

Report of the Chair of the Systems Equalities Group to the meeting of the Wellbeing Board to be held on 12 September 2023.

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Subject:

The Systems Equality Group (SEG) has been working together over the last 12 months with support from the Strategic EDI lead to develop and implement initiatives to tackle inequalities across the District.

Summary statement:

This paper provides a high-level summary of the 12-month progress made against the 10-point action plan developed by the Systems Equalities Group. This paper also includes a recommendation regarding the leadership work stream.

EQUALITY & DIVERSITY:

Our systems equity, diversity and belonging (ED&B) approach is to support and coordinate collective action to improve our approach to equalities, maximising opportunities, learning and expertise across our place. The actions presented aim to address equality, diversity and inclusion and therefore an equality impact assessment is being carried out per action.

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Overview & Scrutiny Area: N/A

1. SUMMARY

The Systems Equalities Group (SEG) was formed in November 2020 to support the Wellbeing Board (WBB) and sub-boards and partnerships in implementing its commitment to equalities, diversity and inclusion (EDI). 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.

- 1.1 Professor Udy Archibong was appointed as chair and convened a group of cross sector EDI professionals to collectively work on initiatives across the place. The EDI professionals 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.
- 1.2 Additionally, the group connects with the Community, Voice and Influence (CVI) group, a newly formed group under the WBB, this will ensure we can include community perspectives in the initiatives we develop and deliver. Proposals were developed and presented to the WBB in 2021. These focussed on;
 - Leadership
 - 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
- 1.3 These proposals aimed to address the inconsistencies around EDI based practice across the public and voluntary and community sector in Bradford District and Craven and provide a solid basis for effective working, best practice, and a consistent approach to ensure that EDI is at the core of our work in Bradford District and Craven.
- 1.4 In 2022, the SEG requested that the WBB dedicate funding and resource to support with the implementation of the above initiatives. A lead Strategic post for EDI for place was created who is taking responsibility to coordinate actions. Whilst it is our ambitions to include and involve public, faith, schools, private and the Voluntary and Community sector, each sector is being mobilised for different actions and at different paces depending on where the organisations are starting at.
- 1.5 The Strategic EDI lead from May 2022 set out to;
 - Create a framework for EDI for our place, which would provide a collective understanding of our approach,
 - Map current initiatives, strategies and plans and understand where possible alignment existed across organisations to avoid duplication and maximise opportunities for shared working and coordination,

- Consult, strengthen and build on the ideas generated from the SEG with our workforce,
 - Involve and include the voices of communities, young people and children to help facilitate the right environment and services for belonging, trust, fairness and success to flourish,
 - Ensure robust governance mechanisms for the activities and initiatives to be developed and delivered,
 - Co-design and mobilise the initiatives by involving a wide range of people, and;
 - Seek specialist support and funding for the initiatives to be delivered.
- 1.6 This report aims to highlight the key developments, achievements and progress made to date.

2. BACKGROUND

Since November 2020, the SEG has taken an oversight, supportive and guidance role on equalities for the WBB with the overall aim *to support and coordinate collective action to improve our approach to equalities, maximising opportunities, learning and expertise across our place.*

- 2.1 The SEG set out clear guiding principles, which all actions are tested against, these are;
- **Sustainable** - our ambition is to magnify what is already there, building on what we have, coordinating and connecting up and sustaining it over time.
 - **Intelligence and evidence-led** – Collecting, coordinating and merging data sets to enable us to identify ‘touch points’ of where consistent equalities issues occur.
 - **Intersectional** – To work collaboratively cross sector and cross system by being integrated and holistic to significantly push the dial.
 - **Transformative**– To be a test bed for world ground-breaking equalities research and to be world leading in our approach
 - **Dismantling** – to be an ‘agitator and disruptor’ of the system, imagining the world beyond the structures/boxes and status quo and providing constructive feedback where they do not work.

2.2 Our place based framework

A framework has been developed, which brings together all of the enabling factors and components of the equalities work and sets out some high level system key measures, this is also supported by a **logic model as outlined in Appendix A.** Alongside measuring individual initiatives as they move to implementation, the initiatives that have been agreed aim to contribute in the improvement of workforce diversity, income and social mobility indicators over 5 years, as well as improve and increase levels of trust. **Please Appendix B: Framework.**

- 2.3 The initiatives and actions are supported by additional mechanisms; these are;
- **Measuring Trust - The Trust Project**– which aims to build a culture of trust, which is our key ‘pulse indicator’ for culture change. The approach uses two elements; one which focusses on mapping trust and the second on the actions

developed by front line staff and communities to improve and increase levels of trust between and with communities across all neighbourhoods, and between and in organisations. We know from research that by improving trust, we can improve general wellbeing for our population and that it can have significant impact across all other drivers from employment to education. *See please see action 3, 4.4.1.*

- ***Building social connections - Allies Connect*** – aims to create a cross-sector network of organisations by bringing together staff engagement leads and members across our workforce to be effective allies. It is designed to be a safe space for our workforce to share and learn about our intersecting identities and shared or differing experiences. This unique perspective will support our intersectional approach to wellbeing across our system. Allies Connect will launch during the National Day for Staff Networks in May 2024. In preparation of this it will aim to scale up Bradford Council’s RESPECT Allyship programme, enabling more organisations to benefit from the model. It will also include, but not limited to reverse mentoring and coaching offer which will be scaled up from the work developed by Health and Care. The Allies will also be the ‘Social Sensing Network’ for the Trust project at the organisational level. *See please see action 3, 4.4.1.*

