

Agenda for a meeting of the Bradford and Airedale Wellbeing Board to be held on Tuesday, 15 June 2021 at 3.00 pm in the Banqueting Hall - City Hall, Bradford

Dear Member

You are requested to attend this meeting of the Bradford and Airedale Wellbeing Board.

The membership of the Board and the agenda for the meeting is set out overleaf.

Yours sincerely

P Akhtar

City Solicitor

Notes:

- Please note that the agenda and reports can be viewed on the Councils agenda and minutes website five clear working days in advance of the meeting.
- Given the restrictions on room capacity, any Councillors and members of the public who wish to make a contribution at the meeting are asked to email fatima.butt@bradford.gov.uk by **10.30 on Friday 11 June 2021** and request to do so. You will then be advised on how you can participate in the meeting. **ACCESS TO THE MEETING CANNOT BE GUARANTEED IF THOSE WISHING TO ATTEND DO NOT REGISTER GIVEN THE COUNCIL MUST COMPLY WITH THE COVID REGULATIONS AND GUIDANCE.**
- On the day of the meeting please ensure that you comply with the Covid restrictions in place at the current time by wearing a suitable face covering and adhering to social distancing. Staff will be at hand to advise accordingly. Participants may be asked to wait in a separate room if the capacity in the Banqueting Hall has been reached and they will be escorted back into the meeting as a when their item is considered by the Committee.

From:

Parveen Akhtar

City Solicitor

Agenda Contact: Fatima Butt

Phone: 01274 432227

E-Mail: fatima.butt@bradford.gov.uk

To:

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 Abdul Jabar	Neighbourhoods and Community Safety Portfolio Holder, Bradford Metropolitan District Council
Councillor Imran Khan	Education, Employment and Skills Portfolio Holder, Bradford Metropolitan District Council
Councillor Alex Ross-Shaw	Regeneration, Planning and Transport 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
Brendan Brown	Chief Executive of Airedale NHS Foundation Trust
Dr James Thomas	Bradford Districts and Craven Clinical Commissioning Group
Dr Sohail Abbas	Deputy Chair
Therese Patten	Chief Executive of Bradford District Care NHS Foundation Trust
Helen Rushworth	HealthWatch Bradford and District
Kim Shutler	Bradford Assembly representing the Voluntary and Community Sector
Dan Greenwood	Chief Superintendent Bradford District, West Yorkshire Police
Ben Bush	District Commander, West Yorkshire Fire and Rescue Service
Mel Pickup	Chief Executive of Bradford Teaching Hospitals NHS Foundation Trust
Mark Douglas	Strategic Director, Children's Services
Shirley Congdon	Vice Chancellor, Bradford University
Stewart Davies	Chair of Sustainable Development Partnership
Rachel Dennis	Group Chief Executive, Incommunities Group LTD
Bishop Toby Haworth	Chair of Stronger Communities Partnership
Zahir Irani	Chair of Economic Recovery Board
Zulfi Karim	President of Council for Mosques
Huma Nizami	Race Equality Network

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

3. MINUTES

Recommended –

That the minutes of the meeting held on 12 January 2021 be signed as a correct record (previously circulated).

(Fatima Butt – 01274 432227)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Fatima Butt - 01274 432227)

B. BUSINESS ITEMS

5. THE EMPLOYMENT AND SKILLS PARTNERSHIP: BUILDING ON THE ECONOMIC RECOVERY PLAN THROUGH PEOPLE, SKILLS, PROSPERITY: SUSTAINING AND SUPPORTING AN INCLUSIVE ECONOMY FOR THE DISTRICT

The Chair of the Bradford Employment and Skills Board will submit **Document “A”** which sets out the strategic approach taken to employment and skills through the partnership and potential areas for support for Board members to consider.

The intent of the work of the employment and skills partnership is to create a more diverse workforce (by age, geography, ethnicity and disability) which is better equipped to deliver on current and future economic demands, with greater resilience.

This contributes to the Council’s objective to promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

Recommended-

- (1) **That the Board considers the information presented in Document “A”, and synergies with other partnership updates received by the Board.**
- (2) **That the Board endorses the approach taken to date and promotes the work of the Employment and Skills Partnership through their own organisations and networks, and considers opportunities to support different interventions and placement types.**

- (3) That an update to the Board is received on the Health and Social Care Integrated Workforce Strategy; and
- (4) That member organisations engage with SkillsHouse to open up opportunities for young people in line with the six strands set out in section 3.3 of Document “A”.

(Matt Findull – 01274 439572)

6. THE EQUALITY GROUP - WORK ON INITIATIVES TO TACKLE INEQUALITIES ACROSS THE DISTRICT

The Chair of the Equalities Group will submit **Document “B”** which reports that an Equalities Group was formed to support the Well Being Board in implementing its commitment to tackling inequalities. The Chair, of the Equalities Group decided to take the approach of forming a group of cross sector EDI (Equality, Diversity and Inclusion) professionals to come up with ideas for initiatives to tackle inequalities within organisations across the Place. Bradford Council’s equality objectives provided the starting point and work was undertaken in subgroups to come up with clear proposals. The ideas are presented within the main section of the report.

Recommended -

That the Wellbeing Board consider the recommended projects Identified in section 2 of Document “B”.

(Dermot Bolton – 01274 232323)

7. SYSTEM COMPOSITE 5 YEAR PLAN TO INCREASE DIVERSITY IN SENIOR LEADERSHIP

The Human Resources Director will submit **Document “C”** which is a presentation to inform the Board that there had been a District wide agreement to develop a Public Sector plan to increase diversity in senior leadership over the next five years.

The presentation will set out the context, vision and shared outcomes and the next steps in order to realise this ambition.

(Anne Lloyd – 01274 437335)

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Report of the Chair, Bradford Employment and Skills Board to the meeting of Health and Wellbeing Board to be held on 15th June 2021

A

Subject:

The Employment and Skills Partnership: Building on the Economic Recovery plan through People, Skills, Prosperity: sustaining and supporting an inclusive economy for the District.

Summary statement:

This paper sets out the strategic approach taken to employment and skills through the partnership and potential areas for support for Board members to consider.

EQUALITY & DIVERSITY:

The intent of the work of the employment and skills partnership is to create a more diverse workforce (by age, geography, ethnicity and disability) which is better equipped to deliver on current and future economic demands, with greater resilience.

This contributes to the Council's objective to promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

Cllr Imran Khan
Deputy Leader

Report Contact: Matt Findull
Phone: (01274) 439572
E-mail: matt.findull@bradford.gov.uk

Portfolio: Education, Employment and Skills

Overview & Scrutiny Areas:

Children's Services / Regeneration and Environment

1. SUMMARY

This paper is presented to inform discussion of the skills challenge in the District, how we are currently working as a partnership to address this across the breadth of employment and skills partners, and what more needs to be done.

2. BACKGROUND

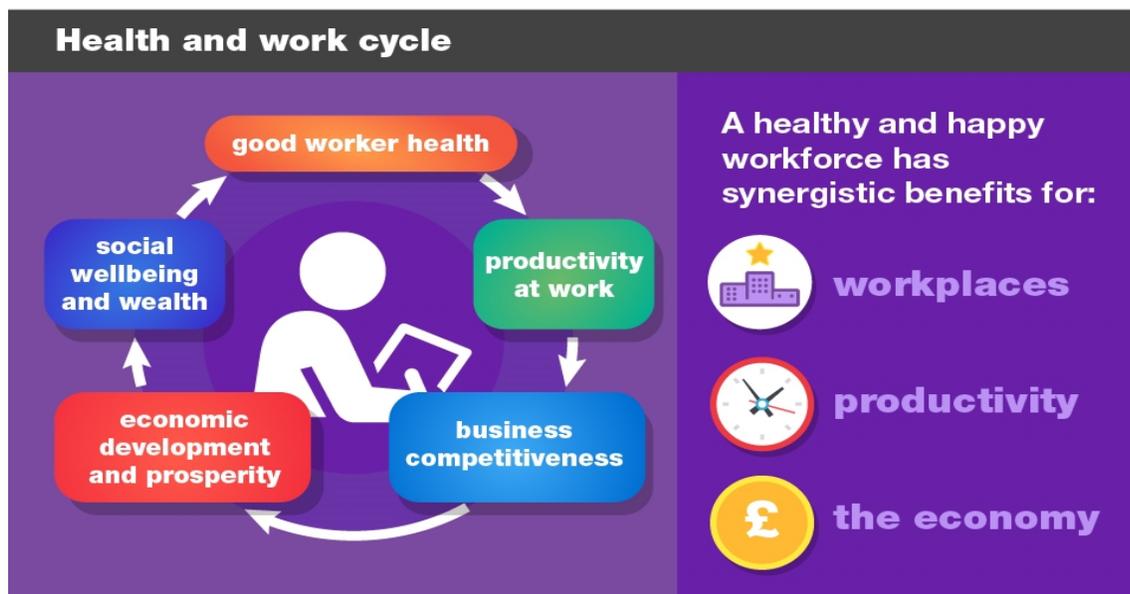
The Employment and Skills Board was established in its current form at the start of 2020 to oversee progress against the District Workforce Development Plan, “People Skills Prosperity” that was launched in February 2020.

Clearly the pandemic changed the scale and shape of the strategic approach that the Board is taking. It is well understood that Covid 19 has amplified inequalities in many aspects of society this is very much the case in terms of skills and the labour market.

We believe the way forward we had set out in People Skills Prosperity still resonates, but clearly our work has strategies have adapted to not only address underlying low skills levels in Bradford’s workforce, but also to respond to the critical issue of historically unprecedented job losses and unemployment over the last 12 months.

In leading the skills response to recovery, the Board continues to work towards our common goals in developing the local workforce: meeting employers’ needs; improving business productivity; and delivering an inclusive economic growth that benefits all of our communities.

