

Report of the Chief Executive to the meeting of Executive to be held on 1 December 2020

Subject:

CT

Final draft Council Equality Objectives and Equality Plan

Summary statement:

It is essential that equality and social justice must be at the heart of everything the Council does. It is important that we seek to operate as an authority and in our District leadership role in a way where everyone has opportunities to achieve their full potential regardless of who they are or where they live.

This report provides Executive with a final draft Equality Objectives, and Equality Plan for approval.

Executive of the 6th October was presented with draft Equality Objectives and a draft Equality Plan that had been developed over the summer through engagement with employees and elected members. This had included focus groups with the Council Management Team and all staff as well as individuals with particular protected characteristics. Consultation was also undertaken with Corporate Overview and Scrutiny Committee of the 24 September.

The draft has been informed by further feedback from the public consultation, as agreed by Executive of the 6 October 2020, that ran, in conjunction with consultation on the Council Plan, from 7 October to 18 November.

The final draft Equality Objectives, and Equality Plan is provided at appendix 1 and the consultation feedback is included as appendix 2 to this report. Following approval of this plan, we will publish it alongside an easy read version.

Equality is central to all our work, we will commit to continue to engage on an ongoing basis with our staff networks, at wider staff engagement events, with our communities and partners. As is good practice, we will be reviewing our performance regularly and will look to review targets and report on progress to Executive on annual basis.

Kersten England
Chief Executive

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Portfolio: Corporate
Neighbourhood and Community Safety
Overview & Scrutiny Area:
Corporate

1. SUMMARY

- 1.1. The Council is required by law to comply with the Public Sector Equality Duty set out in S149 Equality Act 2010. Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the Council is required to prepare and publish one or more Equality Objectives it thinks it should achieve to comply with its duties under S149 Equality Act 2010 (the Public Sector Equality Duty) and review these every four years.
- 1.2. Executive of the 6th October was presented with draft Equality Objectives and a draft Equality Plan that had been developed over the summer through engagement with employees and elected members. This had included focus groups with the Council Management Team which engaged around 220 staff including individuals with particular protected characteristics. Consultation was also undertaken with Corporate Overview and Scrutiny Committee of the 24 September 2020.
- 1.3. The engagement highlighted that we needed to do more and there was a need to enhance the Council's commitment to the equality agenda.
- 1.4. Executive gave approval to consult on the draft Equality Objectives, and Equality Plan together with the Council Plan, for a period of six weeks from the 7 October to the 18 November 2020. This report provides a summary of the consultation, the responses received and proposes a final version of the Equality Objectives and Equality Plan for Executive's approval.
- 1.5. Whilst the pandemic has likely impacted the number of responses received, we offered various means by which people could feedback to us. In relation to staff, this is in addition to the engagement work undertaken throughout the summer.
- 1.6. Engagement and consultation will continue on equality to support the Council to adjust its actions as required to meet its equality objectives.
- 1.7. In relation to employee engagement, work is underway to ensure that the newly formed staff equality networks are able to inform the Council's equality agenda and actions.
- 1.8. As the Council is an employer, a service provider, a leader and a community facilitator, the Equality Objectives have been developed to reflect this. Objective 1: reflects the Council's leadership role, Objective 2, its responsibility to its workforce. Objective 3, to ensure communities have a voice and influence over what the Council does, and Objective 4, to involve stakeholders and residents in designing and developing the services needed to support our people and District.

2. BACKGROUND

- 2.1. As in previous years, development of the new draft Equality Objectives has run alongside the development of the Council Plan. This was to ensure that both the Objectives and the Council Plan align.

- 2.2. Whilst COVID-19 has impeded business as usual it has also exposed the level and depth of inequality experienced across the UK and across our own District. Across our District we have witnessed more negative impacts being experienced by those on low incomes compared to those who are more affluent. COVID-19 has also thrown into sharp relief the health inequalities endured by people and communities from deprived neighbourhoods when compared to those from more affluent parts of the District¹. In recognition of this, our focus is firmly on the lack of equality of opportunity and attainment experienced across our diverse communities and how we might address this.
- 2.3. In the same way, the Black Lives Matter Campaign (BLM) exposed and raised awareness of the inequality experienced by people from a Black heritage at the hands of law enforcers. Reviewing and using our internal disciplinary and grievance processes will be key in helping us to drive out all types of discrimination from our own organisation and services.
- 2.4. Development of the draft Equality Objectives has also been informed by the Local Government Association Equality Framework, the Stronger Communities' Inclusive Employers project report, the Hays' report, development of the Council Plan 2021-25 and through considerable internal dialogue and engagement with staff and elected members as described in this report.

3. OTHER CONSIDERATIONS

- 3.1. Restrictions imposed to mitigate the impacts of COVID-19 have altered how we have consulted and engaged on our new draft Equality Objectives. The consultation and engagement is described in appendix 2.
- 3.2. Internal engagement to support development of the draft Equality Objectives took place through:
 - Staff focus groups with Council Management Team (including with BAME colleagues, carers, colleagues with disabilities, LGBTQ+ colleagues and female staff)
 - Cross Department Equality Group which brings together colleagues from across the entire authority to discuss equality issues
 - Department Management Teams
 - Council Management Team
 - Development workshops by theme including a range of colleagues at different levels in the organisation
- 3.3. The high level draft Objectives for each of the theme areas are:
 - 3.3.1. **Leadership:** We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour.

¹ Section 11 Background Documents contains evidence and reference data used throughout the report

- 3.3.2. **Workforce:** We will work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.
- 3.3.3. **Communities:** We will encourage all service areas to better understand our communities. We will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the District.

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

- 3.3.4. **Service Design/Delivery:** We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them.

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

- 3.4. Feedback through the engagement process supported the development of the Objectives across the four LGA Equality Framework themes of Leadership, Workforce, Communities and Service Delivery/Design and in alignment with the Council Plan 2021-25.
- 3.5. Feedback and data showed strong evidence for the actions identified within the draft Workforce Equality Objectives and Equality Plan.
- 3.6. Corporate Overview and Scrutiny Committee of the 24 September 2020 received a report detailing progress made against the current Equality Objectives 2016-20 along with the draft Equality Objectives and Equality Plan. The draft Equality Objectives and Equality Plan were presented for consultation. Feedback and comments from this Committee have been considered and reflected in this final draft Equality Objectives and Equality Plan along with feedback from the wider consultation and engagement exercise.