- ***Accountability and challenge-*** aims to build capacity and capability across our system by ensuring that EDI is sufficiently addressed. We do this by;
 - Providing advice and support on EDI issues which may impact on the district negatively and create plans for mitigation,
 - Reviewing board papers to the WBB before they arrive to ensure input can be provided from an EDI lens,
 - Improving ways of working between the SEG and the partnership leads and chairs by deepening relationships,
 - Developing an accountability tool that acts as the conscious in the system, which is being developed collectively with Reducing Inequalities Alliance and other supporting and facilitating programmes such as Living Well.
 - Being a disrupter and agitator, by acting as a critical friend. This is being tested and trailed through the ***Root Out Racism (ROR) movement.***

In June 2020, the WBB signed up to ROR, which ***accumulated 500 signatures*** across West Yorkshire pledging to be anti-racist. The ROR was created by the West Yorkshire Health and Care Partnership in response to a [review in 2020 into the impact of COVID-19 on health inequalities and the disproportionate effect on ethnic minority communities and staff](#), Through educational resources, real-life images and stories, the ROR movement encouraged people to better inform themselves on anti-racist behaviours and practices. From 2022, Ali Jan Haider, Director of Integrated Health and Care took lead responsibility for ROR for Bradford District and Craven. A steering group has been developed, which includes EDI leads across our place to produce more effective ways of measuring impact and progress locally. The work plan is being set out against 4 pillars;

- **Pillar 1 - Listening and engagement (capturing lived experiences)** – Sophie DiMauro, Vic Simmons (Health and Care Partnership) and Humma Nizami (REN)
- **Pillar 2 - Support and Advisory Group (being disruptors and agitators)** has four subsections:
 - Mental Health – TBC.
 - Employment – lead Khalida Ashrafi (EDI Lead, Bradford Council)
 - Education inequality – Zahra Niazi (Strategic EDI Lead)
 - Unpaid Carers – Ali Jan Haider
- **Pillar 3 - Communication and PR (ensuring consistent messaging)**– lead Sophie DiMauro (Health and Care Partnership)
- **Pillar 4 - Governance** – Iain McBeath (Health and Wellbeing Director, Bradford Council)

The steering group is now moving into mobilisation and delivery stage, where work plans will be developed.

3. ENGAGEMENT

From May 2022 to September 2023, we undertook a three prong approach to engagement to test out and build on the ideas developed by the SEG;

3.1 Phase 1 - Appreciative inquiry

The first phase invited a representative group of people across the different sectors to understand what they felt would make the biggest difference in EDI across place using **appreciative inquiry**. The workshops aimed to test out the ideas presented in 2021 and to build on them. The workshops **engaged 130 people** across our place. A wide range of organisations such as Opportunity Centre, Bradford Council, WY Police, Airedale Hospital, Incommunities, Yorkshire Housing, The Cellar Trust, Libyan Society, Connecting Roma, UoB, Pinnacle, Bradford Hate Crime Alliance (BHCA), Care Trust, Bradford Institute of Health Research (BIHR), The Linking Network (TLN), Beckfoot Heaton, CNet, CABAD, Pinc College and so on, and from a wide variety of roles attended.

- The findings expanded our system ‘actions’ on EDI.
- The key ingredients to make EDI work, informed the topics within the Listening Rooms in phase 3.

3.2 Phase 2 - Workforce survey

The second phase aimed to include our workforce who may not have been engaged with the workshops. The workforce survey had a return of **53 respondents**, we were aiming for 195 for it to be statistically significant across our workforce, however this provided a lot of rich detail and information. This shaped the process of creating action groups under each priority action providing a chance for people to be involved and contribute to the on-going co-design process.

3.3 Phase 3 - Listening Rooms

The third phase was speaking **to 126 residents** within communities and children/young people, using a research methodology called **Listening Rooms**. A

listening room is usually self-facilitated in-depth conversation with a small group on key topic areas and involves impartial thematic analysis. A listening room exercise was carried out in each ward and within schools; both primary and secondary on **belonging, trust, success and fairness**. The findings of the listening rooms will inform a set of design principles or framework to enable services and partners to create the right environment for equity, diversity and belonging (ED&B) to flourish. The Listening Rooms started in September 2022 and are still on-going. An intern from the University of Bradford and the Reducing Inequalities Managers from the Reducing Inequalities Alliance (RIA) are working on analysing the information and co-designing a practical and implementable guide.

- 3.4 The findings from phase 1 and 2 have informed the expansion and further refinement of the five work streams and 10-point action plan.

4. THE 10-POINT ACTION PLAN

The SEG are developing other on-going key actions, which range from shared Equality Impact Assessments to the development of an Inclusive Language Guide.

Case Study: Inclusive Language Guide

'There is power in words and language. In Bradford District and Craven, it is crucial that the language and words we use reflect our values, beliefs and work as a system. To embed this way of thinking, partners, representatives and allies from across Bradford District and Craven who specialise in race, gender, LGBTQ+ and disability collaborated to co-design an inclusive language guide for staff.'

The guide outlines the vision for our place with language and communication being an important aspect in building trust and connection. It is people-centred, highlighting inclusive leadership, compassion, and creating supportive environments where everyone feels they belong.'

- 4.1 The action plan is split into five work streams and 10 actions. **Please see Appendix 1: Logic model.** However, some actions are interlinked and will rely on other parts of the plan to be operationalised first. Therefore, the actions are being mobilised in two tranches. The following work streams and actions have been evolved from the earlier themes taken from the Bradford Council's Equality Plan in 2020, which was re-launched this year.
- 4.2 Each action has a task and finish/action group which are made up of different people across our place such as engagement staff to organisational development leads and have a keen interest or key role to play in the delivery of the action.

4.2.1 WORK STREAM A: LEADING INCLUSIVELY

ACTION 1: Diversify our leadership, governance and workforce representation.

Early in the process the SEG realised that there was a significant crossover with the work being undertaken by the HR Directors (HRD) group on increasing diversity in

senior leadership. As that work was being developed the SEG 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 SEG and HRD's work. Several group meetings and workshops were undertaken to explore these ideas, their rationale and the benefits. The HRD lead is Anne Lloyd for SEG and she continues to support work in this theme to ensure connectivity.