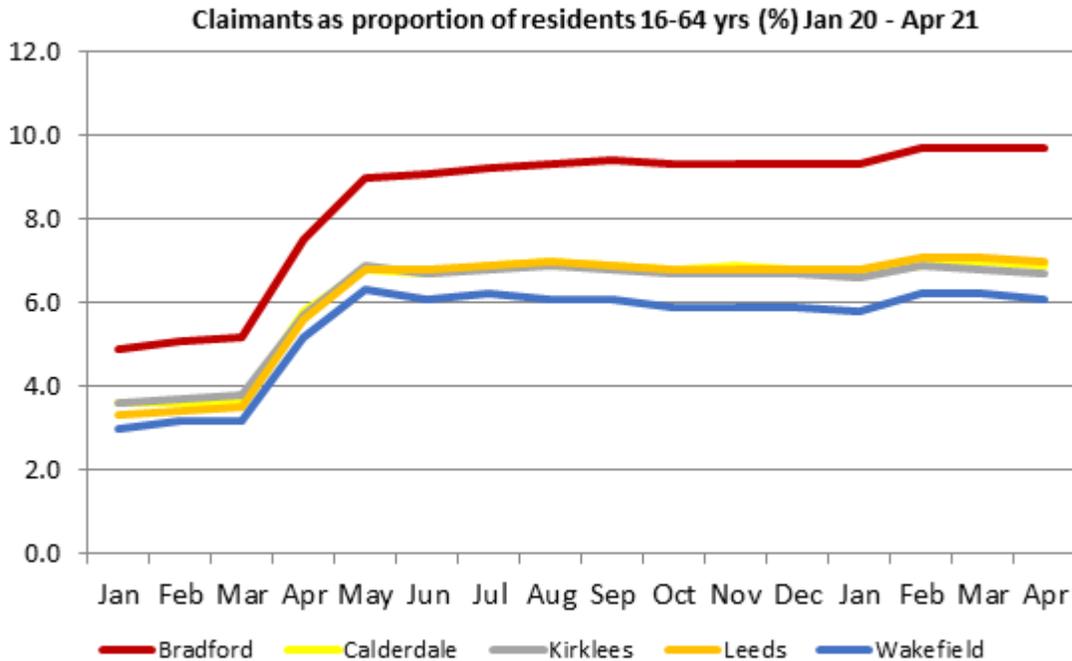
Being in good work is better for your health than being out of work. There is clear evidence that good work improves health and wellbeing across people’s lives and protects against social exclusion. Conversely, unemployment is bad for health and wellbeing, as it is associated with an increased risk of mortality and morbidity. The WHO has set out the work and health linkages as below:



3. OTHER CONSIDERATIONS

3.1 Context and impact of Covid-19

The economic impact of the pandemic has been immediate and unprecedented. The data below demonstrates the extent of this and how it has impacted the need for support locally.



This situation has exacerbated a number of outcomes such as employment rate and qualification levels held by the working age population that were already below national benchmarks and Leeds City Region performance prior to the pandemic. These two areas were specific targets in People Skills Prosperity and are carried forward as priorities in the Recovery Plan.

Mirroring the overall trends, specific demographics that have historically been disadvantaged in the Labour Market have been especially impacted by the economic situation. For example, the youth claimant rate in the District has increased from 7.8% in March 2020 to 15.2% one year later. The approach to supporting young people is discussed in more detail at section 3.3.

The impact has also been uneven in terms of geography, and again has followed existing inequalities in the labour market resulting in stark variances across the District, for example the claimant rate Manningham - the highest for any ward in the district is at 17.7%, considerably higher than Wharfedale with the lowest rate by ward at 2.6%.

The Employment and Skills Board as our strategic partnership leads the shaping of the response to these challenges. The key considerations and activity that the Partnership is focussing on are discussed below.

3.2 *The SkillsHouse Partnership*

In June, the Council's Executive approved an investment of £3.75million into SkillsHouse over the next three and half years, that will enable the Partnership to expand and implement a localities based multi-agency model and work with 24,200 residents over that period. This will directly support the "Access to Work" and "inspire, Reskill and Upskill" strands of the District Recovery Plan.

Whilst the model has been rapidly and significantly up-scaled the dual customer approach SkillsHouse has taken from its establishment remains at the core of delivery: to offer local jobseekers early help to support access to training that will enable them to secure and sustain work; and to enable businesses to meet their workforce needs through hiring local talent.

Expanding the SkillsHouse Partnership is:

- providing a set of interventions that address underlying local need: skills gaps, low pay, low productivity, and inequality in the workforce, and support economic recovery from the Covid-19 pandemic;
- creating a unified brand for locality-based multi-agency service delivery bringing together early help, information, advice and the delivery of employment, skills and wider support to individuals and employers;
- developing an integrated system that will address complexity and duplication; improve local services; and respond more efficiently to the District's needs;
- cultivating a good quality and sustainable provider market providing employers with better access to a growing skilled and local workforce; and
- building the capacity of economically deprived communities to be better able to access support earlier from a range of partners, to progress into training and sustainable employment opportunities.

A consequence of the persisting economic challenge is that many of the first wave of new Universal Credit claimants from March 2020 have struggled to secure replacement work due to lockdown, and are now long-term unemployed. Effectively we now have three distinct levels of demand in the District:

- Residents that have recently become unemployed who in ordinary circumstances would be looking at relatively short (up to three months) interventions to find new work;
- Longer-term unemployed - including people who were unemployed pre-Covid and the newly unemployed from the first wave of the pandemic – who will require longer-term inputs to refresh skills/change sectors; and
- Those residents who were furthest from the Labour Market when Covid began to impact the economy and who require intensive long-term support to access provision to prepare for work.

During lockdown the SkillsHouse partnership increasingly focussed on working with the second level of demand set out above in addition to the first level and on training for higher level and in-demand skills. As such, as restrictions continue to ease and the economy recovers, our residents will be well-positioned to take advantage of new opportunities locally.

Partners have agreed to align all their adult skills and support offer to the

SkillsHouse partnership as the platform for the local strategic skills pipeline. The delivery partnership comprises: Airedale Voluntary Drug and Alcohol Agency; Bradford College; Brathay Trust; Bridge Project; Grange Interlink; Impact Hub CIC; Incommunities; Karmand Community Centre, Keighley College; Library Services; Shipley College; Skills for Work; and the University of Bradford.

Since September more than 2,000 local people have received a careers consultation through the partnership, over 7,400 have progressed into training and the partnership have led recruitment for key sectors during the pandemic, including staff supporting Track and Trace, Covid Hubs, and the vaccination roll-out. Consequently, more than 550 local residents have either progressed into work or received in-work support to sustain employment through the partnership since September.

Following the approval of the additional funding for SkillsHouse, governance arrangements have been revised and a new SkillsHouse Advisory Board has been initiated. The Partnership is reconfiguring the management information reporting and Board members now receive a monthly dashboard. The Board members share common organisational goals to ensure that public and private investment delivers an inclusive offer that is accessed by all communities and demographics.

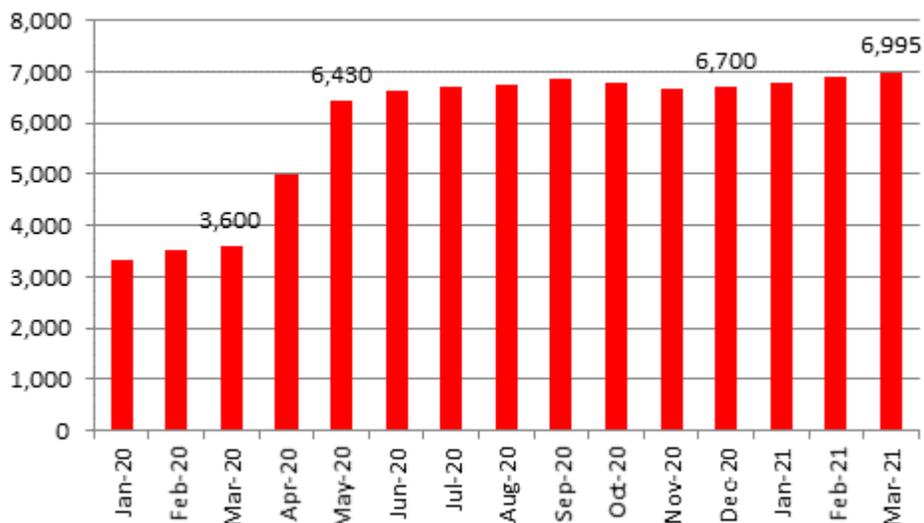
This will also inform discussion about deployment of resource. Based on current need at present the core city centre team is 12 x FTE, with the following post operating the specified localities: Bradford South/City 7 x FTE; Bradford East and West 8 x FTE; Shipley and Keighley 6 x FTE; and a district and system wide Business Services team of 5 x FTE. The continued monitoring of capacity against demand will ensure appropriate targeting of the resource and work to address the employment inequalities in the District.

3.3 *Youth Employment*

Nationally and locally it is a well-established trend that young people continue to be disadvantaged in the labour market, and Covid 19 has served to amplify this with the increase in young claimants locally greater than the equivalent increase across all ages.

The 18-24 year old claimant count rate for March 2021 is 15.2% compared to 7.8% in March 2020. The March 2021 number is 6,995 claimants, an increase of 94% in the past year (compared to a 90% increase in claimant numbers for all ages).

18-24 years claimant count numbers: Bradford District



Clearly this is a significant concern, especially as we are the youngest city in the UK. In March the partnership came together for a youth employment focus event hosted by the Council. Following this event, the Council has begun work to collate and package the support offer to young people. There is already considerable support and resource in place, but mirroring the overall employment and skills offer this can be hard for individuals to navigate, especially as arrangements, programmes and entitlements differ pre- and post-18.

This array of provision is being shaped into an offer consisting of six key themes, some of which are more traditional employment and education interventions, some of which will broaden the experiences available to our young people and support their 'whole self' development. As such, we envisage that young people aged 16-24 will as a minimum have access to:

- High quality careers education, information, advice and guidance in school or college, through a 14-18 service or the National Careers Service post-18.
- A learning offer that meets their needs with guaranteed progression into further learning, higher education, an apprenticeship, a job, or intensive employment support.
- An offer of an employment placement such as Kickstart, apprenticeship, work experience, and/or volunteering.
- Support to help start and grow a business through New Enterprise Allowance or a proposed Kickstart style offer.
- A range of cultural, sport and community-based activities.
- A mentor for anyone starting a business or who is either unemployed or NEET.

There are two key phases in the approach being taken:

Phase One - consultation and development of the approach, collation of the offer, development and implementation of a communications plan culminating in a launch of the offer (the name is being workshopped with young people in May) in June. This timing will coincide with the opening up of lockdown but also ensure young

people at key transition points will have full awareness of the support available ahead to the Summer and results days. The Council is considering how some of the Covid recovery funding can be used to support this; and

Phase Two – gaps analysis (this may be provision that does not have capacity to meet current demand/needs, or that is not in place at all) and developing a plan to secure appropriate resource to address the gaps, in addition to the continued promotion and evolution of the offer.

A critical part of the offer is the Kickstart programme which has been a significant success in terms of the response from local employers. The scheme provides six month paid placements and additional funding for support and training to 16-24 year olds. Through our partnership mechanisms, the Council is acting as a Gateway consortium for the District. The Gateway has submitted 944 placements to the DWP for approval across 168 local employers. Despite covid restrictions impacting workplaces and therefore starts on programme, almost 400 placements have either started already or are out for advert with imminent start dates.

In addition to this the Leader of the Council wrote to the Minister for Employment with an ambitious proposal to significantly uplift these numbers. Conversations are ongoing with DWP to implement this which will see the Council act as the employer for an additional 800 placements but place the young people in community settings and schools who have not yet engaged with the programme.

The breadth of this offer and our ambition for our young people mean that not only is partnership working critical in terms of delivering skills and training provision, there is scope for organisations to open up a range of practical opportunities for young people. We continue to work with local employers of all sizes (through the Careers and Technical Education partnership in respect 14-19 year olds and SkillsHouse for adults) to develop support for key interventions and would encourage members of the Board to consider opportunities they can provide in terms of:

- Hosting Kickstart placements;
- Work experience placements and for 14-18 year olds;
- Employer encounters for young people in line with the national Gatsby benchmarks;
- Placements for T level students;
- Supported internships for young people with SEND;
- Offering Apprenticeships;
- Transferring/committing Apprenticeship Levy to local businesses
- Undergraduate and graduate placements/internships;
- Recruiting to entry level positions through the Skillshouse partnership; and
- Mentoring

3.4 *Skills White Paper and regional working*

The Government published the White Paper, “Skills for Jobs: Lifelong Learning for Opportunities and Growth” on 21st January, setting out its plan for reforming technical provision to address skills gaps in the context of Brexit, Green Jobs, and the pandemic.

