**Creating an Inclusive, Diverse and Equal Workforce**

**Rationale**

The Stronger Communities Partnership’s strategy and delivery plan supports delivery of local interventions determined following Bradford’s designation as one of five ‘Integrated Communities Pilot Areas’. Funding is being provided by Governments department of Ministry of Housing, Communities and Local Government (MHCLG) as part of a ‘test and learn’ programme to deliver some of the interventions in the Stronger Communities delivery plan.

The strategy outlines a series of key challenges across the themes of: Strengthening leadership; Supporting recent migrants and resident communities; education and young people; Boosting English language; Places and communities; Increasing economic opportunity; Rights and freedoms.

This project sits within the Delivery Plan under Pillar Four: Feeling Safe - This pillar focusses on tackling crime and the fear of crime so that everyone feels safe. All activities under this outcome are to ensure that ‘More people will say they feel satisfied with their neighbourhood and feel safer’ and links to our work on the Hate Crime Strategy, see more here. <https://cnet.org.uk/sites/default/files/2019-05/851_W35586%20Hate%20Crime%20Strategy%202017-20_V2%20%281%29.pdf>

This project also overlaps significantly with Pillar One: Getting On. This addresses factors affecting economic participation and poverty including language skills and educational attainment. The activities under this outcome are to ensure that ‘More people will have improved their quality of life, feel happier about the future, be able to fully participate and be better equipped to engage in the economy’.

We know that the workplace is key to;

* Getting to know people from different walks of life;
* Understanding others and address misconceived perceptions of those from different ethnicities and socio economic groups;
* Bringing creativity through diversity in the workforce
* Increasing social mobility and creating economic opportunity
* Becoming a place where people want to live.

**Over arching aim**

Participating organisations see improved performance from their workforce through more inclusive cultures and practices.

**Objectives**

* To deliver a range of training packages and programmes that can be easily adapted by sector and level of seniority.
* Address and examine the affects on ‘unconscious bias’ on decision making.
* Build understanding of cultural intelligence and competency.
* Support the development of critical thinking and the ability to challenge injustice and discrimination positively and effectively.
* Set a range of baseline measures and indicators that will be able to track short, medium and long-term behaviour, perception and change.

**Outputs**

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| **Outputs** | **Outcomes** | **How will it be measured** |
| 5 x participating organisations benchmarked using the AI tool; participating organisations recommended are an Academy Trust, GP Practice, Bradford Council and one other public sector body and a consortium of VCS providers. | Culture and perception footprint established. | AI tool |
| 5 training plans developed | Tailored programme based on results from the AI and qualitative data | Training Plans signed off |
| 30 trained as trainers | Improved or increased awareness  Champions developed | Beginning and end of training assessment |
| 300 staff trained through the train the trainer | Same as above | This might not be measured in the life span of this project, but will need some mechanism to measure outputs post project. |
| 240 trained per organisation through rapid training approach | Improved or increased awareness | AI tool |

**Selection Criteria for Participating Organisations**

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| --- | --- |
|  | **Criteria​** |
| 1 | An organisation Headquartered in Bradford​ |
| 2 | An organisation that can reach at least a minimum of 100 employees through their network or directly in their organisation. |
| 3 | An organisation which employs a large percentage of its workforce from the Bradford area​ |
| 4 | An organisation that has accessible people data which can be used as the basis for assessing perception and diversity data |
| 5 | An organisation that has a drive and willingness to make significant change in order to access a broader talent pool​ |
| 6 | An organisation that has appropriate resources available to commit to the project. The initiatives must be owned by the Participating Organisation themselves and be backed by their leadership. Therefore, appropriate resource would be well placed to have a good understanding of people policies, processes and practices and the ownership and governance around these​ |
| 7 | An organisation where the senior leadership (including the CEO) are brought in to the commercial case for diversity and inclusion​ |
| 8 | An organisation that requires a broad range of skills for success and has a significant number of roles ​ |
| 9 | An organisation who is open to sharing their story for the employers network and support other organisations in change through offering advice and guidance​. |

**Timeline**

* Phase 1: Analysis- will run from September – January 2020
* Phase 2- Train the trainer/ Rapid Training- will run from February – July 2020
* Phase 3- Evaluation – August- September 2020.

**Outcomes**

* Improved recruitment or employment practices.
* Services improved in meeting the needs of communities
* Reduction of complaints – related to race, gender etc
* Reduction of bullying and discrimination within the organisation
* Reduction of negative personal beliefs
* More staff will recognise what hate crime is
* More staff will be able to support victims to report hate crime.