

Annex A: DRAFT Equality Action Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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