The consultation and engagement exercise

The consultation comprised an online survey questionnaire that was available for external partners and the public to submit their feedback, an online survey questionnaire with additional questions about Workforce Development for Council staff to submit their feedback and via a series of partner focus groups.

The consultation was promoted in a number of ways including to staff via a news story on Bradnet and an all Council news bulletin email. Externally the consultation was promoted on the Council website, via the Council's social media channels

including People Can, shared on the Keighley and Shipley Constituency pages, and Safer Bradford and through forum sessions. In addition, the consultation was promoted via the Stronger Communities e-bulletin, the People Can e-bulletin and to those who subscribe to the consultation e-bulletins. Community Action Bradford & District (CABAD) promoted the consultation in their Daily Briefing to the voluntary and community sector and via their social media channels. We also worked with the Race Equality Network and the Council for Mosques to promote this consultation.

The consultation was promoted at planned meetings with other strategic boards including at focus groups sessions with a range of internal and external stakeholders.

Partner focus groups were held with members of the Bradford and District Voluntary and Community Sector (VCS) Assembly, Women’s Health Network, CNet equalities forum (including representatives from people with disabilities’ groups), faith groups, young lives forum, volunteer leads, Stronger Communities ambassadors, Safer Communities partnership, equalities and communities strategic group, Race Equality Network and LGBT groups. In addition to this, three focus groups on the Council Plan and Equality Objectives were held with members of the public on the 17th November.

Where there was no option to hold a focussed session the consultation was emailed to the following partnership boards:

- The Parish Council Liaison meeting
- Public Services Executive Group
- Sustainable Development Partnership
- Economic Recovery Board
- Positive Aging Partnership
- Young Lives forum
- Assembly Steering Group
- Bradford District Armed Forces Covenant Partnership
- Anti-Poverty Co-ordination Group

We have received responses to the consultation from 568 people, 438 were via the online survey and a further 130 via the focus group engagement.

- 3.7. Appendix 2 provides a summary of the consultation feedback along with a breakdown of the characteristics of those responding.
- 3.8. The direct feedback received from a local sitting Member of Parliament has also been used to inform the Equality Objectives and Equality Plan.

How feedback has been used to inform the final draft Equality Objectives and Equality Plan

- 3.9. The table below shows how feedback from the consultation and engagement has been directly reflected in the Equality Objectives and Equality Plan:

You said....	We did....
We should remove jargon from the documents	We have provided easier read versions of the

and make them easier to understand	Equality Objectives and Equality Plan to support the consultation and will provide final easier read versions once the Objectives and Plan are approved.
We should add the Education Sector to the partners we will work with to deliver on equality across the District	Under our District wide commitment, and under Objective 1; Leadership and in our Equality Plan we have added: the Education Sector to the partners we will work with to deliver equality across the District.
We needed to promote our commonality as well as ensure discrimination and unfairness was eliminated	Under 'we will be a Council that' we have added: that promotes Bradford District as one and many places, with people who share the same and different aspirations, with people who have a common identity and also hold different identities, as a place with unique individuals and communities who share many of the same values.
We should clarify how many days staff would volunteer to enable them to understand communities and services as this was different under Objective 1 and 3 in the consultation documents	Under Objective 1: leadership we have clarified that 'all staff volunteer two days'.
That digital services and accessibility were important and becoming more so and should be reflected in the Equality Objectives and Equality Plan	Under Objective 4: Service design/delivery: Our Ambition and in the Equality Plan we have added: We aim to provide services, both face to face and digital. The Objective is about ensuring services are designed to be accessible.
That Objective 3 and 4 were similar and asked us to clarify them	We have not changed these Objectives' definitions but have referred this comment to the teams working on those Objectives to consider.
That we should define 'what we mean by inclusive'	Under Objective 4:Service design/delivery, how we will achieve and undertake our key actions will include 1) Developing an inclusive service and policy design guide and in the Equality Plan we have added: On occasion, some services may be 'exclusive' to ensure that all communities have fair access to the services they need.
We needed to add 'web site accessibility' to our plans	We have now included this Under Objective 4:Service design/delivery, in 'How we will achieve this' in 'our key actions'. We have also included in our 'Equality Plan' at Under Objective 4: at 3) Ensuring our Website is accessible so that people can access the information they need via this route.
Should 'Service User Experience' be used to inform service design?	Under Objective 4: Service design/deliver and in the Equality Plan we have added: Services are informed by Service User Experience.
We need to be able to evidence why decisions have been made as may not be what communities want or expect	Objective 1: Leadership commits us to review our Equality Impact processes. In addition, a set of Key Performance Indicators have been developed that will provide evidence against equality actions and support future decisions.

<p>We need to consider those on low income in the Objectives and Plan</p>	<p>Under Objective 2: Achieve a workforce that represents the communities we serve, we have added: As part of the review of our recruitment processes, we will explore how we can collect data about the socio-economic background of job applicants and recruits. Having this data will help us to identify the representation from this group in our workforce and to then identify any action we need to take based on that data</p> <p>Under the Equality Plan Objective 2: Achieve a workforce that represents the communities we serve, under the actions, we have added: We will explore how we can collect data about the socio-economic background of job applicants and recruits.</p> <p>Under the Equality Plan Objective 2: Achieve a workforce that represents the communities we serve, under success measures, we have added: Process in place to collect and use data to inform action to address any issues identified about the level of representation of people from lower incomes applying for and being recruited to Council jobs.</p> <p>Under Objective 4: Develop an inclusive design guide, we have added the requirement to address barriers to access for low income individuals and families.</p> <p>We have also added the requirement to address these barriers in the action plan</p>
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3.10. A summary of all feedback received is available at appendix 2 to this report.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. The revised final draft Equality Objectives propose that there is “a renewed commitment to and investment in career development, training and progression opportunities for staff. This is to include offering more apprenticeships and providing paid support towards qualifications to develop new and existing talent, with positive action to address the disproportionately low numbers of staff progressing to higher levels who are BAME or with other protected characteristics such as LGBTQ+ and disabilities”.
- 4.2. This will include a specific HR staffing resource to focus on this issue. This will have an additional burden on Council resources that will need to be considered.
- 4.3. To help deliver the proposed objectives, an additional £1.25m is being proposed in the budget for equalities and workforce.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. There are no significant risk management or governance issues arising out of the recommendations of this report

6. LEGAL APPRAISAL

- 6.1. The Equality Act 2010 consolidated a wide range of equality legislation that had until then been contained in separate statutes. Section 149 of the Act introduced a Public Sector Equality Duty which requires local authorities and other public bodies, in the exercise of their functions, to have due regard to the need to:

- eliminate discrimination, harassment, victimisation
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

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 –

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- 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
- 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.

