

## Annex A: Equality Action Plan Update 2022

<b>Objective 1: We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour</b>			
<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
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 has been a key discussion in all appraisals for Managers at Special A and above. 78% of Senior Management have an equality objective goal recorded on the Evolve system. This is expected to increase as more appraisals are entered onto the system.
	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 has 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 agreed to fund a Cross System Equalities Lead. This post was appointed to four months ago. A process of co-designing the system wide equalities priorities has begun.
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	Staff groups created and feedback/ survey from these groups demonstrate they are valued by their members and are having an impact.	Further to our existing Staff networks which are in place for BAME, LGBTQ+, Disabled people, carers and women, we now have two new networks, one for young people launching in November, and

	<p>Management Team and feed into wider equality work.</p>		<p>one for BME women which launched in July. Each network is sponsored by a CMT member.</p> <p>Staff networks have created safe spaces for staff in a number of ways. These include staff network meetings, at the launch events, in events celebrating Inclusion week and Black History Month. They have also been part of a number of information and learning events as part of the Allyship training offer.</p> <p>These safe spaces have encouraged staff to come forward and gain support for issues they are concerned about. The RESN network are working with HR to set up a wider safe spaces programme for BAME staff.</p> <p>The launch of the RESPECT campaign has set out values and behaviours in regard to equalities that are expected of all staff. This has been launched in Inclusion Week. As part of this, 'Safe space conversations' with staff have been held encouraging a better understanding of protected characteristics. Feedback from staff demonstrates the sessions are valued by their</p>
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			members and are having an impact.
	<p>Review Council's disciplinary, grievance and whistleblowing procedures and implement best practice. Publicise the existing progress, the review and any future changes to it through the internal communications processes</p> <p>Ensure robust accountability of grievance process to reflect this is a shared responsibility for all, including monthly reports from Strategic Directors to the Chief Executive and Leader on grievance processes by directorate.</p>	<p>Grievance review completed</p> <p>Reduction in average time to complete grievances</p>	<p>The grievance review has been completed. 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. HR report to CMT on grievance numbers on a regular basis. Grievances are reported to SDs and Unions as part of the OJC process.</p>
	<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>		<p>Staff engagement sessions commenced during Summer 2020 and have continued on a regular schedule. These include all staff meeting with the Chief Exec, Induction sessions for new staff.</p> <p>The Cross Council Equality Group which has representatives from Council departments has been meeting regularly with CMT to discuss their views and challenges they see in the Council for diverse staff.</p>

			<p>Lived experience videos have been developed and used at the Launch of RESPECT campaign and the Allyship programme. Inclusive working with different groups was profiled from work both within the Council and from external VCS partners in Inclusion Week</p>
<p>A workforce that understands the District and champions equality</p>	<p>Invest in and introduce innovative equality and diversity training or awareness methods as soon as possible. These methods should effectively challenge attitudes, behaviours and bias (conscious and unconscious).</p> <p>Review our induction programme to ensure that all officers are aware of Bradford District and its diverse communities when they enter a role at the Council.</p>		<p>Equality &amp; Diversity e-learning is added to all new starter profiles, with a target date of 90 days to complete. 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% with 7699 equality and diversity related courses completed. 2699 staff completed the basic training between October 21 and October 22, along with 23 Councillors and 87% of senior managers.</p> <p>In 2022 we have introduced a refreshed training programme on inclusion for all staff – this is a combination of the RESPECT programme and Cultural Intelligence programme delivered by Common Purpose. 1187 staff have enrolled on this course.</p>