There are a number of opportunities arising from the paper in terms of pilot opportunities and funding that the partnership is monitoring and view as an opportunity to build on existing strengths and to showcase the work of the sector in the District.

These have included the recent tender through the Community Renewal Fund as a pilot for the funding that will replace EU funding in the long-term, and trailblazers for the Local Skills Improvement Plans, the Chamber of Commerce, who are a member of the Board, have led a strong West Yorkshire bid and whether or not this is successful in becoming a trailblazer the bid can inform our work in this space when the approach is fully rolled out.

The Employment and Skills Board is also the strategic body that is working with the West Yorkshire Combined Authority (WYCA) to shape the local strategy for the adult skills budgets (including the Digital Skills Partnership) that have been devolved from central government. WYCA are a member of the Board and we have welcomed the opportunity this presents to develop an approach that will work for the partnerships and the CA in light of their duties to national government on this agenda.

3.5 *The Sectoral Approach*

In line with international research undertaken by the OECD and national policy, People Skills Prosperity set out the importance of sector-based development of the workforce. Through school and college, the approach with young people is led by the Careers and Technical Education partnership, most notably through the Industrial Centres of Excellence. 86 board members spanning 7 boards offer strategic insight between schools and industry, designing relevant industry pathway and skills development opportunities for young people. Last academic year, even with restrictions in place, 13,577 pupils accessed career support and 2,353 engaged with sector specific activity through ICE.

This year at board level members have reviewed the framework, comprising of 15 industry sectors and endorsing 78 pathways to take forward into September 2020. Additions to the framework include the inclusion of Energy, Environment and Utilities Technology sector, supporting the Economic Recovery Board's actions on the Green Economy.

Opportunities for young people to interact with businesses to inspire, reinforce learning and understand the modern work environment are critical to their chances of success and central to the CTE Partnership's approach. Bradford Manufacturing Weeks and Tech Week have also been significant successes this academic year despite the restrictions in place, Manufacturing Week engaged 4,551 students and Tech Week reached 10,439 pupils.

The sectoral approach can also transform the workforce. Through the Health and Social Care Economic Partnership (HSCEP) strategies have been developed to improve skills and working practice in the sector which are being operationalised through the One Workforce Hub. The HSCEP is currently developing the new Health and Social Care Integrated Workforce Strategy.

The strategy will set out the vision, purpose and strategic intent that will enable us to progress on our journey towards an integrated workforce across health and social care.

The strategy will set out a range of success measures and KPIs that will enable us to measure qualitative and quantitative progress. This will include (but not limited to) the numbers of:

- entry level roles filled through the SkillsHouse partnership model;
- graduates recruited into graduate level roles through SkillsHouse;
- apprenticeship opportunities (making best use of the apprenticeship levy); and of
- supported internships.

A key development the partnership is leading on has been around the transfer of Apprenticeship Levy funding to support the District. Significant funding for the sector has been secured through WYCA's Levy transfer scheme and the One Workforce Hub is coordinating and promoting the use of that in the District. Additionally, a number of local Levy payers from this sector have agreed to gift 5 % of their Levy to local non-Levy organisation operating in Health and Social Care.

The One Workforce Hub has been to lead inclusive community recruitment for the sector. The Community Recruitment project has funded Community Engagement Officers to be based with the SkillsHouse service and the three local FE Colleges to ensure district-wide reach. The project initially focused on engaging with local communities, working with job seekers and supporting those further from the job.

During the first two years of the project (2019/2020 and 2020/21), we successfully provided information, advice and guidance to 1407 people from our local communities. Of these:

- 165 people have been supported to move into formal/ vocational health and social care related training
- 51 have been supported to take up voluntary work within the health and social care sector
- 253 local residents have been supported into jobs within the health and social care sector.

The focus of this project will now shift to recruitment and has established commitment from the Health and Social Care Economic Partnership to work towards a shared approach to entry level recruitment across the health and social care sector. This will enable SkillsHouse to provide a full end to end service for job seekers from initial referral to successful job outcome.

Supporting the sectoral approach to curriculum development and learning is the launch of development of Future Technology Centres and Hubs that cover a range of different areas of the economy. The FTCs plan to capitalise on accelerated technological change and will inspire careers of the future, the right skills and development and training and career prospects for those future jobs that are just beginning to break through into the economy. FE partners in the District are working to secure capital funding to underpin this development.

3.6 *Inclusive workforce development*

The case for diverse workforces is clear and underpinned by research by OECD, McKinsey, the CBI amongst many, and delivering inclusive workforces, culture and practice is at the heart of our plans. The Board links to Bradford for Everyone's Inclusive Employer Network and there is already considerable good practice in the District supporting groups that are under-represented in the workforce. The Council is one of the two lead organisations, with YBS, who are using measurement techniques developed by Grant Thornton to share their inclusion journey over the next twelve months with the Network.

For example, each of our colleges have supported internships programmes with employers to support young people with disabilities. In particular, the Project Search model operated by Bradford College replicates an internationally successful approach supporting young people through an initial placement with a long-term view to sustained employment in partnership with Bradford Teaching Hospitals NHS Foundation Trust.

The Council is also reviewing our internal approaches to deliver a more inclusive workforce. From this Summer the Council will pilot a Leaving Care Employment Programme to support a cohort of care leavers to access work with the Council, with a view to supporting progression into an Apprenticeship with the Council at the end of the programme. Wraparound support will be in place for the young person, in addition to support to Managers to enable flexible work practices and arrangements to build effective transitions into the workplace. Alongside this there will be a training offer, particularly focussed on the Maths and English skills required to underpin an Apprenticeship.

Through the SkillsHouse partnership the Council has also worked to pilot a more flexible recruitment process through the emergency response work in 2020. This has proved successful and mirrors the planned approach of the Health and Social Care Economic Partnership.

Apprenticeships are a key programme in terms of social mobility and the Council continues to invest in these through our Levy. Since 2017, we have had 712 starts on an Apprenticeship, the vast majority at Levels 2 and 3 and predominantly for 16-24 year olds, however the Council Levy has supported provision up to Level 7 and across all ages in the workforce.

Apprenticeship promotion internally and across schools and businesses will be a key activity over the coming year, as the pandemic has resulted in a significant reduction in starts nationally and locally. The role of the wider partnership including WYCA, West Yorkshire Learning Providers, colleges, Yorkshire Universities, employer ambassadors will be critical to sustaining engagement activity and stimulating the Apprenticeship marketplace.

4. FINANCIAL & RESOURCE APPRAISAL

There are no new financial and resource implications arising out of this report.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risks to the Council arising from the recommendations in this report.

6. LEGAL APPRAISAL

There are no legal issues arising out of this report.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

Improved outcomes and skills levels will improve the range and quality of opportunities available to our residents in the labour market, and their ability to contribute to society and their communities.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

The contents of this report do not directly impact Council's own emissions from other greenhouse gasses or WYCA or national net zero ambitions. In preparing residents to access economic opportunities through acquiring relevant and in-demand qualifications, our approach will enable them to compete for the anticipated increase in "Green Jobs."

7.3 COMMUNITY SAFETY IMPLICATIONS

There are no direct Community Safety implications arising out of this report.

7.4 HUMAN RIGHTS ACT

There are no Human Rights Act implications arising out of this report.

7.5 TRADE UNION

There are no Trade Union implications for the Council arising out of this report.

7.6 WARD IMPLICATIONS

As is noted there is significant variance between Wards in terms of employment outcomes. As is set out in the report the partnership's collective investment aims to ensure that residents have access to appropriate education, employment and skills provision with a focus on community engagement and delivery in local settings where possible.

7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

There are no implications for any specific area action plan as the partnership is developing district wide solutions.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

As is noted the Council is implementing an employment placement programmes for young people leaving care. Officers and partners need to consider impact of this pilot, as well as the wider participation and outcomes of Looked After Children/Care Leavers.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No data protection or information security matters arising from the report.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None.

10. RECOMMENDATIONS

It is recommended that:

- (1) the Board considers the information presented in this report, and synergies with other partnership updates received by the Board;**
- (2) the Board endorses the approach taken to date and promotes the work of the Employment and Skills Partnership through their own organisations and networks, and considers opportunities to support different interventions and placement types;**
- (3) an update to the Board is received on the Health and Social Care Integrated Workforce Strategy; and**
- (4) member organisations engage with SkillsHouse to open up opportunities for young people in line with the six strands set out in section 3.3.**

11. APPENDICES

None

12. BACKGROUND DOCUMENTS

- [Bradford District Workforce Development Plan](#)
- [Bradford District Economic Recovery Plan](#)



Report of the Chair of the Equalities Group to the meeting of the Well Being Board to be held on 15th June 2021.

B

Subject:

The Equality Group (EG) has been working together over the last 6 months to develop initiatives to tackle inequalities across the District.

Summary statement:

This paper provides a high-level summary of the proposed projects and ideas generated by the Equalities Group to date.

EQUALITY & DIVERSITY:

The Equalities Group exists to address and support equality objectives. The ideas presented within therefore align closely with the objectives, and therefore an equality impact assessment is not required at this stage.

Professor Udy Archibong PhD MBE
Pro Vice Chancellor E, D & I
University of Bradford

Portfolio: Leader of Council and Corporate

Report Contact: Dermot Bolton,
Programme Manager, University of
Bradford
E-mail: djbolton@bradford.ac.uk

Overview & Scrutiny Area: Corporate

1. SUMMARY

The Equalities Group was formed to support the WBB in implementing its commitment to tackling inequalities. The chair, Professor Udy Archibong, decided to take the approach of forming a group of cross sector EDI (Equality, Diversity and Inclusion) professionals to come up with ideas for initiatives to tackle inequalities within organisations across the Place. Bradford Council's equality objectives provided the starting point and work was undertaken in subgroups to come up with clear proposals. The ideas are presented within the main section of the report as follows:

- Various leadership related ideas for the HRD (Human Resources Director) led group to consider
- A district wide **staff induction programme**
- A coordinated **recruitment campaign/movement**
- A **positive action toolkit**
- A **Diversity Exchange** web portal
- **Diversity Exchange** community hubs
- An EDI **peer review framework**, and collaborative **benchmarking exercise**

These proposals would do much to address the inconsistencies around EDI based practice across the public and third sector in Bradford District and Craven. They will provide a significantly more solid basis for effective working, best practice, and a consistent approach to ensuring that equality diversity and inclusion is at the core of our work in Bradford District and Craven.

