

Minutes of a meeting of the Bradford and Airedale Wellbeing Board held on Tuesday, 26 October 2021 in City Hall, Bradford

Commenced 9.30 am
Concluded 11.25 am

PRESENT

Members of the Board -

MEMBER	REPRESENTING
Councillor Susan Hinchcliffe	Leader of Bradford Metropolitan District Council (Chair)
Councillor Sarah Ferriby	Healthy People and Places Portfolio Holder, Bradford Metropolitan District Council
Councillor Robert Hargreaves	Shadow Healthy People and Places Portfolio Holder, Bradford Metropolitan District Council
Councillor Sue Duffy	Children and Families Portfolio Holder, Bradford Metropolitan District Council
Kersten England	Chief Executive of Bradford Metropolitan District Council
Helen Hirst	Accountable Officer, Bradford District and Craven Clinical Commissioning Group
Sarah Muckle	Director of Public Health
Iain MacBeath	Strategic Director Health and Wellbeing
Dr Sohail Abbas	Deputy Chair
Therese Patten	Chief Executive of Bradford District Care NHS Foundation Trust
Helen Rushworth	HealthWatch Bradford and District
Ben Bush	District Commander, West Yorkshire Fire and Rescue Service
Shirley Congdon	Vice Chancellor, Bradford University
Stewart Davies	Chair of Sustainable Development Partnership
Huma Nizami	Race Equality Network

Apologies: Councillor Abdul Jabar, Councillor Alex Ross-Shaw, Brendan Brown, Kim Shutler, Mariam Haque, Daniel Greenwood, Melanie Pickup, Racheal Dennis, Bishop Toby Haworth and Zahir Irani

Councillor Hinchcliffe in the Chair

13. DISCLOSURES OF INTEREST

No disclosures of interest were made at the commencement of the meeting.

14. MINUTES

Resolved –

That the minutes of the meeting held on 17 August 2021 be signed as a correct record (previously circulated).

15. INSPECTION OF REPORTS AND BACKGROUND PAPERS

There were no appeals submitted by the public to review decisions to restrict documents

16. INTEGRATED HEALTH AND CARE PARTNERSHIP ARRANGEMENTS FOR BRADFORD DISTRICT AND CRAVEN

The report of the Strategic Director, Health and Wellbeing (**Document “G”**) was submitted to the Board to provide an overview of the plans for the evolution of our integrated health and care partnership arrangements in Bradford District and Craven

Changes were being made to comply with the Government’s Health and Care Bill 2021. The Bill proposed that Integrated Care Systems (ICSs) were formally established as statutory bodies and replaced the existing Clinical Commissioning Groups (CCGs) in 2022. The ICS would also take on some additional functions previously undertaken by NHS England and NHS Improvement.

The report provided members with the details of the compilation of the new organisations along with their areas of responsibility and accountability with details of the local proposal.

Timelines for the new statutory bodies included details of recruitment, due diligence planning, the proposed operating model and governance arrangements.

By the end of March 2022 it was intended that recruitment to senior ICS roles would be confirmed, due diligence would be completed and arrangements for staff and property (assets and liabilities, including contracts) be completed. The ICS constitution would be submitted for approval agreement on 2022/23 MOU with NHS England and NHS Improvement.

The intention was that by the start of April 2022 the new ICS NHS body would be established with staff and property transferred and the relevant Boards would be in place.

The details of existing and proposed Governance were provided in documents appended to the main report. Details of how the place based partnerships would develop were also set out in the report for Members information and included management structure and funding details.

The Chair commented that the transition was important and that the arrangement for ICP Members would be eligible to vote was unique arrangement.

She was pleased that Kathy Elliott would be taking over the role of Chair of the ICS and wished her success in the role. The Chair also noted that care would be needed that the model followed was not a medical one as it was about equality with care to be taken in relation to budgets to ensure that the residents of the District continued to receive care.

The representative from the CCG stated that leadership would be 'place' based and that the appointment of the Chair would be subject to ICS processes. Roles may rotate but only if was agreed to do so and it would be reviewed. The ICB proposal was for a Non-Executive Chair of the Partnership in Place but this was not supported as some parties wanted an independent Chair.

It was further stated that the link between the ICP and WBB would need to continue to be strong and the Wellbeing Board should continue to be able to advocate for the District at ICS level.

Maintaining the public voice, local authority and VCS within the wide partnership at Place would be the desired aim and outcome as our collective Partnership has operated successfully.

In terms of finance there was no change to the NHS allocation and work was underway with the ICS to understand the delegation of budgets.

In relation to the Non-Executive vs Executive Director, The ICS would want consistency across it's sub committees and was still an issue under development.