			<p>The Allyship programme has also provided training with 220 people attending Misogyny training; 98 attending disability awareness; 112 attending mental health awareness a session on hybrid identities currently enrolling.</p> <p>Minimum number of 5 learning and development days per year per employee is a key part of the Workforce Development Strategy. The new WFD team are benchmarking this to assess the success and current engagement rates.</p> <p><b>Apprenticeship Programme</b> with The University of Birmingham was launched 2/11/2020 for Senior Managers. 30% of those who attended were from a BAME background.</p> <p>The <b>National Graduate Development Programme</b> commenced September 2020 with three cohorts. Numbers of BAME participants has risen with both graduates starting in October 2021 being from a BAME background.</p>
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	<p>All staff can volunteer two days a year across the service where staff can interact and engage with communities.</p> <p>Volunteering fulfils a key objective within the Council's Equality Plan, which is to enable and empower all staff to understand better the communities we serve. The Council allows up to 2 days each year of paid time (pro rata for part-time staff) to undertake approved volunteering activities.</p>	<ul style="list-style-type: none"> <li>• Bradford Council staff sign up to the Citizen Coin Scheme.</li> <li>• Staff use up their 2 days allocation for volunteering annually.</li> <li>• Capture Social Value</li> </ul>	<p>Volunteering is rewarded through Citizen Coin which is being rolled out internally to encourage more volunteering by Bradford Council employees.</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>		<p>This is an on-going project led by the Stronger Communities the People Library is an ever-growing, fascinating and diverse collection of human 'books', all with stereotype-breaking and inspirational stories to tell. Celebrating diversity and highlighting commonality, they build a library of our resilience, hope, community, and achievement.</p>

<b>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.</b>			
<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
Ensure that every employee feels included,	Undertake staff engagement through staff surveys and also, re-establishment of self-organised/directed staff networks groups.	Improved satisfaction results	In 2021 the Staff Networks replaced Connected Conversations with senior leaders held on line. Each

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<p>is able to bring their whole self to work and that barriers to success are removed.</p>		<p>Improved workforce diversity particularly at senior grades</p>	<p>staff network has a CMT Sponsor and is self-led/ self-managed. The networks are:</p> <ul style="list-style-type: none"> <li>• Race Equality</li> <li>• BME Womens</li> <li>• Disability</li> <li>• LGBTQ+</li> <li>• Working Carers</li> <li>• Womens Voice</li> <li>• Young Persons</li> </ul> <p>There is also a Health and Wellbeing Champions network.</p> <p>The staff networks have hosted sessions for staff within the Council to increase understanding of issues faced by people with different protected characteristics.</p> <p>Discussion and work planning has begun with staff networks to address the need to work on developing the confidence of staff from LGBTQ+ and Disabled groups in disclosing their protected characteristic in staff surveys. We aim to address both internally and also system-wide across the Bradford District.</p>

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	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. A lot of work has focussed on reducing the number of old cases (both open and live) which equated to 1400 cases at August 2021. At Q1 2021/22 there were 895 cases, which is a reduction of cases outstanding since the service came in-house (1400). The number of cases open at 26/10/2022 is 743, which is close to a 50% reduction.
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>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>25 places across both Emerging leaders and Senior Leaders programme have been allocated to underrepresented groups across Bradford Council.</p> <p>The Senior Leaders programme is a talent development programme which commenced in 2022, with places allocated to underrepresented groups across Bradford Council.</p> <p>There is also an Emerging Leaders talent development programme. This is a 3-month programme which includes 6 online modules and learning groups. Sessions are delivered by Common Purpose and</p>



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			<p>places are allocated to underrepresented groups across Bradford Council.</p> <p>There are a number of courses on Evolve about Equality &amp; Diversity, that have had at least one course completion within the period 25/01/21 to 25/10/22. The total number of completions is 4648. Find the breakdown below: -</p> <p>An increase in completion of mandatory equality and diversity training of 17% from the previous year (4158 total number of staff who have now undertaken the training). From Oct 21 to Oct 2022 there were 2699 completions.</p>
Achieve a workforce that represents the communities we serve across all levels through our approach to recruitment and selection and talent development.	<p>Review approach to attraction, recruitment and selection and remove barriers.</p> <p>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</p>	<p>Increase diversity in senior grades</p> <p>Increase self-declaration rates</p> <p>Monitor and report performance on recruitment and workforce diversity and increases through recruitment and selection and promotion</p>	<p>Recruitment of local staff has improved the percentage of staff from BAME backgrounds. This has risen from 27.9% in 2020 to 30% in 2022.</p> <p>Percentage of BAME staff in the top 5% pay bands has risen from 18.4% to 20% in the same time frame.</p> <p>All panels are required to have a BAME member of staff on them.</p>

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			External employers are supported through the Inclusive Employers project run by the Stronger Communities Team.

