City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 8 December 2022 at 5.00 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

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

Alternates:

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

Notes:

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

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.   MINUTES

Recommended –

That the minutes of the meetings held on 13 & 25 October 2022 be signed as a correct record (previously circulated).

4. **INSPECTION OF REPORTS AND BACKGROUND PAPERS**

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

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

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

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

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

(Yusuf Patel - 01274 434579)

5. **REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE**

Any referrals that have been made to this Committee up to and including the date of publication of this agenda will be reported at the meeting.

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. **EXCLUSION OF THE PUBLIC**

Recommended –

That the public be excluded from the meeting during consideration of Appendix 2 relating to Bradford Community Safety Partnership – Performance Report, The Twelve Months To 30th June 22 on the grounds that it is likely in view of the nature of the business to be transacted or the nature of the proceedings, that if they were present, exempt information within Paragraph 7 (Crime Prevention) of Schedule 12A of the Local Government Act 1972 (as amended), would be disclosed and it is considered that, in all the circumstances, the public interest in excluding public access to the relevant part of the proceedings outweighs the interest in publication of the report.

7. **BRADFORD DISTRICT COMMUNITY SAFETY PARTNERSHIP PERFORMANCE REPORT AND DELIVERY PLAN**   1 - 20

The Community Safety Partnership Board will submit a report (**Document "V" including Not for Publication Appendix 2**) which provides an annual performance report summary for the twelve months to 30th September 2022 and presents the annual Delivery Plan.

Recommended –

The Corporate Overview and Scrutiny Committee considers the Plan and the performance data contained within Document "V".

(Michael Churley - 01274 431364)

8.   **HATE CRIME SCRUTINY REVIEW**   21 - 54

The Strategic Director Place will submit a report (**Document "W"**) which provides an update to the recommendations from the findings from the Hate Crime Scrutiny Review.

Recommended –

(1)   **The Overview & Scrutiny Committee endorses the work by BCHA to meet the actions identified in the Hate Crime Scrutiny Review.**

(2)   **The Overview & Scrutiny makes further recommendations for the issues identified in the Hate Crime Scrutiny Review.**

(Ian Day - 01274 433507)

9.   **BRADFORD FOR EVERYONE STRATEGY (2018 - 2023) BUILDING**   55 - 198
      STRONGER COMMUNITIES TOGETHER

The Strategic Director Place will submit a report (**Document "X"**) which provides a summary of the Bradford for Everyone Strategy and provides an update on the Integration Area pilot which ran under the title of "Bradford for Everyone" between 2019-2022. With a focus on learning and legacy from this 'test and learn' style programme.

Recommended –

That Corporate Overview and Scrutiny Committee note the success, progress, learning and legacy of Bradford District's Integration Area pilot programme "Bradford for Everyone" (BfE) – delivered by Stronger Communities and the recommendations of the Evaluation of it.

(Ian Day - 01274 433507)

10.   **TENDER FOR MICROSOFT ENTERPRISE AGREEMENT**   199 -
       (RENEWAL)   204

The Strategic Director Corporate Resources will submit a report (**Document "Y"**) which outlines the basis to go out to tender under the Crown Commercial Services Framework RM6068, Lot 3 – Technology Products & Associated Services (TePAS), to renew our Microsoft Enterprise Agreement for 3 years and to price lock the products included in the agreement.

Recommended –

That the Head of IT, begin the tender process using Crown Commercial Services Framework RM6068, Lot 3 – Technology Products & Associated Services (TePAS) for the renewal of the Microsoft M365 E3 licence for a period of 3 years and award the contract to the winning

bidder and approve the spend and caveats as outlined in Document "Y" under section 4, so that the Microsoft Enterprise Agreement can be renewed before April 2023.

<div align="right">(Yunus Mayat - 01274 437608)</div>

11.   **THE STONEWALL WORKPLACE EQUALITIES INDEX SUBMISSION**   205 - 308

The Corporate Overview and Scrutiny Committee, in the meeting on the 13 October 2022, requested a further report on the Stonewall Workplace Equalities Index submission. The Committee requested that the report should specifically focus on the process; costs relating to the submission; details of the reasons for the Stonewall submission; questionnaire details and methodology; and responses to the Stonewall report.

The Director of Human Resources will submit a report (**Document "Z"**) which provides the information requested.

Recommended –

That the Committee notes the contents of Document "Z" and agrees that further updates on LGBTQ+ representation be provided as part of wider equalities reporting and updates presented to the Committee.

<div align="right">(Catherine Warrener – 07519532533)</div>

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City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Report of the Community Safety Partnership Board to the meeting of the Corporate Overview and Scrutiny Committee to be held on 8th December 2022

V

Subject:

Bradford District Community Safety Partnership Performance Report and Delivery Plan

Summary statement:

Safer Bradford, the district's Community Safety Partnership provides an annual performance report summary for the twelve months to 30th September 2022 and presents the annual Delivery Plan.

Appendix Two - Is not for publication under Paragraph 7 (Crime Prevention) of Schedule 12A of the Local Government Act 1972 (as amended).

Cllr Abdul Jabar Chair of District Community Safety Partnership	**Portfolio:** **Neighbourhoods and Community Safety**
Report Contact: Michael Churley Phone: (01274) 431364 E-mail: ian.day@bradford.gov.uk michael.churley@bradford.gov.uk	**Overview & Scrutiny Area:** **Corporate**

1. SUMMARY

1.1 Safer Bradford, the district's Community Safety Partnership provides an annual performance report summary for the twelve months to 30th September 2022 and presents the annual Delivery Plan.

2. BACKGROUND

2.1 Community Safety Partnerships (CSPs) were created by the Crime and Disorder Act 1998. The act requires statutory agencies including local authorities, police authorities, fire and rescue services and health authorities set up a Community Safety Partnership (CSP) to work with partners, the community and voluntary sector to tackle issues including: crime and disorder, anti-social behaviour, substance misuse and reducing re-offending in the local authority area.

2.2 The Community Safety Partnership in Bradford district reports to the District Health and Wellbeing Board.

2.3 The CSP is required to produce a Community Safety Plan, identifying areas for priority attention. The CSP has determined to produce a 'Plan on a Page', this is based on the logic model approach of the Health and Wellbeing Board and increases visibility and focus on key actions. A copy of the 'Plan on a Page' is attached at Appendix One.

2.4 Performance data is reported to the CSP Board on a quarterly basis and is summarised in the body of this report and at Appendix Two.

3. OTHER CONSIDERATIONS

3.1 **Public Confidence – Your Views Survey**

3.1.1 The 'Your Views Survey' is a West Yorkshire-wide perception survey of residents' views on policing and community safety in the local area. The survey was suspended in April 2020 due to the Covid Pandemic but opened once again in March 2021 for one month via an online survey. The 2021 survey reflected very well on the district highlighting Bradford as one of the safer areas of West Yorkshire.

Using this new methodology a further survey was issued in June 2022 but provided a much more negative set of results for the district. Bradford's results for the 2022 survey were influenced by a significant increase in the proportion of respondents from disadvantaged areas who generally gave weaker scores for their sense of neighbourhood safety. We are working with West Yorkshire Combined Authority to ensure that a representative survey of District residents are selected to complete the survey going forward.

Unfortunately, this means that neither the 2021 or 2022 survey is likely to be providing an accurate picture of the perceptions of residents across the district. What the 2022 survey does give us is a sense of how residents in more

disadvantaged parts of the district are seeing things and will encourage us to re-enforce our efforts in these communities. The headline indicator on community safety recorded that the proportion of residents who said they feel 'safe or very safe' in their local area was 55.3%.

There was a small decrease in the proportion of residents who felt that people from different backgrounds got on well together in their local area; with 45.2% in Bradford (53.2% in West Yorkshire) giving a positive response to the question. People who did not feel that different groups got on well in their area were more likely to be concerned about issues such as ASB and drug dealing/taking, and they were more likely to say they did not feel safe in their neighbourhood.

3.1.2 Benchmark data

Appendix Three illustrates our position in relation to other West Yorkshire Authorities. Some community safety data is still re-adjusting due to crime pattern changes during the Pandemic. Issues such as anti-social behaviour which saw significant increases during the Covid period, likely the level of increased home working and school closures, are now showing some quite steep drops. This would include neighbour disputes, youth anti-social behaviour and motor cycle/ quad complaints all of which rose substantially during the Pandemic but have dropped off since the middle of 2021.

In some areas it is worth noting our relative success – whilst also noting that data is not the only way to measure success. The figures on violence offences overall are positive relative to the overall West Yorkshire position, for example, crime involving fire arms has dropped by 18.9% relative to a 10.8% increase in West Yorkshire as a whole.

Overall crime has not increased in Bradford as much as it has across West Yorkshire over the last twelve months though one area of concern is the number of most serious violent crime – domestic abuse offences that has risen by 24.6% relative to a 2% increase in West Yorkshire as a whole.

3.2 Impact of the Pandemic

3.2.1 The total number of crimes recorded reduced during the Pandemic (by 11% June 2020 to June 2021). This has now begun to even itself out with an increase of 9.5% between June 2021 and June 2022. Particular crime types were affected in different ways. For example, theft offences (including Burglary and Vehicle Theft) fell 41% during the height of the pandemic.

3.2.2 Whilst the number of offences fell across most crime types, there have been some increases in drug offences, public order, certain types of anti-social behaviour and violence without injury. Wards with high levels of violence correspond with those with the highest level of serious and organised crime and also with high levels of deprivation.

3.3 **Priority : Protect Vulnerable Groups and Individuals from Criminality**

3.3.1 There were 18,142 domestic abuse incidents recorded on Police systems across the district (12 months to 30th September 2022), which is a 6.5% increase in incidents.

3.3.2 A process has been in place since June 2016 to ensure that feedback from victims of domestic abuse is obtained and incorporated into learning and development. This includes, improving contact with victims of High-Risk offences, a regular dip sample of crimes to understand where processes can be improved through victim support and investigation. Also, there has been closer collaboration with the Crown Prosecution Service 85.1% of domestic abuse victims from across the district reported that they were satisfied with the service they received from the Police during the 12 months to 30th September 22, similar to the same period the previous year (85.3%). Performance for Bradford district is in line with the West Yorkshire average of 85.7%.

3.3.3 There has been a 2% increase in the repeat domestic abuse victimisation rate to 47% over the last 12 months compared to the previous year. This rate of increase has been slower than in neighbouring authorities due to the impact of new partnership approaches focused on early intervention and supporting those with complex lives more holistically. The rate in Bradford is slightly below the West Yorkshire rate (48.4%).
We have introduced various initiatives such as using Smart-water and 'Ring Doorbells' to support victims of domestic abuse. We have close links with partners through MARAC ('Multi Agency Risk Assessment Conferences' in Bradford that reviews cases of high-risk abuse). We also are investing in our investigation teams and their skills to improve positive outcomes.

3.3.4 MARAC's have heard 1214 cases over twelve months to 31st October 2022. Compared to the previous 12 months, this is an increase of 7%. The increase in referrals is placing significant pressure on the partnership due to the staffing capacity required to support the process and ensure that the appropriate safety plans are in place. New approaches are being developed to ensure this risk is mitigated as far as possible and a MARAC working group has been established to manage the service pressures.

3.3.5 The Domestic Abuse Act became law in April 2021. This legislation introduced new criminal offences and stated that children are victims of domestic abuse in their own right. Children's Service's integrated front door has received an average of 400 notifications of domestic violence each month over the last year, a 30% reduction from 2021. Implementation of the new act in the district is progressing well and includes the following:

- The task and finish group is established to oversee the implementation of the new statutory duty on the local authority to house victims with support.

- New Burdens Funding received from the Government has been allocated for the 2nd year via a procurement process.

- Work is taking place across the district, trailing different locality approaches to tackle domestic abuse.

- The communications programme is running well with the first stage of the bespoke Bradford Domestic Abuse and Sexual Violence website and the #NoNo (Not ok. Never ok) campaign launched in September 2022. Several survivor voice films have been produced and are used by the Police, safeguarding teams, and health to support their training.

- Multi-agency training has been developed, and we have two acting-on-the-act partnership events scheduled for the 16 Days of Action.

- Two forums have been held for domestic abuse and sexual violence survivors, and the co-produced 'Hear Our Voice' event took place during safeguarding week.

- The Bradford District Domestic Abuse and Sexual Violence Strategy 2021 – 2024 is now in its second year. The sub-groups are well established, and the partnership approach action plans are on the path to achieving our strategic aims.

  Following the national review into the murders of Arthur Labinjo-Hughes and Star Hobson, the national and local recommendations have been published. One of the local recommendations includes "Jointly review and commission domestic abuse services to guide the response of practitioners and ensure there is a robust understanding of what the domestic abuse support offer is in Bradford. This should lead towards a coordinated community response by providing a bridge between services" The DA&SV statutory partners and an independent researcher are leading the implementation of this recommendation.

3.3.6   There have been three domestic homicide notifications to the Community Safety Partnership from April 2022 to October 2022 and seven victim suicide notifications.

3.3.7   The Police recorded 2,002 serious sexual offences in Bradford during the 12 months to 31st August 2022; this is a 17% increase in the number of crimes compared with the same period the previous year and a 12% increase compared with the pre-coronavirus pandemic year ending March 2020. Bradford has the highest rate in West Yorkshire. A sexual violence task and finish group has been established, and the action plan has been approved to further develop the partnership response to sexual violence.

3.3.8   Currently one of the most pressing issues nationally for victims of sexual offences is the low successful prosecution rate. West Yorkshire Police has commissioned some research to consider how practices can be improved across the system to tackle this issue for both domestic abuse and sexual violence offences.

3.4   **Priority : Reducing Crime and Re-offending**

3.4.1   Patterns of crime over recent years have been substantially affected by the coronavirus (COVID-19) pandemic and government restrictions on social contact. Compared with the pre-coronavirus pandemic year ending March 2020, we have

seen decreases in such crime types for the year ending August 2022, specifically:

- burglary (down 49%)
- vehicle offences (down 26%)
- robbery (down 23%)

It is too early to say whether these decreases represent a change in long-term trends, however, they are extremely welcome nonetheless.

3.4.2   Police recorded sexual offences have risen by 7% compared with the pre-coronavirus pandemic year ending March 2020 (lower than the increase of 21% across England and Wales). Caution is needed when interpreting these figures as they may reflect a number of factors including the impact of high-profile cases and campaigns on victims' willingness to report incidents.

3.5   **Serious and Organised Crime (SOC)**

3.5.1   Serious and Organised Crime (SOC) continues to have more impact on UK citizens than any other national security threat. It affects all parts of the country, having a daily impact on individuals, communities, businesses, public services and national infrastructure. The latest estimate of the cost of SOC to the UK economy is £37 billion per year. This is highly likely to be an underestimate.

3.5.2   A range of crime types are involved but the pre-dominant motive for involvement in SOC is financial and the most prevalent activity relates to the illegal drugs trade. Violence and intimidation are associated with SOC activity and this has a corrosive effect on efforts to build community in areas of high SOC activity. In addition, Organised Crime Groups (OCG's) will often seek to exploit vulnerable young people or adults to carry out activities.

3.5.3   Partnership work to disrupt Organised Crime Groups (OCG's) is an increasing part of the response to SOC. This includes working alongside local communities. Partnership groups have been set-up in priority locations - Central Keighley and the Leeds Road area to help build community confidence and to tackle underlying issues.

3.5.4   A partnership to tackle serious and organised crime has also been developed in Holme Wood which is seeking to better engage and build the confidence of the local community as well as intervene early with those at most risk by working with local primary schools and youth projects. This work is done alongside pro-active policing, which since July this year has seen 61 arrests, 76 stop and searches, 59 bikes/cars/quads seized (including a significant number of stolen vehicles) and 9 'Cannabis Farms' located with a range of drugs recovered.

3.5.5   These areas are developing comprehensive plans engaging law enforcement agencies but also focussing on prevention and early intervention opportunities to educate, protect and divert those within communities that are vulnerable to SOC threats. Key long terms solutions will seek to engage and empower communities and reduce the conditions in which crime, particularly SOC, can take root.

3.6   **Drugs & Alcohol**

3.6.1   The district saw 1345 new presentations to structured drug and alcohol treatment in 2021/22 this is an increase of 2.4% compared to 2020/21. The majority of individuals presenting to treatment are for opiates (456) 34% compared to 38% (499) in 2020-21 with 28% (371) alcohol compared to 29% (381) in 2020-21. Non opiates increased from 243 new presentations in 2020-21 to 319 in 2021-22 with non-opiate and alcohol increase from 190 in 2020-21 to 199 in 2021-22.

3.6.2   Nationally, there has been a 2.8% increase in presentations to treatment with the majority of individuals presenting from treatment for alcohol which accounted for 43% of overall new presentations. Whilst the district has seen a 2.2% decrease in the number of individuals in structured treatment (3559) during 2021/22 compared to the 3641 reported in 2020/21, nationally this figure is 5% increase. The majority of individuals in treatment are opiate clients (63%) with 17% alcohol clients, nationally this is 49% opiate with 29% alcohol. Over 34% of opiate clients have been in treatment 6 years or more.

3.6.3   Public Health Outcome Framework indicator measures successful completions of treatment and not representing to treatment within 6 months and adults successfully engaged in community based structured treatment following release from prison, these indicators are two of the primary measures of performance used by Office for Health Improvement & Disparities (OHID).

3.6.4   The proportion of clients who successfully completed treatment during 2021-22 and did not represent within 6 months is as follows:

-        28.0% for alcohol clients – which is below the England figure of 36%

-        2.8% for opiates clients – which is below the England figure of 5.0%

-        29.2% for non-opiate clients against national figure of 33.8%

         Whilst improvement within this area is required, positively, the district has seen improvements compared to 2020-21 data for alcohol (23.9%).

3.6.5   37.5% (87) of Adults with substance misuse treatment need successfully engage in community-based structured treatment following release from prison in 2021-22 this is the same as the England figure of 37.4%.
         The continuity of care between prison discharge and engagement in treatment is a fundamental part of reducing reoffending and recidivism with national ambition to ensure 3 in 4 national ambition prison leavers with a substance misuse issue are engaging in treatment 3 weeks after release by the end of 2023. The district's planned performance is to increase this figure by 2023-24 to 75%.

3.6.6   In 2021/22 Bradford District was invited to bid to two separate funding streams for the delivery of drug treatment services; Universal Grant Funding (UGF) and the Rough Sleepers Drug and Alcohol Treatment Grant (RSDATG) Programme by OHID.

UGF amounted to £746,000 and had a focus on increasing capacity across the alcohol and drugs services in relation to the Criminal Justice services. Examples of the use of UGF are below:

1. Additional capacity in direct work in the courts, including dedicated case work and women's support;
2. Increased Care Navigator and harm reduction services and enhanced capacity for support on prison release;
3. More comprehensive Young People's transitions work and
4. Increased prescribing and treatment support

3.6.7   Although UGF funding has now ceased it has been subsumed in the new funding called Supplementary Substance Misuse Treatment & Recovery Funding (SSMTR) which runs from 2022 through to 2025. RSGATG bid was agreed in June 2021.   This new programme recognises the specific treatment and support needs of people who have concurrent alcohol and/or drug issues and are homelessness, sleeping rough or at risk of homelessness. Developed in partnership across key agencies; Bradford's main alcohol and drug treatment lead, recovery services, Housing and Homelessness Outreach Partnership, Health and the Council, a sum of £922,181 was granted for two years.

3.6.8   This is funding a wide range of support including specialisms around mental health, housing, complex/multiple needs, care navigators, peer mentors, inpatient detox treatment costs and residential rehabilitation. It is likely that this will continue as far as 2025, with annual reviews to adjust costs and delivery based on outturns.

3.6.9   The Council has also entered into a new regionally based contract hosted by Doncaster City Council for the delivery of community inpatient detoxification (detox) services. The majority of Yorkshire and Humberside local authorities are participants in it.

3.7   **Priority - Build Confidence in Community Safety Services**
       Hate Crime

3.7.1   Following hate crime levels stabilising in 2021 the rate of hate incidents reported to the Police (crime and non-crime) has increased by 11.7% to September 2022. It would seem that hate crime rates have been heavily impacted by the changes in crime recording practice which came into force in 2015 with figures only now beginning to stabilise.

3.7.2   56.6% of hate crime victims were satisfied with the level of service they had received during the year to 30th September 2022, this is below the Force level of 63.6% and a reduction of 13% on last year's rate.

3.7.3   Partners came together for Hate Crime Week 2022 (9-16th October) Activities included Hate Crime Awareness events for the Eastern European and African Communities, 'Hate Crime Question Time' and events at Bradford City Football Club.

3.7.4   Members of Corporate Overview and Scrutiny Committee undertook a detailed scrutiny review into partnership arrangements to address hate crime across the District. Key recommendations included after care victim support, a software app to improve reporting and bespoke sessions for disabled groups.

3.7.5   These recommendations have been incorporated into the refreshed district Hate Crime Strategy – with the following substantive objectives:
- Preventing hate crime
- Increasing the reporting of hate crime
- Responding to and building an understanding of hate crime across communities
- Improving support for the victims of hate crime

3.8   **West Yorkshire Violence Reduction Unit (VRU)**

3.8.1   The impacts of violence in West Yorkshire are substantial in their scale. Beyond the physical and mental trauma felt by victims, the costs associated with violence are staggering; in West Yorkshire the VRU estimate this to be more than £874 million pounds per year

3.8.2   The VRU is committed to embedding a public health approach to the reduction of violence in the region. This addresses underlying risk factors that increase the likelihood that an individual will become a victim or a perpetrator of violence.

3.8.3   A public health approach means early intervention and prevention need to be central to this work, as opposed to relying solely on a criminal justice strategy. This requires the input of a range of partners focusing on issues such as deprivation, early years trauma, family breakdown, drugs and alcohol, employment, educational attendance/ attainment, adequate housing and mental health.

3.8.4   In Bradford, there were 580 offences involving knives recorded by West Yorkshire Police in 2021. This figure is a slight rise from 2020, when 558 offences were recorded. Current rates up to present in 2022 show a decline of 12.7% on the previous period. Firearms offences are also showing a decline in the last twelve months of 18%.

3.8.5   One of the key projects funded by the VRU in Bradford is called 'Breaking the Cycle' and has enabled the establishment of a team of skilled and experienced youth work practitioners to work with young people who are involved in, or at risk of being involved with, serious organised crime, urban street gangs, County lines, being exploited or are exploiting others.

3.8.6   The project is a key lynch pin in the districts offer in terms of interventions with young people and in November 2021 received 'Highly Commended' status at the Local Government Association Awards. The programme has an impressive voluntary engagement rate of over 90%.

3.8.7   Work to support those vulnerable to violence is delivered at Bradford Royal Infirmary. Trained Youth Workers are available at the hospital to identify and support young people presenting with injuries following incidents of violence, and or with other presenting issues such as mental health concerns, at risk of or

experience of exploitation, domestic abuse, drug or alcohol misuse and experiences of trauma

3.8.8   In parallel to the range of public health initiatives the Police are focusing their enforcement activities and currently have 14 managed hotspots in Bradford. Since April the 1st this year they have arrested over 244 offenders and recovered over 70 weapons from those managed areas in Bradford.

3.8.9   The Police, Crime, Sentencing and Courts Act 2022 provides new duties in respect to Serious Violence. The specific new Serious Violence Duty requires specified authorities to work together, share data and knowledge to prevent and reduce serious violence, including identifying the kinds of serious violence that occur in the area, the causes of that violence (so far as it is possible to do so), and to prepare and implement a strategy for preventing and reducing serious violence in the area.

3.9   **Tackling Anti-Social Behaviour (ASB)**

3.9.1   There were just over 7,620 antisocial behaviour incidents reported to the police in the 12 months to 30th September 2022 which is a reduction of 33% on the same period the previous year and a 37% reduction compared with the pre-coronavirus pandemic year ending March 2020. 35.8% of ASB incidents are categorised as nuisance motorcycle/quad bike incidents (approximately 2,730 incidents during the year to 30th September 22). 58% of ASB victims were satisfied with the level of service they had received during the year which is lower than the West Yorkshire average of 64.9%.

3.9.2   There were just over 2,601 environmental health incidents recorded in the latest quarter (1st July – 30th September 2021), 32% of these were fly-tipping related and 26% for domestic refuse and 27% for noise complaints. This is an 8% reduction in incidents compared to the same quarter the previous year**.**

3.9.3   The pandemic period saw increases in certain types of ASB often related to the different level of restrictions that were in operation. For example, with people spending more time at home this led to an increase in noise complaints and fly-tipping. During full lockdown, with most leisure facilities closed, this led to a sharp increase in complaints about motorcycles and quad bikes as more people spent time out on their bikes whilst there was little else to do and others (during periods of lockdown restrictions) complained about them.

3.9.4   The rise in ASB has now levelled off and we begin to compare current figures to pre-pandemic levels.

3.10   **Operation Steerside and Road Safety**

3.10.1   In February 2016 Bradford District Police set up Operation Steerside. We know that the enforcement element of Operation Steerside has been positively welcomed by our communities; however, as a partnership we recognise that enforcement alone cannot resolve or tackle the issues across the District. More

collaborative working, utilising all our collective resource and powers to ensure that we have a comprehensive plan that not only focusses on enforcement but also looks at the changing behaviours including working with our young people in schools and youth settings.

3.10.2   More collaborative working, utilising all our collective resource and powers to ensure that we have a comprehensive plan that not only focusses on enforcement but also looks at the changing behaviours including working with our young people in schools and youth settings. Collectively with have developed a 3-year partnership ambition document which sets out our aspiration and ensures the commitment from our partners to take a whole system approach for better outcomes for our communities. Together we aim to make the roads of Bradford Safer.

3.10.3   For the period June 2021 – May 2022, Operation Steerside has produced the following district results:

o   2489 Fixed Penalties, Traffic Offence Reports, Vehicle Defect reports
o   54 Reports to DVLA (Driver and Vehicle Licensing Agency) for road tax offences
o   427 Reports for Summons / Charges
o   194 S.59 warnings
o   391 Vehicle seizures
o   72 Arrests
o   44 Public Space Protection Order (PSPO) notices submitted to the Council

3.11   **Public Spaces Protection Orders** (PSPO's)

3.11.1   PSPOs deal with a particular nuisance in a defined area that is having a detrimental effect on the quality of life for those in the local community. Councils can use PSPOs to prohibit specified activities, and/or require certain things to be done by people engaged in particular activities, within a defined public area.

3.11.2   PSPO's became available following the Anti-Social Behaviour, Crime and Policing Act 2014. A PSPO must be taken out by a local authority and can last no longer than 3 years but can be renewed if necessary. Failure to comply with the order can result in a fixed penalty notice.

3.11.3   The Community Safety Partnership has led on three PSPO's in the district:

a.   To prevent the anti-social use of alcohol in open areas in a defined area around our urban centres.

b.   To restrict the anti-social use of vehicles including erratic and dangerous driving, noise and harassment from vehicles. This is a district wide PSPO, the first of its kind in the UK covering a whole district area.

c.   A third PSPO was taken out this year specifically focused on anti-social behaviour at the Ilkley Riverside area. The consultation showed a strong desire for the Order which seeks to curtail levels of ASB and threatening behaviour especially during periods of hot weather.

3.12 **The Bonfire period**

3.12.1 The Bonfire Period in 2022 continued the trend in recent years towards reducing levels of crime and anti-social behaviour. As in previous years, communities, elected members and voluntary sector groups worked alongside statutory services providing a significant partnership response. This helped to educate and build resilience but also challenge negative behaviours and, where necessary, take appropriate enforcement action.

3.12.2 The Anti-Social Behaviour Team was actively involved in undertaking prevention work with those most vulnerable to becoming involved in anti-social or dangerous behaviour. Several hundred community volunteers were enlisted across the district. This included a mix of residents, business reps, voluntary groups and faith leaders. In the Bradford 3 area, well organised groups of residents, including local Imams, were active on the street for five nights, working closely with Neighbourhood Service staff and the Police to keep order.

3.12.6 In the weeks running up to Bonfire Night Clean Teams from both the Council and Incommunities shifted 100's of tonnes of waste that presented a danger if set alight. This work included the checking of bonfires and dismantling those which remain a danger to the public.

3.12.7 On the 4th/ 5th/ 6th November, the Youth Service deployed between 50 and 80 staff each night working across all 5 constituencies in teams of 3-4 workers. This involved the large majority of the service in street-based sessions, responding to calls for service to engage groups of youngsters and centre based work.

3.12.8 Local community volunteers have been a key part of the solution and were engaged in pre-emptive and proactive actions that minimised problems and controlled incidents before they got out of hand, especially in hot spot areas. This led to a number of potential incidents being minimised or avoided completely. It involving a mix of residents, business reps, voluntary groups and faith leaders.

4. **FINANCIAL & RESOURCE APPRAISAL**

4.1 Funding is provided from the West Yorkshire Mayor to commission services and activities to address the Community Safety Partnership's (CSP) priorities and to support delivery of the West Yorkshire Police and Crime Plan. The annual grant for 2022/23 incorporated £256,343 to CSP local priorities; £508,296 to support local responses to drugs and alcohol; £152, 965 Supporting the Youth Offending Team in preventing and tackling youth crime and substance misuse.
There is currently no indication what the allocation will be for 2023/24. This does not have a direct effect on the Council's mainstream funding.

4.2 The Safer Communities Fund is financed from monies recovered by West Yorkshire Police under the Proceeds of Crime Act (POCA). Local organisations meeting the fund criteria are able to apply for small grants of up to £8,000. Grants are awarded three times per year. The Bradford CSP has a place on the Grant Advisory Group that supports the Deputy Mayor in making awards. Part of this role

to is to assess each of the grant application submitted. In relation to grant applications submitted for projects that will operate in Bradford District, the local representative is mindful of how the submissions support delivery of the priorities within the strategic plan.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 The Community Safety Partnership Board reports through to the Health and Wellbeing Board governance arrangements.

5.2 Risks likely to cause community tensions are monitored and mitigating actions put in place through the Community Safety Partnership structure.

6. LEGAL APPRAISAL

6.1 Aspects of the Community Safety Partnership Board's work are governed by the Crime and Disorder Act 1998 and associated guidance.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.1.1 The Safer Communities Plan and work on community safety supports the following Corporate Equality Objectives:

7.1.2 **Community Relations** – Ensure that people of the district get on well together.

By working to reduce crime and the fear of crime delivery of the Safer Communities Plan provides a means of encouraging confidence in communities and social mixing. Some crime types are carried out by perpetrators from specific groups, age, gender etc. and any reduction in this behaviour can support more effective community relations.

7.1.3 **Equality Data** – Our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.

The CSP Plan on a Page is an evidenced based approach that is built on a strategic needs assessment document produced by Police and Council analysts. By using evidence based decision making and having a better understanding of the demography and geography of criminal and anti-social behaviour the partnership is able to deploy resource against the areas that are likely to result in the greatest impact

7.2 SUSTAINABILITY IMPLICATIONS

There are no sustainability implications apparent

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no greenhouse gas emission impacts apparent

7.4   **COMMUNITY SAFETY IMPLICATIONS**

Implementation of the Community Safety Plan is expected to positively impact community safety across the district

7.5   **HUMAN RIGHTS ACT**

There are no Human Rights Act implications apparent.

7.6   **TRADE UNION**

There are no trade union implications apparent

7.7   **WARD IMPLICATIONS**

The delivery of the Community Safety Plan has implications for all wards in the Bradford District**.**

7.8   **IMPLICATIONS FOR CHILDREN & YOUNG PEOPLE**

It is recognised that looked after children can be more vulnerable to specific crime types and appropriate Corporate Parent leads should be kept up to date with trends and concerns in relation to community safety via the Community Safety Partnership structure.

7.9   **ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None

8.   **NOT FOR PUBLICATION DOCUMENTS**

Appendix 2 - Bradford Community Safety Partnership – Performance Report,
The Twelve Months To 30th June 22 is exempt under Paragraph 7 (Crime Prevention) of Schedule 12A of the Local Government Act 1972 (as amended).

9.   **OPTIONS**

9.1   The Corporate Overview and Scrutiny Committee is asked to consider the plan on a page and performance data and referring observations and matters for consideration back to the CSP as appropriate.

10.   **RECOMMENDATIONS**

10.1   The Corporate Overview and Scrutiny Committee considers the Plan and the performance data contained within the report.

11.   APPENDICES

11.1   Appendix 1 – CSP Plan on a Page

11.2   Appendix 2 – Community Safety Partnership Performance Report (NFP)

11.3   Appendix 3 – Bradford to West Yorkshire Community Safety Benchmark Data

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Bradford CSP – Plan on a Page 2021 – 2023

| KEY OBJECTIVES	WHAT WE WILL DO	HOW WE WILL DO IT	KEY PARTNERSHIP AREA	HOW WE WILL KNOW THAT WE HAVE IMPROVED COMMUNITY SAFETY
Reduce Crime and Re-offending (Perpetrators)	• Respond to identified community concerns and fears such as dangerous driving, drugs and burglary • Tackle Serious and Organised Crime (SOC) • Strategic response to extremism and radicalisation • Support a partnership approach to reducing re-offending	• Produce and deliver Serious Violence Strategy in partnership with the West Yorkshire Violence Reduction Unit. • Develop SOC Silver arrangements extending the partnership input into tackling organised crime. • 'Prevent' programme to undermine hate and extremism • Build on the success of the 'Integrated Offender Management' model to reduce re-offending	• CONTEST Board (Counter Terrorism) • Programme Precision Silver Board (Serious and Organised Crime) • Reducing Re-Offending Board • Youth Endowment Fund – Place Project Group	• Programme Precision co-ordinates enhanced partnership disruptions curtailing activities of organised crime groups • A Public Health approach ensures key measures of serious violence are stabilised/reduced • Significantly reduce the re-offending of prolific offenders managed by multi-agency intervention progammes
Protect Vulnerable Groups and Individuals from Criminality (Victims)	• Implement the Domestic Abuse and Sexual Violence District Strategy • Respond to the specific safety concerns of women and girls • Work with Safeguarding Services to reduce criminal exploitation of vulnerable groups • Challenge and build partnership to reduce Serious Violence (SV) especially among young people	• Develop co-production and early intervention processes for Domestic Abuse/Sexual Violence • Deliver Safer Streets programme for women and girls • Support development of district exploitation strategy and development of a Child Exploitation Hub • Provide a training response to frontline staff to recognise and respond to exploitation	• All-age Exploitation Group (Sub- group to Safeguarding Boards) • Domestic Abuse and Sexual Violence Board • West Yorkshire Violence Reduction Unit – Partnership Executive Group	• Safety programmes for Women and Girls leads to real and perceived improvements in Transport networks, Parks and in the Night Time Economy • Evidence the impact of prevention and early intervention services and approach on domestic abuse/sexual violence victims/perpetrators. • Reduce the number of people in the district at risk of exploitation
Build Confidence in Community Safety Services (Communities)	• Improve our collective response to anti-social behaviour (ASB) • Deliver targeted work on high priority ASB issues such as anti-social vehicle use and youth nuisance • Respond to the specific needs of groups showing less confidence in community safety services including confidence to report hate crime	• Increase co-ordination between services tackling ASB and continually review procedures • Review and Implement revised Hate Crime Strategy • Better understand and respond to the impact of crime on marginalised communities and adapt community safety services to respond	• Hate Crime Strategic Management Group • Community Safety Equalities Group • Anti-social Behaviour Strategic Partnership • Steerside Partnership	• Increase proportion of those who report 'feeling safe in their neighbourhood' • Engagement with minority community forums indicates greater confidence in community safety services and confidence data that CSP's will 'keep people safe' • Data indicates reduction in those reporting anti-social behaviour as the 'key community safety concern' in their area

Bradford Community Safety Partnership

Benchmark Data

Domestic Abuse & Sexual Violence	Bradford	West Yorkshire	England & Wales
Domestic abuse-related crimes (rate per 1,000 population) (Apr 2021 to Mar 2022)	28.5	25.8	15.2
Percentage of all crimes that were domestic abuse-related (Apr 2021 to Mar 2022)	20.8%	20.6%	17.2%
Serious sexual offences (rate per 1,000 population) (Apr 2021 to Mar 2022)	3.5	3.3	2.5
Number of most serious violent crime – domestic abuse offences (rolling year – June 2022)	+24.6%	+2%	Not Available
Domestic Abuse Victim Satisfaction (May 2021 – June 2022)	85.4%	86.4%	Not Available
Crime & Reoffending	Bradford	West Yorks	Eng & Wales
Total crimes (rate per 1,000 population) (Apr 2021 to Mar 2022)	137.3	126.1	88.5
Total crimes – change vs previous 12 months (May 21-June 2022)	+12.3%	+16.5%	Not Available
Burglary residential (rate per 1,000 households) (Apr 2021 to Mar 2022)	10.7	10.7	8.2
Burglary Residential change vs previous 12 months (May 2021-June 2022)	-23%	-5.2%	Not Available
Rate per 100,000 of first time entrants to the Youth Justice System	200	213	142
Re-offending rates for Adults (Oct 19 – Sept 20)	27.8	28.1	24.9
Re-offending rates for Juveniles (Oct 19 – Sept 20)	36.6	34.2	33.6
Anti-Social Behaviour	Bradford	West Yorks	Eng & Wales
Anti-Social Behaviour Incidents (rate per 1,000 population) (May 2021 – June 2022)	14.7	13.4	Not Available
Anti-Social Behaviour Incidents change vs previous 12 months (May 2021-June 2022)	-37.6%	-40%	Not Available
Number of nuisance driving incidents recorded by the Police (Includes nuisance car/van, nuisance motorcycle/quad, road related offence incidents)	-19.9%	-15.6%	Not Available
Number of nuisance driving incidents - change vs previous 12 months (May 2021-June 2022)	-19.9%	-15.6%	Not Available
Violence Offences (change during 12 months to October 2022)	Bradford	West Yorks	

	-18.9%	+10.8%	Not Available
Crime Involving Firearms			
	-10.8%	+1.5%	Not Available
Crime involving knife/sharp instrument (serious offence)			
Robbery (all types)	+27.2%	+25.3%	Not Available
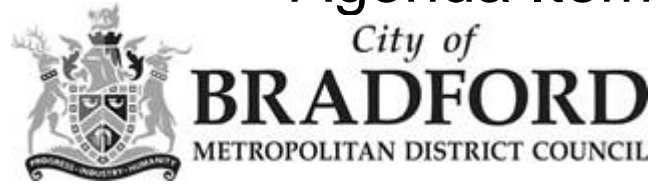
City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Report of the Director of Place to the meeting of Corporate Overview & Scrutiny Committee to be held on 8th December 2022

W

Subject:

HATE CRIME SCRUTINY REVIEW

Summary statement:

This report provides an update to the recommendations from the findings from the Hate Crime Scrutiny Review

EQUALITY & DIVERSITY:

Our work on supporting communities is designed to be inclusive and benefit all local service delivery across the district. Whilst this is right and consistent with the principle of equalities at the heart of everything we do; it is also the case that our investment needs to demonstrate how it is enabling us to make sustainable progress in equality, diversity and inclusion and culture. Our team supports communities with protected characteristics to create actions plans and provide them with voice and engagement for developing services and policies.

All grant funded, contracted partners and projects recognise the single statutory duty to promote equality under the Equality Act 2010. All our partners ensure and demonstrate that services delivered have due regard to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between people who share a relevant protected characteristic and persons who do not share it

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Alan Lunt
Interim Strategic Director
Department of Place

Report Contact: Ian Day
Phone: (01274) 433507
E-mail: ian.day@bradford.gov.uk

Portfolio:

Neighbourhoods & Community Safety

Overview & Scrutiny Area

Corporate

1.   **SUMMARY**

1.1   Bradford Hate Crime Alliance (BCHA) is funded through the Safer Communities Partnership and reports on a quarterly basis through the Hate Crime Strategic Group chaired by the Stronger Communities manager. BCHA has carried out work in response the hate Crime Scrutiny review and recommendations.

1.2   BCHA Hate Crime provides ongoing support to reporting centres to increase awareness of hate crime reporting, will deliver training to new reporting centres during the year and complete annual audit of reporting centres. BHCA compiles reports from victims, third party reporters and reporting pathways. This data is shared with strategic partners including Police, local authority, and community safety partners to challenge perpetrators and further ensure we have a joined-up approach to identifying risk factors. The information collected allows us to support victims and provide analysis to build a better understanding of hate crime in our district.

1.3   The key work priorities of Bradford Hate Crime Alliance are set against the strategy for tackling hate crime in Bradford and District and against the national priorities for tackling hate crime. Preventing Hate Crime – by increasing the understanding of what constitutes a hate crime and its effect on victims and the wider community; challenging attitudes and hostility within the community by educating young people about the impact of hate crime and by raising the awareness of front-line staff to encourage them to support the victims of hate crime.

- Increasing reporting of hate crime – by increasing the awareness of reporting methods throughout the city to empower victims to report incidents, promote online and anonymous reporting, publish details of where victims and witnesses can get help, advice, and support and to target vulnerable and isolated communities at risk of hate crime to advise what action can be taken
- Effective action against perpetrators – In partnership with the Crown Prosecution Service - working collectively to address hate crimes and to publish success when taking action against perpetrators.
- Supporting victims of Hate Crime – by working with partners and third-party reporting centres to ensure that support services are effectively signposted to victims and vulnerable communities. Provide one to one support for victims of crime.
- Improving partnership responses – by ensuring information and analysis of hate crimes and emerging threats is shared across the partnership, identifying emerging communities who are at risk of hate crime and working together to prevent and protect.

Please see the table below showing hate crime in the district by protected characteristic.

Hate Incident Breakdown by Hate Strand →

Short Term Trend

Hate Strand	Last 3 Months	Same Period Last Year	Change	% Change	% Selected
Disability	84	61	23	37.7 %	11.9%
Faith	59	56	3	5.4 %	8.3%
Race	475	493	-18	-3.7 %	67.2%
Sexual Orientation	86	79	7	8.9 %	12.2%
Strand Not Recorded	51	33	18	54.5 %	7.2%
Transphobic	17	22	-5	-22.7 %	2.4%

Long Term Trend

Hate Strand	Last 12 Months	Same Period Last Year	Change	% Change	% Selected
Disability	294	226	68	30.1 %	10.5%
Faith	217	187	30	16.0 %	7.7%
Race	1,910	1,982	-72	-3.6 %	67.9%
Sexual Orientation	317	316	1	0.3 %	11.3%
Strand Not Recorded	233	118	115	97.5 %	8.3%
Transphobic	60	51	9	17.6 %	2.1%

2.   BACKGROUND

2.1   A hate crime can be committed against a person or a property.
A victim does not have to be a member of the group at which the hostility is targeted. In fact, anyone could be a victim of a hate crime.

Definitions: Hate crime and hate incidents

- **A hate crime** is defined as any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice based on a person's race, religion, sexual orientation, transgender identity or disability, or the perception of the person of having any of these characteristics.

- **A non-crime** (i.e. anything that is not a criminal offence) is defined as a **hate incident**. This victim-centered definition of hate crime and hate incidents is very much part of Stephen Lawrence's legacy.

2.2   Definition of hate crime

The current definition of a hate crime, issued jointly by the police and the Crown Prosecution Service, is:

"Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice, based on a person's disability or perceived disability; race or perceived race; or religion or perceived religion; or sexual orientation or perceived sexual orientation or transgender identity or perceived transgender identity."

Perception – what does that mean?
Perception is the way we understand something or make sense of it. So, if you believe that you have been targeted because of who you are, or you witness something that you believe is motivated by hostility toward someone specifically because of who they are,

then that could be a hate crime. Alternatively, it can also be the perpetrator's perception of another individual. If a perpetrator sees someone and makes an assumption about their race or sexuality based on first impression, clothing, or who they are with for example, whether that assumption is correct or not, and attacks them based on that assumption, then this could also be a hate crime.

3. OTHER CONSIDERATIONS

The work undertaken under each of the recommendations from the Hate Crime Review are presented below.

3.1. A consistent theme throughout all of the information gathering sessions for this Scrutiny Review was that there was a lot of under reporting of Hate Crime across the District especially amongst the following communities:
- New and emerging communities such as Roma and travelling communities.
- South Asian women, with cultural barriers being a contributory factor here.
- Eastern European, Central European and refugee communities.

Under reporting of Hate Crime across the District

3.2 **Recommendation 1:** That to reduce underreporting of Hate Crime within specific groups, Bradford Councils Hate Crime Co-ordinator and Bradford Hate Crime Alliance should undertake targeted work particularly with those groups that are known to underreport.

Address the key challenge of enabling and encouraging people to report Hate Crime, improve the levels of satisfactory outcome's by ensuring that every hate crime victim is contacted and explained that their incident is being taken seriously.

The need for a wider breadth of hate crime awareness work is growing which has led to exploration of different areas that need to be covered:
The true meaning of hate crime. Any social media search will show this phrase being misappropriated. Media indifference to accuracy of hate crime has led to a general misunderstanding of what truly constitutes a hate crime.
Freedom of Speech – the Miller case and Law Commission recommendations could lead to misunderstanding of the true meaning of freedom of speech and therefore lead to an increase in hate crime due to people's misconception of what they are and are not legally allowed to say. Freedom of speech does not constitute the right to say whatever you want.
Gathering evidence – so many cases are dismissed due to a lack of evidence. Awareness of what constitutes valid evidence in a hate crime case is essential.
Early intervention in schools – the need for bespoke workshop materials that schools can access as a means of tackling the systemic issues of bullying, specifically homophobic and misogynistic in nature that are evident in schools across the district. Potential to incorporate drama workshops and the possibility to develop an overall school's package that meets PHSE and Ofsted criteria to market to schools across the district.

The need for **specific awareness material** to be developed around mate crime and suitable material for those suffering from learning disabilities who are particularly vulnerable to this.

3.3 **Recommendation 2:** Bradford Councils Hate Crime Co-ordinator and Bradford Hate Crime Alliance, along with other key partners develop a programme of Hate Crime events, for all communities across the District, aimed at raising the awareness of the importance of reporting Hate Crime.

The main focus of Hate Crime Awareness week will be the official launch of our new website and hate crime reporting app, together with events to raise awareness of hate crime reporting across the community.

Recruitment of key hubs to work alongside us as reporting centres / pathways by identifying communities across the district who do not have immediate access to current reporting provision. This has led to:
Specific work with the Roma community on filming an awareness project specific to them with the potential for Connecting Roma to become the designated reporting centre for the Roma community.

Platforms for raising awareness:
- Greater social media presence identified as essential to BHCA moving forward.
- Podcasts could provide a platform of awareness which also would enable us to cover multiple aspects and subjects within it.

3.4 Recommendation 3: Bradford Hate Crime Alliance and key partners work together to establish easy recording mechanisms, such as utilising mobile phone technology, which can report hate incidents in a confidential way and request only the key information of location, time and type.

Bradford Hate Crime Alliance have been working closely with the University of Bradford to develop an online App that enables people across the District to report hate crime online using their mobile phones.

Bradford District Hate Crime Web Application:
- Widespread publicity campaign
- Ongoing awareness training and web app tuition package for not only reporting centres but any community organisation
- In depth data analysis to understand the impact of the app.

Bradford Hate Crime Alliance manage 24 Hate Crime Reporting Centres across the District, where people can report hate crimes or incidents. Some people prefer or felt more comfortable reporting hate crime at one of the designated Hate Crime Reporting centres rather than reporting directly to the Police. It is therefore imperative that the staff at these Reporting Centres have the necessary training and experience to deal with the reports satisfactorily.

3.5 **Recommendation 4:** Bradford Councils Hate Crime Co-ordinator work with Bradford Hate Crime Alliance to deliver refresher training to all individuals at Hate

Crime Reporting Centres who are responsible for receiving Hate Crime report and also to develop a refresher programme for regular training, as well as developing a programme of after-care support for individuals who report Hate Crime.

All staff responsible for recording hate crime reporting information at the 24 Centres (18 Reporting Centres and 6 Reporting Pathways), managed by the BHCA, have received training during 2021. BHCA have an on-going programme to provide training to hate crime reporting centres annually. Management at these Reporting Centres are also required to inform the BHCA when they have staff changes in order that training can be provided to new staff on a 'as and when necessary' basis.

3.6 **Recommendation 5:** The Hate Crime and Community Cohesion Co-ordinators works towards raising the understanding of Hate Crime across all local communities in the District, to enable local communities to better understand cohesion and tolerance that leads towards cohesive and peaceful communities.

BHCA has been looking at new ways to circulate awareness material. The hate crime co-ordinator wrote an in-depth article on hate crime awareness and how to report hate crime for the summer issue of Manningham Housing Associations news magazine. This has been sent to a total of 6000 tenants from minority ethnic backgrounds. A promotional video to raise hate crime awareness within the Roma community made in conjunction with Connecting Roma has received 320 views

3.7 **Recommendation 6:** Bradford Councils Hate Crime Co-ordinator and Bradford Hate Crime Alliance, liaise with Morley Street Resource to develop and deliver a bespoke training session for Disabled groups, aimed at improving their understanding of Hate Crime and also of how they can report Hate Crime incidents.

BHCA have been working closely with the Morley Street Centre as part of the annually contracted work in order to develop and deliver four 'Understanding disability hate crime' online training sessions during 2021-22, aimed at improving their understanding of Hate Crime and reporting Hate Crime incidents.

BHCA is in regular contact with the Morley Street Centre Manager, via phone and emails, to discuss training, however this Centre remains closed at present. We are not sure when it will re-open. A planning meeting has been held regarding finding alternative ways in which BHCA can support Morley Street.

3.8 **Recommendation 7:** Material is produced for support workers in the areas of disability, mental health, sign language and translation services to increase awareness of Hate Crime services.

The easy read version of the Hate Crime Strategy 2021-24 has now been made available to all communities. BHCA mobile App has been designed so that it can be shared between different users including sign language. Protected characteristics groups have contributed to ensure robust coverage. The redevelopment of the BHCA website and the launch of the new mobile App is encouraging more people to report hate crimes.

3.9 **Recommendation 8**: Bradford Councils Hate Crime Co-ordinator works with Partner organisations to develop a simple, easy to understand explanation of what is hate crime and for this to be used in awareness raising materials and campaigns.

BHCA currently have in place an easy read version of our hate crime strategy. This will be able to be accessed through the new website as a downloadable resource, and the new hate crime reporting app is now being rolled out which has a sign language message and translation services.

Awareness presentations and workshops have been given to Equality Together, Shipley Area Co-ordinators, the Women's Health Network and HSAG.

3.9.1 **Recommendation 9:** Facilitate the development of a Multi-Agency Hate Crime Group consisting of key groups and partners, aimed at the sharing of resources, co-ordination of work being undertaken for Hate Crime across the whole of the Bradford District and a more joined up approach to supporting victims of Hate Crime.

The Councils Hate Crime Lead chairs a multi-agency Hate Crime Strategic Management Group (SMG) comprising of:
- Councils Safer and Stronger teams from the Neighbourhood Services (Hate Crime, Bradford for Everyone and Prevent),
- BHCA,
- West Yorkshire Police;
- Victims Support and,
- Restorative Justice

Case management meetings have been instigated by the BHCA hate crime co-ordinator with the co-ordinators from WYP during their Wednesday visit to BHCA HQ. These take place to discuss relevant cases where both WYP and BHCA are involved. Five such meetings were held in the last quarter.

3.9.2 **Recommendation 10:** Bradford Councils Hate Crime Co-ordinator works with the Morley Street Resource Centre, in developing a Disability Hate Crime Group, aimed at providing specific and focused Hate Crime training and support to all Disabled groups.

Talks with Morley Street are ongoing regarding proposed projects to facilitate this, however until they are able to open formally, we cannot facilitate this particular remit.

Collaboration with Equality Together to tackle the reporting provision for the disabled and the deaf community particularly together with the development of material that is fully accessible for them.

The need for specific awareness material to be developed around mate crime and suitable material for those suffering from learning disabilities who are particularly vulnerable to this.

3.9.3   **Recommendation 11:** There be a wider debate and discussion, focusing on encouraging greater integration across the District schools and to promote greater cohesion.

Early intervention in schools – the need for bespoke workshop materials that schools can access as a means of tackling the systemic issues of bullying, specifically homophobic and misogynistic in nature that are evident in schools across the district. Potential to incorporate drama workshops and the possibility to develop an overall school's package that meets PHSE and Ofsted criteria to market to schools across the district.

3.9.4   **Recommendation 12:** Bradford Council works with its partners with a view to developing a programme of sharing best practice and resources, to target and address Hate Crime more effectively across the District.

Bradford Council in conjunction with BHCA continues to work with partners including Police, Education, Victim Support, Restorative Justice Hub, Crown Prosecution Services, Metro, Safer Stronger Communities, Social Housing providers, Bradford University, HIRC and Adult Services ensuring a joined-up approach and commitment to addressing hate crime in the district.

BHCA continues to provide a comprehensive service to Hate Crime Victims as part of their contract agreement with the Bradford Council.

3.9.5   **Recommendation 13:** Bradford Council's Hate Crime Co-coordinator explore possible funding streams, to carry out Hate Crime work, including but not limited to, awareness raising, preventative work and support activities.

Communication and Awareness raising

3.9.6   **Recommendation 14:** That Bradford Council and key partners work with schools to encourage training and development, where resources allow, of Hate Crime to support both staff and pupils to raise awareness and knowledge.

Two workshops carried out for Bradford College's 14-16 provision. In depth work has been carried out at Laisterdyke Academy where workshops have been delivered to all six form groups of year 7, 8 and 9. Yr 10 to be completed next quarter.

The entire faculty of Laisterdyke Academy took part in a bespoke workshop entitled "Empowering Teachers to Tackle Hate".

3.9.7   **Recommendation 15:** The use of social media be considered, to show examples of good practice where Hate Crime has been successfully dealt with.

Currently BHCA has the following platforms;
Facebook, Linkedin, Twitter, the BHCA web page, and YouTube. Since it's relaunch, the facebook page continues to grow and in the last quarter reached 1580 people.

The new BHCA Web Page, has been launched with new content, comprising interactive aspects and informative and educational short video clips have been included.

The twitter account has been completely re-launched and new followers gained that are both current and leading practitioners in the field of hate crime. Posting rates have increased and this has resulted in 11,400 views of all posts for the last quarter.

A new podcast has been launched which has already been picked up to be featured on Bradford Community Broadcasting's Pick of the Podcasts show. BHCA will be starting their own monthly pre-recorded radio broadcast which is due to commence in August. A YouTube channel has also been established that will showcase collaborative work, such as the recent Connecting Roma promotional film.

4. FINANCIAL & RESOURCE APPRAISAL

There are no further financial or resource implications

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no further management and governance issues

6. LEGAL APPRAISAL

There are no further legal implications

7. OTHER IMPLICATIONS

None

7.1 SUSTAINABILITY IMPLICATIONS

There are no further sustainability implications

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

There are no further impacts on greenhouse gas admissions

7.3 COMMUNITY SAFETY IMPLICATIONS

The actions outline in this report improve hate crime awareness and reporting leading to improved community safety outcomes.

7.4 HUMAN RIGHTS ACT

There are no further Human Rights implications

7.5   TRADE UNION

There are no further Trade Union implications.

7.6   WARD IMPLICATIONS

There are no further ward implications

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

None

7.8   IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

There are no further implications for Children and young people

7.9   ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Undertake a Privacy Impact Assessment to determine whether you need to deal with data protection and information security matters arising from the proposal/decision.

8.   NOT FOR PUBLICATION DOCUMENTS

None

9.   OPTIONS

9.1   To review the actions outlined in this report with a multi-agency panel at the next Hate Crime Strategic Group and report with consideration from this committee.

9.2   To focus on key recommendations from the Hate Crime Scrutiny Review as determined by this committee in the short term.

10.   RECOMMENDATIONS

10.1   The Overview & Scrutiny Committee endorses the work by BCHA to meet the actions identified in the Hate Crime Scrutiny Review

10.2   The Overview & Scrutiny makes further recommendations for the issues identified in the Hate Crime Scrutiny Review

11.   APPENDICES

Appendix A Hate Crime Scrutiny Review Tuesday 23 March 2021

12.   BACKGROUND DOCUMENTS

None

DRAFT Hate Crime Scrutiny Review

Tuesday 23 March 2021

Email: scrutiny@bradford.gov.uk
Twitter: Bfd_Scrutiny

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Membership of the Corporate Overview and Scrutiny Committee

Members

Cllr Nazam Azam, (Chair)
Cllr Angela Tait, (Deputy Chair)
Cllr David Green
Cllr Kamran Hussain
Cllr Rosie Watson
Cllr Mohammed Shafiq
Cllr Matthew Bibby
Cllr Mike Pollard
Cllr Naveed Riaz
Cllr Alun Griffiths

Alternate Members

Cllr Sameena Akhtar
Cllr Fareeda Mir
Cllr Tariq Hussain
Cllr Sarfraz Nazir
Cllr Taj Salam
Cllr Geoff Winnard
Cllr Val Townend
Cllr Gerry Barker
Cllr Geoff Reid

Contact for Enquiries

Mustansir Butt
Overview and Scrutiny Lead
E-mail – mustansir.butt@bradford.gov.uk
Tel (01274) 432574

Contents

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Chairs Foreword

Corporate Overview & Scrutiny Committee undertook this scrutiny review in order to review the effectiveness of approached being undertaken by Bradford Council and its partners in addressing Hate Crime across the District, as well as recommending improvements in tackling Hate Crime across the District.

During the course of the information gathering sessions for this scrutiny review. Corporate Overview & Scrutiny Committee members have engaged widely with individuals and communities. Also consulted widely with representatives of communities who are vulnerable to prejudice, those partner organisations who are responsible for protecting and supporting victims of Hate Crime and Bradford Council Officers.

Hate Crime is complex, with links to wider issues such as education, understanding and cohesion. This is a significant issue affecting not just communities in the District, but nationally and internationally.

Due to the increase in the number of Hate Crime reports across the District, the need to deter Hate Crime and make people feel and be safer has become more paramount. Whilst it is important that more people report incidents of Hate Crime, we also need to ensure that the outcomes for Hate Crime victims are more than satisfactory.

In light of the COVID19 pandemic and shrinking resources, it has become even more clearer whilst undertaking this scrutiny review, of the need for a multi-agency and multi-faceted partnership approach to effectively addressing Hate Crime; resulting also in a more co-ordinated approach to supporting those individuals who have unfortunately experienced Hate Crime.

I would like to thank fellow councillors of the Committee and Council officers for taking part in this scrutiny review, but my thanks especially go to the members
of a variety of experts, faith groups, community groups and representatives from different organisations who took the time to attend the information-gathering sessions and to contribute their ideas and experience so fully to our discussions.

This is not the end, but the start of a process to tackle Hate Crime more effectively across the District.

Cllr Nazam Azam
Chair, Corporate Overview and Scrutiny Committee

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Executive Summary

This scrutiny review follows on from the recommendation made by Corporate Overview and Scrutiny Committee to undertake a detailed scrutiny review into the effectiveness of Bradford Council and its partners in addressing hate crime across the District.

This issue first came to the surface when members of the Corporate Overview and Scrutiny Committee considered the Safer Communities Plan and Quarter 1 Performance.

This review offers a wider perspective on ways in which Bradford Council and its partners, can address Hate Crime across the District.

The six information gathering sessions undertaken as part of this scrutiny review focused on the nine key areas for improvement, in accordance with the Terms of Reference, adopted at the Corporate Overview and Scrutiny Committee on Thursday 11 April 2019. Specifically, the committee resolved to:

- consider the trends and hotspots for incidences of Hate Crime across the District;
- analyse the preventative measures being used to stop Hate Crime from happening;
- examine the effectiveness of support provided to victims of Hate Crime;
- evaluate the outcomes of the support provided to victims of Hate Crime;
- engage with victims and perpetrators of Hate Crime.

As a result of the review, this Committee has made a number of recommendations for consideration. These are contained (a) within the body of the report and (b) summarised at the end for ease of reference.

Chapter 1 - Introduction

At its meeting on Thursday 11 April 2019, the Corporate Overview and Scrutiny Committee agreed to undertake an in-depth Scrutiny Review, into the effectiveness of Bradford Council and its partners in addressing hate crime across the District.

This issue came to the surface when members of the Corporate Overview and Scrutiny Committee considered the Safer Communities Plan and Quarter 1 Performance. During the discussions, members agreed to undertake a detailed scrutiny review into the effectiveness of Bradford Council and its partners in addressing hate crime across the District.

Corporate Overview and Scrutiny Committee members began their deliberations on Thursday 5 September 2019, with a scene setting session. At the information gathering sessions on Wednesday 16 October 2019 members engaged with Muslim, Christian, Jewish, Hindu and Sikh faith groups. This was followed up by Corporate Overview & Scrutiny members having information gathering sessions with Community Groups and Disability Groups on Thursday 31 October 2019. At the information gathering session on Wednesday 5 February 2020, Councillor met with victims of Hate Crime at Hate Crime Alliance Centre in Bradford.

The final informal gathering session with the LGBTQ+ community, for this Scrutiny Review, had been organised for March 2020. However, due to the national lockdown as a result of the COVID19 pandemic, this session was cancelled and re-arranged for Thursday 12 November 2020.

Key Aims and Scrutiny Process

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

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

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

Context

The definition Hate Crime is, any criminal offence perceived by the victim or any other person to be motivated by hostility or prejudice based on person's race, perceived race, religion, perceived religion, sexual orientation, perceived sexual orientation, transgender, perceived transgender, disability, perceived disability.

This definition is the Crown Prosecution Service definition of Hate Crime, that is also used by the Police and Bradford Hate Crime Alliance.

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Local Context

Bradford Councils Hate Crime Strategy 2017 – 2020, is aimed at supporting and highlighting Bradford's approach to addressing Hate Crime across the District. The strategy also highlights the Hate Crime priorities for the District.

There are 28 Independent Hate Crime Reporting Centres situated across the District with trained staff, for individuals to be able to report incidences of Hate Crime. The Hate Crime reporting centres are reviewed annually, to also provide updates on training which reflect any changes in legislation, policies and procedures.

Bradford Hate Crime Alliance manages all the Hate Crime Reporting Centres across the District.