4.2.1 This work has been developed with three distinct areas of focus to essentially **supercharge leaders** ready for their next steps and bring collective understanding of what we mean by inclusive leadership for the place or/and system. This responds to a gap that all organisations currently share.

4.2.2 We have undertaken a mapping process of existing leadership activity, focus groups **where 40 leaders** were consulted across place, gathered evidence of what works and analysed workforce data in the development of these programmes. The programmes are designed to be place based, where there is opportunity to build on knowledge, understanding, skills and experience. We anticipate that the programmes will have **80% success rate of participants moving onto higher paid roles within 6- 12 months** of completion.

4.2.3 We continue to be mindful that the more organisations they are, this will increase the pressure on resources and the need for alignment. The programmes are therefore initially being trailed in the 6 organisations (Bradford Council, Bradford Teaching Hospitals, Bradford Care Trust, West Yorkshire Police, WYFRS and University of Bradford), with the view that further cohorts can be developed and this may increase opportunity to maximise delivery of joint outcomes once these are demonstrated to work. The activities are;

- **An inclusive leadership framework**, this will be developed as a Kitemark, with support from the SLD team at the ICB and the University of Bradford. The ambition is that this will be well recognised across all organisations across District and Craven and will be the foundation of the programmes and behaviours for our place. It also will align with *action 9 on developing a local equality charter*. The potential of this framework could be significant, creating not only shared language, but a shared way to recruit people who share the same values and behaviours, measuring performance and providing reward and recognition.
- **Programmes on leadership**; this will be developed as two distinct cohorts but promoted to those who have overlapping identities and challenges, for example black gay man or white Christian disabled woman. Each organisation has gaps in their workforce and leadership levels, and we aim to encourage applications particularly from those groups such as women in the Police and Fire and Rescue Service and disabled groups across the Care Trust. Each organisation will be given a limited number of placements;
 - ❖ **Cohort 1:** For 12 people who are **established leaders** looking for their next move into senior leadership positions. This will be offered as a 12-month

secondment, enabling more staff to hone their skills in a different field/sector. It will focus less on modular learning and more on mentoring/coaching, information, advice and guidance and practical support for interviews, recruitment and head hunting agencies and on the job experience.

- ❖ **Cohort 2:** For 30 people who are looking for career progression into **first tier or second tier management** in their own organisation. This will be offered as a 9-month programme, enabling participants to gain more knowledge, understanding and experience through modular based learning, mentoring and coaching and taking lead on joint partnership projects across our place to promote and create opportunities for integrated ways of working. This will also provide opportunity for people to use their new found knowledge, skills and experience back in their own organisations.
- **Developing new community leaders** with the view to move them into existing boards and partnerships to widen representation. This is being offered as a 6-month long programme for a cohort of 45 residents, but will initially engage 100. Our recruitment will be of women living in socio-economically deprived areas, focussing on multiple challenges and barriers i.e childcare, carers, low English. This programme is Health and care specific, but learning from this could shape wider ambitions to diversify strategic partnerships under the WBB. The programme will focus on modular based learning, reverse mentoring between board members and participants, resilience, how to influence, decision making, speaking in public and gaining experience at a board. Funding for this has already been secured from the Bradford District and Craven CCG (now NHS West Yorkshire ICB).

In addition;

- ❖ **Organisational and board readiness** - The programmes will require OD time with the recognition that we need to work in parallel. Organisations will need to approach their recruitment differently as well as anticipate emerging roles when the programmes have been completed. The OD time will cross over with *work stream 3 on Activating Diversity*.
- ❖ **Inspiring Leadership platform** – The online platform will create the infrastructure for the programmes, where modules can be viewed, additional learning can be facilitated and peer to peer support networks can be developed. It will support the on-going mentoring and coaching relationships across our alumni and will provide controlled environments for other work streams such as *action 5 and 8, building networks and raising aspirations in young people to be built on*.

The outcomes for this work will enable;

- Increased secondment opportunities and breadth of experience across and between organisations whilst ensuring we can retain the talent within the District
- Opportunity to utilise their new skills and knowledge in their existing organisation,
- Increase the diversity of leadership positions and board/partnership representation.

- Remove barriers to progression especially for those who are disadvantaged due to a/or combination of protected characteristics and challenges.

4.2.4 We recognise that there are different offers being provided across Place, an action will also be undertaken to communicate the different routes for progression and development for system and place leadership, enabling staff to be better informed about career opportunities as well as developmental options that best suits their ambitions.

4.2.5 The work in this stream will report into the Health and Care Partnership's People Priority, Leadership, Inclusion and Belonging (LIB) pillar to avoid duplication between the HRD's and One Workforce programme and to ensure alignment across initiatives.

4.2.6 Progress to date

Whilst this work has been developed, organisations have been progressing forward with their overall ambitions to diversify leadership and workforce;

- Detailed plans have been developed to outline work over the next 1 – 5 years, others are reviewing actions and opportunities to reform recruitment policies such as the West Yorkshire Police who are in the process of approval stages,
- Visible engagement of ethnically diverse communities, gender and disabled is underway at a range of levels in the 6 organisations,
- Positive action approaches are being implemented.

