funding and partnership opportunities.

Digital technology will continue to help to ensure that decision making is transparent and subject to appropriate scrutiny despite the limitations imposed by COVID-19 on people meeting publicly.

Democracy

Our 90 councillors will be well supported and our democratic processes will be effective to help them to make decisions. We will do our utmost to comply with the law, adhere to ethical standards and make sure our decision making is transparent and accessible. We encourage the scrutiny of our policy setting and delivery. We will welcome and encourage peer and councillor review and challenge to test our leadership and decision-making, to make sure we are doing the right things and getting the right results. We will put in place robust systems to anticipate and manage opportunities, threats, risks and challenges, and to make sure that we remain focused on our district's priorities.

We will make sure we fully meet the standards expected of well-run public bodies. We will run elections well in a transparent way and encourage more people to register to vote. We will contribute to the information provided to citizens and taxpayers on how we are doing.



Our people

We will ensure the authority is a great place to work and reflects the communities we serve. We will encourage, empower and enable our colleagues to deliver great services. We will make sure all employees feel engaged and can have the confidence and tools to achieve their full potential and barriers to success are removed.

Our financial resources

We will manage public money responsibly and be proactive in identifying and exploiting opportunities to bring additional funding and investment into the district. Responsible and prudent financial management will help us to sustain investment in key priorities even through the challenges presented by austerity, increasing demand, inflation and COVID-19. The Council will work to prioritise and transform the way we deliver our services to improve the impact on people's lives and make the most effective use of Council resources.

We are delivering our Procurement Strategy to provide a first class, service that is fully integrated from procurement to payment and is effective, efficient and respected. We will use procurement of goods and services to deliver social value by securing wider social, economic and environmental benefits to the district and in this way improving outcomes.

Our buildings and assets

The Council uses its estate and land to support delivery of outcomes across all priorities. In particular, we are proactively supporting economic development and growth throughout the district using the Council's financial strength. We are also working to reduce the carbon footprint of our overall estate. We are funding the redevelopment of key iconic sites directly or indirectly to attract new businesses, cultural, retail and leisure facilities to the district. We are working to ensure our buildings are fit for purpose for our colleagues to occupy and to deliver services from.

OUR PRIORITIES

Living with COVID-19

We will:

- We will support our workforce to deliver against the challenges of COVID-19, whilst ensuring the risk of transmission for our employees and partners is minimised. We will make sure they have the tools to do their job effectively and support the resilience of our people.
- We will manage public finances effectively and make sure we take advantage of opportunities to secure funding to support our COVID-19 response while investing Council resources if necessary in order to assist the vulnerable, support communities and keep the economy in business.
- We will ensure our buildings are COVID-19 Secure and safe for colleagues and members of the public to use, and to work with Services to review how buildings will be occupied and services delivered in a post COVID-19 world.
- We will continue to pay our suppliers quickly and efficiently to help cash flow.
- We will make sure we have a strong baseline budget to deliver services where needed and attract income and investment to support frontline delivery.
- We will continue to work with our partners to ensure the people of Bradford District are informed of changes to services or practices due to COVID-19 including how to stay safe and where to go for the help they need, using community languages and other channels for those with low levels of literacy or no access to IT.



Building a Better Future

Our people

We will:

- Develop and implement an inclusive people strategy which will ensure our colleagues are able to deliver this Council Plan.
- Build and encourage a workforce that represents the communities we serve across all levels through our inclusive approach to recruitment and selection and talent development including a renewed commitment to diverse interview panels and more effective tools to ensure we use appropriate recruitment methods.
- Proactively focus on engagement with all of our colleagues, review and refresh all relevant policies, procedures and effecting culture change.
- Help every employee to reach their full potential through a proactive approach to learning and development and supporting the development of the talent across all of our colleagues.