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.

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.

- 6.2. Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the Council is required to prepare and publish one or more Equality Objectives it thinks it should achieve to comply with its duties under S149 Equality Act 2010 (the public sector equality duty) and review these every four years.

7. OTHER IMPLICATIONS

7.1. EQUALITY & DIVERSITY

- 7.1.1. The Council must give due regard to the Public Sector Equality Duty in any decision making it undertakes. The Council will continue to undertake activity to ensure that equality is considered through the development and delivery of all its functions. In addition, the Equality Objectives set for the coming years will enable the Council to focus on key areas where improvement is required.
- 7.1.2. All reports which contribute to the delivery of an Equality Objective currently require a supporting statement acknowledging this fact. This has enabled Committee Members to appreciate more broadly the work taking place to deliver against the Equality Objectives, in addition to the annual progress updates.
- 7.1.3. An action linked to the new draft Equality Objectives for consultation is for the Equality Statements in reports to be more prominent. This is aimed at ensuring equality is at the forefront and not an afterthought. A further action is to review the process for undertaking Equality Impact Assessments. The aim of this action is to ensure all officers undertaking the assessments are clear on what is required and that all negative impacts of changes to services, policies etc. are also recorded and not just where the impact of a particular change is considered to disproportionately negatively affect individuals or communities who share a protected characteristic.

7.2. SUSTAINABILITY IMPLICATIONS

There are no sustainability implications from the proposal to consult externally on the draft Equality Objectives.

7.3. GREENHOUSE GAS EMISSIONS IMPACTS

There are no gas emission impacts from the proposal to consult externally Equality Objectives.

7.4. COMMUNITY SAFETY IMPLICATIONS

The Public Sector Equality Duty explicitly states that public authorities must have due regard to the need to eliminate discrimination, harassment, victimisation. This is therefore a fundamental element of the considerations that the authority gives when assessing equality impacts on any changes to any of its functions.

7.5. HUMAN RIGHTS ACT

There are no Human Rights Act impacts from the proposed Equality Objectives and Equality Plan.

7.6. TRADE UNION

Some of the actions supporting the proposed Equality Objectives and Equality Plan are in connection to the workforce, both in development, training and diversity. Trade Unions will be consulted on the equality elements of the workforce development programme and across actions within the Equality Plan.

7.7. WARD IMPLICATIONS

There will be no specific implications on any one ward as the Equality Objectives have a district-wide impact.

7.8. IMPLICATIONS FOR CORPORATE PARENTING

Some of the specific actions relating to the draft Workforce Equality Objective may support our corporate parenting responsibility.

7.9. ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

This does not apply

8. NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

Members of Executive are recommended to:

- 9.1. Approve the final draft Equality Objectives and Equality Plan as outlined in Appendix 1.
- 9.2. Instruct officers to make arrangements to implement and monitor action against the Equality Objectives as outlined in the Equality Plan.
- 9.3. Instruct officers to report progress towards achieving the Equality Objectives to Corporate Overview and Scrutiny Committee every six months and to Executive Committee in 12 months' time.
- 9.4. Instruct officers to report findings and recommendations from the LGA review of the Council's equality arrangements, as outlined in the Equality Plan, to this Committee as soon as is practical following the review.

10. APPENDICES

Appendix 1: Final draft Equality Objectives and Equality Plan

Appendix 2: Summary report of consultation and engagement exercise feedback that has informed the Equality Objectives and Equality Plan

11. BACKGROUND DOCUMENTS

- [Bradford Metropolitan District Council - Agenda for Executive on Tuesday, 6th October, 2020, 10.30 am](#) – Document CE - Proposed consultation to support development of Bradford Council's Equality Objectives and Equality Plan.
- Bradford Council's Equality Objectives Overview - <https://www.bradford.gov.uk/your-Council/equality-and-diversity/bradford-Council-s-equality-objectives/>
- Local Government Association Equalities Framework for Local Government - [Equality Framework for Local Government | Local Government Association](#)
- [UK Workplace Equality Index | Stonewall](#)
- Report of the Assistant Director Office of the Chief Executive to Corporate Overview and Scrutiny Committee 24 September 2020 - Annual progress report on the Council's Equality Action Plan 2016-2020 and consultation on draft Equality Objectives for 2020-2024 - [Agenda 24th September 2020](#)
- Hay's Report contained in [Talent Management a Workforce Development Programme for Bradford Council - COSC 12 August 2015](#)
- [Equality Act 2010 | Equality and Human Rights Commission](#)
- [Bradford District Public Health Joint Strategic Needs Assessment](#)
- [Bradford Council Workforce Profiles](#)
- C-SAG First 1000 BiB Covid-19 survey summary report: <https://www.bradfordresearch.nhs.uk/wp-content/uploads/2020/07/BiB-Covid-19-First-1000-Briefing-V2.0.pdf>
- Bradford Institute for Health Research: [Covid-19 - BIB research findings and resources](#)
- [Bradford Metropolitan District Council - Agenda for Executive on Tuesday, 6th October, 2020, 10.30 am](#) – Document CE - Proposed consultation to support development of Bradford Council's Equality Objectives and Equality Plan.

Appendix 1: Final draft Equality Objectives and Equality Plan

Bradford District Draft Equality Objectives

Overview

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

The District's youth and diversity represent significant assets offering a wide range of skills, innovation and experience, connections to global markets. huge productive potential and a rich cultural and community life. Work with and between our diverse communities has led to Bradford being assessed as among the world's leading intercultural cities. There are however, some stark differences in outcomes with marked contrasts between different areas with some high levels of deprivation alongside areas of significant wealth and affluence.