We have achieved increased diversity across our senior leadership over the last 2 years, whilst progress is slow, it is moving in the right direction. It is useful to note we have greater workforce diversity than our regional comparator organisations and also nationally, these figures are as *follows:

- The Care Trust report an increase of ethnically diverse leaders at 8a onwards at 27% and from **25.8% to 27% at workforce level** and 9% for disabled in senior management and **8% to 9% for the rest of the workforce**. In the highest paid role in quartile 4, 78% are female and 22% are male. The overall representation of females in the Trust on 31 March was 80%, which has fallen from 81.3%.
- Bradford Council report an **increase from 18.2% to 22.2% of their top 5% earners from ethnically diverse communities** and 50.7% are females (target 65% to match female council percentage). The target for the whole workforce is 33% (to be reviewed) to match the district population but this is currently falling short at 28.7%.
- Bradford Teaching Hospitals report a target of 35% ethnically diverse representation by 2025 at both at Senior Leadership levels and for the workforce as a whole. This target has been achieved for the workforce and they are now working towards increasing Senior Leadership diversity at Band 8a and above, including very senior management. From 2021 to 2023 the Hospital has seen

an increase from **14.5% to 17.84% in ethnically diverse representation at senior leadership levels.**

- Airedale Foundation Trust aims to reflect their workforce representation of the local population. When compared to 31 March 2022, the total number of colleagues from an ethnically diverse background has **increased from 21.35% to 23.28%**. Airedale's senior leadership diversity (Band 8a and above, ethnically diverse representation) ranges by banding from **7% - 17% for non-clinical colleagues, 8% - 50% for non-clinical colleagues, and 38% - 61% for Medical colleagues.**
- West Yorkshire Police report retention of females at the ACPO level from 2021 to 2023 at 28.6% but this only equates to 2. Equally there is decline for ethnically diverse representation from 28.6% to 20%. However, there has been an **increase in ethnically diverse representation at Sergeant from 5.5% to 7.2%** (62) and **Constable from 6.7% to 9%** (433) levels.

* we all define senior leaders in slightly different ways and report to different timelines, grade/remuneration levels understandably differ.

4.2.7 Organisations also report a wide range of planned activity such as;

- Scaling up coaching and mentoring offer across health and care, which is running and effective. Currently mentoring is provided on an ad-hoc basis. A more structured mentoring offer will be developed during 2023/24, which will align with the West Yorkshire place-based reciprocal mentoring offer over the next 1-3 years. This is being complimented with in-house coaching programmes for example Bradford Council have trained 1004 employees.
- Development of a shared Leadership Strategy will be advanced and overseen by the LIB group.
- Creating and sustaining connectivity through shared system networks, ongoing collaboration and a shared approach to recruitment panels.
- Encouraging new entrants into Health and Care, proactively engaging those who are furthest from work, particularly the long term and recently unemployed and targeted recruitment with our ethnically diverse communities through our inclusive community recruitment project through the One Workforce programme which is aligned to the Growing our Workforce pillar of the People priority.

4.2.8 Whilst improvements can be seen in overall representation at a senior level, there is further work to do to increase the diversity of colleagues in senior leadership positions. Each organisation has a work plan attached to this ambition over the next 5 years. Though it may feel like a crowded picture, our mapping process indicates that these offers are all distinctly different.

4.2.9 Next steps

Module and content development for these programmes have yet not started. We aim to develop these in partnership with the work stream action group based on approval of the programmes above.

4.2.10 Funding and in-kind support has been agreed where possible, especially where we have aligning priorities. However, to mobilise the following, additional funding of £64,000 needs to be found. The WBB is asked to support with the identification of possible sources of funding;

- **Aspiring Leadership platform** of up to 100 participants –one off cost of £6,000 with additional £6,000 to be paid for every additional 100 members registered.
- **Leadership programmes** – x 2 cohorts - £60,000 – which will cover facilitation costs over the period of 12 months.

4.2.11 Options

- **Option 1:** Advance the **Inclusive Leadership Framework** and the **Inspiring Leadership platform only**. This option requires very little investment, it will provide us with a shared understanding of inclusive leadership and measures including maximise on bringing together various groups across the place into one central location and help support other actions in our plan to be built on.
- **Option 2:** Focus on the **organisational development phase** only. This is currently already happening. A new OD Network is being developed through Health and Care which can be expanded out to include other sectors. This new space will allow for continued opportunity for collaboration and collective action.
- **Option 3:** Deliver **all components** as described above, and suggest external or other funding to mobilise all elements.

4.3. **ACTION 2: Improved diversity monitoring and increased sense of trust and fairness.**

4.3.1 Diversity monitoring The ambition for this action was to develop a collective campaign on increasing diversity monitoring in organisations. Work is actively already being undertaken, for example the;

- WYFRS is working closely with their Service Improvement Quality Assurance team to carry out an **audit to improve EDI monitoring** across all departments.
- Bradford Teaching Hospitals have launched the **Equality Census campaign**, which outlines the benefits of sharing such as informing EDI initiatives and strategies.
- WY Police launched a campaign called '**Safe to Say**'. This is now being proactively delegated to area teams to increase service area workforce data.
- Care Trust have also launched a campaign to **increase the number of staff sharing information** particularly about disabilities and long term health conditions, but there are also focussed interventions across different services to improve equality data for example, Early Intervention in Psychosis Services related to increasing LGBT+ status sharing and usage within therapeutic processes as appropriate.

The purpose is to analyse what has worked and what hasn't in these approaches and to provide support and guidance for other organisations to do the same.

4.3.2 The Trust Project – please see action 3, 4.4.1.

4.4 WORK STREAM B: ELEVATING EQUITY

4.4.1 ACTION 3: *Bringing community, voice and influence closer in proximity to decision makers such as boards and committees where power is shared, informing design and delivery and actively working with communities to improve trust, belonging and fairness.*

The work on this action was advanced by Janet Ford from CNET with input from a wide range of colleagues, with the voluntary sector particularly well represented. All actions in this work stream have been mobilised and are now delivering. This action overlaps with other themes and actions such as *Activating Diversity; action 4. Improve understanding of our communities through upskilling and training, instil confidence in our shared narrative and harness our existing expertise to deliver accessible, inclusive and tailored services.*

4.4.2 Case Study: The “Diversity Exchange”

The Diversity Exchange was launched on the 20 June 2023 at the LIFE Centre as part of the WBB website refresh www.bradfordwellbieng.co.uk. The launch was aimed at senior officers from Directors to Head of Service. Approximately 70 people from across the system attended. The Diversity Exchange is the online one stop shop, which will house all of the EDI initiatives developed by the SEG. The Diversity Exchange is a depository as well as a coordinating function that brings together activities, information, tools and community intelligence across district and Craven on ED&B. In addition, it will provide a strong evidence base on what works in EDI ensuring our investments are well made.