During the informal information gathering sessions for this Scrutiny Review, Corporate Overview and Scrutiny Members were very keen to consider the number of reports to each Hate Crime Reporting Centre and which areas those reports are coming from.

Table 1 below shows the number of Hate Crime Reports at each of the 28 Hate Crime Reporting Centres across the District, for 2019 – *Bradford Hate Crime Alliance*.

	Hate Crime Reporting Centre	Number of Hate Crime Reports
1	Accent Housing Bradford – BD17	19
2	Al Mahdi Mosque – BD3	1
3	Bradford Hate Crime Alliance – BD8	18
4	Bradford College – BD7	4
5	Bradford University – BD7	0
6	Bradford People First – BD5	3
7	Bradford Talking Media – BD1	0
8	Bradford City Match Day Reporting – BD8	0
9	Equity Partnership – BD1	3
10	Girlington Advice Centre – BD9	2
11	Great Horton Village Hall – BD7	0
12	Khidmat Centre Bradford – BD7	0
13	Manningham Housing Association – BD1	12
14	MIND – BD1	5
15	Morley Street Resource Centre – BD7	3
16	Prospects – BD1	0
17	Ravenscliffe Gateway Centre – BD10	0
18	Rockwell Community Centre, Thorpe Edge – BD10	0
19	Shine Project – BD5	0
20	Victim Support – BD18	0
21	Yorkshire MESMAC – BD1	2
22	Central Hall – BD21	0
23	Keighley and Craven Peoples First – BD21	0
24	Good Shephard Centre – BD22	2
25	Keighley Council Customer Service Office – BD21	3
26	KAWACC Centre – BD21	0
27	Incommunities – BD18	26
28	Shipley College – BD18	0

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Table 1 below shows the Hate incidents 2016 to October 2020 – *West Yorkshire Police*.

Year	All Hate	Race	Faith	Disability	Sexual Orientation	Transgender
2016	1,415	1,153	82	53	124	51
2017	1,739	1,345	128	123	160	24
2018	2,116	1,582	127	195	210	35
2019	2,236	1,657	150	204	250	49
2020	2,043	1,550	108	157	240	30

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Chapter 2 – Key Findings

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

Whilst it was acknowledged that there was good work being undertaken by Bradford Council and its partner organisations in addressing Hate Crime across the District, participants in this scrutiny review process also felt that this work was being undertaken in ad-hoc manner and more could be done in improving the approaches to tackle this very important area.

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

Due to the nature of this topic, the key findings for this scrutiny review will inevitable overlap, however the key findings will be considered under the recurring issues that have arisen during this scrutiny review and have centred around:

- Under reporting of Hate Crime across the District;
- A lack of understanding amongst individuals and communities, about what Hate Crime is;
- Having a more co-ordinated approach across the District to address Hate Crime;
- Resources required to support victims of Hate Crime, as well as undertaking preventative work;
- Communicating key Hate Crime messages across the whole of the District.

Under reporting of Hate Crime across the District

A consistent theme throughout all of the information gathering sessions for this Scrutiny Review was that there was a lot of under reporting of Hate Crime across the District. Several contributions, but particularly the victims of Hate Crime revealed that new and emerging communities such as Roma and travelling communities didn't know where to report Hate Crime.

As well as this, representatives from the Bradford Hate Crime Alliance also stated that there was a lot of under reporting amongst South Asian women, with cultural barriers being a contributory factor here.

Representatives from Faith groups informed Corporate Overview & Scrutiny Councillors that there is challenge working with Eastern European, Central European and refugee communities, in that they did not know enough about these communities, what their issues are and how they can be supported in reporting Hate Crime. There was consensus amongst Faith Group representatives that not enough was being done to support these communities.

> *Recommendation 1*
>
> *That in order to reduce underreporting and improve after care victim support of Hate Crime within specific groups, Bradford Council, Hate Bradford Hate Crime Alliance and the Police should undertake targeted work particularly with those groups that are known to underreport.*

Participants stressed the importance of addressing the key challenge of enabling and encouraging people to report Hate Crime and individuals not feeling that reporting Hate Crime will not get them anywhere, in terms of a satisfactory outcome . This was particularly highlighted during discussions with Bradford Council Officers and Faith groups.

Furthermore, discussions between the Corporate Overview & Scrutiny Committee Councillors and the LGBTQ+ community, further exasperated this issue in that one of the reasons why there was under reporting of Hate Crime across the District was that individuals did not think that if they reported Hate Crime, it will be treated seriously.

It was patently clear from discussions with representatives from Bradford Hate Crime Alliance, that they had limited resources and time to deal in an effective and timely manner, with not just Hate Crime reporting, but also awareness raising of Hate Crime.

There was overwhelming support amongst Corporate Overview & Scrutiny councillors and Bradford Council Officers that there needed to be greater awareness raising of Hate Crime and the importance of reporting Hate Crime to all communities across the Bradford District.

Recommendation 2

That a programme of Hate Crime events, for all communities across the District, aimed awareness raising of the importance of reporting Hate Crime, be built into the Bradford Hate Crime Alliance contract.

Recommendation 3

That the Bradford Hate Co-ordinator continues to work with key partners to develop a software app which seeks to establish easy recording mechanisms, reporting hate incidents in a confidential way and request only the key information of location, time and type; whilst also showing examples of good practice where Hate Crime has been successfully dealt with.

Officers from the Bradford Hate Crime Alliance informed Corporate Overview & Scrutiny Committee Councillors that that there are 28 Hate Crime reporting centres across the District, where people who have been victims of Hate Crime can report their case and that Hate Crime could also be reported on the Bradford Hate Crime Alliance website.

Members also heard, that individuals did not feel comfortable in attending Police stations to report Hate Crime due to the limited resources and time that the Police had to deal with their cases; and subsequently felt more comfortable reporting Hate Crime at one of the designated Hate Crime Reporting centres.

At one of the information gathering sessions for this scrutiny review, victims of Hate Crime indicated to Corporate Overview & Scrutiny Committee members that some individuals who were responsible for receiving Hate Crime reports at the Hate Crime Reporting Centres, did not appear to have the necessary experience to deal with the reports satisfactorily.

Continuing with this theme, this was further explored and discussed by Corporate Overview & Scrutiny Councillors, with disabled groups. The experience of disabled groups when reporting Hate Crime was that the staff receiving the Hate Crime report appeared to be not interested. As a result, individuals here lost their confidence and self belief.

Other examples were also provided to Councillors by disabled groups, relating to instances where they had reported Hate Crime and nothing had happened as a result of that. There was also a high degree of uncertainty amongst this group, concerning the level of support that would be provided to them, once they reported a Hate Crime incident and the situation deteriorated.

Furthermore, this was a consistent theme across all the information gathering sessions, in that training to individuals who were responsible for receiving Hate Crime reports had been provided a long time ago, therefore there was a need to provide refresher training and support to individuals receiving Hate Crime reports.

Recommendation 4

That Bradford Councils Hate Crime Co-ordinator, the Police and Victim Support work with Bradford Hate Crime Alliance to deliver refresher training to all individuals at Hate Crime Reporting Centres who are responsible for receiving Hate Crime report and also to develop a refresher programme for regular training, as well as developing a programme of after-care support for individuals who report Hate Crime.

A lack of understanding of in Hate Crime

Following on from the under reporting of Hate Crime across the Bradford District, discussions in all the information gathering sessions revealed that the main contributing factor to the under reporting of Hate Crime, was a lack of understanding amongst individuals and communities in relation to what Hate Crime actually is.

For instance during the information gathering session with the LGBTQ+ community, it was felt when they reported Hate Crime, the individuals who are responsible for receiving the Hate Crime reports at the Hate Crime Reporting Centres, often needed to be educated, particulary on areas such as the use of language. In addition to this, Councillors also heard that as a lot of information was required to make the Hate Crime report, this whole task became onerous, as members of the LGBTQ+ community would then need to educate individuals receiving the report, on aspects of use of language.

Victims of Hate Crime were keen to stress to Corporate Overview and Scrutiny members, the importance of understanding that Hate Crime should not just be limited to race, transgender and faith, as there are also other groups that are affected by Hate Crime. Participants here also emphasised that Hate Crime does not have to be physical, but could also be verbal; which was equally damaging.

This view was also expressed by faith groups, who made contributions to this scrutiny review.

Corporate Overview & Scrutiny Committee Councillors were in agreement throughout the information gathering sessions for this scrutiny review, that education and the use of language in relation to Hate Crime is crucial in being able to effectively address Hate Crime across the District, as people can often say things that they feel will not cause any harm.

This was further highlighted during discussions with representatives from the Bradford Hate Crime Alliance, who also suggested that education should start in schools, but some schools felt that they were not being supported to effectively tackle Hate Crime, thus they felt less confident in tackling Hate Crime related issues – the difficult issues.

During the information gathering sessions, Bradford Hate Crime Alliance representatives informed Councillors that from the visit is they undertake to people's homes, they discovered that there was a lack of understanding amongst communities over what Hate Crime is. Subsequently, as mentioned in the earlier section under the recurring theme *"Under reporting of Hate Crime across the District",* the lack of understanding amongst individuals in relation to what Hate Crime is, contributed to under reporting of Hate Crime, as people would not be aware of verbal actions directed towards them that would constitute Hate Crime.

Recommendation 5

That the Hate Crime and key partners works towards raising the understanding of Hate Crime across all local communities in the District, by developing a simple, easy to understand explanation of what Hate Crime is and for this to be used in awareness raising materials and campaigns.

Furthermore, this was further explored and discussed with Disabled groups, who emphasised that they did not know what Hate Crime was. Equally as important, they also felt that they were not aware how to report and write down Hate Crime related incidents.

As a suggested way forward, both Corporate Overview & Scrutiny Committee Councillors and the Disabled Groups were in agreement that perhaps undertaking role-playing exercises, with pictures and videos to smaller Disabled groups would help improve their understanding of Hate Crime and how to report Hate Crime.

Recommendation 6

That Bradford Councils Hate Crime Co-ordinator, the Police, Voluntary Community Sector, Hate Crime Reporting Centres and Bradford Hate Crime Alliance, liaise with Morley Street Resource to develop and deliver a bespoke training session for Disabled groups, aimed at improving their understanding of Hate Crime and also of how they can report Hate Crime incidents.

Recommendation 7

That material is produced for support workers in the areas of disability, mental health, and sign language and translation services to increase awareness of Hate Crime services.

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Further to this, in conversations with Disabled groups, Councillors heard that if an individual had experienced Hate Crime, they would just treat this is as part of their life and it was just a normal part of their life. Corporate Overview & Scrutiny Committee were very concerned to hear this, as this a particulary vulnerable group and this group needed specific and targeted support, through the setting up of a Disability Hate Crime Group. Councillors were in agreement that multi-agency approach was key to Disabled groups receiving training and support in relation to Hate Crime.

Recommendation 8

That Bradford Councils Hate Crime Co-ordinator works with the Morley Street Resource Centre, in developing a Disability Hate Crime Group, aimed at providing specific and focused Hate Crime training and support to all Disabled groups.

Co-ordinated approach to addressing Hate Crime across the District

During the course of the information gathering sessions for this Scrutiny Review, members were repeatedly told that there is a lot of good work being done on a voluntary basis, but this work was not done in a structured and co-ordinated manner. Participants also indicated that the Hate Crime work being undertaken, would actually also be more effective if it was co-ordinated better.

Concerns were also raised by the victims of Hate Crime, in that they were also unaware at first where the support was available for them and despite the support of services for victims of Hate Crime were getting better, there was still substantial room for improvement. In addition to this, victims of Hate Crime also indicated to Corporate Overview & Scrutiny Councillors that even after the Hate Crime had been committed, they felt the effects of that for a long time, thus having a long lasting impact. Therefore, there needed to be more longer term support provided to victims of Hate Crime, in a co-ordinated manner.

In addition to this, Faith groups also suggested that more bridging and brokering work should be undertaken, with a view to having a more co-ordinated approach to tackling Hate Crime across the District. In fact, representatives from the Faith groups went on to say that there should be more effective partnership working, using these informal information gathering sessions for this scrutiny review as a model to engage more wider with communities, by creating a multi agency Hate Crime Group.

Recommendation 9

That Bradford Councils Hate Crime Co-ordinator and Bradford Hate Crime Alliance, facilitate the development of a Multi Agency Hate Crime Group consisting of key groups and partners, aimed at the sharing of resources, co-ordination of work being undertaken for Hate Crime across the whole of the Bradford District and a more joined up approach to supporting victims of Hate Crime.

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The resourcing of supporting victims of Hate Crime

Corporate Overview & Scrutiny Committee Councillors felt that the resourcing of support to Hate Crime victims, was crucial. This was further highlighted at one of the information gathering sessions, where representatives from Bradford Hate Crime Alliance stated that they only have one and a half members of staff who deal with Hate Crime across the whole of the District. Further discussions relating to this centred around the importance of using other resource approaches, such as Councillor surgeries to talk about Hate Crime with residents.

Moreover, colleagues from Bradford Hate Crime Alliance also alerted members to the issue that the resourcing of Hate Crime across the District is a huge issue and investment into more resources was required in order to raise awareness for Hate Crime, tackle Hate Crime, as well as undertaking targeted awareness raising work in schools, colleges and educations establishments.

The different communities, who were also consulted as part of this Scrutiny Review, also highlighted the importance of the sharing of resources across the District, to tackle Hate Crime more effectively across the District.

Recommendation 10

That Bradford Council works with its key partners with a view to developing a programme of sharing best practice and resources, to target and address Hate Crime more effectively across the District.

Recommendation 11

That Bradford Council's Hate Crime Co-coordinator explores possible funding streams, to carry out Hate Crime work, including but not limited to, awareness raising, preventative work and support activities.

Communication and Awareness raising

During the information gathering sessions, participants informed Councillors that there needed to be greater communication and awareness raising in relation to Hate Crime, particularly amongst children and young people. It was felt that engagement in schools was fundamental, as by engaging with children in schools, engagement would also take place with teachers and parents. More importantly, this learning would also go home with the child.

This becomes more significant, as Councillors and Faith groups also highlighted that the children and young people were the future, especially as Bradford also has the highest youngest population in the District.

As well as this, representatives from Bradford Hate Crime Alliance and Corporate Overview & Scrutiny Committee Councillors highlighted that Hate Crime of minorities within minorities or protected groups is an issue, particulary in schools. It was also felt that the upbringing at home was crucial and that there needed to be education for all and with

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there being parental responsibility here – needing to develop a programme that is aimed at parents about use of language and understanding types of Hate Crime.

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Recommendation 12

That Bradford Council's Hate Crime Co-ordinator and key partners work with schools to encourage training and development, where resources allow, of Hate Crime to support both staff and pupils to raise awareness and knowledge.

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There was consensus amongst Councillors and all participants during this review, that there needed to be consistent communication messages being circulated into communities; letting people know of examples when Hate Crime has happened as a result of someone reporting a Hate Crime incident, with positive stories of how Hate Crime cases were addressed, thus encouraging others to come forward and report Hate Crime incidences.

It was also felt that this would also raise awareness of Hate Crime amongst communities, whilst also demonstrating good examples of how Hate Crime was being addressed.

See recommendation 3.

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Chapter 3 – Concluding Remarks

Throughout the course of this scrutiny review, Corporate Overview and Scrutiny Committee members heard that the

Managing Hate Crime is a multifaceted issue and it appears that there is no single approach that will deliver improvements in how Bradford Council manages attendance. In order to effectively address Hate Crime across the District, this scrutiny review has highlighted that a range of approaches will need to adopted.

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

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

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

Recommendation 13

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

Chapter 4 – Summary of Scrutiny Review Recommendations

Recommendation 1

That in order to reduce underreporting and improve after care victim support of Hate Crime within specific groups, Bradford Council, Hate Bradford Hate Crime Alliance and the Police should undertake targeted work particularly with those groups that are known to underreport.

Recommendation 2

That a programme of Hate Crime events, for all communities across the District, aimed awareness raising of the importance of reporting Hate Crime, be built into the Bradford Hate Crime Alliance contract.

Recommendation 3

That the Bradford Hate Co-ordinator continues to work with key partners to develop a software app which seeks to establish easy recording mechanisms, reporting hate incidents in a confidential way and request only the key information of location, time and type; whilst also showing examples of good practice where Hate Crime has been successfully dealt with.

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That Bradford Councils Hate Crime Co-ordinator, the Police and Victim Support work with Bradford Hate Crime Alliance to deliver refresher training to all individuals at Hate Crime Reporting Centres who are responsible for receiving Hate Crime report and also to develop a refresher programme for regular training, as well as developing a programme of after-care support for individuals who report Hate Crime.

Recommendation 5

That the Hate Crime and key partners works towards raising the understanding of Hate Crime across all local communities in the District, by developing a simple, easy to understand explanation of what Hate Crime is and for this to be used in awareness raising materials and campaigns.

Recommendation 6

That Bradford Councils Hate Crime Co-ordinator, the Police, Voluntary Community Sector, Hate Crime Reporting Centres and Bradford Hate Crime Alliance, liaise with Morley Street Resource to develop and deliver a bespoke training session for Disabled groups, aimed at improving their understanding of Hate Crime and also of how they can report Hate Crime incidents.

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Recommendation 7

That material is produced for support workers in the areas of disability, mental health, and sign language and translation services to increase awareness of Hate Crime services.

Recommendation 8

That Bradford Councils Hate Crime Co-ordinator works with the Morley Street Resource Centre, in developing a Disability Hate Crime Group, aimed at providing specific and focused Hate Crime training and support to all Disabled groups.

Recommendation 9

That Bradford Councils Hate Crime Co-ordinator and Bradford Hate Crime Alliance, facilitate the development of a Multi Agency Hate Crime Group consisting of key groups and partners, aimed at the sharing of resources, co-ordination of work being undertaken for Hate Crime across the whole of the Bradford District and a more joined up approach to supporting victims of Hate Crime.

Recommendation 10

That Bradford Council works with its key partners with a view to developing a programme of sharing best practice and resources, to target and address Hate Crime more effectively across the District.

Recommendation 11

That Bradford Council's Hate Crime Co-coordinator explores possible funding streams, to carry out Hate Crime work, including but not limited to, awareness raising, preventative work and support activities.

Recommendation 12

That Bradford Council's Hate Crime Co-ordinator and key partners work with schools to encourage training and development, where resources allow, of Hate Crime to support both staff and pupils to raise awareness and knowledge.

Recommendation 13

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

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

**How effectively Bradford Council and its partners support victims of Hate Crime -
Scrutiny Review**

Terms of Reference

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

Background

Having considered the Safer Communities Plan and Quarter 1 Performance, Corporate
Overview and Scrutiny Committee members, members agreed to undertake a detailed
scrutiny review into the effectiveness of Bradford Council and its partners in addressing
hate crime across the District.

Context

A hate crime or incident is any non-crime incident which is <u>perceived</u>, by the victim or any
other person, to be motivated by hostility or prejudice based on person's:

- Race;
- Faith;
- Sexual orientation;
- Disability;
- Transgender Identity.

Key Lines of Enquiry

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

- consider the trends and hotspots for incidences of Hate Crime across the District;
- analyse the preventative measures being used to stop Hate Crime from happening;
- examine the effectiveness of support provided to victims of Hate Crime;
- evaluate the outcomes of the support provided to victims of Hate Crime;
- engage with victims and perpetrators of Hate Crime.

Methodology

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

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

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Indicative list of interested parties

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

Organisation / Department	Contact
Bradford Council Executive Portfolio Holder.	Cllr Abdul Jabar
Bradford Council.	Ian Day – Assistant Director Neighbourhoods. Michael Churley – Prevent Co-ordinator. Rifaquet Ali – Hate Crime Co-ordinator.
Local/Regional/National Organisations.	Bradford Hate Crime Alliance – Charles Dacres/Kate Butler. Hope Not Hate – Paul Meszaros. West Yorkshire Police – Inspector Kevin Taylor. Police Hate Crime Scrutiny Panel – Surinder Jagpal. Muslim faith – Zulfi Karim. Jewish faith – Laurence saffer. Christian faith - Bishop Toby. Sikh faith – Surinder Jagpal. Hindu faith – Manoj Joshi and Kamal Sharma. Sean Dobiech – African Community. Duncan Wahoo – Bradford Refugees Organisation. Maggie Barry – Bradford Immigration and Asylum Support Network. Nijam Mohammed – British Rohinga Community. Yusuf Karolia – Consortia of ethnic Minority Organisations. Yemi Fagborun/Charles Dacres – Afro Caribbean Community. Syrian Community Welfare. Moneer Zaid – Sudanase Community. Dorota Plata – The Good Shepherd Centre. Tom Hughes – Sandale Centre. Hiron Miah – Housing. Morley St Resource Centre. Hate Crime Reporting Centres. Rosie Ellingham - Yorkshire MESMAC. Andrea Ali - Equity Partnership.

Indicative Timetable

Date	Milestone
Thursday 11 April 2019.	DRAFT Terms of Reference to be presented to the Corporate Overview and Scrutiny Committee – for discussion and approval.
Thursday 5 September 2019.	Information gathering session – Scene setting, (Bradford Council, West Yorkshire Police).
Wednesday 16 October 2019.	Information gathering session – Faith Groups, (Muslim, Christian, Jewish, Hindu and Sikh).
Thursday 31 October 2019.	Information gathering session – Community Groups.
Thursday 16 January 2020.	Information gathering session – Disability groups. Hate Crime Reporting Centres.
Wednesday 5 February 2020.	Information gathering session – Victims of Hate Crime. Hate Crime Reporting Centres.
Thursday 12 November 2020.	Information gathering session – LGBTQ+ Groups.
TBC.	Final review findings and recommendations to be considered by Corporate Overview and Scrutiny.

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Hate Crime Scrutiny Review - Participants

First evidence-gathering session, City Hall, Bradford, Thursday 5 September 2019

- Cllr Nazam Azam, (Chair, Corporate Overview & Scrutiny Committee).
- Cllr Kamran Hussain, (Deputy Chair, Corporate Overview & Scrutiny Committee).
- Cllr Angela Tait, (Member, Corporate Overview & Scrutiny Committee).
- Cllr David Green, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Rosie Watson, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Matthew Bibby, (Members, Corporate Overview & Scrutiny Committee).
- Inspector Kevin Taylor, (West Yorkshire Police).
- Surinder Jagpal, (Police Hate Crime Scrutiny Panel).
- Ian Day, (Neighbourhoods, Bradford Council).
- Michael Churley, (Neighbourhoods, Bradford Council).
- Mustansir Butt, (Overview & Scrutiny, Bradford Council).

Second evidence-gathering session, City Hall, Bradford, Wednesday 16 October 2019

- Cllr Kamran Hussain, (Deputy Chair, Corporate Overview & Scrutiny Committee).
- Cllr Angela Tait, (Member, Corporate Overview & Scrutiny Committee).
- Cllr David Green, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Rosie Watson, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Matthew Bibby, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Richard Dunbar, (Alternate Member, Corporate Overview & Scrutiny Committee).
- Surinder Jagpal, (Sikh faith group).
- Zulfi Karim, (Muslim faith group).
- Laurence Saffer, (Jewish faith group).
- Kamal Sharma, (Hindu faith group).
- Ian Day, (Neighbourhoods, Bradford Council).
- Michael Churley, (Neighbourhoods, Bradford Council).
- Mustansir Butt, (Overview & Scrutiny, Bradford Council).

Third evidence-gathering session, City Hall, Bradford, Thursday 31 October 2019

- Cllr Nazam Azam, (Chair, Corporate Overview & Scrutiny Committee).
- Cllr Kamran Hussain, (Deputy Chair, Corporate Overview & Scrutiny Committee).
- Cllr Angela Tait, (Member, Corporate Overview & Scrutiny Committee).
- Cllr David Green, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Rosie Watson, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Matthew Bibby, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Richard Dunbar, (Alternate Member, Corporate Overview & Scrutiny Committee).
- Kate Butler, (Bradford Hate Crime Alliance).
- Charles Dacres, (Hate Crime Consultant).
- Ian Day, (Neighbourhoods, Bradford Council).
- Michael Churley, (Neighbourhoods, Bradford Council).

- Mustansir Butt, (Overview & Scrutiny, Bradford Council).

Fourth evidence-gathering session, Morley Street Resource Centre, Bradford, Thursday 16 January 2020

- Cllr Nazam Azam, (Chair, Corporate Overview & Scrutiny Committee).
- Cllr Kamran Hussain, (Deputy Chair, Corporate Overview & Scrutiny Committee).
- Cllr David Green, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Richard Dunbar, (Alternate Member, Corporate Overview & Scrutiny Committee).
- Cllr Abdul Jabar, (Portfolio Holder, Bradford Council).
- Graham Kershaw, (Morley Street Resource Centre).
- Gail Wright, (Morley Street Resource Centre).
- Catherine Smith, (Morley Street Resource Centre).
- 18 Disabled members of the Morley Street Resource User Group).
- Ian Day, (Neighbourhoods, Bradford Council).
- Michael Churley, (Neighbourhoods, Bradford Council).
- Mustansir Butt, (Overview & Scrutiny, Bradford Council).

Fifth evidence-gathering session, Hate Crime Alliance Centre, Bradford, Wednesday 5 February 2020

- Cllr Nazam Azam, (Chair, Corporate Overview & Scrutiny Committee).
- Cllr Angela Tait, (Member, Corporate Overview & Scrutiny Committee).
- Charles Dacres, (Bradford Hate Crime Alliance).
- Kate Butler, (Bradford Hate Crime Alliance).
- Byron Francis, (Bradford Hate Crime Alliance).
- 7 victims of Hate Crime.
- Michael Churley, (Neighbourhoods, Bradford Council).
- Mustansir Butt, (Overview & Scrutiny, Bradford Council).

Sixth evidence-gathering session, Remote Virtual Session, Thursday 12 November 2020

- Cllr Nazam Azam, (Chair, Corporate Overview & Scrutiny Committee).
- Cllr Angela Tait, (Member, Corporate Overview & Scrutiny Committee).
- Cllr David Green, (Member, Corporate Overview & Scrutiny Committee).
- Cllr Abdul Jabar, (Portfolio Holder, Bradford Council).
- Charles Dacres, (Bradford Hate Crime Alliance).
- Rosie Ellingham, (MESMAC).
- Andrea Ali, (Equity Partnership).
- Cllr Julie Lintern, (Keighley Pride).
- Rifaquet Ali, (Neighbourhoods, Bradford Council).
- Ian Day, (Neighbourhoods, Bradford Council).
- Mustansir Butt, (Overview & Scrutiny, Bradford Council).

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City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL
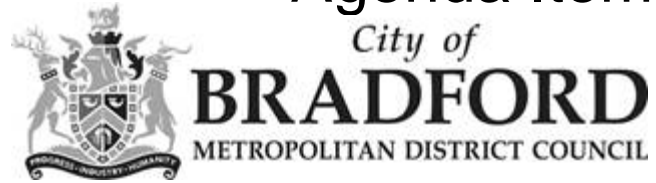
Report of the Director of Place to the meeting of Corporate Overview & Scrutiny Committee to be held on 8th December 2022

X

Subject:
Bradford for Everyone Strategy (2018 – 2023)
Building Stronger Communities Together

Summary statement:
This report provides a summary of the Bradford for Everyone Strategy and provides an update on the Integration Area pilot which ran under the title of "Bradford for Everyone" between 2019-2022. With a focus on learning and legacy from this 'test and learn' style programme.

EQUALITY & DIVERSITY:
Our work on supporting communities is designed to be inclusive and benefit all local service delivery across the district. Whilst this is right and consistent with the principle of equalities at the heart of everything we do; it is also the case that our investment needs to demonstrate how it is enabling us to make sustainable progress in equality, diversity and inclusion and culture. Our team supports communities with protected characteristics to create actions plans and provide them with voice and engagement for developing services and policies.

All grant funded, contracted partners and projects recognise the single statutory duty to promote equality under the Equality Act 2010. All our partners ensure and demonstrate that services delivered have due regard to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between people who share a relevant protected characteristic and persons who do not share it

Alan Lunt
Interim Strategic Director
Department of Place

Portfolio:

Neighbourhoods & Community Safety

Report Contact: Ian Day
Phone: (01274) 433507
E-mail: ian.day@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1.0   SUMMARY

1.1   Corporate Overview and Scrutiny Committee is asked to note the progress of the Bradford for Everyone Strategy and learning and legacy of Bradford District's Integration Area pilot programme "Bradford for Everyone" (BfE).

2.0   BACKGROUND

2.1   Following publication of the [Integrated Communities Strategy green paper](#) in 2018 Bradford District became one of five 'Integration Area' Local Authorities in England, funded by MHCLG (now the Department for Levelling Up, Housing and Communities [DLUHC]). The purpose of the programme was to better understand and tackle the challenges specific to a place, building on existing best practice, data, evidence, innovative ideas and local strengths. Each area was expected to produce, and deliver on, an area-specific integration strategy, in Bradford District, the [Bradford for Everyone Strategy 2018-2023](#) focused on four key pillars: Getting On, Getting Along, Getting Involved and Feeling Safe - with key focus areas/communities such as young people, women, new, and poorer, communities.

The programme's vision, aligned to the strategy, was of *"a place where everyone feels that they belong, are understood, feel safe and are able to fully participate in the opportunities the District offers.'* Under the title of [Bradford for Everyone](#), and lead by Programme Lead, Zahra Niazi, the work was overseen by the Stronger Communities Partnership Board (SCPB) – then Chaired by Bishop Toby Howarth.

2.2   The programme received a total of £3.7 million of Integration Area funding, with additional funds being incorporated into the programme of delivery during COvid-19 – e.g. for Community Champions. In total over 85 'test and learn' style projects or campaigns were funded or directly delivered by the *Bradford for Everyone* during its three years, directly engaging 36,000 people with hundreds of thousands more involved or influenced via campaigns, social media, the BfE website, events and advertising. The programme engaged and supported people from across multiple ethnic, faith, gender, sexuality, age, and disability backgrounds. A 'dip sample' demonstrating diversity in participation can be found in **Appendix B page 48** "Who did the projects engage". Participants named **over 91 different countries of origin**, and came from **all wards within the district**.

The programme supported 23 core projects and a further 60 smaller projects and campaigns.

2.3   The programme had a keen focus on community and citizen engagement at all stages - from problem/opportunity identification, to project design, volunteer 'Ambassador' involvement in funding allocation, project observations, campaigns, the SCP Board and programme events and webinars.

The programme utilised a 'grass roots to tree tops' approach, recognising that for real change to be made in our societies both hyper-local and large scale systemic learning and initiatives were both vitally important. Listening to, and hearing, real people was vital whilst simultaneously working on multi-level governance and system change (e.g. as an [Intercultural Cities](#) member) and on perception and behaviour change (e.g. via the [#MakeSureItAddsUp](#) and [Shared Values](#) campaigns, and development of Bradford District's [People Library](#)).

2.4   This DLUHC funded programme came to an end in March 2022 after which thorough and independent programme/project evaluations were undertaken by Belong – the cohesion and integration network.

The full Programme Evaluation report and Executive Summary report can be found here, alongside numerous individual project evaluation reports, strategies and toolkits. **The Executive Summary is also featured at Appendix A** in papers for this Overview & Scrutiny Panel. The full programme evaluation report contains significant detail around individual projects, themes, impacts, innovations, campaigns, learning and recommendations.

In addition to the programme and project evaluations two end of programme films were produced - one highlights the kind of initiatives that were designed and implemented during the programme's three years, and another focusses particularly on how we brought a diverse range of citizens into all stages of the programme's development, implementation, promotion and evaluation via our Bradford for Everyone Ambassadors and network. Both films are available to watch on the *Bradford for Everyone* You Tube channel and links can be found below:

- **Bradford for Everyone - The Movie**: https://youtu.be/TWZC0fldBSE
  This film provides a glimpse into Bradford for Everyone Integration Area pilot programme which was delivered between 2019 and 2022. The film highlights the vision, ethos, ways of working and a selection of the projects that were funded and supported by the BfE Programme - introducing the viewer to real people, organisations and communities positively impacted upon by the programme's work.

- **Bradford for Everyone – Ambassadors**: https://youtu.be/tq1YBFm-j20
  This film highlights the thoughts and experiences of some of Bradford for Everyone's Volunteer Ambassadors - a group of dedicated Bradford district citizens from all backgrounds and places who have helped to shape, promote and continuously improve projects and campaigns delivered during the BfE programme. The Ambassadors have been integral to the 'Bradford for Everyone' programme's success. This film is just a snapshot of the huge amount of work, ideas and support that have come from this amazing group of *Bradvocates*.

2.5   **Key Elements of the Bradford for Everyone programme from Belong evaluation:**

"Evidence from the Belong longitudinal research surveys showed that Bradford District is becoming more united with a higher level of trust in local government, building more connections with neighbours and family, and that local areas that invested in social cohesion programmes fared better during the COVID-19 pandemic compared to other cities that had not invested in social cohesion.

The Stronger Communities Partnership was set up to bring key partners together, including businesses and the social and faith sectors involving engagement and consultation with over 70 organisations. A Delivery Partner Sub-group was composed of providers from across the District and was a space where they could

learn from each other, collaborate and understand 'what works' for all the participating communities. Quarterly Partner Forum meetings were a key method used to share learning, findings and to have open debate including knowledge transfer on key issues surrounding successful integration. Additionally, the Council team involved around 600 organisations in sharing good practice.

An evaluation framework was developed from the start of the programme, setting clear indicators of success which could then be measured. Data about every project included in the programme was collated and regularly interpreted to allow for adjustments as projects progressed. Rapid evaluations were conducted, and the findings were incorporated into subsequent delivery plans. Larger projects benefited from a bespoke Theory of Change, developed through applying the logic model methodology with whichever community partners were involved in delivery. The Bradford for Everyone team understood their role as a 'test and learn' pilot for how integration can successfully be fostered, encouraging all partners to collect high quality data that could then be evaluated.

The programme was able to successfully adapt to changing circumstances due to the pandemic. Major adaptations included adding the Community Champions project into the overarching four pillar framework. The targets of the 'feeling safe' pillar were expanded from tackling misinformation and having difficult conversations relating to integration issues to including difficult conversations related to COVID-19 vaccine take-up. The Make Sure It Adds Up campaign, formulated to tackle rumours adapted to incorporate rumours about COVID-19.

The programme did not adopt a 'one size fits all' approach to integration. It focused instead on how the challenges facing the District varied from one place to another and on funding projects that met the needs of each place and its communities. Local people had an opportunity to make a difference to the way the programme was delivered and designed (e.g. as Ambassadors) and helped the providers reach the maximum number of people, with the aim of ensuring that all the District's communities could really benefit from the activities."

The Innovation Fund – In relation to this small grant funding and support mechanism Belong highlighted the following:

"The Innovation Fund projects represented an exciting approach to stimulating new thinking, building new partnerships and testing innovative modes of delivery. The fund enabled volunteer-led and small voluntary and community organisations to undertake projects with support from the programme team and dedicated Project Support Officers (PSOs) to build capacity and learning. The devolved mode of delivery strengthened collaborations and trust between the Council and the funded organisations and groups, and by extension the individuals and communities involved in the projects.

The approach of granting volunteer-led and smaller voluntary and community organisations pots of funding to develop innovative projects highlighted a commitment to co-designed work that spoke to the needs of the local communities in question and thereby held the potential to have a greater impact. Small organisations needed more support to meet the programme criteria, therefore up-skilling was needed to ensure that the projects understood the rationale behind

collecting quality data, writing good case studies and how these could highlight their successes as well as where there were learnings.

The funded projects were able to reach out to individuals from different age groups, genders, areas, religions/beliefs and cultural and ethnic backgrounds. The data shows a broad demographic reach, with a range of different activities, all targeting different groups, thereby meeting the fund's overall aim of engaging all groups and communities"

2.6 **Overarching Recommendations from Programme evaluation:**

Recommendation 1

Central government and local authorities to note that a relatively small investment in integration and cohesion can positively impact a large percentage of the population, helping to: build trust in government; support more connections with neighbours, increasing resilience to shocks; involve more people in civic life and volunteering; and improve a range of indicators including levels of hate crime, health inequalities, language proficiency and entry into employment.

Recommendation 2

To adapt delivery, between scalable and targeted activities such as high profile events, public campaigns and ambitious local strategies. Using the examples of the 'Make Sure It Adds Up' and 'Shared Values' campaigns together with ESOL, Roma and Hate Crime Strategies and Innovation Fund approach will ensure that the future programmes can learn and benefit. Opportunities for storytelling need to be embedded to ensure programmes are relevant, understandable and can be applied by a range of professionals and organisations.

Recommendation 3

To use the findings from this evaluation to inform whole systems approaches to service provision within local authorities, police, courts, health, etc. Through this, building trust and resilience with equality, diversity and inclusion at the heart of every approach.

Recommendation 4

To learn from the efficacy of the small grants programme (Innovation Fund) that can reach local communities and enable them to develop sustainable solutions to local issues and trial new ideas. This includes recognising the need for infrastructure to support and measure improvements in social trust, understanding between different communities, civic participation and volunteering.

On how the programme addressed the priorities within the Strategy's four pillars; Getting On, Getting Along, Getting Involved and Feeling Safe the evaluators found that:
"The structure of the four pillars successfully addressed the key underlying mechanisms impacting on integration in the context of Bradford: providing hope for

the future by giving people support to move forward in their lives and to be able to take up available employment, learning and volunteering opportunities; increasing levels of respect between people of different backgrounds and developing people's understanding of rights and responsibilities; building constructive and trusting relationships between people from different backgrounds and between communities and Bradford Council and other service providers, particularly through the Stronger Communities Partnership for strategic direction; creating a context in which people feel safe – particularly from Hate Crime and in the context of the pandemic, that their health needs are being met."

Pages 14 & 15 of the Bradford for Everyone Evaluation Report Executive Summary **(Appendix A)** provide a **comprehensive breakdown of key programme learning points** about what works in social integration, as well as learning from what might have been done differently or more effectively.

2.7 Sustainability and legacy:

To ensure sustainable legacies and long-term impact many of the projects and campaigns that were initiated as part of the *Bradford for Everyone* programme are continuing, learning is being utilised (and shared), and the positive, honest and innovative culture of the programme is being maintained within the Stronger Communities Team – lead by Head of Service, Mahmood Mohammed.

Below are **examples of elements which have been sustained** beyond the end of the DLUHC funded *Bradford for Everyone* programme:

Local Authority of Sanctuary

Having supported with achievement this status the Stronger Communities team have begun to coordinate fulfilment of the Local Authority of Sanctuary Award Action Plan.

Roma Strategy
The Stronger Communities team will be leading the implementation of the recommendations and actions within Bradford's "European Roma Strategy" which was developed as part of the Bradford for Everyone programme.

Intercultural Cities
Bradford continues to successfully utilise its membership of this 156 city wide global network, led by the Council of Europe. During 2023 Bradford will review its Intercultural Cities Index as a mechanism to again identify strengths, weaknesses and progress towards becoming a truly 'intercultural' district. This work will also feed into a review of the "Bradford for Everyone Strategy 2018-23".

Volunteering
The Volunteer Services Co-ordinator post has now been filled. Jabu Phiri now leads on the Citizen Coin Project and People Can, with support from our five new Partnership & Engagement Officers.

[Citizen Coin](#) brings local residents together to engage in volunteering and increase participation in social, civic, training and environmental activities. The scheme is for everyone and actively promoted to; those on a low income, people who have become disengaged, isolated and newly arrived communities. At November 2022, we see over 2000 registered users; 170 retailers offering discounts off goods and services; 81 rewarding organisations using the scheme to advertise activities and 5768 coins generated and are in circulation. Citizen Coin Bradford is becoming increasingly embedded across departments within the council as well as with partners and private sector companies across the district. Interest is growing amongst neighbouring Local Authorities also.

People Can
Our volunteering offer will be revived and both practically and digitally incorporated into the team's work – bolstered by the Bradford Citizen Coin initiative.
The team will also continue to play a key role in the Volunteering Cities and City of Culture work as we move towards a successful year as UK City of Culture 2025.

English for Speakers of Other Languages (ESOL)

Work undertaken as part of the Bradford for Everyone programme in relation to ESOL is ongoing with additional funding secured to sustain it.

The English Language Advice Hub aims are to map learner needs and barriers to ESOL against existing provision. 473 learner baseline needs assessments have been carried out to date, over 300 initial assessments and 30+focus group with learners at all levels across the district; 74% of these participants demonstrated an increase in perception on employment and education as a positive destination. Bradford Council is also part of the regional Learn English digital platform, which hosts all ESOL provision in one central place: www.learningenglish.co.uk
The Hub is now in a position through consultation with ESOL providers to shape the ESOL strategy and introduce a referral model that will make access to ESOL provision easier and more importantly provide evidence based planning for Bradford District.

The Hub has successfully co-designed ESOL provision based on its findings and transformed delivery in the light of Covid-19 and digital poverty. It has engaged 1500 learners through the English for Everyone and ESOL and Health and Well-being programme. It has designed a joint referral system to implement with Skills House systems (includes information, advice and guidance) to capture data, progression and impact as an independent advice service. By establishing a Bradford District ESOL & Community Learning Consortium with over 90+ members it is able to foster greater collaboration and partnerships across the district.

Key Campaigns

- **Make Sure It Adds Up** campaign aims to get more people from across the Bradford District to practice and promote 'critical thinking' when receiving and sharing uncertain information either online, in person, or over instant messaging apps.

- **Bradford District Shared Values** were agreed in consultation with over 1400 residents; the four values are; Respect, Care, Share, Protect. The Shared Values campaign has been launched as a long term drive to stamp out discrimination and prejudice in all its forms. It aims to help build a fair, inclusive and happy Bradford, today and in the future for everyone living and working in the Bradford District; 3015 people have engaged in the campaign. This campaign continues with values being embedded across the council and beyond.

Social Media

The Stronger Communities Team continues to utilise the *Bradford for Everyone* brand and as such retains its ever-growing social media presence on Twitter, Facebook and Instagram alongside its website – www.bradfordforeveryone.co.uk . The team will continue to support relevant campaigns, events, awareness and commemoration events, and network growth, using its existing Social Media and web platforms.

Welcome to Bradford

The Welcome to Bradford website straddled impact areas with Pillar 1 and was designed to support the integration of new arrivals/refugees in the District. It successfully increased the number of migrants accessing information on health and wellbeing provision, education and employment information. It also led to a decrease in number of migrants needing to access destitution provision. The site features integrated maps, Street View integration, listings for over 250 services, listings that can be embedded into pages, dynamic translation for Bradford's 30 most commonly spoken languages and can even be added to the home screen of mobiles as an App.

Storyteller Mentoring Project – People Library

We are keen to support the development of a new generation of storytellers with the skills, and confidence, to truly hear, understand and represent Bradford district's many potential #HumanBooks. This pilot project will see three young people aged between 16-19 given the opportunity of a mentorship in Storytelling which will include elements such as shadowing, interviewing, photography and writing. The 12-week mentorship will culminate in the publication of People Library stories written and photographed by the Mentees themselves – helping to further populate the diverse 'Bradford bookshelf' whilst also adding quality published work to each young person's portfolio. The Young People will then have the opportunity to continue as contributors to the People Library – to further hone their skills and grow their bodies of work – or may take their skills on into education, training or employment. The delivery period would include: 7-week recruitment and selection phase
- 6 new written stories
- 1 film (produced separately to the Mentorship programme)
- 3 new young contributors with published writing and improved knowledge, skills and confidence as Storytellers.

The total allocated budget for the project (and one additional film) is £9,989.

Recruitment will commence in January 2023 with a programme start date of March 2023. In the meantime, a further two new People Library stories are to be published in December 2022.

Inclusive Employers Network
Bradford for Everyone's Inclusive Employers Network and Toolkit also form a significant and ongoing legacy of the BfE programme.

The Inclusive Employers network has now grown to 190 members which represent over 100 employers across the Bradford District, from the Private, Public and VCS Sectors. The Inclusive Employers Network after consultation runs;

- A Share Bi-Monthly event, which provides employers the opportunity to share good practice with other employers on the Inclusive Employers Network; and
- A monthly Lunch and Learn Bite-size, providing a regular learning platform for Employers on the Inclusive Employers Network.

Additionally, an advisory board is currently being set up, which will meet quarterly. The Inclusion Executive Coach has been brokering relationships between employers and services including providing inclusion support where needed. The Inclusion Executive Coach is the member representation for the network on the Systems Equalities Group, under the Wellbeing Board, to ensure perspectives and experiences are informing the systems equality, diversity and inclusion work.

Social Integration Research

The University of Bradford has recently published research funded by Bradford for Everyone into Social Integration. This study covers residential and educational segregation and Hate Crime Reporting. DLUHC funding of £30,000 has been reserved for projects that can act upon the recommendations in this report, and funding will be allocated according to the direction of the Stronger Communities Partnership Board.

The Social Trust Barometer

This collaborative social innovation project to measure and act upon levels of Social Trust at the neighbourhood level is funded by the Council of Europe's Intercultural Cities Network of which Bradford is an active member.

Members of the Stronger Communities team work alongside the Lead for Equality, Diversity & Inclusion (system-wide) and Canada's Social Trust Collaboratory lead Eric Young to utilise Bradford District as a forerunner and test bed for this ground-breaking social action project which is funded until mid-January 2023.

3.   **OTHER CONSIDERATIONS**

The Bradford for Everyone Strategy 2018-23 will be refreshed next and include contributions from all key partners and stakeholders. Learning and successful programmes will be rolled into the new strategy and Stronger Communities Team.

4. **FINANCIAL & RESOURCE APPRAISAL**

There are no further financial considerations.

5. **RISK MANAGEMENT AND GOVERNANCE ISSUES**

The Stronger Communities Partnership Board oversaw the management of issues and risks and these were periodically raised at Board meetings. The Programme Lead and Project Support Officers utilised Risk Registers, and regular supportive and honest monitoring of delivery, to foresee and mitigate against risks throughout the duration of the programme.

6. **LEGAL APPRAISAL**

There are no further legal considerations.

7.0 **OTHER IMPLICATIONS**

There are no further implications

7.1 **SUSTAINABILITY IMPLICATIONS**

There are no further sustainability implications

7.2 **GREENHOUSE GAS EMISSIONS IMPACTS**

There are no further impacts to gas emissions

7.3 **COMMUNITY SAFETY IMPLICATIONS**

Feelings of safety can act as a barrier to people's willingness to engage in those activities that bring people together at a neighbourhood level, which was a factor raised during the consultation work carried out in support of the *Bradford for Everyone Strategy 2018-2023*.

The Bradford for Everyone programme was delivered under the Stronger Communities Partnership which aligned some of its work with the Community Safety Partnership and vice versa. The Portfolio Holder for Neighbourhoods & Community Safety was a member of the Stronger Communities Partnership Board (now Chair) and also chaired the Community Safety Partnership. Officers also attended and supported both partnerships and the relationship between these two - and other major district partnerships - were key to the success of the overall strategy and BfE Programme.

Many of the initiatives that sat within the Bradford for Everyone programme had a positive impact on people's feelings of safety, particularly where they brought different groups of people together, building tolerance and understanding.

7.4   HUMAN RIGHTS ACT

This Strategy impacts positively on the Human Rights Act through our work on new arrivals, City of Sanctuary award, Roma Strategy and supporting communities with protected characteristics

7.5   TRADE UNION

There are no further implication for Trade Unions

7.6   WARD IMPLICATIONS

This Strategy benefits all the wards across the district with projects and campaigns. There are no further ward implications.

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

There are no Area Committee implications.

7.8   IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

There are no further implications for children and young people.

7.9   ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no issues arising from privacy and impact assessment

8.   NOT FOR PUBLICATION DOCUMENTS

None

9.   OPTIONS

No decision required.

10.   RECOMMENDATIONS

That Corporate Overview and Scrutiny Committee note the success, progress, learning and legacy of Bradford District's Integration Area pilot programme "Bradford for Everyone" (BfE) – delivered by Stronger Communities and the recommendations of the Evaluation of it.

11.   APPENDICES

Appendix A – "What works in building cohesive communities. Programme Evaluation Report – **Executive Summary**"

Appendix B – "What works in building cohesive communities. Programme Evaluation Report" – **Full Report**

12.   BACKGROUND DOCUMENTS

None

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A Bradford for Everyone

What works in building inclusive, cohesive & resilient communities

Programme Evaluation Report

Executive Summary

July 2022

Bradford for Everyone **was a pilot Integration Area programme funded by DLUHC between 2019-22**

Report authors: Dr Kaya Davies Hayon and Dr Jeni Vine from Belong - the Cohesion and Integration Network in co-production with the Stronger Communities Team at Bradford Council

Overall programme focus

Foreword

The Rt Revd Dr Toby Howarth, Bishop of Bradford

Chair of Bradford Stronger Communities Partnership

It is a joy to welcome the publication of this Executive Summary and the full report which sets out and evaluates our *Bradford for Everyone* programme. We have always had a commitment to not just delivering our work, but to learning from it, and I invite you to celebrate with us all that we have achieved together.

All of our work has been done in partnership, using the money from what is now the Department for Levelling Up, Housing and Communities, to initiate work with others to create change. We are grateful to all those people and organisations who have worked with us, and especially to Bradford Metropolitan District Council for its continuing investment to keep this vital work going. Each project has been about 'testing and learning' – driven by data, informed by communities and thoroughly evaluated. Each one is making a difference.

Cllr Abdul Jabar, Portfolio Holder, Neighbourhoods & Community Safety

Carrying out a robust evaluation is important to have an accurate view of the strengths, challenges and impact of our work. All the more so because cohesion and integration are complex areas with lots of intertwining factors, not least in recent years with the effects of the pandemic, Brexit, national austerity and the cost of living crisis, all of which have changed the way we live our lives. Many of these national and global factors have disproportionately impacted those with protected characteristics and in particular the least well off in our communities. In that context, it's invaluable to carry out detailed research so that we can build our evidence base and measure the impact of our activities in a sophisticated way as we rise to our challenges. It enables us to be data driven and evidence led in everything we do, so that we are investing our funds for the biggest impact.

Being selected as one of five integration areas in the country not only represented a great opportunity but also reflected the fact that here in the Bradford District we have a strong track record of delivering innovative and successful work in building stronger communities. Our investment in the service and this area of work reflects our commitment to this agenda. We have faced challenges over the years in Bradford, but each time we have come back stronger and we have done that by working as a partnership, listening to our communities and working closely with them to move forward together.

Zahra Niazi, Programme Lead, *Bradford for Everyone*

The evaluation report, together with many others produced by the team and our delivery partners, outlines our principles, ethos, what worked and what didn't. It contains recommendations for local authorities, commissioners, delivery partners and communities who are keen to create a kinder, cohesive and resilient place intent on elevating equity, celebrating diversity, inspiring belonging and leading inclusively.

Overall programme focus

- The **Stronger Communities Partnership** was set up to bring key partners together, including businesses and the social and faith sectors **involving engagement and consultation with over 70 organisations**. A Delivery Partner Sub-group was composed of providers from across the District and was a space where they could learn from each other, **collaborate and understand *'what works'* for all the participating communities**. Quarterly Partner Forum meetings were a key method **used to share learning, findings and to have open debate** including knowledge transfer on key issues surrounding successful integration. Additionally, the Council team involved around 600 organisations in sharing good practice.

- The **inclusion of low wage/low-income** as an additional protected characteristic **challenged some of the more traditional ways that integration has been viewed**. Rather than focusing resources solely on projects designed to encourage minority ethnic groups to integrate, the programme targeted a significant proportion of activity towards supporting White working-class and other low-income communities to be better able to access support, training and employment. By **looking at the barriers to integration for all groups**, the programme managed to effectively engage people from different demographic profiles, ensuring that White British communities with generations of unemployment were included alongside those most vulnerable to discrimination and marginalisation.

- An evaluation framework was developed from the start of the programme, **setting clear indicators of success which could then be measured**. Data about every project included in the programme was collated and **regularly interpreted to allow for adjustments as projects progressed**. Rapid evaluations were conducted, and the findings were incorporated into subsequent delivery plans. Larger projects benefited from a bespoke Theory of Change, developed through applying the logic model methodology with whichever community partners were involved in delivery. **The Council team understood their role as a *'test and learn'* pilot** for how integration can successfully be fostered, encouraging all partners to collect high quality data that could then be evaluated.

- The programme was **able to successfully adapt to changing circumstances due to the pandemic**. Major adaptations included adding the Community Champions project into the overarching four pillar framework. The targets of the 'feeling safe' pillar were expanded from tackling misinformation and having difficult conversations relating to integration issues to including difficult conversations related to COVID-19 vaccine take-up. The Make Sure It Adds Up campaign, formulated to tackle rumours adapted to incorporate rumours about COVID-19.

- The programme **did not adopt a 'one size fits all' approach** to integration. It focused instead on how the challenges facing the District varied from one place to another and on funding projects that met the needs of each place and its communities. **Local people had an opportunity to make a difference to the way the programme was delivered and designed** (e.g. as Ambassadors) and helped the providers reach the maximum number of people, with the aim of ensuring that all the District's communities could really benefit from the activities.

Ongoing impacts and recommendations

Key statistics

Over three years,

Bradford for Everyone directly engaged with over

36,000
people in the Bradford District,

a further

122,000
via activities and core campaigns,

and hundreds of thousands more via its website and social media platforms.

The programme supported

23
CORE PROJECTS

60
SMALLER PROJECTS

PLUS TWO CAMPAIGNS.

Additionally, the Police Crime Commissioner surveys from 2019 – 2021 show an increase from

45.7% — **58.1%**

on the indicator of how well people get on with each other which is more than a 10% increase; prior to the integration funding, this was actually declining.

Evidence from the Belong longitudinal research surveys showed that Bradford District is becoming *more united* with a *higher level of trust in local government, building more connections with neighbours and family*, and that local areas that invested in social cohesion programmes *fared better during the COVID-19* pandemic compared to other cities that had not invested in social cohesion.

RECOMMENDATION 1: central government and local authorities to note that a relatively small investment in integration and cohesion can positively impact a large percentage of the population, helping to: build trust in government; support more connections with neighbours, increasing resilience to shocks; involve more people in civic life and volunteering; and improve a range of indicators including levels of hate crime, health inequalities, language proficiency and entry into employment.

Recognising the importance of integration work

Another key success is the decision to significantly increase Bradford Council's base budget for Stronger Communities work enabling the creation of a larger and permanent team structure. Bradford Council's **councillors and leaders recognised the impact the programme has made**. Structures have shifted towards more of a local approach, building not only on preventative measures but also reactive measures like neighbourhood mediation and ensuring collaboration as a way of working where integration is part of the conversation. Also, events such as a **Schools Linking Celebration Week** have impacts around the country, not just in Bradford District.

Many projects are moving into second phases following the Integration Area funding. For instance, research on *'how well we can live and learn together'* and hate crime will produce key recommendations which will enable the service to test new ideas using catalyst funding. Also, the Bradford District Roma Strategy is being operationalised, gaining wider stakeholder commitment and financial resources. The plan to develop ongoing data about levels of social trust would keep up momentum towards putting relationships and partnerships centre stage and the Shared Values campaign will continue to shift the ethos by which people live and work in the District.

RECOMMENDATION 2: to adapt delivery, between scalable and targeted activities such as high profile events, public campaigns and ambitious local strategies. Using the examples of the 'Make Sure It Adds Up' and 'Shared Values' campaigns together with ESOL, Roma and Hate Crime Strategies and Innovation Fund approach will ensure that the future programmes can learn and benefit. Opportunities for storytelling need to be embedded to ensure programmes are relevant, understandable and can be applied by a range of professionals and organisations.

Long term investments and policy impact

Central government is recognising the need to join up and coordinate activity across Whitehall. This is important in order to ensure policies do not conflict with each other. For example, 'hostile environment' policies vs Integrated Communities Strategy. Also, there is recognition that **longer-term investment needs to be made to really be able to reap longer term integration and cohesion impacts and outcomes**. Embedding an approach into multiple layers of governance could provide a holistic mechanism for achieving more rapid systemic change.

Building social trust at the local level

Many projects did not exist in an organised way prior to *Bradford for Everyone* setting up the Innovation Fund for smaller projects. All of these activities ensure sustainability of local groups and ensure the passion shown by residents and schools is nurtured and will further encourage neighbourhoods and schools to share integration work with their communities and across the District. The extension of the school linking project into a whole community approach reduces the possibility of children learning one ethos at school and another at home and takes integration ideas beyond the school gate. **Pride in place and people getting on with their neighbours is important for building sustainability for the future. Council support for neighbourhood led initiatives helps build trust in democratic structures.**

RECOMMENDATION 3: to use the findings from this evaluation to inform whole systems approaches to service provision within local authorities, police, courts, health, etc. Through this, building trust and resilience with equality, diversity and inclusion at the heart of every approach.

RECOMMENDATION 4: to learn from the efficacy of the small grants programme (Innovation Fund) that can reach local communities and enable them to develop sustainable solutions to local issues and trial new ideas. This includes recognising the need for infrastructure to support and measure improvements in social trust, understanding between different communities, civic participation and volunteering.

Addressing the priorities

The **structure of the four pillars** successfully addressed the key underlying mechanisms impacting on integration in the context of Bradford: **providing hope for the future** by giving people support to move forward in their lives and to be able to take up available employment, learning and volunteering opportunities; **increasing levels of respect** between people of different backgrounds and developing people's understanding of rights and responsibilities; **building constructive and trusting relationships** between people from different backgrounds and between communities and Bradford Council and other service providers, particularly through the Stronger Communities Partnership for strategic direction; **creating a context in which people feel safe** – particularly from Hate Crime and in the context of the pandemic, that their health needs are being met.

1 GETTING ON:
Equality of opportunity - addressing factors affecting economic participation and poverty including language skills and educational attainment.

Employment: We aim to build better economic outcomes and extend opportunity through alignment with other strategies designed to get more people into employment. This will be a two-prong approach; it will target activity at our poorest communities, improve English language skills and literacy and in particular, work with those most distant from the labour market including the long-term unemployed, older South Asian women, refugees and people with disabilities. It will work with employers to improve recruitment practices, promote diversity in the workforce and create a step change in organisational culture.

2 GETTING ALONG:
Promoting greater interaction, dialogue and understanding between people from different backgrounds given the diversity of the population and the extent of residential and educational segregation; ensuring that people understand fully their rights and freedoms and their responsibilities.

Education: We will help to increase social interaction between people from different backgrounds from the earliest age, through Linking Network and by exploring how education admission policies impact on integration. We will translate this into adulthood building tolerance, understanding and respect.

3 GETTING INVOLVED:
Generating and connecting people to opportunities to participate in community and civic life and strengthening leadership.

Social mixing: We aim to bring people together to build pride in their communities and local areas and develop a common identity that cuts across ethnicity, faith and geography. We will continue to provide safe spaces for difficult conversations to take place and for issues of concern to be raised. We will encourage and support volunteering and aim to increase participation. We will work to strengthen community leadership resources targeting those areas where intelligence suggests that participation in community and civic life and satisfaction with the neighbourhood are low. We will develop strategies to ensure that key public sector agencies are better equipped to support groups like Roma and Asylum seekers. We will work to improve perceptions so that people from all backgrounds see Bradford District as a good place to live.

4 FEELING SAFE:
Tackling crime and the fear of crime so that everyone feels safe.

Perceptions of the other: We will help to increase understanding of acceptable behaviour and of rights and responsibilities. We will work to increase understanding and awareness of hate crime in all its forms whether it's cross-community, interfaith and intergenerational and equip people to manage those conversations. We will also pursue a robust criminal law response to hate in all its forms.

Progress towards meeting the strategic outcomes for Pillar 1 – Getting On

More people will have improved their quality of life - Employment is an important measure of quality of life. Bradford remains an area of low-skilled employment and relatively high unemployment with a rate of 7.2% of the working age population claiming unemployment benefit (compared to a claimant rate for Leeds City Region of 4.4%, for Yorkshire and the Humber of 4.3% and for the United Kingdom of 4.0% (ONS, 2022). The effects of the pandemic on quality of life are reflected in the findings of the wellbeing survey (ONS, 2021) where the annual declines in personal well-being recorded for the year ending April 2021 in the UK were the greatest seen since measuring personal well-being began. For life satisfaction (0.27 point decline), anxiety (0.26 point increase), happiness (0.17 point decline) and feeling that the things done in life are worthwhile (0.15 point decline). However, at an individual level, 1,635 people received direct support through the programme, helping them to improve their quality of life many going into employment.

More people will feel happier about the future - Average ratings of happiness declined across the UK compared with the previous period with Yorkshire and The Humber (0.20 point decrease) recording one of the largest drops (ONS, 2021). Therefore, the findings from many of the participants in the projects in this pillar are in marked contrast to these national trends. The extra support given to people a long way from the labour market, challenging the leadership and culture on recruitment and meeting the unmet needs of those wanting to learn English demonstrated qualitative improvement in participants' hopes and expectations for the future.

More people will be able to fully participate and be better equipped to engage in the economy – More than 600 learners of English were able to continue their learning and receive orientation about Bradford District despite the restrictions imposed by the pandemic.

Creative use of telephones and digital learning was part of building resilience. The Inclusive Employers project has contributed to challenging and improving the ethos within large and small employers to strengthen equality, diversity and inclusion in workplace settings. According to the two participating organisations, small increments have been made to improve workforce diversity with Bradford Council. From Dec 2020 to Dec 2021 there has been a 1.5% increase of minority ethnic groups (19.9%) and 5.6% increase of females (53%) in the top 5% pay scale. Yorkshire Building society has seen increased female representation in level E and above roles from 39% in 2019 to 46% in 2020. This has been achieved a year earlier than planned. Also, the more than 17,000 users of the Welcome to Bradford website for new arrivals gained useful information which could positively change their lives.

Graduate to Work Case Study: Graduate is applying for NHS vacancies and had an upcoming interview for a Healthcare role

I came on the course to receive personalised advice regarding my current employment situation and future career possibilities. The programme helped tremendously, it allowed me to positively interact with fellow graduates, develop new skills and learn more about a variety of topics relating to employment obstacles or career progression.