Some further points and suggestions were made by Members as follows:

- Connections between Wellbeing Board, regional and national Partnerships to be mapped as all Boards should link
- The District Plan had been approved and should underpin our place based strategies
- Inequalities: The board would like to ensure that this remained a central theme that underpinned the work of the Partnerships and regional ICS and would like assurances from the regional ICS that this was being considered.
- Further discussion was still needed on how the Boards would operate
- Assurances sought that diversity in leadership would be a considered
- Work on ICP/ICS constitution was underway but on a tight timescale
- Recognition that there needed to be space for new initiatives and innovation in the new structures

Resolved –

- 1. That a letter is drafted and sent to the CEO Lead for West Yorkshire and Harrogate Health and Care Partnership setting out the partnership's preferred options for transition arrangements, Chairing**

arrangements and finance/funding and seeking assurances from the CEO with respect to Bradford Districts commitment to tackling inequalities and the delivery of our District Plan.

- 2. That the Wellbeing Board notes the intended place based partnership arrangements, which are proposed by the health and care partnership; and seeks such assurances as may be necessary from the health and care partnership.**
- 3. That a mapping exercise be undertaken which outlines the links between the Wellbeing Board, regional and national Partnerships is produced and shared.**

Action: Chief Officer, Bradford District and Craven CCG/ Programme Director ICP Board

17. EQUALITIES GROUP

The report of the Chair of the Equalities Group (**Document “H”**) was submitted to the Board to inform Members about the proposals from the group which was formed to support the Wellbeing Board to fulfil its commitment to equalities. The group was chaired by Professor Udy Archibong and consisted of EDI professionals from the public, third sectors and business. The group agreed to frame its work around the thematic areas that aligned with the equality objectives of the LA Equality Plan. Four work streams were established to address Leadership, Workforce, Community and Service Delivery and Design. Each was assigned to a Lead who took on the role of steer to sub-groups. Each of the working groups guiding principles consisted of interventions which aimed to be Sustainable, Transformative, Dismantling, Structural and Intersectional.

The definitions for the four groups were analysed and amended and the sub-groups met to produce ideas that would be formed into action plans.

Members were then given an overview of the work and progress for each work stream.

Bradford’s HR Director, Anne Lloyd would take over the leadership workstream and combine this with the work being led by local HRD’s on increasing representation in leadership positions. The main ideas in this area included the creation of cross-sector development opportunities, creation of volunteering opportunities, a review of recruitment and interview processes, a central point for people to find out about development opportunities, establishing a Bradford Leadership Scholarship, coaching and mentoring and to establish some form of Equality charter mark or membership for organisations to sign up to.

The main recommendations for work stream 2 (workforce) included a district wide induction programme, a co-ordinated district wide recruitment campaign/movement and a Positive Action Toolkit would be developed to support employers.

For work stream 3 (community) it was proposed to develop a Diversity Exchange web based portal and a community hub. These would work as a depository for all the work being carried out by all organisations involved.

A Bradford approach to EDI would be set up so that a consistent standard would be adopted by all.

The four proposals would not need a great deal of additional resource and positive Covid recovery provided an opportunity for reflection on dismantling inequalities that existed in the District. We needed to fix system structure and cultures bringing structural equality. Longer term, sustained interventions were the focus as these had previously been short term interventions. There was a need to work on consultations and work with communities of interest.

Members then had the opportunity to ask questions and make comments, the details of which and the responses given are as below:

The Chair noted that we as a district focus on equality, diversity and inclusion, to help us succeed

Clarification of Governance was sought and Officers advised that the only change was the lead on the Leadership work stream.

Names were allocated to the strands and was a strength for service delivery, was it a task and finish scenario as names were put against them? It was confirmed by Officers that it was and that those named as responsible were from a cross section and spread the contributions being made.

The charter work would be linked with other responsible employer work to provide overall positive experiences for employees and employers across the District.

Members commented on the work of regional the Inequalities Alliance which would bring everything together as it was important to work together.

A Member commented that there were several overlapping points between work streams 1&2 and 3&4 which would need to be separated and clarified to facilitate a clear focus on efforts.

The Chair commented that work streams 1 and 2 were structural with 3 and 4 being short term, providing information and asked how they would be treated differently.

It was further noted that employment and service delivery should be separate with the outcome that workforce training would be included in both rather than as a tool to measure of the impact of the other.

Members asked how it was proposed to treat work stream 4 separately and was advised that the overlaps were healthy and each one could not be completely separated and detached from the other but interdependencies mapped and worked through. The point was noted to ensure duplication was avoided The overlap between workforce and leadership was acknowledged and efforts would be made to avoid duplication.