4.4.3 An extension to the proposal was to develop physical **Diversity Exchange Community hubs**, based in community centres and places where key issues affecting the most marginalised communities are raised daily. The hubs would be places for celebrations of diversity and places to conduct user led consultation and collaboration events for providers to learn from and listen to the community.

4.4.4 This idea has developed further and incorporates two functions of which both are active;

- **Community, Voice and Influence (CVI)- Led by Noreen Akhtar (Assistant Director for Neighbourhoods and Communities, Bradford Council)** – A coordination group has been formulated made up of community, youth and child engagement leads, community of interest groups and community researchers who work with all communities across District and Craven who have a responsibility in engaging communities. The proposal includes development of a consistent and shared understanding and methodology on community co-design, co-production and engagement as well as gathering intelligence in a coordinated way which will inform our on-going strategic priorities and bridge the gap between organisations and communities ensuring that they also can participate in our partnerships and boards. We are now aiming to;

- Agree a set of consistent approaches to voice and influence (identify a menu of opportunities: including proven methodologies for gathering information, intelligence and analysis),
 - Agree a common outcomes framework.
- **The Trust Project – Lead Barry Cusack (Bradford Council)** - Bradford district is the first prototype city. We have been devising a methodology that can be taken up by cities anywhere to assess – and act upon – trust at the local level. We are simultaneously developing a tool/method for measurement of trust within organisations/employers. The project was initially funded by the Intercultural Cities Programme (ICC), Council of Europe until December 2022 and is now sustained with in-kind support from the Stronger Communities Team in Bradford Council, the Strategic EDI lead and The Trust Collaboratory in Canada. There is significant interest generated within the ICC network and within the UK also. Its uniqueness is in not only how trust is measured, but how insights can be turned into actions via a Social Sensing Network of professionals with good knowledge of one or more of the district’s wards. In addition, centralising trust as a key measure in a systemic way is also an innovation that has not been tried elsewhere and has sparked interest from agencies like New Local. This project is a pilot that is both explorative and iterative – where we test, learn and pivot to ensure relevance, usefulness and efficiency. The CVI group have taken the lead responsibility for reporting the recommendations to the WBB. Highlights include:
 - Roll-out of our Pulse Survey for residents (**472 respondents as of August 23**), recruitment of relevant professionals to our Social Sensing Network (**33 as of August 2023**).
 - Embedding “trust” as a key measure into our systemic approach to EDI – Trust is measured across organisations but this currently lacks consistency, therefore we are exploring an annual dip sample approach across organisations.
 - This project will take a big step forward on 12 October 2023 when a large collaborative event takes place with the Social Sensing Network. The group will analyse and contribute to the Pulse survey data and develop recommendations and initiatives to improve or increase levels of trust.
 - The Trust measurement were incorporated into the co-creation/consultation process for the new *Bradford for Everyone* strategy during June – July 2023 and the BIHR Age of Wonder as an additional optional survey. We have been liaising with the PCC about trust being included in the revised survey.

4.4.5 Next steps

Funding for the website has been secured through Stronger Communities Partnership and legacy integration and cohesion programme, *Bradford for Everyone*. Over the next few months it will go through various updates, which will continue to see the site being expanded. It will require an annual cost of £600 which covers the hosting, maintenance and every day support.

4.5 WORK STREAM C: ACTIVATING DIVERSITY

4.5.1 ***ACTION 4: Improve understanding of our communities through upskilling and training, instil confidence in our shared narrative and harness our existing expertise to deliver accessible, inclusive and tailored services.***

This work stream continues to be led by Kez Hayat from Bradford Teaching Hospitals NHS Foundation Trust and with support from the SEG and the One Workforce programme. Please note these actions have *significant cross overs with actions 3 and 7* and therefore we anticipate that this work stream will not be fully mobilised until the second tranche of development in 2024. Most of the work is being undertaken within the LIB group, which includes;

A ***district wide staff induction programme*** covering the theme of 'Inclusion'. In order to prepare our workforce to work in both individual organisations and across place, and to drive our aspirations of being employers of choice. EDI being the main cross cutting theme in how we do this.

4.5.2 ***ACTION 5: Support career progression, succession planning and talent management by using networks to build a more diverse workforce at every level; enabling networking across organisations and to build role based networks.***

See action 1, with focus on the aspiring leadership platform. This action requires further development and will not be mobilised until the second tranche in 2024.

4.5.3 ***ACTION 6: Commitment to positive action and improve the way we recruit, shortlist and interview.***

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. Work is being progressed to;

- Adapt the ***ICB Inclusive Recruitment guide/toolkit***, reflecting best practice, for use by all our health and care organisations and sectors
- Scoping and identify and develop a ***positive action plan*** for increasing the diversity of our workforce.