Personally, the benefits of the programme allowed me to establish a productive weekly routine and a rapport with fellow graduates. Yes, the course has improved my confidence by allowing me to develop my knowledge, form positive working relationships and upon completion I feel extremely optimistic about my career opportunities and being successful in the recruitment process.

Progress towards meeting the strategic outcomes for Pillar 2 – Getting Along

More people will have an increased understanding and respect for other people's views and cultures – *Bradford for Everyone* was highly successful in engaging large numbers of people from diverse backgrounds through a wide range of initiatives. Approximately 27,000 people were engaged under this Pillar's activities alone. The projects promoted greater understanding and dialogue between people from different backgrounds and created opportunities for meaningful social interaction to take place, despite the challenges posed by the pandemic and the need to re-frame and rethink the delivery of some of the work. Many of the projects engaged young people, with Future Ways contributing towards City of Culture 2025.

More people will understand the rights and responsibilities of living in the District and the UK – Voter turnout is a key measure of how engaged people are in civil society. Local Election turnout in May 2018 was high (nearly 50%) in Bradford Moor, Wharfedale, Ilkley and low (under 30%) in Eccleshill, Wibsey, Keighley west, Queensbury, Wyke and Royds. In 2021, during the pandemic, turnout was generally lower with only 46% voting in Bradford Moor, Wharfdale and Ilkley and averaging 27.5% in the wards that registered below 30% turnout in 2018. However, the qualitative evidence points to there being greater trust in the local authority in many of the wards where *Bradford for Everyone* activity had been evident. A longer-term roll-out of similar work would be needed to evidence whether this has a significant impact when it comes to voter turnout or whether there are more complex factors that have to be taken into consideration. Numbers of people volunteering in Bradford maintained their levels more strongly than most similar places during the pandemic. Social participation ranged from the most informal (like helping family, friends or neighbours with shopping) to work with community groups, to political action (for instance being involved in the Black Lives Matter movement).

Case Study – 100 Creative Women and Girls project in Keighley

Participants that took part were from The Leap's target ward areas where there is a historically low engagement in arts and cultural activities. Women and Girls from Keighley West and Central wards had conversations with artists about the creative things and activities they do, what they enjoy, and what they feel are current barriers to engagement. They then created self-portraits that showed their creativity through guidance from lead artist and photographer, Lisa Holmes. Lisa then took professional portraits of each project participant, arranging to meet them in locations that they chose. All of the photographs – the self-portraits and professional portraits – were then part of a public exhibition at Keighley Creative.

Some quotes from 100 Women and Girls participants:

"I learnt to crochet over the first lockdown and have been 'hooked' ever since! It is really satisfying and rewarding to see a blanket grow! I also love writing and gardening in equal measure!" Farhat

"I like to recreate my favourite characters from things like Animes, TV shows and role play servers." Alex

More people from all backgrounds will connect with others, participate in civic life and get involved in their own communities – The Police Crime Commissioner surveys from 2019 –2021 show an increase from 45.7% to 58.1% on the indicator of how well people from different backgrounds get on together in their local area, which is more than a 10% increase. Prior to the integration funding, this was actually declining. While baseline and endline data is not available for all projects, the ESOL participants provided both sets of data and show that better language proficiency combined with orientation about services and key places in Bradford District raised the number of people who felt a sense of belonging in the local area from 12% to 27.5%. Participants recorded that at the beginning of the course only 2% regularly spoke to English speaking people, with 19% regularly doing so by the end of the course. Regarding how comfortable participants felt speaking to people from different backgrounds (more than just saying hello) their confidence rose from 22% to 49% by the end of the course. The majority of participants across all the projects in Pillar 3 reported making new friends, breaking down social isolation, with many qualitative accounts of getting to know people from different backgrounds.

With 1,200 directly engaged through Pillar 3, *Bradford for Everyone* created opportunities for people from all backgrounds to come together, participate in civic life and, as a result, feel more involved in shaping their local communities and having a say on issues of importance to them. These projects also incentivised volunteering and helped local people feel a strong sense of ownership over their communities and influence over decision-making in their areas. The innovative Citizen Coin App enabled people to earn digital discount coins for undertaking social value activities such as volunteering. They were then able to use these coins at an increasing number of local businesses, getting discounts off goods and services. The App automatically recorded volunteering hours, helping people to build their CVs and progress to paid employment. By March 2022, 992 people were using the App, vastly exceeding the target of 200 users.

Rates of increased volunteering were not distributed evenly across different areas of the UK with some areas experiencing much higher levels of volunteering than others (Belong, 2021). In areas where there had been targeted programmes to improve social cohesion, including Bradford, respondents were more than twice as likely to volunteer as elsewhere in the country (from the June 2020 survey). Higher rates of volunteering also correlated to higher levels of social connection, neighbourliness, engagement in all forms of social action, optimism, and more positive feelings towards other groups and to people from migrant backgrounds in particular. Results were sustained over time in Bradford and despite the pandemic.

Feedback from the Ambassadors Network

"The whole way the project's been set up is about being led by the community, being led by what's important to individuals who are working in the community and working together to try and achieve something" (Ambassador testimonial)

"It's given me more confidence to think about the local community and the importance of what is needed" (Ambassador testimonial)

Earn Citizen Coin rewards

More people will feel satisfied with their neighbourhood – Projects under this Pillar included the development of a Bradford District Roma Strategy produced by a diverse working group of 24 organisations and a refreshed version of the Hate Crime Strategy produced by a broad alliance of interested organisations and informed by research from the University of Bradford. Understanding communities within the District and building cultural competencies, tackling unconscious bias and creating a more inclusive, diverse and equal workforce was also part of this Pillar. The Police and Crime Commission Survey for 2019-2020 shows an increase in respondents who were satisfied with their area as a place to live from 67% satisfied in 2019 to 70% in 2020. However, the following year showed a decrease to 65%. The survey does not directly capture information on why people are satisfied (or otherwise) with their local area, but the proportion who said they felt their local area had 'got worse' in the past 12 months was 38.7% in this survey, versus 27.7% in 2020's Your Views results. This result could be caused by factors related to the pandemic or an indication that the change to an online Your Views survey in 2021 attracted a more negative respondent than the previous postal surveys.

More people will feel safer across the District – The Police and Crime Commission Survey recorded people feeling safe in their neighbourhood rising from 73% in 2019 to 78% in 2021. This was the opposite of neighbouring Leeds and Wakefield that recorded declines. The Hate Crime Alliance supported over 2,000 victims and families of hate crime reports, including training, raising awareness and providing emotional support in partnership with West Yorkshire Police and other partners. Incidence of hate crime reporting may have increased due to more people knowing how to report it, with better support available to the 22 reporting centres across the District. The Community Champions project was added to this Pillar and built on what had already been learnt from the Ambassadors project about getting messages to communities through trusted local networks. This was a response to the COVID-19 pandemic with almost 250 Community Champions from minority ethnic and disability groups trained to support health messaging via existing services and established VCS networks. This was an example of how the *Bradford for Everyone* programme helped build resilience to shocks and emergencies.

Case study – Windrush Generation

"As a key figure in the Windrush Generation programme, I know we had a reach of around 6,000 people. I felt it was time for me to take the vaccine and use social media to get the message across, that if I am ok with taking it, you should be too. My views on social media have been over 1000 so far, and some of our community have come forward to take the vaccine as a result."

Innovation Fund

The Innovation Fund was a small grant funding programme which was about stimulating new thinking, building new partnerships and testing innovative approaches. It sat across the programme's four key pillars. The fund enabled volunteer-led and small voluntary and community organisations to undertake projects with support from the programme team to build capacity, learning, collaboration, design thinking and co-design solutions in order to measure impact more effectively. The projects funded straddled all the Pillars, adding localised solutions to the larger core projects.

- The Innovation Fund projects represented an exciting approach to stimulating new thinking, building new partnerships and testing innovative modes of delivery. The fund enabled volunteer-led and small voluntary and community organisations to undertake projects with support from the programme team and dedicated Project Support Officers (PSOs) to build capacity and learning. The devolved mode of delivery strengthened collaborations and trust between the Council and the funded organisations and groups, and by extension the individuals and communities involved in the projects.

- The approach of granting volunteer-led and smaller voluntary and community organisations pots of funding to develop innovative projects highlighted a commitment to co-designed work that spoke to the needs of the local communities in question and thereby held the potential to have a greater impact. Small organisations needed more support to meet the programme criteria, therefore up-skilling was needed to ensure that the projects understood the rationale behind collecting quality data, writing good case studies and how these could highlight their successes as well as where there were learnings.

Innovation Fund Case study: Friends of Bradford Moor Park (Round 3)

Friends of Bradford Moor Park ran several workshops online and activities in the park, allowing to us to create a safe space for people to come together, get along, feel safe and get involved, whilst tackling their own issues and concerns. "Since attending the event I have become a regular volunteer, and I am part of group and its events on a regular basis. I have made lots of new friends, many people from different backgrounds, race, gender and ages. It brings me much joy to know I am a part of my local community and able to help in any way I can. Everyone has made me feel very welcomed and we communicate with each other regularly focusing on how to improve areas of the park to make it more accessible, safe and welcoming for other park users. Everyone has different ideas and is enthusiastic to help make a difference and help bring others together. I really love what the group stands for and it made a huge difference to me and how I feel now being part of the community and the group."

- The funded projects were able to reach out to individuals from different age groups, genders, areas, religions/beliefs and cultural and ethnic backgrounds. The data shows a broad demographic reach, with a range of different activities, all targeting different groups, thereby meeting the fund's overall aim of engaging all groups and communities.

- Recognising the relevance of Climate Change and the environment on migration, communities and cohesion the Innovation Fund approach encouraged the design of project proposals which would address these issues whilst also harnessing them as a mechanism for bringing people together around shared goals. Examples include the redevelopment of green spaces, growing food, tree planting, exercising outdoors for mental health, and community social mixing events based around environmental themes or green/blue spaces. An example of a blue space is the boating lake at Bradford Moor Park which has been cleaned up by a diverse group of volunteers, bringing collective pride, and wildlife, back to the area.

11

Campaigns

The two core campaigns supported by the programme challenged the dominant ethos of the District by encouraging people to reflect on how they perceive others, what they know of others and critically think about information they see or hear. It also encouraged people to reflect on who they are, their actions and what they do on a day-to-day basis living and working in the District. The **'Shared Values'** of respecting, sharing, caring and protecting and **'Make Sure it Adds Up'** were designed to continue to strengthen the connection, love and bonds within and between the communities of the Bradford District for generations to come by designing campaigns at the two polar ends of a spectrum between targeted and generic. They had ambitious aims reflecting an ambitious programme.

- The aim of the Anti-Rumour campaign 'Make Sure It Adds Up' was to move people away from myth-busting toward critical thinking and to avoid discussing rumours while trying to reduce them. This strategy played a significant role in achieving the programme's key priority of tackling hate crime and prejudice and ensuring that everyone feels safe.

- When writing the strategy, local people told the *Bradford for Everyone* programme that it should have a set of 'Shared Values', which connect and unify everyone living and/or working in the Bradford District. Shared values can bring people together and be used to create, express and develop initiatives, campaigns and tools that everyone in the Bradford District can take part in and benefit from. The campaign includes storytelling, a key device for helping people feel that their diverse histories are being remembered and their voices are being heard.

- *Bradford for Everyone's* People Library served as a true 'human' resource supporting both of these campaigns as well as many other awareness days/weeks/months, celebrations and commemorations, e.g. Bradford Refugee Week.
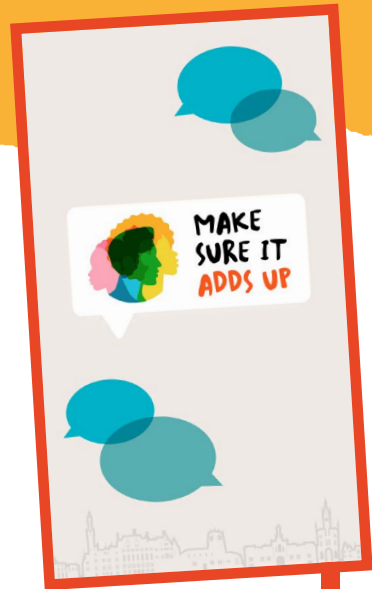
602

local people took part in Critical Thinking training.

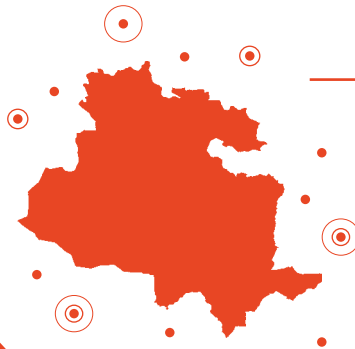100% said the course directly increased their critical thinking skills

and 89.7% said the course directly gave a further understanding of diversity.

MAKE SURE IT ADDS UP

The **'Make Sure It Adds Up'** website recorded

168,243

hits up to June 2022

many of which will have been from outside Bradford, extending the impact of the campaign more widely.

BRADFORD DISTRICT SHARED Values

996 people responded to the Phase 1 survey as part of the 'Shared Values' campaign.

Between Oct 2021 and Mar 2022

40k reach across radio and social media

10 on street Virgin boxes painted

3015 people reached or engaged

535 people made promises to live the Shared Values

30+ local businesses engaged

Campaign pilot targets exceeded

734,966 outdoor ads reach (opportunities to view the campaign material)

It's all about...

1 Embedding the programme in a co-design approach through:

Cross-sectoral working – taking time to foster relationships and share data and building trust through co-creation and facilitating ongoing exchange of ideas

Building community capacity and infrastructure – through asset-based community development approaches and different levels of intervention

Embedding social mixing in every activity – to ensure that the needs of everyone are taken into consideration and using trained facilitators when necessary to navigate complex conversations, emotions and situations

Digital hubs and social media – *Bradford for Everyone's* online presence not only enabled rapid network development, but it also provided a platform for sharing ideas, opportunities and learning locally, nationally and internationally

Workforce diversity – diverse teams that are able to engage with a diverse range of communities, especially if able to speak a different language and reflecting the cultures and identities living in the District.

2 Putting people at the heart of the programme through:

Working positively with diverse identities - whether this be as a Keighlian, Bradfordian, etc or religious and ethnic and other labels people may give themselves and learning how to engage with difference

Knowing that what works in one place doesn't always work in another – being agile to the needs of communities and at the same building social capital, including strengthening community relationships and networks and working through locally trusted organisations wherever possible

Learning from targeted interventions – such as the Roma Strategy and the provision for people with English as a second language (ESOL)

Using the power of storytelling - underpinned by behavioural science and change methodology, for developing case studies, campaigns and ensuring diverse voices are around the table to participate in co-design and co-creation opportunities

Qualitative methods - Data collection such as observations, focus groups and case studies to complement quantitative data such as surveys can provide important information and engage politicians and local residents better than providing facts and figures

3 Cross- system learning through:

Commissioning processes – recognising the time it takes to commission and decommission larger projects and providing infrastructure support for smaller, grassroots organisations that can respond quickly

Focus on system change activities – keeping programmes whole-system and person focused can bring about perspective shifts that create change that impacts on the District more widely

Maximising the benefits of different funding streams - working alongside other investments and strengthening rather than duplicating and also to focus on partnerships that can contribute to the overall framework e.g. anti-poverty, economic, opportunities, research

Supporting and modelling resilience - the way the *Bradford for Everyone* programme worked, the partnerships they had created, together with the communities they had already engaged with meant that the Council could mobilise quickly when the pandemic changed everyone's lives.

4 Being data and intelligence led through:

Routine surveys - regularly collecting integration and cohesion data to enable services to be better informed and designed to meet the needs of communities

Developing a method of measuring social trust - *Bradford for Everyone* has been working with developers at the Social Trust Collaboratory and hopes in the future to make Social Trust a standard measure of progress and well-being in the District

Paying attention to people declaring as having no religion/faith - findings suggest that there could be an under-represented and under-acknowledged group of people who might be experiencing issues with integration and cohesion

Ensuring value for money – the programme has demonstrated that focused integration funding can be scalable and targeted. By addressing issues at an early stage, many savings can be made across a wide range of public sector budgets e.g. tackling hate crime and addressing language needs for employment

Prevention before tensions escalate - projects specifically designed to improve cohesion should be seen primarily as preventative and early intervention with community or neighbourhood mediation used when tensions have escalated

Working with researchers – to develop robust information that can inform future strategies e.g. the University of Bradford research on housing and school segregation and Belong research on the impact of *Bradford for Everyone* in supporting resilience during the pandemic

5 Shift in mind-sets, relationships and partnerships through:

Developing a learning culture - An open and honest culture of sharing learning about what works and especially what doesn't work only flourishes when the evaluations are promoted as a learning exercise rather than a judging activity and are developed in partnership with the delivery organisations and the project participants

Integrating top-down and bottom-up approaches - the programme has empowered groups and individuals to participate in decision making, for example allocating funding and designing/implementing solutions, whilst simultaneously contributing to developments at the highest levels via Bradford's membership of the Intercultural Cities network.

Mechanisms for celebrating the work of smaller projects - this requires sufficient capacity for brokering new partnerships and developments to be built into the infrastructure supporting the voluntary, community and social enterprise sectors.

Responding to feedback and ensuring buy-in - the perceived or actual effectiveness of delivery can sway how well a project is received and supported

How to contact us

A Bradford for Everyone

What works in building inclusive, cohesive & resilient communities

Programme
Evaluation Report

July 2022

Bradford for Everyone **was a pilot Integration Area programme funded by DLUHC between 2019-22**

Report authors: Dr Kaya Davies Hayon and Dr Jeni Vine from Belong - the Cohesion and Integration Network in co-production with the Stronger Communities Team at Bradford Council

Overall programme focus

Foreword

Bishop Toby Howarth, Chair

It is a joy to welcome the publication of this report which sets out and evaluates our *Bradford for Everyone* programme. We have always had a commitment to not just delivering our work, but to learning from it, and I invite you to celebrate with us all that we have achieved together.

Cohesion and integration work is long-term and complex. The COVID pandemic has made us more aware than ever about the deeply entrenched inequalities and disparities that we face as a nation that negatively affect the lives of so many people. In this context, we are grateful for the opportunity to have developed such a wide range of innovative projects as one of five integration areas to receive central government funding. These range from our Bradford Inclusive Employers Toolkit (now supported by a network of employers) to our District-wide Roma Strategy, to schools linking work, our Community Champions teams and so much more. Each project has been about 'testing and learning' – driven by data, informed by communities and thoroughly evaluated. Each one is making a difference.

All of our work has been done in partnership, using the money from what is now the Department for Levelling Up, Housing and Communities, to initiate work with others to create change. We are grateful to all those people and organisations who have worked with us, and especially to Bradford Metropolitan District Council for its continuing investment to keep this vital work going.

Bradford for Everyone has always been about people. Led by Zahra Niazi and her team, along with a wide network of colleagues and friends across the District, our programme has brought people together to listen to one another, respond creatively and with hard work, to care for our District especially during the pandemic and to celebrate the commitment that so many in the Bradford district have to working across our different communities for the common good.

Chairing the Stronger Communities Board and working with the Bradford for Everyone team has been one of the highlights of my last four years and my thanks go to the team and to everyone who has made it such a blessing.

Cllr Abdul Jabar, Portfolio Holder, Neighbourhoods & Community Safety

The Bradford for Everyone programme has been a big piece of work and I would therefore like to thank everyone involved across the Partnership, including in the council and our partners, the voluntary, private and faith sectors and, most of all, local people who have all played their part. This report represents the latest milestone in assessing the progress of our comprehensive work to support cohesion and integration across the Bradford district. It is a welcome opportunity to analyse the impact of our activities, to reflect on our progress and to move forward with a clear vision for the future.

Carrying out a robust evaluation is important to have an accurate view of the strengths, challenges and impact of our work. All the more so because cohesion and integration are complex areas with lots of intertwining factors, not least in recent years with the effects of the pandemic, Brexit, national austerity and the cost of living crisis, all of which have changed the way we live our lives. Many of these national and global factors have disproportionately impacted those with protected characteristics and in particular the least well off in our communities. In that context, it's invaluable to carry out detailed research so that we can build our evidence base and measure the impact of our activities in a sophisticated way as we rise to our challenges. It enables us to be data driven and evidence led in everything we do, so that we are investing our funds for the biggest impact.

Being selected as one of five integration areas in the country not only represented a great opportunity but also reflected the fact that here in the Bradford district we have a strong track record of delivering innovative and successful work in building stronger communities. Our investment in the service and this area of work reflects our commitment to this agenda. We have faced challenges over the years in Bradford, but each time we have come back stronger and we have done that by working as a partnership, listening to our communities and working closely with them to move forward together.

Our district is rich in diversity – socially, culturally and geographically. Each and every one of us has our own unique multiple identities. For the vast majority of us these differences are underpinned by common human values of decency and kindness. Most of us get along whilst respecting our differences. And this is what we are to build on so that cohesion and integration can thrive: a strong base of shared values and mutual respect, coupled with an unrelenting commitment to equality of opportunity for all.

Our shared vision is of a place in which everyone can enjoy full rights and responsibilities, enabling us all to live happy, productive and fulfilling lives whatever our background. I welcome the opportunity of this evaluation report to identify our progress in achieving this vital goal of Bradford for Everyone.

Zahra Niazi, Programme Lead, *Bradford for Everyone*

Bradford for Everyone represents an ethos which underpins all of our work, it is a way of 'being and belonging' in our place and what we hope is experienced for those who live and work in the Bradford District. The programme has been a catalyst to kick start 85 test and learn style projects over the course of three years. It has been a vehicle that has opened doors for conversations with inventors, researchers, residents, statutory and private sectors as well as grass root and volunteer-led organisations.

We're delighted to mark the end of the funding received by DLUHC by way of a series of publications, and by continuing the work which will remain an integral part of the way we do things here as a Council. In this report, you will get a glimpse of the impact we've made, friendships and partnerships we've brokered, and in some cases the lives we've transformed.

We couldn't have delivered the extent and breadth of the work of the programme without a strong, talented and diverse team who sat behind it, all amidst the height of a pandemic. This team I dub playfully as my 'work family'. They have been the backbone of the programme, working relentlessly, with passion and gumption. I have valued their complete trust and belief in the work together with their willingness to always find time to deeply reflect and learn. They are a team that has delivered with credibility, conviction and commitment, with an appetite to deliver high quality work, and driven by our mutual shared values. I know they will continue to do an exceptional and phenomenal job.

Our business is people, the relationships with the organisations we have nurtured and worked with have been built on transparency, respect and honesty, and our role as supporters and critical friends. We have been recognised locally, nationally and internationally with many examples from the Bradford for Everyone programme being highlighted as good practice, leading and pioneering work to foster and build integration and social cohesion. We have often taken the role of advisers for others interested in how we all can live, learn and work well with each other, whether that is in a village, town or city.

This report and many others produced by the team and our delivery partners, outlines our principles, ethos, what worked and what didn't and future recommendations for local authorities, commissioners, delivery partners and communities who are keen to create a kinder, cohesive and resilient place intent on elevating equity, celebrating diversity, inspiring belonging and leading inclusively.

Chapter 1
Introduction

Introduction summary

This report details findings to emerge from the evaluation of the delivery and impact of the *Bradford for Everyone* programme, a pilot funded as part of a central government scheme. The Department for Levelling Up, Housing and Communities (DLUHC) awarded funding to five pilot integration areas: Blackburn with Darwen, Bradford, Peterborough, Walsall and Waltham Forest. The Integrated Communities Strategy green paper, published in March 2018, invited views on the government's vision for building "strong, integrated communities where people – whatever their background – live, work, learn and socialise together based on shared rights, responsibilities and opportunities" (MHCLG 2018: 5).

The national strategy emphasises that integration challenges are not uniform throughout the country – the interplay of demographics, patterns of migration, physical geography, industrial history and local economy in each place makes a unique set of challenges. The Integration Area Programme focussed local and national resource on a common goal to deliver integrated communities and to better understand and tackle the challenges specific to a place, building on existing best practice and local strengths.

Bradford's strategy was driven by the vision 'of a place where everyone feels that they belong, are understood, feel safe and are able to fully participate in the opportunities the District offers.'

The Bradford Stronger Communities Partnership oversaw all the activities that were delivered under the *Bradford for Everyone* strategy of which the programme was a key part. The Partnership included strategic leaders, the voluntary, private and faith sectors and local people who live in the District. The programme aimed not only to deliver high quality projects, but also to reconfigure services, processes and procedures that hinder opportunities to build more connected communities. To drive this forward sustainably required political engagement. This evaluation recognises the impact of central government policy on what can be achieved locally. Austerity, welfare reform, parental choice in education, asylum policy and Brexit were all significant issues during the period that the programme was active. Bradford maintained a focus on all the barriers to creating cohesive communities and is one of the few local authorities to consider low-income/low wage as a protected characteristic. Additionally, the COVID-19 pandemic had a major impact on the programme and many plans had to be amended as a result.

1.1 Promoting integration and cohesion in Bradford District: An overview

The *Bradford for Everyone* programme was led by the Stronger Communities team at Bradford Council and was overseen by an independent partnership. The programme delivered innovative and well-evidenced initiatives, which aimed to bring people and communities together in meaningful and sustainable ways. The programme was focused across four key areas:

- **Getting On** - Addressing factors affecting economic participation and language skills.

- **Getting Along** - Promoting greater interaction, dialogue and understanding between people from different backgrounds; ensuring that people understand fully their rights and freedoms and their responsibilities.

- **Getting Involved** - Generating and connecting people to opportunities to participate in community and civic life and strengthening leadership.

- **Feeling Safe** - Tackling hate crime and the fear of hate crime so that everyone feels safe. During the pandemic, this was extended to health messaging to help people feel safe from Covid-19.

How these were addressed and the findings that emerged are detailed in this report together with the wider issues that the programme sought to address.

1.2 Approach to the evaluation

The creation of an evaluation strategy was integral to the development of the *Bradford for Everyone* programme and was led by the Evaluation and Project Improvement Lead, working for Bradford Council. This final report was carried out by a team from Belong – The Cohesion and Integration Network, a charity and membership network focused on social cohesion and integration. This report complements evaluations commissioned by DLUHC and for other elements of the programme, such as the Community Champions initiative which developed in response to the COVID-19 pandemic.

The 80+ 'test and learn' style projects, directly engaged with over 36,000 people in the District. These ranged from a small-scale project bringing children of different ethnic, religious or socio-economic backgrounds together through the medium of collective game design, to a large-scale systemic piece of work designed to enable employers to become truly 'inclusive'. Every larger project included what success would look like within its design, including both process and outcome evaluation criteria. The programme also had ambitions to change the ethos in which Bradford District operates. Through associated campaigns and other social media and public events, the programme touched the lives of approximately 40% of Bradford District's population. While large scale systemic issues related to segregation in housing and schooling are linked to national agendas, the depth and scale of the issues was researched by the University of Bradford to support with future initiatives on where the largest impacts can be made. The key findings of that research are incorporated into this evaluation report.

This final report also draws on interim and final evaluations conducted by delivery and commissioned partners involved in delivery and IFF, a national consultancy agency commissioned by DLUHC to evaluate specific programmes across all the Integration Areas. The Belong evaluators liaised extensively with the Stronger Communities team, benefiting from the high-quality data gathered over the course of the programme and the integrated evaluation strategy that was already in place. Interviews were also conducted with various programme leads from community and statutory partners. Individual project evaluations also informed this final report and therefore it benefitted from a co-creation approach with those most knowledgeable about the programmes aims, successes and failures. Failures were regarded an important part of the 'test and learn' approach that the programme remained committed to throughout its delivery.

There was a vast amount of data collected, a rich source of material to inform the design of future projects as well as to evidence the findings of this report. With many projects needing to convert to online delivery, the creativity and commitment with which suitable arrangements were re-designed often resulted in more material for evaluation than had originally been planned. For instance, many of the conversations regarding what communities felt were hindering people from taking up the vaccine were recorded (with participants' permission) to be then transcribed and analysed to inform engagement approaches, messaging and communications.

1.3 Structure of the report

Discussion starts with the current state of integration and cohesion nationally and locally, placing Bradford's achievements within a wider context. It frames the key challenges and possibilities that Bradford District faced during 2018-2022. Chapter 3 details the strategy adopted for Bradford District and how the agenda for integration and cohesion work in the District was scoped, delivered and evaluated. It also includes a rationale for the evaluation methodology that was adopted. Chapter 4 evaluates the activities of Bradford Council and, in particular, the work of the Stronger Communities team, against the objectives and outcomes detailed in the action plan for delivering the *Bradford for Everyone* programme.

Chapter 5 reviews the scale of delivery of *Bradford for Everyone* at the local level, focusing on delivery by Bradford Council and a wide range of partners. The next five chapters evaluate success against outputs on a project by project basis. Local interventions and impacts are critically reviewed together with key findings regarding the impact of projects. Case studies are included in these chapters to provide examples regarding how projects addressed the key themes. The projects ranged in size and scale, from a one-off event bringing together new migrants and settled residents, through to the funding of dedicated staff (e.g. the English Language Advice Hub). The strategy highlighted that one size does not fit all and the variety of initiatives evidences commitment to this approach.

A final concluding chapter reviews the overarching findings and key learnings regarding the implementation of the *Bradford for Everyone* Strategy.

Chapter 2

Why was Bradford chosen as a pilot Integration Area

2.1 Introduction

Key factors influencing choice of Bradford as an Integration Area

- Cohesion - Bradford Council has three decades of delivering integration and cohesion and was keen to try new things and take an evidence-based approach to analysing and then addressing local needs.

- Youth – Bradford's unique position as the UK's city with the youngest population with a third of its population being under 16. It has an energetic, young and diverse pipeline talent pool. Bradford was applying for UNICEF Child Friendly status.

- Welcoming – Bradford was one of the first cities to become a City of Sanctuary in 2008, it is an Intercultural City and has been awarded 6 Green Flag awards. Nearly a third of Council wards have minority ethnic populations of over 50%, often influenced by historic patterns of settlement and where housing is most affordable.

- Community – Bradford has over 1,500 VCS organisations and over 100k volunteers and a strong footprint in neighbourhoods. There is a real desire from local people to be involved and mix socially.

- Enterprise and productive potential – Bradford is a producer city, such as manufacturing, and is home to number of large private sector organisations. It was nominated by the Sunday Times for the best place to start a business. The District demonstrates awareness that rights and responsibilities are closely linked to English-language proficiency and access to educational and vocational training opportunities.

- History, Heritage and Culture – With a number of World Heritage sites, UNESCO City of Film, Curry Capital and recently nominated as the next City of Culture in 2025.

- Partnerships – The District's impressive history of being responsive to change and partnership working and being resilient in times of crisis. This can be seen from their Covid response. Inequalities between the richest and poorest in Bradford District have been a growing concern with the health inequalities statistics providing a particularly stark example.

In 2018, the government department responsible for integration and social cohesion allocated funding for five pilot areas, including Bradford District. The rationale for choosing the five pilot areas given by DLUHC (formerly MHCLG) was that they had already demonstrated a keen grasp of the challenges they face. Bradford District was showing a desire to try new things and taking an evidence-based approach to analyse and then address local needs. Integration engages with a complex array of issues, including citizenship rights, perceptions of belonging, fairness and trust, and relationships between different groups. This complexity, and the fact that it is a concept rooted in perceptions and attitudes, renders the measurement of integration a challenge. Context, relationships, trust, ability to respond to change and partnership working are all key factors that need taking into consideration.

This chapter provides an overview of the social cohesion situation in Bradford and its surrounding villages and towns. The problems and challenges of generating a picture and monitoring trends in integration and cohesion at the local level are outlined. Attention then turns to the ward level and draws on a series of proxy indicators constructed from administrative data to generate an integration and cohesion typology.

2.2 The importance of context

The Home Office Indicators of Integration framework seeks to inform the planning, monitoring and evaluation of integration projects with a particular emphasis on the integration of refugees. The integration of new communities and refugee and asylum seekers has been a key agenda of the Stronger Communities Partnership, with Bradford proudly becoming recognised as a City of Sanctuary in 2008, one of the first in the country. However, the integration challenges that Bradford District has sought to address are much wider than those for which the Indicators of Integration were designed. Nonetheless, the Indicators of Integration are relevant for cities and Districts undergoing significant change in their demographics from wider factors. While these indicators were launched after the delivery strategy had been devised for the *Bradford for Everyone* programme, there is a great deal of overlap with those devised from within the Bradford District context.

The Home Office integration framework (2019) understands integration to be:

- multi-dimensional – depending on multiple factors encompassing access to resources and opportunities as well as social mixing;

- multi-directional – involving adjustments by everyone in society;

- dependent on everyone taking responsibility for their own contribution including newcomers, receiving communities and government at all levels;

- context specific and understood and planned in relation to its particular context and within a bespoke timeframe.

The Home Office integration framework recommends a focus on work, housing, education, health and social care, and leisure. These domains represent the context in which integration can take place as well as major areas of attainment that are widely recognised as critical to the integration process. *Bradford for Everyone* included all these domains and set clear evaluation frameworks for each project included in the programme. The Stronger Communities Partnership has a strategic objective to work collectively towards the District Plan which is underpinned by the UN Sustainable Development Goals. The integration framework was designed to address those that were relevant to an integration programme.

National data on levels of social cohesion is not available. The Citizenship Survey was last conducted in 2010-11 and the Place Survey, which provided District level data for English local authorities (replacing the Best Value User Satisfaction Survey), was last conducted in 2008-9. Also, Hate Crime data is no longer reported on annually to measure changes. Therefore, there is far less data available for comparison between areas that are not benefitting from being a pilot integration area. The Community Life survey provides some relevant information that can be used to build a picture of how well people get on with their neighbours.

2.2.1 Work and skills

DLUHC paid attention to Bradford's unique position as the ***UK's city with the youngest population*** with a third of its population being under 16. Youth are a population of particular interest given the greater potential malleability of their attitudes and the fact that they represent the population of the future. The District's industrial legacy means that some wards are characterised by the decline and disappearance of the textile industry and associated employment which would have originally attracted incoming minority ethnic communities, particularly those from South Asian heritage, to live and work in these areas. The District has undergone a process of evolving its industrial base and economy and is now growing its economic base. However, poverty is still a significant feature of Bradford's landscape. Median earnings are 4% lower than for Yorkshire and Humber and 11% lower than that for England as a whole. More than a third of Bradford's residents have an income of less than £20,800, with 9.7% of these residents having an income of less than £10,400. Over one third of the District's children live in poverty.

Work and skills promote social and economic integration. Lack of access to education, skills or employment act as barriers to integration for individuals in all communities. When different groups of people feel that they are competing with each other for scarce resources and opportunities this can further undermine efforts to support integration. Levels of child poverty, young people not in education or training, and lower levels of participation in the labour market are all factors impacting on both White and minority ethnic sectors of the population. Additionally, English-language proficiency impacts on newer migrants and refugees and asylum seekers, with those already proficient in English finding it easier to obtain employment. Some people, especially women, who have lived in Bradford for over a decade are still experiencing language barriers. Awareness of rights and responsibilities is closely linked to English-language proficiency and access to educational and vocational training opportunities. Some migrants, and especially women, may find themselves unable to support themselves due to various policies that leave them with no recourse to public funds. They can be left vulnerable to economic exploitation and modern-day slavery (Hodkinson et al, 2021).

Understanding English is key to building relationships and playing an active part in the community. It can build confidence and independence. It opens up opportunities for interaction, participation in decision-making, as well as access to employment and key services. Many of the college courses have restrictions on who can access English courses, with a key barrier being the length of time people must be resident before enrolling. Bradford District was able to experiment with opening up opportunities for accessing English conversation and orientation to the city for people as they were initially settling into the District. Usually, this is restricted to people who have been resident for six months or more. The principles were built on academic research that indicates that integration is supported by people having opportunities to learn the host language as quickly as possible.

Between 2017-20, Bradford District was one of the 12 Opportunities Areas nationally, receiving significant investment designed to address social mobility. With a young, diverse population, the District has been creating a new generation of home-grown entrepreneurs, working alongside established national employers to reclaim Bradford's proud history as a great city of industry. However, the Social Mobility Commission Report (2020) stated further work needed to be done in Bradford District.

2.2.2 Housing and residential segregation

Nearly a third of Council wards have minority ethnic populations of over 50%, often influenced by historic patterns of settlement and where housing is most affordable (Archibong, 2022). A comprehensive and detailed evidence base on the ways in which members of ethnic groups are residentially integrated, and the different ways ethnic groups may interact across residential spaces is largely unavailable. However, a few detailed, neighbourhood level studies indicate that the same data analysed differently (for example, with aspatial measures) can produce rather different conclusions about the comparative levels of segregation between ethnic groups, and how segregation can be understood in specific locales (see Catney, 2016; Bujra and Pearce, 2011). This is an important issue in the UK context, given highly politicised debates about the extent of ethnic mixing in an increasingly diverse society. Statistics based on wards can mask the effects of segregation across a number of adjoining locations. Similarly, the socio-economic differences between neighbouring streets can create significant boundaries, curtailing possible mixing across different social classes. Rising house prices and gentrification can result in greater segregation (Piekut, Pryce and Van Gent, 2019). All these factors were taken into consideration when deciding where to prioritise as a pilot Integration Area.

Housing inequalities, with histories that stem from the particular experiences of post-war migrants moving to England's industrial heartlands, are also a key part of the context. These spatial inequalities have been exacerbated by more recent excessive property prices, both in the rented and owner-occupied sectors (Shankley and Finney, 2020). Bradford Council participated in the Communities Up Close research conducted by Migration Yorkshire and Shared Spaces research, looking at how people create connections across difference. This willingness to participate in research was another factor in Bradford District's favour.

2.2.3 Education

Schools provide settings with the potential to foster 'good contact' (Burgess and Platt, 2020), given increasing opportunities to interact with other groups. Where a school is more diverse, there is more potential for friendships, warmth and shifts in attitudes towards people from different backgrounds. Basing a measure on a comparison of the school with its local neighbourhood was the method used nationally in the Understanding School Segregation Report (2016). While this gives an indication of how many parents are not choosing to send their children to the nearest school, it does not give information about the reasons behind this, or the patterns of how people choose where they live that may affect those choices.

In Bradford District's most effective schools and further and higher education institutions, partnerships with employers have been producing a workforce with the ambition and skills to make the city a leader in research and new technologies. Schools had recorded significant improvement by 2017, scoring highest in the country by the government's measure on the effectiveness of secondary schools. However, the District was lagging behind national averages on key indicators such as KS2 and GCSE attainment. Poverty was a key factor impacting on educational achievement in Bradford District. Disadvantaged children benefit significantly from good quality pre-school experiences, especially where they are with a mixture of children from different social backgrounds (EPPE report, 2008). However, the take-up for free early education places for two-, three- and four-year-olds in disadvantaged areas within the District was low and targeted work was being undertaken to improve take up. According to the results of a consultation conducted in 2018 by Social Kinetic:

There was no doubt that people thought mixing and integration at school was important. The public liked the Linking Network. They thought it was essential and a great initiative. What they also said was that it needed to go deeper and build longer and lasting relationships and connections. It needed to extend to parents and teachers who needed the same support too. There was also a view that in the past integration in schools was better and there was more mixing. There was an ask for equal focus on primary and secondary schools and thinking beyond school to everyday life. (Bradford for Everyone Strategy Report - Annex B)

2.2.4 Health and social care

Bradford District has been the focus of a number of different integration-related studies including the **Born in Bradford** longitudinal research, which aims to find out what keeps families healthy and happy. This study collects health and wellbeing information on local residents enrolled in three birth cohort studies and is connected to a routine dataset of health, social care and education data for over 700,000 citizens living in Bradford and Airedale.

Over the past decade, inequalities between the richest and poorest in Bradford District have been a growing concern. The health inequalities statistics provide a particularly stark example of how this impacts on the population for Bradford Council.

Figure 2.1 Bradford District and Craven Clinical Commissioning Group (2021)
Reducing inequalities in communities: closing the health gap in central Bradford

This graph shows how people are not only dying 10 years earlier in some of Bradford's inner city areas compared to those living in the District's more affluent wards. It also demonstrates how, on average, people in inner city neighbourhoods are living with health conditions that impact their quality of life for 20 years longer. The *Bradford for Everyone* programme has worked closely with the NHS to create programmes that have integrated the work to tackle health inequalities with work to improve integration and social cohesion. It understands that people's perceptions of how they are valued and the life chances that they have are integral to building safer and stronger communities.

In Bradford and Airedale the local NHS trusts have been working together through the Bradford and Airedale NHS Equality Group to respond to the public sector equality duty and to implement the Equality Delivery System (EDS), a framework for assessing and improving equality performance within NHS organisations. The Equality Act (2011) placed on public sector bodies, including local authorities and the NHS, the "equality duty". This was designed to: eliminate discrimination, harassment and victimisation; to advance equality of opportunity; and to foster good relations. The following "protected groups" required particular attention and progress towards ensuring their inclusion into the mainstream of the District's life needed to be measured: age, disability; gender reassignment; pregnancy and maternity; race (this includes ethnic or national origins, colour or nationality); religion or belief (including lack of belief); sex (both men and women); sexual orientation. Bradford Council has added low-wage/low-income to the list of protected characteristics and this influenced the shape of the programme considerably to include many of the District's poorer White communities within the integration framework.

2.3 The importance of relationships and trust

The importance of relationships is framed in the Home Office framework by those that take place through social bridges, social bonds and social links.

Social bridges refer to connections between people from different backgrounds, including religion, ethnicity, class and language. Many of the projects funded in Bradford District enabled people to meet across difference, including while learning and improving their English.

Strong social bonds are characterised by the exchange of both practical and emotional support, which can provide individuals and groups with the confidence and security required for integration. A host of different projects were devised to strengthen social bonds and encourage people to work together to improve their neighbourhood, for instance by encouraging parents to work together who might not otherwise have bonded. Social isolation is characterised by a lack of social bonds. Projects such as the befriending network (Together Talks evaluated by Durham University (2022)) sought to build social bonds.

Social links refer to the 'vertical' relationships between people and the institutions of the society in which they live. The integration framework works from the premise that to live as a full member of a society, it is necessary to access rights or services and to fulfil obligations. Social links connect the individual to the power structures of society in both directions, as a contributor (e.g. through voting) as well as a beneficiary (e.g. when needing to access support). A sense of alienation may be characterised by a lack of social links. Many of the projects included within the *Bradford for Everyone* programme aimed to build these 'vertical' relationships. Throughout, each project was designed with a clear evaluation framework, which set out what success would look like. Trust in the local authority and other statutory services was understood as key to successful integration. Due to the pandemic, many projects had to adjust their ways of operating and the targets that they had set, but this was done in collaboration and the evaluation criteria were updated as part of the process.

Cities experiencing demographic and economic changes need to ***grow their sense of civic pride and belonging***, particularly when they are still emerging from an industrial and colonial past that has created many legacies, such as how well people live and learn together. Participation in community and civic life is one vehicle for achieving this and, particularly for some economically disadvantaged communities, levels of participation in elections is far below the average and has been linked to a sense of alienation. Levels of anti-social behaviour and hate crime have been linked to a sense of alienation from political processes (Bujra and Pearce, 2011). Voter turnout is one of the measures of participation, with a very mixed starting point across the District. Also, Bradford District, like many other metropolitan areas, is made up of communities from all over the world and therefore global conflicts and national and regional incidents and policies can create unease and tension in local communities.

Mixing between different groups – from social class to ethnicity – is key to reducing prejudice. Providing more opportunities where different people can come together to talk and resolve issues can lead to more resilient and stronger communities. According to the national Community Life Survey conducted by the Department for Culture, Media and Sport (2019-20), there has been little change since the first survey in 2013 in attitudes and behaviours towards neighbours. In 2019/20, 72% of respondents said they chat to their neighbours at least once a month (more than just to say hello), which

is similar to the proportion in 2018/19 but lower than the proportion in 2013/14 (75%). The percentage of respondents agreeing that their area is a place where people from different backgrounds get along well together has remained fairly consistent over the last seven years, with 82% agreeing in 2019/20, the same proportion as in 2013/14.

Figure 2.2 Percentage of adults (16+) who agree their neighbourhood is a place where people from different backgrounds get on well together, and the percentage who agree people in the neighbourhood pull together to improve the local area, 2013/14-2019/20. *From Community Life Survey conducted by the Department for Culture, Media and Sport (2019-20)*
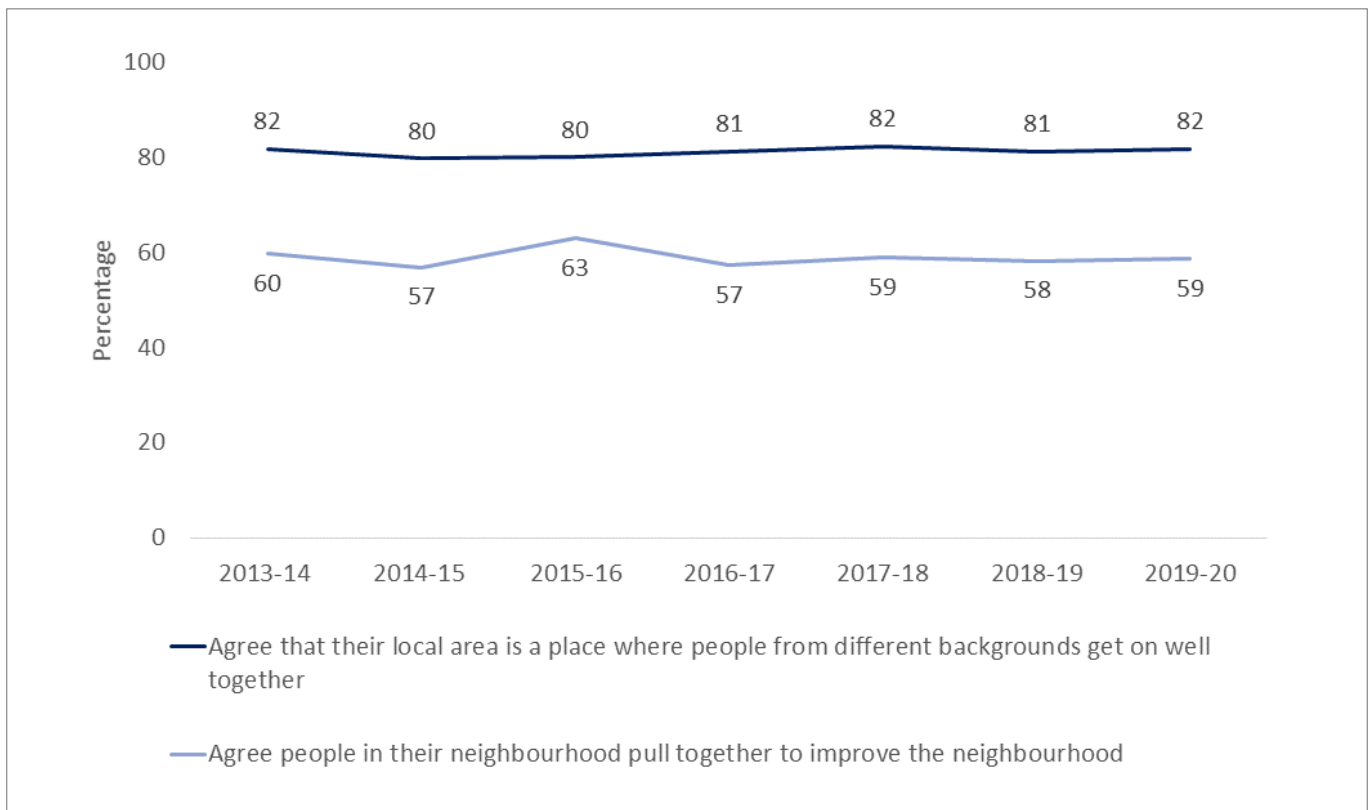
According to the Community Life Survey (2020), levels of trust in respondents' neighbourhoods have steadily declined from 2013/14 (48%) to 2019/20 (40%). The percentage of respondents who said 'none of the people can be trusted' in their neighbourhood has increased from 3% to 4% from 2013/14 to 2019/20 respectively. In 2019/20, Black respondents were less likely to be satisfied with their local area (68%) than White respondents (77%), a difference not observed in 2018/19. No other differences between different ethnicities were seen. Only 44% of respondents with the ethnicity Other (i.e. not White, Asian, Black or Mixed) agreed that they belonged to their immediate neighbourhood, less than the other ethnicities (62-67%).

Bradford became the focus of many reports and initiatives to build social cohesion following riots in 2001 (Cantle, 2001; Denham, 2001). Research has indicated that while inter-ethnic conflict was present in 2001, the riots in 2011 in other parts of the country were much more an expression of *'the diffuse and generalised rage of a dispossessed population angry at a system that has failed them but with no vision of an alternative'* (Lea and Hallsworth, 2012). The inclusion of low-wage/low-income as a protected characteristic in Bradford District is a key innovation that has influenced the strategy that was developed to address integration in the context of austerity. Lower employment protections, Universal Credit and other welfare state reforms have led to more people needing to use foodbanks to survive at the same time as the District has become more diverse in its population. The impact of funding for integration projects needed to be considered within this historical context.

2.4 Being responsive to change and partnership working

Different cities across the UK have been impacted in different ways by the pandemic. The national Commission on Race and Ethnic Disparities (2021: 221) found that the *"inequalities in outcomes for different ethnic groups are driven by risk of infection, as opposed to ethnicity alone being a risk factor"*. This emphasised that the differences could be explained by who and what different ethnic groups are exposed to as they live and work. Occupations with increased risk of exposure to Covid-19 include frontline medical staff, the emergency services, public transit workers, teachers and those working in the hospitality industry, many of which—for example, pharmacists, dental and medical practitioners, and bus drivers—have a disproportionate percentage of their workforce from minority ethnic backgrounds (ONS, 2020). Bradford has significant numbers of people in low wage occupations; low wage also impacted on people's willingness / economic ability to stay off work and isolate. Although ethnicity was not the cause of higher levels of infections and deaths from Covid-19, it makes clear that some groups have been more affected than others. How this has impacted on integration at the national level is still unclear. What is certain is that the Black Lives Matters movement helped to catalyse many local authorities to acknowledge that disparities between different groups needed to be addressed.

The additional findings relating to disparities that have become evident through the pandemic have placed another spotlight on the challenges facing different communities. These compounded existing disparities in life expectancy and healthy life expectancy between deprived and affluent communities in the District. Levels of infant mortality and obesity are other measures spread very unevenly, with impacts on trust in services. Additionally, many factors have contributed to mental health disparities becoming more apparent during the pandemic. Those factors include: access to outside and inside space; household crowding; lack of school provision and childcare; food insecurity; domestic violence; addiction; access to internet and maintenance of social connectivity; and economic reserves (Pierce et al., 2020).

The Covid Community Champions project was added part way through delivery as a response to the pandemic. It was able to build and scale up the model delivered through the Ambassador projects already funded by the programme and therefore had an existing footprint into communities. This was not necessarily the case for similar initiatives that were funded around the country. CNet, a local infrastructure organisation, also built on existing networks and was able to utilise the strong partnership working to develop a Roma strategy for the District. This proud history of partnership working within the District was another reason why Bradford was chosen as a pilot area.

Focusing on neighbourhood integration and social cohesion was shown to be even more crucial in neighbourhoods experiencing multiple deprivations. Evidence shows that the scale of decline in perceived cohesion was not shared equally across society during the pandemic, and low-income and minority ethnic groups suffered much more (Borkowska and Laurence, 2021). People losing their jobs and being furloughed were negative experiences. In more normal times, negative impacts are more balanced by positive ones. Opportunities to work at home were not available for many doing more technical or manual jobs. The impacts of home schooling, as well as the pressures of continuing to go out to work and therefore being more exposed to COVID-19, impacted on poorer communities more than on White higher-waged families. Bradford's history of being responsive to change was part of the reason it was chosen as an Integration Area. Overcrowding and intergenerational living arrangements rendered Pakistani and Bangladeshi households across the UK disproportionately vulnerable to the pandemic (Harris and Brunsdon, 2021) and therefore many of the integration challenges arising from the pandemic were felt more keenly in Bradford. Bradford has the highest proportion of people of Pakistani heritage anywhere in England (Census, 2011). Also, fuel poverty during the pandemic was experienced by around 13% of the District's households.

The pandemic has also disproportionately impacted on the educational attainment of disadvantaged children. An Education Department report (2021) finds that primary pupils from disadvantaged backgrounds had an average 0.5 months more learning loss in reading and 0.7 months more in mathematics compared to their non-disadvantaged peers. Secondary pupils from disadvantaged backgrounds experienced 2 months more learning loss in reading than their non-disadvantaged peers. Whilst individually damaging to those children, these inequalities also impact on communities who feel that they have not been well-served during a very difficult time.

2.5 A Ward-based Integration and Cohesion Typology

Long-term resilience to a virus, therefore, is not just a matter of mass vaccination, just as integration cannot be tackled by building social infrastructure alone. It requires a shot in the arm to tackling socio-spatial inequalities and their causes, including the unaffordability of housing (Mean, 2018). This section provides a short description of the range of different types of environment that Bradford District encompasses.

There are 30 wards in Bradford District and a total population of 542,000. Bradford Council's website (data from 2021) provides details of each ward and includes a snapshot which demonstrates the diversity of socio-economic conditions included within the metropolitan District. City ward has the highest percentage of the working age population (72.2%) – due to the high numbers of young people who attend Bradford College and the University of Bradford. It has the lowest percentages of older people aged 65-84 (4.9%) and very old people aged 85+ (0.7%). City ward also has the highest population (25,750 people). This ward can be described as cosmopolitan, with people from different ethnic backgrounds having many opportunities to meet, work and socialise together. Many of Bradford's wards have

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populations that reflect the city as a whole with Clayton & Fairweather Green being the ward that most closely reflects the ethnic balance of Bradford District's population.

The District's outer wards have the lowest percentage of children and young people. Craven ward has the highest percentage of people aged 64-84 (23.1%). Wharfedale ward is within the 10% least deprived wards in England and has the lowest population (11,840 people) of any of Bradford District's wards. Ilkley ward has the lowest percentage of the working age population (54%) and the highest percentage of very old people (6.1%). Integration challenges for these wards include meeting the needs of the poorest residents as rural poverty often gets overlooked and isolation of older people can be an issue. Also affordable housing and public transport are key issues. Opportunities to have meaningful encounters across ethnic differences are fewer due to the low levels of residents from minority ethnic backgrounds living in some of these wards. Asylum seekers placed in these wards, together with people from minority ethnic backgrounds, have particular integration issues as they may be a long way from support networks and local shops that meet their dietary needs (e.g. halal meat).

Bradford District has 14 wards which are within the 10% most deprived wards in England (IMD 2019): Bowling & Barkerend, Bradford Moor, City, Clayton & Fairweather Green, Eccleshill, Great Horton, Keighley Central, Keighley West, Little Horton, Manningham, Royds, Tong and Wibsey. Little Horton ward has the highest percentage of children and young people (32.7%). As the Child of the North report (Pickett and Taylor-Robinson, 2021) states, a child in the North of England has a 27% chance of living in poverty, compared to a 20% chance if they are living in the rest of England. The report also states that children in the North suffered more loss of schooling from lockdown, with only 14% receiving more than four pieces of offline schoolwork per day. This compares to 20% for the rest of England.

Rivalrous cohesion is when people find strength by joining together with people like themselves with exclusionary views towards others. Inequalities inevitably impact on people's willingness and energy for social cohesion and integration. If struggling to survive and facing multiple deprivations, there are many reasons why people might look for easy targets to blame for their predicament. Support for extremist politics, whether religiously inspired as in Islamic extremism, or inspired by the rhetoric of the far-right, such as the English Defence League, can be easier to bolster in difficult environments where there are complex and interlocking factors. Psychological and social factors contributing to radicalisation include a lack of self-esteem and sense of identity, which result in the need to join a cause and feel valued by others (Hardy, 2018). These needs have been described as a *'quest for significance'* (Kruglanski et al., 2014) and a *'search for identity contributing to a sense of belonging, worth and purpose'* (Dalgaard-Nielsen, 2008: 7). Processes facilitating people to join an extremist movement include *'group bonding, group polarisation and isolation, and peer pressure'* (Christmann, 2012: 27). Therefore, Bradford provided a good opportunity to test the extent to which fostering a sense of belonging and higher participation in civic activities could contribute to work to counter extremism.

Bradford Council adopted an additional consideration in addition to the protected characteristics defined by the Equality Act. Every Equality Impact Assessment has to consider the impact on low wage/low-income households. Significantly for cohesion and integration, this is a mechanism that embeds consideration of the needs of the poorest sections of Bradford District into all the Council's work. Controversially, the Commission on Race and Ethnic Disparities (2021) report made claims that poorer White communities nationally were being overlooked, with funding being directed at minority ethnic groups. Bradford District has tried to ensure that no such claim can be substantiated by adding low wage/low-income households to the list of groups that need consideration.

Hate crime statistics around the UK showed spikes during and after the Brexit campaigning, another factor impacting on integration and cohesion during the period when this project took place. When a system is under stress, as it has been through the years of austerity from 2009 to the present, that will impact on people's willingness to accept the 'other'. When the divisive rhetoric and positioning of the Brexit referendum, and subsequent withdrawal from the European Union, is added to the equation it results in many pressures impacting on social cohesion (Borkowska and Laurence, 2021). The vote to Leave the European Union was accompanied by a minority of people believing it to be acceptable to make racist statements as they might have done some decades previously (see King (2020) for an analysis of Brexit as a 'wicked' problem, and Virdee and McGeever (2018) for an analysis of the rise in racist violence linked to Brexit). Bradford voted by 54% to leave the EU, with the population of the city very divided over the issue.

The council was very keen to reassure EU citizens who choose to live and work in the city that they are appreciated for making the community a better place to work and live. However, the trend, as mirrored in cities across the UK, has been for there to be a reduction in the number of EU citizens living in the city. During 2018, the number of applications from European migrants decreased. The number of applications from Polish nationals decreased by over one-third, whilst applications from Romanian nationals decreased by more than 30% (BMDC, 2019). The wards with the highest number of people from Central Eastern European (CEE) communities on the electoral register are City, Tong, Little Horton and Bowling & Barkerend.

2.6 Building inclusive leadership while faced with austerity measures

The same processes of group bonding and peer pressure directed into being tolerant and inclusive can be used as a force for social cohesion and integration and many of the projects designed to foster integration aim to encourage people away from group polarisation and isolation towards wider involvement in their neighbourhood. Stigmatising discourses connected to different faith groups or neighbourhoods can be explored through supporting people with their critical thinking skills. Research shows that there is nothing inevitable about how tolerant and inclusive people will be and a focus on community leadership can yield encouraging results (see Hambleton (2020) for an example of how Bristol has fostered integration). Campaigns based on encouraging people to develop their critical thinking skills have been shown to produce lasting positive results. The Intercultural Cities programme (in which Bradford Council is an active member) flagged the role of cities in managing diversity as an opportunity for their social, economic and cultural development. Many of Europe's cities have embraced the benefits that diversity brings and become laboratories for finding out more about what works to build integration and become drivers of change. They have been on the forefront of innovative integration policies and Bradford Council has been leading the way.

However, over the past decade, Bradford Council has had to find over £300m in savings as a result of national funding cuts, rising demand for services and increasing costs. Pressures on services and capacity, reductions in some areas of frontline service provision particularly in non-statutory areas such as youth services have been unavoidable. While nationally there has been a shift in the burden of funding of councils from central government to local council tax payers, this has disproportionately affected Bradford which has a low tax base with 80% of households below B and D council tax. The success of the Integration Area programme has to be considered within this context. As Migration Yorkshire's Communities Up Close (2020) report found, the majority of people they interviewed across Yorkshire blamed local government for the cuts and considered central government largely irrelevant in their lives. The task of building trust in local services is undermined through this shifting of responsibility for the cuts onto local authorities. Bradford Council has responded creatively to this challenge by working closely in partnership with other statutory services, businesses and local communities. The depth of this commitment to working with local leaders who know their communities best, and who understand the pressures that the Council is under, has been integral to the approach taken by the *Bradford for Everyone* programme.

Chapter 3
Bradford for Everyone –
A Strategy for Bradford

Key points from the process of developing the strategy

- A commitment to integration has a long history in Bradford District, with major initiatives undertaken to build tolerance and understanding, improve everyone's opportunities regardless of ethnic background and build a sense of pride in the city of Bradford and its surrounding towns and villages.

- The Stronger Communities Partnership was set up to bring key partners together, including businesses and the social and faith sectors involving engagement and consultation with over 70 organisations.

- Many of the plans had to be adjusted due to the COVID-19 pandemic, but clear vision and design of the programme was never lost, despite the new operating conditions that many of the providers had to adapt to.

- The context in which the activities took place was also impacted by national and regional policy as well as by economic and political factors, and often beyond the control of those tasked with overseeing the successful delivery of the programme.

- The staff team took very seriously their role as a *'test and learn'* pilot for how integration can successfully be fostered, while acknowledging that, although it is important to measure the success (or otherwise) of their efforts, it is no easy task to make definitive conclusions.

- Local people had an opportunity to make a difference to the way the programme was delivered and designed and helped the providers reach the maximum number of people, with the aim of ensuring that all the District's communities could really benefit from the activities.

- Ambassadors promoted the work of *Bradford for Everyone* and encouraged others to get involved.

- A Delivery Partner Sub-group was composed of providers from across the District and was a space where they could learn from each other, collaborate and understand 'what works' for all the participating communities.

- The delivery framework was structured around eight Impact Areas: Employment, Workforce Diversity, ESOL, Social Networks and Relationships, Neighbourhood and Community, Civic Participation, Volunteering, Trust and Safety, but it is worth noting that these are intended to be long term outcomes and may not found in the span of 3 years with the majority of delivery taking place during a pandemic.

- An evaluation framework was developed from the start of the programme and included Process and Outcomes assessment elements, helping to improve understanding of what works, by how much, and why, however these had to be adjusted in response to what information could be collected and what could be delivered.