Overall, some 266,000 people live in the District's most deprived areas and 30.9% of children live in poverty. Social, economic and health inequalities are real challenges, reflected in the fact that there is an average of 9.1 (9.5 England) years' difference in life expectancy for male residents in the most affluent and the poorest parts of the District and 8 (7.5 England) years for women. Many people are affected by a combination of different dimensions of inequality e.g. income, ethnicity, gender, sexuality, faith or disability. For example, a third of the population is BAME with a large Pakistani and Bangladeshi populations. Bradford has over 67,000 people in the lowest skilled occupational groups – research shows that nationally 41% of Pakistani and Bangladeshi employees work in those same lowest paid groups, far higher than any other ethnicity.

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

The promotion of equality and social justice is clearly in everyone's interests and must therefore be at the heart of decision making. Equality is an intrinsic part of the job of every Elected Member and Officer and this needs to be accompanied by us all understanding

our District, our people, our communities and our rich cultures along with the inequity that many of our people face on a daily basis. Through this understanding we will be able to ensure our focus stays on making Bradford District a fair and equitable place for all our people.

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

The Equality Act 2010

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

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

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

Tackling inequality

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

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

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

A District Wide Commitment

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

Our key themes

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

Our Equalities Themes			
<p>Leadership and Organisational Commitment</p> <p>The overall approach the council takes to ensure that equalities is at the heart of decision making and promotes equal opportunities for everyone in the District to achieve their full potential.</p>	<p>Workforce</p> <p>Ensure that our employees feel equal and included and more comfortable. That employees are supported to reach their potential, are not subject to any unfair disadvantages regardless of their background and / or characteristics and are representative of the communities that they serve.</p>	<p>Community</p> <p>Action to support the creation of a place where everyone feels that they belong, are understood, feel safe and are able to fully participate in and contribute to the economic, social and civic life of the District</p>	<p>Service design –</p> <p>Ensure that all our services are designed in an accessible and an inclusive way including co-production with local people and organisations. This includes an approach to procurement and commissioning that values equality and diversity and Everyone in the district has the information they need to access services</p>

Our objectives

Our objectives cut across our four themes.

Objective 1:

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

Our Ambition:

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

We will be a Council that:

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

How we will achieve this?

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

actions include:

- 1) **Developing open and accountable leadership** – Equality and fairness must be at the heart of everything the Council does because the successful delivery of services and better outcomes depends on it. Equality will be a regular item for discussion at all levels of the organisation. To ensure we are understanding our strengths and weaknesses as an organisation, we will invite the LGA to conduct a peer review of our organisational approach on equality and action the subsequent recommendations. Performance management procedures to be reviewed and made more robust, incorporating best practice from other organisations, including consideration of linking performance to pay starting with Strategic Directors and Assistant Directors. All managers will have a performance measure in their appraisals on how well they have delivered on equality and empowered their staff to succeed. We will also work with our partner organisations including the NHS, the Police, the Fire Service and the Voluntary Sector along with colleagues and partners in the Education Sector to create a group to champion equality across the District.
- 2) **Creating Safe places to speak, be heard and build trust** – we will increase visibility of senior management to listen to our workforce with lived experience of protected characteristics. Review the Council’s disciplinary, grievance and whistleblowing procedures and look to implement best practice and monitor performance. Ensure that staff are supported to form and sustain self-organised groups configured round protected characteristics.
- 3) **Supporting our workforce to understand the District and champion equality** – including implementing enhanced equality training that is available for all staff and Elected Members incorporating lived experience in training.
- 4) **Ensuring there is zero tolerance for discriminatory behaviour** – we will ensure our review of disciplinary procedure reflects that discriminatory behaviour is wholly unacceptable, imposing the most severe sanctions for proven serious cases or repeated behaviour.
- 5) **Ensuring decision making is informed by engagement, consulted on appropriately and communicated clearly and underpinned by evidence** – We will develop an easy to use corporate toolkit to help to ensure all services and consultations with the public have equality and fairness as a fundamental principle. This will lead to a revised approach to Equality Impact Assessments.

Objective 2:

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

Our Ambition

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

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

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

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

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

How we will achieve this

Our key actions will include:

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

ethnicity Pay Gap Reporting alongside the existing mandatory requirement for employers with 250 or more employees to publish their gender pay gap. We will also increase completion of equalities awareness through mandatory equality and diversity training.

- 3) **Achieve a workforce that represents the communities we serve** across all levels through our approach to talent attraction, recruitment and selection and talent development. We will work to ensure we have diverse interview panels. We will review job descriptions, adverts and selection practices that can act as a barrier to some groups. As part of the review of our recruitment processes, we will explore how we can collect data about the socio-economic background of job applicants and recruits. Having this data will help us to identify the representation from this group in our workforce and to then identify any action we need to take based on that data. We will increase the representation of BAME employees at senior grades (special A and above), with more representative LGBTQ+, Disability and ethnically diverse backgrounds, and to increase the proportions of staff self-declaring. This will include monitoring and reporting our performance on recruitment and workforce diversity to monitor increased diversity through attraction, recruitment and selection processes and development programmes.
- 4) **Provide a central budget to allocate resource to support learning and talent development.** We will put forward a business case for additional Human Resources resource investment to focus on organisational learning and development and talent.

Objective 3:

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

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

Our Ambition

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

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

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

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

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

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

How we will achieve this

Our key actions will include:

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

Value Procurement Policy to ensure that the 'social value' requirement of those we contract and commission is used, wherever possible, to invest in our people and our voluntary and community sector.

Objective 4:
We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them.

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

Our Ambition:

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

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

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

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

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

How we will achieve this

Our key actions will include:

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

Monitoring, reporting on progress and further review of objectives

It is essential that we monitor our performance against our Equality Objectives and continue to challenge progress over time. We intend to monitor our progress against a number of KPIs, including:

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

- We meet our target to increase Council procurement spend going to local suppliers.

To report on this, we plan to:

- Publish an annual report on our progress against our Key Performance Indicators (KPIs) with a summary of what we have achieved against our action plan
- Hold an annual event with staff, partners and our communities to celebrate success and challenge where we need to go further.
- At a political level, this work will be scrutinised at Corporate Overview and Scrutiny committee annually
- As part of our annual reporting of equality and inclusion, identify socio-economic trends which can focus our future efforts and reduce socio-economic inequalities. This will be linked to our wider Council Plan.