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

4.6. WORKSTREAM D: INSPIRING BELONGING

4.6.1 ***ACTION 7: Celebrate our diversity – ‘acting as one’ and enhance our shared value proposition as employers of choice.***

Case Study: In March 2023 we launched ‘Amplify’. The aim of the place based diversity programme was to coordinate across District and Craven our approach to

key dates, weeks and months of significance and celebration as well as act as the 'prompt' in the system. The programmes aim to;

- *Raise the profile of equality issues,*
- *Educate through interactive and safe learning environments,*
- *Inspire practice and innovation,*
- *Raise awareness of the impact of inequalities by sharing lived experiences and develop compassion and kindness,*
- *Promote opportunity for best practice to be facilitated between organisations*
- *Maximise the expertise in our place,*
- *Challenge current thinking and approaches to equality issues and,*
- *Build opportunities for further collaborations where duplication can be avoided.*

*It has coordinated 6 programmes which have ranged from Race Equality Week to Men's Mental Health Awareness, **engaging 960 staff members** across Place **with 61 organisations** participating from public sector, education and the voluntary and community sector.*

We asked participants whether they saw any good practice they felt they would want to implement, responses ranged from; 'Management commitment to inclusion of Trans and non-binary people in the workplace', 'the anti-racism training and toolkit for staff to develop understanding was a good model' to 'considering demographics in service delivery.'

We asked what would like to see future events; responses ranged from; 'how to have difficult conversations around racism', 'neuro-divergence and intersectionality' and 'a deeper look into asexuality'.

4.6.2 Other highlights have been;

- A Youtube channel for the Diversity Exchange has been created; <https://www.youtube.com/channel/UCU2nDVM0RyjGh4qTs8E-Fsw> which currently hosts 16 videos, these provide opportunity for staff to re-visit any of the recorded sessions at any time of the year, this has had 248 views as of August 2023.
- Amplify also curates in partnership, blogs and stories, social media images and videos and a communication toolkit for each date of significance and celebration, which is developed by Communication Leads across place.
- We coordinate on lighting up our buildings at the same time and colour to create further visibility on key dates, these are; International Women's Day, LGBTQ+ History Month, Black History Month and Disability History Awareness month. Partners include Bradford Council, NHS partners, Bradford College and University of Bradford.

Further events will run over October and November of this year, which include Hate crime awareness week (October), Black History Month (October) and Disability History Awareness Month (November- December).

4.6.3 Next steps

As part of the Diversity Exchange, an ***Amplify diversity calendar toolkit*** will be

curated with support from Communication Leads across our place. This will be launched in January 2024 and will provide examples of how organisations are already recognising these dates and also will suggest suitable wording, information and resources which can support organisations who have yet to do some work in this area. We envisage that there will be a design cost element to this.

4.6.4 ACTION 8: Raise aspirations in young people ensuring every child/young person has access to a role model/mentor.

The work on this action has not been developed yet and will be approached in the second tranche of development in 2024. This action overlaps with action 1 on Inspiring Leadership platform.

4.7 WORK STREAM E: WORKING INTERSECTIONALLY

ACTION 9: Raise the bar on equality through a Bradford district and Craven centric equality standard charter where our partnership can support and challenge each other to go further.

The lead for this activity is Lisa Wright (EDI Lead for the Care Trust). It was recognised that there was a lot of good EDI practice in existence within local organisations. This is already starting to be captured through the Diversity Exchange.

4.7.1 The proposal was to set up a **peer review framework** as part of the Diversity Exchange, a supportive and collaborative **benchmarking exercise** to 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

4.7.2 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.

4.7.3 The proposal set out three stages, which a task and finish group have yet to undertake;

- 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.

4.7.4 The action group was formulated, but membership needs to be revisited as the work requires significant dedicated time and specialist expertise. Again this action will be mobilised fully within tranche 2 in 2024.

4.7.5 However, we have continued actively to **expand the work of the Inclusive Employers**, which has been sustained after the integration and cohesion funding ended in March 2022, through the UKSPF and sets out a benchmarking tool on inclusion. The toolkit can be viewed here; <https://bradfordforeveryone.co.uk/wp-content/uploads/2021/12/Bradford-Inclusive-Employers-Toolkit.pdf> which has been downloaded 90 times.

4.7.6 Additional resources have been created following a focus group with the private, public and voluntary and community sector to complement the toolkit such as equality monitoring questionnaire which will be made available on the Diversity Exchange. We have also via the Inclusion Executive Coach provided in-depth EDI support for organisations.

Case Study: A Bradford based Social Enterprise with approximately 160 employees is currently working directly with the Inclusion Executive Coach to collect diversity data for their organisation with a view to utilise this data to support improvements in areas relating to recruitment and retention.

4.7.7 We have also created a closer working relationship with the Business and Engagement Team based within Skills House who now take lead on the network. The network has 80 employers which represent 205 members through the delivery of regular lunch and learn and bi-annual share sessions, which have covered how to do recruitment inclusively to positive action. Many people have expressed how much they have valued the brokering service.

Case Study: Connections made between employers and Education and Skills providers.

The Inclusive Employers Network has been a great platform for employers to connect with Supported Internship providers. A VCS organisation, a Social Enterprise and a large private organisation have all keenly connected, via links made from the Inclusive Employers Network, with PINC College and University of Bradford, to support interns into their organisations.

'I would like to say thank you for getting me involved in your work. It is incredible to see all of the networks and support which is out there across the district. Being able to share ideas and hear what other people are doing is exceptionally powerful. The network is a very well connected and integral cog in the inclusive work going on across the region – thank you.' **Michael McCarthy, Priestley Academy Trust**

4.7.8 ACTION 10: Tackle systemic and structural inequalities starting with women and girls, ensuring they can thrive, and are free from violence, misogyny, harassment and discrimination.

This action has been led by the Strategic EDI Lead with input from Michael Churley, Safer Communities Coordinator and Policy Officer, Michelle Taylor. An action group has been actively exploring what a system approach would like. The group is a task and finish group working towards;

- Pooling our collective understanding, intelligence and activities of what support and services are available for women and girls across Place,
- Developing a women/girls localised Bradford district plan – A full time Project Officer has been appointed under the Safer Communities Team in Bradford Council to take lead on this strategically.
- A systems thinking workshop to bring stakeholders across our place working under this agenda to explore opportunities, alignments and gaps. As well, knit together what a coordinated plan would like.
- A cross system governance group that will enable us to coordinate action and pool resources.