3.1 Introduction

The context in which the *Bradford for Everyone* programme has been developed and delivered has created a unique contribution that many other cities, towns and villages can learn from. This chapter contains a brief overview of the strategy's development and the history of initiatives designed to build understanding and tolerance between different communities. Discussion then moves to consider the definition of integration and cohesion outlined in the strategy, which has served to scope the agenda in Bradford. The four pillars which underpin the operational strategy, forming the delivery framework, are outlined. Finally, the methodology and approach adopted both by Bradford Council and by the external evaluators when analysing the data collected throughout the programme is described.

3.2 The history of *Bradford for Everyone*

A commitment to integration has a long history in Bradford District, with major initiatives undertaken to build tolerance and understanding, improve everyone's opportunities regardless of ethnic background and build a sense of pride in the city of Bradford and its surrounding towns and villages that form the Metropolitan District. The Bradford District Plan for 2016-20 included specific social cohesion commitments and targets. Measuring the impact of austerity on community relations within the District was seen as crucial. Supporting a range of community events that promote different groups and build stronger relations between groups through increasing awareness was also a key strategy. There were already a wide range of initiatives taking place in Bradford District, bringing communities together to promote integration. These included:

- Intergenerational work, bringing children and older people together

- Schools twinning, Bradford is home to The Linking Network which ran linking schools in different parts of the District and now delivers in 26 Local Authority areas

- Interfaith events and initiatives, helping people learn more about the beliefs and lives of others

- Initiatives, such as the annual Easier Access event, bringing together people with and without disabilities

- The annual "Pride" week celebrating the contribution of the Lesbian, Gay, Bisexual and Transgender (LGBT) community

- Community Accord, the local Neighbourhood mediation body, offering conflict resolution services

- Work done by the University of Bradford, including the Faith and City Programme

- Faith tours organised by the Stronger Communities team within West Yorkshire Police, which covers places of worship from the City Centre to the top of Leeds Road known as the faith trail.

- Speak Up and Speak Out programme delivered by Cohesion Bradford, a peer education programme that addresses challenging and controversial issues of importance to young people.

- The Great Get Togethers inspired by the late Jo Cox where Bradford Council has funded more than 100 lunches.

Bradford District has strived to be a place where people from different backgrounds and communities are valued and can live together with mutual respect, understanding and tolerance. It is a District that aims to ensure that everyone is treated fairly, feels safe and secure, understands their rights and responsibilities, and can play an active role in the social, civic and economic life of the community. These aims are ambitious and so is the programme devised and elaborated on in the following pages.

3.3 Scoping the agenda: a definition of integration and cohesion in the Bradford context

Bradford District set up the Stronger Communities Partnership to bring key partners together, including businesses and the social and faith sectors. Through engagement and consultation with over 70 organisations, Bradford District identified its local priorities and the most effective ways to address them. From the outset, the *Bradford for Everyone* strategy was part of a wider and longer-term vision for the District. It was developed through the late spring and summer of 2018 by a representative selection of people nominated through a network or forum, or applied for, forming the Stronger Communities Partnership. This Partnership worked with councillors and officers from Bradford Council and a range of organisations, as well as a team from the Department of Levelling Up, Housing and Communities (DLUHC). Bradford Council already held a lot of data about the needs of the District and British Future were commissioned to carry out a scoping exercise to look at its strengths and weaknesses, and to support with the development of its strategy and delivery plan. A process of community engagement, led by The Social Kinetic, guided discussions on complex and challenging issues relating to the delivery plan and helped to support the prioritisation of these issues. An ambitious programme of work ensued, some of it funded by DLUHC. Other aspects drew on other means of support, such as the Controlling Migration Fund and match funding from other services and programmes across the Council and District.

Many of the plans had to be adjusted due to the COVID-19 pandemic, but clear vision and design of the programme was never lost, despite the new operating conditions that many of the providers had to adapt to. The context in which the activities took place was also impacted by national and regional policy as well as by economic and political factors, and often beyond the control of those tasked with overseeing the successful delivery of the programme. The staff team took very seriously their role as a 'test and learn' pilot for how integration can successfully be fostered, while acknowledging that, although it is important to measure the success (or otherwise) of their efforts, it is no easy task to make definitive conclusions. The complex array of factors which impact on integration vary within a District with widely varying wards, some within the most advantaged in the country, many amongst the least advantaged by socio-economic and health disparity measures. The context of lockdowns and social distancing created unique conditions within which to assess the success of many activities that had been originally planned to happen in live, rather than virtual, conditions. However, the strategic and operational oversight of the programme rose to these challenges, alongside the challenges of measuring impacts that could help other cities, towns and villages with their integration aims.

The Stronger Communities Partnership Board is directly accountable for *Bradford for Everyone's* work, and its success in achieving outcomes. It reports to the Well-being Board, bringing top-level input into the programme's strategic direction. The Stronger Communities Partnership Board has two sub-committees which have informed the direction of the programme and helped to frame what success looks like. The *Bradford for Everyone* Ambassadors group is a people's advisory group that has played an important role. Local people have had an opportunity to make a difference to the way the programme has been delivered and designed and helped the providers reach the maximum number of people, with the aim of ensuring that all the District's communities could really benefit from the activities. Ambassadors promoted the work of *Bradford for Everyone* and encouraged others to get involved in creating a *'Bradford for Everyone'*. The Delivery Partner Sub-group was composed of providers from across the District who deliver elements of the *Bradford for Everyone* programme. This sub-group was designed to enable providers to learn from each other, collaborate and understand 'what works' for all the participating communities.

The strategic leadership steered the programme through every twist and turn as committed individuals and organisations worked together with the Council and other statutory bodies to continue to deliver within the restrictions and limitations. This same leadership was clear from the outset, that this was a programme that began with the considerable strengths and assets within Bradford District's communities, and particularly the desire of so many to work together as part of a vibrant society which enables and encourages people from all sorts of different backgrounds to flourish and contribute.

3.4 The delivery framework

Bradford for Everyone Strategy is conceptualised around the four pillars below. These pillars set out the main strategic outcomes for integration as well as the routes to achieving these outcomes.

Pillar One: Getting On

The outcome for this pillar was to ensure that more people will have improved their quality of life, feel happier about the future, are able to fully participate and feel better equipped to engage in the economy. Work and skills promote social and economic integration and lack of access to education, skills or employment can act as a barrier to integration for individuals in all communities. Workplace diversity is linked to higher levels of social interaction between people of different backgrounds, thus creating greater positivity about difference, reduction in prejudice and increased friendship. Diversity in workplaces also leads to increased creativity, productivity and innovation. Moreover, having limited or no English in everyday life can create practical barriers for people to mix with others, to access services independently, and to achieve their fullest potential in employment.

The *Bradford for Everyone* strategy focused on improving opportunities for those furthest away from the labour market and enabling them to engage in the economy through programmes like Inclusive Employers. The strategy also focused on providing opportunities to learn to speak, read and write in English so that residents could fully engage in education, employment or life in the Bradford District. Finally, there was a focus in this pillar on improving coordination between partners and services so that people have a fair chance.

Pillar Two: Getting Along

The desired outcome for this pillar was to ensure that all residents would have an increased understanding and respect for other people's views and cultures. Residents would also understand the rights and responsibilities of living in the District and the UK. Diverse social networks are important for people to achieve their full economic and educational potential, to build bonds and trust between different communities, and to build a strong feeling of community. Social mixing enables social and economic opportunities and makes people aware of other cultures and of people who are different from them. For both new and established communities, having a shared, common set of values can help to bring people from different backgrounds together. This, in turn, increases their sense of community.

To achieve this outcome the *Bradford for Everyone* strategy focused on promoting greater interaction, dialogue and understanding between people from different backgrounds, and took into careful consideration the diversity of the population and the extent of residential and educational segregation in the District. It also sought to ensure that people fully understand their rights and freedoms as well as their responsibilities.

Pillar Three: Getting Involved

The desired outcome for this pillar was for residents from all backgrounds to connect with others, participate in civic life and get involved in their own communities. When people take part in civic life in order to influence or make decisions, they feel part of society. The *Bradford for Everyone* strategy aimed to increase social mixing across the District, widening exposure and opportunities to build friendships and networks through, for example, festival and events. It also focused on providing safe spaces where difficult conversations could be held and conflicts could be resolved.

Pillar Four: Feeling Safe

The desired outcome for Pillar Four was for most people to feel satisfied with their neighbourhood and feel safer across the District. Feeling safe and connected to where one lives is an important integration outcome. An integrated community is one where people from different backgrounds, cultures and races respect each other and their views, trust each other and pull together to make their place a better and secure place to live. The *Bradford for Everyone* Strategy aimed to reduce negative stereotypes that some of the District's residents hold about people who are different from themselves and equip people with skills to resolve conflict.

The framework was structured around eight Impact Areas. These Impact Areas sit within each of the four pillars and were underpinned by projects commissioned to tackle each of the strategic outcomes (see table below). The projects that formed the programme addressed such things as co-ordinating ESOL teaching to improve levels of English; encouraging diversity in the workplace through working with local employers; giving people a 'safe space' to voice their opinions and ask potentially difficult questions through a range of initiatives working with locally trusted community organisations; expanding The Linking Network programme that connects students from different parts of the District; and empowering local people to have a voice in shaping the programme, influencing others and working with other communities.

Pillars	Getting On	Getting Along	Getting Involved	Feeling Safe
Impact Areas	1. Employment 2. Workforce diversity 3. ESOL	4. Social networks and relationships 5. Neighbourhood and community	6. Civic participation 7. Volunteering	8. Trust and safety
Projects	1. Sector-based Academy 2. Graduate to Work 3. Grandmentors 4. Inclusive Employer 5. ESOL 6. Act Early: Holme Wood Programme	1. The Linking Network 2. Future Ways 3. The Bradford LEAP 4. People Library	1. BfD-as-1 (Street Life) 2. Citizen Coin 3. Ambassadors and Network 4. Befriending Service	1. Creating Inclusive, Diverse and Equal Workforce 2. Roma Strategy 3. Community Conversations 4. Hate Crime Strategy

Each of these Impacts Areas was underpinned by an impact measurement framework that included the key measures and agreed indicators to measure the impact at programme level (see the table below).

The measurement framework was ambitious with many outcomes measured at population level. Due to Covid and the Children and Young People's Survey, Police and Crime Commission survey and other population surveys being put on hold or discontinued, it was not possible to capture the endline outcome data, apart from for the English learners. Therefore, the outcome evaluation focused on those measures that were available together with supporting evidence.

Impact Area	Indicators	Measures
Employment	**Unemployment gap rate in working age population (16-64)** > % of economically inactive population **Employment gap rate** > % of people aged 16-64 in employment; % of working age population with no qualification **Employment opportunities available locally** > subjective measure	**Full employment status** > Working; Not working; Other **Those who are not working** > Looking after children; Retired; Not working due to ill health/ on sick leave; Other; Education **Not working in education** > Q: To what extent do you agree or disagree that there are opportunities in the local area to learn new skills? Agree; Disagree; Neither agree or disagree; Don't know Q: To what extent do you agree or disagree that there are other opportunities in the local area to get the right support with finding or entering work? Agree; Disagree; Neither agree or disagree; Don't know
Workforce Diversity	**Workforce equality data** > Access to equal opportunities at workplace by gender, ethnicity, pay band etc. **Workplace networks** > Perception of employees of social networks at their workplaces	Q: To what extent do you agree or disagree that your work place is good at bringing colleagues from different backgrounds together? Agree; Disagree; Neither agree or disagree; Don't know; People in my workplace are all from the same background
English Language	**Language proficiency** **Barriers and facilitators of ESOL provision**	Q: What is your main language? (mentioned English as first lang; mentioned other as main language) Q: Are you currently undertaking any activities in your local area to learn English? Yes; No Q: To what extent do you agree or disagree that there are opportunities in your local area to learn English? Agree; Disagree; Don't know

Civic Engagement	**Voting turnout** **Taking part in consultations**	Q: How important is it for you personally to feel that you can influence decisions in your local area? Important; Not important; Neither important not unimportant Q: What groups or activities, if any, do you get involved in on a monthly basis in your local area? I am not involved in any; Involved… Q: Number of groups/activities involved in on a monthly basis? Sports/exercise group; Local community/neighbourhood group; Religious group also going to place of worship; Hobbies or social club; Groups for children or young people
Volunteering	**Formal volunteering** > % of people taking part in FORMAL volunteering at least once a year / once a month **Informal volunteering** > % of people taking part in INFORMAL volunteering at least once a year / once a month	
Social Networks and Relationships	**Social interaction** > % of local people reporting having friends from different backgrounds **Support network** > % of people having support networks; % of people having no support networks **Diversity of relationships** > % of people have increased/ made new friends; % of people with friend of the same/different ethnic group as you, your neighbours, your street, your friend, your colleagues	Q: How comfortable do you feel talking to people from different backgrounds to you (more than just saying hello)? Very comfortable; Fairly comfortable; Neither comfortable or uncomfortable; Fairly uncomfortable; Very uncomfortable; Don't know Q: What proportion of the following are of the same ethnic group as you? The neighbours on your street; Your friends; Your colleagues; People you participate with in clubs; People you mix with online or on social media Q: How important is it for you personally that you have opportunities to mix with people from different backgrounds? Very important; Important; Neither important nor unimportant; Not at all important; Don't know

Neighbourhood and Community	**Community cohesion (getting on well)** > Proportion of people who say they regularly mix with people from different ethnicities/ backgrounds **Neighbourhood satisfaction** > % of people who say they feel satisfied with their local area/ neighbourhood **Belonging to Neighbourhood** > % of people reporting sense of belonging to their neighbourhood and local area	Q: How strongly do you feel you belong to the local area? Very strongly; Fairly strongly; Not very strongly; Not at all strongly; Don't know Q: To what extent would you agree or disagree that people in your neighbourhood pull together to improve the neighbourhood? Definitely agree; Tend to agree; Neither agree nor disagree; Tend to disagree; Definitely disagree; Nothing needs improving; Don't know Q: To what extent do you agree or disagree that your local area is a place where people get on well together? Definitely agree; Tend to agree; Neither agree nor disagree; Tend to disagree; Definitely disagree; Don't know
Trust and Safety	**Trusting others** > Proportion of people who say most of the people in their neighbourhood/ local area can be trusted **Safety** > Hate crime per 1000 people; Increased perception of safety in the area; More people feel safe to go to other areas	Q: How comfortable do you feel talking to people from different backgrounds to you (more than just saying hello)? Comfortable; Not comfortable; Neither comfortable nor uncomfortable Q: To what extent do you agree or disagree that residents in the local area respect differences between other people in the area? Agree; Disagree; Neither agree nor disagree PCC Your View Survey: Q1. How safe do you feel in your local area? Q6. Have you been a victim of crime in the last 12 months?

The following principles were applied to the programme:

- ***Needs, data and lived experience*** – triangulating data from housing to unemployment, to local community assets and health to gather a more holistic picture of the issues within the ward/ neighbourhood

- ***Good practice*** – using an Asset Based Community Development (ABCD) approach, taking into account existing evidence and literature reviews of what has worked elsewhere in the world

- ***Partnership and collaboration working*** – building opportunity to work with a wide range of partners

- ***Everyone's responsibility*** – scaling up where ever possible, and understanding that integration is a two way process

- ***Community readiness*** – just because there is an activity doesn't mean people will engage. Therefore, involved working with communities to understand where they are in terms of community readiness and pitching the interventions at the appropriate level, in this way the projects should be seen on a continuum

- ***Improvement Science*** - making iterative progressive changes through a rapid evaluation process, tweaking processes and activities

- ***System Change*** – working strategically to influence the system and working on the basis that integration and cohesion is part and parcel of everything we do.

3.5 Methodology and approach

The table above details the specific process and outcome measures developed for the programme in Bradford District. Where possible, the evaluation compared baseline and endline measurements but recognising that the delivery period for many projects was between 3 months to 24 months. This in itself demonstrates that to see a significant shift in these outcomes a longer programme would be needed. In many cases, due to the pandemic, there had been changes to outputs and the way data could be collected due to changes in delivery from face to face to online or pausing until the restrictions lifted. Therefore, other measures such as qualitative data had to be relied on more or where only partial data had been collected. Bradford Council's Evaluation Plan aimed to achieve the following objectives:

- Identify programme components that were effective and challenging in terms of delivering a successful integration programme.

- Achieve a snapshot of the implementation of the programme from the perspectives of the programme team and delivery partners.

- Assess participant outcomes for selected core and innovation fund projects implemented by delivery partners and internally.

- Create a lasting legacy of measuring the impact of cohesion and integration work and of the types of interventions that are effective in enhancing integration in the District.

The initial design consisted of a pragmatic plan to tailor evaluations to the type of each project delivered within the programme. Wherever possible, the evaluation framework included Process and Outcomes assessment elements, helping to improve understanding of what works, by how much, and why. These were aimed to help inform better, in-depth learning from this programme.

The Process Evaluation's focus on understanding how each project is being delivered and assessing the main delivery components against the recruitment, reach, implementation, completion and data quality. The focus of Outcomes Evaluation is to identify and measure the outcomes that could be achievable and measurable promptly after the project delivery, i.e. short-term outcomes. These were established by working with each project provider to identify short term achievable outcomes.

Prior to analysing the *Bradford for Everyone* programme in its totality, the Belong external evaluators undertook individual project evaluations of nine projects. External evaluations were also conducted by different organisations for most of the other projects. This report analyses the process evaluations from the data provided to give quantitative measures of each project's success against targets. The outcomes evaluations have been based on a combination of the outcomes evaluation measures defined at the beginning of each project by Bradford Council with baseline and endline evidence where the data was robust. Sometimes, there were insufficient responses to draw any conclusions and qualitative information provided better understandings of the success of the project in meeting its outcomes. The next chapter details the nuts and bolts of how *Bradford for Everyone* was devised and managed in creative ways to meet and adjust through feedback and rapid evaluation techniques. It also details how the programme team managed the challenges of delivering a programme of this complexity.

Chapter 4
Bradford Metropolitan District Council's role in promoting integration and cohesion

Key findings

- the *Bradford for Everyone* programme benefitted from the longer-term work that had been spearheaded by the Stronger Communities Team and through the partnership approach supported by being part of the Wellbeing Board.

- the programme had a clear framework for establishing and maintaining a partnership approach to develop local integration strategies across Bradford, which included statutory, business and community partners.

- the Project Support Officers had two overarching roles: managing contracts and supporting smaller grass root organisations to plan, deliver, monitor and evaluate their work. These officers successfully bridged Council and partner priorities and needs by building trust and providing support to ensure targets were successfully delivered. The Evaluation and Project Improvement Officer worked alongside projects in the design of their logic models and evaluation plans including capacity building through workshops. She was also a pivotal part of the 'improvement' of projects.

- data about every project included in the programme was collated and regularly interpreted to allow for adjustments as projects progressed. Rapid evaluations were conducted and the findings were incorporated into subsequent delivery plans.

- the Programme Lead was involved in many different committees, reducing silo working within the Council and engaging with wider initiatives, bringing and sharing ideas, including with the Intercultural Cities programme, mental health services and police. She was also a national voice for innovative and creative ways to deliver integration and cohesion programmes. *Bradford for Everyone* projects have often been regarded as exemplars in the field.

- the programme was able to successfully adapt to changing circumstances due to the pandemic. Major adaptations included adding the Community Champions project into the overarching four pillar framework that structures the *Bradford for Everyone* programme. The targets of the 'feeling safe' pillar were expanded from tackling misinformation and having difficult conversations relating to integration issues to including difficult conversations related to COVID-19 vaccine take-up. The Make Sure It Adds Up campaign, formulated to tackle rumours adapted to incorporate rumours about COVID-19.

- larger projects benefitted from a bespoke Theory of Change, developed through applying the logic model methodology with whichever community partners were involved in delivery. The design of the logic models helped to keep partners in the initiative moving in the same direction by providing a common language and point of reference.

- quarterly Partner Forum meetings were a key method used to share learning, findings and to have open debate including knowledge transfer on key issues surrounding successful integration. Additionally, the Council team involved around 600 organisations in sharing good practice through a quarterly newsletter.

4.1 Introduction

This chapter evaluates the activities of Bradford Council and, in particular, the work of the Stronger Communities Team against the objectives and outcomes detailed in the action plan for delivering *Bradford for Everyone*. The roles and responsibilities of the local authority and community partners in delivering the strategy are described, as these were the nuts and bolts holding the framework together.

Discussion is organised into four sections that review performance against the key actions plan. The work of the Stronger Communities Team sits within the overarching framework of all council work relating to wellbeing and overseen by the Wellbeing Board. This Board is responsible for the high-level strategic direction of all work that contributes to the social, economic, and environmental wellbeing of the Bradford District population. The following diagram shows how the Stronger Communities Partnership links with the wider work of the Council.

Infrastructure Support

Strategic Partnerships

Wellbeing Board

Wellbeing Exec

Social, economic, and environmental wellbeing of the population

Scientific Advisory Group

Shared Comms and Engagement

community voice and influence

Equalities Group

partnership secretariat/ support

Childrens System Board

Cultural Place Partnership

Economic Partnership

Employment & Skills Partnership

Integrated Care Partnership

Safer Communities Partnership

Stronger Communities Partnership

Sustainable Development Partnership

Themes across all partnerships
- Reducing inequalities
- Prevention & Early Help
- Asset based community development approach

Diagram 4.1 Structure of the Wellbeing Board that provided strategic oversight of Bradford for Everyone

The following section elaborates on the more detailed framework for how the Stronger Communities team developed integration and cohesion strategies across Bradford District. Section 4.3 details the key partnerships that created the foundations for this work and how they linked with health and police strategic directions. Section 4.4 provides some detail on the ways in which projects were monitored, with rapid evaluations being conducted along the course of the programme allowing for adjustments to the delivery plan. It also provides information about how successful approaches were shared, both within the Council and with other stakeholders.

4.2 Setting out a framework for a partnership approach to develop local integration strategies across Bradford

As described by Diagram 4.1, the same themes are shared by all the partnerships inputting into the Council's overarching outcome of ensuring the social, economic and environmental wellbeing of the Bradford District population. These themes are: reducing inequalities, prevention and early help, and utilising an asset-based community development (ABCD) approach. This ABCD approach involves

not only being aware of, and including into plans for any neighbourhood, the community buildings, such as libraries, schools, faith and community centres. It also includes the people who make positive things happen in their neighbourhood through whatever structures they choose to link their work to. Many of those structures are un-constituted community groups, such as mental health support groups, mother and baby groups or people with community languages that they can use to support people to translate letters and bills that they may receive. They are the people on the ground that residents turn to, alongside the more established community, faith and statutory provision.

The decision to give the title Project Support Officer to the members of the team operationalising the strategy was part of the ethos of the approach that was taken to successfully deliver the diverse and ambitious outcomes identified in the programme design. The Project Support Officers had two overarching roles: managing contracts and supporting smaller grass root organisations to plan, deliver, monitor and evaluate their work. The role also included campaign management, volunteer management, training, communications, and direct delivery of campaigns and the People Library. All this was carried out with the 'test and learn' ethos where failure to deliver specified outputs was not seen as failure of the group involved, but as an opportunity to learn more about what is needed in any particular context. Many of the outputs had to undergo major revision as a result of the restrictions imposed by the pandemic. The team worked tirelessly with everyone who had services commissioned as part of the programme. Operating very much within their ethos of providing support, not just waiting for results, some projects required a high level of support, others very little. The amount of work needed to support any given project was always an unknown and added both depth and connection to the programme's delivery mechanisms, but also a higher level of risk that would have been experienced had the strategy only involved working with more established providers. Different members of the team took the strategic and operational lead by theme:

- young people, education and housing and Intercultural Cities

- communities, new tech, volunteering and Shared Values

- migrants, LGBTQ+ and Make Sure it Adds Up.

This led to a joined-up approach across the programme and across different strategic goals. All their operational work was supported by the Evaluation and Project Improvement Officer who helped each core project develop a theory of change and logic model. She also helped partners build their capacity around data collection and evaluation methods. By working together on evaluation plans, the partners were better able to demonstrate the impact of their work. The Data Administrator was also a key member of the team, providing governance and contractual support. He also configured a data management system and collected all the data on Upshot where projects did not already have their own system in place. All this work was overseen by the Programme Lead, who also managed key projects (particularly those added as a response to the pandemic) in additional to her strategic and management roles.

Case study – from a Project Support Officer

We found that most projects engaged very well with Project Support Officers and our Evaluation and Improvement Officer, and that this was a successful approach which allowed improvements to be made during delivery rather than simply making assessments of what and why elements were less successful afterwards. Delivery partners required varying levels and types of support from the *Bradford for Everyone* team before, during and after delivery. Support needs that were common to most projects included expectation setting, understanding our specific data requirements, and marketing/promotion support via *Bradford for Everyone's* website and social media accounts.

One of our larger delivery partners was a Bradford-based national organisation specialising in school linking. This well-established organisation was very accustomed to data collection, evaluation, monitoring and marketing – and was also expert in its primary area of work within education. In this case support offered was often more about idea generation, encouragement to expand the scope of the work into new areas (e.g. Intergenerational Linking, Digital Linking (during Covid-19) and resource development for home schooling). The support was mutual in this case and ideas for improvement and collaboration flowed in both directions, as did honest and constructive criticism. This approach to Project Support was tailored to the capabilities and experience of the team within this particular organisation, and feedback has demonstrated that it worked extremely well for all involved.

Other organisations were very experienced, confident and capable at frontline delivery e.g. with young people that others might find it difficult to engage. However, some were less experienced in relation to data collection, evaluation and monitoring. In some cases, therefore, Project Support Officers would take a very hands-on approach to supporting these organisations to firstly learn about the importance of data collection, evaluation and monitoring. Then to actually set up structures to successfully incorporate these elements of project delivery into their work. Whilst this type of support was very time consuming for Project Support Officers, it did make a significant difference to our ability to fully understand how projects were delivered, who attended and what the benefits were. This support was always offered in an empathetic and un-patronising manner, recognising that personal and organisational skills do not always cover all areas, and that sometimes new approaches require time to become embedded within organisational cultures.

One example of the extent to which *Bradford for Everyone* officers might support a project came when a Project Support Officer and the Programme Lead spent a significant amount of time on a re-design of a Youth Leadership project in advance of the commencement of its third and final cohort. The co-design process involved a range of partners from educationalists, youth workers, Child Friendly City, City of Culture and associated trainers/facilitators in exploring what worked and to enable maximum benefit. The re-design drew on reflections about how the project might produce better outcomes for both the young people involved and for Bradford as it bid to become UK City of Culture 2025. All parties agreed that this pause and collective re-design, with significant *Bradford for Everyone* team support, proved an incredibly successful approach which reaped rewards for the young people involved, for the delivery partner, for the programme and for the District's future.

The Stronger Communities Partnership is made up of diverse sectors including education, housing, police and the Voluntary, Community and Faith (VCF) sector. All those sectors were engaged in feeding back their successes and their learnings via the Stronger Partnerships Board member representation. The Programme Lead was able to feed into their partnerships and forums via presentations, co-design activities and discussions. Regular briefing notes to the Council's Corporate Management Team ensured the highest strategic levels of the Council were continually aware of the work being carried out by the *Bradford for Everyone* programme and could also learn from the successes of the programme. Engaging with the Council's political structures ensured that the work was visible to councillors as the work progressed and adapted to the pandemic. Any questions or learnings from the programme could be followed up in the Area Committees, which all councillors attend. Individual councillors were provided with more detailed one-to-one briefings as requested.

Bradford is a partner in the Intercultural Cities (ICC) programme, a Council of Europe initiative which includes 150 cities. As highlighted in their 2019 report comparing a selection of participating cities, the ICC considers that *"the optimal intercultural city strategy would involve a formal statement by local authorities sending an unambiguous message of the city's commitment to intercultural principles as well as actively engaging and persuading other key local stakeholders to do likewise"* (Council of Europe, 2019). Their report found that Bradford achieved a rate of 90% in its commitment policy, which is considerably higher than the city sample's rate of 70%. This recognised the many ways in which the ethos of diversity and inclusion is systematically embedded in the Council's work. The District communication was systematically celebrating the many positives of diversity and highlighting its commitment to inclusion and being welcoming. According to the findings of the ICC researchers, Bradford showed an aggregate intercultural city index of 74%. It was above average in most of the areas covered by the ICC Index apart from language policy and international outlook where it fell below the city's sample scoring. Its strongest areas were its commitment, education policies, public services, relationship with the labour market and business, cultural policies, public spaces, intelligence and competence and governance. The report recommended that these areas would still benefit from a stronger focus on intercultural integration with more intercultural policies and elements. Therefore, the *Bradford for Everyone* programme was launched into an already sophisticated web of policies and frameworks to support integration.

The *Bradford for Everyone* programme benefitted from wider activities within the Stronger Communities Team via the Delivery Coordinator and the Programme Lead ensured that the two areas were complimentary. The Programme Lead for *Bradford for Everyone* kept strategic and operational oversight of all aspects of the planning, commissioning, delivery and evaluation of the different elements. As the programme progressed, rapid evaluations were conducted by the Evaluation and Project Improvement Officer and the findings were incorporated into subsequent delivery plans. The Programme Lead was also a national voice for the programme, sharing the team's learnings with other integration programmes and wider social cohesion networks. To ensure a joined-up approach was adopted wherever feasible, she chaired and ended up co-ordinating the Befriending Steering Group, a project that also emerged due to Covid-19. She also attended the Mental Health Providers Forum as part of the Community Champions wellbeing work, sat on the Bradford District Digital Strategy Sub-group and attended the Care Coordination Group.

4.3 Key statutory partnerships

The role of health and social care in promoting and supporting integration was highlighted in the Indicators of Integration Framework (2019). The framework identifies the key issues as equity of access to health and social services and responsiveness of such services to the specific needs of the individual. It emphasises that good health enables greater social participation and engagement in employment and education activities. The health sector has clearly been involved in delivery and funding community partners to deliver through the Community Champions initiative, a national initiative that expanded dramatically during the pandemic.

In the context of the COVID-19 pandemic, roles within *Bradford for Everyone* team became dual, both in the continuation and adaption of the programme activities, but also working under the 'Covid Supporting Communities' theme. As new needs emerged, Bradford Council built on where communication was known to be effective, keeping things localised, involving community partners and, through those partners, supporting trusted individuals to deliver. The Department for Levelling Up, Housing and Communities (DLUHC) launched the Community Champions programme and the Council utilised this funding to build on what had already been learnt from managing the Ambassadors project. Important additions were built in to support volunteers, including clear remits, soft intelligence and agile and more responsive ways of working, such as utilising WhatsApp groups. The Community Champions project was added into the overarching four pillar framework that structures the *Bradford for Everyone* programme. It falls under the 'feeling safe' pillar - tackling misinformation and having difficult conversations, especially around views on vaccinations. The Make Sure It Adds Up campaign was formulated to tackle rumours (adapting learning from Barcelona's Intercultural Cities (ICC) programme). The campaign materials and training were then adapted to incorporate the COVID-19 context.

The overarching structure of the Wellbeing Board worked to ensure that the expansion of work allocated to the Stronger Communities Team complemented the approaches being taken by other services, including health and social care. The rapid evaluation of the Community Champions programme nationally (Public Health England, 2021) emphasises the importance of relationships at the grassroots level to support the public health messaging. The lessons learnt from the involvement of communities and devolving of funding to the neighbourhood level, provide material important for continuing to maximise the integration impacts of health and social care funding. The report notes that: *"community champions can be key connectors in communities, but these roles do not operate in isolation and need to be embedded in effective community engagement strategies"* (Public Health England, 2021: 3). Where such programmes have been embedded in a community development approach, as they have been through inclusion in the *Bradford for Everyone* programme, the report found that this can have a major impact on addressing health inequalities between different sections of the population.

Bradford for Everyone projects have often been regarded as exemplars in the field. For example, the Ambassador's group was utilised as a proxy measure for the population of Bradford District and the Programme Lead was often asked to contribute to different strategies, such as the Cultural and Anti-Poverty Strategies. How the team engaged with communities has been seen beyond Bradford District as a prime example of how to devolve decision-making to local people. The team also shared how they delivered Participatory Budgeting with other services internally and to other programmes, such as JU:MP (a project designed to test and learn more about what helps children aged 5 – 14 years and their families to be active). Bradford Council was highly commended for community involvement in the LGC Awards 2021.

West Yorkshire Police have been another key statutory partner in the *Bradford for Everyone* programme. Again, placed within the pillar of 'feeling safe', the Police and Hate Crime Alliance were the principal conduit between the work of the Safer and Stronger Communities teams and raised anything that cut across both partnerships. Regular conversations were held between the main lead for Safer Communities and the Lead for *Bradford for Everyone*. These communication channels supported complementary approaches, including with the anti-social behaviour and environmental teams.

Bradford Council, like most councils, largely keeps its work on the Prevent agenda (designed to tackle extremism) and its integration work quite separate. Whilst the Council's delivery of the Prevent agenda has largely gained a positive reputation in Bradford District, the *Bradford for Everyone* team was very mindful that their work was intended to be 'positive and asset-based' and therefore working to a different ethos than the language used in the Prevent policies. Despite these differences of approach, the programme benefitted from a collaborative approach that both the Safer and Stronger Communities teams were able to utilise around the Make Sure it Adds Up campaign. The campaign materials have been widely used in schools in presentations and discussions led by members of both teams. This is an example of the benefits of Safer and Stronger teams working together.

In order the keep up with local, national and international events that may impact on integration and cohesion in Bradford, a regular reassurance and engagement group met throughout the programme to address any key tensions and issues. This was usually led by the Council's Assistant Director for Neighbourhood and Customer Services. Responsible for managing Neighbourhood Services and Safer and Stronger Communities (including Prevent), the Assistant Director was able to ensure that impacts were discussed across relevant teams. Relevant Council officers also received regular monitoring tension reports that came from the Police on fortnightly basis. This allowed to Council to act on information ahead of tensions accumulating without intervention. However, the impact of the *Bradford for Everyone* programme on reducing hate crime and anti-social behaviour was harder to quantify due to changes in monitoring and reporting. The exceptional circumstances of the COVID-19 pandemic also created a unique context. Significantly, although to what extent it was because of the Integration funding, the Beyond Us and Them research shows that Bradford managed to maintain higher levels of local and national trust, higher levels of volunteering, higher levels of social connection, and higher levels of neighbourliness over the course of the pandemic (Abrams et al. 2021: 11). The implications for long-term resilience to shocks, such as the pandemic, is important to recognise. Cumulative data from all the locations included in the Beyond Us and Them research indicates that funding spent on integration and social cohesion has much wider benefits that create cost savings in other areas of spend and opportunity, such as through mental health impacts.

4.4 The Delivery cycle and partnership working

Larger projects benefitted from a bespoke Theory of Change, developed through applying the logic model methodology with whichever community partners were involved in delivery. The design of the logic models helped to keep partners in the initiative moving in the same direction by providing a common language and point of reference. Each logic model explained why the strategy chosen was understood to be a good solution to the specific integration issues it was addressing. The evaluation of whether the method chosen was working or not could then be made against pre-agreed specific criteria. By having these logic models in place at the beginning of the delivery process, it was possible to conduct both rapid evaluations at various points in the delivery and to adjust as necessary, especially when the pandemic changed the context, impacting both on what was possible and what could be achieved within the new constraints.

There were essentially 10 steps involved in creating these logic models:

defining the anticipated impacts, which involved recognising the importance of starting to define these with a set of questions related to anticipated impacts and what the future could look like if the project was successful.

addressing the target population served by the project and who the project is designed to help.

long-term outcomes, the types of system change needed to reach that vision.

intermediate outcomes, narrowing the focus to those behaviours and actions that will lead to the long-term changes.

short-term outcomes or "What Needs to Change Right Now". These may be changes in knowledge, beliefs, and attitudes that can be measured either through quantitative or qualitative methods within the timeframe of the project delivery. However, outcomes can also be hard to measure and intangible.

identifying the essential activities that will lead to this change.

agreeing the outputs that the activities will produce and how these will be measured. These represent steps towards achieving the desired outcomes.

determine what resources are needed to fund and staff the activities. This then has to be brought into line with the amount of funding that might be available, and the plan adjusted accordingly.

reviewing each step to ensure one section flows logically into the next.

transferring each step into a more structured logic model and sharing with all stakeholders.

Smaller projects (e.g. Innovation Fund) had lower expectations placed upon them to develop Theories of Change and Logic Models due to their reduced infrastructure and sometimes lack of experience of monitoring and reporting on their work. However, the 'test and learn' approach was highlighted at the funding application stage, and these smaller projects all had input around evaluation, data and monitoring, before delivery commenced, as well as having access to additional Project Support as/when required during and after delivery.

The Partner Forum (morphing into the Diversity Exchange and emerging from the Council's Equalities system work) is one of the most successful ways in which the team reached/engaged lots of people around their work. Quarterly Delivery Partner Sub-Group meetings were a key method used to discuss how the programme was progressing and to ensure that projects were able to cross fertilise learnings and benefit. The Council team worked with partners to share good practice via a quarterly newsletter that went out to over 600 stakeholders. The team attended various related meetings, forums and networks to convey the ethos, successes and learnings from the programme and there was a regular blog on the *Bradford for Everyone* website. The team also delivered presentations via ICC internationally and across the country (for example, to the Local Government Association). The participatory approach resulted in members of the team being asked to act as advisers to Manchester City Council, ICC internationally and to chair the Local Government Integration Network and the regional refugee integration network. The team presented at conferences on numerous topics including "Systemic Discrimination", "Interculturalism", "Anti-Rumours", "Shared Values", "Roma inclusion", and "anti-racism vs Interculturalism" as well as providing updates to other Intercultural Cities around the District's involvement in the 'Business and Social Cohesion' project (led by Belong) and the 'Social Trust Barometer' (a collaboration with social innovators in Canada).

The Programme Lead hosted a quarterly programme managers' meeting to help coordinate different programmes across the District and collaborate as needed. For example, *Bradford for Everyone* added its list of indicators to the city's LEAP programme for young people and Bradford's City of Culture bid. The programme's mid-point review (2020) was disseminated to all partners in the programme and to MPs and councillors. This resulted in deeper connections with some of the MPs who were keen to build the learnings from the programme into national strategy.

4.5 Learning when to change project design as part of the 'test and learn' ethos

While most projects ran successfully, adapting to changing needs as they progressed, the Stronger Communities Partnership Board decided to end delivery of a small number of projects earlier than planned. Sometimes this decision came at a time when delivery was paused (and unsafe) due to the Covid-19 pandemic. However, wherever possible, the *Bradford for Everyone* team worked with partners to adjust delivery within the new restrictions. The primary reason for ending a project early was because of concerns about data quality, reporting and evaluation – that at the end of the project there would be insufficient evidence to satisfactorily prove what worked, what didn't, why and for whom.

Case study – from a *Bradford for Everyone* community sector partner

Being supported and part of the *Bradford for Everyone* programme has been valuable to us. Delivery Partner Forums meant that we could connect with other BfE project leads, resulting in new contacts made and meetings to discuss future partnership working.

Attending BfE training and networking events has also been valuable in supporting our learning around methods and approaches and connecting us to others eg Observation training, Co-design and co-production, Partner Forums, Citizen Coin etc. As a result of attending the Observation training, The Leap project was introduced to a youth worker at Mary Magdalene Church. We now support some young people at the centre across our programmes and will continue to work together and connect opportunities.

Despite being difficult times during the pandemic, *Bradford for Everyone* ran regular online events for sharing learning and networking as well as online check-ins for us to update on progress and both parties to share pertinent information about opportunities and strategic development.

Key learnings from where it was necessary to end a project before the end:

It is important to have all stakeholders engaged - and that they fully understand the purpose, processes and strategic aims of a project - before planning and delivery commence.

That the project team needed a colleague with dedicated time for data management and reporting as it is essential for a project of this type, within a research and evaluation based programme, and that this colleague should be present from the outset.

Project management skills are a vital element of delivering complex district-wide projects with requirements for in-depth data reporting and monitoring of participant views and behaviours at the beginning and end of delivery.

It is clear from anecdotal evidence that many projects with undeveloped project management, data collection and monitoring processes still had much potential to improve understanding between groups of people from different backgrounds or geographic areas, and that together these people can form common goals and common bonds across these perceived divides.

Where linking of diverse groups was involved it was important to assess participants' readiness and to prepare them for mixing with others.

Building evaluation skills among funded organisations can help them develop a culture of learning and reflective practice and encourage them to gather meaningful information to demonstrate the impact of their work.

These findings have relevance for Bradford Council's wider commissioning and procurement policies. The benefits of engaging directly with businesses and communities are much wider than the aims of the *Bradford for Everyone* programme alone. The lessons learnt by the *Bradford for Everyone* programme have relevance for all services run by the Council. The Equalities Plan puts the voice of local people at the heart of Bradford's Equalities Strategy with a commitment to co-production of services with local people and organisations.

As an arms-length central government funded programme, most communications were via the Council communications team. However, some the main structural elements were managed by the *Bradford for Everyone* programme, including a calendar of relevant awareness days, weeks, months and involvement in key collaborative ICC led campaigns throughout the year e.g. Migrants Day, Refugee Day, Cultural Diversity Day.

Chapter 5
Overall programme focus

Key Findings

- The *Bradford for Everyone* programme was highly successful in directly engaging a huge number of people (over 36,000) across the District. It also reached another 122,000 indirectly through public events, social media and campaigning materials, and hundreds of thousands more via its website and social media platforms.

- The programme did not adopt a 'one size fits all' approach to integration. It focused instead on how the challenges facing the District varied from one place to another and on funding projects that met the needs of each place and its communities.

- By looking at the barriers to integration for all groups, the programme managed to effectively engage people from different demographic profiles, ensuring that White British communities with generations of unemployment were included alongside those most vulnerable to discrimination and marginalisation.

- The inclusion of low wage/low-income as an additional protected characteristic challenged some of the more traditional ways that integration has been viewed. Rather than focusing resources solely on projects designed to encourage ethnic minority groups to integrate, the programme targeted a significant proportion of activity towards supporting White working-class and other low-income communities to be better able to access support, training and employment.

- Rapid evaluation processes were used at various points during project delivery, where projects were tweaked and adapted due to the pandemic and other issues/challenges. These involved Ambassadors and Project Support Officers in supporting the quality assurance through collaborative partnership arrangements with project delivery organisations.

- The structure of the four pillars successfully addressed the key underlying mechanisms impacting on integration in the context of Bradford: providing hope for the future by giving people support to move forward in their lives and to be able to take up available employment, learning and volunteering opportunities; increasing levels of respect between people of different backgrounds and developing people's understanding of rights and responsibilities; building constructive and trusting relationships between people from different backgrounds and between communities and Bradford Council and other service providers, particularly through the Stronger Communities Partnership for strategic direction; creating a context in which people feel safe.

- Logic models were created for each core project before it began, creating a strong framework to measure the success of associated outcomes. The 'test and learn' approach was embedded into the entire programme, with changes being made along the way utilising the rapid evaluation data collected during each project and adapting to changing circumstances.

- Factors outside of the control of Bradford Council had major impacts on the outcomes, including: the COVID-19 pandemic; changes in the economy including businesses and community organisations struggling to survive; impacts of Brexit (particularly on Eastern Europeans who had made their home in Bradford District); rising levels of poverty nationally with more people needing to use foodbanks; shortage of affordable housing putting pressures on historically segregated residential areas; longstanding health inequalities particularly impacting on minority ethnic communities and people living on low incomes/wages; and continuing cuts to the local authority budget resulting in basic services being withdrawn.

- The co-design and co-creation approach applied by the *Bradford for Everyone* team reaped tremendous benefits in terms of effectiveness of the programme and building trust between community providers, key individuals in community leadership positions and the Council. This type of commissioning process works well for getting to the heart of what is needed in communities and for ensuring that needs are addressed. It also positions the Council in the role of co-producer and actively supports the capacity-building and skills development of the voluntary and community sector.

- All 14 Indicators of Integration (Home Office, 2019) were addressed either directly or indirectly.

- Numerous examples of best practice can be drawn from the programme and the team demonstrated a commitment to sharing their learning through both UK and European networks.

- Legacy issues were considered and, wherever possible, future work was being embedded into the remaining teams and the learnings taken forward within the Council structures.

This chapter reviews the delivery of *Bradford for Everyone* programme, focusing in particular on the local interventions and projects supported by funding received by the Department of Levelling Up, Communities and Housing. The programme developed support and advice processes across systems and services to ensure that integration was factored in during design and implementation stages. While the Project Support Officers were focused on building capacity within delivery partners, the Programme Lead was supporting their work through seeking opportunities for matching funding, new funding and influencing integration strategically for sustainability. This chapter serves as a process evaluation of the overall *Bradford for Everyone* programme. The sections below outline key details about the commissioning, funding, delivery, and demographic and geographic reach of the projects supported by the Bradford for Everyone programme. It looks at some of the activities implemented across the programme and at the outputs that were achieved. The next chapter, Chapter 6, focuses on an outcomes evaluation of the different projects and considers whether the programme as a whole achieved its overarching outcomes.

Both qualitative and quantitative methods were used to collect evaluation data as part of each project's monitoring returns. The minimum data set included participants' socio-demographic data. However, data was also collected through observations and focus groups and interviews with the participants, volunteers and project delivery teams. Rapid evaluation processes were used at various points during project delivery, where projects were tweaked and adapted due to the pandemic and other issues/ challenges as they progressed. These involved Ambassadors and Project Support Officers in supporting the quality assurance through collaborative partnership arrangements with project delivery organisations. Ambassadors were drawn from across the District's different communities, providing diverse input into the programme. The Ambassadors formed a link between the strategy and local people. They supported social mixing by creating opportunities and a safe space for conversations. However, more importantly, Ambassadors had an important role to play in furthering the Council's understanding of its work in local communities. They were involved in helping to design, commission, promote projects. They were also trained in Observation skills which were valuable when conducting rapid evaluations with programme staff from the Council.

5.2 Projects and initiatives included as part of *Bradford for Everyone*

Bradford for Everyone commissioned a total of 85 projects, with 23 core projects (ranging from 3-36 months in delivery) and 2 campaigns. A designated pot of funding was set aside to fund 60 smaller Innovation Fund projects, which were able to be responsive to emerging new issues and tensions and to test and learn new approaches and methods at District-wide, local and hyper-local levels (please see Table A).

Funding for all of these projects was split as follows:
£2,236,031 was allocated to core projects and was split across the priority areas (Getting on 48.3%; Getting Along 21.2%; Getting Involved 16.7%; Feeling Safe 13.7%)
£154,000 was allocated to communications and campaigns
£225,000 was allocated to the Innovation Fund (from this, £10,000 was allocated to each Area Committee to oversee delivery)
£1,000,000 was added to the programme for the Community Champions project as a response to the pandemic
65% of funding was spent in the Voluntary, Community and Social Enterprise (VCSE) sector

5.3 Overall programme focus and approach

The *Bradford for Everyone* programme did not adopt a 'one size fits all' approach to integration. It focused instead on how the challenges facing the District varied from one place to another and how the programme needed to vary in a way that was specific to each place and its communities. The focus throughout was not on the few, but on society as a whole. It looked at addressing the issues of barriers to both integration and to all groups of people having the same life chances. That meant ensuring that White British communities with generations of unemployment were included alongside those most vulnerable to discrimination and marginalisation. *Bradford for Everyone's* data and evidence showed that the following communities needed support:

Young People	Women	Poorer Communities	New Communities
Attainment, Identity and Belonging, Schools, Economic Inactivity, Aspiration	Economic Inactivity, English Language, Participation/Social Mixing, Aspiration and empowerment	Economic Inactivity, Aspiration, Participation/Social Mixing	Orientation, English Language, Economic Inactivity, Participation/Social Mixing

The *Bradford for Everyone* programme encouraged and facilitated opportunities for reciprocity, interculturalism, social mixing and economic opportunities as a general ethos across its work in the District. The programme built on evidence of best practice as well as developing new and innovative approaches where these were necessary and where there was evidence of need. *Bradford for Everyone* developed a series of measurable outputs and outcomes so that the impact of the interventions made could be measured and understood. In doing so, the programme linked to and continued to deliver on District-wide work on integration, building strength and resilience within its communities.

5.4 Who did the projects engage?

The *Bradford for Everyone* programme was highly successful in directly engaging a huge number of people (over 36,000) across the District. It also reached another 122,000 indirectly through public events, social media and campaigning materials, and hundreds of thousands more via its website and social media platforms.

Larger commissioned partners collected data using their own systems. For example, around 19,000 students benefitted from The Linking Network's interventions. The team at Bradford Council agreed at the outset not to include data sharing agreements with all of its commissioned partners as it would have resulted in in the council holding unnecessary participant data. It also streamlined the commissioning process for organisations with well-developed systems already in place. A minimum data set was captured across many of the smaller projects using Upshot. Some projects returned more comprehensive data sets than others. The figures included below provide information from the data that was available from across all the projects and from Upshot for greater detail, offering a snapshot of the demographic and geographic reach of the programme. The available demographic data from the programme shows a wide reach across age, gender, ethnicity, religion, age and wards, and across settled, receiving and migrant communities.[1]

The inclusion of low wage/low-income as an additional protected characteristic provided a rationale for working across communities with higher levels of socio-economic deprivation regardless of ethnicity. In doing so, it challenged some of the more traditional ways that integration has been viewed. Using a data/evidence-led approach meant that the programme did not only target supportive interventions at minority ethnic groups, but at all groups that required support – e.g. low-income White communities, the elderly, women. Being led by the data regarding where the need was, the programme successfully avoided any criticism that an unfair proportion of resources were being directed at minority ethnic communities at the expense of poorer White communities. It also included projects, such as Citizen Coin, that aimed to attract all Bradford District's population to engage more in volunteering. Many organisations relying on volunteers to deliver parts of their services participated in Citizen Coin. The scheme also benefitted local businesses who offered ways in which the virtual coins could be spent, with the aim of increasing footfall into their businesses in the longer term and providing a marketing opportunity for them. These varied from hairdressers and florists to cafés and takeaways.

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1 Data from the Innovation Fund projects accounts for roughly 25% of the total records collected on Upshot. As data from this scheme was recorded via a head count format, the session with the highest recorded attendance from the project in question was used as representative of the reach of the programme.

Chart A: Recorded ages of *BfE* participants

720 (3%)

4285 (17%)

1486 (6%)

19090 (74%)

- 16 & under
- 17 to 24
- 25 to 64
- 65+
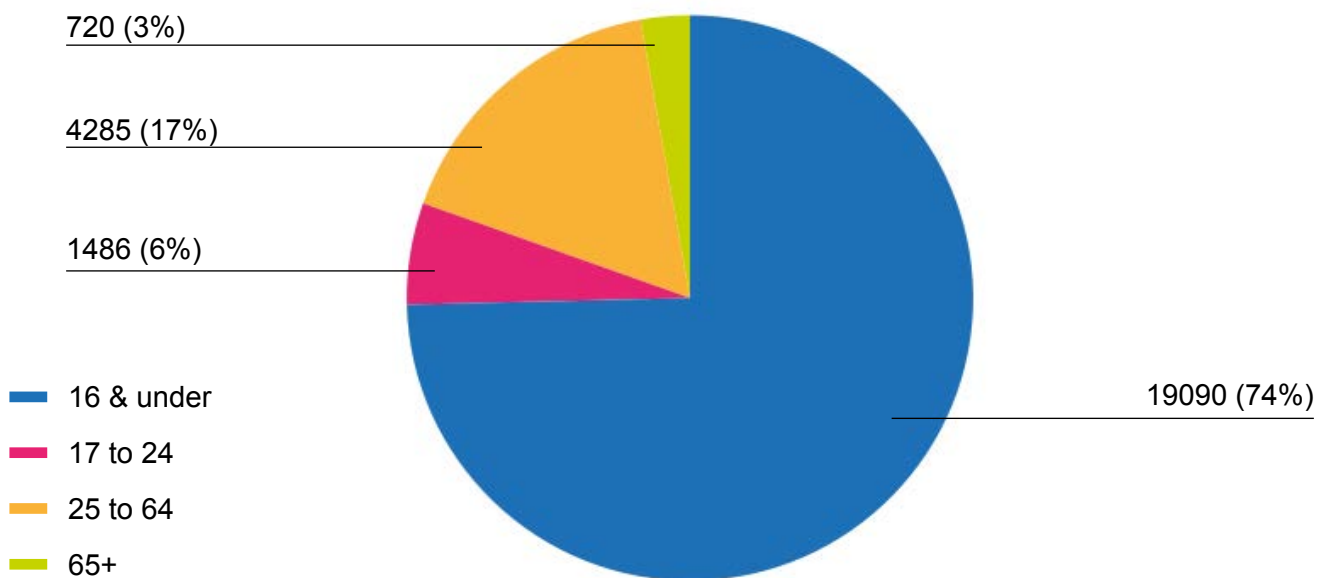
Chart B: Recorded sex of BfE participants

Female

Male

11,000   11,500   12,000   12,500   13,000   13,500   14,000   14,500
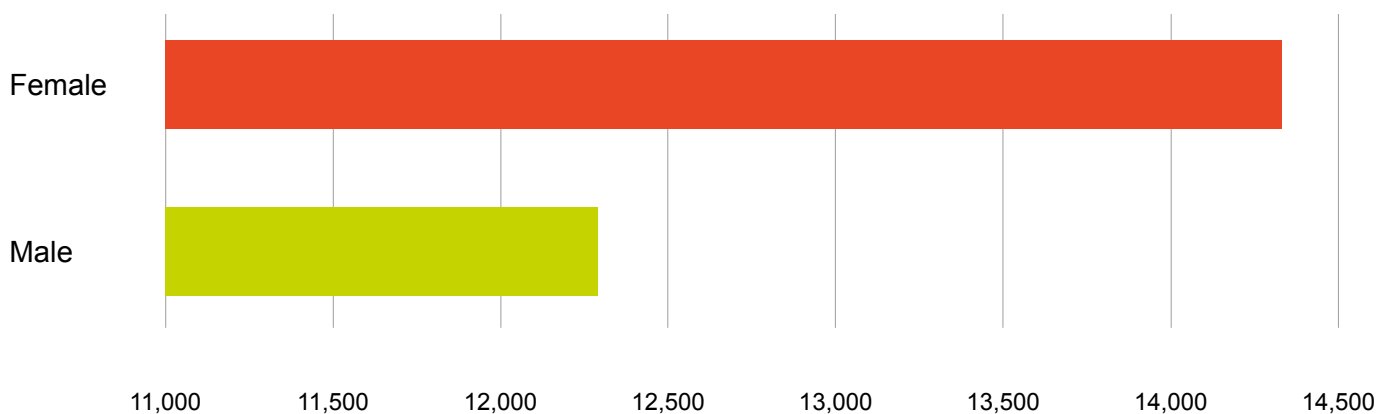
Note: 42 participants stated their sex as 'Other'

Chart C: Recorded ethnicity of *BfE* participants

1078 (4%)

1277 (5%)

779 (3%)

12125 (46%)

11108 (42%)

- ■ White
- ■ Asian/Asian UK
- ■ Black/African/Carribean /Black UK
- ■ Mixed Ethnicity
- ■ Other Ethnic
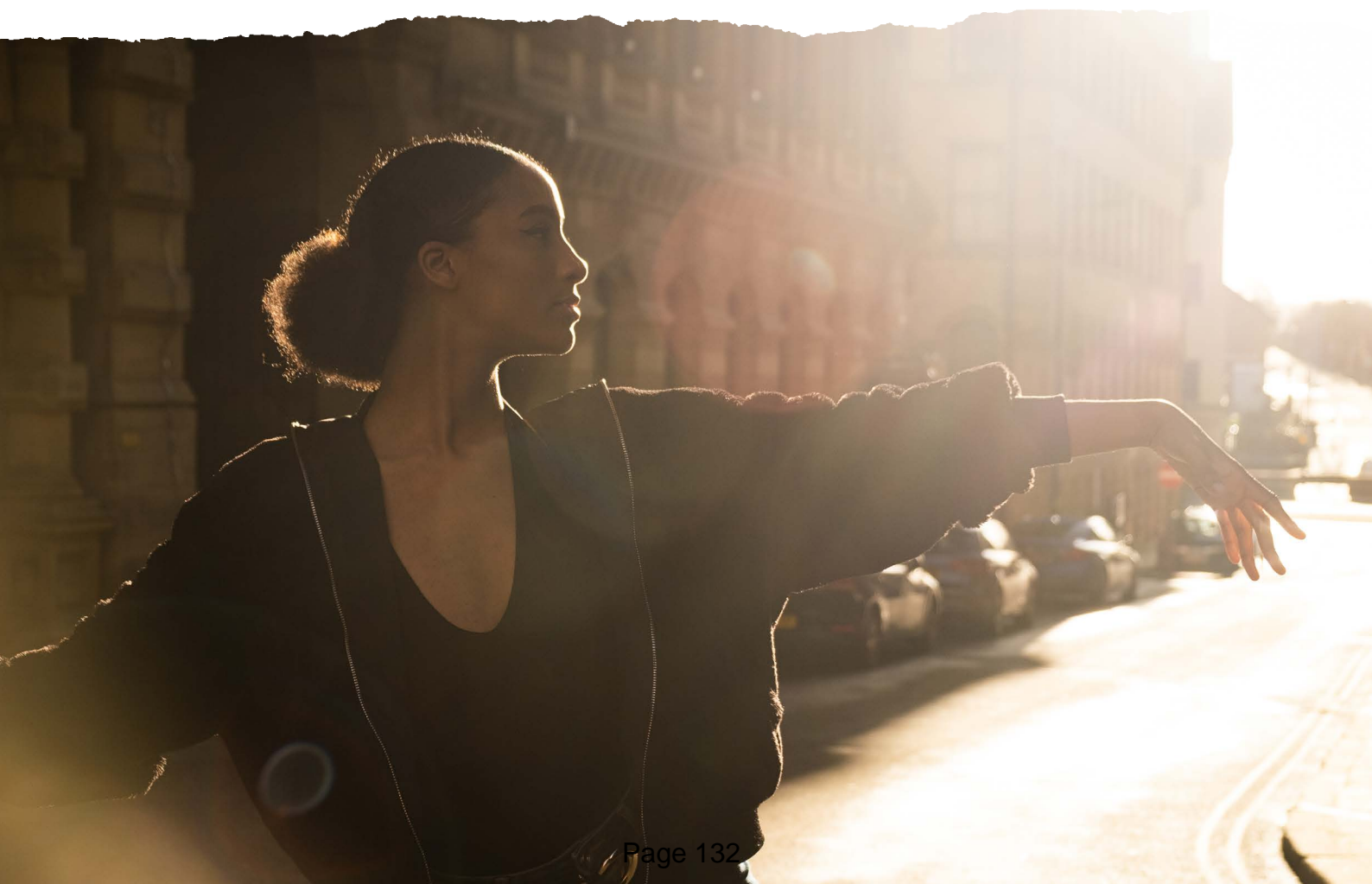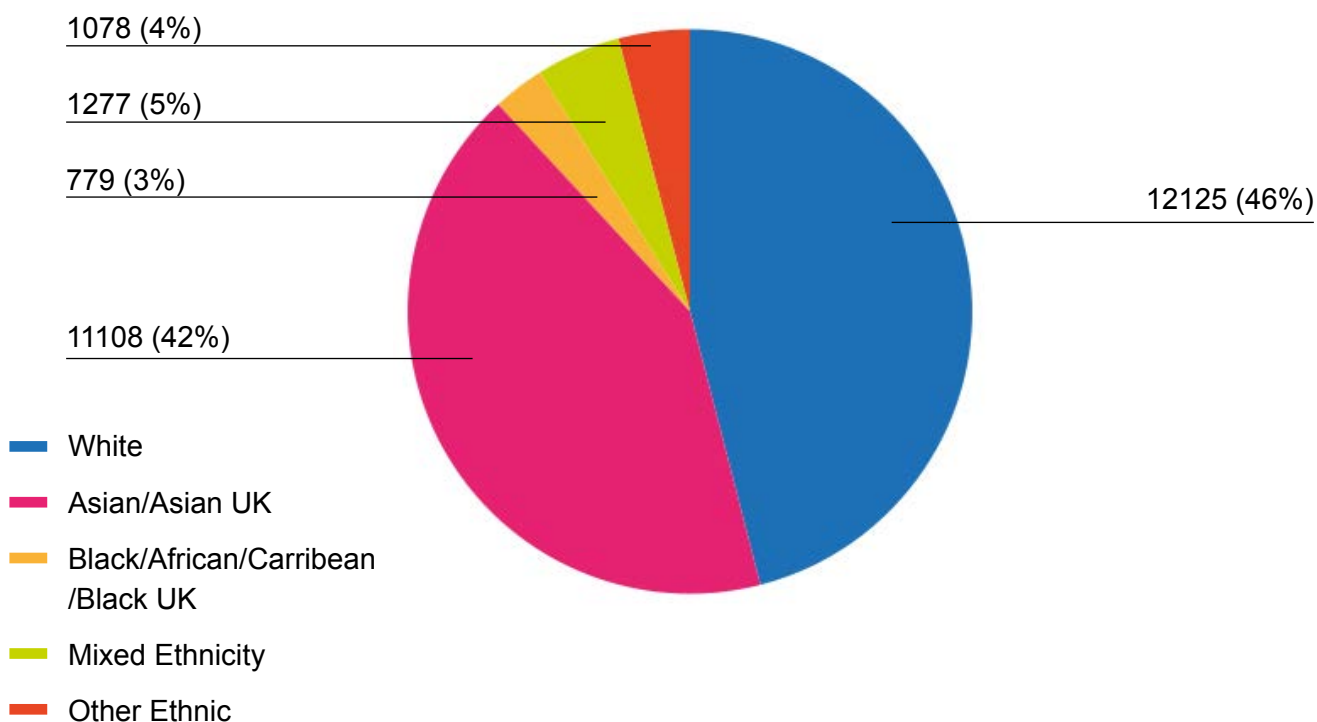
Chart D: Faith/Belief snapshot from Upshot data

6 (0%)

10 (0%)

28 (1%)

35 (1%)

36 (1%)

119 (3%)

445 (11%)

1658 (42%)

654 (17%)

922 (24%)

- Muslim
- Christian
- Not provided
- No religion
- Not known
- Any other religion
- Sikh
- Hindu
- Buddhist
- Jewish
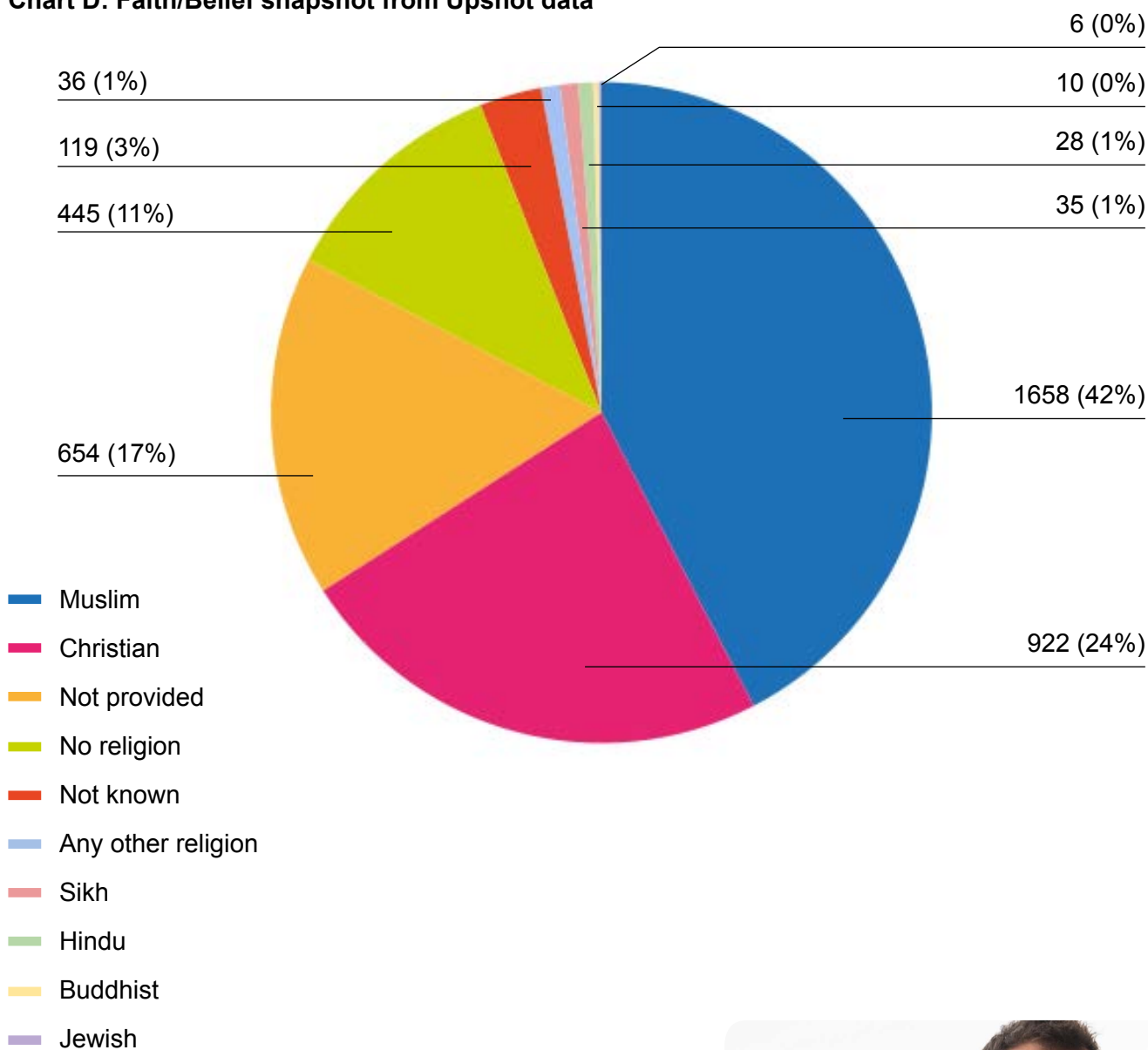
Table A

** Country of Birth stated by participants included 91 different countries with the 15 most commonly cited
  listed below (from Upshot data, so does not include all projects).*

Country of Origin/Birth	Number of participants
UK	1157
Pakistan	641
Slovakia	147
Bangladesh	105
Congo, Democratic Republic of the	64
India	58
Sudan	53
Poland	45
Iran	39
Iraq	39
Romania	36
Czech Republic	34
Syria	26
Nigeria	21
Somalia	21

Chart E: Ward snapshot from Upshot data

Ward	Value
Baildon	16
Bingley	26
Bingley Rural	21
Bolton and Undercliffe	67
Bowling and Barkerend	225
Bradford Moor	231
City	262
Clayton and Fairweather Green	88
Craven	8
Eccleshill	158
Great Horton	217
Heaton	131
Idle and Thackley	32
Ilkley	6
Keighley Central	143
Keighley East	32
Keighley West	68
Little Horton	273
Manningham	443
Queensbury	14
Royds	67
Shipley	64
Thornton and Allerton	58
Toller	169
Tong	58
Wharfdale	11
Wibsey	37
Windhill and Wrose	70
Worth Valley	13
Wyke	24
I don't know which ward I live in	11
Not applicable (as I don't live in Bradford District)	79
Not provided	791

Chart F: Disability snapshot from Upshot data

413

1261

2239

- ■ Yes
- ■ No
- ■ Not provided
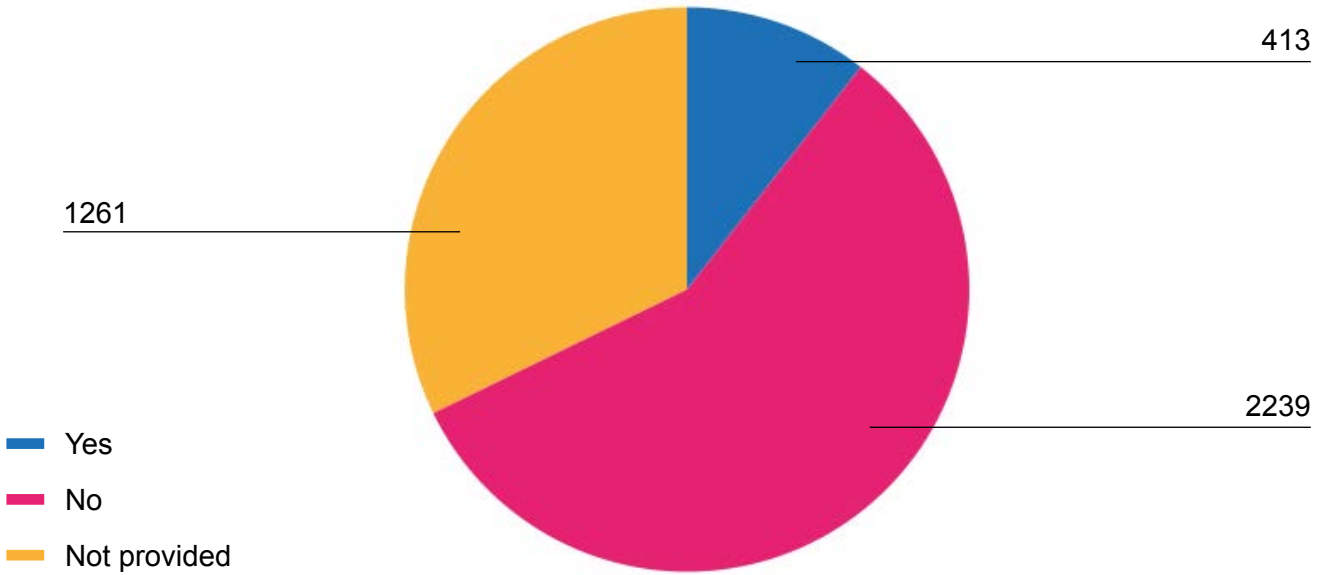
5.5 Mapping the Strategic Outcomes with the Eight Impact Areas Framework

The projects brought different individuals and communities together through food, activities, conversations, games, health, art and culture, employment opportunities and language-learning activities. As outlined in Chapter 3, the projects were commissioned around four key pillars: **Getting On, Getting Along, Getting Involved** and **Feeling Safe**. The table below maps the strategic outcomes under each pillar with the eight impact areas. Whilst sitting within a particular pillar, most projects had positive outcomes or influence on multiple pillars. The pillars are mutually supportive with no one approach working in the absence of the others.