External challenge

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

Annex A: DRAFT Equality Plan

Objective 1: We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour

Desired outcome	Action	Success measure
Open and accountable leadership.	<p>Equality and diversity performance targets will be agreed with all members of senior management (service head level and above).</p> <p>Performance management procedures to be reviewed and made more robust, incorporating best practice from other organisations, including consideration of linking performance to pay starting with Strategic Directors and Assistant Directors.</p>	<p>Percentage of overall performance appraisals with an equality and diversity target.</p>
	<p>Renew focus at the Health and Wellbeing Board on equality and develop a shared vision of equality across all partners.</p> <p>Use our partnerships to drive businesses and organisations in the District to look at their own Diversity and Inclusion objectives</p>	<p>Equality group set up and work is embedded and monitored through the District plan.</p>
Safe places to speak, be heard and build trust	<p>Self-organised staff groups to be encouraged, resourced and facilitated by the Council, in particular for officers who share protected characteristics or other challenges or interests in common. Each group to be sponsored by Council Management Team and feed into wider equality work.</p>	<p>Staff groups created and feedback/ survey from these groups demonstrate they are valued by their members and are having an impact.</p>
	<p>Review Council's disciplinary, grievance and whistleblowing procedures and implement best practice. Publicise the existing progress, the review and any future changes to it through the internal communications processes</p> <p>Ensure robust accountability of grievance process to reflect this is a shared responsibility for all, including monthly reports from Strategic Directors to the Chief Executive and Leader on grievance processes by directorate.</p>	<p>Grievance review completed</p> <p>Reduction in average time to complete grievances</p>

Objective 1: We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour		
Desired outcome	Action	Success measure
	<p>Increase visibility of senior Council staff.</p> <p>Hold a series of sessions to connect people with different backgrounds to senior leaders share lived experiences. Proactively look to create safe spaces to support difficult conversations to take place so that the organisation can seek to address any unequal treatment in whatever form that might take.</p>	
A workforce that understands the District and champions equality	<p>Invest in and introduce innovative equality and diversity training or awareness methods as soon as possible. These methods should effectively challenge attitudes, behaviours and bias (conscious and unconscious).</p> <p>Review our induction programme to ensure that all officers are aware of Bradford District and its diverse communities when they enter a role at the Council.</p>	
	<p>All staff volunteer two days a year across the service where staff can interact and engage with communities.</p>	
	<p>Capture stories of our communities and the impact we make, particularly emphasising where finance, legal and procurement play a role to make this happen.</p>	

Objective 2 - We will work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.		
Desired outcome	Action	Success measure
Ensure that every employee feels included, are able to bring their whole self to work and that barriers to	<p>Undertake staff engagement through staff surveys and also, re-establishment of self-organised/directed staff networks groups.</p>	<p>Improved satisfaction results</p> <p>Improved workforce diversity particularly at senior grades</p>

Objective 2 - We will work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.		
Desired outcome	Action	Success measure
success are removed.		
	Review and refresh of policies and procedures and in-sourced HR Advisory approach	Employee Relations case durations reduced
	Develop and implement a new People Strategy and policy review cycle	
Supporting every employee to reach their full potential through our approach to learning and development.	<p>Complete refresh of talent development programmes</p> <p>Refreshed equality and diversity training that includes unconscious bias and cultural awareness</p> <p>Management training programme developed</p> <p>Refresh our management and leadership development programmes</p> <p>Introduce mandatory Ethnicity Pay Gap Reporting alongside the existing mandatory requirement for employers with 250 or more employees to publish their gender pay gap</p>	<p>Minimum number of 5 learning and development days per year per employee</p> <p>Increase percentage of diversity in Special Grades achieved through talent development programme</p> <p>Increased completion and equalities awareness through mandatory equality and diversity training</p> <p>Management and leadership development programme/s in place and performance reported</p>
Achieve a workforce that represents the communities we serve across all levels through our approach to recruitment and	<p>Review approach to attraction, recruitment and selection and remove barriers.</p> <p>We will explore how we can collect data about the socio-economic background of job applicants and recruits.</p> <p>Mandatory diverse interview panels are expected.</p>	<p>Increase diversity in senior grades</p> <p>Increase self-declaration rates</p> <p>Improve recruitment processes</p> <p>Monitor and report performance on recruitment and workforce diversity and increases through</p>

Objective 2 - We will work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.

Desired outcome	Action	Success measure
selection and talent development.		<p>recruitment and selection and promotion with specific targets for the % of BAME staff at each of the grades of SpA, SpB, SpC and SpD and overall targets for % of staff with specific protected characteristics at senior manager level (SpA and above), with targets as follows:</p> <ul style="list-style-type: none"> • 33% of employees from BAME backgrounds • 27.8% of top 5% employees by income from BAME backgrounds • 65% of top 5% employees who are female • 2% of employees from LGBTQ+ backgrounds • 5.4% of employees who have self-declared they are disabled. <p>Process in place to collect and use data to inform action to address any issues identified about the level of representation of people from lower incomes applying for and being recruited to Council jobs.</p>
Learning and talent development supported	Develop business case for additional Human Resources resource investment to focus on organisational learning and development and talent	Additional resource agreed and workforce objectives achieved

Objective 3: We will encourage all service areas to better understand our communities. We will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the District.

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

Desired outcome	Action	Success measure
People are consulted, involved and participation is enabled.	Easy to Read Guide (check list) is provided on how to effectively carry out consultations and surveys.	Statistically valid response rate increased Geographic and diversity of respondents is reflective of population.
	Review and publicise more effectively the different routes in which communities can get involved in the Council and this is promoted widely via People Can and BDMC website.	Website tracks engagement levels through traffic data and enquiries sent.
	Review our decision making processes and how we involve diverse communities.	Involvement of diverse communities is increased.
	Work with commissioning and procurement on different ways to involve people in decision making such as participatory budgeting.	Involvement of communities in decision making is increased.
	All Boards will commit to a set of diversity, equality and inclusion principles and measures for example, all will need to appoint local people that reflect the make-up of the District.	Target is set for each partnership and monitored.
	Mechanisms in place to encourage and enable under-represented groups to contribute to discussions in a safe and supported way	Involvement of communities in decision making is increased.
Decision making is communicated Build capacity and understanding of working with	All staff volunteer two days a year in the VCS.	Social value indicator
	Deliver and promote accessible services for all; by reviewing bi-annually accessibility and equality needs through peer to peer service reviews, for example a day interviewing staff.	Services reach satisfactory, good or excellent.
	We will understand the impact of our decisions and develop	

Objective 3: We will encourage all service areas to better understand our communities. We will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the District.