A paper is being presented at November’s WBB meeting for further consideration.

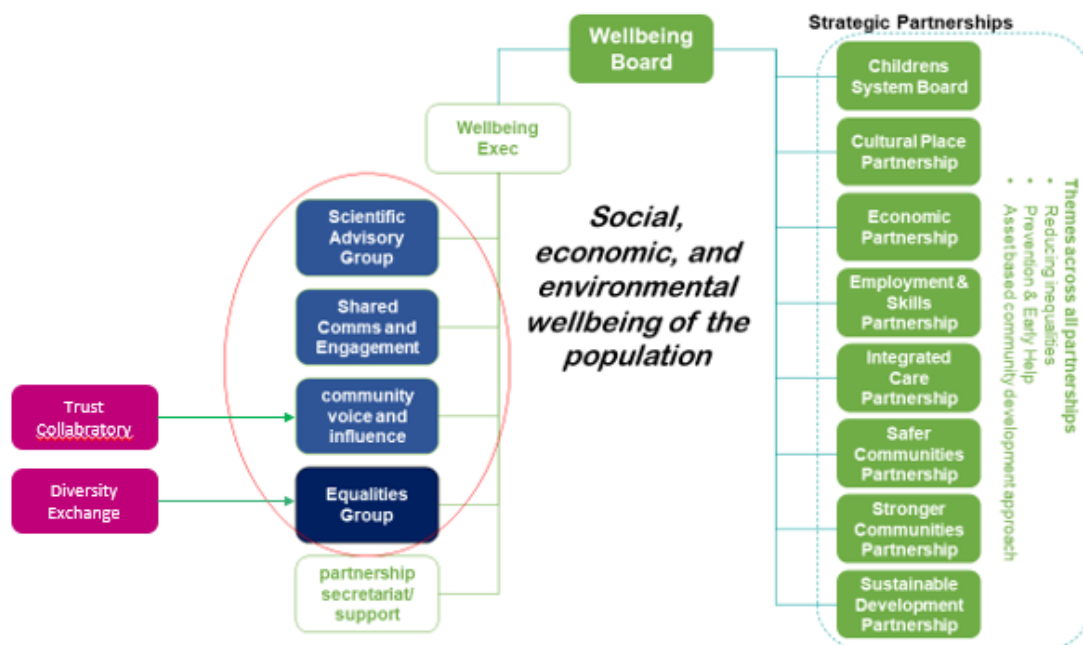
5. OTHER CONSIDERATIONS

Performance

The Inclusion Executive Coach is being funded until March 2024 through the UKSPF. The role has been re-written to include capacity to support with data monitoring, evaluation and project management of initiatives that are in the process of delivery.

Governance

Further discussions regarding resource requirement for the actions above and oversight of the work of the SEG is provided through the Wellbeing Executive Group. Annual updates will be provided to the WBB on the progress and performance of the SEG.



6. FINANCIAL & RESOURCE APPRAISAL

This document has presented the ideas generated by the SEG. Full financial and resource requirements have been considered during the development of the delivery plans. A budget plan for 23-24 and 24-25 will be presented to the Wellbeing Executive Group which will detail resource requirements of which the above costs for leadership will be included.

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

The SEG provides regular updates to the Wellbeing Executive who provide oversight of the delivery of projects. Each action includes a full analysis of risks and their mitigation. Annual reports will be provided to the Wellbeing Board on progress against our objectives.

8. LEGAL APPRAISAL

No legal issues are anticipated at this stage.

9. OTHER IMPLICATIONS

10. 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 initiatives as they are finalised.

10.1 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

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

10.2 COMMUNITY SAFETY IMPLICATIONS

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

10.3 HUMAN RIGHTS ACT

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

10.4 TRADE UNION

None

10.5 WARD IMPLICATIONS

Specific actions outlined within this report will impact positively on residents as well as those serving communities through direct engagement. Actions are currently underway for Listening Rooms and CVI, which are being achieved through the involvement of area and the Stronger and Safer Communities Teams, WY Police Stronger Communities and Community policing and wider partners such as the Voluntary and Community Sector.

10.6 AREA COMMITTEE LOCALITY PLAN IMPLICATIONS

The new Ward Plans are mapped against Bradford Council's five priorities; Better Skills, More Good Jobs and a Growing Economy, Decent Homes, Good Start, Great Schools, Better Health, Better Lives, Safe, Strong and Active Communities and A Sustainable District. There is overlap of outcomes particularly focussing on increasing positive role models whether that be through employment or business and raising aspirations in young people and enabling them to reach their full potential. The work in this plan will aim to bring together partners across Place who have a shared ambition around these themes to ensure work is joint up and maximised.

10.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

We are conscious that given the demographics of our population that children and young people need to be reflected seriously throughout our work; from engagement, board and partnership representation to our workforce. We know this will not be possible without some readiness and preparatory work in creating a pipeline. Therefore, there is a key action to raise aspirations in children and young people, which will include reverse mentoring, exposure to positive role models that similar backgrounds and raising awareness of career especially where there are gaps or shortages such as social workers and carers.

10.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Not applicable

11. NOT FOR PUBLICATION DOCUMENTS

None

12. OPTIONS

The SEG set out to bring about transformational change on the issues of equalities across the District. The group has started to mobilise a number of the proposed projects. The organisations that make up the WBB have been well represented in the SEG.

The Group would like the WBB to acknowledge the progress made to date across the whole plan and support the proposals set out for leadership improvement in Action 1.

13. RECOMMENDATIONS

Recommended -

That the Wellbeing Board acknowledge the progress made against the projects identified in section 4 of this report.

That the Wellbeing Board agree to the proposed leadership improvement programmes in Section 4, Action 1.

