

Annexe A – WY&H BAME network recommendation plan “Increasing the diversity of our leadership”

Recommendations		BTHFT Update 08/06/20
<b>Influence</b>		
<p>To create a formal WY&amp;H BAME network, which will meet on a quarterly basis. This would not supersede or replace existing networks but will consist of a network of networks from across the partnership with at least one member of the System Leadership Executive Group attending the meeting.</p> <p><input type="checkbox"/> A representative from the network will also be able to attend the System Leadership Executive meeting.</p> <p><input type="checkbox"/> There will be an invitation for WY&amp;H BAME Network members to attend future System Leadership Executive Group meetings.</p>	<b>WY&amp;H Partnership Team</b>	<p>We are now a member of the WY&amp;H BAME network and have participated in 2 meetings.</p> <p>The network is currently exploring its key area of activity and priorities.</p>
<p>The BAME network to receive and comment on papers from the System Leadership Executive Group with their views being taken into consideration in the meeting. BAME network members will be offered the opportunity to join the shadow leadership group as part of their personal development and to encourage diversity of views as part of the decision-making process</p>	<b>BAME Network</b>	<p>This was discussed at the last WY&amp;H BAME network meeting and a process is currently being developed to ensure this happens.</p>
<p>Colleagues from the BAME network are given the opportunity to present this paper and its recommendations to their individual organisational boards for decision. Some members of the network may require support to do this from the WY&amp;H System Leadership and Development programme.</p>	<b>WY&amp;H System Leadership and Development Programme / BAME Network / All Partnership Organisations</b>	<p>This is currently being explored by the WY&amp;H BAME network task and finish group.</p>
<b>Recruitment, Selection and Succession Planning</b>		
<p>Mandatory equality and diversity and unconscious bias training which is solely delivered face-to-face</p>	<b>All Partnership Organisations</b>	<p>This face to face training is currently on hold because of the Covid situation. However, our training packages will be updated and aligned to the requirements of the Equality Act 2010.</p>
<p>Representatives from the BAME network are involved in the recruitment and selection of all senior leadership level appointments to ensure that the senior appointments are reflective of the communities we serve. This will include the composition of the person specification and job description.</p> <p>Where organisations currently have their own network, this can continue to be utilised; if one does not currently exist they can utilise the expertise of the WY&amp;H BAME network.</p>	<b>All Partnership Organisations</b>	<p>We currently have identified a range of staff from a BAME background at Band 8a and above who have commenced training and taken part in recruitment and selection panels. This has been in place since November 2018.</p> <p>To consider BAME group being actively involved in the composition of Person Specification and Job Description or job matching panels. This will be reviewed in the next 8-12 months in terms of its impact.</p>

<b>Recommendations</b>		<b>BTHFT Update 08/06/20</b>
To ensure when we are undertaking career aspirational activity and that we proactively target areas across the partnership where there are significant BAME populations with effort made to offer secondment and career progression opportunities for those currently under-represented.	<b>All Partnership Organisations</b>	Exploring with BAME Network needs and requirements. Focus on personal development.
A campaign that actively promotes and champions positive role models from different BAME backgrounds in senior leadership roles	<b>All Partnership Organisations</b>	Career profiles previously developed and part of recruitment literature. To develop more profiles in conjunction with network.
<b>Talent Retention and Culture – Making our Partnership the best place to work</b>		
The BAME network to have oversight of the WY&H implementation of the core offer and Leadership compact in the NHS People Plan	<b>BAME Network</b>	This will be shared and explored further with members of the Trust BAME Network.
The BAME network to work in collaboration with the WY&H System Leadership and Development programme to develop a BAME focused leadership development programme, building on existing good practice and complimenting existing programmes, to ensure adequate representation of BAME colleagues in the next generation of leaders.	<b>WY&amp;H System Leadership and Development Programme/ BAME Network</b>	This will be further explored with the BTHFT BAME network to gather feedback on the next generation of leaders, with a view to identifying internal and external development programmes.
All organisations should have an inclusion and diversity category in their internal staff awards with the aim of having this in place by December 2021 across all Partnership organisations.	<b>All Partnership Organisations</b>	Currently being explored with colleagues in Organisational Development and Corporate Communications.
A WY&H diversity and inclusion celebration event, led by the WY&H BAME network, showcasing good work taking place in this agenda.	<b>WY&amp;H Partnership Team / BAME Network</b>	Currently exploring as part of the Network
<b>Measurement and Impact</b>		
<p>All partnership organisations to publish their data on the WY&amp;H Health and Care Partnership website detailing the following as a percentage of BAME to all staff</p> <p><input type="checkbox"/> In each of the AfC Bands 1-9 or Local Authority Grade 4 and VSM (including executive Board members) or equivalent grades for local authorities compared with the percentage of staff in the overall workforce. Organisations should undertake this calculation separately for nonclinical and for clinical staff.</p>	<b>All Partnership Organisations</b>	This will be published year by year as part of our WRES. Our next data submission is due 31 <sup>st</sup> August 2020.