2. BACKGROUND

Background

The Equalities Group was first convened in November 2020 to ensure that all the Strategic partnerships are actively tackling inequalities in their work and support the WBB in implementing its commitment to tackling inequalities. This was also a reflection of calls by community groups for action following significant events in 2020, such as the murder of George Floyd and the Black Lives Matter Movement as well as the impact of the Covid pandemic on deepening health inequalities across the Place.

Approach

The group is chaired by Professor Udy Archibong of the University of Bradford and the membership of the Group is primarily EDI professionals from public sector, third sector and business. Professor Archibong decided to proceed in working with professionals who already had a good understanding of the EDI issues to ensure that the limited time could be spent on discussing and developing practical solutions. The EDI professionals also bring a level of experience and knowledge of previous initiatives, both those that have been positive and those that have ultimately failed to deliver meaningful change. Additionally, the intention has always been to engage and work with a wider group to include community perspectives in order to further develop the proposals of the Group.

On convening, the group agreed to frame its work around the thematic areas aligned to the equality objectives of the Local Authority Equality Plan. Four workstreams were established addressing: Leadership, Workforce, Community and Service Delivery and Design. Each workstream was assigned a Lead who voluntarily took on the role to steer sub-groups.

The key guiding principle for the working groups has been that proposed interventions should be:

- Sustainable
- Transformative
- Dismantling
- Structural
- Intersectional

The four areas and their definitions were analysed and amended, and these sub-groups then met separately to produce ideas that will be worked up into Action Plans. Workshop sessions have also been undertaken to include a wider group and promote a creative co-design approach.

Workstream 1 - Leadership

This work stream has been led by Kim Shutler of the VCS Assembly with support from a range of Equalities Group members. Early in the process the Equalities Group realised that there was a significant crossover with the work being undertaken by the HRD group on increasing diversity in senior leadership. As that work was being developed the Equalities Group came together to consider a range of ideas that could be adopted by the HRD initiative. Several group meetings and workshops were undertaken to explore these ideas, their rationale and the benefits. These ideas include:

- Create cross sector **development opportunities** (like the ICS BAME Fellowships)
- Create **volunteering opportunities** including charity Boards (this may require organisations to release staff)
- Review dated **recruitment and interview processes** and consider other ways to enable people to be their best (mock interviews shown to work well)
- Create one **central place** where people can find and be matched to **development opportunities**
- Establishment of a **Bradford Leadership Scholarship** that we can collectively sign up to.
- Map our current **coaching and mentoring programmes**, identify and address gaps, build on them, and incorporate sponsorship
- Establish some form of **charter mark** or membership for organisations to sign up to who will embed the principles/skills in their organisation/curriculum (if each org contributed a little this could create the infrastructure)

Some of these ideas can be taken up or included in other Equalities Group proposals, or they could be incorporated into the One Workforce programme. However, it is felt that ownership of this work should be taken on by the HRD initiative to ensure there is no

duplication and for implementation reasons. Fortunately, this engagement is now underway, and the ideas presented here will be reviewed in the HRD leadership work.

Workstream 2 - Workforce

This workstream has been led by Kez Hayat from Bradford Teaching Hospitals NHS Foundation Trust with support from the Equalities Group and the One Workforce programme. The key ideas that have been suggested are:

- A district wide **staff induction programme** covering the theme of ‘Inclusion’ should be developed and adopted by Bradford public sector organisations. In order to prepare our workforce to work in both individual organisations and the Bradford Place, and to drive our aspirations of being employers of choice. Equality, Diversity and Inclusion being the main cross cutting theme in how we do this.
- A coordinated district wide **recruitment campaign/movement** to create and instil a sense of belonging in our district. It will focus on creating compassionate and inclusive cultures where everyone feels they belong, have a voice and feel empowered to make a difference. This will be a coordinated approach across the Place to both “grow our own” and attract new diverse talent to benefit the district as a whole and close the gap between skills and jobs.
- A universal **positive action toolkit** to help managers and leaders apply positive action approaches to recruitment, especially for senior management roles, across the district. This will also enable and support all staff and candidates to better understand the benefits of positive action.

It is recognised that there is an overlap with the leadership workstream, and this will be aligned accordingly. The working group has also had active support and engagement with the One Workforce programme team who could also provide the delivery mechanism for the initiatives above. Further details including benefits and delivery plans are being drafted in an Action Plan document.

Workstream 3 - Community

This work stream is led by Janet Ford from CNET with input from a wide range of colleagues, with the voluntary sector particularly well represented.

The proposal is to develop a cross sector “**Diversity Exchange**” web-based portal to enable stakeholders to pool and share intelligence and information about equality, diversity and inclusion. The aim of the “Diversity Exchange” is to join the dots so that equality related messages and information are consistent and become embedded across the public, private and VCSE sectors. The portal will also be used as an arena for dispelling myths and misinformation.

The following are examples of some of the key functions and content of the proposed Diversity Exchange portal:

- i. Deposit and retrieve useful information, for example:
 - Library of research (links contributed by partners)

- Policy and practice models for groups and organisations such as recruitment, governance, volunteer recruitment and support
 - Training resources
 - Bradford for Everyone shared values
 - Funding opportunities
 - Equality Impact assessment information and tools
 - Opportunities for community representation and collaboration
 - Opportunities for co-design and delivery
 - Campaigns
- ii. Inclusive Workforce Toolkit and tutorial (Bradford for Everyone, Grant Thornton)
 - iii. Calendar of activities (cultural celebrations, awareness and remembrance days/weeks/months e.g., Black History Month, Disability History Month, Autism day, religious festivals etc.
 - iv. Tools and resources that incorporate creativity as an effective way to engage people to encourage and enable non-verbal expression of feelings, opinions, circumstances, lived experience, access barriers etc.
 - v. Tools, resources and information developed by the other workstreams within the Equalities Group initiative e.g., Leadership, Workforce and Service Design and Delivery.

An extension to the proposal is to develop physical **Diversity Exchange Community hubs**, predominantly based in community centres and places where key issues affecting the most marginalised communities are raised daily. For example, Equalities Together, Race Equality Network, Highfield Women’s Centre (Keighley), Artworks, HALE, Bradford Women’s Forum. The hubs would be places for celebrations of diversity (history, art, culture, events etc.) and places to conduct user led consultation and collaboration events for providers to learn from and listen to the community as part of a co-design process.

This proposal has a number of benefits that should be realised over a five-year period. Immediate benefits include:

- Improved communication between public sector and VCS.
- A joined-up district wide approach to tackling inequalities
- Increased opportunities for learning between organisations

Within 2 years we would expect to see:

- New and improved cross sector relationships
- Recognised and trusted groups and organisations who can engage, consult and collaborate with grassroots communities

Within 5 years we expect

- The Diversity Exchange will contribute to pooling the tools, information and resources together in a one-stop-shop
- We will have moved considerably towards becoming an inclusive, fair and

accessible Bradford

- Working together and in partnership we will achieve the outcomes which began as ideas and aspirations at the start of our journey within the Equalities Group project

An expanded explanation of the proposal and delivery plans is being drafted in an Action Plan document, which is still under development.

Workstream 4 - Service Design and Delivery

This work stream has been led by Lisa Wright from Bradford District Care Foundation Trust and Alison Leech from InCommunities with input from many others across the Place.

The proposal recognises that there is a lot of good EDI practice in existence within local organisations. The proposal is to set up a **peer review framework**, a supportive and collaborative **benchmarking exercise** will examine how well this practice is currently embedded. This will provide:

- Support and scrutiny to organisations
- An arena for positive challenge
- Active sharing of best practice
- Identification of gaps and actions for improvement

The framework combines evaluation and accountability with questions around whether systems and processes are being applied and followed as well as the quality of monitoring. It is not an audit tool, but an appreciative enquiry of current practice. The framework would be known as the 'Bradford Standard' or the 'Bradford Approach'. This peer review model would include, but not be limited to:

1. Service user perspectives
2. Client engagement (including digital)
3. Service users accessing services, including accessibility of buildings
4. Recruitment and selection - cross link to other project strands
5. EDI Data collected –what is collected and how is evaluation process built in?
6. Equality Impact Assessment: does this happen and is it effective and what were the outcomes. Can we work towards a shared methodology.
7. Digital transformation (post covid) (and the impact on accessibility for different groups)
8. How is EDI embedded in procurement and commissioning?
9. Policies and implementation of those in practice - is EDI effectively included?

The proposal would be delivered in three stages, over a period to be defined based on the resource available to undertake the work.

- Stage 1: Map existing best practices - across organisations in the District

- Stage 2: Devise a benchmark tool by reviewing the existing practices and findings
- Stage 3: Test and learn by piloting with a sample of organisations

This proposal has a number of benefits that should be realised over a five year period. Immediate benefits include:

- Bringing a variety of organisations together to share knowledge and experience of EDI
- breaking down of communication and other barriers between sectors
- Easier access to and understanding of EDI standards e.g. Stonewall, Bradford LGBTQ+ Charter
- Buddying of organisations to continue ongoing support and learning

Within 2 years we would expect to see:

- Peer review being used as standard across sectors and organisations
- Consistent practices across the District
- Strengthened partnerships across the District through collaborative appreciative enquiry
- Consistent monitoring of data to assess inclusive and accessible service delivery and design approaches
- Accountability, transparency of monitoring of service delivery and design

Within 5 years we expect

- Synergy and whole system working
- Creation of more inclusive and accessible services across the District
- Annual peer review of EDI as standard within local authority, NHS & VCS
- Profile for the Bradford Approach/Standard as it is successfully adopted by other Councils/areas
- Fairness, happiness, wellbeing, more opportunities for citizens.

An expanded explanation of the proposal and delivery plans is being drafted in an Action Plan document, which is still under development.

3. OTHER CONSIDERATIONS

Consultation

A development workshop was held in March 2021 to test the proposals above and was attended by a wider group of stakeholders, the views from this workshop have been included within the current proposals above. A plan for wider consultation still needs to be formed and the Equalities Group will be asking the SCG for further guidance on appropriate consultation processes. Any guidance or suggestions for consultation on the

various initiatives from Well Being Board is welcome.

Delivery plan

Delivery plans for workforce, community and service design and delivery have been started and are in development by each of the working groups. Plans will include consideration of the four key requirements of sustainable, transformative, dismantling, structural, and intersectional. Plans will include timescales and clarity of how each will need to be resourced as well as risks, benefits and other standard project proposal considerations. Further guidance on these plans will be sought from the Strategic Coordination Group.

4. FINANCIAL & RESOURCE APPRAISAL

This document has presented the ideas generated by the Equalities Group. Full financial and resource requirements will be considered during the development of the delivery plans. It is not expected that the ideas presented in this paper will have significant financial requirements, although there will be some additional development and resource costs.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

No significant risks have yet been identified, and the impact on governance is anticipated to be low. Detailed delivery plans are under development for the proposals above and will include a full analysis of risk and governance issues.

6. LEGAL APPRAISAL

No legal issues are anticipated at this stage.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

These proposals have been drawn up with sustainability for EDI in mind, they should therefore meet sustainability objectives. Further assurance will be sought from the relevant policy officer on the finished action plans.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

There are no anticipated negative greenhouse gas emissions impacts with the proposals. The Environment & Climate Change Manager will be contacted for further guidance on the finished action plans.