Pillars	GETTING ON	GETTING ALONG	GETTING INVOLVED	FEELING SAFE
Strategic Outcomes	More people will have improved their quality of life, feel happier about the future, be able to fully participate and be better equipped to engage in the economy	More people will have an increased understanding and respect for other people's views and cultures, and will also understand the rights and responsibilities of living in the District and the UK.	More people from all backgrounds will connect with others, participate in civic life and get involved in their own communities.	More people will say they feel satisfied with the neighbourhood and feel safer across our District.
Why do these outcomes matter in integration?	Work and skills promote social and economic integration. Lack of access to education, skills or employment act as barriers to integration for individuals in all communities. Workplace diversity is linked to higher levels of social interaction between people of different backgrounds, thus creating greater positivity about difference, reduction in prejudice and increased friendship. Diversity in work places also leads to increased creativity, productivity and innovation. Having limited or no English in everyday life can create practical barriers for people to mix with others, to access services independently, to achieve their fullest potential in and employment.	Diverse social networks are important for people to achieve their full economic and educational potential, and to build bonds and trust between different communities and build a strong feeling of community. Social mixing is an enabler to social and economic opportunities as well as makes people aware of other cultures and people who are different from them. For both new and established communities, having a shared, common set of values can help to bring people from different backgrounds together. This increases their sense of community.	When people take part in civic life in order to influence or make decisions, they feel part of the society.	Feeling safe and connected to where one lives is an important integration outcome. An integrated community is where people from different backgrounds, cultures and races respect each other and their views, trust each other and pull together to make their place a better and secure place to live.

| Priorities | Addressing unemployment in those furthest away in the labour market

Challenging leadership & culture on recruitment

Meeting unmet needs for those wanting to learn English. | Promoting greater interaction, dialogue and understanding between people from different backgrounds given the diversity of the population and the extent of residential and educational segregation;

Ensuring that people understand fully their rights and freedoms and their responsibilities. | Generating and connecting people to opportunities to participate in community and civic life and strengthening leadership. | Tackling hate crime and the fear of hate crime so that everyone feels safe. |
|---|---|---|---|---|
| **Underpinned by Shared Values for Bradford District** | | | | |

The next five chapters explore the quantitative and qualitative impact of the local projects and interventions supported by *Bradford for Everyone* using the four-pillar framework. They review and draw conclusions about the delivery and impact of projects based on the individual evaluations of 23 core and 60 smaller projects based on the Eight Impact Areas Framework plus two campaigns. The task of providing an overall evaluation of the project outcomes was greatly supported by the logic models that were created before any larger project began. These mapped the intended outputs and outcomes onto the four-pillar framework and included specific and measurable outcomes evaluation measures. Any programme of this nature will require longer than the period of three years to demonstrate the sustainability and depth of any changes that are identified. Therefore, this review should be understood as a evaluating a work in progress. Context including the pandemic, history, financial challenges, national policy and waves of migration due to war are just a few of the factors influencing the success of any integration initiative and these are continuously changing and evolving. However, feedback and progress on meeting outcomes of individual projects can demonstrate steps towards integration.

With that proviso, the overall programme was highly ambitious with impressively focused plans and evaluation methodology that ultimately will benefit all of Bradford District's population. To have achieved so much during a pandemic is something that all those involved in the planning, delivery and participation in projects linked to the *Bradford for Everyone* programme can rightly be proud of.

Chapter 6
Pillar 1 Getting On

Projects commissioned under the Getting On pillar focused on addressing unemployment in those furthest away from the market place; on challenging leadership and culture around recruitment; and on meeting unmet needs for those wanting to learn English.

Key Findings – Progress towards meeting the strategic outcomes for Pillar 1:

More people will have improved their quality of life - Employment is an important measure of quality of life. Bradford remains an area of low-skilled employment and relatively high unemployment with a rate of 7.2% of the working age population claiming unemployment benefit (compared to a claimant rate for Leeds City Region of 4.4%, for Yorkshire and the Humber of 4.3% and for the United Kingdom of 4.0% (ONS, 2022). The effects of the pandemic on quality of life are reflected in the findings of the wellbeing survey (ONS, 2021) where the annual declines in personal well-being recorded for the year ending April 2021 in the UK were the greatest seen since measuring personal well-being began. For life satisfaction (0.27 point decline), anxiety (0.26 point increase), happiness (0.17 point decline) and feeling that the things done in life are worthwhile (0.15 point decline). However, at an individual level, 1,635 people received direct support through the programme, helping them to improve their quality of life many going into employment.

More people will feel happier about the future - Average ratings of happiness declined across the UK compared with the previous period with Yorkshire and The Humber (0.20 point decrease) recording one of the largest drops (ONS, 2021). Therefore, the findings from many of the participants in the projects in this pillar are in marked contrast to these national trends. The extra support given to people a long way from the labour market, challenging the leadership and culture on recruitment and meeting the unmet needs of those wanting to learn English demonstrated qualitative improvement in participants' hopes and expectations for the future.

More people will be able to fully participate and be better equipped to engage in the economy – More than 600 leaners of English were able to continue their learning and receive orientation about Bradford District despite the restrictions imposed by the pandemic. Creative use of telephones and digital learning was part of building resilience. The Inclusive Employers project has contributed to challenging and improving the ethos within large and small employers to strengthen equality, diversity and inclusion in workplace settings. According to the two participating organisations, small increments have been made to improve workforce diversity with Bradford Council, from Dec 2020 to Dec 2021 there has been a 1.5% increase of minority ethnic groups (19.9%) and 5.6% increase of females (53%) in the top 5% pay scale. Yorkshire Building society has seen increased female representation in level E and above roles from 39% in 2019 to 46% in 2020. This has been achieved a year earlier than planned. Also, the more than 17,000 users of the Welcome to Bradford website for new arrivals gained useful information which could positively change their lives.

Grant Thornton

Bradford everyone

Inclusive Employers toolkit

2020

6.1 Process evaluation

This section explores whether each project met its intended reach, levels of engagement and quality.

Project and description	Actual outputs
Sector-based Academy funded through DWP Thornbury Centre, Ravenscliffe Centre and Keighley Association for Women and Children's Centre were commissioned by DWP to run a course to help women, especially those from BAME backgrounds, into employment. The course ran in partnership with Bradford College and Job Centre Plus to provide ESOL, accredited learning and job seeking support	**Keighley Association for Women and Children's Centre** - 31 people engaged with a key worker - 22 people completed culturally relevant taster opportunities - 15 people completed ESOL & Pre-entry employability course - 15 people started routes into work **Thornbury Centre** - 55 people completing 8-week college course on ESOL and Employability Skills - 43 people completing 4-week Sector Based Work Academy **Ravenscliffe Community Centre** - 8 people starting Prep 4 Life and ESOL courses - 16 people starting Prep 4 Work course - 16 people attending Job Club **Although recruitment was lower than originally planned, due to the pandemic, the community partners went above and beyond for their users. Support offered included Maths and English support, housing help, food bank support, personal care packages, financial support, referrals to other support organisations etc. Community organisations created a holistic picture of each participant in order to remove a number of different barriers to help them to move forward in their lives.**

Graduate 2 Work funded through DWP This project was a 13-week programme supporting unemployed and economically inactive graduates, mostly from BAME backgrounds, living in Bradford District to find work and sustain employment. The project was developed and run in collaboration with Aspire-igen, University of Bradford Careers and Employability Service, Job Centre Plus, and local employers	- 60 starts across 4 cohorts - 15 participant completers - 12 graduate employment outcomes - Of the 43 graduates sharing data, 28% were White British and 72% came from BAME backgrounds - 21 of the graduates were successful in finding employment following course completion - 4 reported setting up their own businesses and enterprises - 11 graduates who moved into employment were from a BAME background - 25 graduates reported feeling confident and actively seeking employment or an unpaid or voluntary placement **G2W workshops were flexibly delivered to meet, where possible, the needs of individuals in each cohort. Graduates demonstrated their improving networking skills over lunch with the employers. Employers were essential part of this project. The networking lunches resulted in a number of graduates taking up work placement opportunities and employer mentoring opportunities with employers they had met at the lunches.**
Grandmentors The Grandmentors project was delivered by Volunteering Matters who are experienced in delivering similar, successful, projects across the UK.	- Mentees referred from across Bradford District but with an emphasis on the most deprived wards - 30 volunteers trained and ready to be matched - 14 young people were matched with a mentor and 12 completed the mentoring process - Worked with a further 13 young people who were referred but not matched - 2 mentees are attending college and another has a place to start in Sept 2022; 4 have gained either full- or part-time employment; 2 have joined training programmes **The outputs had to be reduced due to the pandemic but was considered a highly successful project with wide range of potential benefits. It raised aspirations, employability, self-confidence and connectedness in NEET (not in employment, education or training) young people between the ages of 16-24 years through sustained mentoring by residents of 25 years and above. The age of mentors was unique to Bradford district, which recognised live skills and experiences could come from a much broader age range. The project also reduced social isolation, increased social mixing and broke down intergenerational barriers. Match-funding was being sought to extend this project for a further three years.**

Inclusive Employers This project is being delivered by Grant Thornton working with Bradford Council and Yorkshire Building Society, two Participating Organisations (POs), to ensure both organisations are more accessible to a diverse talent pool and be able to support, develop and promote this talent appropriately	- 2 x POs inclusion data set - 2 x POs benchmarked against the Maturity Model - 2 x POs completed questionnaires and benchmarked employees' perceptions with surveys reaching over 1500 people - Grant Thornton ran 3 webinars and produced an Inclusive Employers toolkit utilised by Network members and available on the web more widely - 100 people in the Employer's Network, with around 30-50 people attending each meeting **Managed to attain all targets, exceeding its targets for the Employer's Network by 100%. The Inclusive Employers project operates in a context where this is currently at the forefront due to the rise of health inequalities. Each employer had received a number of recommendations, but would take some time to implement and see impact. Efforts would need to be made consistently and resources committed to shift the dial.**
ESOL Advice Hub The aim of this project is to find out the experience(s) of ESOL learners about their learning journey through needs assessment and focus groups, what barriers (if any) they experienced and what can be improved	- 476 Baseline Needs Assessments carried out by May 2022 - Learning English Website has over 40 Bradford providers registered - Successful test and trial of the lower-level English For Everyone project - Focus groups conducted to shape future strategic direction - Referrals made to Information, Advice and Guidance (IAG) services and pathways more clearly defined to make easier for the learners **The project is central to the development of an ESOL Strategy for the district and can be seen as a highly effective way to engage with a diverse range of people particularly those furthest from the labour market. ESOL can be seen as critical 'warm up' tool coupled with other life skills such as mental health and wellbeing to employability skills.**
English for Everyone In the light of the preliminary findings of the ESOL Hub project, the English Language Advice Hub co-designed ESOL provision for Bradford District for learners at Pre-Entry and Entry 1 with key partners. The project is called English for Everyone and engaged 612 learners. This project is designed to remove barriers related to eligibility criteria, making information advice and guidance an integral part of the programme	- 612 learners engaged (exceeding its target of 600); 578 completed the course (exceeding the target of 50% completions) - 40 volunteer tutors recruited (on target) - 27 volunteer tutors assisted in or taking classes (target: 20) - Increased programme from 30-60 hours to ensure progression for learners - Removed requirement to have been resident in the UK for a stipulated time **The programme moved online, with learners supported to engage on their phones. This was highly successful. Planned activities also had to be replaced with online activities, except for a small window of live events. However, these were very successful in engaging learner's interest and commitment to continuing to learn.**

Welcome to Bradford

The website was planned to combine the content from sites like helpinleeds.com and New to Leeds, which provided listings for helpful services and a simple guide to Leeds respectively. The goal was to create a directory of Bradford services that also provided the geographical, societal and cultural context for accessing them, helping people new to Bradford to engage in their new community. The plan to 'co-produce' the website content in conjunction with different sections of Bradford's migrant communities had to change.

- Website product with 33,000 page views in the first full year of two year supported operation.
- 1000 users more informed and signposted in first full year (site has had 17,635 unique users to date)
- 30-50 people from a range of 'experts by experience' groups from the Bradford District's new communities involved in consultation workshops to design website.

As the lockdown prevented the running of large workshops, a smaller number of experts by experience from two distinct groups of migrants in Bradford, refugees & asylum seekers and the eastern European community become involved in the co-creation. The project demonstrates a real appetite from communities to be involved and to engage.

Collectively, the projects funded under this pillar directly reached 3,000 people and achieved their objectives of helping local people improve their quality of life and feel better able to engage in the economy. They supported a range of people – from young people to minority ethnic communities and women – to engage in programmes that supported them to develop their education and skills. This pillar better equipped them for the workplace and to achieve their fullest potential. The projects also helped to develop better workplace diversity and to strengthen equality, diversity and inclusion in workplace settings in Bradford District. Many more people will have been positively impacted indirectly through the Inclusive Employer project. Also, the almost 18,000 users of the Welcome to Bradford website gained useful information which could positively change their lives.

6.2 Outcomes evaluation

6.2.1 Targeted activity to raise the employment prospects of Bradford's poorest communities

To achieve the aim of building better economic outcomes and extending opportunity, the programme was aware that success involved alignment with other strategies designed to get more people into employment. With this in mind, a two-pronged approach was adopted. The first prong targeted activity to raise the employment prospects of Bradford's poorest communities. This involved improving English language skills and literacy and in particular, working with those most distant from the labour market including the long-term unemployed, older South Asian women, refugees and people with disabilities. The second prong of the approach involved focused work with employers to improve recruitment practices, promote diversity in the workforce and create a step change in organisational culture.

The underlying mechanisms concerning how this focus on employment impacted on integration are explained in the 2019 Indicators of Integration: *"Employment provides a mechanism for income generation and economic independence and possibly advancement; as such, it is a key factor supporting integration. Work can also be valuable in (re)establishing valued social roles, developing language and broader cultural competence and establishing social connections"* (Home Office, 2019: 28).

To successfully work with those most distant from the labour market, including the long-term unemployed, older South Asian women, refugees and people with disabilities, the programme commissioned work or provided in-kind support to work carried out at various established training centres who already had a track record of working with people furthest from the labour market. For instance, the Sector-based Academy was a commission by the Department for Work and Pensions with contract arrangements through them, to ensure it linked up with all welfare benefit arrangements.

One of the community partners was Keighley Association for Women and Children's Centre (KAWACC). It used sector-based skills such as Catering, Digital Skills, ESOL and other skill gaps development for minority ethnic women living in postcodes BD20 and BD21, to move participants closer to work. Initial engagement, functional skills, routes into work and food safety training, led into the Sector Based Work Academy opportunities that were run as collaboration between the Jobcentre, Keighley Association for Women and Children's Centre, Bradford College, and local employers. Participants initially joined unable to speak any English or recognise basic letters/numbers. After seven weeks of training, they could recognise letters of the alphabet and numbers 0-9 in various formats. The training incorporated links with information about emergency services and common UK signage. Good News Stories were received and shared internally helping build a sense of achievement and belonging to their wider community. These were significant achievements for people who were a long way from employment. The centre offered a holistic package that was tailored to each user's needs. It created an informal and supportive learning environment where inexperienced learners could thrive and achieve. The project increased motivation, self-esteem, resilience and confidence to identify their present skills and make sustained positive changes in their lives to move towards work in the longer-term.

> **Case study - Sector Based Academy – KAWACC**
>
> Brenda, aged 54, suffered from breast cancer and she couldn't go out of her house for 5 years. She didn't have any communication with anybody which resulted in her low confidence and low self-esteem. She is very keen in learning English as she needs to attend appointments with her husband. After attending 8 weeks of the course, she was confident to express herself. She mentioned that her spellings had improved a lot. She has progressed a lot over the period of 8 weeks. She has started 'Routes into work' which will be helpful to her in the future. She is looking forward to starting other courses, if any opportunity is given to her.

Satisfaction was key to retention of participants on the Graduate to Work programme. The definition of graduate included any new migrant with a university degree and it was incumbent on all the community, education and employers to promote the inclusion of graduates. Analysis found cultural misconceptions about traveling outside of Bradford or progressing into a job, particularly for females. This impacted on aspirations therefore more support is needed for graduates. Also work is needed to encourage families in early decisions about possible career choices. Engaging with employers on inclusion issues improved willingness to employ diverse graduates.

With Bradford being the city with the youngest population in the UK and with a high proportion of young people out of education, employment or training, the need for support from mentors has never been greater. The intended outcomes for Grandmentors were to raise young people's aspirations, equip them with the skills to enter employment or education and to increase their self-confidence and connectedness. However, Covid meant that increasing young people's feelings of wellbeing and lessening their anxiety became the over-arching goals. In the midst of the pandemic, many local services weren't working with young people face-to-face. This led to referral numbers being lower than planned and mentees who were referred were often reluctant to engage in the mentoring process online. So the number of matches was lower than expected, but the quality of outcomes was high. Many young people were feeling anxious about their future, needed direction and often knew what they wanted but just didn't know how to get there. Aspirations amongst the mentees were generally low but, with support from Grandmentors, they were able to look towards the future with more positivity. As things opened up and face-to-face meetings began to happen, the connections between the mentees and their Grandmentors became stronger and mentees greatly benefitted, such as going into volunteering, employment or further education. The project measured its impact, not only for the young people involved, but also for the volunteers. 75% felt their perception of young people from different backgrounds had increased. 92% felt they better understood the challenges facing young people who are NEET (not in education, employment or training).

Graduate to Work Case Study: Graduate is applying for NHS vacancies and had an upcoming interview for a Healthcare role

I came on the course to receive personalised advice regarding my current employment situation and future career possibilities. The programme helped tremendously, it allowed me to positively interact with fellow graduates, develop new skills and learn more about a variety of topics relating to employment obstacles or career progression.

Personally, the benefits of the programme allowed me to establish a productive weekly routine and a rapport with fellow graduates. Yes, the course has improved my confidence by allowing me to develop my knowledge, form positive working relationships and upon completion I feel extremely optimistic about my career opportunities and being successful in the recruitment process.

Grandmentors

George was referred by his Through Care Worker who felt he could benefit from support from a mentor. George had spent some time in care but was now living back home with his family. He was diagnosed with ADHD when he was younger but felt this had improved as he got older, however he still found it difficult to talk about his problems and felt it would be good to have someone to chat to. George was out of education, employment and training but really wanted to find a warehousing job though he wasn't sure where to start or how to find relevant opportunities.

Enter Grandmentor Ian... recently retired after 25 years teaching in Further Education and wanting to utilise his skills to help young people achieve their full potential. From their very first match meeting, they discovered a shared interest in History. Although George was shy at first, he soon established a great rapport with Ian, who really appreciated George's humour and they became very relaxed in each other's company.

Meeting regularly with Ian gave George more self-confidence and the motivation to apply for jobs. Ian helped George with his CV and to prepare for interviews by going through practice question and answers. George applied for - and got - his first job at McDonalds. He's very proud of this and has already had some great feedback from his line manager. He sees this job as a stepping stone to other opportunities and his aspirations for the future have been raised. Ian has continued to support George and has helped him with planning a budget so that he can manage his earnings and, although the mentoring relationship has now ended, they will stay in touch as friends.

6.2.2 Work with employers to improve recruitment practices, promote diversity in the workforce and create a step change in organisational culture

Workplace diversity is linked to higher levels of social interaction between people of different backgrounds, thus creating greater positivity about difference, reduction in prejudice and increased friendship. Diversity in workplaces also leads to increased creativity, productivity and innovation. The Inclusive Employer project was delivered by Grant Thornton working with two participating organisations, Bradford Council and Yorkshire Building Society. The aim was that both organisations would become more accessible to a diverse talent pool and able to support, develop and promote talent appropriately. The initiative established an employers' network to enable lessons to be shared amongst employers in Bradford District and also created a mechanism for employers to communicate with members of their target talent pool to better understand their needs, wants and drivers in relation to employment.
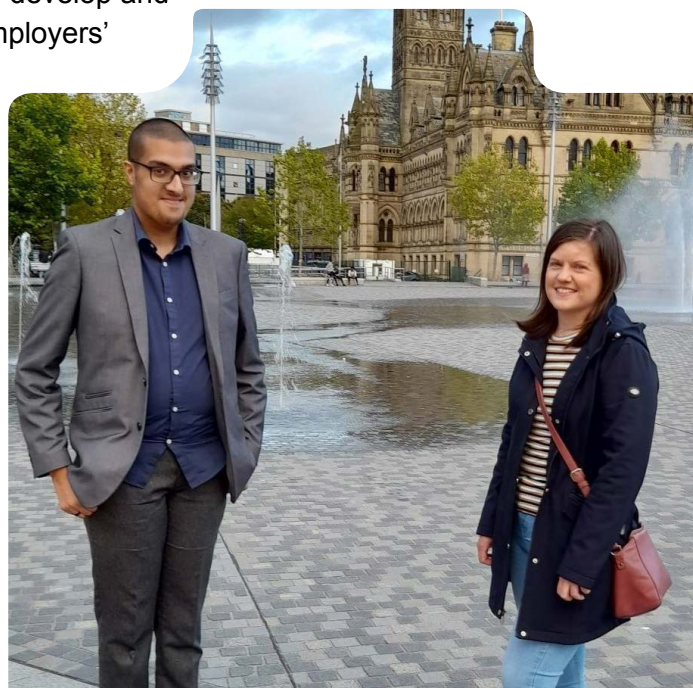
Yorkshire Building Society's internal survey showed improvement in workforce perceptions. For example, "I believe all people are treated fairly at YBS" increased from a score of 7.0 in 2019 to 8.0 in 2020. Both organisations had the opportunity to share good practices and the challenges of embedding inclusion and diversity into their organisations. This was primarily done through the Inclusive Employers' Network, where learning from the two organisations was shared through three events. A toolkit was also developed and launched. It aims to help Bradford-based employers, both small and large, who are keen to move forwards with inclusion and diversity. The toolkit received good uptake from the network, which will help it become embedded within their organisations. Feedback from Network members included: 'this has been a catalyst for change'; it has been *very useful to share learning and hear what others are doing'; and 'measuring our current position helped us identify ways to improve'*.

The changes made in the organisational culture of two of Bradford District's largest employers will reap benefits into the future. There will also be a ripple effect from these organisations which will impact on the District's employment practices. The Inclusive Employer project focused on system change with the aim of making an impact in improving inclusion within organisations, enabling social mobility, and therefore bringing improved quality of life for people living and working in the District. Acknowledging that the impact would not be visible until some years after the project delivery, the Employer's Network has been established and good practice will continue to be shared. A long-term plan is needed to continue assessing levels of inclusion, diversity and social mobility. Developing the Council's Equalities Plan and District Plan for Equalities will ensure the learnings from this programme are incorporated into an ethos of inclusion, diversity and social mobility across all sectors in the District. Ongoing support for the Employers' Network would help to embed this ethos within local organisational practices.

Case study – Yorkshire Building Society

"Bradford plays a significant role in the history of Yorkshire Building Society. We have had a presence in the city since the Bradford Self Help Permanent Building Society - one of our forbearers - was established in St. George's Hall Coffee Tavern in 1885. Having our Head Office in Bradford is important to us, as is employing our local talent to reflect the community within which we work and serve. The Inclusive Employers Network, of which we are proud to be a founding organisation, allows us to connect with like-minded employers to support positive interventions for creating inclusive environments for our colleagues and customers. Providing engaging and sustainable employment opportunities to local residents is a key objective for Yorkshire Building Society and the network allows us to share best practice with other organisations on how we have, and continue to, support these opportunities. The Inclusive Employer Network also allows us to discover new ways that we can better support communities across Bradford and our colleagues within the Society." (Yorkshire Building Society)

Case study – Bradford Council

"It was absolutely the right thing to do, a huge amount of commitment. We knew that there was an energy there and we wanted to do this and deliver it. And also, we know we don't know everything. Working with partners is an opportunity for people to come and look at things through a different lens and for us to learn in a different way, be challenged in a slightly different way to how we would normally challenge ourselves." (Bradford Council)

6.2.3 ESOL

According to the 2011 Census data, 24,000 people do not speak English well or at all in the Bradford District. Evidence suggests this includes some long-settled members of the South Asian community, newly arrived migrants, people seeking asylum and refugees. Pakistani women aged 45-64 are the most likely group to speak little or no English. ESOL provision in the District is delivered by colleges and ESOL providers for example, WEA (Workers Educational Association) and the voluntary sector.

The English for Everyone project offered much-needed provision for improved English language and digital skills (proven to be essential during and following the pandemic) for people with low level proficiency in English in informal, community-based centres. Crucially, ESOL and digital skills provision was available for people when they first arrived, therefore differing from most provision across the country where people often have to wait a year before being eligible. Opportunities for integration and increased use of local facilities and learning about the local area, thereby reducing isolation and improving health and wellbeing were built into the programme. By training up volunteer tutors, the project offered much-needed opportunities for volunteers in Bradford district to increase employability skills and engage with their local communities.

The ESOL Advice Hub transferred into the Skills and Employment Service at the end of March 2021, ensuring continuity of the learnings that had been gained and that could be further embedded. Individual meetings with ESOL Consortium members helped to shape the baseline needs assessments and focus group questions. Some participants expressed fears about how information would be shared, echoing fears when giving information to health care providers. Greater separation of databases would help meet people's needs. Many ESOL learners speak more than one language therefore questions need to reflect this. Integrating information about volunteering opportunities helped provide progression pathways for people as they progressed in their English.

The ability to offer English classes together with orientation around Bradford for new arrivals as well as for some (particularly female) residents who had not accessed language training before, achieved a very important integration goal. The flexibility and understanding of the *Bradford for Everyone*

Case Study – English for Everyone

Image 1: Volunteer tutor gaining skills and confidence while supporting English for Everyone

Image 2: Learner completing the course before many courses needed to go online.

programme was much appreciated by the staff managing the Hub. The inclusion of volunteer tutors not only expanded the number of community locations where it was possible to offer Entry level English, it also improved the employment prospects of the volunteer tutors. Other larger programmes were geared towards employment and training and raising the awareness of barriers to employment amongst key employers. The ability of the Council team to work across different scales and categories of partner was supported by the clear framework and good staff support mechanisms within the team. This mirroring internally of what the programme was aiming to achieve externally in terms of cohesion and integration, where everyone's contribution mattered, was a factor in the programme's success. It was a cohesive team.

The Welcome to Bradford website straddled impact areas with Pillar 1 and was designed to support the integration of new arrivals/refugees in the District. It successfully increased the number of migrants accessing information on health and wellbeing provision, education and employment information. It also led to a decrease in number of migrants needing to access destitution provision. The site features integrated maps, Street View integration, listings for over 250 services, listings that can be embedded into pages, dynamic translation for Bradford's 30 most commonly spoken languages and can even be added to the home screen of mobiles as an App.
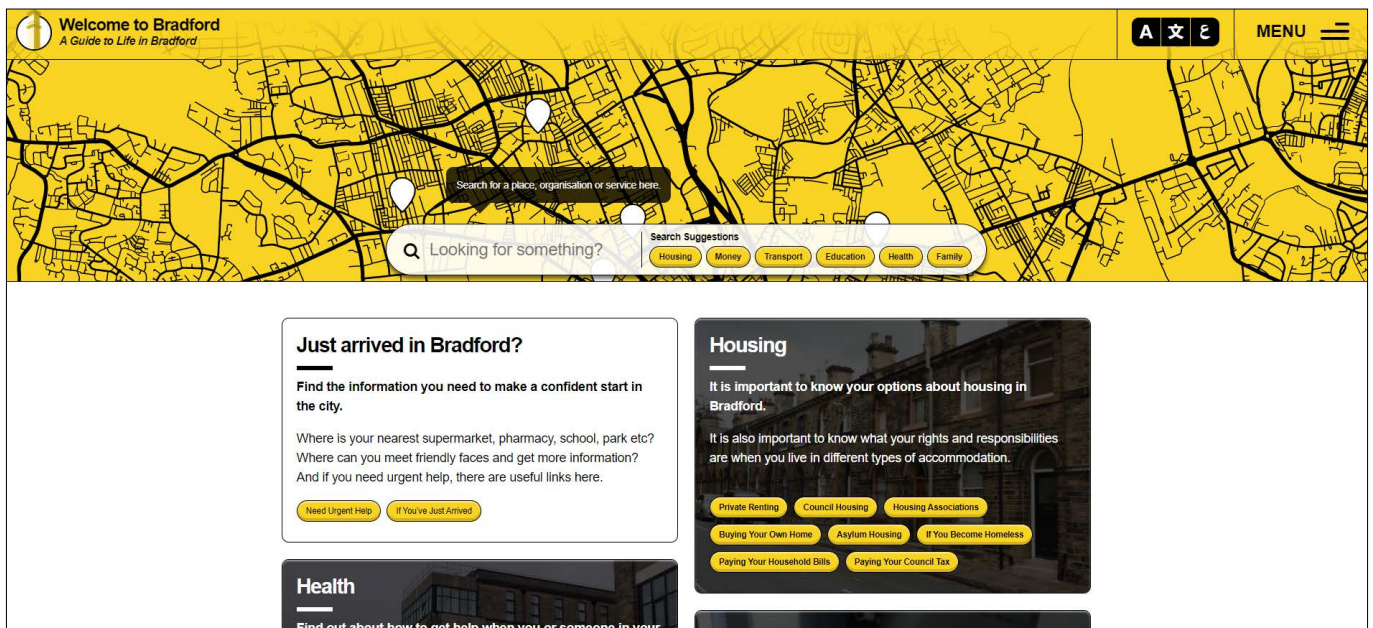
Chapter 7
Pillar 2 Getting Along

Projects commissioned the second pillar, Getting Along, focused on promoting greater interaction, dialogue and understanding between people from different backgrounds given the diversity of the population and the extent of residential and educational segregation. It also focused on ensuring that people understand fully their rights and freedoms and their responsibilities.

Key Findings – Progress towards meeting the strategic outcomes for Pillar 2:

More people will have an increased understanding and respect for other people's views and cultures – *Bradford for Everyone* was highly successful in engaging large numbers of people from diverse backgrounds through a wide range of initiatives. Approximately 27,000 people were engaged under this Pillar's activities alone. The projects promoted greater understanding and dialogue between people from different backgrounds and created opportunities for meaningful social interaction to take place, despite the challenges posed by the pandemic and the need to reframe and rethink the delivery of some of the work. Many of the projects engaged young people, with Future Ways contributing on City of Culture 2025.

More people will understand the rights and responsibilities of living in the District and the UK – Voter turnout is a key measure of how engaged people are in civil society. Local Election turnout in May 2018 was high (nearly 50%) in Bradford Moor, Wharfedale, Ilkley and low (under 30%) in Eccleshill, Wibsey, Keighley west, Queensbury, Wyke and Royds. In 2021, turnout was generally lower, with only 46% voting in Bradford Moor, Wharfdale and Ilkley and averaging 27.5% in the wards that registered below 30% turnout in 2018. However, the qualitative evidence points to there being greater trust in the local authority in many of the wards where *Bradford for Everyone* activity had been evident. A longer term roll out of similar work would be needed to evidence whether this has a significant impact when it comes to voter turnout or whether there are more complex factors that have to be taken into consideration. Numbers of people volunteering in Bradford maintained their levels more strongly than most similar places during the pandemic. Social participation ranged from the most informal (like helping family, friends or neighbours with shopping) to work with community groups, to political action (for instance being involved in the Black Lives Matter movement).

7.1 Process evaluation

This section explores whether each project met its intended reach, levels of engagement and quality.

Project and description	Actual outputs
The Linking Network In terms of delivery, this project adapted well to Covid-19 restrictions and provided linking between schools via digital linking and digital resources.	- Expanded Primary Linking classes to 538 schools. Approx. 16,140 7-10-year-old pupils actively engaged - Reached 50% target each year, reached 69% in 2019-2020 - Worked with a total of 31 secondary schools across the District. This has included: resources, Schools Linking workshops, Intergenerational Linking, linking, direct delivery of Assemblies and Workshops, provision of assemblies and resources, reviews of provision and staff training - 56 classes from 16 secondary schools (1680 pupils) - 10 special mainstream linking (300 pupils) up from target of 4. - Replaced classroom linking with Digital Linking Test and Learn Programme December 2019 with 2 schools. Wrote 25 digital guides and resources with Bradford Council Innovation Centre. Digital Linking now embedded in all our linking programmes and hugely successful innovation. - Written 104 home learning resources including bilingual voiceover resources for primary and secondary pupils learning at home; family Facebook page created for lockdowns; 15 new family learning resources to engage families in their children's experience of Schools Linking including a film for linking children created by M6 Theatre called When we started singing; sign supported English videos; planning Schools Linking Celebration Week - Delivered 8 training sessions (2 face-to-face and 6 live online) with 45 Bradford schools attending over the funding period - Supported 7 schools to review their SMSC provision 11 Primary classes in 8 schools with 8 care homes. This includes 1 club, 1 school council and reaches 330 children. 10 Secondary links underway reaching 1300 11-24 year olds; 195 55+ involved. **The Linking Network continued to seek engagement from further schools and increased flexibility available through mid-year commencement of some school linking pairs. They demonstrated agility and adaptability such as moving to Virtual Linking, rooted in parental engagement and being locally owned in each school and proactively working with students to develop solutions through social action. The success of The Linking Network is how it takes multiple approaches to address the same issue by training hundreds of teachers and finding well sought and highly recommended diverse literature and resources.**

Bradford LEAP Creative People and Places (CPP) is a £3.65m programme for Bradford District. The programme aimed to deliver a step change in cultural engagement and participation and for Bradford's art, arts organisations and audiences to be representative of its rich diversity.	- 14 creative consultation and engagement projects to deliver audience engagement targets and provide learning around appetite for culture and barriers to cultural engagement - Broadening & strengthening community networks through online events - LiT Community Light installations - Festival support for community engagement (Bradford Fringe at Home, Bradford South Asian Heritage Month) - Actively involved 956 participants - 6 networking sessions and 30 1:1 support sessions - Actively involved 956 participants across Bradford & Keighley, reaching a massive 8,146 people as audiences. **The inclusion of LEAP as part of the programme strengthened both programmes and was an important element of successful cross-sectoral working.**
Future Ways Worked with young people from across the District to develop leaders for the future. The project had three cohorts of 15 people from across the District for 12 months.	- 249 people reached and encouraged to participate, achieving aim of young people from minority ethnic and other marginalised groups (50/50 split) - 575.5 contact hours - 55.5 session hours - 24 sessions delivered - Young people from minority ethnic and other marginalised groups participated - Cohort of 45 participants undertook a thematic programme. Cohorts 1 & 2 took place over 6 weeks with wrap around support before and after. Cohort 3 took place over 10 weeks **One of these cohorts was assigned a thematic role of contributing to arts and culture. The diverse intake of young people ensured that under-represented communities were offered opportunities to make the most of their talents and input their contribution in the future prosperity and wellbeing of the District. In addition, all candidates offered counselling and mentoring with senior officers in partner organisations in the District.**

The People Library

An online hub of Bradford 'books' was launched to showcase a collection of human 'books'. People were able to browse profiles online, watch a video (first phase) as well as 'borrow' a person for an event or meeting (phase two) or meet at a People Library event. Important that stories were heard by other groups, employers and schools inviting 'human books'. Participants able to ask questions they may be usually afraid or too embarrassed to ask and an online platform to host these

- People Library web pages have been viewed **6,929 times** since its launch. These views came from **5,363 different people** (IP addresses)
- Five **most viewed** written/photographic stories: Football, Books & Bears, A Stars Life: Nothing is Impossible, Staring at a New World, Being Good at Being Me and Whose Are Yous?
- People Library based **video stories have been viewed over 5000 times** (via YouTube and Facebook). The most viewed video story is Wrestler, Rocking Horse Maker and Fireman
- There are 29 people registered to be #HumanBooks in Bradford's People Library and an additional 4 set to join. Of these 33 volunteers **27 have already had their stories produced, edited, published and promoted**
- **The People Library story with the largest reach through Twitter promotion was *"Surrounded by Stories"* with a reach of 27,744 Two online People Library Events have taken place with plans for face-to-face People Library events**
- **The People Library with be sustained through volunteering and the up-skilling of young storytellers through a new People Library Mentorship scheme.**

The contributors to the People Library were deliberately diverse and included people of a variety of ages, sexualities, genders, faiths, ethnicities, economic backgrounds, and those with disabilities. It has been used to support numerous relevant campaigns and awareness days/weeks/months. Examples include Refugee Week 2021, White Ribbon Day 2020/21, International Migrants Day 2021, World Mental Health Day 2021, Gypsy Roma & Traveller History Month 2022, LGBTQ+ awareness days/months and World Books Days. There have so far been two online events featuring Human Books from Bradford's People Library. Stories and videos were used to support Bradford's successful City of Culture 2025 bid.

Act-Early Holme Wood Act-Early is a £10m programme and a collaboration between Bradford's Centre for Applied Education Research, Leeds Institute of Data Analytics, local health services and schools, Bradford's Opportunity Area and Bradford For Everyone.	- Semi-structured interviews and focus groups between Holme Wood service providers and the Act-Early project manager and/or the data scientists - Asset-mapping exercise with approximately 50 participants - Feedback gathering from 21 local service providers and decision-makers - 5 community events **Very successful project benefitting from the involvement of a neighbourhood arts group, which brought together residents and local service providers who would work together to design, trial and evaluate more effective approaches to tackling issues earlier.**
Befriending Service Led by the Bridge Project, the aim of this project was to provide a digital befriending service that could be scaled up rapidly. Alongside this, the project provided specialist support for Domestic Abuse and Early Help services.	- 179 volunteer befrienders recruited against an original target of 110 - 2432 calls delivered equating to 810.5 hours of support - 256 individual befriendees participated, exceeding the original target of 220 **Telephone befriending considered a successful model to be continued as an offer alongside face-to-face meeting. Potential savings for mental health services through supporting people to re-engage in their communities. Provided step down support using trained befrienders, who in addition to providing befriending support were able to recognise risk, know when to escalate and seek advice and use a basic resource directory to enable individuals to access other forms of help and community support.**

The projects funded under this pillar reached approximately 27,000 people. Diverse social networks are important for people to achieve their full economic and educational potential, and to build bonds and trust between different communities. Social mixing is an enabler of social and economic opportunities and makes people aware of other cultures and people who are different to them. The projects funded under the Getting Along pillar promoted greater understanding and dialogue between people from different backgrounds and created opportunities for meaningful social interaction to take place, despite the challenges posed by the pandemic and the need to reframe and rethink the delivery of some of the work. Through a range of different activities aimed at different groups and communities across Bradford District, the projects funded under this pillar strengthened connections between groups from different residential and areas, connected children and young people across educational divides, and celebrated Bradford's diversity.

7.2 Outcomes evaluation

The Getting Along pillar was focused on funding projects that could **promote greater interaction, dialogue and understanding between people from different backgrounds**. Given the diversity of the population and the extent of residential and educational segregation, **getting involved in volunteering** and mixing with people they would not come into everyday contact with was considered key for integration. *Bradford for Everyone* was concerned to increase the proportion of the population who **understand fully their rights and freedoms together with their responsibilities**. Indications of success were that more people would have an **increased understanding and respect for other people's views and cultures, together with increased sense of community and belonging**.

The Home Office Indicators of Integration (2019) underline the importance of ideas of citizenship and nationality, with their associated rights. It recognises that these ideas fundamentally shape what counts as integration in a particular context. It states that *"The acquisition of citizenship and exercise of the rights and actions this entails (such as voting) in itself provides an important bedrock to the integration of any individual in a society"* (Home Office, 2019: 18). Research also highlights how both the attitudes of members of receiving communities towards groups such as migrants or refugees, and members of minority groups towards the process of integration itself, are influenced by perceptions of responsibilities, rights and entitlements. By combining responsibilities and rights, the framework recognises that both must be measured from the perspective of groups such as migrants as well as the receiving communities.

This Pillar combined the domain of rights and responsibilities with social connections as these connections can be key to people understanding their rights and responsibilities. As a group of projects, those funded under this pillar addressed the three domains identified in the Home Office indicators under the heading **Social Connections: Social Bridges, Social Bonds and Social Links**. Key features and outcomes related to each of the projects are described and analysed.

The Linking Network

The Linking Network's (TLN) story began 21 years ago when two schools with very different intakes, in terms of ethnicity, linked together. The network has grown from there. Working in partnership with *Bradford for Everyone* and Bradford Council from December 2018 to March 2022 transformed the reach and impact of their work in the District. The funding and wider partnership unlocked greater capacity to innovate, connecting to school and District priorities and scaling up the impact of the previous programme of activity. The programme was flexible and locally-led which meant TLN's core team were able to work with local partners and schools to respond to the challenges of Covid. In response to the challenges presented by Covid, they created new virtual pathways for all primary and secondary Schools Linking programmes. They also developed a range of new resources to support teachers and school leaders in an unprecedented time including: Digital Linking, Classroom and Assembly Home Learning and Remote Teaching Resources.

When the pandemic started, secondary school teachers were concerned that many young people were at greater risk of isolation, exposure to misinformation and narratives of hate, fear and division. TLN adapted their usual models of linking and classroom support. Five interactive sessions were designed that allowed students from two classes to exchange thoughts and ideas with each other. The teacher facilitated the process of identifying what had been shared and shared this information with the link class. The teacher then sent feedback from the students to the link teacher via email at the end of each session. Over the course of these five sessions, the dialogue was shuttled between classes, facilitating the exchange of thoughts and ideas and unlocking a better picture of the link group. Shuttle Dialogue proved an effective way of supporting classes to explore who they are, what are their aspirations, their values and what are the things that they have in common as well as any differences. Links were also developed between mainstream schools and special schools using virtual platforms.

Alongside the schools linking work, TLN were able to rapidly establish intergenerational linking between schools and older people in the District. They worked in partnership with My Home Life England to test and learn what effective class based linking could look like. One Secondary link was between a Sixth Form Philosophy Club and Global Justice Now, a group of older people in their 80s who have been campaigners all their lives and had organised the Bradford COP26 Walk. Another notable link was between a primary school and care home where the children and older people exchanged letters and cards about themselves. They also met outside and shared stories and songs on a video call.

Future Ways

The *Bradford for Everyone* programme worked with Empowering Minds to address the need for a leadership programme for young adults aged between 18-30 years old to develop more diverse leadership for the future. The programme sought to equip a diverse range of young people with the basic tools, confidence, and knowledge to seek and maximise opportunities that they will require to become leaders in the District. It tailored its third cohort within the context of Bradford's City of Culture 2025 bid, both utilising and supporting the bid and harnessing young people's passion for arts and culture.

'The Linking Network has supported our school to develop and maintain a positive relationship with a local school within our community with students from different ethnic groups. Our schools together were able to explore Human Rights - this was very powerful - all students enjoyed the experience and respected their differences and more importantly discovered similarities. I remember one student saying "miss they are just like us" after disclosing she was feeling anxious before meeting the other school.' Linking Teacher

"She's the Grange version of me!" called a linking pupil with uncontained excitement during the first face to face meeting of the linking schools.

'Socialise before you criticise,'

'I liked that I met new people. I learnt that it is important to socialise and to keep my mind open.'
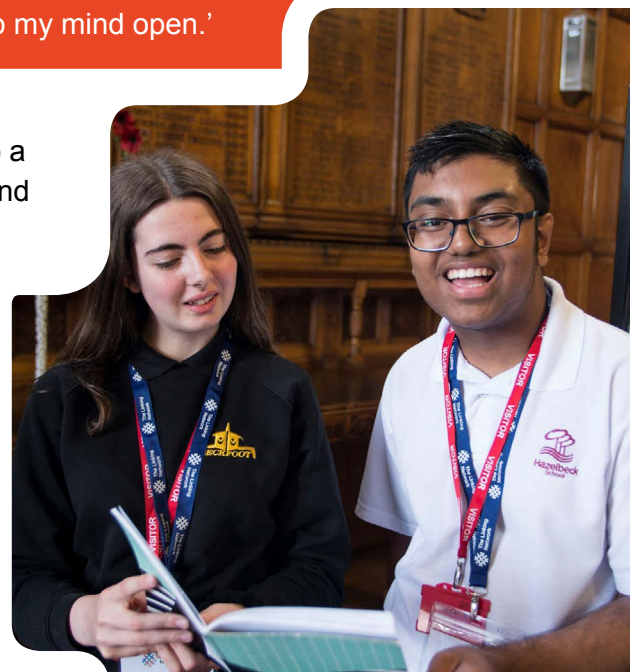
Participation in the programme has had a very positive legacy for some of the young people and has led to them taking part in opportunities they may not have otherwise. For example, after taking part in the programme, some participants went on to represent Bradford on BBC Politics, where they spoke about politics and the importance of young people's voice in the media.

The LEAP

Using a creative arts approach, The Leap put local people in control of decisions about art and culture in the places that they live, providing motivation, skills and opportunity for them to grow their connectedness, confidence and cultural capacity. They ran an Awards programme which provided not only finance but also involved support for individuals and groups to develop arts and cultural offer in their communities. This approach resulted in not only high-quality cultural experiences, but also ongoing relationships that foster arts and culture throughout the District. The Leap created a toolkit of resources for the creative consultation projects to access which includes risk assessment template, communications guidelines, photo consent notice, press release writing guidance and links to information on digital engagement, safeguarding, accessibility etc.

The Leap were commissioned to be the delivery vehicle for *Bradford for Everyone*'s cultural and arts activity and did not deliver projects directly, supporting others to lead and deliver, which develops community-led leadership in arts and cultural projects. Each project had a dedicated Community Development Manager, providing one-to-one project management support and Continuous Professional Development support through the duration of their project. The Leap held monthly group meet-ups via Zoom for the people they were supporting, in addition to sharing information via WhatsApp groups. The formation of this peer support network has connected community organisations and artists working across Bradford District who had not met before. It facilitates them to support each other on skill gaps identified – for example, PR, contacting the media and engaging audiences online.

Case Study – 100 Creative Women and Girls project in Keighley

Participants that took part were from The Leap's target ward areas where there is a historically low engagement in arts and cultural activities. Women and Girls from Keighley West and Central wards had conversations with artists about the creative things and activities they do, what they enjoy, and what they feel are current barriers to engagement. They then created self-portraits that showed their creativity through guidance from lead artist and photographer, Lisa Holmes. Lisa then took professional portraits of each project participant, arranging to meet them in locations that they chose. All of the photographs – the self-portraits and professional portraits – were then part of a public exhibition at Keighley Creative.

Some quotes from 100 Women and Girls participants:

"I learnt to crochet over the first lockdown and have been 'hooked' ever since! It is really satisfying and rewarding to see a blanket grow! I also love writing and gardening in equal measure!" Farhat

"I like to recreate my favourite characters from things like Animes, TV shows and role play servers." Alex

The People Library highlighted commonalities, celebrated difference and enabled human 'books' to be judged by their contents, not their covers. It also provided a learning and development opportunity to Future Ways participants who volunteered on the project through the Council's Future Leaders programme. The People Library story with the largest reach through Twitter promotion was "Surrounded by Stories" with a reach of 27,744. It is a story about a Muslim, female street photographer in Bradford. The contributors to the People Library were deliberately diverse and included people of a variety of ages, sexualities, genders, faiths, ethnicities, economic backgrounds, and those with disabilities. It was used to support numerous relevant campaigns and awareness days, weeks and months.

Act Early: Holme wood

Holme wood is a neighbourhood that has been a focus for concern, action and investment for many years. Numerous projects, including large scale investments, appear to have failed to achieve their goals. A common complaint is of 'top down' interventions, where residents and local organisations receive support, advice of investment, against objectives and targets set by others, which often proved to be unattainable. OutLOUD, a local organisation funded by the *Bradford for Everyone* programme, was committed to making **Act Early: Holme Wood** different. The community development project was part of a collaboration between Bradford Council, Bradford's Centre for Applied Education
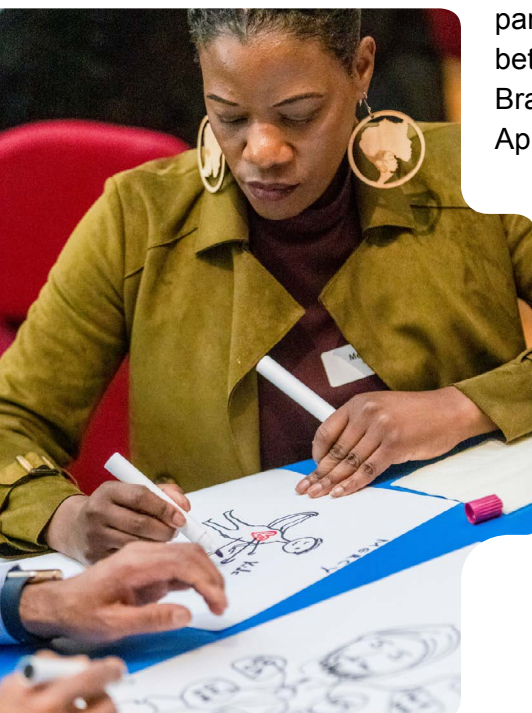
Quote from a family member of the 'Human Book' Colin Bennett – whose video story is entitled "Wrestler, Fireman and Rocking Horse Maker":

"I just wanted to let you know that I've just seen the film made about my father-in-law Colin Bennett and wow! What an incredible film! Beautifully shot and pretty emotional. This is something we can cherish for a very long time to come."

Research, Leeds Institute of Data Analytics, local health services and schools, *Bradford For Everyone*, and Bradford's Opportunity Area. Additionally, data scientists from the Turing Institute, Leeds Institute of Data Analytics, and Regional Universities were linked to the project areas to analyse relevant public datasets and identify patterns and issues. Developing community leaders/volunteers took longer than anticipated but once they were trained and empowered to lead on activities and events the initial investment in training and recruitment paid off. A key finding was how important it is to have local people take a lead on projects of this nature, rather than having people and organisations from outside the community trying to deliver activities.

Befriending Service

In August 2021 Durham University was commissioned by The Bridge Project, Bradford to undertake an independent review of a pilot project entitled Together Talks (Gray, 2022). The project partners were Adult Social Care, Early Help and Staying Put, a local Domestic Violence and Abuse charity. The pilot was initially devised as a response to the emerging Covid-19 crisis, aiming to provide a 'generic' telephone befriending and wellbeing service to those experiencing loneliness and social isolation. At the same time, locally gathered intelligence with colleagues in Bradford's statutory sector suggested that individuals who were normally in receipt of certain categories of statutory support could benefit from some form of 'stepdown' provision once formal interventions from professionals such as social workers and family support practitioners came to an end. The provision of a telephone befriending and wellbeing service, offering generic as well as specialist support, could not have come at a more appropriate time. With the effects of the Covid-19 pandemic deepening and with the nation moving in and out of a series of lockdown situations, befriending projects capable of reaching out to some of the most vulnerable and at-risk people in society was very timely. This new approach to service delivery was forged to some extent from necessity. Recurrent government-imposed lockdowns made it impossible to deliver services in other ways. But the pilot programme was not devised simply as a stop-gap until things 'got back to normal'. Instead, it was anticipated that elements of the delivery approach would outlive the restrictions imposed by the pandemic.

Befriending projects can not only build constructive relationships across difference, but they also demonstrate cost savings when applied to mental health contexts. They can relieve the pressure on services that are then able to focus on people waiting in the system. Such projects assist with the integration of people with mental health needs into wider community networks. Longer-term funding is needed for initiatives to develop the skills base within communities, linking community members to employment and skills support.

Cumulatively, these projects provide qualitative data that shows they have contributed to an increased understanding and respect for other people's views. They also supported people to maintain higher levels of volunteering through the pandemic, often utilising digital methods to work with beneficiaries. The good relations built by Bradford Council through their involvement with the projects contributed to building social trust in Council provision.

Chapter 8
Pillar 3 Getting Involved

The third pillar focused on projects that generated and connected people to opportunities to participate in community and civic life and strengthening leadership. Success would be more people from all backgrounds connecting with others, participating in civic life and getting involved in their communities.

Key Findings – Progress towards meeting the strategic outcomes for Pillar 3:

More people from all backgrounds will connect with others, participate in civic life and get involved in their own communities – The Police Crime Commissioner surveys from 2019 –2021 show an increase from 45.7% to 58.1% on the indicator of how well people from different backgrounds get on together in their local area, which is more than a 10% increase. Prior to the integration funding, this was actually declining. While baseline and endline data is not available for all projects, the ESOL participants provided both sets of data and show that better language proficiency combined with orientation about services and key places in Bradford District raised the number of people who felt a sense of belonging in the local area from 12% to 27.5%. Participants recorded that at the beginning of the course only 2% regularly spoke to English speaking people, with 19% regularly doing so by the end of the course. Regarding how comfortable participants felt speaking to people from different backgrounds (more than just saying hello) their confidence rose from 22% to 49% by the end of the course. The majority of participants across all the projects in Pillar 3 reported making new friends, breaking down social isolation, with many qualitative accounts of getting to know people from different backgrounds.

With 1,200 directly engaged through Pillar 3, *Bradford for Everyone* created opportunities for people from all backgrounds to come together, participate in civic life and, as a result, feel more involved in shaping their local communities and having a say on issues of importance to them. These projects also incentivised volunteering and helped local people feel a strong sense of ownership over their communities and influence over decision-making in their areas. The innovative Citizen Coin App enabled people to earn digital discount coins for undertaking social value activities such as volunteering. They were then able to use these coins at an increasing number of local businesses, getting discounts off goods and services. The App automatically recorded volunteering hours, helping people to build their CVs and progress to paid employment. By March 2022, 992 people were using the App, vastly exceeding the target of 200 users.

Rates of increased volunteering were not distributed evenly across different areas of the UK with some areas experiencing much higher levels of volunteering than others (Belong, 2021). In areas where there had been targeted programmes to improve social cohesion, including Bradford, respondents were more than twice as likely to volunteer as elsewhere in the country (from the June 2020 survey). Higher rates of volunteering also correlated to higher levels of social connection, neighbourliness, engagement in all forms of social action, optimism, and more positive feelings towards other groups and to people from migrant backgrounds in particular. Results were sustained over time in Bradford and despite the pandemic.