# Summary

There is a definite impression that all organisations are taking the issue of BAME representation at senior levels seriously and are working towards meeting the recommendations and becoming more inclusive and supportive of all BAME staff, including for senior level appointments. All five organisations have different levels of capability and maturity which may be related to their relative size, their existing levels of BAME staff and whether they have dedicated support for Equalities and Diversity.

The interview only gives a limited view of recent progress and should only be seen as a simple guide and not a definitive assessment.

- **ANHSFT** – Positive attitude to engaging fully with the recommendations. Appears to be starting a little behind some of the other organisations and there is a lot of reflection currently on the best approaches and ways forward. Would benefit from some clear guidance and support from local partners. Would also benefit from being part of a larger local BAME network and liaising with other local E&D expertise to build institutional confidence.
- **BTHFT** – Confident and mature in its approach to E&D issues. Rebuilding after a recent gap in E&D leadership but taking clear and sure steps towards meeting the recommendations. The expertise and experience of supporting BAME staff development could be very useful for other organisations in the Place.

## Summary (cont).

- **BDCFT** – Very reflective of work in E&D recognising past successes and failures. Currently reviewing initiatives and are overall quite strong in this area. Would appear to be on track overall, but would benefit from being an active partner alongside others in the Place.
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- **CCG** – A small commissioning organisation that procures HR support from BDCFT. A new CCG, work is currently ongoing to set values and culture – diversity and inclusion is a common thread throughout. Whilst recognising the challenges, there are opportunities to work collaboratively with the Place and system to take the steps required to meet the recommendations.
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- **CBMDC** – In many respects shows a maturity and level of experience in this area with clear leadership and a desire to implement positive change. However, there is a lot of internal review on approaches currently and there has been a lack of focus on BAME representation at senior leadership levels till very recently. Austerity pressures have resulted in reduced capacity in this area and collaborating with others would be of mutual benefit.

# Conclusion

There is clearly more work to be done to meet the Annexe A recommendations. Some thought has been given to meeting them and progress has been made, despite the pressures of CoVID19. Overall Bradford District and Craven is in a strong position to play a leading role to move forward with BAME representation in senior leadership roles. The relatively high levels of BAME staff throughout the Place including at middle and senior grades provides a good starting point. The desire to make changes and the history of collaborative working are factors in favour, but these need to be fully leveraged to ensure the system as a whole makes the required progress.

Finally there are some suggestions and recommendations for consideration based on the conversations conducted which should be considered.

- What can we learn or 'lift and shift' across the Place to address the recommendations?
  - Face-to-face training is not currently an option, but group discussion is very useful to embed E&D training. A hybrid solution with e-learning and group discussion by video conference could be a good solution.
- Are there any significant gaps that may be concerning us?
  - Would Bradford District and Craven benefit from a Place BAME network? Could include pool of trained staff to support recruitment and selection.
  - Consideration should be given to publishing data on progress as a Place
- Should this be a priority for the workforce enabler programme supported through the Centre for Workforce Development?
  - Bradford District and Craven should strive to lead within the WY&H partnership on equalities
  - Consideration should be given for bringing in independent review of equalities progress and approaches. A critical eye with experience and guidance on best practice. E.g. Professor Udy Archibong, University of Bradford.

**Dermot Bolton**, Change Project Manager - University of Bradford.