14. APPENDICES

Appendix A: The Logic Model

15. BACKGROUND DOCUMENTS

None

APPENDIX 1: LOGIC MODEL FOR Place based Equity, Diversity and Belonging

Equality, Diversity and Belonging
Vision - Create a fairer place to live, learn and work, based on strong foundations of trust and fairness, where everyone feels they belong and are treated equitably and can reach their full potential.
Aim - To support and coordinate collective action to improve our approach to equalities, maximising opportunities, learning and expertise across our place.
Key Actions – <ul style="list-style-type: none"> • Lead inclusively – focussing on diversifying our leadership, governance and workforce representation • Elevate equity – focussing on bridging and linking communities into our strategic mechanisms and working collectively to increase levels of trust at the local level • Activate diversity – focussing on upskilling our workforce to improve quality of service delivery and recognising and identifying talent • Inspire belonging – celebrating our diversity as a place and raising aspirations • Work intersectionally – focussing on improving integrated working and cross collaboration on equality issues
What you need from the rest of the system to achieve success <ul style="list-style-type: none"> • Share good practice and learning to build expertise and capacity – participation and engagement • Support with building an evidence of what works in diversity interventions – research and data • Build a culture of trust by being single-minded in our pursuit to measure and increase it at all levels – focussed intention • Energy and commitment - money and people

Key Needs to be Addressed	What we will do (commitments)	How we will do it (actions)	How we will know we have done it (outputs, short/medium term enabler outcomes)	How we will know that we have made a difference (medium / long term outcomes)
<p>Evidence still shows those with one or more protected characteristics are still likely to experience significant discrimination in employment, the criminal justice system, provision of services such as housing and access to education and health.</p> <p>The death of George Floyd demonstrated that race is a key factor of systemised and structural inequalities, with minority ethnic groups likely 2-4 times more likely than white counterparts in England to die.</p> <p>Evidence shows that those with one or more protected characteristic are likely to face direct or/and indirect discrimination and be victimised or harassed impacting on mental and physical wellbeing.</p>	<p>Create a fairer district for all (opportunities for everyone to access quality care, stable jobs, safe & clean environments, fair pay, inclusive communities, good housing and education.</p> <p>Develop a place based and coordinated approach to equity, diversity and belonging (EDB) across district and Craven.</p> <p>Sustainable - to magnify what good practice we already have, building on what we have, coordinating and connecting up and sustaining it over time.</p> <p>Intelligence and evidence – led – Collecting, coordinating and merging data sets to enable us to identify ‘touch points’ of where consistent ED&B issues occur.</p> <p>Intersectional – To work collaboratively cross sector and cross system by being integrated and holistic to significantly push the dial.</p> <p>Transformative– To be a test bed for world ground-breaking ED&B research and to be world leading in our approach</p> <p>Dismantling – to be an ‘agitator and</p>	<p>Support equity, diversity and belonging:</p> <ul style="list-style-type: none"> • To lead inclusively – diversify our governance, workforce and leadership representation with improved place monitoring. • Elevate equity- bridge the gap between our communities and our system with a consistent approach and methodology to gather intelligence and increase participation for meaningful voice and influence • Activate diversity – to up skill and improve capability in our workforce in EDB and create opportunities for cross sector and collaborative working. • inspire belonging – amplify key diversity dates and months of significance increasing visibility and raising profile as a place that recognises diversity as a strength. • Work intersectionally -develop an intersectional plan to identify key common areas of discrimination for population and workforce bringing together our enablers and key drivers for wellbeing. 	<p>Equity, diversity and belonging</p> <p>Improved diversity across our workforce and leadership teams including governance representation</p> <p>Improved levels of trust in communities and across our organisations.</p> <p>Improved knowledge, skills and expertise within the place; the number of people being trained and participating and engaging in our networks.</p> <p>Improved rating in the Bradford EDB Charter.</p> <p>Trailed, tested and evaluated programmes on diversity interventions that work.</p>	<p><i>Demonstrable reductions in</i> Medium to long term outcomes</p> <p>Communities</p> <ol style="list-style-type: none"> 1. Mental well-being (happiness) 2. Community cohesion perception (reduce racism and discrimination) 3. Community safety perception 4. Less incidents of hate crime 5. Improved social mobility 6. Higher levels of trust and cohesion. <p>Workforce</p> <ol style="list-style-type: none"> 1. Workforce development (against EDI objectives) 2. Leadership, workforce and governance diversification 3. Reduction of discrimination cases <p>System</p> <ol style="list-style-type: none"> 1. Inclusive leaders and organisations 2. Higher levels of accountability and responsibility

Key Needs to be Addressed	What we will do (commitments)	How we will do it (actions)	How we will know we have done it (outputs, short/medium term enabler outcomes)	How we will know that we have made a difference (medium / long term outcomes)
	<p>disruptor' of the system, imagining the world beyond the structures/boxes and status quo and providing constructive feedback where they do not work.</p> <p>Improve equity, trust, cohesion, integration, access and belonging for our population and those employed in our system</p> <p>To develop a culture of trust; between organisations, within an organisation, between communities and between communities and services</p>	<p>To be anti-racist in our practice and approach.</p> <p>To identify system responses and opportunities where we fall short in meeting our legal obligations.</p>		

Appendix B: Equality, Diversity and Belonging Framework

Drivers for Wellbeing

based on the sustainable goals, the functions are supported by the Strategic Partnerships and outlined in the District Plan.

Social Connections

A sense of belonging, how connected and included our population and workforce are feeling.

Lead Indicators

A set of proactive impact measures that help us to be preventative rather than reactive.

Pulse Indicators

A set of measures that help us understand how resilient we are to change, and how well we work together.

Work streams

A set of areas of focus that have emerged from the Systems Equalities Group and our workforce, communities, children and young people.