We will help every employee to
**REACH THEIR FULL POTENTIAL
THROUGH A PROACTIVE
APPROACH TO LEARNING AND
DEVELOPMENT**



Our finances

We will:

- Produce an annual budget and continue to manage the Council’s resources. We will take a #teambradford approach with partner organisations to make sure we use all of our resources in a joined-up way where we can.
- Collect revenue from Council tax, business rates and accounts receivable in an effective, fair and efficient way. We will work to prioritise and transform the way we deliver our services to improve the impact on people’s lives as well as making the best use of the Council’s resources. We will continue to seek opportunities for joining up services and making services work better for people, intervening earlier where we can.
- We will achieve value for money through innovative procurement and contract management practices while ensuring robust and transparent governance.
- We will make best use of the ‘Bradford District Pound’ by committing to using district-based organisations, directly or indirectly, to deliver supplies, services and works wherever possible.
- We will deliver improved social value and inclusive growth outcomes from procurement procedures.
- We will connect with our local suppliers, particularly the voluntary, community and social enterprise community, to improve understanding of our local supply chains.
- We will modernise our procurement platform to enable efficient and effective payments to suppliers.

Our IT

We will develop digital access to all our services and tackle digital exclusion in the workforce to ensure that everyone has the tools they need to do their job effectively. Our services must however, remain accessible to people whose needs are unable to be met through digital access.



HOW WE WILL MEASURE SUCCESS

1. Ensure Council spending is within budget and year-on-year savings and investments agreed by Council are delivered.
2. Improve the collection rate of council tax to 93.94% to be in line with our statistical neighbours.
3. Percentage of top 5% of employees who are female.
4. Percentage of employees from LGBTQ+ backgrounds.
5. Percentage of employees from BAME backgrounds.
6. Percentage of top 5% employees by income who are from BAME backgrounds.
7. Percentage of employees who identify as having a disability.
8. Improve staff satisfaction, measured through the staff survey.

The underpinning plans and strategies that will enable us to deliver on this priority include:

- Council Workforce Strategy
- Bradford Council Equality Plan
- Bradford Council Financial Strategy
- Bradford Council Procurement strategy





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Report of the Chair of the Corporate Overview and Scrutiny Committee for the meeting to be held on Thursday 13 October 2022

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Subject:

Corporate Overview and Scrutiny Committee – Work Programme 2022/23.

Summary statement:

This report includes the Corporate Overview and Scrutiny Committee work programme for 2022/23.

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 2022/23, which are attached as appendix 1 to this report.
- 1.2 Also attached as appendix 2 to this report, is a list of unscheduled topics for 2022-23.

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 As well as this, Corporate Overview & Scrutiny members are currently undertaking a detailed scrutiny review into Domestic Violence across the District.
- 3.6 At its meeting on Thursday 30 June 2022, the Corporate Overview & Scrutiny Committee agreed to undertake a Call for Action enquiry in relation to Anti-Social Behaviour 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 topics included in the 2022-23 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 That Committee may choose to add to or amend the topics included in the 2022-23 work programme for the committee.
- 10.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

