

Bradford District Wellbeing Board:

Our system composite 5 Year Equalities Plan



15 June 2021

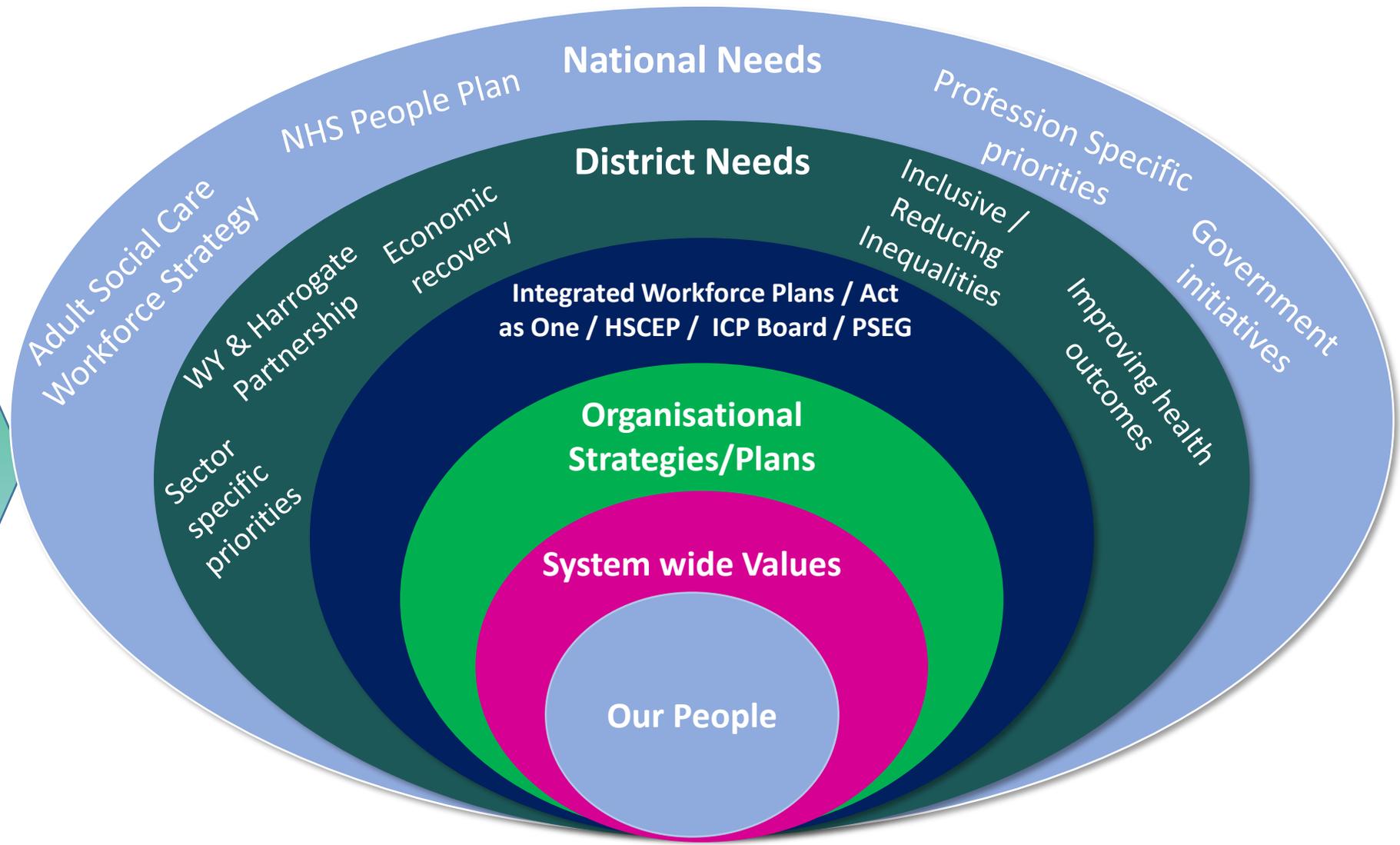
Purpose

- 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

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Our work to ensure inclusion & diversity is seen through all these lenses



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.

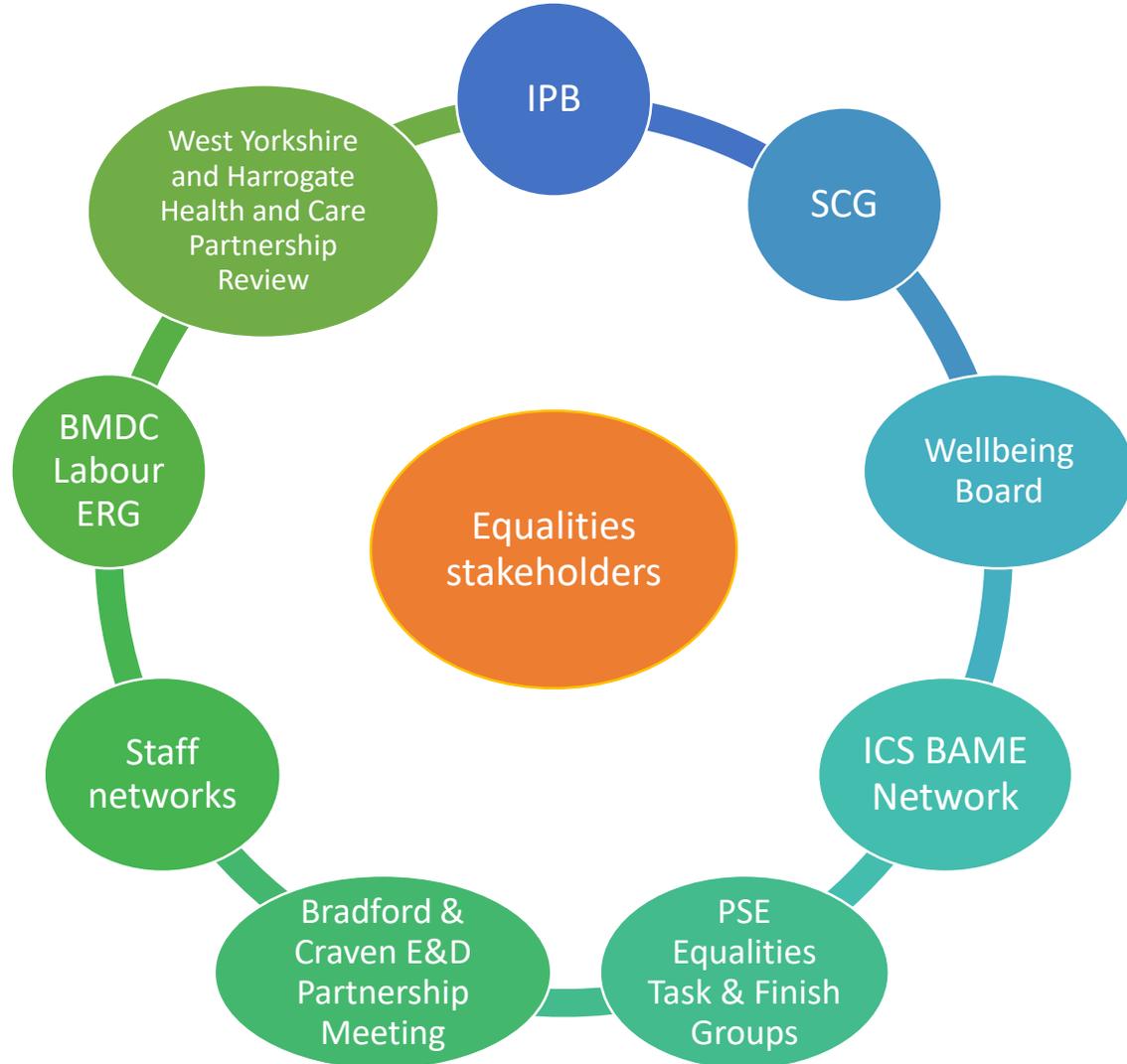
- Delivering our vision involves a system wide cultural and organisational development programme
- Through this work, we will increase diversity in senior leadership across our system organisations.

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)

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

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

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
- 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

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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

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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)

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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

- ### 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

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

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

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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

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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

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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

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

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.

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.

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.

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

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

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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)