

Report of the Director of Human Resources to the meeting of Wellbeing Board to be held on 26 October 2021

Subject:

Update on system composite 5 year equalities plan: increasing diversity in senior leadership

Summary statement:

Members of the board are asked to consider the work delivered on equality, diversity and inclusion to date, the work planned and approve the actions identified for co-delivery across our system to increase diversity in senior leadership over the coming (next 5) years as set out in the accompanying detailed slide pack.

EQUALITY & DIVERSITY:

This work has been scoped in such a way to connect across our system and to address inequality and achieve greater diversity in our workforce senior leadership.

The work presented contributes to the Council's Equality Objectives and our system Equality, Diversity and Inclusion work across leadership and workforce strands.

Cllr Susan Hinchliffe
Leader

Portfolio:

Corporate

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Overview & Scrutiny Area:

Corporate Overview & Scrutiny

1. SUMMARY

- Human Resources Directors across our Public Sector organisations have come together to develop our 5 year system composite plan to increase diversity in senior leadership.
- Delivery of this plan involves developing, leading and sustaining 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 Public Sector 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 cultural and organisational development programme. Through this work, we will increase diversity in senior leadership across our system organisations.
- Members of the board were asked to consider and approve the actions identified for co-delivery across our system to increase diversity in senior leadership over the coming (next 5) years as set out in the report and presentation pack at the Wellbeing Board meeting of 15 June 2021.
- This work is aligned with the Equalities Group, which formed to support the Wellbeing Board in implementing its commitment to tackling inequalities. The Equalities Group is chaired by Professor Udy Archibong, with membership from a number cross sector organisations across the Place. It is also aligned with equality, diversity and inclusion work across the Health and Social Care system.

2. BACKGROUND

- We are unanimously committed to inclusivity regardless of background, recognising that the rates of under representations varies across our system. We have made significant progress and achieved a great deal over recent years. However, we recognise that we are not where we want to be, and there is more to achieve. We are committed to accelerating progress and the approach. Following discussion at Strategic Coordination Group and Wellbeing Board, Human Resources Directors took the lead on this system wide work in early 2021.
- We have taken an evidence based approach to this work and linked in with established system wide equality, diversity and inclusion groups. 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
- The report to the board of 15 June 2021 set out the context, vision, our achievements to date, a baseline of data, the actions, shared outcomes and the next steps in order to realise our ambition and recommended that Wellbeing Board Members approved the actions identified for delivery in the report:
- Over the next 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.
 - Map and align EDI governance across the system.

Over the next 1 – 4 years;

- Create and embed inclusive, compassionate and safe cultures consistently. 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
- The decision notice from the Wellbeing Board meeting of 15 June 2021 specified that:
- consideration be given to jointly funding a dedicated post to coordinate and lead on the work to increase diversity in senior leadership in the Public Sector which would involve contribution from all partners.
 - A further update is received in 6 months' time to the Board outlining progress of the work, providing a comparative data analysis and should also include targets.

3. OTHER CONSIDERATIONS

- The Equality, Diversity and Inclusion space across our system is active and collaborative, 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.

4. FINANCIAL & RESOURCE APPRAISAL

- Partners agreed at the 15 June 2021 Wellbeing Board meeting to jointly fund a system wide EDI post to support this important work. It is likely that connected work across the system will require investment to deliver initiatives over the short to medium term. It is proposed that the jointly funded system wide EDI resource is considered after other ways of identifying the focused resource needed is considered and that this resource in principle works across the EG work streams to support delivery of this work.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

It was recommended at the 15 June 2021 Wellbeing Board that governance for delivery of this work falls within the system wide Equalities Group under the leadership of Professor Udy Archibong (leadership and workforce strands) and has a line into the Integrated Programme Board, and Equality, Diversity and Inclusion Work stream under the leadership of Pat Campbell, to ensure this work is connected, aligned and that HRDs maintain our involvement with clear lines of sight.

During the summer 2021 further discussions across Place EDI leads have taken place and it has been agreed that given the synergies, the work on the 5 year system composite plan to increase diversity in senior leadership is brought into the Leadership work stream of the EG, with Anne Lloyd, Director of Human Resources at Bradford Council leading this work stream.

6. LEGAL APPRAISAL

- No legal issues arise at this stage.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

- None arising from this report.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

- N/A

7.3 COMMUNITY SAFETY IMPLICATIONS

- None arising from this report.

7.4 HUMAN RIGHTS ACT

- None arising from this report.

7.5 TRADE UNION

- Trade unions are engaged with workforce matters, are supportive of, and involved in activities and initiatives that drive and deliver equality, diversity and inclusion.

7.6 WARD IMPLICATIONS

- None arising from this report.

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

- N/A.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None arising from this report.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no data protection or information security matters arising from the proposals. The benchmark data and information is published by each organisation and data is in the public domain.

8. NOT FOR PUBLICATION DOCUMENTS

- None.

9. OPTIONS

- A range of options were considered as part of this work and as this work evolved. The proposal therefore, takes account of wide and varied socialisation since February 2021. While there is a lot to do, we need to focus on a few key priorities, spend time on them, to do them well to deliver sustainable change, rather than set out to do too many things at once.

10. RECOMMENDATIONS

- It is recommended that Wellbeing Board Members consider the contents of this report and accompanying presentation slide progress update and provide any feedback that they wish to do so to enable us to incorporate this in our ongoing work.

11. APPENDICES

- Composite 5 year Equalities Plan – Progress Update. A slide pack that details the progress of the work to deliver increased diversity in senior leadership over the next

5 years.

12. BACKGROUND DOCUMENTS

- The report presentation pack from the 15 June 2021 Wellbeing Board.