11. APPENDICES

Appendix One – 2022-23 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.
2021-22 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, 30th June 2022 at City Hall, Bradford.			
Chair's briefing 09/06/22. Report deadline 16/06/22.			
1) Referral from Governance and Audit.		Mustansir Butt	The Committee agreed that the Social Value Procurement Policy be considered, when the policy is reviewed.
2) Councillor Call For Action - Anti-Social Behaviour in the Bradford 2 and Bradford 10 Areas.		Mustansir Butt	The Committee agreed to undertake a review into anti-social behaviour, across the whole of the District.
3) Commissioning of Drug and alcohol services.		Sarah Possingham..	£2m Procurement - Constitutional requirement.
4) Welfare Advice Services.		Sarah Possingham.	£2m Procurement - Constitutional requirement.
5) Procurement relating to the End User Computing.		Keith Hayes.	£2m Procurement - Constitutional requirement.
6) Draft 2022-23 Work Programme.	Areas of work to be covered in this municipal year.	Mustansir Butt.	Also includes recommendations made by Corporate Overview & Scrutiny Committee in the last municipal year.
Thursday, 21st July 2022 at City Hall, Bradford.			
Chair's briefing 29/06/22. Report deadline 07/07/22.			
1) 2021-22 Annual Performance Outturn.		Ruth Davison.	
2) Finance Position Statement for 2021-22.		Chris Chapman/Andrew Cross.	
3) First Quarter Financial Position Statement.		Chris Chapman/Andrew Cross.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 15th September 2022 at City Hall, Bradford.			
Chair's briefing 25/08/22. Report deadline 01/09/22.			
1) Bradford District Anti-Poverty Co-ordination Group/Period Hygiene Poverty. Davison/Sarah	Specifically focusing on recommendation from Thursday 16 the Council and its Partners, along with outcomes that have been achieved. Also to include the impact of the reductions in Universal Credit and other financial support that the Council has provided to residents, which is no longer available.	Kevin Brain/Michelle the mapping of anti-poverty work across Possingham.	Corporate Overview & Scrutiny Committee Taylor/Ruth September 2021.
2) Bradford Council Workforce Development Strategy 2015-2021.	This Committee requests that the new Workforce Development Strategy be presented to this Committee in 12 months.	Anne Lloyd.	Corporate Overview & Scrutiny Committee Recommendation from Thursday 16 October 2021.
3) Call-For Action Enquiry into Anti-Social Behaviour across the District.	Draft Terms of Reference.	Mustansir Butt.	Corporate Overview & Scrutiny Committee recommendation from Thursday 21 July 2022.
4) Overview & Scrutiny Annual Report 2021-22. 5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt. Mustansir Butt.	Council Constitution requirement.
Thursday, 13th October 2022 at City Hall, Bradford.			
Chair's briefing 22/09/22. Report deadline 29/09/22.			
1) Stonewall Quality Standard.	To include the process and costs associated with this, along with value for money.	Anne Lloyd/Khalida Ashrafi/Jenny Cryer.	Corporate Overview & Scrutiny Committee recommendation from Thursday 14 October 2021.
2) Equalities.	Delivery of outcomes against the Equality Action Plan. Quarterly Equalities Performance Report.	Jenny Cryer/Khalida Ashrafi.	Corporate Overview and Scrutiny Committee recommendation from Thursday 14 October 2021.
3) Refreshed Equality Plan.		Khalida Ashrafi/Jenny Cryer.	

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

Agenda Items	Description	Report Author	Comments
Thursday, 13th October 2022 at City Hall, Bradford.			
Chair's briefing 22/09/22. Report deadline 29/09/22.			
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 November 2022 at City Hall, Bradford.			
Chair's briefing 20/10/22. Report deadline 27/10/22.			
1) Second Quarter Financial Position Statement.		Chris Chapman/Andrew Cross.	
2) Armed Forces Covenant.	To report on progress and to also focus on: expected legislative changes; - Development in relation to the Armed Forces Hub; - The work being provided through the Health Service.	Helen Johnstone. Impacts of the	Corporate Overview & Scrutiny Committee recommendation from Thursday 11 November 2021.
3) The Social Value Procurement Policy be considered, when the policy is reviewed.		Chris Chapman.	Referral from Governance and Audit Committee, on 21 April 2022.
4) Road Safety.	To focus on the safer communities remit of the committee - dangerous driving and steerside.	Simon D'Vali.	Corporate Overview & Scrutiny Committee recommendation from Thursday 21 July 2022.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 8th December 2022 at City Hall, Bradford.			
Chair's briefing 17/11/22. Report deadline 24/11/22.			
1) Progress against the Hate Crime Scrutiny Review Recommendations.		Mahmood Mohammed/Charles Dacres.	Deferred from the Corporate Overview & Scrutiny Committee meeting on Thursday 10 March 2022.
2) Safer Communities Plan Performance.	To also include quarterly performance report, including RAG rating.	Ian Day/Michael Churley.	Corporate Overview & Scrutiny recommendation from Thursday 9 December 2021.

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

Agenda Items	Description	Report Author	Comments
Thursday, 8th December 2022 at City Hall, Bradford.			
Chair's briefing 17/11/22. Report deadline 24/11/22.			
3) Private Hire and Hackney Carriage Service - Finance and Performance.		Carol Stos.	Corporate Overview & Scrutiny Committee recommendation from Thursday 9 December 2021.
4) Stronger Communities Strategy.		Ian Day/Mahmood Mohammed.	Corporate Overview & Scrutiny Committee recommendation from Thursday 19 November 2020. Re-scheduled to June 2022 at the request of officers, as all the projects will not have been evaluated due to the loss of the evaluator.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 12th January 2023 at City Hall, Bradford.			
Chair's briefing 22/12/22. Report deadline 29/12/22.			
1) District Plan.	Performance against the District Plan together with outcomes delivered, be presented to the Committee in 12 months. consultation findings to also be presented to this Committee, when they are available.	Jenny Cryer/Sadia Hussain. The	Corporate Overview & Scrutiny Committee recommendation from Thursday 13 January 2022.
2) Council Plan.		Ruth Davison.	
3) Gambling.	Progress against the gambling cross departmental action plan, be presented to January 2022. - Clear outcomes; - Educational awareness programmes being undertaken.	Sarah Muckle/Frances Towers/Sarah Exall.	Corporate Overview & Scrutiny Committee recommendation from Thursday 13 the Committee, which also includes:

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 12th January 2023 at City Hall, Bradford.			
Chair's briefing 22/12/22. Report deadline 29/12/22.			
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 9th February 2023 at City Hall, Bradford.			
Chair's briefing 19/01/23. Report deadline 26/01/23.			
1) Third Quarter Financial Position Statement.		Chris Chapman/Andrew Cross.	
2) Implementation of Universal Credit across the District. hursday 10	To also focus on the: February 2022. District; - Inclusion of historical data.	Jagdeep Kang/Jane O'Conner.	Corporate Overview & Scrutiny Committee O'Conner. recommendation from - Roll-out of Universal Credit in the
3) Council Tax.		Jagdeep Kang/Jane O'Conner.	Corporate Overview & Scrutiny Committee recommendation from hursday 10 February 2022.
4) Business Rates. recommendation from hursday 10	To also focus on the impact of	Jagdeep Kang/Jane the Governments Business	Corporate Overview & Scrutiny Committee Rate Review. O'Conner. February 2022.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 9th March 2023 at City Hall, Bradford. Chair's briefing 16/02/23. Report deadline 23/02/23. 1) ISG.	To also specifically focuses on the apprenticeship offer disabled staff, supporting them to develop their skills and experience. Which also specifically focuses on the apprenticeship offer from ISG, for its disabled staff, supporting them to develop their skills and experience.	Ben Middleton/Peter from ISG, for its	Corporate Overview & Scrutiny Committee Keeley. recommendation from Thursday February 2022.
2) Prevent.	Progress and to also focus on outcomes delivered from projects. Review of the National Findings of the Independent National Review. Prevent Programme, be presented to this Committee, when they are available.	Ian Day/Danielle King.	
3) Quarterly Safer Communities Performance reporting.		Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 9 December 2021.
4) Welfare Advice Services.	That a review of its previous contracted delivery, be undertaken and presented to this Committee.	Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 30 June 2022.
5) Drugs and Alcohol Strategy.	The Drug and Alcohol Strategy be presented to this Committee, when it is available.	Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 30 June 2022.
6) Alcohol and Drugs Services.	That a report relating to the level of support available for children living in families where there is an addiction, be presented to this Committee.	Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 30 June 2022.
7) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 6th April 2023 at City Hall, Bradford. Chair's briefing 16/03/23. Report deadline 23/03/23.			
1) Volunteering.	Focusing on an update on the impact of	Ian Day/Mahmood	Corporate Overview & Scrutiny Committee
Recommendation from Thursday 10		the VCSE Service Improvement	Mohammed.
	Programme and the		Volunteer Co- March 2022.
	ordinator to support volunteering across		
	the District.		
2) Work Planning.	There is a need to regularly review the	Mustansir Butt.	
	work programme, in order to prioritise and		
	manage the work.		

Democratic Services - Overview and Scrutiny

Scrutiny Committees Forward Plan

Unscheduled Items

Corporate O&S Committee

Agenda item	Item description	Author	Comments
1	Domestic Violence Scrutiny Review.	Mustansir Butt.	Ongoing.
2	The Committee agreed to undertake a review into anti-social behaviour, across the whole of the District.	Mustansir Butt.	Councillor Call For Action - Anti-Social Behaviour in the Bradford 2 and Bradford 10 Areas, received from Cllr Brendan Stubbs.
3	The use of agency staff and contracted staff, in relation to the changing nature of their work and developmental opportunities.	Anne Lloyd/Joanne Hyde/Chris Chapman.	Corporate Overview & Scrutiny Committee Recommendation from Thursady 16 October 2021.

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