8.1 Process evaluation

This section explores whether each project met its intended reach, levels of engagement and quality.

Project and description	Actual outputs
B(FD)-as-1 (Street Life) B(FD)-as-1 worked across two wards and one constituency – Little Horton, Eccleshill and Keighley. B(FD)-as-1 looked at integration in its widest context - ethnic divides, and trust issues between statutory services and the community and across different areas.	- 177 community outreach sessions (target 120) - 44 workshops on specific themes completed by Thornbury Centre; additional sessions completed by Thorpe Edge Community Project/ SHINE/Keighley (target 120) - Co-designed 3 social action initiatives (on target) - 6 participants in core group per target area (target 10-20) - 29-30 participants at social action events (target 80-100) **Community outreach sessions could successfully be delivered online and therefore able to deliver more than planned. Other targets had to be reduced because of pandemic but resulted in quality work that resulted in some activities being sustainable beyond the project funding.**
Citizen Coin The project aims to ensure that more people from all backgrounds will connect with others, participate in civic life and get involved in their own communities. The project is a social coin scheme which runs via an APP.	- 817 registered users (target 200) - 112 retailers offering discounts off goods and services (target 20) - 60 rewarding agencies using the scheme to advertise activities (target 10-20) **The digital App was highly successful despite the pandemic, exceeding all targets and being an example that many other places may wish to follow. The app should be seen as a tool which requires a team to promote and support organisations and retailers in its use. The support system is the enabler for the app and is a factor in its deployment and success.**
Ambassadors The Ambassadors group is made up of Bradford District citizens, which ensures that the voices, knowledge and experiences of local people are included in the design, delivery and evaluation of the programme's integration projects.	- 37 local people recruited (target 27) - 147 wider network members signed up recruiting additional volunteers to support locally arranged activities (target 270) - 24 active Ambassadors for integration (target 32) - 16 meetings (target 8, made easier when they went online) - 1774 volunteering hours completed (the pandemic affected the number of physical volunteering hours people could complete, target 3000) **Although the numbers were slightly down on target, this was an extremely successful project, that had positive impacts on many other projects and wider benefits beyond those directly involved.**

Around 1,200 people were reached by the projects funded under the Getting Involved pillar. These projects achieved their intended objectives by creating opportunities for people from all backgrounds to come together, participate in civic life and, as a result, feel more involved in shaping their local communities and having a say on issues of importance to them. These projects also incentivised volunteering and helped local people feel a strong sense of ownership over their communities and influence over decision-making in their areas.

8.2 Outcomes evaluation

This Pillar also focused on building social connections but with an emphasis on supporting volunteering opportunities and other methods to bring people together across difference. It also included support to local businesses, highlighting Bradford District's entrepreneurial spirit.

The original project design of B(FD)-as-1 relied on the Thornbury Centre's ability to provide outreach in communities, engage community members and build new relationships through themed workshops. The reduced timescale and the restrictions that pervaded lives and the 'fear' of further lockdowns, meant this design was no longer viable. In addition, home schooling and a reluctance in some people to meet in groups reduced the Centre's ability to engage with people. They decided to contact an organisation in each target area whose ethos reflected their own. They invited the local organisations to work with them on engagement and ongoing support of groups of core participants. This was highly successful and better than the original design as it embedded the work in a locally based organisation. Key issues needing to be addressed included negative attitudes, particularly racism and fear of people 'not like us'. Also, personal perceptions – stereotypes, blame for local issues on new community members e.g. fly tipping linked to EU migrant communities. Tangible barriers to people mixing were language and places where integration can occur. Perceptions of integration and cohesion ranged from *"people get on well"* to *"we shouldn't bend over backwards and lose 'our' culture to integrate with others"*. The project created a desire across the areas to learn more. The need for safe, shared spaces where conversations could occur that questioned people's perceptions and enabled people to learn more about their neighbours was evident in all areas.

The innovative Citizen Coin scheme enables people to earn digital discount coins when undertaking social value activities such as volunteering. Users can then spend these coins to get discounts off goods and services. The connections and partnerships created by the App was considered crucial to meeting the aims of *Bradford for Everyone*, especially when the economy has been struggling as a result of austerity and the pandemic. The project is 'holistic', underpinned by the Council Plan to promote better skills, create opportunities for people to get into jobs/ good jobs and have better health. Organisations, charities and projects rely on local people giving up their time to get involved in all sorts of activities. Not only has Citizen Coin given these groups/organisations a free platform to advertise and recruit new people to get involved in activities, but it has also given them a unique way to say 'thank you'. The platform automatically creates an innovative 'social CV' for each user by recording what they've done and what they've earned. The local authority gains evidence of the broad range of social value activity, via collecting valuable transactional data. The social value generated and recorded in less than 12 months equated to £103,968.

Photo: Yam Spice Foods, one of the retailers participating in the scheme

Photos: Citizen Coin co-ordinator and volunteers at University of Bradford - UNIfy Festival – Community Day

Case Study: Wharfedale Wombles, a participating rewarding agency

The Wharfedale Wombles are a community litter-management initiative from the Burley in Wharfedale Community Trust (BWCT). From a Wharfedale Wombles viewpoint, Citizen Coin allows us to share our activities and events across a larger community and increase awareness of what we do. We can also see other organisations that do similar work across the District so it helps with contacting, networking and working together. Ultimately, we litter-manage to prevent litter and to increase recycling through all available methods. However, we inadvertently find that we have: increased feelings of community and pride in the village; decreased isolation and increased wellness either through the Community Litter Pick or through buddy litter-picking; and, increased physical activity/exercise in nature. Volunteers earn coins for the hours they participate.

By taking part in activities such as litter picking, some people who are isolated get to come out and connect with others. This week, we had someone who is socially isolated because of their disability join us in the monthly Community Litter pick event. We have member volunteers litter-picking throughout the month and this keeps the village visibly clean. We always say, "do what you can when you can". This works well as people are afraid of signing up to unlimited commitment, and even more so if they have a busy life. It's about making things accessible and doing what you can. If all that they can do is pick litter in front of their house, we encourage that.

With Citizen Coin, the immediate future is about making it accessible and removing current barriers. Litter picking using Citizen Coin is something that everyone can do because it gives them flexibility and pride in their place. The only challenge is ensuring local and accessible places to spend the coins. If everyone in the UK put in one hour even in a year, imagine the impact and outcomes. It would change the culture and increase community.

The role of the Ambassadors Network is broad as the members also acted as enablers of and ambassadors for the programme at ground level. The Ambassadors formed a link between the strategy and local people. They supported social mixing by creating opportunities and a safe space for conversations. However, more importantly, Ambassadors had an important role to play in furthering the Council's understanding of its work in local communities.

The Ambassadors group was deliberately formed to act as a grounding mechanism for the entire *Bradford for Everyone* programme, as a practical citizen sub-group to the Stronger Communities Partnership (SCP) Board and as a way of giving real voice, choice and power to a representative selection of Bradford District citizens. The project up-skilled and empowered people from a wide range of backgrounds into an activist and ambassadorial role and ensured diverse citizen input into all stages of problem/opportunity identification; solutions and ideas; reality checking; and decision-making around which project ideas were to be funded via both small-scale Participatory Budgeting and opportunities to sit on project commissioning panels.

The project also facilitated citizen observations of the projects (alongside a Project Support Officer) and encouraged Ambassadors to support, promote and often participate in funded projects, as well as engage in running activities and projects locally. Ambassadors encouraged other citizens to join the *Bradford for Everyone* Network, and supported campaigns through the year (e.g. Refugee Day, International Women's Day), as well as larger long-term campaigns such as Shared Values and Make Sure It Adds Up.

The project adopted a collaborative approach to delivery, where local people worked with key stakeholders to shape and influence the whole programme. In doing so, the project increased anecdotal understandings of community readiness and helped to show which communities may require more support and where interventions may be best targeted (i.e. in what areas/wards). This ensured meaningful participation and involvement from all relevant stakeholders and communities. This project was highly commended for Community Involvement in the LGC Awards in 2021.

Feedback from the Ambassadors Network

"The whole way the project's been set up is about being led by the community, being led by what's important to individuals who are working in the community and working together to try and achieve something" (Ambassador testimonial)

"It's given me more confidence to think about the local community and the importance of what is needed" (Ambassador testimonial)

Earn Citizen Coin rewards

Chapter 9
Pillar 4 Feeling Safe

The fourth pillar supported projects focused on tackling hate crime and the fear of hate crime so that everyone feels safe. It also encompassed projects that helped people to feel protected from the Covid-19 virus. Success would be more people saying they feel satisfied with their neighbourhood and feel safer across the District.

Key Findings – Progress towards meeting the strategic outcomes for Pillar 4:

More people will feel satisfied with their neighbourhood – Projects under this Pillar included the development of a Bradford District Roma Strategy produced by a diverse working group of 24 organisations and a refreshed version of the Hate Crime Strategy produced by a broad alliance of interested organisations and informed by research from the University of Bradford. Understanding communities within the District and building cultural competencies, tackling unconscious bias and creating a more inclusive, diverse and equal workforce was also part of this Pillar. The Police and Crime Commission Survey for 2019-2020 shows an increase in respondents who were satisfied with their area as a place to live from 67% satisfied in 2019 to 70% in 2020. However, the following year showed a decrease to 65%. The survey does not directly capture information on why people are satisfied (or otherwise) with their local area, but the proportion who said they felt their local area had 'got worse' in the past 12 months was 38.7% in this survey, versus 27.7% in 2020's Your Views results. This result could be caused by factors related to the pandemic or an indication that the change to an online Your Views survey in 2021 attracted a more negative respondent than the previous postal surveys.

More people will feel safer across the District – The Police and Crime Commission Survey recorded people feeling safe in their neighbourhood rising from 73% in 2019 to 78% in 2021. This was the opposite of neighbouring Leeds and Wakefield that recorded declines. The Hate Crime Alliance supported over 2,000 victims and families of hate crime reports, including training, raising awareness and providing emotional support in partnership with West Yorkshire Police and other partners. Incidence of hate crime reporting may have increased due to more people knowing how to report it, with better support available to the 22 reporting centres across the District. The Community Champions project was added to this Pillar and built on what had already been learnt from the Ambassadors project about getting messages to communities through trusted local networks. This was a response to the COVID-19 pandemic with almost 250 Community Champions from minority ethnic and disability groups trained to support health messaging via existing services and established VCS networks. This was an example of how the *Bradford for Everyone* programme helped build resilience to shocks and emergencies.

9.1 Process evaluation

This section explores whether each project met its intended reach, levels of engagement and quality.

Project and description	Actual outputs
Creating an Inclusive, Diverse and Equal Workforce This project aimed to develop training that would create a more equal and diverse workforce in Bradford District working across a range of sectors.	- Workforce training plan developed for Bradford District across six sectors meeting all ten areas from survey findings (on target) - Approximately 30 people became agents of change, who had responsibility to support culture change in their organisation and have been part of a network of change-makers (on target) - There was an aim to use the Inclusive Employer Toolkit alongside the training and provide feedback on its use (ideally 1 organisation in each sector); however, the toolkit was not available when the training commenced **There was an aim to recruit 240 staff (ideally 40 people from each sector) on to the programme and whilst the actual number was a little lower than this, the total number of registrations was exceeded due to participants taking part in multiple sessions. To see significant impact, behaviours and attitudes need to be monitored and where possible action learning sets embedded into a reflective and discursive culture. Bradford for Everyone has gone on to fund a 12-month post for an Inclusion Executive Coach to develop the network, additional resources and provide support to organisations recognising that seeing change may take longer.**
Roma Strategy The delivery partner CNet worked with wider District partners (Bradford Council, Health, CCGs, Police, Fire & Rescue Service) to develop a Roma Strategy using a strategic asset based approach, identifying opportunities for prevention and early intervention to support the Roma community to feel welcomed, to be able to play their part in society, and to access services with independence and confidence	- 80 organisations engaged (target 20) - Working group of 24 organisations established (target 12) - 114 Roma people engaged (target 40) **The Bradford District Roma Strategy 2021-25 was produced and launched and provides an ongoing resource for future work. It sets out a clear model of working, however resourcing and budgets for the implementation of the strategy is critical to enable some of the ambitions set out to be met.**

Community Conversations The Community Conversations Project aims to bring local residents together. Two specific wards were selected from each of the five constituencies (Bradford South, Bradford East, Bradford West, Shipley and Keighley). The Community Conversations project aimed to increase understanding, respect and tolerance between different ethnic and cultural groups, by providing opportunities for people to learn from and about each other.	- 14 trained Community Readiness facilitators from across the District (target 14) - 31 key respondents interviewed using the CRM to assess community readiness (target 30) - 10 co-designed workshops (target 5) - 262 residents engaged in activities (target 150) **This project exceeded all its targets by adapting to digital methods. Through these conversations participants had opportunities to engage in shared actions to improve life in their area. It also had to reduce its ambitions on community readiness across 10 wards to take into account the length of time required to implement. This was adapted, resulting in five wards taking an ABCD (asset-based community development) approach, which provided a vehicle for quick engagement.**
Hate Crime Strategy BHCA have been funded by Bradford Council for the last two years to deliver the Hate Crime Reporting, Centre Co-ordinator and 'Challenge it, report it, Stop it'. The aim of this project was to Co-ordinate and provide on-going support to the reporting centres to increase awareness of hate crime reporting.	- Supported over 2,000 victims and families of hate crime reports, including training, raising awareness and providing emotional support in partnership with West Yorkshire Police and other partners - 22 reporting centres now in place after reviewing the impact and value of the existing 29 centres - Development of new hate crime strategy - Focus groups on strategy held for each protected characteristic - Empowered Minds worked with Bradford Hate Crime Alliance to identify key priorities for the strategy - 10 disability hate crime training sessions delivered via Zoom with approx. 150 participants **The impact of this project is likely higher than highlighted as it is not clear whether the rise in hate crime is directly related to an increase in awareness of hate crime. As individual's identities need to be protected due to the nature of the crimes, it also is the most challenging in terms of gathering information and data.**

Community Champions The Community Champions project was not included in the original plans for the *Bradford for Everyone* programme. The Department for Levelling Up, Housing and Communities launched the Community Champions programme and the Council utilised this funding to build on what had already been learnt from the Ambassadors project.	- 49 'lead' champions recruited who were responsible for recruiting further champions and acting as bridges between their communities and the project - 247 trained Community Champions (target 300) from minority ethnic and disability groups via existing services and established network of VCS partnerships including Volunteering Bradford - All volunteers trained in critical thinking and how to counter misinformation - Over 1596 calls were received via the Covid helpline - Co-design and co-production group was established - Community Champions used outreach techniques, and worked with the NHS to promote vaccines - Around 5,512 are estimated to have been reached through the programme - Targeted information provided in multiple languages - Online communications methods used to reach different groups **The scale of work carried out by the Community Champions was phenomenal, due to the number of volunteers recruited instead of relying on only a few 'hand-picked leaders'. However, over the course of the pandemic, residents became fatigued with Covid messaging.**

Approximately 3,000 people were reached directly through the projects funded under this pillar. The combined effects will be on a much greater scale than those directly involved. Together, the projects were highly successful in helping people feel safer, particularly within the context of a global pandemic. The initiatives funded ranged from helping tackle rumours and challenging conspiracy theories about the virus to those that created opportunities to challenge hate crime and prejudice, and to deliver safe spaces for people to discuss issues and work collectively to address them.

9.2 Outcomes evaluation

The Indicators of Integration (2019) framework states that *"A sense of safety provides an essential foundation to forming relationships with people and society, enabling progress through education and/ or employment and participating in leisure pursuits. Community safety is a common concern amongst minority groups and within the broader communities in which they live. Racial harassment and hate crime erodes confidence, constrains engagement in social connection and distorts cultural knowledge"* (Home Office, 2019:50). The stability outcome (Home Office, 2019:52) notes the importance of familiarity and trust and an interest in staying in a neighbourhood for three or more years. This is considered the length of time needed to build connections and sense of belonging.

Bradford for Everyone commissioned the data company Culturelytics to provide clear insights into the challenge of developing inclusive mind sets. Culturelytics used AI (artificial intelligence) and behavioural science to provide greater understanding about people's attitudes, what challenges different groups are facing, and what would help build inclusive mind-sets and behaviours. This helped to inform and shape a workforce training programme led by Aspire-igen, Yorkshire's largest careers and training organisation, together with consortium partners Equality Together, Tharoor Associates, Mohammed Ali Amla, HS consultancy and Empowering Minds. Key findings include the importance of winning the pandemic in terms of enabling everyone to feel included and treated equally. Understanding the advantage of diversity in teams and how to build this into organisational objectives to meet key indicators would improve performance. Equally important was training people to work in diverse teams, including mentoring and coaching to understand bias. The ability to have difficult conversations and respond positively and constructively to challenge was seen as a key skill. Succession Planning/Talent Management was needed to enable teams to thrive on diversity as was training in inherent bias to enable leaders to become agents for positive change.

The delivery partner CNet worked with wider District partners (Bradford Council, Health, CCGs, Police, Fire and Rescue Service) to develop a Roma Strategy using a strategic asset approach. This identified opportunities for prevention and early intervention to support the Roma community to feel welcomed, to be able to play their part in Society and access services with independence and confidence. As part of a commitment to support new and emerging communities in the Bradford District, it was considered important to build evidence of the needs of Roma communities making their home in the District. In particular, the approach was designed to help them to navigate through services while ensuring these are accessible and can meet the needs of all communities.

To supplement published studies, the strategy project carried out a community consultation and collected anecdotal evidence from frontline staff in partner agencies. The community questionnaire was completed by 115 Roma residents across the district. 35 case studies were collected. In order to connect better with the community, most questionnaires were managed by Roma community organisations and volunteers. They were available in English and three community languages; Slovak, Czech and Hungarian. Economically, the Roma population suffer considerable disadvantages. Members are, through issues related to their status in the origin countries, likely to come from poorer communities, with poor education, lack of formal qualifications and a limited skills base. This limits their access to more secure and better paid work and many people in the Roma communities are in low paid work or move between short -term jobs. Often the only available work is in the informal economy, where they have less protection or stability and where wages are frequently below the legal minimum wage. This 'economic precarity' has knock on effects in other aspects of family life, such as housing and education.

Case study from the Bradford District Roma Strategy 2021-2025

"I am 24. I work in a car wash 16 hours a week and I am in receipt of Universal Credit. I live in Bradford with my wife and two children and it's very hard to get by. We've been homeless three times since we live in England. Without a proper job it is very hard to keep paying your rent, council, utilities, bus pass, food, clothes, etc. It is very hard to find a secure job with no proper English and without an English qualification. I would really love to change that but don't know how to get started." 24-year-old Roma male from Slovakia

The impact of Brexit was a clear concern to community members surveyed as part of the strategy consultation, with many fearful of its impact on their and their children's' future. The EU Settlement Scheme's (EUSS) complexity and its primarily online nature made it very difficult for communities with lower educational achievement and high digital exclusion to access unaided. Bureaucratic impediments caused by some EU nations' approach to passport and identification document renewal have also been a large burden. Considerable effort has been made to contact Roma communities through EUSS support with some success and national statistics for the scheme show several thousands of local Roma have applied, though without knowing accurately the size of the population, it is impossible how many succeeded. Many Roma struggle to understand the school system, worry about their child going to secondary school and if they will be safe there with elder children. One of the common lessons in research on the Roma communities of the UK is the need to build trust and the role of trusted conduits, be they organisations or individuals. Trust gains access and guarantees an audience for information passed on. Information from trusted sources is passed on, forming a good way to get information to community members. Trust is not gained simply by qualification and position, however, but by building a working relationship with individuals and families. The importance of liaison staff in schools and colleges, of public engagement and social prescribing staff in GP surgeries and pastoral work in churches among others should not be underestimated in communicating and engaging with Roma communities in our District and action should be taken to secure these liaison roles and, where they are absent, create them. to be sure how successful Bradford has been. The general view is positive, however, with evidence of higher levels of children's applications than the UK in general. An important outcome of the approach taken to developing the strategy was the creation of a Roma Network of professionals from across the partner organisations. The strategy group has the potential to play a valuable role in the action planning and rollout of the strategy, if suitably supported. Overseeing the development of the action plans and the monitoring of the success of the strategy in the future will sit with the Stronger Communities Partnership. This creates an ongoing legacy from the programme.

The Community Conversations Project aimed to bring local residents together. Overall, the Asset-based Community Development (ABCD) approach worked better within the budget and timeframe and with the added complexities posed by the pandemic. The Community Readiness Model (CRM) worked well in three out of the five wards it was conducted in; however, to evidence a move up the scale would require going back to re-interview, analyse and score. As the CRM involves a lengthy process this needs to be effectively planned into the project design phase within realistic timeframes. The pandemic hindered the process as well as being a methodology that was complicated to fully grasp and implement in a short time.

Case Study: Bradford East, Canterbury

In Bradford East, strengths were identified as people helping each other and amenities, including the schools and the local mosque. The project set up a community garden in Horton Park Primary School with the aim of increasing residents' confidence to mix with others, social and cultural awareness, willingness to participate in community life and positive feelings towards others who were different to themselves. The project was successful in bringing people together. One participant stated: "I have really enjoyed this project. You don't need to talk to each other, so if your English isn't great it isn't a problem, but you are working together to make the garden".

Bradford Hate Crime Alliance (BCHA) compiles reports from victims, third party reporters and reporting pathways. This data is shared with strategic partners including Police, local authority and community safety partners to challenge perpetrators and further ensure we have a joined-up approach to identifying risk factors. The information collected helps the Alliance support victims and provide analysis to build a better understanding of hate crime in the District. *Bradford for Everyone* was able to provide supplementary funding to co-ordinate and provide on-going support to the reporting centres to increase awareness of hate crime reporting. This also included delivering training to key individuals as well as compiling annual reporting of hate crime awareness and updating the strategy. This widened delivery and contributed to meeting the Hate Crime Strategy objectives and outcomes. The project aimed to increase the awareness of reporting methods throughout the city and to empower victims to report incidents, promote online and anonymous reporting, publish details of where victims and witnesses can get help, advice, and support and to target vulnerable and isolated communities at risk of hate crime to advise what action can be taken. The project provided an opportunity to review hate crime reporting centre provision to ensure that the mechanisms that were in place were fit for purpose. Bradford Hate Crime Alliance also worked with the University of Bradford to develop a hate crime App that would be accessible to everyone across the diverse communities of Bradford. By working with the university to develop the app, it aimed to give access to the latest cutting-edge technology along with providing opportunities for students and technological experts to work with and develop approaches that will support the objective of increasing hate crime reporting. The University of Bradford research on hate crime, residential and school segregation spanned both Pillar 2 (Getting Along) and Pillar 4. Work across the different pillars was designed to complement all the other themes, understanding that a holistic approach is needed to address integration and cohesion.

A new focus has been placed on increasing the awareness of hate crime in different ways and through alternative avenues, resulting in an increased online social media presence, and the newly released Listen Bradford hate crime reporting web App, together with the exploration of a podcast and monthly local radio broadcast aimed at improving understanding of hate crime and how to report it, across Bradford's communities. Education continues to take a central role in Bradford District's fight against hate crime and ever-growing, diverse opportunities to work with schools, colleges and local organisations provide valuable chances for early intervention education where issues surrounding hate crime can be tackled, dispelling myths, and promoting community integration, understanding and acceptance. Future training to develop understanding and reporting of hate crime and other issues linked to people feeling safe within their homes and workplaces needs to include reflection and discussion opportunities. This links with the need to develop people's confidence to discuss equality issues. Training programmes delivered over a longer period of time would help develop the content and provide additional 'take-home' resources for participants' independent learning. The success of the Hate Crime Alliance in building trust in reporting within communities is key to successful cohesion. There is still much work to be done to encourage reporting of all hate crimes.

The Community Champions project was not included in the original plans for the *Bradford for Everyone* programme. However, the programme had developed a level of agility through its framework to respond to new and emerging issues. In the context of the COVID-19 pandemic, roles within *Bradford for Everyone* team became dual; both in the continuation and adaption of the programme activities but also working with the pandemic response under the 'Covid Supporting Communities' theme. As new needs emerged, Bradford Council built on where communication was known to be effective, keeping things localised, involving community partners and, through those partners, supporting trusted individuals to deliver. The Community Champions were also trained using the District-wide Shared Values materials and ethos. Monitoring and evaluation forms were designed, and the project went operational within a very short timescale.

Trust in local government, health services and the police was enhanced through this project. The prior investment in Ambassadors paid dividends in tackling the coronavirus pandemic as community networks were already established. Bradford Council was able to devolve responsibility for delivery through to local embedded providers who already had a good working relationship with the Council, as well as extending their network to new providers. REN and Equality Together held co-production groups every month attended by leads from all 49 participating organisations. The co-production group was considered to have *"worked well so we could meet with other projects carrying out the same work and link together so co-work. Information sharing from Equality Together was useful and invites to Q&As and NHS meetings"*. The close working relationships with GP practices was evidenced by community champions being asked by some practices to sit in reception and help with bookings, using their language skills.

Different messaging within the NHS undermined some people's trust in the system. Social media was used extensively and adapted into local languages, sign language and using people who would be experienced as like themselves. Facebook was the principal social media platform that was utilised. For instance, Bradford Hindu Council reported a reach of approximately 1,400 users with some of their posts. Trust in the system was a major issue for many migrant communities and is related to wider issues linked to health inequalities and systemic issues. Some champions faced hostility from their communities for promoting the vaccine. As one volunteer reported: *"I have been expelled from two or three community*

Image © Bradford Hindu Council. Mental health workshop event.

groups in Bradford for inviting people and making them see the benefits of vaccines with specific data and documents rather than WhatsApp chain or some data not confirmed by the WHO, but it does not bother me. Not at all, on the contrary, this reaffirms that we are working for the good of the community and for the good of all as a society in this wonderful country."

The Community Champions work was highly successful in engaging local community leaders who could pass COVID messaging on to their communities. As a way of working, the health services and local government have many lessons they can draw from the way that the *Bradford for Everyone* programme was able to build on learning from the delivery of the Ambassadors programme. If this learning becomes embedded into the ways that services are developed and communicated, then it could have a major impact on addressing health inequalities. As Marmot (2020) has suggested, there would be significant change in the outcomes if health spending were allocated according to where there were disparities.

The strategies developed, together with the community engagement activities supported, contributed to people feeling more satisfied with their neighbourhood and feeling safer.

Case study – Windrush Generation

We work with people from the Windrush Generation, who are predominately of a Black background. It has been difficult to get them to take the vaccine, and there is still some hesitancy. I am a Covid community champion, and had reservations about taking the vaccine. I knew that I would take it at some point but found that some of the government messaging wasn't clear. I am an advocate of the vaccine, and our messaging at Windrush was to weigh up the pros and cons. I had Covid and was severely ill with it, so I used myself as a case study, when engaging with people. We worked with REN to look at ways to engage with the Black community. We did radio shows in our local area. REN had started to run Q&A sessions with a clinician, and this touched on questions that were never addressed before. It allowed me to get inside knowledge of the vaccine, and the importance of it. As a key figure in the Windrush Generation programme, we can reach around 6,000 people, and I felt that it was time for me to take the vaccine and use social media to get the message across, that if I am ok with taking it, you should be to. My views on social media have been over 1000 so far, and some of our community has come forward to take the vaccine.

Chapter 10
Innovation Fund projects and campaigns

The Innovation Fund was a small grant fund programme which was about stimulating new thinking, building new partnerships and testing innovative approaches. It sat across the programme's four key pillars. The fund enabled volunteer-led and small voluntary and community organisations to undertake projects with support from the programme team to build capacity, learning, collaboration, design thinking and co-design solutions in order to measure impact more effectively. The projects funded straddled all the Pillars, adding localised solutions to the larger core projects.

The two campaigns challenged the dominant ethos of the District by encouraging people to reflect on how they perceive others, what they know of others and critically think about information they see or hear and by encouraging people to reflect on who they are, their actions and what they do on a day-to-day basis living and working in the District. The Shared Values of respecting, sharing, caring and protecting and Make Sure it Adds Up were designed to continue to strengthen the connection, love and bonds within and between the communities of the Bradford District for generations to come by designing campaigns at the two polar ends of a spectrum between targeted and generic. They had ambitious aims reflecting an ambitious programme.

Key Findings

- The Innovation Fund projects represented an exciting approach to stimulating new thinking, building new partnerships and testing innovative modes of delivery. The fund enabled volunteer-led and small voluntary and community organisations to undertake projects with support from the programme team and dedicated Project Support Officers (PSOs) to build capacity and learning. The devolved mode of delivery strengthened collaborations and trust between the Council and the funded organisations and groups, and by extension the individuals and communities involved in the projects.

- The approach of granting volunteer-led and smaller voluntary and community organisations pots of funding to develop innovative projects highlighted a commitment to co-designed work that spoke to the needs of the local communities in question and thereby held the potential to have a greater impact. Small organisations needed more support to meet the programme criteria, therefore up-skilling was needed to ensure that the projects understood the rationale behind collecting quality data, writing good case studies and how these could highlight their successes as well as where there were learnings.

- the funded projects were able to reach out to individuals from different age groups, genders, areas, religions/beliefs and cultural and ethnic backgrounds. The data shows a broad demographic reach, with a range of different activities, all targeting different groups, thereby meeting the fund's overall aim of engaging all groups and communities.

- The aim of the Anti-Rumour campaign 'Make Sure It Adds Up' was to move people away from myth-busting toward critical thinking and to avoid discussing rumours while trying to reduce them. This strategy played a significant role in achieving the programme's key priority of tackling hate crime and prejudice and ensuring that everyone feels safe.

- When writing the strategy, local people told the *Bradford for Everyone* programme that it should have a set of 'Shared Values', which connect and unify everyone living and/or working in the Bradford District. Shared values can bring people together and be used to create, express and develop initiatives, campaigns and tools that everyone in the Bradford District can take part in and benefit from. The campaign includes storytelling, a key device for helping people feel that their diverse histories are being remembered and their voices are being heard.

10.1 Innovation Fund process evaluation

In order to create an iterative process of learning through testing, Innovation Fund allocation was delivered in four rounds with the first round including 13 projects funded (£50,000) in August of 2019. The second round funded 6 projects (£75,000) in March 2020 and the third round funded 10 projects (£50,000) in March – September 2021. The fourth round saw 34 projects funded. Each constituency was provided £10,000 (total £50,000) and the funding had to be allocated by 31 March 2021. Rounds 1 and 3 used a participatory budgeting process, where local people made decisions on the types of projects that were funded. Decisions for Round 2 were made by a panel containing citizen representation from the *Bradford for Everyone* Ambassadors. Round 4 awards were made by the five constituency based Area teams.

List of Projects Funded (Innovation Fund)
Game on! – To build new diverse friendships with young people as they make a digital game together.
Shine Words – Development of a card game and app called "Shine Words", a multilingual resource to help new communities integrate quicker and more confidently.
The Art of Conversation – Utilising space for safe conversations to share stories experienced by new communities and the difficulties of integrating into a new place.
Global Bradford – An event to create solidarity and mutual understanding between all migrants; debunking myths; and to celebrate diversity of cultures.
Stepping Stones – Delivering ESOL for mothers and providing health and parenting information to benefit child and family; including upskilling and volunteers and staff in ESOL delivery.
Faith in our Communities – Bringing together faith and LGBT communities together to have open and safe conversation.
Community, Create, celebrate! Brought diverse communities together through the sharing of cultural knowledge to build integration and understanding between people from different backgrounds
Great Horton Ambassadors – It takes two community issues (street-gathering and lack of inter-community mixing) and combines them to form an innovative response.

BD5 Dads and Kids – Bringing dads and kids together from a variety of different ethnic backgrounds as well as new communities, to share and educate each other about their cultures.

The Sharakat Project – Bringing women in the community together from different backgrounds to build friendships, take part in an art project and discuss difficult issues in the community, partnering with a number of other local groups.

Piloting community Cohesion Team – Aimed to train young people to create greater interaction, dialogue and understanding between different people, enhancing their social, educational & economic attainment

Bradford Fringe Festival – Open access, community initiated, sustainable arts festival. Provide continuous resource for priority groups to arts in language they understand. To identify leaders and innovators within priority groups

Open Technology Maker Space – Open Technology Maker Space will provide 24 drop-in sessions over 6 months, at our workshops, where we will provide people with open source technology that they can learn about and keep. We will facilitate teaching, and develop peer-to-peer learning.

Bolton Woods Virtual Give it a Go Learning Programme – Delivering a mixed online learning programme for adults with learning disabilities and the local community.

Breaking the Glass Ceiling – Delivering education for life through ESOL classes alongside practical workshops like DIY including how to set up a small business.

Mary Magdalene CiC – Young people participated in a number of a workshops with Youth Workers & West Yorkshire Police on a range of subjects, including hate crime

Great Horton Common Ground project – Scaling up from Round 1, this project sought to test a new and collaborative approach to addressing community tensions and poor social mixing in Great Horton. The Development Worker employed focussed on: 1. Environment issues. 2. Fears of anti-social behaviour, 'gangs' and safety, and 3. Low levels of social mixing between groups.

Living Well in Bradford – Provided bespoke support to refugee and asylum seeker adults living in Bradford from employment to social connectivity.

Youth in Common – Bringing together small groups of diverse young people to participate in engaging workshops to raise aspirations and skills.

Move on Up and Participate – Helping the East African refugee community to be and feel safe and build strong relationships with other communities and organisations and share experiences.

Let's Talk about it – A 10-week programme covering topics on racism, white supremacy, and where prejudice ad unconscious bias come from with an emphasis on personal reflection and open honest discussions.

Friends of Bradford Moor Park – Delivering workshops online and activities in the park such as Hate Crime.

African Study for Change – Creating an understanding of the impact of Africa on the ancient and modern world, and to share some of the significant contributions of people of African heritage throughout history

Young Peacemakers – A 20-week peace education programme for young people exploring concepts such as human rights, global citizenship, conflict-resolution and reconciliation, as well as colonialism, Islamophobia, violence against women and bullying.

Refugee Training and Preparation programme – Running 10 sessions on employability skills. personal safety and personal hygiene; mental and emotional well-being; social skills; and mapping of the city centre.

School of Metal Bashers – Providing volunteering, practical technology hardware and software training, creating opportunity for individuals particularly refugees to learn valuable work skills as well as help others in the community.

Invest in our Youth – Delivering educational fitness to young people. Covering an understanding of how the body works and how good nutrition can aid a healthy mind and body.

Get together Bradford – Targeting individuals who are struggling with social isolation, speaking English and/or navigating services in the city by providing support.

Free 2B Me community garden – Enhancing the first LGBTQ+ voluntary-run community garden in England, to help forge relationships between groups.

Afternoon Tea, East Bowling Pensioners Club – Creating opportunity for interaction and social mixing such as playing bingo, mingling with others, and creating relaxing spaces for them in this difficult time.

Karmand Community Centre – 2 coach trips to Blackpool and Filey to bring together people from different communities (race, faith and age) to build interaction, understanding and relationships.

West Bowling Youth Initiative – To enable our new women and girls group to run and manage a series of art and nature based workshops to promote community and social cohesion.

Promote Community Pride, Friends of Greengates Cenotaph – To promote community cohesion between Greengates and Apperley Bridge and civic pride by painting over green media boxes owned by BT Open Reach and Virgin Media with images reflecting the area.

Woodland Clear Up and Preservation Project, Social Outreach Services CIC – A short film about what is loved and disliked about Ravenscliffe woods, highlighting how important it is to enjoy outdoor spaces. Adults with learning disabilities took part. The group are working towards an accreditation as part of a CERTA/SEG qualification.

St James Community Partnership – To provide a space for parents and babies to meet and socialise in a relaxing environment.

St Andrews Methodist Church – To develop the land in front of the church into a memorial garden as a focal point and a place for local people to reflect on the effects of the pandemic. To include a bench, planter and path construction.

Dance Artyfacts – To encourage disabled participants (who are a variety of ages ranging from 8–70 years) to have some fun online with each other, encourage some physical activity and develop a new skill.

First Steps, North East Windhill Community Association – To encourage people to mix and develop friendships.

Friends of Roberts Park – To plant established trees and complete a landscape design from an 1870's plan. All learned the importance of trees and how to plant correctly.

Think Future, JAMES project – To bring together 20 young girls and women of varying ages from a range of communities and localities. The older participants were keen to teach baking skills. Many of the participants had not been to Penistone Hill before, and this generated a conversation about local areas to visit, and the positive impact on your mental health.

Acts of Kindness, Wilsden Village Hall – The project involved young people leaving small individual 'presents' or random acts of kindness on the doorsteps of older members of the community. Young people also wrote letters to older people sharing aspects of their lives and aspirations and older people wrote back.

Happy Bench, Friends of Bradford Moor Park – To create a Happy Bench where residents can sit and chat socially distanced and aid health and cohesion.

Castaways Welcome Back, Castaways – Towards a relaunch of the community choir and theatre group. The grant will go towards hall hire, a pianist, a social event and catering to relaunch.

Mental Health Outreach Programme, Beckfoot Heaton School – To work with students and families on a Mental health outreach programme. Supporting disenfranchised students to reengage with school life after lock down and Covid, through online sessions and the services of an educational councillor to support small group work.

Our Girlington Podcast, Girlington Muslim Welfare Association – The group runs a weekly podcast. The podcast covers a different topic each week, and looks to utilise local people as role models, delivering important messages each week.

Community Garden, Café West Healthy Living Centre – To use the development of a community garden with the installation of accessible raised beds to encourage all parts of the community to grow fruit, vegetables and herbs to pass on knowledge to children and young people.

Community Events Programme, Bread and Roses – A programme with activities and workshops centred around mental wellbeing and social inclusion such as guided meditation, yoga, cooking, gardening and crafts workshops.

The little things can make a big difference, Marie Curie – Fully trained Marie Curie Helper volunteers offer people living with a terminal illness regular support in their own home. Marie Curie Helper Volunteers can also provide support to families for up to three months after bereavement.

The Youth Voice, Hollings Youth Association – The Youth Voice' is a project planned and delivered by young people to raise awareness around issues affecting the younger generations, such as drugs, hate crime, bullying, cyber bullying, littering/fly tipping.

Boxing for All, Lights Out Boxing – Using sport as a means to build a fair, integrated and tolerant society by giving members the skills, knowledge and opportunities to learn with, from and about those from different cultures, beliefs and backgrounds and to develop shared values.

Mental health support for young, Millan Centre – Providing support for vulnerable young people, tackling mental health and social behaviour.

Read and Play Together, Bangladeshi Youth Organisation – Working with established communities to read Together and play together using football.

BUD project, Yorkshire Wildlife Trust – A 12-week gardening project in Great Horton Village Hall.

Foodbank, Russell Hall Primary School – A foodbank at the school for residents and pupils.

Walking Group, Bradford Organic Communities Service – A walking group project for 8 weeks.

Exercise Group, Bierley Community Association – Re-launch an older people's exercise group

Music Workshop, Queensbury Scout Band – Delivery of a number of music workshop recruitment events.

Community Walks, Lidget Green Healthy Living Centre –12 community walks led by a qualified walk leader as well as sessions to provide access to health services and advice.

Queensbury Tunnel Memorial, Queensbury Tunnel Society – Creating a memorial for the 10 men that lost their lives whilst building the Queensbury Tunnel.

Interactive App, Friends of Harold Park – Launching an app to facilitate interactive activities in the park for families.

Baby and Toddler Group, BHT Early Education and Training – 3 different baby and toddler groups in Holme Wood.

Art project, Royds Community Association – An art project for local residents working with the befriending team.

Book Publication, Low Moor Local History Group – Production of two books on Low Moor to share with the Community.

10.2 Innovation Fund outcomes evaluation

Overall, the Innovation Fund was phenomenally successful at promoting greater interaction, dialogue and understanding between people from different backgrounds through a range of different and varied activities. Many of the funded projects had a lasting legacy and made a huge difference to how local people felt about their place and their community. However, the level of support provided to some of the voluntary and community organisations was extremely high. This actively worked to strengthen relationships between the Council and the organisations, and also developed trust in different areas and with different groups. It was also highly time-consuming and labour intensive and revealed a need for support roles and capacity-building for smaller organisations. The *Bradford for Everyone* programme also struggled to get good quality data from all partners. However, despite these challenges, the Innovation Fund successfully built capacity across the District and supported the development of new skill sets for a number of the organisations involved. For example, some volunteer-led organisations had never used forms or monitored their activities in the manner requested by the Council. Their involvement in the scheme therefore developed their understanding of the importance of monitoring activities and also provided them with skills to be able to better monitor and evaluate their work in the future. Importantly, Ambassadors who had been trained in Observational skills were involved in helping to design, commission, promote and evaluate these smaller projects, ensuring that the projects were observed both from a citizen and a council team/ professional perspective. Many were adjusted as they progressed to strengthen the outputs and outcomes. This was very effective and also made Ambassadors truly understand the work and its impact.

The Innovation Fund expanded the work of existing volunteer-led groups. Residents co-designed solutions with *Bradford for Everyone*'s staff team in order to measure impact more effectively. Residents were often the same people who came forward to be Community Champions and Ambassadors. Therefore, Bradford District had an advantage on many other places that had not been able to support small grant programmes to the same extent.

The scheme's success, in a large part, was due to the high levels of trust that developed between

Innovation Fund Case study: Friends of Bradford Moor Park (Round 3)

Friends of Bradford Moor Park ran several workshops online and activities in the park, allowing to us to create a safe space for people to come together, get along, feel safe and get involved, whilst tackling their own issues and concerns. "Since attending the event I have become a regular volunteer, and I am part of group and its events on a regular basis. I have made lots of new friends, many people from different backgrounds, race, gender and ages. It brings me much joy to know I am a part of my local community and able to help in any way I can. Everyone has made me feel very welcomed and we communicate with each other regularly focusing on how to improve areas of the park to make it more accessible, safe and welcoming for other park users. Everyone has different ideas and is enthusiastic to help make a difference and help bring others together. I really love what the group stands for and it made a huge difference to me and how I feel now being part of the community and the group."

Case study – Con-Fessions Project at Mary Magdalene CIC

The project engaged young people in discussions around Hate Crime, dangerous driving, drugs, and anti-social behaviour. It utilised key speakers from West Yorkshire Police Officers to Youth Workers and Rappers, to get messages across to young people in an understandable and engaging way. Funding was also used to construct a simulated prison cell and interview room which were utilised in sessions to highlight the realities faced by young people who get involved in crime, including drug trafficking and dangerous driving.

"By attending the sessions, it made a huge significant impact on my everyday life from staying away from train tracks to staying safe during bonfire night. It helped me learn new things. A major project regarding safe driving really affected me and the other students because where we are from (Bradford) it is a large issue and by learning from the project it allows us to know the impact. Such as sad families and bad friends and all of this can be avoided. Also knowing how many people have died recently from dangerous driving." Participant M

"The significant difference the Con-Fessions project had on my life is that it made me more aware of certain issues in our community, as it opened my eyes to different misconceptions on the subjects we engaged with. For example – anti social behaviour, crime, hate crime, extremism/radicalisation and terrorism, gangs and fast cars, street violence and much more. Being educated on these subjects allows me to understand the impact my actions have not only on myself but on the wider community.

"The reason I enjoyed the confession project is because it was engaging and fun. Even though we talked about serious discussions on serious and taboo subjects it was good to talk about issues that we don't normally talk about. The mentors leading the programme made sure we were all comfortable and safe and I appreciate that. Due to us being in a safe space I was comfortable talking about these subjects." Participant B

the Council team (the Project Support Officers in particular) and the voluntary and community organisations, and by extension the groups being targeted by these organisations. Projects, funded through four separate rounds, which built on learning from each previous round, contributed to meeting the aims of all four of the pillars and included diverse communities across the District. The evaluation found that the *Bradford for Everyone* programme successfully reached out to diverse communities. The individual projects maintained participants' engagement and satisfaction and provided opportunities for meaningful social mixing between people from various backgrounds.

Projects funded under the scheme were most successful when they built on existing networks and partnerships, and when they already had experience of working in certain communities. The devolved mode of delivery strengthened collaborations and trust between the Council and the funded organisations and groups, and by extension the individuals and communities involved in the projects. The approach of granting smaller voluntary and community organisations pots of funding to develop innovative

Photo: participants on the Con-Fessions project

projects highlighted a commitment to co-designed work that spoke to the needs of the local communities in question and thereby held the potential to have a greater impact.

10.3 Campaigns

Anti-Rumour Campaign

The Anti-Rumour and Critical Thinking Strategy aimed to reduce rumours and prejudice by increasing critical thinking across the District. A public messaging company assisted in the development of the campaign, bringing knowledge of behavioural science into the planning stages. The strategy focused on three areas of political commitment and policy change, creating a media narrative and developing training resources. It also aimed to reduce rumours around migrants, LGBTQ+, faith and working-class communities. During the consultation and creation of the strategy group, the campaign worked with area teams and partners engaging over 250 people directly, with social media reach of 6000. The campaign was extended during COVID-19 to tackle rumours about the virus, encouraging people to consider the arguments for and against taking the vaccine. Public health messaging successfully reached into communities who wouldn't normally access health services through working with community residents. These residents could then cascade information through their networks, reaching large numbers of people. The website recorded 168,243 hits, many of which will have been from outside Bradford, extending the impact of the campaign more widely. Over 600 people took part in the training.
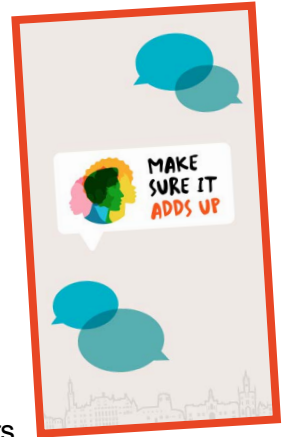
The strategy group had 21 core members and 6 organisations have formed a working group following a call out to develop a toolkit and training resources. The organisations that developed training were City of Sanctuary Schools, Linking Network, Integrated Community Learning Schools, Arakan Rohingya Organisation UK, Bradford East African Community and CABAD. The aim was to move people away from myth-busting toward critical thinking and to avoid discussing rumours by encouraging people to explore and learn from and about different groups of people. This strategy has played a significant role in achieving the programme's key priority of raising awareness of hate crime and prejudice and ensuring that everyone feels safe.

602
local people took part in Critical Thinking training.

100% said the course directly increased their critical thinking skills

and 89.7% said the course directly gave a further understanding of diversity.

The **'Make Sure It Adds Up'** website recorded
168,243
hits up to June 2022

many of which will have been from outside Bradford, extending the impact of the campaign more widely.

99
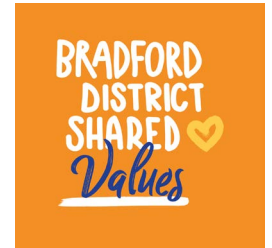
Shared Values for Bradford

When writing the strategy, local people told the *Bradford for Everyone* programme that it should have a set of shared values, which connect and unify everyone living and/or working in the Bradford District. Shared values can bring people together and be used to create, express and develop initiatives, campaigns and tools that everyone in the Bradford District can take part in and benefit from. Out of 996 people who responded in Jan-Feb 2020, 264 respondents were aged 5-17; 30% were Christian; 21% were Muslim; 35% were from no religion/faith; 18% were from Keighley; 26% were from Shipley; 15% were from Bradford East and 20% were from both Bradford South and West. The programme heard from 24 nationalities. 58% of respondents were female and 35% were male.

A social modelling approach was used to amplify and celebrate the use of these values across the District. Lived experiences were used through activities and campaigns. During September 2020 an Asset Based Community Development (ABCD) audit was conducted to gain understanding and map what partners and influencers are doing to live and celebrate the Bradford District Shared Values. 56 survey submissions were received; 10 hours of conversations with 20 organisations took place; 37 organisations were willing to collaborate with 16 organisations also interested in getting involved. 12 different types of organisations had a say, including: voluntary/charity; local authority; community groups; education/research; faith; health & fitness; businesses and the police.

Phase 2 of this campaign (October 2021 - March 2022) aimed to empower and enable Bradford people living and working in the District to Respect, Care, Share and Protect each other. The campaign implemented a robust creative strategy and approach, including a toolkit campaign, visual identity co created with key partners, a set of key messages, and developed content ideas (both on and offline) to show, share and help promote the Bradford District Shared Values. Bradford Council intends to continue the Shared Values campaign after the end of the pilot funding, embedding these Shared Values more widely across the District and linking with the City of Culture 2025 activities.

996 people responded to the Phase 1 survey as part of the 'Shared Values' campaign.

Between Oct 2021 and Mar 2022

535 people made promises to live the Shared Values

40k reach across radio and social media

10 on street Virgin boxes painted

3015 people reached or engaged

734,966 outdoor ads reach (opportunities to view the campaign material)

30+ local businesses engaged

Campaign pilot targets exceeded

100

Chapter 11
Conclusion

Key findings:

Bradford Council, working in a strategic partnership through the Stronger Communities Partnership is showing that it is possible to exercise place-based leadership in creative ways that can build collective understanding of what integration can look like in a District that has always been a place built on waves of migration. The strategy designed for the Stronger Communities service was an amalgamation of a much wider vision than the *Bradford for Everyone* programme. The Integration Area funding was embedded into the wider work of supporting VCS infrastructure, community building grants, the Transformation Fund, the EU Settlement Scheme, remembrance days of significance, Community Stars awards and more. The Pilot Integration Area funding provided Bradford Council with an opportunity to test new areas of work, complimenting existing services or maximising their effectiveness.

Many earlier programmes across the UK prioritised individualised integration where measures have focused solely on individual outcomes, such as more minority ethnic people into jobs or training. This programme has included an element of programmes that address these very important issues. However, it has framed its approach within a much wider understanding of how individuals are held within a system. This final concluding chapter reviews the overarching learning from the implementation of the *Bradford for Everyone* Strategy. It also suggests a series of recommendations for embedding cohesion work across the local authority departments and statutory organisations.

The relationship between Bradford Council and DLUHC was pivotal. Adequate timescales were provided, both central and local teams had open and honest debates where there was an equal desire to learn and understand people and place. The local team were trusted, challenged and supported, leading to a locally owned plan and programme activity that had central government's ambitions at the centre. Each integration area was different in scale, ambition, delivery and approach, but had many overlaps. Central government needs to work in partnership with local government in order to understand how policy is translated and delivered practically on the ground. This will enable local authorities to be better equipped to tackle some of the most entrenched issues each place has.

Key statistics

Over three years,

Bradford for Everyone directly engaged with over

36,000

people in the Bradford District,

a further

122,000

via activities and core campaigns,

and hundreds of thousands more via its website and social media platforms.

The programme supported

23 60

CORE PROJECTS **SMALLER PROJECTS**

PLUS TWO CAMPAIGNS.

Additionally, the Police Crime Commissioner surveys from 2019 – 2021 show an increase from

45.7% — **58.1%**

on the indicator of how well people get on with each other which is more than a 10% increase; prior to the integration funding, this was actually declining.

Evidence from the Belong longitudinal research surveys showed that Bradford District is becoming *more united* with a *higher level of trust in local government, building more connections with neighbours and family*, and that local areas that invested in social cohesion programmes *fared better during the COVID-19* pandemic compared to other cities that had not invested in social cohesion.

RECOMMENDATION 1: central government and local authorities to note that a relatively small investment in integration and cohesion can positively impact a large percentage of the population, helping to: build trust in government; support more connections with neighbours, increasing resilience to shocks; involve more people in civic life and volunteering; and improve a range of indicators including levels of hate crime, health inequalities, language proficiency and entry into employment.

Recognising the importance of integration work

Another key success is the decision to significantly increase Bradford Council's base budget for Stronger Communities work enabling the creation of a larger and permanent team structure. Bradford Council's **councillors and leaders recognised the impact the programme has made**. Structures have shifted towards more of a local approach, building not only on preventative measures but also reactive measures like neighbourhood mediation and ensuring collaboration as a way of working where integration is part of the conversation. Also, events such as a **Schools Linking Celebration Week** have impacts around the country, not just in Bradford District.

Many projects are moving into second phases following the Integration Area funding. For instance, research on *'how well we can live and learn together'* and hate crime will produce key recommendations which will enable the service to test new ideas using catalyst funding. Also, the Bradford District Roma Strategy is being operationalised, gaining wider stakeholder commitment and financial resources. The plan to develop ongoing data about levels of social trust would keep up momentum towards putting relationships and partnerships centre stage and the Shared Values campaign will continue to shift the ethos by which people live and work in the District.

RECOMMENDATION 2: to adapt delivery, between scalable and targeted activities such as high profile events, public campaigns and ambitious local strategies. Using the examples of the 'Make Sure It Adds Up' and 'Shared Values' campaigns together with ESOL, Roma and Hate Crime Strategies and Innovation Fund approach will ensure that the future programmes can learn and benefit. Opportunities for storytelling need to be embedded to ensure programmes are relevant, understandable and can be applied by a range of professionals and organisations.

Long term investments and policy impact

Central government is recognising the need to join up and coordinate activity across Whitehall. This is important in order to ensure policies do not conflict with each other. For example, 'hostile environment' policies vs Integrated Communities Strategy. Also, there is recognition that **longer-term investment needs to be made to really be able to reap longer term integration and cohesion impacts and outcomes**. Embedding an approach into multiple layers of governance could provide a holistic mechanism for achieving more rapid systemic change.

Building social trust at the local level

Many projects did not exist in an organised way prior to *Bradford for Everyone* setting up the Innovation Fund for smaller projects. All of these activities ensure sustainability of local groups and ensure the passion shown by residents and schools is nurtured and will further encourage neighbourhoods and schools to share integration work with their communities and across the District. The extension of the school linking project into a whole community approach reduces the possibility of children learning one ethos at school and another at home and takes integration ideas beyond the school gate. **Pride in place and people getting on with their neighbours is important for building sustainability for the future. Council support for neighbourhood led initiatives helps build trust in democratic structures.**

RECOMMENDATION 3: to use the findings from this evaluation to inform whole systems approaches to service provision within local authorities, police, courts, health, etc. Through this, building trust and resilience with equality, diversity and inclusion at the heart of every approach.

RECOMMENDATION 4: to learn from the efficacy of the small grants programme (Innovation Fund) that can reach local communities and enable them to develop sustainable solutions to local issues and trial new ideas. This includes recognising the need for infrastructure to support and measure improvements in social trust, understanding between different communities, civic participation and volunteering.

Key factors that enhanced success and learning points for the future

11.1 Embedding the programme in a co-design approach through:

Cross-sectoral working

The ability of Bradford Council to successfully work with local businesses, organisations and communities, rather than just providing services to them was at the heart of the co-design approach utilised by *Bradford for Everyone*. The goal set by the Department for Levelling Up, Housing and Communities (DLUHC) was to deliver integrated communities and to better understand and tackle the challenges specific to a place, building on existing best practice and local strengths. Although delivering integrated communities is an ongoing process which does not have a start and finish date, the programme has undoubtedly provided better understanding and numerous good examples of how to tackle the integration challenges facing Bradford District.

The strategy was developed as a co-design between key statutory and community partners and set the ethos for the way of working that followed. The leadership provided by the Programme Lead, together with the clarity of purpose created a strong and cohesive central team based within the Council. This team's actions were structured around ensuring that each larger project had a clear theory of change and set of evaluation criteria attached. Integral to the planning was understanding what changes would mean that the project had been successful. Although some of those changes were short-term and tangible, others are incremental and will bear fruit over time.

The involvement of the Project Support Officers (PSOs) in working with partners external to the Council to develop and adapt plans to changing circumstances, kept the programme in a dynamic relationship with contextual changes, the most dominant being the COVID-19 pandemic. Where many programmes may have paused and under-performed, the team were able to provide creative support across all projects to learn and adapt to the new restrictions and possibilities. The programme directly engaged 36,000 people, only slightly less than the 38,000 target set prior to the pandemic. Honesty, integrity, empathy and flexibility with providers facilitated mid-term pivots, innovations and adaptation where either the original proposals were not working, assumptions had been inaccurate or unforeseen circumstances (e.g. Covid-19 pandemic) necessitated change. Indeed, some of the most successful work was born out of this need for rapid innovation and adaptation (e.g. Digital Linking and "Shuttle Dialogue" in schools, and home delivered ingredients, recipes and home-growing kits – with dedicated Facebook sharing community - in the Community, Create, Celebrate Innovation Fund project).

Rather than commissioning projects and waiting for them to either deliver or not, the hands-on role of the PSOs meant that the whole programme was typified by an ongoing exchange of ideas and feedback. The Council gained a great deal of credibility in its work with communities through the good relationships built up over the course of the three years. These positive relationships are understood to be key to building trust in services and structures, a key element in creating the conditions where integration can be fostered.

Good examples of this co-design approach can be drawn from small projects, such as the impressive 60 unique projects funded through the Innovation Fund. These small-scale projects received an average level of funding of less than £4,000, using their different approaches, activities and target groups. They were able to reach out to a diverse community, maintain participants' engagement and satisfaction,

and provide opportunities for meaningful social mixing between people from various backgrounds. The more long-term impact of funding pots of this nature is that they build relationships of trust between communities and the Council and other providers involved in supporting them.

Building community capacity and infrastructure

The design supported the development of new skill sets for a number of the organisations involved. For example, some volunteer-led organisations had never used forms or monitored their activities in the manner requested by the Council. Their involvement in the programme therefore developed their understanding of the importance of monitoring activities and also provided them with skills to be able to better monitor and evaluate their work in the future.

A key learning from this co-design style of working is that it requires a lot of time to build productive, trusting relationships and these need to be maintained over time especially in the collection of data that may feel intrusive or provocative. The long-term benefits of building this approach are significant though. Also, the level of understanding of the importance of collecting data is not an issue that only affects smaller organisations. There are many instances where data could be better utilised to inform future practice and funding ring-fenced for data collection and evaluation rather than absorbed into other costs.

Embedding social mixing in every activity

The programme demonstrated that it is possible to consider social mixing in nearly everything. For *Bradford for Everyone* this included intergenerational mentoring, recruitment and engagement to appointing a diverse workforce and diverse facilitators. Projects were more efficient by considering social mixing at the design stage. The programme drew on The Challenge's Social Mixing Design principles as the basis for most of the projects. This design was shared through a series of workshops during the design stage. This involved not just the lived experiences/diverse voices in the room but really thinking through the design intervention and making valuable tweaks to the projects. This aim was standardised across the programme. Preparation sessions before bringing together people from different backgrounds (age, gender, sexuality, ethnicity and religion), especially young people, were seen as an important step to assess their readiness for a meaningful social mixing with others.

Digital hubs and social media

Bradford for Everyone's online presence not only enabled rapid network development, but it also provided a platform for sharing ideas, opportunities and learning locally, nationally and internationally - creating momentum and pride in people and place. With social media impressions in the millions, thousands of followers and 60,000 web page views, *Bradford for Everyone*'s online presence facilitated recruitment of Ambassadors and network members and a large professional supporters list. It also served as an efficient mechanism for successfully supporting associated programmes and campaigns and improving Bradford's internal pride and external reputation. For instance, *Bradford for*

Everyone was a key online partner and supporter in the District's successful bid to become <u>UK City of Culture 2025</u>. Another example is the "Make Sure It Adds Up" campaign website which recorded 168,243 hits up to June 2022 with many of these visits coming from outside Bradford, extending the impact beyond the District.

Workforce diversity

Diverse teams are able to engage with a diverse range of communities. All project providers utilised different engagement methods. It was evident that those with diverse teams were able to engage with a diverse range of communities efficiently especially if they were able to speak a different language or reflected the cultures and identities living in the District.

In some cases, project providers found it difficult to identify, for example 'the unemployed'. It was found that outreach work in community and youth centres, did not necessarily reach the 'target group' as they were often not utilising local infrastructure support. Providers had to establish relationships with organisations who had an existing relationship such as the DWP (Department, Work and Pensions), which were critical. Project providers also took to engaging schools, youth offending teams and Looked after Children services to ensure referral pathways into programmes were robust. Workers from diverse backgrounds will have different ways of approaching the same issues, helping outreach work meet the needs of diverse communities.

11.2 Putting people at the heart of the programme through:

Working positively with diverse identities – People in Bradford District have strong identities, whether this is as a Keighlian, from BD3 or West Bowling. Religious, ethnic and other labels people may give themselves are important and learning how to engage with difference is a skill that people have to learn. People's narratives and identities are strongly highlighted in places such as the <u>People Library</u>. Whilst it is important to allow flexibility where people can identify themselves as they think best describes them, the programme needed to broadly re-evaluate the categories used to ensure that differences could be more widely captured. However, as many projects applied these categories in a wide variety of ways this created inconsistencies in the data collection.

Knowing that what works in one place doesn't always work in another – The commitment to no one size fits all was a thread that ran through the programme. Funding 23 core projects and 60 smaller projects was an incredible volume of activities over a short period of time. However, the range of projects successfully engaged a wide range of partners, groups and communities in ways that larger projects would not have been able to do. Furthermore, the programme was able to be agile to the needs of communities and at the same build social capital, including strengthening community relationships and networks.

Learning from targeted interventions - The team were committed to 'testing new ideas' and launched many new initiatives such as Citizen Coin, a social ecosystem rewarding volunteers for doing social good in exchange for discounts at local retailers and the first ever District wide set of 'Shared Values'. This required an appetite to risk-taking, accepting and learning from failure and finding solutions that may not have had resourcing previously or had not been tested before. Bradford District is pioneering the first ever multi-agency Roma Strategy, co-created with over 100 Roma residents and linking with other initiatives such as the EU Settlement Scheme which processed 42,000 applications. The Roma network includes over 40 organisations working together to celebrate and improve life for Roma people and is an example of a sustainable legacy.

Power of storytelling - Underpinned by behavioural science and change methodology, story-telling has been included in all of the programme work, from developing case studies, campaigns and ensuring that diverse voices are around the table and are able to participate in co-design and co-creation opportunities. From the programme's branding to website and marketing design, telling the story of place in pictures and words that describe and visibly display the people that live in the District created a sense of pride, excitement and community 'buy in' to the ethos of the programme.