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

Desired outcome	Action	Success measure
communities Decision making is communicated	clear mitigation reducing any negative impact by logging all decisions clearly with their equality impact. All staff are trained and supported on how to complete Equality Impact Assessments.	
Hate crime is reduced/ eradicated	Communicate our decisions in a balanced and sensitive way by ensuring that staff understand what could be interpreted as inciting community tensions and using up to date terminology.	Increased confidence. Increase understanding.
People are empowered to challenge discrimination, prejudice and racism Hate crime is reduced/ eradicated People are empowered to challenge discrimination, prejudice and racism	Continue to work with partners to operate zero tolerance to hate crime in all its forms across our District	Hate crime decreases. Hate crime reporting increases.
	Ensure that our communities and staff that work in customer service facing roles are trained on effective facilitation, reassurance and mediation.	Increased confidence Number of complaints reduced.
	All staff actively promote the use of 'District Shared Values'. Staff are held accountable to the values in their annual appraisals. Communities and District Partnerships sign up to these.	Number of appraisals successfully completed. Reduction of discrimination cases.
	All staff feel confident to report hate speech and hate crime. Staff are trained on the Anti-Rumour and Critical Thinking campaign. All staff know how to implement a zero tolerance policy if they see or hear a service user or resident being affected.	Increased confidence. Increase understanding. Reduction of discrimination cases. Hate crime decreases.

Objective 3: We will encourage all service areas to better understand our communities. We will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the District.

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

Desired outcome	Action	Success measure
		Hate crime reporting increases.
Data and intelligence is gathered and shared to inform and improve services People get along together across communities Data and intelligence is gathered and shared to inform and improve services	Promote good relations between and across communities by ensuring that services do not exclude groups and where possible opportunities for social mixing are created.	Increased confidence. Demographics of participants accessing services.
	Carry out a review service by service on what data is currently being held and what intelligence is collected and where it is stored.	
	Agree a minimum data set and measures for each service particularly protected characteristics.	
	A central platform is developed enabling the Council and partners to access information.	
Retain resources locally to support our people and voluntary and community sector		

Objective 4: We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them.

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

Desired outcome	Action	Success measure
Services meet the needs and are accessible to our communities	Develop an inclusive service and policy design guide that highlights the need to address barriers to access for low income individuals and families along with highlighting barriers to be removed for people who share other protected characteristics. This will include content on digital services, their inclusivity and the potential barriers to access. The guide will also define when provision may be 'exclusive' to support fair access to services.	Participation in the design stage Equality data collected by services on usage Complaints about access to services Complaints about delivery of services
Ensuring our Website is accessible	Complete the programme of work to ensure the whole public Council website conforms with legislative requirements on accessibility	Passes user testing exercises and meets XX accessibility standard
Children's needs are reflected in our services	Include Child Friendly criteria in the design guide	Newly designed services/policies meet UNICEF's Child Friendly criteria
	Develop mechanisms to enable children and young people to directly input into service and policy design	Participation in the design stage
Service design and delivery has been informed by knowledge and evidence	Services are informed by service user experience	Evidence service user experience reflected in service design
	Ensure knowledge and evidence is available to support service and policy design	Equality data collected by services on usage
	Review the Equality Impact Assessment process	Equality data collected by services on usage
Communities are aware of services available to them and how to access	Adopt the Accessible Information Standard across the Council	External review of a bundle information we provide – via service leaflets, targeted information, , social media, web sites etc.

Objective 4: We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them.

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

Desired outcome	Action	Success measure
them		
Externally provided services and commissions adhere to equality legislation and our own requirements	Ensure contracts and commissions are monitored	Rate of compliance with equality requirements in contracts/commissions
External providers reflect diversity in their workforce/are based in the District	Reflect in commissioning and procurement processes	Workforce data/location of offices/factories
More of our commissions and contracts are awarded locally	Reflect in commissioning and procurement processes	% of commissions/contracts awarded locally Increase in proportion of local procurement spend to 50% over the four years to 2024

Appendix 2: Summary of consultation and engagement feedback

1. Overall Summary of consultation and engagement feedback

- 1.1. Feedback received from across the whole consultation and engagement exercise was consistent in terms of comments made about the draft objectives, the Council's past performance in relation to equality, equity of service provision, support for people and staff with specific protected characteristics, the need for accessible information for all and suggestions about what the Council could do to support equality further.
- 1.2. Although response rates to both the Council staff (193) and partner and public (245) surveys have been lower than anticipated, the consistency in views and broad support expressed across all methods of engagement used suggest the Objectives and Plan have broad support and that the feedback received is adequate for us to take action against.
- 1.3. Reasons for the low response rates could be due to:
 - the need to offer only virtual routes to feedback due to the Covid-19 pandemic.
 - Partner organisations working remotely
 - Work pressures due to Covid-19
 - Inability to promote the consultation through usual mechanisms used
 - People not seeing this as a priority during the current pandemic.
 - Staff and others not having trust in the Council
 - Access to required technology to take part
- 1.4. In addition to the online surveys other engagement mechanisms were also used to get a views from different stakeholders including the public, partners and staff.
- 1.5. What is clear from the feedback received is that the majority of all respondents to the survey and those consulted via focus groups and meetings agreed with the broad objectives of the Equalities Plan. They agreed that if the Equality Objectives are implemented then the Council will be able to ensure that it employs a workforce representative of the District's communities, services that meet the needs of all communities and that have had input from our communities in their design.

2. Summary of feedback on Objective 1: Leadership

Online survey

Staff (68%) and respondents to the public online survey (75%) agreed that by following the Objective 'We will lead the Council and the district in an open, visible and accountable way with zero tolerance for discriminatory behaviour', the Council would operate in a more equal way. At 21%, a sizable percentage of all respondents were unsure with a smaller percentage of staff (11%) and public respondents (13%) responding negatively.