7.3 COMMUNITY SAFETY IMPLICATIONS

Overall the proposals should provide a net benefit to community safety as they are designed to support and promote community cohesion.

7.4 HUMAN RIGHTS ACT

As above these proposals completely and support human rights act aims.

7.5 TRADE UNION

None

7.6 WARD IMPLICATIONS

Not applicable

7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

Not applicable

7.8 IMPLICATIONS FOR CORPORATE PARENTING

Not applicable

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Not applicable

8. NOT FOR PUBLICATION DOCUMENTS

➤ None

9. OPTIONS

➤ The Equalities Group set out to bring about transformational change on the issues of equalities across the District. The group has now developed a number of proposed projects at scale to support this ambition. The organisations that make up the Wellbeing Board have been well represented in the Equalities Group and the Group would now like the Wellbeing Board to ratify the project concepts. Further papers (action plans) outlining the operational delivery of the proposals are in development and will be shared with the SCG at a later date.

10. RECOMMENDATIONS

Recommended -

That the Wellbeing Board consider the recommended projects identified in section 2 of this report.

11. APPENDICES

➤ Appendix A: List of members for the Equality Group.

12. BACKGROUND DOCUMENTS

➤ None

Appendix A: List of members for the Equality Group.

This list includes all members of the main Equalities Group. Some members were able to attend and be involved more regularly than others. The group terms of reference allowed members to send substitutes to cover meetings they were unable to attend.

Membership

Prof Udy Archibong (Chair)	University of Bradford
Kez Hayat	Bradford Teaching Hospitals NHS Foundation Trust
Lynne Carter	Bradford District and Craven CCG
Lisa Wright	Bradford District Care Foundation Trust
Lynsey Nicholson	Airedale NHS Foundation Trust
Anne Lloyd	City of Bradford Metropolitan District Council
Rachel Davis	City of Bradford Metropolitan District Council
Penny Wangari-Jones	Racial Just Network / VCS assembly
Mark Nicholson	Equality Together / VCS assembly
Janet Ford	CNET / VCS assembly
Kim Shutler	The Cellar Trust / VCS Assembly
Bash Anwar	West Yorkshire Police Service
Andy Flynn	West Yorkshire Fire & Rescue Service
Angela McVay	Department for Work & Pensions
Fran Innes	Department for Work & Pensions
Alison Leech	InCommunities
Charles Dacres	Bradford Hate Crime Alliance
Zahra Niazi	Bradford for Everyone
Richard Emmott	Yorkshire Water

In attendance

Dermot Bolton	Programme manager, University of Bradford
James Drury	Programme Director ICP Board

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Summary of the Presentation on system composite 5 year plan to increase diversity in senior leadership to The Wellbeing Board to be held on 15th June 2021.

C

Subject:

System composite 5 year plan to increase diversity in senior leadership.

Summary statement:

There has been District wide agreement to develop a Public Sector plan to increase diversity in senior leadership over the next 5 years.

There is a clear system wide commitment to increasing representation for all protected characteristics across the Public sector over the next 5 years and to champion an inclusive culture.

The presentation sets out the context, vision and shared outcomes and the next steps in order to realise this ambition. The presentation includes appendices which provide baseline data and achievements so far.

Anne Lloyd
Director of Human Resources
Bradford Metropolitan District Council

Portfolio:
Leader of Council and Corporate

Overview & Scrutiny Area:
Corporate

Bradford District Wellbeing Board:

Our system composite 5 Year Equalities Plan



15 June 2021

Purpose

- There has been District wide agreement to develop a Bradford public sector plan to increase diversity in senior leadership over the next 5 years
- This plan sets out the context, vision, our focus and stakeholder considerations, achievements to date, our shared outcomes/the plan and next steps. The appendices expand on our organisational achievements and our baseline data
- We are all on different journeys in terms of our EDI focus. Some places are well established and have some good foundations in place, in addition to this, we have different priorities and demographics therefore the need to embed EDI in our organisations is key
- It is powerful to see our collective aims and ambitions in one place and harness our opportunities of joint working to advance EDI.

Context – whilst our organisations have unique contexts, we are committed to system wide collaboration and increasing diversity in senior leadership and have well established partnerships, particularly across Health and Social Care



Context

- Bradford is a diverse District, home to 534,000 people, a third of whom are black, Asian or minority ethnic, 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. We are 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, plus, there are around 16,000 businesses.
- We have an innovative and entrepreneurial business community. Our local economy is worth £9.5 billion, the 11th largest in England and are recognised by Barclays Bank as the best place in Britain to start a business, one of the Sunday Times' top 20 places to do business, and identified as the most improved city in PwC's Good Growth 2019 index.
- Our public services and voluntary and community sectors have a strong track record of working together in mature and effective partnerships. Our strong and committed network of voluntary and community organisations have an estimated 30,000 regular volunteers and 100,000 occasional volunteers.
- 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.

Vision

- Our 5 year vision is to develop, lead and sustain a system where:

People work for us because of our positive reputation and they are reflective of the population we serve. We champion and nurture an inclusive culture which recognises and embraces difference at all levels, is compassionate and safe. And one in which lived experience matches the aspirations for our culture.

Our organisations are embedded in our district and we play an active part in district economic development. We work in partnership across the system to promote public service careers and a total reward offer which values and recognises the contributions our people make.

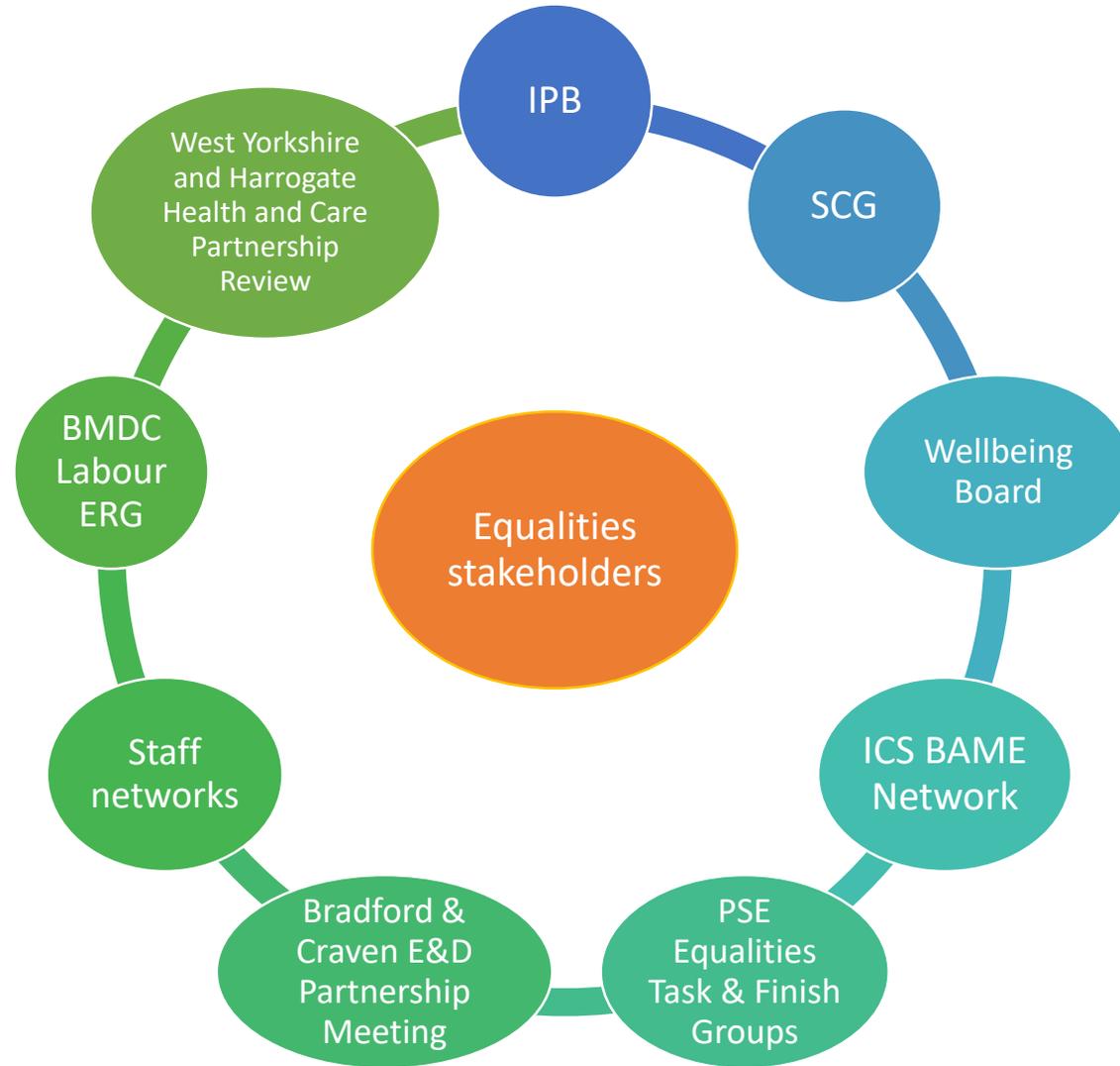
- Delivering our vision involves a system wide cultural and organisational development programme
- Through this work, we will increase diversity in senior leadership across our system organisations.

Our focus

- We are unanimously committed to inclusivity across all under represented groups, recognising that the rates of under representations varies across the system
- We took an evidence based approach to this work and linked in with established system wide diversity groups. It became evident that shared targets are not appropriate for a number of reasons
- We also recognise that intersectionality is key – we cannot just look at one ‘protected characteristic’ in isolation. Nor should we if we champion an inclusive culture
- However, given the scope of our work we :
 - Developed common outcomes around designing and implementing a specific targeted and focus approach to black, Asian and minority ethnic recruitment to senior posts and the development of a talent pipeline
 - Are using that as a model for increasing representation across all groups
 - Continue to deliver individual organisation outcomes, recognising that work on common outcomes, might in areas, accelerate individual organisations progress against their plans
- Delivering improved outcomes is key and we have:
 - Defined delivery and reporting requirements for common objectives
 - Worked to ensure consistent sponsorship by key stakeholders

Stakeholders – we have a number of stakeholder groups and ongoing engagement

- The breadth of stakeholder groups is an expression of district wide commitment.
- We continue to be mindful that the more groups there are increases the pressure on resources and the need for alignment. It also increases our opportunity to maximise delivery of joint outcomes.



Considerations

- There were a number of considerations to maximise the impact of our desired outcomes

Stakeholder management

- We are partnering up on some aspects of our work but not others
- We need to deliver through established and integrated stakeholder management approaches

Structures

- For our joint work we are ensuring that our organisation structures, and supporting processes, e.g., recruitment, procurement, training etc align
- For instance, we need to identify shared funding requests and distribution

Governance

- Minimising the effort we spend on governance and reporting, whilst ensuring it remains effective, so that this does not distract from delivery

Common design principles

- We have developed common system wide design principles that will still enable individual organisations to meet the specific needs of their service users

Our achievements to date (1)

- We have made meaningful progress across the system:
 - In some parts detailed plans have been developed to outline work over the next 1 – 4 years
 - Visible engagement of black, Asian and minority ethnic communities is underway at a range of levels in our organisations
 - Positive action approaches are being implemented
 - Substantial numbers of development and outreach events have been held across the district
- However we are mindful that progress against our ambition is not where we want it to be:
 - We want consistent workforce/HR & OD strategy, policy and practice across the system
 - This will support the system wide culture and organisation design programme
 - Prioritising our work so that we can maximise outcomes rather than compete for resources is critical
- A system wide summary is included overleaf in the next 2 slides. Supporting detail is included in Appendix A, and organisational snapshot data is provided in Appendix B

Our achievements to date (2)

- We have achieved increased diversity across our senior leadership over recent years, and have greater workforce diversity than our regional comparator organisations and also nationally here are some *examples:
 - District Health organisations non-medical workforce report diversity in senior leadership (Band 8a and above, Black, Asian and Minority Ethnic representation) ranges from 8.9% - 37.1%, and for Clinical non-medical workforce ranges from 4.1% - 12.3% across Health organisations
 - West Yorkshire Police report diversity in senior leadership (Superintendent to ACPO, Black, Asian and Minority Ethnic representation) at 25.6%
 - Bradford Council report diversity in senior leadership (Top paid 5% of workforce that are Black, Asian and Minority Ethnic) as 18.2%
 - We recognise there is more to do to be fully inclusive and this requires engagement, understanding, leadership role models to drive change

** we all define senior leaders in slightly different ways and report to different timelines, this and further baseline data is in Appendix B (grade/remuneration levels understandably differ)*

Our achievements to date (3) – we are proud of what we have delivered to date but ambitious to do much more

Strategy

- People Strategies and Plans with specific Equalities Objectives are in place across parts of the system
- Policies across recruitment, bullying & harassment have been updated and in some places specific Contact Officers are nominated
- Some partners have implemented an inclusive strategy for all under represented groups in line with National approaches (WYFRS, WYP)

Engagement

- Self managed staff networks are established across the District
- Black, Asian and minority ethnic representation on senior management boards is partially rolled out
- Black, Asian and minority ethnic networks work with HR functions to co-develop policy
- Outreach efforts across education sector to proactively attract our black, Asian and minority ethnic community

Development

- Systematic approaches to talent management are underway
- WY and Harrogate new Fellowship Programme established (formerly known as the BAME Fellowship) – Senior Placement & High Potential 1 and 2
- Equalities awareness programmes rolling out across Senior Leadership teams

Recruitment

- We have mandated diverse recruitment panels
- Added Recruitment Agencies with specific track record in delivering diverse long and shortlists
- Risk Assessments are in place for 100% of new starters with priority given to black, Asian and minority ethnic joiners
- One Workforce Hub – careers/career planning, learning and development across H&SC sector

Shared outcomes (1)

- Each system organisation has a wide range of outcomes – which are both quantitative and qualitative in nature
- To maximise early delivery of outcomes and the long term sustainability of outcomes, we have:
 - Collated all currently planned outcomes across system organisations
 - Aligned where possible or desirable
 - Identified system wide initiatives to improve outcomes that we will all work on as a priority
- Outcomes differ across organisations, but we have developed a common set for our 5 year system plan with the specific aim to increase diversity in senior leadership across our organisations
- Our plan will evolve, and will involve system stakeholders/EDI Groups to ensure sustained focus and alignment, we will evaluate impact and monitor progress. This will reflect progress but give us the opportunity to respond to events on the ground
- Our ultimate target is to achieve fully inclusive workplaces

Shared outcomes (2) Health and Social Care specific

- An increased number of black, Asian and minority ethnic colleagues in Senior Manager roles over the next 5 years year
- Succession plans that specifically identify future talent and potential
- Leadership and management development programmes that are inclusive, identify diverse talent and grow our senior leadership
- Increased engagement and participation in WY & Harrogate; The High Potential Fellowship Programme – tracking outcomes and impact on career progression
- Widening participation and engagement with under-represented communities e.g. black, Asian and minority ethnic communities in recruitment
- Reduce % of employees not stating or preferring not to say their protected characteristics (by encouraging a culture of openness where employees feel more comfortable disclosing this data)
- Increase % of senior staff with equality objectives in performance appraisals
- Listen to, and understand the lived experience of our staff and act on this in our delivery plans

Our 5 Year plan to increase diversity in senior leadership

6 - 12 months

- Continue with and scale up our shared mentoring and coaching platforms
- Promote and support the High Potential 2 Fellowship in terms of offering high quality placement opportunities and senior coaching and mentoring across our system
- Creating and sustaining connectivity through shared system networks, ongoing collaboration and a shared approach to recruitment panels
- Encouraging new entrants into our sector; proactively engaging those who are furthest from work, particularly the long term and recently unemployed and targeted recruitment with our black, Asian and minority ethnic communities through our inclusive community recruitment project
- Validate District wide EDI plans and include this level of governance as part of District wide activity

1 - 4 years

- Create and embed a compassionate and inclusive culture where everyone feels they belong, have a voice and feel empowered to make a difference
- Develop and retain talent within and across Place, identifying and developing career pathways, development opportunities and passporting arrangements across organisations and sectors
- Succession plans in place that identify future talent and diverse talent pipelines
- Collaborate on system leadership and management development training – culture, values, behaviours and kindness
- Develop work on integrated career pathways into senior roles, e.g. through secondments, recruitment, and/or integrated senior leadership teams

Next steps

- Consistent, visible CEX and key stakeholder sponsorship and support is critical
- HR & OD colleagues will be consistently engaged and take a leadership role in their organisations
- We will need to review and ensure sufficient capacity to support the work and monitor and evaluate progress
- We will need to be mindful of national and regional initiatives that may impact the direction of our work, e.g., NHS Plan, Health and Social Care Plan, Yorkshire wide Devolution, etc
- We recommend that this work is delivered through established stakeholder groups to ensure alignment and propose that the leadership and workforce strands are amalgamated together through the Public Sector Equalities Group and to explore further the role of PSEG to review its role and remit and perhaps look at exploring its purpose around validating the wider EDI activity
- Progress is monitored and reported bi-annually

Appendices

Appendix A – Achievements to date

Appendix B – Current data

Appendix A – Achievements to date

These slides show additional information from District Wide partners.

Our achievements to date – Airedale NHS Foundation Trust

Strategy

- People Strategy launched in May 2020 with a golden thread around inclusion linked to being an employer of choice
- WRES and WDES action plans signed off through People Committee, signalling Trust support to progressing work
- Reviewed equality objectives in 2020, aligned to People Strategy with specific focus on representative decision making through leadership development
- Improving People Practices review following a national review undertaken at Imperial

Development

- Further programmes of reciprocal mentoring
- Coaching offer in place
- Response to WY+H independent review of health inequalities being developed locally
- Consideration of approach and embedding allyship
- Review of recruitment practices in line with NHS People Plan
- Review approach to embed inclusion as a feature of leadership structures and decision making structures

Engagement

- Established self managing BAME staff networks
- Series of BAME engagement sessions with executive colleagues as part of the Covid response
- Anti-racism video launched involving BAME colleagues, with a view to launch a formal campaign
- Annual staff survey with inclusion reporting
- FTSU guardian in place to allow conversations to take place around experiences
- BAME safe space sessions in place supported by BAME staff network
- People stories approach at People Committee and People Experience Group

Recruitment

- Recruitment and Selection training in place, consideration of mandating in the future
- BAME staff network members support key recruitment panels, including executive director recruitment
- Risk assessment offered to all colleagues as part of the new starter process with regular reviews undertaken

Achievements to date – Bradford District and Craven CCG

Strategy

- Objectives in our commissioning strategy include:
 - **our population** - *ensure every person within our communities has a voice and is heard*
 - **our people** - *develop our inclusion and diversity as a team to better reflect and understand our communities*
- We have committed to action the WY&H HCP BAME review recommendations
- We have updated and expanded our Workforce Race Equality Standard action plan

Engagement

- We established a BAME staff network in July 2020 and a Wellbeing and Able (WAA) staff network in November 2020
 - both networks have governing body, strategic director and associate director sponsors
- BAME staff network representatives attend our weekly SLT (board) meetings and both networks bring monthly items to the same
- Both networks are involved in co-production of key HR policies

Development

- We have staff taking part in the WY&H BAME fellowship (as mentees and mentors)
- Our BAME staff network recently led our strategic and associate directors in a development session challenging bias & sharing their lived experiences
- We're developing local 'stretch opportunities'

Recruitment

- Our revised recruitment, selection and promotion policy mandates that a member of the BAME staff network must be involved throughout the whole recruitment process for all senior posts (band 8 and above) and, where their capacity permits, for posts at all levels
- All managers are required to attend sessions that consider examples of best practice and areas for improvement

Achievements to date – Bradford District Care NHS Foundation Trust

Strategy

- Equality, diversity and inclusion strategy and action plan in place aligned to our People Development Strategy/NHS People Plan corporates WRES actions, focus on embedding changes, creating a diverse and inclusive culture/tackling bullying harassment and discrimination, improved data and intelligence-driven decision making, monitor progress against identified KPIs
- Staff Charter adopted centred on values, embedding in policies, procedures and processes.
- Board profile moved in a year to 37% BAME
- NED and Exec champions in place
- Commitment to ICS and Place BAME targets and joint working including shared Equalities objectives
- Fair and compassionate culture programme in place

Development

- Beyond Words Campaign celebrating innovation in EDI
- Systematic approach to talent management and succession planning agreed and pilots identified. Participants on BAME Fellowship and board mentors
- 80 BAME participants accessed Leadership Passport Programme
- **Implemented Positive Action Moving Forward** programme. Aimed at BAME staff in pay bands 5/6 to support progression into more senior roles. Programme extended to ICS partners. Over 50% go on to be promoted
- Implemented culture conversations across the Trust to break down barriers and create empathy and understanding

Engagement

- Well established Staff Networks with Board Sponsors
- Strategic Equality, Diversity and Inclusion Staff Partnership includes staff network chairs, staff side, senior leads and board members shaping strategy and actions
- Board reverse mentoring programme in place
- Aspiring Cultures Chair influential in Board and Committee structures – led Black Lives Matter Pledges and kickstarted conversation supported by toolkit across Trust
- Crowdsourcing campaign and actions focused on being the best place to work
- Staff side and staff networks part of review panels to triage potential disciplinary panels with focus on learning and personal responsibility route
- Calendar of event across functions to support cultural and religious festivals

Recruitment

- Representative interview panels in place for senior roles to be extended to all recruitment, staff network members trained to participate
- Recruitment and selection training includes unconscious bias training.
- Partnership with social media company to create and implement plan to target applicants from underrepresented groups to deliver diverse shortlists and support conversion rate into appointments.

Achievements to date – City of Bradford Metropolitan District Council (BMDC)

Strategy

- Refreshed Equalities Objectives and Workforce Development Plan agreed to 2024/25 and being incorporated into the new BMDC People Strategy (under development)
- We are committed to actioning related IPB, WY&H HCP, WYCA and PSE Equalities Group recommendations in our service plans
- We are regularly reporting to Executive on inclusion, Black, Asian and minority ethnic and other under represented communities data and have developed plans to increase workforce representation

Engagement

- We have established self managing (incl BAME) staff networks, supported by HR and we have visible Elected member engagement and sponsorship
- Staff networks have governance, strategic director and director sponsors
- Proactively supporting various History Months and other celebrations across the district and within the authority
- Workforce Engagement Calendar developed for 2021/22 across workforce inclusion, health and wellbeing, engagement, recognition and meet the senior team

Development

- We have staff taking part in the (WY&H) Fellowship (incl as mentees/mentors and coaches)
- Currently rolling out an Equalities programme for our Senior Leadership team and refreshed and mandated EDI e-learning for all staff
- Refreshing our Leadership Development programmes to include content relating to Inclusion and Diversity & Intersectionality

Recruitment

- Mandated that Recruitment Panel membership must be diverse
- We are in the process of implementing Civil Service Success profiles in our recruitment process to maximise inclusion opportunities
- Expanded our list of Recruitment Providers to explicitly include those with a positive track record of delivering inclusive candidate long and short lists

Achievements to date – Bradford Teaching Hospitals NHS Trust

Strategy

- People Strategy Launched and aligned
- WRES and WDES refreshed action plans and refreshed data in place (2020/21)
- In process of reviewing Trust Strategic Equality Objectives in partnership with our staff and communities
- Recently developed a strategic Equality and Diversity Council – chaired by CEO with internal and external membership with a focus on wider health inequalities and workforce inequalities
- Early stages of developing a 3 year dedicated EDI strategy with a refreshed set of strategic equality objectives accompanied by an implementation plan

Development

- Internal reciprocal mentoring scheme in place – roll out September 2021
- External Mentoring Scheme – rolled out in January 2021, applications in process
- Offered the WY&H Ethnic Minority Fellowship to two internal staff members
- Developed online training on Civility in the workplace and Inclusive Leadership – currently being rolled out
- Developed a 'Equality Census' approach encouraging all staff to declare their equality data
- Exploring the development of an in house fellowship programme for bands 5-7 ethnic minority staff

Engagement

- 3 staff equality networks in place (BAME, LGBT, Disability)
- Recently reviewed and refreshed the focus of staff networks with clear roles and remit
- Increase engagement over the last 12 months with a range of staff
- BAME safe space sessions taking place
- Co-producing creative approaches to Anti-racism activity
- Sharing lived experience in a range of audiences
- Increased focus on Civility in the Workplace – wider cultural change programme

Recruitment

- BAME staff are involved with recruitment and selection on all posts at Bands 8a and above
- Risk assessments offered to all ethnic minority staff across the Trust
- In process of reviewing our recruitment and selection practices focusing on what our data informs us
- Recently recruited our Chief Operating Officer from an ethnic minority background
- Increase % of ethnic minority in overall workforce
- Made some key appointments within senior roles
- Actively consider more posts at band 8a for positive action in recruitment

Achievements to date – DWP

Strategy

The Department is committed to providing services which embrace diversity and promote equality of opportunity. As an employer we are also committed to the Civil Service ambition to being the UK's most inclusive employer and we will continue to:

- Increase the representation of currently under-represented groups to make DWP more diverse

Development

Create and maintain an inclusive culture where colleagues have a sense of belonging, can be their authentic selves at work, have a voice in their team and feel, empowered, valued and fairly treated to achieve their full potential.

- 1600 Ambassadors for Fair Treatment trained
- Develop a DWP BHD (bullying, harassment and discrimination) Strategic Plan to deliver on our commitment to ensure all environments are free from BHD and taking action where such unacceptable behaviour exists.

Engagement

Develop and use communications to drive behavioural and cultural understanding and change, for example, continue to promote the sharing of personal stories via 'I Can Be Me' and development of resource centre products.

- To grow an inclusive environment through engaging our people.
- Network of champions promoting inclusion and positive action
- Cascade of Year of Inclusion materials and capture/promotion of localised activities.
- Encourage diversity and inclusion speakers at conferences/events.

Recruitment

Create and maintain an inclusive culture where colleagues have a sense of belonging, can be their authentic selves at work, have a voice in their team and feel, empowered, valued and fairly treated to achieve their full potential.

- Ongoing input into the People Performance process and supporting products to ensure increased inclusion outcomes.

Achievements to date – Voluntary Sector

Strategy

- Proactively identifying ways, as a network of independent organisations we can inform and influence
- Promoting steps that organisations could take in terms of inclusive recruitment and talent management
- Ensuring community voices are active and heard

Engagement

- Developed a closer partnership with Voluntary Action Leeds in relation to training provision.
- Within Bradford district and Craven a focus on system working has strengthened our partnership
- Wanting to work with resource poor partners to leverage skills and experience VCS can offer to the broader district.

Development

- Currently considering how we provide a range of services, e.g., developing new groups
- Offering free sessions such as Introduction to Safeguarding for volunteers on Zoom
- Considering development booklets offering advice and tips on relevant topics
- Applied for infrastructure funding for Leadership project which was not successful but alternative ways forward have been identified

Recruitment

- Considering how we encourage more diversity in leadership roles. Need to recognise that recruiting volunteers is different to paid roles
- Over a year ago ran several events to encourage more diverse range of people to take on Trustee roles
- Looking at whether Community Action can do more on this with Volunteering Bradford.

Achievements to date – West Yorkshire FRS

Strategy

- The organisational values have diversity and inclusion at their heart.
- The organisational priorities 2020-23 include a specific diversity priority “We will to provide a workforce that serves the needs of a diverse community”
- A core ‘people priority’ is focused on ensuring everyone has access to the development, support and leadership required to help us move forward.

Engagement

- Authority members are in attendance at D&I events
- 25 EIAs were completed in last 10 months and training has been delivered to 75 members of staff.
- Work with Communications team to ensure that any internal and externally shared visual materials use appropriate language and uses ‘real models’ to reflect our diversity
- Representatives of the two main unions represented at WYFRS are members of staff networks and they take an active role in encouraging members to be a part of the work advancing inclusion

Development

- Training delivered across the service on a range of under represented community needs, e.g., BAME, Trans etc
- ‘Behaviour cards’ are currently being developed, which will provide managers with a toolkit to support them to have more robust conversations around values and behaviours
- Working with FBU Lifelong Learning Team to improve team knowledge of courses available to staff on E&D topics in order to promote and encourage sign-up.

Recruitment

- Behavioural interviewing approach being rolled out to improve candidate experience and increase likelihood of more diversity in successful candidates
- A secondment role for a Positive Action Officer has been filled.
- Work has commenced on the Positive Action Strategy with a view to developing a longer term strategy to support recruitment initiatives post 2021.

Achievements to date – West Yorkshire Police

Strategy

- Dedicated Positive Action Team led by a Chief Inspector, a Sergeant as a coordinator and five Police Constables working on a full-time basis in the areas of BAME attraction, recruitment, retention and progression
- DEI strategy has been in place since May 2018, refresh due 2021
- DEI agenda has oversight and scrutiny at Chief Officer level, and the BAME Gold Group which specifically focuses on BAME representation now Chaired by Deputy Chief Constable
- Four strategic aims outlined in our WYP Strategy:
 - - Recruitment: Promote inclusive culture
 - - Progression: Support development through positive action approaches
 - - Progression into Leadership roles: Embrace positive action in order to develop underrepresented groups for future leadership
 - - Retention: Retain our officers and staff who from under-represented groups

Development

- Talent Strategy implemented which is available to all officers and staff within WYP, containing specific Talent Pipelines
- 'Aspire' Pipeline implemented, focusing on development of individuals at all levels within the organisation from identified under-represented groups, offering bespoke 'growth' workshops
- Coaching and Mentoring programme introduced for over BAME staff within the organisation.
- Piloted a positive action scheme - BAME PC's and Sergeants registered to sit their NPPF Step 2 promotion exams in 2021 offered a free 5 Day Virtual Crammer course
- Following 'Understanding Disproportionality Report' in July 2020, WYP has developed mandatory unconscious bias and disproportionality training for the whole workforce which amounts to over 10,000 staff and being delivered up to March 2021.

Engagement

- Number of personnel who identify as BAME has increased from Nov 2015 to Nov 2020, equating to a year on year rise from 4.5% to 5.7%
- Visits made to other forces performing well in this area and best practice and learning taken
- WYP involved in a Regional Positive Action Group with all the regional forces as well as at national level on the Positive Action Practitioners Alliance.
- Rated excellent in a January 2020 peer review, with reviewers commenting positively on the focus and resource apportioned to the DEI agenda
- WYP colleagues hold national positions within staff networks, for example the Chair of the National Association of Muslim Police is a WYP member of staff.

Recruitment

- Number of successful applicants for internal vacancies is displayed, broken down by ethnicity
- WYP are looking at an 'open recruitment' process enabling BAME applicants from our communities to access an application form at any time of the year and not have to wait for recruitment windows to open in order to apply to join the force
- Promotion board workshops - commencing six months prior to a board process, this will allow ample opportunity for individuals to conduct research, prepare, practise and gain confidence within the relevant areas, to enhance their potential of success.

Appendix B – Current data (baseline for our plan)

These slides show the baseline data from District Wide partners. Data is included from WRES for Bradford District NHS organisations.

Data at individual WY&H NHS trust level from the [NHS Workforce Race Equality Standard 2019 Data Analysis Report](#)

Table 1.1: Non Medical Workforce Skill Mix by Ethnicity

Definitions: Support (Bands 1-4), Middle (Bands 5-7), Senior (Bands 8a to 9), VSM -Very Senior Managers

Org name	SUPPORT			MIDDLE			SENIOR			VSM		
	White	BME	Null/ Unknown	White	BME	Null/ Unknown	White	BME	Null/ Unknown	White	BME	Null/ Unknown
AIREDALE NHS FT	90.2%	8.5%	1.3%	88.8%	9.3%	1.9%	91.1%	8.9%	0.0%	100.0%	0.0%	0.0%
BRADFORD DISTRICT CARE NHS FT	67.9%	25.0%	7.1%	77.6%	17.4%	5.0%	89.1%	9.4%	1.6%	78.6%	7.1%	14.3%
BRADFORD TEACHING HOSPITALS NHS FT	66.8%	30.8%	2.4%	74.8%	24.4%	0.8%	77.7%	20.4%	1.9%	83.3%	16.7%	0.0%
CALDERDALE AND HUDDERSFIELD NHS FT	75.7%	10.2%	14.2%	80.8%	12.0%	7.2%	95.1%	4.9%	0.0%	62.5%	12.5%	25.0%
HARROGATE AND DISTRICT NHS FT	88.2%	2.3%	9.5%	92.8%	5.2%	2.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
LEEDS AND YORK PARTNERSHIP FT	81.3%	15.9%	2.8%	87.1%	10.8%	2.2%	85.3%	8.0%	6.7%	63.6%	0.0%	36.4%
LEEDS COMMUNITY HEALTHCARE NHS TRUST	78.4%	16.9%	4.7%	86.2%	9.7%	4.1%	95.3%	1.6%	3.1%	66.7%	0.0%	33.3%
LEEDS TEACHING HOSPITALS NHS TRUST	80.7%	16.9%	2.4%	87.0%	10.1%	2.9%	88.5%	9.0%	2.5%	71.4%	28.6%	0.0%
MID YORKSHIRE HOSPITALS NHS TRUST	91.2%	7.6%	1.2%	89.1%	9.6%	1.4%	96.2%	3.1%	0.8%	88.9%	11.1%	0.0%
SOUTH WEST YORKSHIRE PARTNERSHIP NHS FT	95.2%	4.8%	0.0%	94.6%	4.5%	0.9%	98.6%	1.4%	0.0%	85.7%	14.3%	0.0%
YORKSHIRE AMBULANCE SERVICE NHS TRUST	91.5%	8.4%	0.1%	95.4%	4.6%	0.0%	90.7%	9.3%	0.0%	100.0%	0.0%	0.0%

