

Report of the Chair of the Equalities Group to the meeting of the Wellbeing Board to be held on 26 October 2021.

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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. This paper also includes an updated recommendation regarding the governance of the Equality Group.

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.

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PVC, Equality, Diversity and Inclusion

Portfolio: N/A

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Overview & Scrutiny Area: N/A

1. SUMMARY

The Equalities Group was formed to support the Wellbeing Board in implementing its commitment to equalities. The chair, Professor Udy Archibong, decided to take the approach of forming a group of cross sector EDI professionals to collectively work on initiatives 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 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 addressing Equalities in their work and support the WBB in implementing its commitment to Equality, Diversity and Inclusion. 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 work streams were established addressing: Leadership, Workforce, Community and Service Delivery and

Design. Each work stream 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.

3. Work stream 1 - Leadership

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 to progress the leadership work stream and to discuss and agree alignment and governance across the EG and HRD's work. 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 HP Fellowships)
- Create **volunteering opportunities** including charity Boards (can organisations release their staff to do this during work time?)
- 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 (this will require some resource)

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 the leadership work in its entirety (EG and HRD) should sit within the EG and led by Anne Lloyd, Director of Human Resources at Bradford Council. This is to ensure there is no duplication and for implementation reasons, and to ensure alignment across

initiatives and the leadership and workforce work streams. The HRD network will be submitting a separate presentation to the Wellbeing Board outlining progress against this work stream.

Consultation

Consultation will take place with existing staff from across the Place, staff networks, and key partnerships.

4. Work stream 2 - Workforce

This work stream 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 recommendations 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.

Detailed project plans will be developed which will include resource requirements.

5. Work stream 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.

Aims and Objectives

The proposal is to develop a cross sector "**Diversity Exchange**" web-based portal to enable stakeholders to pool and share intelligence, resources, information and insight relating to equality, diversity and inclusion. The aim of the "Diversity Exchange" is to join

the dots so that equality focused practice is consistent and embedded across the public, private and VCSE sectors. The Diversity Exchange could be an overarching one-stop-cross sector-shop acting as a central arena for the collation of our other work stream initiatives. 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 work streams 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.

Benefits

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 grass-root 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

Consultation

Should the concept be approved as a potential overarching umbrella project, further consultation and co-design will be required to establish how the theory will work in practice. For example:

- Who will use the Diversity Exchange and what will they require from it
- How it can be made accessible and easy to navigate
- How can it become a sustainable district wide asset
- What would be the main headings, for example, training, resources, research, commissioned programmes, projects, strategies, national/local policy etc?

The consultation methods would include focus groups, questionnaires and meetings. Community groups, VCS organisations, housing, education, health, police, council workforce and other key agencies will be asked to contribute their thoughts and outline their requirements of the exchange.

6. Work stream 4 - Service Design and Delivery

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** as part of the Diversity Exchange, 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. Scope for working 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. Develop an implementation plan that takes into account the resources and engagement required to establish the benchmark tool across the Place.
- Stage 3: Consult on the draft benchmark tool, test and learn by piloting with a sample of organisations.
- Stage 4: Market and roll out the benchmarking tool across the partnership.

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
- Buddying of organisations to continue ongoing support and learning
- Peer support across EDI leads within the place.

Within 2 years we would expect to see:

- Peer review being introduced as a standard practice across sectors and organisations
- Sharing of good 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

- Increased consistency in practices across the system.
- 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
- Evaluation and potential for the Bradford Approach/Standard as it is successfully adopted by other Councils/areas
- Increased compliance and furthering of the Equality Act across the District.

7. OTHER CONSIDERATIONS

Performance

Performance frameworks for the projects above are still in the process of being developed, it is proposed that further work is undertaken with the Wellbeing Executive Group to finalise these.

Governance

It is proposed that further discussions regarding resource requirement for the projects above and oversight of the work of the Equality Group is provided through the Wellbeing Executive Group. Annual updates will be provided to the Wellbeing Board meeting on the progress and performance of the Equality Group.

8. 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. Project plans will be presented to the Wellbeing Executive Group which will detail resource requirements..

9. RISK MANAGEMENT AND GOVERNANCE ISSUES

Full delivery plans are close to completion and will include a full analysis of risk. We recommend that the Equality Group provide regular updates to the Wellbeing Executive who will provide oversight of the delivery of projects. Annual reports will be provided to the Wellbeing Board on progress against our objectives.

10. LEGAL APPRAISAL

No legal issues are anticipated at this stage.

11. OTHER IMPLICATIONS

11.1 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.

11.2 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.

11.3 COMMUNITY SAFETY IMPLICATIONS

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

11.4 HUMAN RIGHTS ACT

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

11.5 TRADE UNION

None

11.6 WARD IMPLICATIONS

Not applicable

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

Not applicable

11.8 IMPLICATIONS FOR CORPORATE PARENTING

Not applicable

11.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Not applicable

12. NOT FOR PUBLICATION DOCUMENTS

➤ None

13. 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.

14. RECOMMENDATIONS

Recommended -

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

That the Wellbeing Board agree to the proposed updated governance framework for the Equality Group.

15. APPENDICES

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

16. 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