Bradford for Everyone applied the principle that co-design and co-creation is what happens when you create space for voices to be heard and where people feel they can positively shape services. The People Library is a collection of 'human' books and was an enabler in supporting and bringing to life people, places and partnerships.

Qualitative methods

Data collection such as observations, focus groups and case studies to complement quantitative data such as surveys can provide important information and engage politicians and local residents better than providing facts and figures. Qualitative methods provided understanding that different levels of interventions were needed for different situations. For instance, Future Ways expanded their support to be more holistic as young people were faced with multiple issues such as mental health and/or being homeless. Other interventions funded through the programme remained light-touch, such as Global Bradford. Funders need to be aware not just of the type of intervention required but the intensity with which it needs to be provided. For example, the further people are away from the labour market the more intensive the support needs to be. Where before and after baselines were completed, longer lead time was often needed to see shifts in perceptions, attitudes and behaviours. However, some projects, such as ESOL provision demonstrated very high levels of improvement in integration over a relatively short time span.

11.3 Cross system learning through:

Commissioning processes - For short term programmes, grass root organisations appear more compatible and suitable for rapid evaluation, to test and learn (fail or succeed) and commission quickly when timescales are tight i.e. 2 years. Projects committed for longer or for larger sums (more than £25k) are more challenging to commission and decommission when projects are not working and require more time for design and to set up in terms of recruitment of staff before delivery can commence.

Focus on system change activities – Funding of this nature is short-term and often long term impact through project activity is not possible. However, by keeping programmes whole-system and person focused, this can bring about perspective shifts that create change that are more than one dimensional. For example, ensuring the ESOL Advice Hub strategy is not only about English Language learning, but about understanding the needs of learners, promoting integration, employment and volunteering.

Maximising the benefits of different funding streams - Bradford District has been identified as one of many places which would highly benefit from _Levelling Up funding_. Whilst many funding streams have entered Bradford District, such as Arts Council funding (the LEAP), Sports England (JU:MP) and Opportunities Area funding, it was challenging to connect conversations to ensure resources could be maximised and strategically aligned. However, the _Bradford for Everyone_ programme successfully sought to match-fund, for example _The LEAP_ became the programme's cultural vehicle. The Programme Lead ran a series of Programme Manager meetings to connect, share learning and ways of working together. It was important to work alongside other investments and strengthen rather than duplicate and also to focus partnerships that contributed to the overall framework identified in the _Bradford for Everyone Strategy_. Examples include:

- _**Anti-Poverty Strategy**_ – working in collaboration with the Anti-Poverty Coordination group, Citizen Coin was born. This App was intended to support those from low-income families, providing a sense of dignity through opportunities for volunteering and creating support systems such as networks, friendships and connectivity. Later as part of the Covid community response, whilst many VCS partners worked on the growing crisis of food poverty, the programme continued to utilise the Citizen Coin as one of many ways to respond to the pandemic offering discounts on restaurants, cafes, takeaways and newsagents in exchange for doing social good. _**"Citizen Coin increases community engagement and a sense of community and offers holistic help to everyone involved"**_. Loraine, Volunteer

- _**Economic Strategy**_ – Aligning with the ambitions of this strategy the programme focused on supporting young people, developing skills for those unemployed and working with employers to develop their inclusion offer. To do this well, a close relationship was developed with the Skills and Employment team within the Council – the partnership also resulted in the ESOL Advice Hub team being based within Skills House rather than the Stronger Communities team and ESOL factored into the Council's Skills Plans and Economic Strategy.

- _**Controlling Migration Fund**_ – Utilising the evaluation from this programme, the Bradford Council team continued to shape future iterations such as Future Ways, alongside reviewing how underspend from the programme could support successful projects.

- *Opportunities Area* – *Bradford for Everyone* worked in partnership with the Opportunities Area in a number of ways; firstly, through the Act Early: Holme Wood project to test and learn from using connected datasets to identify solutions that would tackle problems earlier and ultimately prevent them in the long run and secondly, by connecting learning on ESOL and for under 16's and parents as part of their parental engagement offer. This was to enable parents to support their own ESOL learning and that of their children, so language was not a continuous barrier to good attainment. This support was extended from Shipley College to Better Start Bradford for pregnant women with ESOL needs.

> *We are a proud member of the Intercultural cities programme* which is both a capacity building programme and coalition of cities committed to inclusion and positive diversity management. We are committed to always involve people of diverse origins in decision-making in all aspects of our work; create opportunities for deep interaction and co-creation.
>
> *'The Strategies, tools, networks and platforms the city has put in place, are an incredible source of inspiration for many others worldwide... However, such inclusive places must be intentionally built by courageous and forward-looking cities such as Bradford…!'*
>
> Ivana d'Alessandro - Intercultural Cities

- *Research* – Research has been a pivotal component with opportunities for collaboration being extended such as the Communities Up Close research led by Migration Yorkshire which explored impact on migration in places and Shared Spaces a research programme to explore what influences young people to mix and develop friendships from other backgrounds and how this occurs. The team developed a Bradford Evaluation Network (BEN) whilst the Evaluation and Improvement Officer was in post, which ensured that expertise from *Born in Bradford* and other research could be shared.

- *Sharing good practice* – The programme continued to benefit from and contribute to national and international networks such as *Belong* (Integration and Cohesion Network) and Intercultural Cities programme to share good practice. This developed into advice being provided to other neighbouring councils and internationally in the development of their cohesion and integration strategies. It also was the vehicle in which Bradford Council contributed to a number of cross-sector agendas, including Covid Community Champions, Befriending, Monuments Review and strategic partnerships such as Safer Communities and Equalities, Diversity and Inclusion (EDI). The 'Partner Forum' was another mechanism created by the *Bradford for Everyone* team to involve more people in the programme but also to ensure that our collective impact on EDI was greater. Through these activities, Bradford District has gained a reputation for leadership and innovation in integration and cohesion. The team also contributed to the successful *City of Culture 2025* bid through advice, content and a huge amount of public support over the past few years helping to create positivity, hope and momentum in the District.

- Many programmes such as **Sports England funded programme Join Us Move Play (JU:MP), the City of Culture 2025 bid and the LEAP** had cohesion or social mixing as a key indicator. Strategically the programme has advised partnerships like Active Bradford, sharing learning and good practice on cohesion and ways this can positively make an impact on physical activity. Partnership working has also been extended out to organisations like Breaking Boundaries who

delivered cohesion activity utilising sport as the engagement tool within three wards (Great Horton, Little Horton and Bowling and Barkerend) in Bradford District to bring communities together.

•   Most of the difficult challenges sat in the Feeling Safe pillar, such as Hate Crime and responding to the pandemic. This overlap of the fourth pillar with work carried out by the Safer Communities department had to be carefully designed, recognising a lot of good work was taking place, but adding value and plugging in the gaps where possible and working collaboratively with the police and Hate Crime Alliance. The pandemic also brought the Stronger Communities work into greater alignment with health, opening up channels for messaging to reach communities where vaccine take up was low. The learnings from this partnership approach will hopefully continue to have positive impacts for many years to come.

Supporting and modelling resilience

Throughout the pandemic the programme showed how it could continue to be dynamic but agile. Wherever they could, projects moved online, tailoring responses to the different situation, with the *Bradford for Everyone* programme acting as a central hub in coordinating activity as well as setting up new projects such as Citizen Coin and adapting to meet the new challenge. The COVID Community Champions project was added to the programme to support health messaging and vaccination take-up. **The Make Sure It Adds Up** campaign was adapted to support people to think through the messaging they were receiving. Strong connections, local community knowledge and good relations proved important for test, track and trace systems. Health messages were tailored to diverse local groups and communities and local leaders respected by different communities of interest. Most importantly the way the team worked, the partnerships they created, together with the communities they had already engaged with meant that the Council could mobilise quickly.

11.4 Being data and intelligence led

Routine surveys

A routine survey for the District that regularly collects integration and cohesion data (or within existing local measures where data is routinely collected) would enable services to be better informed and designed to meet the needs of communities. Integration and cohesion need to be considered across the system as one policy or decision could be detrimental or lead to a negative impact on another aspect of integration and cohesion. Indicators need to be more holistic and to include health and wellbeing. Also environmental factors, such as air pollution and climate change have implications for integration and cohesion as they impact on different communities in varying ways.

The programme intended to develop a number of integration and cohesion questions into routine data such as the Children and Young People's Survey administered by Public Health (discontinued in 2021), and the Police Crime Commissioner survey. The team also had looked to support neighbouring programmes with a set of ethically tested and trialled questions. However, the team was met with resistance for a number of reasons. One aspect of this was feeling uncomfortable with the nature of the questions being asked in case they offended or upset participants. These questions were often better

collected utilising qualitative methods, so that the facilitator could see body language, tone and capture subtle indicators around the subject areas. Such an approach also enabled conversations about why it was important to collect such data.

Developing a method of measuring social trust

It has become more and more apparent in recent years that the chief mechanism for measurement of 'progress' in societies, regions and nations (Gross Domestic Product [GDP]) fails to adequately measure human sentiments and inter-group trust. Indeed, GDP is a measure purely of economic activity – which by its nature measures as 'good' productivity which may actually be bad for people, for societies or for the planet (e.g. profits from gambling, smoking, junk food, petrol sales, or unsustainable palm oil production). With funding from the Council of Europe's Intercultural Cities programme *Bradford for Everyone* has been working with developers at the Social Trust Collaboratory and hopes in the future to make Social Trust a standard measure of progress and wellbeing in the District. This has the potential to provide real insight to policymakers and decision-makers about the communities they serve, as well as a mechanism for targeting activity or interventions that will make a difference to integration.

Paying attention to people declaring as having no religion/faith

Findings suggest that there could be an under-represented and under-acknowledged group of people who might be experiencing issues with integration and cohesion. People declaring as having no religion/faith are a major demographic category across many of the projects.

Ensuring value for money – While the greatest proportion of funding was spent on Pillar 1: Getting On, the highest levels of engagement were in Pillar 2: Getting Along, which suggests that small amounts of funding can be effective in delivering high level impact and scalability. Building social networks and relationships and improving how people feel about their neighbourhood links directly with trust and safety. The programme demonstrated that funding directed at the preventative stages of integration frictions and challenges can save large amounts of money spent on mental health, policing, court proceedings and prisons down the line. For a total cost of £4.6m the programme reached 40% of the District's population, a relatively modest sum for the positive gains that were made and the indirect benefits to the District brought by diversity, tolerance of difference and valuing the different contributions that people offer. The programme has demonstrated that focused integration funding can be scalable and targeted.

Project providers had to be creative with collecting data. Baseline and endline questions were the most difficult to attain due to participants feeling there was a repetition of the same questions over a short time period. There was also a level of mistrust of how data would be used. This continued to be a barrier throughout the course of the programme. More intensive and a longer programme of activities such as ESOL were easier to collect more consistent and high-quality data from than activities that were one off. It was also evident that many people benefited from the projects, but often project providers were not able to capture the great stories. Yet these are a great alternative to hard data especially for smaller organisations.

Prevention before tensions escalate

Integration is often misunderstood to mean cohesion. Cohesion on the other hand is over simplified. Issues were raised throughout the course of the programme, but it became apparent that projects specifically designed to improve cohesion should be seen as preventative and early intervention rather than proactively used to deal with rising tensions between different groups. When tensions in communities are perceived to have escalated then this requires community or neighbourhood mediation. Investments of this nature should be considered where groups or individuals can be bought together to address tensions as opposed to changing perceptions.

Working with researchers

The programme understood the importance of developing robust information that can inform future strategies e.g. the University of Bradford research on housing and school segregation and Belong research on the impact of *Bradford for Everyone* in supporting resilience during the pandemic. However, project providers expressed the pressure of competing demands for monitoring and expectations to engage with research while delivering a project. While many organisations saw value in this, some communities became survey fatigued. The need for monitoring and evaluation and research input needs to be balanced with time available.

11.5 Shift in mind-sets, relationships and partnerships

Developing a learning culture

An open and honest culture of sharing learning about what works and especially what does not work only flourishes when the evaluations are promoted as a learning exercise rather than a judging activity and are developed in partnerships with the delivery organisations and the project participants. The individual project evaluations succeeded in being understood in this way and the rapid evaluations enabled changes to be made along the way through dialogue between commissioners and delivery partners. Building evaluation skills within funded organisations can help them develop a culture of learning and reflective practice and encourage them to gather meaningful information to demonstrate the impact of their work.

Integrating top-down and bottom-up approaches

The programme is a good example of being community-led, with representation from communities at Strategic Partnership Board level. The programme has empowered groups to participate in decision making, for example allocating funding and designing/implementing solutions such as during the Black Lives Matter movement. This has contributed to how strongly people feel in terms of engagement with the programme and the Council, and enhanced feelings of approachability, trust and empathy. It has successfully demonstrated that programmes that are owned by local residents, where there is natural agency and willingness, are a powerful catalyst for change. The Ambassadors programme was "highly commended" at the LGC Awards in 2021 for "Community Involvement".

Mechanisms for celebrating the work of smaller projects

Smaller organisations delivering Integration and cohesion outcomes require support in collecting, managing and presenting good quality data to showcase the impact of their work. The programme found that collaboration needs to be facilitated in order to work together on putting bids forward. This requires sufficient capacity for brokering new partnerships and developments to be built into the infrastructure supporting the voluntary, community and social enterprise sectors.

Responding to feedback and ensuring buy-in

Where the projects have been designed for a system change, a buy-in from the stakeholders is crucial to implement the identified changes. Also the organisational perceived or actual effectiveness of delivery can sway how well a project is received and supported by stakeholders and can in turn affect successful implementation. Participant recruitment was most successful for projects where delivery organisations had existing links with the local communities/organisations, successful partnerships with other organisations and expertise in the delivery subject area.

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City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Report of the Director of Corporate Resources to the meeting of Corporate Overview and Scrutiny to be held on Thursday 8th December 2022

Y

Subject:

Tender for Microsoft Enterprise Agreement (Renewal)

Summary statement:

This report outlines the basis to go out to tender under the Crown Commercial Services Framework RM6068, Lot 3 – Technology Products & Associated Services (TePAS), to renew our Microsoft Enterprise Agreement for 3 years and to price lock the products included in the agreement.

Chris Chapman Director of Finance/S151 Officer	**Portfolio:** **[Insert where appropriate]**
Report Contact: Yunus Mayat Enterprise Architect and System Services Manager Phone: (01274) 437608 E-mail: yunus.mayat@bradford.gov.uk	**Overview & Scrutiny Area:** **[Insert where appropriate]**

1.   SUMMARY

This report outlines the cost for renewal of the Enterprise Agreement with Microsoft via the Crown Commercial Services Framework RM6068, Lot 3 – Technology Products & Associated Services (TePAS), for a period of 3 years for the following licence and to make sure we lock in the prices for the other items included in the agreement as the current contract comes to an end at the end of March 2023.

- **Microsoft M365 E3 (M365 E3) for 8774 users**

2.   BACKGROUND

The renewal of the Enterprise Agreement with Microsoft is essential, as all devices that are used by our council users, need the following to operate

- The operating system (this is the underlining software that allows the hardware and software to interact and work giving the end user a seamless and friendly user interface with their device)
  - Currently running Microsoft Windows 10 and by October 2025 we will need to have moved on to Microsoft Windows 11 (this upgrade is included in the renewal price).
  - This will need to be pushed out to 8774 user devices that we have registered and are operational in the estate.

- Microsoft Office Suite, this is requited to allow the end user to be able to use, the productivity suite such as:

  - Microsoft Outlook (Email)
  - Microsoft Word
  - Microsoft Excel
  - Microsoft PowerPoint
  - Microsoft Publisher
  - Microsoft Access

There are also a number of Security and Compliance modules that we use and is essential for the safeguarding of data and our devices, these can be seen in Appendix 1 - Appendix 1 - Security and Compliance modules (Microsoft 365 E3).

Microsoft 365 E3 services are delivered on Microsoft's infrastructure and not the Council's which brings additional resilience and has transferred the associated risks of delivering these services in house.

This renewal cannot be bought directly via Microsoft, but need to go via reseller, the current incumbent is Insight PLC, and we are looking to use the Crown Commercial Services Framework RM6068, Lot 3 – Technology Products & Associated Services (TePAS) to purchase this renewal via formal tender as the current contract comes to an end at the end of March 2023.

The framework has Core Terms which govern the procurement and management of the contract, which includes specific clauses on the obligations and performances of the supplier.

3.   OTHER CONSIDERATIONS

None.

4.   FINANCIAL & RESOURCE APPRAISAL

The below table shows the cost for the next 3 years for the renewal of our Microsoft Enterprise Agreement. The annual cost is identified as circa £2.2M.

A 3-year term is used as this protects the prices for this period with invoices being paid annually. The framework allows contract lengths of between 1 and 5 years - a 3 year term is used to ensure competitive pricing over the term without tying the Council to a longer term in case of changes in technology or major changes in licence numbers.

An annual "true up" runs from 1st April each year, with work being done in the months beforehand to validate licences numbers from the Council's Software Asset Management partner Certero and the internal Service Operations team.

The funding for the renewal will be met from the IT Services revenue budget.

1. M365 E3 "As Is" (M365 E3 + Defender Endpoint P2)	Apr-23	Apr-24	Apr-25
	Year 1	Year 2	Year 3
	£2,228,526.26	£2,228,526.26	£2,228,526.26

- Please note that the price shown is based on 8774 users.
- The price quoted is fixed for a period of 3 years based on 8774 users that require a corporate device to undertake their work.
- If more users are on-boarded, then this price will go up against an agreed fix price for 3 years.
- The reverse is also true that the price could go down if the number of active users are reduced, this can only be done once a year under the true up and true down compliance.
- The price will increase if additional software is purchased such as
  - Microsoft Project
  - Microsoft Visio
  As these are not included in the Microsoft Office Suite.
- A licencing "housekeeping" exercise is being undertaken, which will ensure the licences procured aligns to the Council's requirements, this may result in some reduction in cost. This activity will complete ahead of the renewal.

5.   RISK MANAGEMENT AND GOVERNANCE ISSUES

The risk of not renewing in March 2023, is that the Council could face a huge fine from Microsoft, for using their product without the correct licences and this could have financial and reputational damage.

6.   LEGAL APPRAISAL

None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None.

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

None.

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

None.

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS
(For reports to Area Committees only)

None.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

None.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9.   OPTIONS

There is the option of not to procure, but this is not recommended as the Council could face a huge fine from Microsoft as a result of a non-compliance position on licences.

There is the option to identify an alternative e.g. Google or other product other than Microsoft, however, this would incur very significant additional costs associated with making the change etc. so this is not recommended.

The recommended option is that IT Services go out to tender using the Crown Commercial Services Framework RM6068, Lot 3 – Technology Products & Associated Services (TePAS) and purchase the Microsoft M365 E3 under the Microsoft Enterprise Agreement that will cover the 8774 user requirement.

10.   RECOMMENDATIONS

Recommended -

That Head of IT, begin the tender process using Crown Commercial Services Framework RM6068, Lot 3 – Technology Products & Associated Services (TePAS) for the renewal of the Microsoft M365 E3 licence for a period of 3 years and award the contract to the winning bidder and approve the spend and caveats as outlined in this report under section 4, so that the Microsoft Enterprise Agreement can be renewed before April 2023

11.   APPENDICES

Appendix 1 - Security and Compliance modules (Microsoft 365 E3)

12.   BACKGROUND DOCUMENTS

None

Microsoft 365 E3

January 2022

m365maps.com

Microsoft 365 E3

Office 365 E3

Alert Policies	Audio Conferencing (Dial In Only)	Audit Logging	Azure AD for Office 365	Basic Mobility & Security	Bookings
Data Loss Prevention	Delve	eDiscovery	Exchange Online Plan 2	Exchange Online Protection	InfoPath App
Information Protection for M365	Insights by MyAnalytics	Kaizala Pro (retiring)	Live Events & Webinars	Microsoft 365 Apps for Enterprise	Microsoft Dataverse for Teams
Microsoft Forms	Microsoft Lists	Microsoft Teams	Microsoft To-Do	Microsoft Whiteboard	Office 365 Message Encryption
Office for the Web (incl Visio)	Office Mobile Apps	OneDrive for Business Plan 2	Planner	Power Apps for Office 365	Power Automate for Office 365
Power Virtual Agents for Teams	Productivity Server CAL	Retention Labels & Policies	SharePoint Online Plan 2	Stream for Office 365	Sway
Viva Connections	Viva Learning (Basic)	Yammer Enterprise			

Enterprise Mobility + Security E3 (EMS E3)

Active Directory & Azure AD RMS	Advanced Threat Analytics (retiring)	Endpoint Analytics	Information Protection
Intune MDM & MAM	Microsoft Endpoint Config Manager	System Center Endpoint Protection	Windows Server CAL Rights

Azure AD Premium Plan 1

Advanced Security Reports & Alerts	App Proxy, including PingAccess	Azure AD Connect Health	Azure AD External Identities
Azure AD Password Protection	Cloud App Discovery	Conditional Access	Enterprise State Roaming
Microsoft Identity Manager	Multi-Factor Auth (MFA)	Self-Service Group Management	Self-Service Password Reset in AD
Shared Account Password Roll-Over	Single-Sign-On to other SaaS	Terms of Use	3rd Party MFA Integration

Windows Enterprise E3

Always On VPN	Application Control	Application Guard	AppLocker	App Assure
App-V	Attack Surface Reduction	Azure AD & Domain Join	Azure Virtual Desktop	BitLocker & BitLocker to Go
BranchCache	Cortana	Credential Guard	Desktop Analytics	Device Guard
DirectAccess	Edge for Business	Long Term Servicing Channel	Manage by MDM	MDOP
Microsoft Defender Antivirus	Microsoft Store for Business (retiring)	Persistent Memory	Power Automate Attended Desktop Flows	Resilient File System (ReFS)
SMB Direct	Unified Write Filter	Universal Print	User Experience Virtualisation	Windows Autopilot
Windows Conditional Access	Windows Firewall	Windows Hello for Business	Windows Information Protection	Windows Update for Business

Microsoft Defender for Endpoint Plan 1

Block at First Sight
Cross-Platform Support
Enhanced ASR
Tamper Protection
Web Content Filtering

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City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny Committee to be held on 8 December 2022

Z

Subject:

The Stonewall Workplace Equalities Index submission.

Summary statement:

The Corporate Overview and Scrutiny Committee, in the meeting on the 13 October 2022, requested a further report on the Stonewall Workplace Equalities Index submission. The Committee requested that the report should specifically focus on the process; costs relating to the submission; details of the reasons for the Stonewall submission; questionnaire details and methodology; and responses to the Stonewall report.

This report provides the information requested.

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: Catherine Warrener Workforce Learning and Development Manager Phone: 07519532533 E-mail: Catherine.warrener@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 UK Workplace Equality Index (WEI).

1.2 The Council decided to make the submission because we know we have progress to make in our LGBTQ+ inclusion agenda. Only 21% of the Council workforce declare their sexual orientation and those identifying as LGBTQ+ account for 0.6% of the Council workforce. This is a significantly lower declaration rate than for any other protected characteristic across the Council.

1.3 The Council wanted to use a recognised and well established benchmarking tool, which would provide comparator benchmarking against other local authorities as well as wider public and private sector organisations with coverage across the UK.

1.4 The Stonewall 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 Process, Questionnaire details and Methodology

2.1.1 The Stonewall WEI assesses organisations' work by asking a series of questions about things they might have done. The questions are split across different sections – employee policy, the employee lifecycle, staff network groups, allies and role models, senior leadership, monitoring, procurement, and customers, service users and clients. Stonewall have developed their questions based on years of experience working with employers.

2.1.2 The membership included access to support, WEI questionnaire, staff survey and supporting inclusion tools available, and to receive a report and feedback.

2.1.3 The Stonewall WEI submission consisted of 63 questions in eight sections, and it also included a staff survey, which 587 staff completed. The eight sections cover the following: -

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

2.1.4   Appendix D contains the Stonewall Workplace Equality Index and CMBDC responses and Appendix B is the Staff Survey Feedback.

2.1.5   Stonewall recommend that the outputs of the submission are used as a development framework for organisations.

2.2   Feedback and our intended actions

2.2.1   The benchmarking has helped us know what we are doing well and where we can improve. The Stonewall Feedback Report is at Appendix C, and the Response Action Plan which is broader in scope to cover all protected characteristics is contained at Appendix A. The report and actions are grouped into the eight sections of the WEI, and there are up to 4 actions in each section.

2.2.2   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.

2.2.3   Feedback from the 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.

2.2.4   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

2.2.5   Following the feedback a draft response action plan that has been broadened to address and make improvements across LGBTQ+ and all protected characteristics has been developed, this is at Appendix A. The actions in this plan have been considered against the Council Equalities Objectives to 2024 and are aligned with the Council's current refreshed equality objectives that sit under the following headings.

• Objective 1: An equal, diverse and inclusive workplace
• Objective 2: Inclusive and accessible services
• Objective 3: An inclusive economy
• Objective 4: Inclusive Communities

2.2.6   The feedback, and follow up Council action plan will also address some of the intersectionality issues and supports a cross-cutting Equality Diversity and Inclusion position that has been fed into the Council Equality Objectives and broader Council Equalities work.

2.2.7   Some actions have been concluded, some actions progressed, such as the internal monitoring system for staff that has been changed to capture the spectrum of LGBTQ+ identities. The induction programme has been reviewed, and some actions progressed around policy review and development and across procurement.

2.2.8   The refresh of the Council Equalities Plan Objectives has included the need for equalities as an indicator when developing new services and in service delivery. As a result, a service by service review on what data is currently being held and what intelligence is collected and where it is stored was undertaken and a minimum data set and measures for each service is being developed to better understand the different protected characteristics of service users.

2.2.9   Our Workforce Learning and Development team have considered Equality Impact Assessment against the recommendations and actual actions proposed in the plan and then further consulted with the Council's Equalities Lead. The next step is to engage and/or consult with our staff networks, cross Council Equalities Group, and trade unions. Everything that is suggested in the plan is going to positively impact on our people across the different protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) and enhance our work on inclusion.

3.   OTHER CONSIDERATIONS

3.1   Bradford Council is committed to promoting equality, diversity and inclusion and tackling inequality both in our communities and the workplace, recognising that this is critical to unlocking the District's full potential. The Council leader has made clear our commitment to securing a level playing field for people to succeed and to addressing structural inequalities that limit opportunity for many people.

3.2   Bradford District is synonymous with diversity in all its forms and while this represents a significant asset, inequality and discrimination continue to hold people back. There are some stark disparities in outcomes including wide differences in life expectancy between the richest and poorest areas, a third of children living in poverty, low wages, high rates of youth unemployment. Bradford was disproportionately hit by COVID-19 which impacted some groups more than others: BME communities, young people, migrants, people with disabilities and/or existing conditions, people on low incomes. Post-pandemic, those groups are among the most vulnerable to the current cost of living crisis. Many local people are affected by multiple factors influencing inequality and we are working to better understand these intersectional impacts.

3.3   Strengthening the work we do across the Council on LGBTQ+ issues is a priority area in delivering inclusion and our equality objectives. The 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 is being used to inform our approach in achieving this.

3.4   The priority that we attach to equalities is evident in our Council Plan in which it acts as a guiding principle informing all that we do and in our Equalities Objectives and Equality Plan that set out our key priorities and actions to 2024. It is evident in our work with partners to develop District and system wide evidence led approaches, in the investments we have made in our workforce and stronger communities teams, our adoption of low income as a protected characteristic and our success in securing City of Culture 2025.

4.   FINANCIAL & RESOURCE APPRAISAL

4.1   The cost to be part of the WEI Stonewall Diversity Champions Membership for the period 29 March 2021 – 28 March 2022 was £2,500.

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.

5.   RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1   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 is required by law to comply with the Equality Act 2010, both as an employer and in respect of the Public Sector Equality Duty.

Section 149 of the Equality Act 2010 (the public sector equality duty) provides that**:**

(1) A public authority must, in the exercise of its functions, have due regard to the need to—
    (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
    (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
    (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
(2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

> (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
> (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
> (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

> (a) tackle prejudice, and
> (b) promote understanding.

(6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

(7) The relevant protected characteristics are—
age;
disability;
gender reassignment;
pregnancy and maternity;
race;
religion or belief;
sex;
sexual orientation.

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 our recognised Trade Unions. Workforce policy development, both new and refreshed are consulted upon with our Trade Unions in accordance with the provisions of the Council's Industrial Relations Framework.

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

Appendix A – Response Action Plan
Appendix B – Staff Survey Feedback
Appendix C – Stonewall Feedback Report
Appendix D – Stonewall Workplace Equality Index – CBMDC responses

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Response Action Plan (Nov-2022)

Action No.	Recommended Action	Assigned to	Actions & Progress (RAG) Red-not started; Amber- in progress; Green-completed	
			STANDARD 1 Policies and Benefits	
	Recommendations:			
1	To introduce a feedback mechanism for all new / amended HR policies	Emma Lawer (Head of Workforce HR Specialist Services)	New and refreshed HR policies already go through negotiation, consultation or engagement with the Council's recognised Trade Unions. A policy review cycle has been developed to systematically review and prioritise new/amended employment related policies and this is in its early stages of mapping. The policy review cycle includes a feedback mechanism for Trade Unions and a new mechanism via Staff Networks on a policy by policy basis.	
2	To review policies to ensure they are uniform in providing clarity of access and that language is inclusive	Emma Lawer (Head of Workforce HR Specialist Services)	All policies will be scheduled into the policy review cycle; clarity of access and inclusive language across all protected characteristics will be built into the programme of development. The Council is using inclusive language in its policies and will keep this aspect under review.	
3	To introduce guidance for managers and colleagues on how to support trans colleagues and explore how the policy can apply to non-binary people.	Emma Lawer (Head of Workforce HR Specialist Services)	The Council has a Trans Equality and Gender Identity Policy (2020). It does not refer to Transsexual, there is one reference in the terminology appendix [Transexual – this was used in the past as a more medical term (similarly to homosexual) to refer to someone who transitioned to live in the 'opposite' gender to the one assigned at birth. This term is still used by some although many people prefer the term trans or transgender.] The policy includes guidance and checklist tools for managers and colleagues to support trans colleagues.	
4	Considering gender neutral facilities	Ben Middleton,	The Council's current facilities are predominantly a mix of single sex, disabled, and faith facilities with a small number of	

Response Action Plan (Nov-2022)				
Action No.	**Recommended Action**	**Assigned to**	**Actions & Progress (RAG)** **Red-not started;** **Amber- in progress;** **Green-completed**	
		Assistant Director Estates and Property	gender neutral facilities. There are no plans to change the current facilities which meet our public sector equality duty. Council policy is that where gendered toilets or changing facilities are provided, Trans staff and visitors are entitled to use the toilets and facilities according to their self-identified gender. Any changes to the Council estate (e.g. refurbishments or new builds/acquisitions) will undertake an assessment of facilities and requirements, consult appropriately and have due regard through for example Equality Impact Assessments when deciding on gender neutral facilities.	
**STANDARD 2 The Employee Lifecycle**
**Recommendation: Recruitment, induction and leavers processes are as inclusive as possible and do not inadvertently alienate people**
1	To consider using diverse recruitment websites other methods of LGBTQ+ talent recruitment	Emma Lawer (Head of Workforce HR Specialist Services)	The Council launched our Bring Heart microsite for Children's Social Care (Social Work) at the end of 2021 Social Work isn't just a job - Bring Heart, Transform Lives (bringheartbradford.co.uk) this involved developing our advertising strategy and reach. The learning from this is being fed into development of a Council microsite and service/skills specific recruitment strategies and approaches with inclusion and lived experience as a key aspect to resonate with people and attract diverse talent. We are progressing a recruitment system review, and progressing more systematic workforce planning with services. The Council as part of the system; West Yorkshire Health and Care Partnership has access to the Inclusive Recruitment Toolkit and intends to use this as part of our future plans. The Inclusive Recruitment Toolkit :: Workforce Transformation (wypartnership.co.uk)	

Response Action Plan (Nov-2022)

Action No.	Recommended Action	Assigned to	Actions & Progress (RAG) Red-not started; Amber- in progress; Green-completed	
2	Review recruitment training to include LGBTQ+ identities and provide guidance or training for all employees with recruitment responsibilities on how to carry out inclusive recruitment.	Emma Lawer (Head of Workforce HR Specialist Services)	There is currently guidance on recruitment and equality, diversity and inclusion. Also, Unconscious Bias training; Recruitment & Selection training – the latter being more around the recruitment IT system. Pre-Covid there was a 3-day course delivered called 'Best Solutions for Managers' delivered by partners - this included a day around recruitment and selection. Over 500+ managers attended between Jan 2018 & October 2019.

Recruitment training will be reviewed and new training for recruiters implemented as the procurement for a refreshed recruitment applicant tracking system progresses and is delivered in 2023. | |
| 3 | Review the online and offline induction programme to ensure all new employees, including those who are non-ICT enabled, receive full induction that LGBTQ+ inclusiveness | Catherine Warrener (Workforce Learning and Development Manager) | Council Corporate induction has been refreshed and includes (e-learning and face-to-face) equality diversity and inclusion as part of the core curriculum, workforce diversity, understanding our diverse district and the Council's work to address inequality. The induction programme provides information about, and promotes all of our staff networks. | |
| 4 | Implement a leavers process which also includes specific equality, diversity and inclusion related questions | Emma Lawer (Head of Workforce HR Specialist Services) | The Council is implementing a new staff survey to gain greater insight into the workforce and workforce engagement levels, the outputs of which will enable local team/service and wider Council actions to be taken to address the outcomes.

A review of the leavers exit questionnaire to be undertaken and consideration given to introducing an online exit question to provide systematic reports and feedback at service/Council level and compliment the service led exit interviews and questionnaires that are currently available. | |

STANDARD 3 LGBTQ+ Staff Network Group
Recommendation: To push the LGBTQ+ networks strategy further it would be great to see some more work which focuses on underrepresented and intersectional LGBTQ+ identities.

Response Action Plan (Nov-2022)				
Action No.	**Recommended Action**	**Assigned to**	**Actions & Progress (RAG)** **Red-not started;** **Amber- in progress;** **Green-completed**	

All of the Council Staff Networks are self- directed and this feedback is with the Council LGBTQ+ staff network to consider and decide upon and is therefore, not included as part of this plan.				
STANDARD 4 Empowering Individuals				
Recommendations:				
1	To share the workplace experiences of LGBTQ+ people with a range of identities to all employees.	Cross Council Equalities Group	Develop a lived experience / role models and banish the banter campaign to raise awareness of experience and impact across all protected characteristics, including awareness raising of intersectionality	
2	Provide training on how to step up as an ally to marginalised LGBTQ+ communities would be a good way to raise awareness of identity-specific barriers	Cross Council Equalities Group	Develop and embed training as part of the RESPECT Allyship programme across all protected characteristics.	
STANDARD 5 Leadership				
Recommendations:				
1	LGBTQ+ equality is a focus area within Appraisal targets	Employee Relations and Policy Manager and Workforce Learning and Development Manager	Continue to embed equalities objectives for those in Special Grades and above, provide example objectives and ensure managers/services are measuring impacts and outcomes. Continue to provide performance appraisal and objective training at key stages of the cycle that brings to life objectives linked to service plans and Council Plan outcomes to ensure they are tangible, realistic and measurable, and importantly contribute to positive outcomes that enhance equality, diversity and inclusion and address inequality. Encourage involvement in diversity calendar celebrations, events and bite sized learning etc…	

4

Response Action Plan (Nov-2022)

Action No.	Recommended Action	Assigned to	Actions & Progress (RAG) Red-not started; Amber- in progress; Green-completed	
2	To introduce reverse mentoring, or senior leaders coaching other senior leaders, as well as signposting LGBTQ+ specific conferences	Catherine Warrener, Workforce Learning and Development Manager	Delivery plans will be developed aligned with the workforce development strategic plan. Coaching culture has been delivered across the Council and is being assessed. Council and system coaching/coaching networks (formal and informal) are in place. Staff can access ILM Level 5 Coaching Qualification through our apprenticeship offer routes. Reverse mentoring is to be considered and formalising and extending our coaching offer. LGBTQ+ and other protected characteristics events and conferences are promoted and will continue to be linked to the diversity calendar work to aid leaders to develop in depth understanding of experiences and equalities.	
			STANDARD 6 Monitoring	
Recommendations:				
1	Refresh monitoring questions in order to achieve inclusive practices.	Karmel Russell, Workforce Analytics, Governance and Systems and Cross Council Equalities Group	Compare Council monitoring questions to other Local Authorities and progress as appropriate further SAP system enhancements requests to capture the fullest possible range of monitoring questions. To share why monitoring matters to all staff but also specifically to LGBTQ+ people where we have the lowest proportion of staff making self-declarations at 21% of the workforce. Communicate why this matters, how previous exercises have led to improvements for people with different protected characteristics, as well as practical information such as how data will be kept safe and the definitions of language used in monitoring practices. To review the reporting process on the success rates from application to appointment for all protected characteristics. To circulate clear messaging about self-declaration to all staff.	
2	Use consistent terminology for reporting across workforce, and service delivery	Emma Lawer, Head of	Compare Council monitoring questions to other Local Authorities and progress as appropriate further SAP system enhancements requests	

Response Action Plan (Nov-2022)				
Action No.	**Recommended Action**	**Assigned to**	**Actions & Progress (RAG)** **Red-not started;** **Amber- in progress;** **Green-completed**	
	(Employee Satisfaction Surveys, Service User Reporting)	Workforce HR Specialist Services and Khalida Ashrafi, Lead Equalities Officer	to capture the fullest possible range of monitoring questions (as first para 6.1 above). Design and implement a consistent monitoring terminology for Council workforce and service users.	
STANDARD 7 Supply Chains				
Recommendations:				
1.	Potential supplier's policies are checked to ensure they are inclusive of LGBTQ people	Duncan Farr Strategic Procurement Manager Finance, IT and Procurement	For over threshold contracts the Council already complies with Secretary of State mandatory guidance for selection criteria i.e. those tests to establish whether a potential bidder is eligible and suitable to be considered for a public sector contract. These are quite high level tests with a discretionary ground to exclude a bidder declares that they have in the previous 3 years breached of social obligations, or labour law obligations (anywhere in the world).	.
2.	Consistent improvement process is in place where suppliers policies are not up to standard, eg to include goals, timeframe	Duncan Farr Strategic Procurement Manager Finance, IT and Procurement	To strengthen the Council's approach, there is the option to ask further 'contract specific' selection questions. Given that Council contract terms and conditions include headings of Discrimination, Human Rights and Compliance with policies, it is proposed that the test of a supplier's policies could be: 'With reference to the Council's terms and conditions requirements for Discrimination, Human Rights and Compliance with policies demonstrate how your organisation proactively ensures zero tolerance towards discrimination of people on the basis of their protected characteristics, as defined by the Equality Act 2010' Contract management practices need to be developed and mature enough to make an ongoing assessment and awareness of actual or potential discrimination on any basis a regular part of supplier management.	

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Response Action Plan (Nov-2022)			
Action No.	**Recommended Action**	**Assigned to**	**Actions & Progress (RAG)** **Red-not started;** **Amber- in progress;** **Green-completed**

STANDARD 8 External Engagement				
Recommendations:				
1.	Capture and report on outcomes from external focussed work and partnerships	Zahra Niazi, Strategic Equality, Diversity and Inclusion Lead	Through our systems work and aligned with the Council's current refreshed Council Equality objectives, which sit under the following headings. • Objective 1: An equal, diverse and inclusive workplace • Objective 2: Inclusive and accessible services • Objective 3: An inclusive economy • Objective 4: Inclusive Communities Wider external and partnerships work is mapped and aims and objectives are defined, agreed and reported upon.	
2.	Close the gap around service delivery work	Ruth Davison, Head of Policy and Performance	A service by service review on what data is currently being held and what intelligence is collected and where it is stored was undertaken and reported to CMT in June 2022. A minimum data set and measures for each service is being developed to particularly better understand different protected characteristics of service users.	

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STONEWALL WORKPLACE EQUALITY INDEX 2022

STAFF FEEDBACK QUESTIONNAIRE

BRADFORD METROPOLITAN DISTRICT COUNCIL

SUMMARY

Thank you to everyone at Bradford Metropolitan District Council for participating in this year's Staff Feedback Questionnaire.

We run the questionnaire each year to make sure that the voices of LGBTQ+ employees are heard in the Workplace Equality Index. We asked your colleagues about key indicators of inclusion in your workplace – examining both LGBTQ+ and non-LGBTQ+ employee experiences, opinions and attitudes.

There's no substitute for direct staff feedback when developing a workplace inclusion strategy.

Below is an overall table of the respondents from Bradford Metropolitan District Council. We have listed the total number of respondents in each group. Some numbers may not add up to the total number of respondents, as we have excluded respondents who selected 'prefer not to say' in response to questions around their identities. We have shown the percentage of respondents in each group who agreed with the statement 'I feel able to be myself in the workplace'.

	Respondent group	Number of respondents	Agree that 'I feel able to be myself in the workplace'
All	All	587	79%
	LGBTQ+	90	73%
	Non-LGBTQ+	497	80%
Gender	LGBTQ+ men	43	74%
	Non-LGBTQ+ men	182	80%
	Non-binary people	†	†
	LGBTQ+ women	39	74%
	Non-LGBTQ+ women	300	84%
Trans identity	Trans	†	†
	Not trans	565	81%
Sexual orientation	Bi	20	55%
	Gay or lesbian	57	77%
	Heterosexual/straight	476	83%
Disability	Disabled LGBTQ+ people	14	71%
	Non-disabled LGBTQ+ people	73	77%
	Disabled non-LGBTQ+ people	52	65%
	Non-disabled non-LGBTQ+ people	430	83%
Ethnicity	BAME/PoC LGBTQ+ people	†	†
	White LGBTQ+ people	83	75%
	BAME/PoC non-LGBTQ+ people	54	81%
	White non-LGBTQ+ people	416	83%
Region	LGBTQ+ people who work most days outside the region where Bradford Metropolitan District Council is headquartered	90	73%

	Respondent group	Number of respondents	Agree that 'I feel able to be myself in the workplace'
	LGBTQ+ people who work most days in the region where Bradford Metropolitan District Council is headquartered	†	†
	Non-LGBTQ+ people who work most days outside the region where Bradford Metropolitan District Council is headquartered	497	80%
	Non-LGBTQ+ people who work most days in the region where Bradford Metropolitan District Council is headquartered	†	†
Religion	LGBTQ+ people who are religious	37	70%
	LGBTQ+ people who are not religious	48	77%
	Non-LGBTQ+ people who are religious	283	83%
	Non-LGBTQ+ people who are not religious	175	82%

† We cannot report numbers of respondents fewer than ten, in order to protect anonymity of respondents.

Part one: the overall picture
LGBTQ+ experiences

LGBTQ+ allyship

Visibility of commitment to equality

Part two: underrepresented and marginalised LGBTQ+ groups
Bi experiences & allyship

Trans & non-binary experiences & allyship

BAME/PoC LGBTQ+ experiences & allyship

LGBTQ+ people with disabilities experiences & allyship

Part three: in focus
Bullying, harassment & discrimination

Internal communications & events

Leadership

LGBT employee group

Monitoring

Training

Part four: understanding the data

LGBTQ+ EXPERIENCES

I feel able to be myself in the workplace

Respondents	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
All	79%	81%	84%
LGBTQ+	73%	74%	78%
Non-LGBTQ+	80%	83%	86%
LGBTQ+ vs. non-LGBTQ+	*7%*	*9%*	*8%*

Respondents	Bradford Metropolitan District Council	Bronze	Silver
All	79%	83%	83%
LGBTQ+	73%	77%	74%
Non-LGBTQ+	80%	84%	85%
LGBTQ+ vs. non-LGBTQ+	*7%*	*7%*	*11%*

LGBTQ+ staff say that…

Question	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
The workplace culture in my organisation is inclusive of me as an LGBTQ+ person	48%	63%	65%
I have experienced barriers to career progression in my workplace because I am LGBTQ+	7%	11%	9%
I feel comfortable expressing my LGBTQ+ identity at work to colleagues	30%	44%	44%
I feel comfortable expressing my LGBTQ+ identity at work to managers/senior colleagues	28%	41%	43%
I feel comfortable expressing my LGBTQ+ identity at work to customers/clients/service users	11%	19%	17%

Question	Bradford Metropolitan District Council	Bronze	Silver
The workplace culture in my organisation is inclusive of me as an LGBTQ+ person	48%	63%	64%
I have experienced barriers to career progression in my workplace because I am LGBTQ+	7%	10%	11%
I feel comfortable expressing my LGBTQ+ identity at work to colleagues	30%	45%	44%
I feel comfortable expressing my LGBTQ+ identity at work to managers/senior colleagues	28%	41%	41%
I feel comfortable expressing my LGBTQ+ identity at work to customers/clients/service users	11%	19%	21%

LGBTQ+ ALLYSHIP

Non-LGBTQ+ staff say that…

Question	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
I support LGBTQ+ equality in the workplace	89%	89%	93%
I understand why my employer is committed to LGBTQ+ equality in the workplace	79%	84%	88%

Question	Bradford Metropolitan District Council	Bronze	Silver
I support LGBTQ+ equality in the workplace	89%	92%	90%
I understand why my employer is committed to LGBTQ+ equality in the workplace	79%	87%	87%

I understand how to be an ally to…

Question	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
Lesbian and gay people	64%	72%	75%
Bi people	61%	68%	71%
Trans people	55%	63%	67%
Non-binary people	53%	60%	64%
Average	*58%*	*66%*	*69%*

Question	Bradford Metropolitan District Council	Bronze	Silver
Lesbian and gay people	64%	76%	75%
Bi people	61%	71%	71%
Trans people	55%	65%	66%
Non-binary people	53%	62%	63%
Average	*58%*	*69%*	*69%*

VISIBLE COMMITMENT TO EQUALITY

This section looks at the visibility of the key mechanisms for improving LGBTQ+ people's experiences.

Employees say that…

Question or Aggregation	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
My organisation has an LGBT or LGBTQ+ employee network group	44%	70%	73%
I am aware that my organisation is a member of Stonewall's Diversity Champion scheme	37%	54%	59%
Senior leaders demonstrate visible commitment to lesbian and gay, bi, trans and non-binary equality	33%	42%	45%

Question or Aggregation	Bradford Metropolitan District Council	Bronze	Silver
My organisation has an LGBT or LGBTQ+ employee network group	44%	74%	73%
I am aware that my organisation is a member of Stonewall's Diversity Champion scheme	37%	57%	56%
Senior leaders demonstrate visible commitment to lesbian and gay, bi, trans and non-binary equality	33%	42%	44%

BI EXPERIENCES & ALLYSHIP

Experiences at work

Question	Bi respondents	Gay or lesbian respondents	Heterosexual/straight respondents
I feel able to be myself in the workplace	55%	77%	83%
The workplace culture in my organisation is inclusive of me as an LGBTQ+ person	25%	61%	n/a
I feel comfortable expressing my LGBTQ+ identity at work to colleagues	5%	44%	n/a
Senior managers demonstrate visible commitment to bi equality	25%	23%	39%

Experiences of the LGBT employee network group

Question	Bi respondents	Gay or lesbian respondents	Heterosexual/straight respondents
Over the past year I have taken part in LGBT or LGBTQ+ employee network group activities, events, initiatives or seminars	0%	19%	4%
I would feel confident approaching my employer's LGBT or LGBTQ+ employee network group for confidential support or advice	15%	42%	23%
The LGBT or LGBTQ+ employee network group is welcoming of all LGBTQ+ employees	20%	30%	19%

Bi Allyship

Question	All gay, lesbian or heterosexual/straight respondents	Gay or lesbian respondents	Heterosexual/straight respondents
I understand how to be an ally to bi colleagues	63%	77%	62%
I understand how to be an ally to lesbian and gay colleagues, and not bi colleagues†	3%	0%	3%

† This aggregates respondents who agreed that they understand how to be an ally to lesbian and gay colleagues, but did not agree that they understand how to be an ally to bi colleagues

TRANS & NON-BINARY EXPERIENCES & ALLYSHIP

Here we're looking at the experiences of trans and non-binary staff. For the purpose of this analysis, the trans group includes all respondents who said they are trans and the non-binary group includes all respondents who said they are non-binary or use another term (other than male or female) to describe their gender. There's a lot of overlap between these two groups: across all entrants, most respondents who said they are non-binary also said they are trans. Stonewall generally uses 'trans' as an umbrella term that includes non-binary staff. However, here, we've broken things down a bit differently to give a more nuanced insight, separating the experiences of trans and non-binary people.

Experiences at work

Question	Non-binary respondents	Trans respondents	Not trans or non-binary respondents
I feel able to be myself in the workplace	†	†	81%
The workplace culture in my organisation is inclusive of me as an LGBTQ+ person	†	†	n/a
I feel comfortable expressing my LGBTQ+ identity at work to colleagues	†	†	n/a
Senior managers demonstrate visible commitment to trans equality	n/a	†	39%
Senior managers demonstrate visible commitment to non-binary equality	†	n/a	35%

Experiences of the LGBT employee network group

Question	Non-binary respondents	Trans respondents	Not trans or non-binary respondents
Over the past year I have taken part in LGBT or LGBTQ+ employee network group activities, events, initiatives or seminars	†	†	5%
I would feel confident approaching my employer's LGBT or LGBTQ+ employee network group for confidential support or advice	†	†	25%
The LGBT or LGBTQ+ employee network group is welcoming of all LGBTQ+ employees	†	†	20%

Trans and non-binary allyship

Question	Non-binary colleagues	Trans colleagues
I understand how to be an ally to…	56%	57%
I understand how to be an ally to lesbian and gay colleagues and/or bi colleagues, and not…†	11%	10%

† This aggregates staff who agreed they were able to be allies to lesbian and gay colleagues, and/or able to allies to bi colleagues, and did not agree they were able to be allies to trans colleagues or non-binary colleagues respectively.

BAME/POC LGBTQ+ PEOPLE'S EXPERIENCES & ALLYSHIP

In this section, we examine the experiences of BAME/PoC respondents (all respondents who selected an Arab, Asian or Asian British, Black or Black British, or mixed ethnicity option) and white respondents (all respondents who selected a white ethnicity option).

Experiences at work

Question	LGBTQ+ BAME/PoC People	LGBTQ+ White People	Non-LGBTQ+ BAME/PoC People	Non-LGBTQ+ White People
I feel able to be myself in the workplace	†	75%	81%	83%
The workplace culture in my organisation is inclusive of me as an LGBTQ+ person	†	48%	n/a	n/a
I have experienced barriers to career progression in my workplace because I am LGBTQ+	†	6%	n/a	n/a

Experiences of the LGBT employee network group

Question	LGBTQ+ BAME/PoC People	LGBTQ+ White People
Over the past year I have taken part in LGBT or LGBTQ+ employee network group activities, events, initiatives or seminars	†	13%
I would feel confident approaching my employer's LGBT or LGBTQ+ employee network group for confidential support or advice	†	33%
The LGBT or LGBTQ+ employee network group is welcoming of all LGBTQ+ employees	†	25%
The LGBTQ+ network in my organisation is inclusive of my LGBTQ+ identity and the other identities I hold	†	25%

DISABLED LGBTQ+ PEOPLE'S EXPERIENCES & ALLYSHIP

Experiences at work

Question	Disabled LGBTQ+ People	Non-disabled LGBTQ+ People	Disabled Non-LGBTQ+ People	Non-disabled Non-LGBTQ+ People
I feel able to be myself in the workplace	71%	77%	65%	83%
The workplace culture in my organisation is inclusive of me as an LGBTQ+ person	50%	49%	n/a	n/a
I have experienced barriers to career progression in my workplace because I am LGBTQ+	7%	7%	n/a	n/a

Experiences of the LGBT employee network group

Question	Disabled LGBTQ+ People	Non-disabled LGBTQ+ People
Over the past year I have taken part in LGBT or LGBTQ+ employee network group activities, events, initiatives or seminars	7%	14%
I would feel confident approaching my employer's LGBT or LGBTQ+ employee network group for confidential support or advice	36%	30%
The LGBT or LGBTQ+ employee network group is welcoming of all LGBTQ+ employees	29%	23%
The LGBTQ+ network in my organisation is inclusive of my LGBTQ+ identity and the other identities I hold	29%	23%

BULLYING, HARASSSMENT & DISCRIMINATION

This section may relate to section 1 (policies and benefits) and section 2 (the employee lifecycle) of the employer submission of the Workplace Equality Index.

LGBTQ+ people's experiences

Question	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
In my current workplace in the past year, I have experienced negative comments or conduct from colleagues at work because I am LGBTQ+	13%	12%	13%
In my current workplace in the past year, I have experienced negative comments or conduct from colleagues at work because I am LGBTQ+, multiple times	10%	6%	6%
If I was a victim of bullying and harassment based on my LGBTQ+ identity, I would feel confident in reporting it to my employer	67%	74%	77%

Question	Bradford Metropolitan District Council	Bronze	Silver
In my current workplace in the past year, I have experienced negative comments or conduct from colleagues at work because I am LGBTQ+	13%	10%	11%
In my current workplace in the past year, I have experienced negative comments or conduct from colleagues at work because I am LGBTQ+, multiple times	10%	6%	5%
If I was a victim of bullying and harassment based on my LGBTQ+ identity, I would feel confident in reporting it to my employer	67%	75%	74%

I would feel confident challenging inappropriate behaviour and discrimination towards LGBTQ+ people in the workplace

Question	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
All	78%	83%	83%
Non-LGBTQ+	78%	83%	83%

Question	Bradford Metropolitan District Council	Bronze	Silver
All	78%	84%	84%
Non-LGBTQ+	78%	85%	84%

Reporting inappropriate behaviour and discrimination towards LGBTQ+ people in the workplace

Question or Aggregation	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
I know how to report	66%	73%	73%
I would feel confident reporting	76%	79%	80%
I know how to report and I would feel confident reporting	63%	68%	69%

Question or Aggregation	Bradford Metropolitan District Council	Bronze	Silver
I know how to report	66%	73%	74%
I would feel confident reporting	76%	80%	81%
I know how to report and I would feel confident reporting	63%	68%	70%

INTERNAL COMMUNICATIONS & EVENTS

This section may be relevant to section 3 (LGBT employee network group) and section 4 (empowering individuals) of the employer submission of the Workplace Equality Index.

Through internal communications and events, my employer provides opportunities to learn about…

Sub question	All staff	LGBTQ+ staff	Non-LGBTQ+ staff
Lesbian and gay identities and experiences	53%	54%	53%
Bi identities and experiences	40%	38%	41%
Trans identities and experiences	42%	41%	42%
Non-binary identities and experiences	31%	27%	32%
How people's LGBTQ+ identities and experiences interact with other aspects of their identities e.g. their faith, age or ethnicity	34%	34%	34%
Average	*40%*	*39%*	*40%*

Through internal communications and events, my employer provides opportunities to learn about…

Sub question	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
Lesbian and gay identities and experiences	53%	66%	71%
Bi identities and experiences	40%	51%	59%
Trans identities and experiences	42%	52%	61%
Non-binary identities and experiences	31%	41%	50%
How people's LGBTQ+ identities and experiences interact with other aspects of their identities e.g. their faith, age or ethnicity	34%	45%	48%

Sub question	Bradford Metropolitan District Council	Bronze	Silver
Lesbian and gay identities and experiences	53%	67%	68%
Bi identities and experiences	40%	50%	52%
Trans identities and experiences	42%	50%	54%
Non-binary identities and experiences	31%	40%	44%
How people's LGBTQ+ identities and experiences interact with other aspects of their identities e.g. their faith, age or ethnicity	34%	43%	48%

LEADERSHIP

This section may be relevant to section 5 (leadership) of the employer submission of the Workplace Equality Index.

Senior Managers demonstrate visible commitment to…

Sub question	All staff	LGBTQ+ staff	Non-LGBTQ+ staff	Staff with this identity
Lesbian and gay equality	44%	33%	46%	35%
Bi equality	37%	22%	39%	25%
Trans equality	38%	23%	40%	†
Non-binary equality	34%	20%	37%	†
Average	*38%*	*25%*	*41%*	*†*

Senior Managers demonstrate visible commitment to…

Sub question	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
Lesbian and gay equality	44%	59%	61%
Bi equality	37%	49%	52%
Trans equality	38%	48%	52%
Non-binary equality	34%	43%	47%
Average	*38%*	*50%*	*53%*

Sub question	Bradford Metropolitan District Council	Bronze	Silver
Lesbian and gay equality	44%	60%	61%
Bi equality	37%	50%	52%
Trans equality	38%	48%	51%
Non-binary equality	34%	44%	46%
Average	*38%*	*51%*	*53%*

LGBT NETWORK GROUP

This may be relevant to section 3 (LGBT employee network group) of the employer submission of the Workplace Equality Index.

LGBTQ+ People's Experiences

Question	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
My organisation has an LGBT or LGBTQ+ employee network group	47%	82%	80%
Over the past year I have taken part in LGBT or LGBTQ+ employee network group activities, events, initiatives or seminars	12%	38%	44%
I am aware of the activities the LGBT or LGBTQ+ employee network group undertakes	24%	62%	62%
I would feel confident approaching my employer's LGBT or LGBTQ+ employee network group for confidential support or advice	30%	61%	61%

Question	Bradford Metropolitan District Council	Bronze	Silver
My organisation has an LGBT or LGBTQ+ employee network group	47%	84%	83%
Over the past year I have taken part in LGBT or LGBTQ+ employee network group activities, events, initiatives or seminars	12%	41%	42%
I am aware of the activities the LGBT or LGBTQ+ employee network group undertakes	24%	65%	64%
I would feel confident approaching my employer's LGBT or LGBTQ+ employee network group for confidential support or advice	30%	61%	63%

Non-LGBTQ+ People's Experiences

Question	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
My organisation has an LGBT or LGBTQ+ employee network group	44%	67%	71%
Over the past year I have taken part in LGBT or LGBTQ+ employee network group activities, events, initiatives or seminars	4%	15%	18%
I am aware of the activities the LGBT or LGBTQ+ employee network group undertakes	21%	42%	45%
I would feel confident approaching my employer's LGBT or LGBTQ+ employee network group for confidential support or advice	24%	46%	50%

Question	Bradford Metropolitan District Council	Bronze	Silver
My organisation has an LGBT or LGBTQ+ employee network group	44%	71%	71%
Over the past year I have taken part in LGBT or LGBTQ+ employee network group activities, events, initiatives or seminars	4%	21%	19%
I am aware of the activities the LGBT or LGBTQ+ employee network group undertakes	21%	48%	47%
I would feel confident approaching my employer's LGBT or LGBTQ+ employee network group for confidential support or advice	24%	51%	51%

MONITORING

This may be relevant to section 6 (monitoring) of the employer submission of the Workplace Equality Index.

I would feel confident disclosing my LGBTQ+ identity to my employer on a monitoring form

Respondents	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
All LGBTQ+	62%	76%	80%
Bi	45%	68%	76%
Trans	†	63%	74%
Non-binary	†	60%	68%

Respondents	Bradford Metropolitan District Council	Bronze	Silver
All LGBTQ+	62%	76%	75%
Bi	45%	67%	67%
Trans	†	60%	64%
Non-binary	†	62%	60%

TRAINING

This section may be relevant to section 2 (the employee lifecycle) of the employer submission of the Workplace Equality Index.

Regarding colleagues who are…

Sub question	Lesbian and gay	Bi	Trans	Non-binary
My employer provides training or resources on how to be an ally to…	37%	31%	30%	26%
I have accessed the training or resources on how to be an ally to…	17%	14%	13%	11%
As a result of the training, I feel confident being an ally to…	15%	12%	11%	10%

As a result of the training, I feel confident being an ally to…

Sub question	Bradford Metropolitan District Council	Government & Regulators	Headquarted in England: Yorkshire and the Humber
Lesbian and gay people	15%	25%	29%
Bi people	12%	20%	25%
Trans people	11%	20%	25%
Non-binary people	10%	16%	21%
Average	*12%*	*20%*	*25%*

Sub question	Bradford Metropolitan District Council	Bronze	Silver
Lesbian and gay people	15%	26%	27%
Bi people	12%	21%	22%
Trans people	11%	21%	22%
Non-binary people	10%	17%	18%
Average	*12%*	*21%*	*22%*

UNDERSTANDING THE DATA

Collecting and analysing data from such a diverse population as employees across the UK is a challenge. We've included a few methodological notes to explain how we've reported the data.

Stonewall is not responsible for distributing the survey to respondents. We rely on you at Bradford Metropolitan District Council to do that. We cannot verify that this data is representative. Some of these samples are small, and so can be unreliable. To make the most of this analysis, we would encourage you to compare it against your internal monitoring and staff satisfaction data, and against the size of your workforce.

Almost all of our question response protocols are categorical (yes, no or unsure), or on a Likert scale (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree). Where we analyse responses from a categorical response protocol, we report statistics based on 'yes' responses. Where we analyse responses from a Likert scale response protocol, we report statistics based on respondents who gave either 'strongly agree' or 'agree' responses. Questions in the format of "I am comfortable expressing my LGBTQ+ identity to…" report based on respondents saying 'All'.

We don't report on respondents who say they 'prefer not to say', and we round percentages to the nearest whole number. This means that percentages may not sum to 100%.

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STONEWALL WORKPLACE EQUALITY INDEX 2022

EMPLOYER FEEDBACK REPORT

BRADFORD METROPOLITAN DISTRICT COUNCIL

SUMMARY

Stonewall's Workplace Equality Index is about recognising the work that goes into creating LGBT inclusive workplaces in the UK. By ensuring all LGBTQ+ people feel safe and welcomed in the workplace, we can cultivate a culture of inclusivity that allows our LGBTQ+ colleagues the freedom to be themselves without fear of harassment.

This report will guide you through your submission by detailing our feedback to each section of the criteria and ending with our findings from the Staff Feedback Questionnaire (if applicable). We'll highlight what you've done well and focus on improvements for the future.

We understand this has been a difficult time for everyone, especially as we adapt to new working practices, so we greatly appreciate the time you took to continue your inclusion journey and to complete your submission. We recognise the commitment it takes to put an application together and you should feel incredibly proud of what you've achieved in what has been both a demanding and challenging year.