Members commented that the words used were impactful with the focus on transactional which could be measured – a shared narrative so that all could understand each other better. Encouraging more dialogue between people was needed to increase understanding.

Shared Equality outcomes: The ‘Bradford Standard’ was positive and the ambition was exciting, however further information was needed on how impact and performance would be measured. It needed to show progress with measurable and achievable goals which would be meaningful to the city.

It was noted that all would be irrelevant if staff were not included so a Bradford charter was suggested to support organisations to formalise their commitment to equality.

It was agreed that Diversity dialogue would need to be opened up to the city for people to tell their stories with realistic expectations on colleagues.

The Chief Executive of Bradford Council stated that a peer review was being carried out in November by the LGA on Bradford Council’s Equality work and the outcome would be shared.

Professor Shirley Congdon commented that the University had resources the EDI work and that an under graduate programme was being developed with a need to look at curriculum based integration which was values led.

Resolved –

- 1. Plans are developed for the projects outlined in the report (Document “H”) and that these are timed to ensure that they can be factored into organisational budget planning.**
2. That the Wellbeing Board consider the recommended projects identified in section 2 of the report (Document “H”).
3. That the Wellbeing Board agree to the proposed updated governance framework for the Equality Group.

Action: Chair of Equalities Group

18. UPDATE ON SYSTEM COMPOSITE 5 YEAR EQUALITIES PLAN: INCREASING DIVERSITY IN SENIOR LEADERSHIP

The report of the Director of Human Resources (**Document “I”**) was submitted to the Board Members to provide an update on the work to increase the diversity of Senior Leadership as part of a composite 5 year plan. The report summarised the role that public sector organisations were taking to embed EDI which would enable diversity in Senior Leadership roles, promoting public sector careers.

The background of the report acknowledged that there was a commitment to inclusivity but that public sector organisations were not where they wished to be in

terms of inclusivity and that rates of under representation varied.

The report provided information on the work that had already been carried out to address the issue of EDI in Senior Leadership roles

The previous report which was submitted to the Board on 15 June 2021 set out the context, vision, achievements to date, a baseline of data, the actions, shared outcomes and the next steps in order to realise the ambition and recommended that Wellbeing Board Members approved the actions identified for delivery in the report:

An action plan with timelines, was included in the current report to inform Members of what would be carried out along with the desired outcomes. Some were fairly imminently due with longer term actions on a timeline of 1 to 4 years for completion.

It was advised that the EDI post that was agreed in June 2021 would be jointly funded and plans were in place to focus on BAME representation beyond two years. Current baseline data was shared with Members and the names of some exemplar companies such as Accenure, Diageo and Thomson Reuters were specified with EDI being at the heart of all of the organisations named.

The Chair asked about the status of the post as there was a need to complete the recruitment. She further stated that she was pleased with the statistics presented as progress in these areas continued to be made. It was acknowledged that some organizations worked to national and/or regional targets and had different models for progression. The Chair queried if there was an opportunity for the District to develop its own targets. Details of the forthcoming EDI event would also be shared as per the Chair's request.

The representative from WY Fire and Rescue reflected on the traditional entry methods into the fire service and reaffirmed the commitment of the service to coaching and direct entry.

The WY Police representative stated that mentoring was a really important tool and the organization was keen to support this. The role of leadership was important but reasonable adjustments for those of an Asian or Jewish background for example was a barrier.

One Member raised the issue of barriers for women of colour and how could more from the voluntary sector be given the opportunity to progress. How could this be supported? In response, it was advised that it was important to support VCS and was already a focus with flexibility key as organisations involved varied. Some supported work was already taking place via the ICS to encourage voluntary sector participation in the Inequalities Academy fellowship programme, for example.

The question of who would manage the agreed post was asked and it was confirmed that the decision was not yet made.

It was now a funding priority that was given to VCS to enable people to be available.

Other comments made included:

- That senior leadership needed to be attractive to people, colleagues needed to promote the benefits of senior leadership
- Some groups were under represented in senior management roles but over represented in lower band posts in organizations. The focus should shift to that area to see how help could be given to 'promote from within' organisations.
- In some organizations, historical cuts meant that the gap between levels was considerable and this had the potential to limit progression so a re-organization was needed to address this issue.

Resolved –

That Wellbeing Board Members consider the contents of the report (Document “I”) and accompanying presentation slide progress update and provide any feedback that they wish to do so to enable us to incorporate this in our ongoing work.

***Action:* Director, Human Resources**

Chair

Note: These minutes are subject to approval as a correct record at the next meeting of the Bradford and Airedale Wellbeing Board.

THESE MINUTES HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER