

# Bradford District Wellbeing Board:

Progress update - Our system composite 5 Year Equalities Plan



26 October 2021

# Our Public Sector partnerships



# Background

- There has been District wide agreement to develop a Bradford public sector plan to increase diversity in senior leadership over the next 5 years
- Our 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 and led by Professor Udy Archibong, with membership from a number of cross sector organisations across the Place. It is also aligned with equality, diversity and inclusion work across the Health and Social Care system
- The report to Wellbeing 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
- At the Wellbeing Board meeting of 15 June 2021 it was decided 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

# Our Data

- 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 we reported at the June board:
  - 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 was provided in Appendix B of the 14 June 2021 report (grade/remuneration levels understandably differ)*

# National Public Sector Data – focus ethnicity

- Since baselining and reporting on our local data, 2020 data has been published:
- The 2020 NHS Workforce Race Equality Standard reports that the NHS has long been the largest employer of Black, Asian and minority ethnic people in England and overall racial diversity has increased further in recent years: from 17.7% in 2016 to 19.7% in 2019, and a further rise to 21% of the workforce in 2020. Though there is significant deterioration in Bands 7 to VSM
- There was also a very slight increase in the proportion of Black, Asian and minority ethnic staff at Very Senior Manager (VSM) level in 2020 (6.8% up from 6.5%) though the increase has been more meaningful in the longer-term on this measure: an overall increase of 42% from 2016-2020. It should be noted that levels of representation were a very low proportion of all VSM staff in 2016: only 5.4%
- District Health organisations have seen increases in clinical workforce diversity in senior leadership in 2020 WRES compared to 2019 WRES (Band 8a and above, Black, Asian and minority ethnic representation in clinical workforce) from 4.1% to 4.9% at ANFT, and from 12.3% to 17.5% at BTHFT

# National Public Sector Data – focus ethnicity

- Gov.UK (published 29 January 2021) National Police data: At the end of March 2020, 92.7% of police officers were White and 7.3% were from Asian, Black, Mixed and Other ethnic backgrounds
- West Yorkshire Police representation from Asian, Black, Mixed and Other ethnic backgrounds is 6.1%
- 4.3% of senior officers were from the Asian, Black, Mixed and Other ethnic groups combined, compared with 2.8% in 2007. Between 2007 and 2020, the percentage of police officers from every ethnic minority group went up – the biggest increase was for Asian police officers (from 1.5 to 3.1%)
- West Yorkshire Police were ranked 20<sup>th</sup> in the top 50 Inclusive Companies 2020/21
- Gov.UK (published 29 March 2021) Fire and Rescue Services data: Overall, the percentage of fire and rescue services staff (including support staff) from Asian, Black, Mixed and Other backgrounds went up from 4.0% in 2011 to 5.0% in 2020
- WYFRS representation from Asian, Black, Mixed and Other ethnic backgrounds is 4%

# Best Global Equality Diversity and Inclusion Orgs (1)

- *\*as rated by Forbes, Fortune, Great Places to Work as the most diverse companies and companies that embrace diversity*



## accenture

- Accenture – Let there be change ‘Inclusion starts with I’ <https://youtu.be/2g88Ju6nkcg>
- Accenture has 624,000 employees. More than 275,000 are women. 50% of the board directors and 27% of their global management are women
- 60% of Accenture’s board of directors are racially and ethnically diverse: They’ve added more than 25,000 people of diverse backgrounds, they’ve increased the number of Asian American and Asian executives by 3.6%
- 4.5% of Accenture’s workforce identify as disabled and since 2019 the people identifying as LGBTQ increased by 0.5 percentage points and those classed as non-binary has increased from 35 to 44 in 2020
- Accenture has made strides including people of all backgrounds and ethnicities to become a more inclusive company and aim to achieve a complete 50/50 workforce gender representation

# Best Global Equality Diversity and Inclusion Orgs (1)

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## DIAGEO

- Diageo - championing inclusion and diversity  
[https://www.youtube.com/watch?v=V0t7VrsCITM&feature=emb\\_imp\\_woyt](https://www.youtube.com/watch?v=V0t7VrsCITM&feature=emb_imp_woyt)
- Diageo has 27,783 employees
- In November 2020, Diageo announced a 'Society 2030: Spirit of Progress' ten-year sustainability plan which included the goal to have 50% female representation across leadership positions by 2030, on 9 September 2021 Diageo were proud to announce that, 60% of their board and 38% of their Executive Committee are women
- 50% of their board and 40% of their Executive Committee are women

# Best global equality diversity and inclusion orgs (2)

- *\*as rated by Forbes, Fortune, Great Places to Work as the most diverse companies and companies that embrace diversity*



THOMSON REUTERS

- Thomson Reuters has more than 25,000 employees across the globe and has a 49.91% female to 50.09% male workforce ratio
- Thomson Reuters – EDI Strategy – the power of us' focusses on 3 pillars;
  - Build and nurture and inclusive workplace
  - Attract, develop and accelerate diverse talent
  - Leverage diversity and inclusion in the marketplace through customers and brand
- All of these high performing companies have equality, diversity and inclusion at the heart of their organisations, their communications and identity and branding with equal focus externally across customers and clients, and internally across workforce. Their websites communicate their culture, drive, and journey.

# 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 pipeline
- 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

# Progress first 6 months - our 5 Year plan to increase diversity in senior leadership

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## Progress Update

- Series of lived experience and staff engagement within/across organisations have had powerful impact on celebrating difference, learning, and bringing people together within and across organisations ICS Staff Network maturity matrix.
- Successfully launched new High Potential Fellowship in 2021. Positive feedback and impact from previous cohort. Shadow Board Foundation Programme launched. REN leading development of women of colour race equality leadership board
- Ambassadors network continues to promote careers and pathways across our Schools, kickstart ambition (over 1000 placements), leaving care employment programme, learning disabilities placement programme
- Draft job description for jointly partner funded system EDI role, propose the role supports delivery across EG.

# Our impact to date

- We know the importance of lived experience and culture and have made progress on staff engagement and lived experience
- Our data is showing some positive progress
- We have worked through governance, and aligned across Place (EG, West Yorkshire and Harrogate Partnership ICS, HRDs etc...) and brought the HRD system leadership 5 year plan and EG leadership strands together
- We are on a journey, that is both qualitative and quantitative, there is more to do, and our important work continues
- Here is an example of the impact as a consequence of talent development through our West Yorkshire and Harrogate Fellowship Programme :-
  - *Link to video from fellowship*

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## Appendix A – WRES National Actions 2020

These slides show the 2020 WRES Areas for action nationally and the Best performing organisations by WRES indicator.

# Areas for action mapped to WRES indicators

Indicator	Actions
Percentage of staff in each of the Agenda for Change (AFC) Bands 1–9 and VSM (including executive board members) compared with the percentage of staff in the overall workforce	<ul style="list-style-type: none"> <li>• Increase BME representation at AFC band 8 level and above.</li> <li>• Address the wide variation in BME under-representation according to region and trust type implementing tailored solutions to local population and workforce.</li> </ul>
Relative likelihood of white applicants being appointed from shortlisting compared to BME applicants	<ul style="list-style-type: none"> <li>• Development of BME talent in the employment pipeline.</li> <li>• Overhauling recruitment practices to ensure the workforce reflects the diversity of their community, and to do this at pace and scale.</li> </ul>
Relative likelihood of BME staff entering the formal disciplinary process compared to white staff	<ul style="list-style-type: none"> <li>• Understanding the reasons for the reduction of disciplinary proceedings.</li> <li>• Eliminating the ethnicity gap in formal disciplinary processes is a vital required action of the People Plan and studying the organisations which have made most headway and developing summaries of what has proved most effective.</li> <li>• Reporting on the outcomes of disciplinary action, stratified by race.</li> </ul>
Relative likelihood of white staff accessing non-mandatory training and continuous professional development (CPD) compared to BME staff	<ul style="list-style-type: none"> <li>• Understanding the reasons for the improvement in training and identifying what has proved effective in successful organisations.</li> <li>• Understanding why there remains a disparity in career progression and promotion for BME staff despite this improvement in training access.</li> </ul>
Percentage of BME staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	<ul style="list-style-type: none"> <li>• Report on strategies to target the increasing abuse of frontline staff in line with Assaults on Emergency Workers (Offences) Act 2018.</li> </ul>
Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months	<ul style="list-style-type: none"> <li>• Development of a written policy on reporting, dealing with bullying and harassment at work and communicating the policy and procedure to staff (see the RCN Bullying and Harassment Advice Guide).</li> <li>• Development of civility and respect toolkit as per the People Plan.</li> </ul>
Percentage of staff believing that their trust provides equal opportunities for career progression or promotion	<ul style="list-style-type: none"> <li>• Ensuring transparency and positive action as per the People Plan, which emphasises the importance of staff feeling a sense of belonging to their organisation.</li> <li>• Working towards the The Model Employer Framework (2019).</li> </ul>
In the last 12 months have you personally experienced discrimination at work from a manager, team leader or other colleagues	<ul style="list-style-type: none"> <li>• Trusts need to be proactive and preventative in tackling discrimination rather than responding to individual concerns or grievances.</li> <li>• The People Plan emphasises the need for organisation to develop system-level models of recruitment and retention, accordingly there should be focus on how to improve the way appraisals, feedback from interviews and performance assessments are undertaken.</li> <li>• Increasing training programme for freedom to speak up guardians on the topic of workplace race equality as per People Plan.</li> </ul>
Percentage difference between the organisation's board voting membership and its overall workforce	<ul style="list-style-type: none"> <li>• As set out in the 'NHS provider board membership and diversity survey: findings', improving leadership diversity is a significant priority for NHS trusts and should be for every NHS board.</li> <li>• Working towards the percentage of BME board membership to match the proportion of BME staff in the workforce has been set.</li> </ul>

# Best performing organisations by WRES indicator

## Indicator 5

Airedale NHS Foundation Trust

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Derbyshire Community Health Services NHS Foundation Trust

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Great Ormond Street Hospital for Children NHS Foundation Trust

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Hertfordshire Community NHS Trust

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Kent Community Health NHS Foundation Trust

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Lancashire Teaching Hospitals NHS Foundation Trust

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Liverpool Women's NHS Foundation Trust

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Royal National Orthopaedic Hospital NHS Trust

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Sheffield Children's NHS Foundation Trust

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Wavestock and Portman NHS Foundation Trust

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The Christie NHS Foundation Trust

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The Royal Marsden NHS Foundation Trust

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The Royal Orthopaedic Hospital NHS Foundation Trust

## Indicator 6

Cambridgeshire Community Services NHS Trust

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Chesterfield Royal Hospital NHS Foundation Trust

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Derbyshire Community Health Services NHS Foundation Trust

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Hounslow and Richmond Community Healthcare NHS Trust

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Leeds and York Partnership NHS Foundation Trust

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Luton and Dunstable University Hospital NHS Foundation Trust

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Rotherham Doncaster and South Humber NHS Foundation Trust

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Royal Berkshire NHS Foundation Trust

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Solent NHS Trust

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South Central Ambulance Service NHS Foundation Trust

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South Warwickshire NHS Foundation Trust

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Surrey and Borders Partnership NHS Foundation Trust

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Yeovil District Hospital NHS Foundation Trust

## Indicator 7

Chesterfield Royal Hospital NHS Foundation Trust

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Derbyshire Community Health Services NHS Foundation Trust

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Devon Partnership NHS Trust

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Derbyshire Community Health Services NHS Foundation Trust

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Dorset County Hospital NHS Foundation Trust

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Dorset Healthcare University NHS Foundation Trust

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Northumberland, Tyne and Wear NHS Foundation Trust

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Poole Hospital NHS Foundation Trust

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Sherwood Forest Hospitals NHS Foundation Trust

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Surrey and Sussex Healthcare NHS Trust

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Tees, Esk and Wear Valleys NHS Foundation Trust

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The Christie NHS Foundation Trust

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West Suffolk NHS Foundation Trust

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Yeovil District Hospital NHS Foundation Trust

## Indicator 8

Cambridgeshire Community Services NHS Trust

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Cheshire and Wirral Partnership NHS Foundation Trust

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Great Western Hospitals NHS Foundation Trust

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Hertfordshire Community NHS Trust

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Liverpool Women's NHS Foundation Trust

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North West Boroughs Healthcare NHS Foundation Trust

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Northumberland, Tyne and Wear NHS Foundation Trust

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Rotherham Doncaster and South Humber NHS Foundation Trust

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Sheffield Children's NHS Foundation Trust

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South Central Ambulance Service NHS Foundation Trust

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South Warwickshire NHS Foundation Trust

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Surrey and Borders Partnership NHS Foundation Trust

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The Christie NHS Foundation Trust

## Indicator 9

Barnet, Enfield And Haringey Mental Health Trust

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Coventry And Warwickshire Partnership NHS Foundation Trust

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East London NHS Foundation Trust

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Kent And Medway NHS And Social Care Partnership Trust

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Kingston Hospital NHS Foundation Trust

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London Ambulance Service NHS Trust

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North Middlesex University Hospital NHS Foundation Trust

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Oxleas NHS Foundation Trust

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Royal National Orthopaedic Hospital NHS Foundation Trust

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South West London And St George's Healthcare NHS Trust