The Workplace Equality Index is an opportunity to measure, progress and celebrate the work you're doing to make your organisation a better place for LGBTQ+ employees. From new policies to Pride events, leadership briefings to updating your training - each small change, can make a big difference to our communities.

We hear incredible stories every year of workplaces making real impact, transforming the environments we work in every day. We know it's not easy work, but every day we move closer to a world in which LGBTQ+ people are free to be their true selves.

Thank you so much for taking part, and I hope we continue to work together over 2022.

Emma Kosmin, she/her, Associate Director of Workplace Client Relationships

Bradford Metropolitan District Council ranked 310 with a score of 35.5 out of 200

Bradford Metropolitan District Council has been awarded a bronze award

Section	Marks available	Marks claimed	Marks awarded	Marks claimed, but not awarded
1) Policies and benefits	17	12	3	9

Section	Marks available	Marks claimed	Marks awarded	Marks claimed, but not awarded
2) The employee lifecycle	22	9	4	5
3) LGBT employee network group	26	14.5	10.5	4
4) Empowering individuals	20	4.5	0	4.5
5) Leadership	18	13	8.5	4.5
6) Monitoring	20	7.5	0	7.5
7) Supply chains	17	3	0	3
8) External engagement	40	23	9	14
Staff Feedback Questionnaire	20	n/a	0.5	n/a

† When marking, sometimes our markers spot evidence that counts towards questions you didn't claim. In those cases, we award the points anyway.

SECTORAL AND GEOGRAPHICAL CONTEXT

We understand the different challenges organisations may face depending on the sector and location they are based in. That is why we separate this data out. It allows for organisations to benchmark themselves against others in a similar field or part of the UK, and it gives organisations ideas about how to develop their progress in a way that works for them and gives them context on what they can achieve.

We know that regulatory incentives, budgetary constraints, organisational size and operating with a dispersed workforce can all be factors in creating or removing barriers to inclusion.

Each sector and location has its own unique challenges. What's important is how we face these challenges and how you can achieve the best outcomes for your organisation.

Bradford Metropolitan District Council ranked 44 in the Government & Regulators sector

Bradford Metropolitan District Council ranked 7 in employers headquartered in Yorkshire and the Humber

Bradford Metropolitan District Council ranked 86 in employers that operate in Yorkshire & the Humber

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MARGINALISED OR UNDER-REPRESENTED LGBT GROUPS

This section focusses on those within our community whose stories and experiences we rarely get to hear. By breaking down this data, we aim to show you how you are progressing with this work.

Bi erasure and biphobia are real problems. They create a culture of stigmatisation, and many bi people are still wary about being open about their bi identity in the workplace.

Transphobia and anti-non-binary discrimination are an area of concern for many workplaces, with staff feeling scared and unable to be their authentic selves around colleagues.

We all have multiple facets of our identities, and different forms of oppression such as racism and ableism. These oppressions also affect many LGBT people in the working world. Tackling one form of oppression requires tackling them all: ending misogyny and making work welcoming for people of faith are equally important for making all LGBT people feel welcome.

Bradford Metropolitan District Council scored 9.5 on questions related marginalised or underrepresented LGBT identities

Bradford Metropolitan District Council scored 1.5 on questions about bi inclusion and anti-biphobia

Bradford Metropolitan District Council scored 8 on questions about trans inclusion and anti-transphobia

Bradford Metropolitan District Council scored 2.5 on questions about non-binary inclusion and that strand of anti-transphobia

Bradford Metropolitan District Council scored 0 on questions about intersectionality and inclusion of LGBT who experience multiple marginalisations, such as racism and ableism

SECTION ONE: 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.

Entrant	Marks claimed	Marks awarded	Marks claimed, not awarded
Bradford Metropolitan District Council	12	3	9
Government & Regulators	12.5	8	4.5
Headquartered in Yorkshire and the Humber	13	7.5	5.5
Bronze	11.5	7	4.5
Silver	13.5	8	5.5

Having inclusive policies can support staff to feel included within Bradford Metropolitican Districtic Council. A fantastic way to ensure that you policies are inclusive could be to introduce a feedback mechanism on your policies, allowing staff to feedback on the inclusivity of policies can create an enviroment where all staff are empowered to ensure they are included in your internal policies.

When looking at your Code of Conduct policy it is clear that the policy provides protection for sexual orientation and gender but it could be strengethened by being clear in how it applies to trans people, an easy way to do this would be to add 'Gender identity and gender expression' to the list of characteristics that the policy covers. It is good practice to include 'gender identity and expression', as well as the protected characteristic of 'gender reassignment' in your statement banning bullying, discrimination and harassment.

Your parental and compassionate leave policies could also benefit from a review to make them uniform in providing clarity of access. Some of the policies have a statement to describe who the policy applies to, and some of them don't. This statement can help to provide clarity to same sex couples as well as trans people as to who the policy applies to. We'd also recommend ensuring that your policies provide clarity of access to all eligible employees, including LGBTQ+ employees. You can achieve this by using additive language ('this applies to [women/men] and other employees who [...]'), gender neutral or gender inclusive language ('all employees who [...]') or second person language ('you').

Your transitioning at work policy, has a lot of impressive work, including the content on confidentially, the checklist for people transitioning and the name change information. You could build upon this good work by introducing specific guidance for managers and colleagues on how to support their trans colleagues. You may also wish to explore how you can make this policy apply to non-binary people, a good starting point for this could be by being more explicitly non-binary inclusive in your dress code and facilities sections.

You do use the word transsexual in the policy. The term 'transsexual' was used in

the past as a more medical term. It's still used by some, although many people prefer the terms 'trans' or 'transgender'. While it is a term that some people use to describe their own identity, many people find it outdated or offensive.

The term is used in the Equality Act and so it should be used when directly referring to the language of the Equality Act 2010 or other relevant legislation. It may also be appropriate to include within a glossary of terms, along with some context about the use of this word.

Where you're not referring to legislation, we would recommend using the term 'trans' which is widely understood as an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

It was really promising to read about your commitment to introduce gender neutral facilities in the future and look forwards to seeing what work you do upon launching your new Equality, Diversity and Inclusion strategies. In future submissions we'd like to hear more about the practical steps being taken to introduce these and, if possible, a timeline to achieve it.

SECTION TWO: 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.

Entrant	Marks claimed	Marks awarded	Marks claimed, not awarded
Bradford Metropolitan District Council	9	4	5
Government & Regulators	16	7.5	8.5
Headquartered in Yorkshire and the Humber	17.5	7	10.5
Bronze	14.5	6.5	8
Silver	17.5	6.5	11

Your internal communications are a highlight of this section; strong internal communications which speak about LGBTQ+ equality is a fantastic way to demonstrate your commitment to inclusion as well as raising awarness surronding the expierences of LGBTQ+ people. There was one internal communicunication that was out of date so it may be a good focus area to ensure you are consistent with your messaging each year which will allow you to have continuing and developing conversation around LGBTQ+ identities. It would also be a benefical exercise to ensure that all of your communications are explicit in highlighting the identities they are about.

When looking at your current recruitment practicies the Council could benefit by making an active effort to advertise positions using diverse recruitment websites which attract members of the LGBTQ+ community. This could also be built upon by sharing information about your LGBT network and your commitment to D&I through your recruitment materials. The recruitment training you have focuses on general inclusion and we couldn't see any LGBTQ specific content within it. We recommend including specific information about LGBTQ+ identities in your recruitment training because it allows you to focus on specific neuances that an LGBTQ+ person may expierence during the recruitment process that another person may not. Providing guidance or training for all employees with recruitment responsibilities on how to carry out inclusive recruitment is important to make sure that your recruitment process is as inclusive as possible and your organisation doesn't inadvertently alienate candidates.

In order to make your induction process more inclusive we would recommend that you include a reference to your commitment to LGBT inclusion. It could also be good to reference relevant equality, diversity and inclusion related policies and make it clear how they apply to all LGBTQ+ staff. Your induction could also signpost your LGBTQ+ network or diversity working group so that new joiners are able to get involved.

It's good to see that you enable non-binary employees to have their identities recognised on one system.

You may also wish to consider implimenting specific equality, diversity and inclusion related questions within your process for employees who are leaving the organisation, this can be an important means of collecting information about people's experiences at work and any instances of homophobic, biphobic or transphobic behaviors.

SECTION THREE: 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.

Entrant	Marks claimed	Marks awarded	Marks claimed, not awarded
Bradford Metropolitan District Council	14.5	10.5	4
Government & Regulators	18.5	13.5	5
Headquartered in Yorkshire and the Humber	15	11	4
Bronze	17	11	6
Silver	20	14	6

In general your LGBTQ+ network has some really good ongoing work which you should be proud of. The network is defined using a Terms of Reference which outlines some really clear aims and objectives for ther network. In order to ensure that your network keeps up this impressive momentum you might want to include more information with the terms of reference which systemises the current network work. This could include how often you meet, information about how your committee is elected, and how you ensure you engage with marganlised identities.

The network has hosted a number of LGBTQ+ related events which sound impressive and really thought through. It's particularly positive to see how the network considered it's hardest to reach employees and take effort to engage them with this activity. A good way to build on this work could be co consider hosting Bi and/or non-binary specific events, you might find our Diversity Champions events calendar helpful in finding ways to do this.

To push your networks strategy further it would be great to see some more work which focuses on underrepresented and intersectional LGBTQ+ identities. This could include taking a focus on LGBTQ+ parent, LGBTQ+ religious people, or LGBTQ+ people of colour. A good way to ensure you engage with underrepresented identities is to create a formal mechanisms for bi and trans issues to be engaged with and then taking steps to promote itself as being inclusive of all LGBTQ+ identities including those with multiple marginalisations. Some good practice here could be introducing specific spaces for underrepresented LGBTQ+ groups.

SECTION FOUR: 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.

Entrant	Marks claimed	Marks awarded	Marks claimed, not awarded
Bradford Metropolitan District Council	4.5	0	4.5
Government & Regulators	11.5	7	4.5
Headquartered in Yorkshire and the Humber	10	6.5	3.5
Bronze	9.5	4.5	5
Silver	13	7.5	5.5

It's good to see that the council is taking steps to empower people to stand up for marganlised people. One example of this is the R.E.S.P.E.C.T programme which sounds really promising. The programme's values where listed within the submission which was powerful however the response didn't provide a clear picture regarding how this programme systematically empowers and develops change makers.

Perhaps a future focus point for the organisation could be to focus on sharing the workplace experiences of LGBTQ+ people with a range of identities to all employees. We would recommend making the person's identity explicit so that people can recognise similar identities to their own. Good practice would be sharing experiences of internal employees although equally, it is important to be wary of putting pressure on LGBTQ+ employees to be visible in this way so a suitable alternative would be to share experiences of LGBTQ+ people from outside your organisation but within your sector.

Providing opportunities for all non-LGBTQ+ employees to become LGBTQ+ allies is an important step of embedding LGBTQ+ inclusion across the organisation. We'd recommend providing specific neuances within this training on the general LGBTQ+ commuinity, the bi community, the trans & non-binary community, and people with multiple marganlised identities. Training on how to step up as an ally to marginalised LGBTQ+ communities would be a good way to raise awareness of identity-specific barriers.

SECTION FIVE: 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.

Entrant	Marks claimed	Marks awarded	Marks claimed, not awarded
Bradford Metropolitan District Council	13	8.5	4.5
Government & Regulators	9.5	6	3.5
Headquartered in Yorkshire and the Humber	8	5	3
Bronze	8.5	4.5	4
Silver	10	5.5	4.5

Bradford Metropolitan District Council has clearly considered how they engage their Senior Leaders in Equality, Diversity and Inclusion. You have strong appraisal and recruitment questions which clearly ensure that your leaders are aware and engaging in wider Equality Diversity and Inclusion work.

The Council may now wish to explore ways in which they can support their senior leaders to achieve the apprasials targets and ensure that LGBTQ+ equality is a focus area. We recommend considering measures such as reverse mentoring, or senior leaders coaching other senior leaders, as well as signposting LGBTQ+ specific conferences and seminars to empower your senior leaders to develop an indepth understanding of the experience of LGBTQ+ people.

Having senior leaders actively participating in LGBTQ+ inclusion work can play a huge role in creating an enviroment that is inclusive through a top level downwards approach. We believe that your response indicates that your senior leaders are communicating clear commitments regarding LGBTQ+ inclusion but unfortunately your responses didn't provide clear enough examples of the type of content. For some of the question you didn't talk about what the involvement from the senior leader was. When responding to questions asking for evidence of LGBTQ+ inclusion activities by the senior management we'd need to see the date the activity took place, the role of the individual performing the activity and in some cases a copy of the communications.

A strong area of performance in this section was the work done by the senior leaders and communications team to ensure that their messages reached all of your employees, this demonstrates a clear commitment to reach all staff and engage them in inclusion work.

SECTION SIX: 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.

Entrant	Marks claimed	Marks awarded	Marks claimed, not awarded
Bradford Metropolitan District Council	7.5	0	7.5
Government & Regulators	9.5	3	6.5
Headquartered in Yorkshire and the Humber	9.5	2.5	7
Bronze	7.5	2.5	5
Silver	8.5	2.5	6

Creating confidence in disclosing delicate information can be a really difficult task. A key way in which you can do this is by making sure the questions you ask are sensitive and provide options which affirm a person's identity.

Your monitoring questions could benefit from a refresh in order to achieve what we believe to be inclusive practices. A more inclusive way to monitor sexual orientation would be to ask:

'What best describes your sexual orientation?
a. Bi
b. Gay/lesbian
c. Heterosexual/straight
d. I use another term: _____
e. Prefer not to say'

Similarly your question monitoring gender identity could benefit from being refreshed. We would recommend you ask:

'What best describes your gender?
a. Man
b. Non-binary
c. Woman
d. I use another term: _____
e. Prefer not to say'

You can then separately ask a question that collects information about a person's trans identity, we'd recommend asking:
'Are you trans?
a. Yes
b. No
c. Unsure
d. Prefer not to say'

When it comes to your reporting on the data you collected, including in your staff satification surverys, we'd recommend carrying this same language listed above through to your reporting.

A final step to increasing the confidence in LGBTQ+ people within monitoring would be to be active in communicating around these exercises. Good practice here would be to share why monitoring matters specifically to LGBTQ+ people, how previous exercises have led to improvements for LGBTQ+ people, as well as practical information such as how you'll keep data safe and the definitions of language used in your monitoring practices.

SECTION SEVEN: 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.

Entrant	Marks claimed	Marks awarded	Marks claimed, not awarded
Bradford Metropolitan District Council	3	0	3
Government & Regulators	7	4	3
Headquartered in Yorkshire and the Humber	6	3	3
Bronze	5	2	3
Silver	6.5	2.5	4

Leading organisations scrutinise the LGBTQ+ inclusion work of its suppliers on a basic level.

This includes asking to see a potential supplier's policies and ensuring they are inclusive of LGBTQ+ people. When these policies are not up to standard, it would be great to see you implementing a clear and consistent process for requiring improvements in LGBTQ+ inclusion work e.g. including tangible goals and timeframe for improvement within the contract itself. The most inclusive practice would be to also offer support/signposting to training for suppliers.

It would also be great to see the procurement team undertaking LGBTQ+ inclusive training in their area of practice. Once contracts are awarded, consider implementing a formal process that holds the supplier to account and encourages improvement. These processes don't need to focus on every supplier relationship, but could focus on supplier relationships with most impact (e.g. those providing external-facing services). You may wish to explore how you ensure a standard and systematic supplier monitoring system in more detail with your Client Account Manager.

One final way to ensure that your supply chains are inclusive is to find ways to collaborate with your suppliers on training or awareness raising events that are relevant to LGBTQ+ inclusion. This could be through collaborative network events or by inviting suppliers to partake in your allyship programme.

SECTION EIGHT: EXTERNAL ENGAGEMENT

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 any service users or customers.

Entrant	Marks claimed	Marks awarded	Marks claimed, not awarded
Bradford Metropolitan District Council	23	9	14
Government & Regulators	16.5	8.5	8
Headquartered in Yorkshire and the Humber	19	7	12
Bronze	13	5.5	7.5
Silver	19	8	11

The council has a really clear commitment to engaging the LGBTQ+ community through a number of different iniaitives including supporing some really great campaigns such as IDAHOBIT and LGBTQ History Month.

The work supporting LGBTQ+ Equality mark by Equity Partnership is really positive and looks like a fantastic iniaitive to support organisations. For next year it would be good to hear more how specifically you supported with this work and about the outcomes of this work. We'd like to hear about some specific organisations that you have supported and the ways in which they have used your contributions.

The council also uses it's social media accounts to put out a number of strong messages of support to the LGBTQ+ community which is good practice and demonstrates to those who engage with the council that you are commited to LGBTQ+ equality.

There is a definite gap around your service delivery work which could be a good future focus area. We'd recommend that you start by exploring the journey of an individual LGBTQ+ service user to identify where they might come up against any barriers. A next step from that piece of work could be to build on your specific training for public facing staff are LGBTQ+ inclusion or perhaps to encourage more staff to partake in this course. It could also highlight a need to consider implimenting a monitoring system for customers similar to the one we described in section six of the index.

STAFF FEEDBACK QUESTIONNAIRE

As part of the Workplace Equality Index, employees from across the UK take part in Stonewall's Staff Feedback Questionnaire (SFQ).

The SFQ is an anonymous questionnaire that employers share with their staff. The results help us generate each employer's score and gives them a deep understanding of their employees' experiences at work.

Entrant	Marks claimed	Marks awarded	Marks claimed, not awarded
Bradford Metropolitan District Council	n/a	0.5	n/a
Government & Regulators	n/a	7	n/a
Headquartered in Yorkshire and the Humber	n/a	6.5	n/a
Bronze	n/a	6.5	n/a
Silver	n/a	7.5	n/a

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Response to Submission

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.

RESPONSE:

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

A. Explicit ban on discrimination, bullying and harassment based on sexual orientation (bronze award requirement)

B. Explicit ban on discrimination, bullying and harassment based on gender identity and gender expression (bronze award requirement)

C. An example of biphobic bullying or harassment

D. An example of homophobic bullying or harassment

E. An example of transphobic bullying or harassment

F. Clear information about how to report an incident and how complaints are handled

G. None of the above

RESPONSE:

The Trans & Gender Identity Policy states

1

Bullying & Harassment

SECTION 36. Harassment, discrimination and victimisation are unlawful and will not be tolerated. Our policies protect the rights of Trans individuals to dignity and respect whilst working for and visiting the Council.

SECTION : 37. The Council recognises it is an individual's right to choose whether to be open about their gender identity and history. To 'out' someone without their permission could be a form of harassment, and potentially a criminal offence.

38. Some examples of unlawful direct discrimination include:

• Refusing to support a staff member who is Trans.

• Verbally or physically threatening a Trans person or spreading malicious gossip about that person. • Refusing to associate with or ignoring someone because they are Trans.

• Refusing to address the person in their self-identified gender or to use their new name. Sexual harassment of a Trans person.

• Passing judgement on how convincing a Trans person is in their self-identified gender.

• Refusing to acknowledge the rights of someone who is Trans.

• Transphobic propaganda, in the form of written materials, graffiti, music or speeches, will also not be tolerated and will be removed.

Employee Code of Conduct in folder

Upload the selected policies with the relevant sections highlighted. Provide a brief description of the policy/policies you have uploaded (max. 200 words).

This is the Employee Code of Conduct and is obligatory for all staff to read and is included as part of the Induction Process for new starters

1.3 Where the organisation has the following family and leave policies, do they use genderneutral 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'.

A. Adoption Policy YES – IN FOLDER

B. Special or Compassionate Leave Policy YES – IN FOLDER

C. Maternity Policy YES – IN FOLDER

D. Paternity Policy YES – IN FOLDER

E. Shared Parental Leave Policy YES – IN FOLDER

F. None of the above

2

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

RESPONSE:

The Council has the following policies in place: Adoption Leave Handbook and Scheme, Leave (Other Time Off) Policy, Maternity Leave Handbook and Scheme, Paternity Leave Policy and Shared Parental Leave Scheme. The adoption and maternity policies both explain employee entitlements in line with adoption and maternity leave as well as processes that need to be adhered to by the employer and employee in order to facilitate the adoption and maternity leave processes. The Leave (Other Time Off) Policy incorporates policy for special or compassionate leave among other circumstances of leave. All three use gender neutral language and refer to those involved as 'employees' instead of 'mothers', 'fathers', 'women', 'men', etc. The Shared Parental Leave Scheme and Paternity Leave Policy do use terms like 'mother' and 'father' but also acknowledge that these terms should be read to ensure that same-sex couples receive the same rights as heterosexual couples.

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.

YES

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).

RESPONSE:

3

The Council has a trans inclusion policy that covers all of the above in a single document: The Trans Equality and Gender Identity Policy for Staff. Point A can be found on page 3, point B on pages 12 – 14, point C on page 6, point D is referenced generally as part of 'gender expression' on page 3 but is also directly acknowledged on page 9 and finally point E can be found on pages 3 – 4 under 'confidentiality' but is also stressed throughout the document.

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).

TRANS EQUALITY AND GENDER IDENTITY POLICY IN FOLDER

RESPONSE:

The Council has a trans inclusion policy that covers all of the above in a single document: the Trans Equality and Gender Identity Policy for Staff. Point A can be found throughout the document which serves as guidance for both the employee and their manager. Point B can be found on pages 5 – 6 in the 'changing records' section. Point C can be found on pages 3 – 4 under 'confidentiality' and 'personal support plan' and on page 5 under 'telling people'. However, the importance of confidentiality is stressed throughout the document with specific situational examples – i.e. references and former staff. Point D can be found throughout the document. It is important to note that on page 3 the document defines the 'link person' as 'responsible for overseeing a personal support plan and providing ongoing advice and support'; the link person 'in most cases… would be the line manager'. As a result, the document does not often mention a 'manager', so please keep the definition of the link person in mind while reading. Point E can be found on page 3 under 'informing the council' and throughout page 4.

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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).

RESPONSE:

As a council we are committed to ensuring our workplaces are as inclusive as possible. The Council is committed to undertaking meaningful engagement with staff and service users over the next year to develop strategies and plans to ensure that gender-neutral, fully inclusive and accessible facilities that meet the needs of our diverse workforce, businesses and communities are introduced wherever possible. This will be done through the review of the Council estates strategy during 2021/22 and factored into new strategies, and be a requirement as part of future leases and new builds

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 • – 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.

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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).

RESPONSE:

The Domestic and Sexual Abuse Policy contains definitions of different types of abuse as well as information on the importance of confidentiality and raising awareness. The policy provides a staff reference guide and guidance for managers in how to 'recognise, respond and refer' when they are made aware of concerns for victims or the existence of perpetrators. There are contact details for support agencies at the end.

The Menopause in the Workplace Policy is part of a new initiative to better support women, trans men and non-binary people who suffer from menopause. The policy provides example ways in which managers can best support staff while also detailing the key responsibilities they have to all staff who experience menopause. The policy was developed alongside training for managers to further educate them on the symptoms of menopause and effects that it can have on staff in the workplace.

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.

RESPONSE:

Trans Equality & Gender Identity Policy

Absence from Work

…..15. The Council must ensure that staff undergoing surgery or attending identity clinics, voice therapy or hormone treatment specialists are given the time to do so. Individuals are encouraged to

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discuss timescales for appointments and/or medical treatment with their link person as early as possible so that appropriate arrangements or adjustments can be made.

16. A Trans individual who has time off from work (which relates to their transition) has the right to be treated in the same way as someone who is absent for reasons of sickness. The possible side-effects of medication may adversely affect performance, and the Trans individual may need reasonable adjustments in place for a temporary period when they return. If time-off is required, it is important to discuss what support is needed to ensure the staff member can return to work.

Appointments

17. Transition related medical appointments are to be treated as Special Leave as per the Council's Leave (other time off) Policy (see appendix).

18. Appointments are subject to waiting lists which in some cases are several years. It is not appropriate to suggest colleagues ask for an alternative date and these appointments should be regarded as a priority for the individual. In addition, they may involve travelling long distances and could mean needing a whole day or possibly more away from work.

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 - At the moment whilst we promote equal opps for everyone we don't do targeted info for LGBT candidates. We use agencies that use Fair Recruitment Policies.

Upload evidence for the selected options. Describe the evidence uploaded (max. 200 words).

N/A

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.

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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).

RESPONSE:

In regards to recruitment training, there is currently Unconscious Bias training and Recruitment & Selection training – the latter being more around the recruitment IT system. Pre-Covid there was a 3-day course delivered called 'Best Solutions for Managers' (course outline in appendices) delivered by our partners HRPlus – PowerPoint attached. This included a day around recruitment and selection (see slides 43, 44). There was a requirement and lots of promotion, for anyone with management responsibility to attend, 500+ managers attended between Jan 2018 & October 2019.

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.

RESPONSE:

A. The Equality & Diversity eLearning covers all protected characteristics is assigned to all new starters for completion within 90 days. This is part of the New Starter Learning Programme as well as the Leadership & Development Programme – Part 1 which is assigned to new staff coming into the authority as managers.

The Equality & Diversity eLearning provides the attached content which conveys the Council's commitment to LGBT inclusion alongside other protected characteristics. The Employee Code of Conduct is also linked within the eLearning discussed. This document is attached and references to relating to LGBT inclusion can be found as part of a general message about protected characteristics on pages 10 – 14.

EVIDENCE REQUIRED - SCREENSHOTS IN FOLDER – CODE OF CONDUCT ALSO AVAILABLE TO UPLOAD

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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).

RESPONSE:

In terms of HR systems, title/form of address (including Mx) and gender identity (this includes trans and non-binary) are already currently requested from the applicant in the recruitment system, but only the title/form of address data is currently transferred into the SAP HR system for successful candidates. This data on SAP, however, is only currently editable by HR/Payroll.

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.

REFER TO CHART IN REFERENCE CRITERIA

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.

RESPONSE:

No*

*There is information within the 'Welcome New Starter eLearning' around all of those policies, but it does not specifically refer to LGBT people and cover lesbian, gay, bi and trans.

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

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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.

EVIDENCE IN FOLDER

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.

RESPONSE:

Yes/**No**

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

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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.

RESPONSE:

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).

2.9 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.

RESPONSE:

Yes/**No** – ACTION – DOCUMENTS IN FOLDER BUT DOES NOT REFERENCE LGBTQ+ AT ALL

The Council has recently approved a Staff Health and Wellbeing Strategy which is supported by a Workplace Wellbeing Framework and Action Plan. The strategy and framework aim to provide for all of our workforce and take into regard all protected characteristics including the LGBTQ+ community. An Equality Impact Assessment (EIA) was carried out during the development of these documents and was presented to the Council Management Team as part of the approval process.

The Wellbeing Strategy aims to positively impact on those with protected characteristics as identified by the Equality Act 2010. The strategy recognises that health outcomes can be significantly impacted for those with certain protected characteristics and this is recognised specifically in the implementation of the strategy through the framework and action plan. These aim to promote awareness to staff with protected characteristics of issues specifically relevant to them, such as mental health.

Overall the strategy and framework both aim to provide a structure for how to improve the wellbeing of the workforce. Where people share a protected characteristic, the strategy should help to provide them with support and equality of opportunity. Proactive work has been undertaken, particularly through the Wellbeing Champions Network, to promote wellbeing issues that pertain to particular communities.

As part of our Inclusion and Diversity objectives within the strategy and framework, we ensure that we provide opportunities for LGBTQ+ staff to share their views, opinions, and experiences of the workplace. Some of our methods for ensuring that we listen are as follows:

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- The Employee Wellbeing Coordinator is proactive with the LGBTQ+ staff network, attends the equality network leads meetings and builds LGBTQ+ related activities and interventions into the wellbeing calendar

- We make connections with local, community-based LGBTQ+ services and ensure that these are promoted to staff

- We celebrate the LGBTQ+ community at global and national events and use these moments to highlight issues and provide awareness sessions and training

- We have built relationships with community-based services (such as Yorkshire MESMAC) and work with them jointly to deliver awareness sessions. For example, during LGBTQ+ history month, we worked with Yorkshire MESMAC to deliver sessions on allyship and LGBTQ+ wellbeing in the workplace.

In addition, we plan for the Wellbeing Champions Network to be expanded to make it more representative. The network will also continue to promote wellbeing issues that affect different communities.

Upload your mental health or wellbeing strategy. Describe how this was developed and any actions that have come from it (max. 500 words).

EVIDENCE NEEDED – DOCUMENTS IN FOLDER

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)

RESPONSE:

No – We use the standard council process for advertising apprenticeship vacancies as well as the training provider listing the vacancies on www.gov.uk where all apprenticeship vacancies are advertised.

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.

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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).

RESPONSE:

LGBTQ+ STAFF NEWTWORK TERMS OF REFERENCE

•   To support the positive visibility of and address issues that matter to LGBTQ+ staff.

•   To challenge homophobia both inside and outside the workplace.

•   To encourage LGBTQ+ staff throughout the Council to participate in the work of the Network.

•   To ensure members are aware of wider issues that affect them and their lives.

•   To publicise the work of the Network and issues concerning LGBTQ+ staff to the wider workforce.

•   To obtain support for our work from Councillors and senior management.

•   To develop and maintain links with other relevant agencies and staff groups.

•   To act as a voice for members, providing input on the development of corporate and departmental services, policies and procedures, and providing feedback on their impact.

•   To afford a space for LGBTQ+ members to network and socialise.

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.

RESPONSE:

A. Provided a network group budget – Yes – **Each of the 5 Staff Networks (LGBTQ+ being one) have been given an annual budget to support the group and the use of it is decided by the Group.**

B. Provided a formal senior champion – Yes – **We have Iain MacBeath as our formal Corporate Management Team (CMT) sponsor who the Staff Networks Chairs meet with on a regular basis.**

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Iain not only provides a voice to take back to the full CMT but provides advice, guidance and suggestions, for example, he suggested and paid for the development of our LGBTQ+ Staff Network app.

C. Allowed time for committee members to carry out network group activity – Yes – **All Members have been formally given time to attend the Staff Network Meetings and the Staff Network Chairs have been afforded half a day per week.**

D. Facilitated network members' participation in skills training – Yes – **Network Members attended facilitated Mindfulness training to learn techniques around meditation and different ways of thinking to promote staff wellbeing.**

E. Facilitated network members' participation in leadership or professional development programmes - No

F. Facilitated network members' participation in LGBT-specific seminars and conferences - No

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

RESPONSE:

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): o BAME LGBT people / LGBT People of Colour o Bi people o LGBT carers o LGBT people of faith o LGBT parents o LGBT people with accessibility needs o Non-binary people o Older LGBT people o Trans people • Your description should include how you identified which marginalised or underrepresented groups to focus your strategy on. This might include insights from: o LGBT network group membership and

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event attendance o LGBT network group satisfaction surveys o Employee satisfaction surveys o WEI Staff Feedback Questionnaire report o Sectoral, regional or national research12 • 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): o Introducing an inclusion rep o Holding events within working hours o Holding regular alcohol-free social events o Holding events at accessible venues o Avoiding holding events at the same time as religious festivals/holy days • Actions must be in addition to those referenced in 3.3

RESPONSE:

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).

N/A

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 - No

B. Provide support to enable employees to report homophobic, biphobic and transphobic bullying and harassment - No

C. Consultation on improving internal policies and practices – Yes - **Part of the remit of the Staff Network is to look at internal policies, currently this includes the People Strategy, Equality Impact Assessments and various other policies**

RESPONSE:

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

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by the network or alternatively an organisationwide programme that proactively incorporates LGBT mentoring.

A. Social networking event for members

B. LGBT equality awareness-raising event – DATE 22/2/21 – Ran a Brief History of LGBTQ+ Rights, which included guest speakers, talking about their own experience through the last 50 years and how this impacted on their lives

C. Bi equality awareness-raising event

D. Non-binary equality awareness-raising event –DATE 24/2/21 – We ran a Trans & Non-Binary Awareness Training Session, which covered the use of language, clear definitions and Trans & Non-Binary staff shared the personal experiences

E. Trans equality awareness-raising event –DATE 24/2/21 – We ran a Trans & Non-Binary Awareness Training Session, which covered the use of language, clear definitions and Trans & Non-Binary staff shared the personal experiences

F. Collaborated with other LGBT network groups – DATE 18/1/21 – Worked with Leeds Council LGBTQ+ Staff Network to share ideas and practices to shape & enhance both our Terms of Reference and discuss a Zero Tolerance to Discrimination approach.

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): o BAME LGBT people / LGBT People of Colour o LGBT parents or families o LGBT people with accessibility needs, for example including LGBT disabled people and LGBT neurodivergent people o LGBT people with experience of mental ill health o LGBT people with experience of poverty or homelessness o LGBT people of faith o LGBT women o 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

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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.

1. **LGBTQ+ History Month – February 2021 - The Staff Network held numerous events as part of this month including a Trans & Non-Binary Awareness Training Session and Brief History of LGBTQ+ Rights which both included lived experience from speakers and staff**
2. **R.E.S.P.E.C.T Launch – w/c 27th September (as part of National Inclusion Week) - The Staff Network was part of the launch of the R.E.S.P.E.C.T Campaign, which is the Equality Vision for the Council, in September 2021. The campaign looks to educate staff, supports them to champion Equalities and shared lived experiences of discrimination to help others understand the impact of a staff member's sense of identity and belonging**
3. **Safe Space Panel – 28th September 2021 – Ran a session for all staff to afford them an opportunity in a safe space to ask sometimes controversial questions where staff feel better educated on use of language and behaviours around LGBTQ+ colleagues**

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.

RESPONSE:

Yes/No

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

During the establishing phase of the LGBTQ+ Employee Network Group (ENG) reaching all employees was something we were extremely conscious of, not least given the size of the organisation. We did some initial research and found that a significant number of staff did not have regular access to email and other electronic communications, usually frontline or peripatetic colleagues.

Wishing to achieve maximum employee reach we developed an innovative solution through co-production with Bradford University's Digital Innovation Team, the result being a LGBTQ+ Staff Network Application, (App)

The App affords all staff, who have access to a smart phone, to access to information, support, peer communication and resources specifically linked to the LGBTQ+ Staff Network Group.

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Staff, whilst encouraged to do so, do not have to 'attend' the LGBTQ+ staff network meetings in person. The secure registration and login process ensures confidentiality where staff can access an engaging mobile experience providing regularly updated documents together with fresh and relevant content.

The nature of the work undertaken in any local authority is extremely diverse and provides a number of challenges associated with a dispersed workforce. The mobile App aims to augment the work of the network group in several areas including, staff interaction and communication, sharing peer group experience and encouraging/affording a sense of belonging.

Additional supporting evidence, screen shots and full content details of the App can be provided on request.

The LGBTQ+ Staff Network Group recognises that some staff, for whatever reason, do not feel comfortable attending 'in person meetings' particularly if the actual venue is directly linked to or within their workplace. We have previously met at the City's Equity Partnership, a charity set up and delivered by LGBTQ+ people in Bradford.

With the advent of the recent pandemic and associated home working, the group has resolved to ensure at least half of the regular meetings throughout the year are held virtually. This provides staff, especially those who are dispersed, an opportunity to 'attend'. We use a recognised meeting platform that is accessible outside of the Council network, enabling members to join from a mobile device not linked to or provided by the Council.

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.

RESPONSE:

Yes/No

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

A LGBTQ+ staff member solely devised an internal Equality Vision called R.E.S.P.E.C.T (which stands for Rights – Equality - Speak up – Person-centred – Education – Champion – Think First, which aligns all the Equality Strands.

This was signed off by Senior Management with resources provided by various teams (HR, Communications, Staff Equality Networks) to support to develop into a fully-fledged movement with the Council, rolled out to all 8000+ staff to promote organisation-wide, cultural and educational change.

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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. gender fluid or genderqueer people)

RESPONSE:

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

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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.

RESPONSE:

NARRATIVE REQUIRED – This will be set up as an Allyship Programme for all Equality Groups and currently in conversations with local organisations to be commissioned to develop this with all our Staff Equality Networks

EVIDENCE REQUIRED **– N/A**

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).

RESPONSE:

Yes/**No**

Describe the training, programmes and/or resources (max. 500 words). Upload any written content, such as training slides or resources.

NARRATIVE REQUIRED – Narrative as above

EVIDENCE REQUIRED – N/A

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).

RESPONSE:

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Yes/**No**

Describe the training, programmes and/or resources (max. 500 words). Upload any written content, such as training slides or resources.

NARRATIVE REQUIRED – N/A

EVIDENCE REQUIRED – N/A

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.

RESPONSE:

Yes/**No**

Describe the training, programmes and/or resources (max. 500 words). Upload any written content, such as training slides or resources.

NARRATIVE REQUIRED – N/A

EVIDENCE REQUIRED – N/A

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: o Ensuring you share the stories of LGBT people from all the regions or UK nations you operate in. o 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.

RESPONSE:

Yes/No

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

To promote the Staff Networks, including the LGBTQ+ Staff Network, posters have been distributed and displayed to all office which include staff that do not have access to IT devices, which includes contact details. Also newsletters, containing information on our work are printed and available for the same staff (non-IT users).

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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.

RESPONSE:

The following was open to all senior leaders as well as colleagues across the organisation. As part of LGBT+ month there were a number of activities hosted by the LA to raise awareness. This included 1. Becoming an effective ally, 2. Wellbeing for LGBTQ+ colleagues (An online, interactive event which will allow us to hear from a LGBTQ+ speaker about what wellbeing means for them. What aspects of mind, body, spirit wellbeing can we support in the workplace)?

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)

B. There is a coaching and mentoring offer open to all members and not just specific to colleagues identifying as LGBTQ+

C. As part of LGBTQ+ month there were a number of activities hosted by the Council to raise awareness and promote further understanding of the issues that affect LGBTQ+ communities. The following were open to all senior leaders in addition to other colleagues across the organisation:

• Becoming an effective ally – an interactive event hosted by Yorkshire MESMAC on what it means to be an effective ally. How can we collaborate with our LGBTQ+ colleagues to appreciate and support their lived experience in the workplace? We'll be discussing issues and concerns LGBTQ+ staff may have in the workplace. This will be a safe and welcoming environment for all to learn and ask questions.

• Body, mind and spirit – LGBTQ+ Health and Wellbeing – body mind and spirit is important for all of us. Join Yorkshire MESMAC who will be discussing the key issues LGBTQ+ communities face when it comes to mental health and wellbeing. They will talk about the services they offer to

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LGBTQ+ people, the current trends and issues they are seeing and how you can refer into the service. The session will cover information on mental health, coming out, and other health needs of LGBTQ+ communities. Everyone welcome to join and learn about these important issues.

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, nonbinary 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.

RESPONSE:

A and B.

- As senior leader, Martin Stubbs, Assistant Director in Corporate Resources attended a session, run by Yorkshire MESMAC earlier this year about 'Becoming an Effective Ally' and encouraged managers to do the same.
- We discussed how can we collaborate with our LGBTQ+ colleagues to appreciate and support their lived experience in the workplace.
- Press releases and social media supporting LGBTQ+ History Month across a range of events over the year such as commemorating the Stonewall Riots 28 June – see list below
- Provide email signatures for staff to use to show support for and to promote LGBTQ+ month
- developed the new equality objectives and plan led by Anne Lloyd, Director of HR
- CMT Sponsor for the LGBTQ+ staff network
- Committed to undertake Stonewall Assessment

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- Approved a range of training for staff to support understanding of the LGBTQ+ community and also to ensure staff are aware of what is expected of them.
- social media across whole of LGBTQ+

C.

Implemented Trans and gender ID policy in Feb 2020

We are re-engaging with Bradford Mesmac to promote swimming for young people who are non-binary. Phil Hunter, Assistant Director Place.

D.

We have a trans and gender identity strategy

E.

We have reviewed the top line equality metrics via an Equality Vital Signs dashboard. This has also been raised at Corporate Management Team Meetings August 2021.

Metrics reviewed at 6 weekly Equality group meeting, chaired by Assistant Director Jenny Cryer from Office of the Chief Executive, (that includes staff network chairs) and at the Equality lead's meeting with the leader of the Council and at CMT

Review through Equality Vital Signs report, at the Equality Group meeting and via reports to Corporate Overview and Scrutiny

F.

Iain Macbeath, Strategic Director for Health and Wellbeing has met as Corporate Leader and Sponsor of the LGBTQ+ Staff network meets regularly.

CMT set to meet all the network leads and Dept. Equality Champions on a regular basis

Assistant Director Jenny Cryer chairs the regular equality group meeting that is attended by staff network chairs.

Equality Lead meets with chairs of networks and through invite from the networks attends network meetings

G.

Strategic Director supported and present at LGBTQ+ Staff App Launch Aug 2021

Chief Executive, Kersten England has made many speeches in the last year and has convened discussions with LGBTQ+ employees, supported and spoken about LGBTQ+ issues and supported formation of an LGBTQ+ staff network.

I.
OCX management would attend events and encourage staff to do so too.
Anniversaries, events and days of supported and promoted through social media, press releases, internal; comms, and/or sponsorship and funding by Bradford Council through OCX Marketing and Comms and CMT, OCX

LGBTQ+ History Month – February 2021

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Transgender Day of Visibility – March 31 2021

Lesbian Visibility Week 26 April/May 2021

International day against homophobia, biphobia and transphobia – 17 May 2021

Pride Week May/June 2021

Anniversary of Stonewall Riots – 28 June 2021

Will be part of:

National coming out day – 11 October 2021

Transgender day of remembrance – 20 November 2021

All senior managers in the organisation have an equality goal. For example, The Sport and Culture Service will continue to support and work towards the Councils equality themes of leadership and organisational leadership, workforce, community and service design to ensure inclusion and equality becomes part of the service culture.

- Provide visible leadership to all staff on the importance of the Councils Equalities, aims and objectives
- Leading and facilitating the review of monuments across the District
- Our senior management team are undertaking difference-consciousness training as part of our development
- Support the implementation plan for the, Bradford Council's Equality Objectives and Equality Plan

The same is found in service levels across the Council.

Different-Consciousness Training

My whole management team in the Department of Place under Assistant Director Phil Barker, entered into a 6-week training course that covered many issues including the attached frame of reference as part of the course (see Frame-of-Ref in appendices). Once the Different-Consciousness Training was complete they applied the learning the corporate equalities plan and linked it to our individual services as ideas we could progress in the coming year, these are recorded in the Equality & Diversity Actions document found in the appendices.

Chris Chapman, Director of Finance

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: o Ensuring activities are carried out by senior leaders in all regions or UK nations that you operate in. o Ensuring that speeches at internal LGBT events are recorded and distributed digitally. o 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.

RESPONSE:

Yes/No

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

The following measures are in place to ensure that senior leader activity reaches employees in all locations:

- **Managers bulletin**

- **Whole staff briefings with minutes and recordings available for those that cannot attend. There are auto-captions enabled for staff that have hearing impairments.**

- **Online internal communications via Bradnet (intranet) and circulation lists**

- **Where staff do not have email or online access, managers can print off communications and place them in buildings/area where staff do have access.**

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.

RESPONSE:

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).

Inclusion and equality questions are a standard part of the Council's inclusive recruitment process. The following are competency details and questions from job descriptions and interviews for senior leaders and line managers:

Job description – 'Operates with Dignity and Respect - covers treating everyone with respect and dignity, maintains impartiality/fairness with all people, is aware of the barriers people face'

Interview – 'The Council is committed to promoting and maintaining an equitable and inclusive working environment. As a leader / manager how would you ensure you do this in the role on a daily basis?'

The following are quotes from the Senior Management Competencies Framework for Strategic Directors, Directors, Deputy Directors and Assistant Directors. This competencies framework is made available _____.

Under the Leadership category – 'Promotes the general well-being of the District's communities & citizens and enables community engagement & cohesion.'

Under the Developing High Performing People and teams category – 'Effectively leads multi-functional teams by creating & maintaining good working relationships & motivation' and

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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.

RESPONSE:

Yes/No

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

All staff at a specific grade and above are mandated to have an equalities objective as part of their annual performance appraisal. It is good practice that all managers ensure their teams have an equality and inclusion objective as well. Example goals could include: Equality and Diversity

- **100% of supervisions and meetings have Equality and Diversity as a standard agenda.**
- **100% of equality impact assessments are completed for new services.**
- **A minimum of 90% of the workforce have completed the equality and diversity mandatory training.**

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.

RESPONSE:

Yes/No

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

On our Employee Self Service edit personal data function:

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Sexual Orientation (select from drop down list):

Bi-sexual

Choose not to disclose

Gay

Heterosexual

Lesbian

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

24.0%

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).

Yes, but only 25% of Council employees have disclosed this data, we currently have a "prefer not to say" rate of 75%. We only have approx 50 employees (0.6% of the total Council headcount) that have declared they are LGBTQ+. We don't collect this data for LEA schools though

This is an analysis of the employee data the Council holds in the HR system and includes permanent and fixed term employees.

Data @ 31 March 2021 (excludes LEA schools):

Sexual Orientation	Headcount	% of Headcount
Bi-sexual	6	0.1%
Gay	19	0.2%
Heterosexual	1,370	16.0%
Lesbian	23	0.3%
Choose not to disclose	639	7.5%

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Not known	6,510	76.0%
Grand Total	**8,567**	**100.0%**
Total LGBTQ+		*0.6%*
Total declaration rate		*24.0%*
Declaration rate, excl Choose not to disclose		*16.6%*

The following is an analysis report of the employee data the Council holds in the HR system and includes permanent and fixed term employees. As of the data report collated on 31st March 2021, 24% of Council employees responded to this question on sexual orientation. However, only 16.6% of Council employees responded with an answer (this excludes the 'choose not to disclose' option). 43 employees (0.6% of the total staff headcount) have declared they are LGBTQ+. However, it is important to note that we do not collect this data for LEA schools.

The figures for LGBTQ+ staff has remained relatively stable at 0.6% since we started to measure this in late 2018. We ran a successful campaign to encourage employees to provide this data, which also involved collating and recording individual data from those employees without self-service access (to the HR portal). We increased our overall declaration rate (including 'choose not to disclose' option) from 8% in 2017 to 24% currently.

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.

RESPONSE:

Yes/No

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

The Council currently previously only collected male/female gender data for HMRC purposes (65% female, 35% male, 100% collection rate). However, we have recently implemented a "preferred gender identity" field (including trans, non-binary etc) into our Employee Self Service function in addition to this, so that employees can provide this data (0% collection rate as just recently implemented).

The options on the drop down are:

How would you describe your gender identity?

- **Female**

- **Male**

- **Trans Woman**

- **Trans Man**

- **Non-binary**

- **In another way**

- **Prefer not to say**

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).

Preferred gender identity has been requested from applicants in the recruitment system, but until recently this data was not transferred into the HR system for successful candidates. The question was the same as above and was thus inclusive on preferred gender identities (trans, non-binary, etc.) Yet once staff were hired, the Council only input gender data in the male/female binary into the HR system for HMRC purposes. This gender data was only editable by HR/Payroll. In this line, the percentage of male and female staff were as follows: 35% male, 65% female, with 100% collection rate.

However, the Council has recently changed to a system that is more inclusive of the LGBTQ+ community. We now include staff response to the preferred gender identity question (above) on our Employee Self Service (ESS) system. This means that staff can edit their gender identity without input from HR/Payroll on ESS at any time. This preferred gender identity question/field is in addition to the binary gender field which is mandatory for HMRC.

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.

RESPONSE:

Yes/No

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

We have recently implemented a "preferred gender identity" field (including trans, non-binary etc) into our Employee Self Service function in addition to this, so that employees can provide this data (0% collection rate as just recently implemented).

The options on the drop down are:

How would you describe your gender identity?

- **Female**

- **Male**

- **Trans Woman**

- **Trans Man**

- **Non-binary**

- **In another way**

- **Prefer not to say**

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).

As we have only just recently implemented the new question, there is minimal data to analyse.

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

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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.

RESPONSE:

Yes, to A, B & C are yes but analysed together, i.e. male including trans male/female including trans female
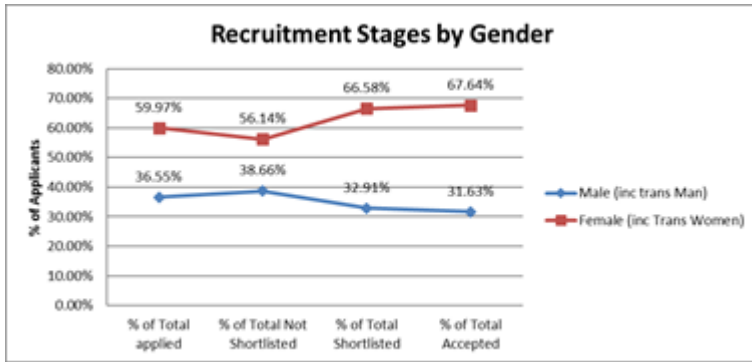
Note that these must not contain individual responses or personally identifiable data. Describe who the analysis was seen by and what action taken (max. 500 words).

A.
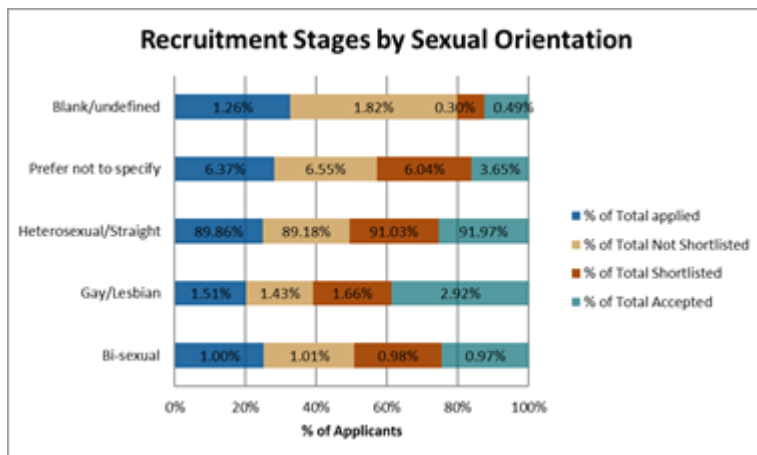
Data report from December 31 2020.

B.

Recruitment Stages by Gender

The Council assesses and analyses this data bi-annually. The report goes to the Recruitment Team who then reports it to the Chief Executive's Office as part of the Vital Signs report (seen by the Leader of the Council and Cllr Jabar (the Neighbourhoods and Community Safety portfolio holder)). The Recruitment Team also uses the figures to help respond to queries from departments, councillors, senior management and FOI requests. As the Council has only just implemented a question on trans status, there is minimal data to analyse.

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 **- Insufficient data currently to enable pay grade breakdown**

B. Gender - Yes

C. Trans status

D. None of the above

A – upload the most recent report showing analysis by sexual orientation. **SHOULD THIS BE INCLUDED?**

RESPONSE:

Data @ 30 June 2021 (excludes LEA schools):

| Sexual Orientation	Headcount	%
Choose not to disclose	625	7.2%

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Heterosexual	1,352	15.7%
LGBQT+	48	0.6%
Not Stated	6,606	76.5%
Council Total	**8,631**	**100%**

We analyse this data bi-annually

B – upload the most recent report showing analysis by gender

Data @ 31 March 2021 (excludes LEA schools):

Grade	% of Total Workforce	Female	Male
Band 1 - 5	35.0%	72.4%	27.6%
Band 6 - 8	28.4%	62.4%	37.6%
SO1 - PO1	14.3%	65.4%	34.6%
PO2 - PO6	14.6%	60.9%	39.1%
Spec Grades & above (inc Snr Mgmnt)	2.5%	50.5%	49.5%
Craft Worker	1.5%	4.6%	95.4%
JNC Youth Worker	1.8%	53.3%	46.7%
Soulbury	0.6%	68.0%	32.0%
Teacher	1.4%	75.6%	24.4%
Grand Total	**100.0%**	**65.0%**	**35.0%**
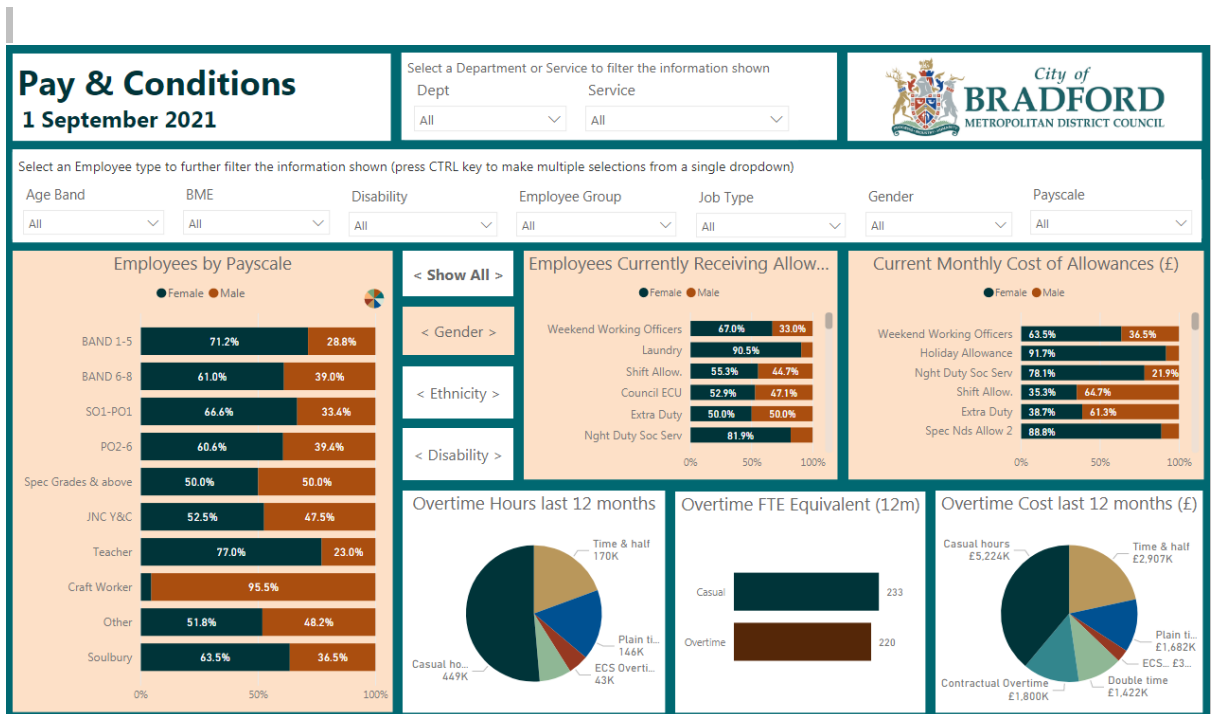
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C – upload the most recent report showing analysis by trans status

N/A

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).

There is not enough data for a grade breakdown of A, yes to B, no to C

EVIDENCE IN FOLDER

The data for gender in relation to paygrades is reported to the Council Leader and Cllr Jabar (the Neighbourhoods and Community Safety portfolio holder) on a monthly basis. The data also goes to the Equalities group that is chaired by the Assistant Director for Performance, Communications & Partners in the Office of the Chief Executive. Pay scale breakdowns for gender, ethnicity and disability are also available and updated every month to all staff with Bradnet (intranet) access. This is on the Pay & Conditions tab of the Workforce dashboard.

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

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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).

RESPONSE:

A & B - The evidence is our recent Workplace Survey. On page 9 you can see the breakdown of both sexual orientation and gender. This has been shared to all staff and the actions taken are in the document.

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

RESPONSE:

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.

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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 - Yes

C. Trans status

D. None of the above

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

B – upload the most recent report showing analysis by gender. **See attached apprenticeship report with gender data**

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

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).

RESPONSE:

The majority of those on apprentice training are current staff who use it as learning and development. Apprenticeships are funded through the Apprenticeship Levy. The data for gender in relation to apprenticeships is collected when someone completes the application form. If they do not disclose their gender on the form, then this information cannot be added to the internal HR data system, SAP, which occurs only once an applicant is successful. Thus, the Council does not monitor and analyse success rates from application to appointment for the above characteristics for apprenticeships. It is important to note that applicants are only turned down for apprenticeships and other training if they do not meet the specific apprenticeship criteria.

The gender data is incorporated into a quarterly update to the head of HR and, if requested, the Central Management Team (CMT). The update incorporates all data collected relating to those undertaking apprenticeships: age, level, ethnicity, gender, etc. The report does not include protected characteristics such as disability nor sexual orientation/trans status as this information is not disclosed on application forms. In addition, it is hard to assess ethnicity of those undergoing apprenticeships as most choose not to declare on the application form. Overall, the update is to inform the head of HR and CMT and no action has been taken against the findings.

The table below shows the Council's apprenticeship data up to 21st March 2021. For the 'School' column, the numbers represent staff at maintained schools who are undergoing apprenticeships. For the 'Council' column, the numbers depict staff employed directly in Council services across all departments.

Data Gender

Gender	Council	School	Total

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Female	282	195	**477**
Male	184	51	**235**
Grand Total	**466**	**246**	**712**

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).

RESPONSE:

When proportionate and relevant to the subject matter of the contract all of the above will be scrutinised in a tender process. For example, specific award criteria questions will be asked around discrimination, bullying and harassment based on sexuality and gender.

When not specifically relevant to the subject matter of the contract broader questions are asked relating to Equality and Diversity as part of the selection criteria assessment.

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).

RESPONSE:

This would be undertaken on a case by case basis understanding how the assessment of the criteria was applied. When proportionate and relevant to the subject matter of the contract and used as an award criteria should the supplier fail to meet the said required standard then the supplier would be eliminated from the process. There may be occasions where a supplier partially meets the requirements the requirements and improvement clauses are used but this would depend on the circumstance.

Where this is not relevant to the subject matter of the contract then all our contracts contain Equality and Diversity clauses relating to the legislation.

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).

RESPONSE:

Diversity issues will be discussed as part of all contract management. The detail of these discussions will depend on how connected this is to the subject matter of the contract. In contracts where it a key component it will be discussed and monitored closed and will relate to contractual KPIs.

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.

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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

RESPONSE:

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.

RESPONSE:

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.

REFER TO CHART IN REFERENCE CRITERIA

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

RESPONSE:

Development of LGBTQ+ Equality mark by Equity Partnership (Bradford District's umbrella support organisation for the LGBTQ+ community) which was commissioned by the Council (and has been commissioned for 10+ years) and presented to the Health and Wellbeing Board

Key delivery partner for Bradford Pride. Council's LGBTQ+ Champion sits on the committee in an advisory capacity. The Council's Arts and Culture team also sponsored the event with £5k as well as further logistical and media support. (See press release- https://www.bradford.gov.uk/browse-all-news/press-releases/bradford-pride-returns-to-bradford-for-the-16th-annual-event/

Yorkshire Mesmac (charity) is commissioned by the council to deliver its sexual health and support services to LGBTQ+ community in district

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.

RESPONSE:

SEE FOLDER

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.

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Yes/No

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

RESPONSE:

We have supported International Day Against Homophobia, Biphobia, and Transphobia. As well as the Pride flag, we flew the rainbow flag, Trans flag and Bisexual flag on the flag posts outside Bradford City Hall on 17th May 2021 https://www.thetelegraphandargus.co.uk/news/19307949.bradford-district-marks-international-day-homophobia-biphobia-transphobia/

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.

RESPONSE:

The Council was lead partner for LGBTQ+ History Month (February 2021) programme in the district which had 283 events in total (thought to be the biggest programme of any district in the UK) Our estimates indicate that early 5000 people participated in events with indirect contact reaching upwards of 11k. The organising involved 40 groups with the council offering monetary support as well as promotion, marketing and programming (see history month programme and press release for evidence)

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.

RESPONSE:

Yes/**No**

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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

RESPONSE:

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.

RESPONSE:

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 genderneutral 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

RESPONSE REQUIRED

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

NARRATIVE REQUIRED

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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.

RESPONSE:

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. – **SEE FOLDER**

RESPONSE:

As our LGBT Awareness training is provided via an online course, we can track completion rates via our Workforce Dashboard. Staff have online accounts which track their progress and completion of courses. We do not hold information in regards to who works in a frontline role, thus we cannot state specifically what percentage of frontline workers have completed this training. Overall, since the eLearning was made available from 17/08/2016, 388 members of staff have completed the training. This equates to 5% of our current headcount. This course is a stand-alone, non-mandatory course requiring the user to self-register or managers to allocate this learning to their team members.

As stated, the LGBT Awareness training is provided as an eLearning course available on Evolve, our training database. The module is designed to challenge people's views, raise awareness of LGBTQ+

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issues and outline how these can impact a study/work environment. The following is provided in the course description:

By completing this module, you will be able to:

•   **Understand the difference between sexual orientation and gender identity**

•   **Understand the diversity of sexual orientation**

•   **Understand some of the ways in which prejudice and discrimination can be directed towards people of differing sexual orientations**

•   **Understand the effects that homophobia, biphobia and heterosexism can have on LGB people**

•   **Understand equality legislation in relation to sexual orientation**

•   **Understand how LGB awareness can help to create a more welcoming and productive study or work environment, or in the community**

•   **Understand the effects that transphobia can have on trans people**

•   **Understand prejudice and discrimination in relation to trans people**

•   **Understand equality legislation in relation to trans people**

•   **Time to complete, approx. 1hr.**

The content uploaded consists of screenshots of the eLearning course. Specifically, the screenshots depict the following:

•   **Information on the effects of homophobia, biphobia, heterosexism and transphobia;**

•   **Factors that make for a safe, welcoming and productive environment in which to work or study according to a 2006 report by the Centre for Excellence in Leadership;**

•   **Scenarios with quizzes to encourage those taking the training how they can play a role in challenging the above and help to create a positive and supportive environment for people of all sexual orientations and gender identities.**

•   **Examples of good practice and further resources**

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.

RESPONSE:

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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.

EVIDENCE IN FOLDER

RESPONSE:

Bradford Fostering Service has always actively supported LGBTQ+ people to be able to foster and adopt. It holds annual events specifically for LGBTQ+ to talk to key partners, meet existing LGBTQ+ fosterers/adopters and find out more information about the processes involved.

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