

EQUALITY OBJECTIVES AND EQUALITY PLAN 2021-2025



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FOREWORD

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

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

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

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

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

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



All Council strategies and plans will have equality at their heart. The whole of the Council will work to implement the necessary changes to enable the Council to provide equality of opportunity and access to services for all our people. We will also work to support our partners and others to do the same.

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

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

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

Cllr Abdul Jabar
Portfolio Holder
Neighbourhoods &
Community Safety



BRADFORD DISTRICT SHARED VALUES



OVERVIEW

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

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

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

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





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



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

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

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

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

THE EQUALITY ACT 2010

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

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

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

TACKLING INEQUALITY

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

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

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

A DISTRICT WIDE COMMITMENT

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

OUR KEY THEMES

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

OUR EQUALITIES THEMES

LEADERSHIP AND ORGANISATIONAL COMMITMENT

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

WORKFORCE

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

COMMUNITY

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

SERVICE DESIGN

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

OUR OBJECTIVES

Our objectives cut across our four themes.



OBJECTIVE 1

VISIBILITY, LEADERSHIP AND ACCOUNTABILITY

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

OUR AMBITION

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

We will be a Council that:

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



HOW WE WILL ACHIEVE THIS

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

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

To ensure we are understanding our strengths and weaknesses as an organisation, we will invite the LGA to conduct a peer review of our organisational approach on equality and action the subsequent recommendations. Performance management procedures to be reviewed and made more robust, incorporating best practice from other organisations, including consideration of linking performance to pay starting with Strategic Directors and Assistant Directors. All managers will have a performance measure in their appraisals on how well they have delivered on equality and empowered their staff to succeed. We will also work with our partner organisations including the NHS, the Police, the Fire Service and the Voluntary Sector along with colleagues and partners in the Education Sector to create a group to champion equality across the District.



- 2) **Creating Safe places to speak, be heard and build trust** – we will increase visibility of senior management to listen to our workforce with lived experience of protected characteristics. Review the Council’s disciplinary, grievance and whistleblowing procedures and look to implement best practice and monitor performance. Ensure that staff are supported to form and sustain self-organised groups configured round protected characteristics.
- 3) **Supporting our workforce to understand the District and champion equality** – including implementing enhanced equality training that is available for all staff and Elected Members incorporating lived experience in training.

- 4) **Ensuring there is zero tolerance for discriminatory behaviour** – we will ensure our review of disciplinary procedure reflects that discriminatory behaviour is wholly unacceptable, imposing the most severe sanctions for proven serious cases or repeated behaviour.
- 5) **Ensuring decision making is informed by engagement, consulted on appropriately and communicated clearly and underpinned by evidence** – We will develop an easy to use corporate toolkit to help to ensure all services and consultations with the public have equality and fairness as a fundamental principle. This will lead to a revised approach to Equality Impact Assessments.



OBJECTIVE 2

WORKFORCE

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

OUR AMBITION

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

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

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

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

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

HOW WE WILL ACHIEVE THIS

Our key actions will include:

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





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

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

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



OBJECTIVE 3

COMMUNITY

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

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

OUR AMBITION

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

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

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

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

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

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

HOW WE WILL ACHIEVE THIS

Our key actions will include:

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

OBJECTIVE 4

SERVICES

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

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

OUR AMBITION

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

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

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

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

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



HOW WE WILL ACHIEVE THIS

Our key actions will include:

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

MONITORING, REPORTING ON PROGRESS AND FURTHER REVIEW OF OBJECTIVES

MONITORING

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

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

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

REPORTING ON PROGRESS

To report on this, we plan to:

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



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

EXTERNAL CHALLENGE

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

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

EQUALITY PLAN DELIVERY

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

OBJECTIVE 1

VISIBILITY, LEADERSHIP AND ACCOUNTABILITY

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

DESIRED OUTCOME	ACTION
Open and accountable leadership	<p>Equality and diversity performance targets will be agreed with all members of senior management (service head level and above).</p> <p>Performance management procedures to be reviewed and made more robust, incorporating best practice from other organisations, including consideration of linking performance to pay starting with Strategic Directors and Assistant Directors.</p>
	<p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Percentage of overall performance appraisals with an equality and diversity target.
Safe places to speak, be heard and build trust	<p>Renew focus at the Health and Wellbeing Board on equality and develop a shared vision of equality across all partners.</p> <p>Use our partnerships to drive businesses and organisations in the District to look at their own Diversity and Inclusion objectives.</p>
	<p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Equality group set up and work is embedded and monitored through the District plan.
Safe places to speak, be heard and build trust	<p>Self-organised staff groups to be encouraged, resourced and facilitated by the Council, in particular for officers who share protected characteristics or other challenges or interests in common. Each group to be sponsored by Council Management Team and feed into wider equality work.</p>
	<p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Staff groups created and feedback/survey from these groups demonstrate they are valued by their members and are having an impact.
Safe places to speak, be heard and build trust	<p>Review Council's disciplinary, grievance and whistleblowing procedures and implement best practice. Publicise the existing progress, the review and any future changes to it through the internal communications processes.</p> <p>Ensure robust accountability of grievance process to reflect this is a shared responsibility for all, including monthly reports from Strategic Directors to the Chief Executive and Leader on grievance processes by directorate.</p>
	<p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> Grievance review completed. Reduction in average time to complete grievances.
Safe places to speak, be heard and build trust	<p>Increase visibility of senior Council staff.</p> <p>Hold a series of sessions to connect people with different backgrounds to senior leaders share lived experiences.</p> <p>Proactively look to create safe spaces to support difficult conversations to take place so that the organisation can seek to address any unequal treatment in whatever form that might take.</p>

DESIRED OUTCOME	ACTION
<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>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

WORKFORCE

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

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

OBJECTIVE 3

COMMUNITY

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

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

DESIRED OUTCOME	ACTION
<p>People are consulted, involved and participation is enabled.</p>	<p>Easy to Read Guide (check list) is provided on how to effectively carry out consultations and surveys.</p> <div data-bbox="347 584 1461 719" style="border: 1px solid #ccc; padding: 5px;"> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> • Statistically valid response rate increased. • Geographic and diversity of respondents is reflective of population. </div>
	<p>Review and publicise more effectively the different routes in which communities can get involved in the Council and this is promoted widely via People Can and CBMDC website.</p> <p>Review our decision making processes and how we involve diverse communities.</p> <p>Work with commissioning and procurement on different ways to involve people in decision making such as participatory budgeting.</p> <div data-bbox="347 931 1461 1093" style="border: 1px solid #ccc; padding: 5px;"> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> • Website tracks engagement levels through traffic data and enquiries sent. • Involvement of diverse communities is increased. • Involvement of communities in decision making is increased. </div>
	<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> <div data-bbox="347 1218 1461 1317" style="border: 1px solid #ccc; padding: 5px;"> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> • Target is set for each partnership and monitored. </div>
	<p>Mechanisms in place to encourage and enable under-represented groups to contribute to discussions in a safe and supported way.</p> <div data-bbox="347 1435 1461 1534" style="border: 1px solid #ccc; padding: 5px;"> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> • Involvement of communities in decision making is increased. </div>
<p>Decision making is communicated. Build capacity and understanding of working with communities. Decision making is communicated</p>	<p>All staff volunteer two days a year in the VCS.</p> <div data-bbox="347 1626 1461 1722" style="border: 1px solid #ccc; padding: 5px;"> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> • Social value indicator. </div>
	<p>Deliver and promote accessible services for all; by reviewing biannually accessibility and equality needs through peer to peer service reviews, for example a day interviewing staff.</p> <div data-bbox="347 1827 1461 1926" style="border: 1px solid #ccc; padding: 5px;"> <p>SUCCESS MEASURE</p> <ul style="list-style-type: none"> • Services reach satisfactory, good or excellent. </div>
	<p>We will understand the impact of our decisions and develop clear mitigation reducing any negative impact by logging all decisions clearly with their equality impact. All staff are trained and supported on how to complete Equality Impact Assessments.</p>

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

OBJECTIVE 4 SERVICES

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

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

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

SUCCESS MEASURES ARE TO BE DETERMINED BY SERVICES.

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