	Yes	No	Unsure
Staff	71%	9%	20%
Public	74%	10%	16%

Ninety-two comments were made about this Objective. Some related to specific actions around implementation and will be referred to the team working up implementation plans, such as around 'how we will implement the plans'. Many comments, both from the staff and public survey, reflected a feeling that the Council would not be able to implement this Objective. Other comments relating to provision by specific services will be referred directly to those services for consideration such as around training of managers and staff. Council Management Team will also receive a number of the comments for their consideration, such as comments about more resources being deployed to some localities than others. The need for transparency in leadership was echoed across several responses.

Focus groups and engagement events

Comments made at focus groups and engagement events suggested that the Council include working with Education (along with other partners) to achieve the Objective. There was also comments about the representativeness of elected members, the need to use Plain English and the sharing of Equality Objectives across public services.

3. Summary of feedback on Objective 2: Workforce

Online survey

Broadly the same percentage of respondents to the staff survey (61%) and the public survey (62%) agreed that if the Council worked proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential' that the Council workforce would reflect the communities that it serves.

Again, broadly the same percentage of staff survey (23%) and public survey (21%) respondents were unsure if this action would result in a Council workforce would reflect the communities that it serves.

Twelve percent of staff survey respondents felt that this would not result in a reflective workforce along with 17% of respondents to the public survey.

	Yes	No	Unsure
Staff	64%	12%	24%
Public	64%	16%	21%

Respondents were not given the opportunity through the surveys to comment on this priority. However, a staff survey respondent stated that definition will be needed as to the communities we want to reflect and that a better option might be to consider 'organisation maturity' overtime rather than numbers.

Focus groups and engagement events

A suggestion made that Council staff networks should link in with the voluntary and community sector, NHS etc. networks.

4. Summary of feedback on Objective 3: Communities

Online survey

A similar percentage of staff survey (66%) and public survey (70%) respondents agreed that if we ensure that:

- All service areas are encouraged to better understand their services and actively engage our community to participate in decision-making processes to improve the services we provide.
- We work together with service users, communities and local partners to co-design commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities and improve outcomes.
- We ensure Social Value Procurement Policy that more resources are retained in the District to support and invest in our people and our voluntary and community sector.

That we will improve outcomes for all communities.

A bigger percentage of staff survey respondents (26%) than public survey respondents (15%) were unsure if the actions would result in improvement in outcomes for all communities.

Only 8% of staff survey respondents responded that the actions would not improve outcomes for all communities with nearly double the public survey respondents (15%) sharing this view.

	Yes	No	Unsure
Staff	68%	9%	23%
Public	68%	15%	17%

Ninety-one comments were made by staff and public survey respondents when asked if they had anything to add that would help the Council achieve its communities' priority. These, which included a comment to 'make it easier to understand' has resulted in commitment to provide the final documents in easier read formats. Comments to ensure all groups are considered will be referred to the team working on plans to implement the Objective. Suggestion that the Council shift the focus of work on the Objective to 'outcomes that are co-created' will be considered by the team working on plans to implement the Objective. Several comments were made about the importance of consultation and engagement.

Some respondents commented that 'the best' should be sought to provide the service or do the job rather than it be a local organisation or person. There were comments about services not being equally provided across the district. Another comment suggested discrimination against 'white people'.

Following comments, web accessibility, digital services and inclusion and more consideration of people from low incomes will be reflected in the Equality Objectives and Plan

Focus groups and engagement events

Comments from focus groups and engagement events included the need to build on community/ Council work already taking place. A comment was made that this was a ‘box ticking exercise’. Another comment was about resources needed to enable communities to work alongside the Council. A question was asked about the use of ‘service user experience’. In addition, faith leaders and VCS groups expressed a desire for more involvement from the Council – both in terms of time and money. A need to engage with all communities was expressed.

Many comments were generalist and related to what the Council has or has not done in the past.

5. Summary of feedback on Objective 4: Service design/delivery

Online survey

Broadly the same percentage of staff survey (69%) and public survey (68%) respondents stated that if the Council follows this priority:

- Designs, commission and delivers services that are accessible, inclusive and responsive to the needs of people and communities and provide accessible information about services.
- aims to contract and commission services locally wherever possible.

Services will reflect the Communities that they serve.

Twenty-four percent of staff survey respondents and 21% of public survey respondents were unsure if this would be the case. Seven percent of staff survey respondents and 11% of public survey respondents stated that it would not be the case.

	Yes	No	Unsure
Staff	72%	7%	20%
Public	67%	12%	21%

Seventy-two comments were made related to this Objective with the majority (27) being made by those completing the public survey.

Comments made by some responding to the staff survey suggest respondents’ lack of confidence in local services and people to provide what is needed. Web accessibility was mentioned by both staff and public respondents.

Public respondents requested that consultation be made accessible to all people in all communities. More than one comment made referred to the similarity between Objective 3 and 4. The differences will be considered in the final plan. Again, comments were made about all groups being treated equally. Many comments referred to perceived unequal treatment of different communities by affluence or political allegiance.

Respondents asked that the Council focus on what can be achieved with the available resources.

Focus groups and engagement events

A further comment was made here that digital services were important, would become more so and should be reflected in this Objective. Additionally, and similar to comments made via the online surveys it was suggested that the council work with other partners to deliver equality.

Groups engaged agreed with the Objective and wanted the Council to work with services, partners and community groups to improve on what was already happening.

6. Summary of comments made on the online questionnaire in response to the invitation to suggest other priorities within the Council Plan but that related to equality

- Key priority is to have accessible information and web accessibility
- Need to consider the recruitment policy – such as interview panels not based in work area, ‘
- Build upon the 'digital' image and communications of the Council to disseminate information to wider sections of the community
- Not enough focus on disabled people and employees
- White working class’ needs should be reflected in the plans
- Ensure everyone is respected

7. Summary of general comments made

Online questionnaire

- Attention required on formal and informal aspects of working life for everyone
- Need less focus on BAME and more on issues affecting more people in the District
- ‘Blind’ recruitment process required
- Ask about ‘gender’ when it should be ‘sex’. Council doesn’t know the ‘Equality Act’. Fear that inclusion training will be provided by ‘lobbyist groups’.
- Comments made about how the Council will achieve these Objectives?
- Still a language barrier with some communities – need to ensure key information is accessible and that communities can communicate with the Council
- Requests the Council also looks at ‘equity’. Feelings expressed that some localities, communities (on political allegiance lines) do not get equal services
- Some cynicism was expressed as to whether the Council take action based on the feedback
- Comments related to preferred question styles and request for more open questions and option to state importance of Objectives to the respondents on a sliding scale
- Should be across all protected characteristics.
- Need to also consider differences in need for those living in towns, rural locations and outlying areas.