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	<p>Consultation processes need to be reviewed and developed further</p> <p>Easy to Read Guide (check list) is provided on how to effectively carry out consultations and surveys.</p>	<p>Statistically valid response rate increased</p> <p>Geographic spread and diversity of respondents is reflective of population.</p>	<p>Whilst advice is currently available to teams, this will be a key area to develop by Marketing and Communications and the Corporate Policy Team working with other Council teams.</p>
	<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>Council website tracks engagement levels through traffic data and enquiries sent.</p>	<p>This continues to be promoted and a review of the Council website is underway.</p>

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	<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>Involvement of diverse communities is increased.</p> <p>Involvement of communities in decision making is increased.</p>	<p>Social Value is in place in the Procurement Strategy.</p>
	<p>All Boards will commit to a set of diversity, equality and inclusion principles and measures, for example, all will need to appoint local people that reflect the makeup of the District.</p>	<p>Target is set for each partnership and monitored.</p>	<p>This is ongoing and in the role of the Equalities Lead Officer.</p> <p>This area of work will be fed into the district wide equality, diversity and inclusion (EDI) priorities being led by the systems wide lead on EDI</p>
<p>Decision making is communicated</p>	<p>Mechanisms in place to encourage and enable underrepresented groups to contribute to discussions in a safe and supported way</p>	<p>Involvement of communities in decision making is increased.</p>	<p>This is being led through the work of Stronger Communities</p>
<p>Build capacity and understanding of working with communities</p>	<p>All staff volunteer two days a year in the VCS.</p>	<p>Social value indicator</p>	<p>This is ongoing</p>
	<p>Deliver and promote accessible services for all</p>	<p>Services reach satisfactory, good or excellent in their peer to peer review</p>	<p>An LGA Peer Review on Equalities has been undertaken in November 2021. This resulted in seven key recommendations.</p> <p>One of the recommendations was to refresh the equality plan.</p>

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			This process has been completed and is being presented to Council Executive committee in November.
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 (EIAs).		We are rolling out EIA training sessions for officers. EIA Champions will be 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 appropriate terminology.	Increased confidence.  Increase understanding.	The RESPECT campaign and its staff safe space workshops address the issue of terminology used to describe communities and protected characteristics internally and Stronger Communities are addressing this in their work.
	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.	The Council in partnership with Bradford Hate Crime Alliance (BHCA) and partners such as West Yorkshire Police, Victim Support & Restorative Justice have launched Bradford District's Hate Crime Strategy 2021-24 and Action Plan. In addition, there is a hate crime app, audits reporting and run information and awareness events.

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			<p>The Police and Crime Commission Survey recorded people feeling safe in their neighbourhood rising from 73% in 2019 to 78% in 2021. This was the opposite of neighbouring Leeds and Wakefield that recorded declines. The Hate Crime Alliance supported over 2,000 victims and families of hate crime reports, including training, raising awareness and providing emotional support in partnership with West Yorkshire Police and other partners. Incidence of hate crime reporting may have increased due to more people knowing how to report it, with better support available to the 28 reporting centres across the District.</p>
	<p>Ensure that our communities and staff that work in customer service facing roles are trained on effective facilitation, reassurance and mediation.</p>	<p>Increased confidence Number of complaints reduced.</p>	<p>This programme commences in 2023 as part of the Workforce Development Strategy.</p>
	<p>All staff actively promote the use of 'District Shared Values'. Staff are held accountable to the values in their annual appraisals.</p> <p>Communities and District Partnerships sign-up to these.</p>	<p>Number of appraisals successfully completed.</p> <p>Reduction of discrimination cases.</p>	<p>Bradford District Shared Values were agreed in consultation with over 1400 residents; the four values are; Respect, Care, Share, Protect. The Shared Values campaign has been launched as a long term drive</p>

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			<p>to stamp out discrimination and prejudice in all its forms. 3015 people have engaged in the campaign.</p> <p>The Council as an organisation has adopted the Bradford District Shared Values. A suite of resources has been created for team managers to help them ensure staff are living our shared values.</p>
<p>People get along together across communities</p>	<p>All staff feel confident to report hate speech and hate crime.</p> <p>Staff are trained on the Anti-Rumour and Critical Thinking campaign.</p> <p>All staff know how to implement a zero tolerance policy if they see or hear a service user or resident being affected.</p>	<p>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 District-wide Hate Crime Strategy was launched during Hate Crime week in October 2022</p> <p>Over three years, the Bradford for Everyone programme engaged with around 36k people, with 122k people reached via activities and core campaigns; the programme supported 23 core projects 60 smaller projects and two big campaigns.</p> <p>The priorities addressed through the programme included:</p>