Data at individual WY&H NHS trust level from the [NHS Workforce Race Equality Standard 2019 Data Analysis Report](#)

Table 1.3: Clinical (non medical) Workforce Skill Mix by skill mix and Ethnicity

Definitions: Support (Bands 1-4), Middle (Bands 5-7), Senior (Bands 8a to 9), VSM -Very Senior Managers

Org name	SUPPORT			MIDDLE			SENIOR			VSM		
	White	BME	Null/ Unknown	White	BME	Null/ Unknown	White	BME	Null/ Unknown	White	BME	Null/ Unknown
AIREDALE NHS FT	85.8%	12.1%	2.1%	84.2%	12.9%	2.8%	95.9%	4.1%	0.0%	100.0%	0.0%	0.0%
BRADFORD DISTRICT CARE NHS FT	63.5%	32.6%	3.9%	77.4%	19.2%	3.3%	79.2%	15.0%	5.8%	-	-	-
BRADFORD TEACHING HOSPITALS NHS FT	65.0%	33.9%	1.1%	69.2%	28.7%	2.1%	85.2%	12.3%	2.5%	100.0%	0.0%	0.0%
CALDERDALE AND HUDDERSFIELD NHS FT	84.0%	13.6%	2.4%	84.9%	12.2%	2.9%	92.8%	5.1%	2.2%	100.0%	0.0%	0.0%
HARROGATE AND DISTRICT NHS FT	81.7%	7.1%	11.1%	83.9%	5.6%	10.5%	92.9%	1.8%	5.4%	100.0%	0.0%	0.0%
LEEDS AND YORK PARTNERSHIP FT	77.8%	20.6%	1.6%	84.1%	13.9%	2.1%	93.3%	6.7%	0.0%	75.0%	0.0%	25.0%
LEEDS COMMUNITY HEALTHCARE NHS TRUST	91.5%	6.1%	2.3%	85.3%	9.2%	5.6%	66.7%	13.3%	20.0%	0.0%	0.0%	100.0%
LEEDS TEACHING HOSPITALS NHS TRUST	77.2%	19.9%	2.8%	82.0%	15.8%	2.2%	92.9%	5.5%	1.5%	80.0%	20.0%	0.0%
MID YORKSHIRE HOSPITALS NHS TRUST	88.5%	10.2%	1.3%	86.1%	13.3%	0.6%	88.6%	11.4%	0.0%	100.0%	0.0%	0.0%
SOUTH WEST YORKSHIRE PARTNERSHIP NHS FT	90.8%	8.9%	0.3%	91.0%	8.6%	0.3%	94.9%	4.1%	0.9%	50.0%	50.0%	0.0%
YORKSHIRE AMBULANCE SERVICE NHS TRUST	96.0%	3.9%	0.1%	96.4%	3.5%	0.1%	94.1%	5.9%	0.0%	-	-	-

Data at individual WY&H NHS trust level from the [NHS Workforce Race Equality Standard 2019 Data Analysis Report](#)

Table 2.0: Relative likelihood of White staff being appointed from shortlisting compared to BME staff

Org name	2019		
	Relative likelihood of shortlisting/appointed (White):	Relative likelihood of shortlisting/appointed (BME):	Relative likelihood of White staff being appointed from shortlisting compared to BME staff:
AIREDALE NHS FT	19%	10%	1.9
BRADFORD DISTRICT CARE NHS FT	18%	11%	1.7
BRADFORD TEACHING HOSPITALS NHS FT	29%	22%	1.3
CALDERDALE AND HUDDERSFIELD NHS FT	24%	31%	0.8
HARROGATE AND DISTRICT NHS FT	24%	11%	2.1
LEEDS AND YORK PARTNERSHIP FT	4%	2%	2.2
LEEDS COMMUNITY HEALTHCARE NHS TRUST	3%	19%	0.2
LEEDS TEACHING HOSPITALS NHS TRUST	16%	8%	1.9
MID YORKSHIRE HOSPITALS NHS TRUST	14%	9%	1.6
SOUTH WEST YORKSHIRE PARTNERSHIP NHS FT	23%	21%	1.1
YORKSHIRE AMBULANCE SERVICE NHS TRUST	21%	12%	1.8

Data at individual WY&H NHS trust level from the [NHS Workforce Race Equality Standard 2019 Data Analysis Report](#)

Table 9.0: NHS Trust Board Representation by Ethnicity and Executive/ Non Executive membership

Org name	Total Board members			of which: Executive/Non Executive					
	White	BME	Null	White		BME		Null	
				Executive member	Non Executive member	Executive member	Non Executive member	Executive member	Non Executive member
AIREDALE NHS FT	92.9%	7.1%	0.0%	100.0%	83.3%	0.0%	16.7%	0.0%	0.0%
BRADFORD DISTRICT CARE NHS FT	86.7%	0.0%	13.3%	83.3%	88.9%	0.0%	0.0%	16.7%	11.1%
BRADFORD TEACHING HOSPITALS NHS FT	81.3%	18.8%	0.0%	100.0%	62.5%	0.0%	37.5%	0.0%	0.0%
CALDERDALE AND HUDDERSFIELD NHS FT	82.4%	5.9%	11.8%	87.5%	77.8%	12.5%	0.0%	0.0%	22.2%
HARROGATE AND DISTRICT NHS FT	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%
HULL UNIVERSITY TEACHING HOSPITALS NHS TRUST	93.8%	6.3%	0.0%	87.5%	100.0%	12.5%	0.0%	0.0%	0.0%
HUMBER TEACHING NHS FT	65.0%	0.0%	35.0%	100.0%	50.0%	0.0%	0.0%	0.0%	50.0%
LEEDS AND YORK PARTNERSHIP NHS FT	92.3%	7.7%	0.0%	100.0%	85.7%	0.0%	14.3%	0.0%	0.0%
LEEDS COMMUNITY HEALTHCARE NHS TRUST	61.5%	0.0%	38.5%	80.0%	50.0%	0.0%	0.0%	20.0%	50.0%
LEEDS TEACHING HOSPITALS NHS TRUST	93.8%	6.3%	0.0%	100.0%	88.9%	0.0%	11.1%	0.0%	0.0%
MID YORKSHIRE HOSPITALS NHS TRUST	87.5%	12.5%	0.0%	100.0%	75.0%	0.0%	25.0%	0.0%	0.0%
SOUTH WEST YORKSHIRE PARTNERSHIP NHS FT	81.3%	18.8%	0.0%	85.7%	77.8%	14.3%	22.2%	0.0%	0.0%
YORKSHIRE AMBULANCE SERVICE NHS TRUST	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%

BMDC

Measure	Outturn	Definition & Narrative
HR1 Percentage of senior staff (special A and above) with an equality goal on Evolve.	8% (31 Dec 2020)	<p>Equalities training definition - any course that contains any of the protected characteristics within the course title, that have been completed within the current financial year and % completed for each course and total E&D courses.</p> <p>All these courses are held within the Equality & Diversity course catalogue category.</p> <p>Current courses:</p> <ul style="list-style-type: none"> • Equality & Diversity eLearning • Unconscious Bias eLearning • Mental Health & Vulnerability Awareness eLearning • Deafblind Awareness • LGBT Awareness (currently under review by LGBTQ+ group) • Mental Health for Managers eLearning • E&D Groups – Connected Conversations
HR5 % of employees from BAME backgrounds	28.2%	Definition – percentage of whole workforce that have stated a BAME background, excluding not stated/missing. The percentage of BAME employees overall is increasing.
HR7 % of Top 5% paid employees that are female	50.0%	Definition – percentage of the Top 5% of the workforce that are female
HR8 % of Top 5% paid employees that have a BAME background	18.2%	Definition – percentage of the Top 5% of the workforce that have a BAME background
HR10 Number of protected staff groups supported	@ 31 Dec 2020: There are currently 5 staff network groups running	<p>Definition – Number of protected staff groups that are supported by the Council.</p> <p>There are currently staff network groups established for BAME, Women’s Voice, Disability, Carers and LGBTQ+. All are in their infancy and at varying degrees of establishing terms of reference and membership.</p>

West Yorkshire Police – Baseline data

1. Total number of staff – 3 year review

Type	Nov-18	Nov-19	Nov-20
Officer Total	5198	5313	5589
Staff Total	4444	4588	4705
Total	9642	9901	10294

2. BAME representation – Police Officer Grade

Rank	Nov-18	Nov-19	Nov-20
ACPO	0.0% (0)	0.0% (0)	14.3% (1)
Chief Supt	18.2% (2)	16.7% (2)	7.7% (1)
Supt	3.1% (1)	2.9% (1)	3.6% (1)
Chief Insp	3.1% (2)	2.9% (2)	4.3% (3)
Inspector	2.8% (6)	2.9% (6)	3.6% (8)
Sergeant	6.0% (38)	6.2% (42)	5.4% (38)
Constable	6.0% (254)	6.2% (266)	6.6% (299)
Officers	5.8% (303)	6.0% (319)	6.3% (351)

3. BAME representation – Police Staff Grades

Grade	Nov-18	Nov-19	Nov-20
Special	0.0% (0)	0.0% (0)	0.0% (0)
EO	2.9% (1)	2.9% (1)	2.6% (1)
PO	2.8% (8)	2.6% (8)	4.8% (16)
SO	4.4% (23)	4.3% (28)	3.8% (25)
Sc 6	3.5% (23)	3.3% (21)	3.1% (21)
Sc 5	6.8% (30)	5.5% (26)	7.2% (37)
Sc 4	4.7% (84)	5.3% (101)	5.2% (101)
Sc 3	4.6% (22)	6.5% (29)	8.5% (33)
Sc 2	1.4% (1)	1.8% (1)	1.8% (1)
Sc 1	0.0% (0)	0.0% (0)	0.0% (0)
Manual	0.0% (0)	10.0% (1)	0.0% (0)
Work placement	0.0% (0)	11.1% (1)	0.0% (0)
Pilot	1.5% (1)	0.0% (0)	1.4% (1)
Staff	4.4% (193)	4.7% (217)	5.0% (236)

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