Focus groups and engagement events

- No senior officers dedicated to equality (roles) seen as an issue
- Council needs to be able to evidence why it has made a decision as not all will be palatable to all communities
- Work needed as homophobic and racist comments not eliminated from the working day.
- Disability training needed for managers.
- Supportive policies are not always there in practice making promotion etc. difficult.
- There are no Black Councillors – need political parties' commitment too- representation should match demographics
- 'Culture' change needed across the District
- All Council management teams need equality as a standing agenda item
- Trust needs to be built with staff
- Long hours" culture as a barrier to senior roles
- look at developing a system of independent complaints (internal grievances)
- Role of carers needs to be appreciated and understood
- need to be creative about roles and hours to ensure we are inclusive and meet staff need
- need for less jargon
- Service user experience needs to be included
- Poverty should also be a key focus and class
- Feel Council forget the 'B' in BAME. Black community leaders want the 'B' separating out. Feeling expressed that the community do not receive specific support required

8. Summary: Council as a listener and recogniser of contributions

Actively listens and recognises contribution that people make

Far fewer of respondents to the to the public survey (16%) than those responding to the staff survey (27%) agreed that in their experience they felt that the Council actively listens and recognises the contribution that people from different backgrounds make.

Of note is that nearly a third of the respondents to the public survey (28%) and nearly a quarter of those responding to the staff survey (21%) felt this was not the case. A higher percentage of staff (42%) compared to public (36%) respondents indicated that they felt the Council sometimes did this

Under 10% of staff survey respondents (9%) and 20% of public survey respondents were not sure if the Council did this.

This feedback could indicate that the Council needs to do more to ensure the public and staff are aware of how their feedback and contributions inform the Council's work.

	Yes	No	Note sure	Sometimes
Staff	27%	21%	9%	42%
Public	16%	28%	20%	36%

Encouraging people and communities to participate and engage in issues that are important to them

A higher percentage of staff survey respondents (37%) felt that the Council works to encourage people from communities to participate and engage in issues that are important to them when compared to 27% of respondents to the public survey. A further 38% (staff survey) and 32% Public Survey) respondents respectively felt the Council did this sometimes.

Of concern is that more than a quarter of respondents to the public survey (28%) and nearly a fifth (16%) of staff survey respondents felt this was not the case.

Just under a tenth of respondents to the staff survey (9%) and 13% of those responding to the public survey were not sure.

This feedback could indicate that the Council needs to do more to ensure that opportunities for staff and the public to engage are promoted across the District.

	Yes	No	Note sure	Sometimes
Staff	37%	16%	9%	38%
Public	27%	28%	13%	32%

9. All comments made have been considered and are either reflected in the Objectives and Plan or have been referred to the relevant teams developing plans to implement the Equality Objectives and/or management or services for consideration. Appendix 1 provides the Final Draft Equality Objectives and Equality Plan.
10. A more detailed report of all comments and actions assigned to them is available on request.
11. Respondents to the online surveys indicated their Protected characteristics as follows:

Table 1a: Race, ethnic of cultural origin – Overall percentages across the surveys and focus groups

	Survey %	Focus groups %
White English //Welsh /Scottish/ Northern Irish/ British	79	40
Any other white background	6	1
Asian / Asian British	11	42
Caribbean/ African	2	8
Any other background	2	9

Table 1b): Race, ethnic of cultural origin –percentages broken down across the staff and public surveys

Race, ethnic or cultural origin		
Category	Staff survey respondents%	Public survey respondents %
White British	76	81
White Irish	1	2
White Gypsy or Irish Traveller	0	0
Any other white background	5	3
Asian / Asian British Indian	4	1
Asian / Asian British Pakistani	8	6
Asian / Asian British Bangladeshi	1	1
Asian / Asian British Chinese	0	0
Any other Asian background	1	0
Mixed white and black Caribbean	0	1
Mixed white and black African	0	0
Mixed white and Asian	1	1
Any other mixed ethnic background	1	1
Arab	0	0
African	1	3
Caribbean	2	0
Any other black / African / Caribbean background	0	>1
Arab / White	0	>1

Table 2: Impact of health or disability

Impact of health or disability preventing respondents doing what they want	Staff Survey %	Public Survey %
Yes, a little	16	23
Yes, a lot	7	14
No	69	55
Prefer not to say	8	8

Table 3: sexual orientation:

Sexual orientation	Staff survey %	Public Survey%
Heterosexual	76	76
Gay	1	2
Lesbian	0	3
Bisexual	4	2
Prefer not to say	19	17

Table 4: gender identity:

Gender identity	Staff survey %	Public survey %
Male	35	51
Female	55	49
Other	0	0
Prefer not to say	10	9

Table 5: Age:

Age range	Staff survey %	Public survey %
16-17	0	1
18-24	1	1
25-34	5	6
35-44	26	15
45-54	35	13
55-64	26	21
65-74	2	27
75+	0	9
Prefer not to say	6	6

*12% of overall focus group attendees were under 25s attending the young lives forum and the youth ambassadors forum

12. Focus group and engagement events

	Stakeholder	Date	Attended
1.	Community, engagement or delivery partnerships		
	Bradford and District VCS Assembly	13 th October	9
	Women's Health Network	3 rd November	13
	Equalities Forum (Cnet)	13 th October	7
	Race Equality Network (REN)	11 th November	13
	Faith Groups	20 th October	9
	Young Lives Forum	26 th October	4
	Volunteer Leads	14 th October	7
	Youth Ambassadors		10
2.	Strategic Partnerships		
	Children's Trust – information only	24 th September	
	Stronger Communities Together Partnership (Bradford For Everyone - BFE) BFE Ambassadors	15 th October	12
	Safer Communities Partnership	27 th October	18
	Equalities & Communities Strategic Group	29 th October	9
	Internal Staff		
	Cross Department Equality Group	22 September 2020	20
	Open Community Sessions		
	Three online forums	17 th November	1