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			<ul style="list-style-type: none"> <li>• Getting on:</li> <li>• Getting along:</li> <li>• Getting involved:</li> <li>• Feeling safe:</li> </ul> <p>Evidence from the Belong longitudinal research surveys also showed that Bradford District is becoming more united with a higher level of trust in local government, with people building more connections with neighbours and family. The Police Crime Commissioner surveys from 2019 – 2021 show an increase from 45.7% to 58.1% on the indicator of how well people get on with each other which is more than a 10% increase; on the period prior to the integration programme.</p> <p><b>The Roma Strategy</b> The <u>strategy</u> was produced as part of the Bradford for Everyone programme. Formulated by a diverse working group of 24 organisations.</p>
Data and intelligence is gathered and	We will work with our communities to ensure that monuments and memorials across the District reflect, celebrate and commemorate the	Increased confidence. Increase understanding.	The first stage of this piece of work has been completed and its recommendations presented to

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shared to inform and improve services	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.	Hate crime decreases.  Hate crime reporting increases.	Council Management Team. Phase 2 has commenced with a session on 'Communities and Inclusive commemorating' as part of Inclusion week.
	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.	Equality and communities training led by Bradford for Everyone was offered across the public sector and to the voluntary and community sector (VCS) organisations.  The Root Out Racism launch and events in Inclusion week 2021 presented opportunities for learning about how we can work more inclusively and what we can learn from our VCS partners.  There has been a concerted effort across the Council and with our partners to arrange, invite and host events that mark diverse groups and enhance learning about them. Some of these have included: Pride, Inclusion week, Hate crime week, Race Equality Week, Black



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			History Month, International Women's Day, Carers' week.
	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 been completed. It was presented to CMT in June
	Agree a minimum data set and measures for each service particularly protected characteristics.		.
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 where ever possible.**

<b>Desired outcome</b>	<b>Action</b>	<b>Success measure</b>	<b>Progress update October 2022</b>
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 decline	This has been delayed due to the refresh of the equality plan.  The Cross Council Equality Group will be consulted on the process to

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		Complaints about delivery of services decline	undertake this alongside key council department
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 has been developed by the Child Friendly Programme Lead and is being presented to the Council Executive in November.
	Develop mechanisms to enable children and young people to directly input into service and policy design	Participation in the design stage by young people	As above
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 of services	See above
	Review the Equality Impact Assessment process	Equality data collected by services on usage	<p>A review of EIAs was undertaken and agreed by CMT. The EIA process is being supported with a programme of training for staff carrying out EIAs.</p> <p>Equality and policy officers have supported the EIAs for the budget proposals in 2021/22 and this process is underway for this year's proposals.</p> <p>All EIA's will be stored in a repository accessible internally.</p> <p>A proposed project of EIA champions has been developed</p>

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			and will be recruited and trained in the new year .
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 of information we provide – such as service leaflets, targeted information, , social media, web sites etc.	This work is due to begin in 2023.
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	<p>This is part of the Procurement Strategy.</p> <p>Equality Impact Assessment (EIA) training will enable managers to understand equality implications when commissioning services.</p> <p>A piece of work has been undertaken with the Commissioning team on how we hold our contracted organisations to account on equalities. A guide will be produced for commissioning staff</p>
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. (in line with action and targets in Objective 1 above)

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More of our commissions and contracts are awarded locally	Reflect in commissioning and procurement processes	Percent of commissions/contracts awarded locally <ul style="list-style-type: none"> <li>• Percent of local procurement spend</li> </ul>	This is written into the Procurement Strategy. The target is 60% by 2030. COVID and PPE have impacted local spending which dropped to 33% during the pandemic. In quarter: <ul style="list-style-type: none"> <li>• Q1 21/22 the rolling figure had risen to 37.7%</li> <li>• Q2 21/22 was £47.4m spent with local businesses. Of that £45.58m was spent with local SMEs. £84,2m was spent in the Leeds City Region.</li> </ul>