
Bristol Race Equality Strategic Leaders Group

Tackling Race Inequality in 2020

Top 3 priorities for Bristol's Public Sector agencies
A Mid-Year Progress Report - August 2020

BRISTOL
ONE CITY



Tackling Race Inequality in 2020

Top 3 priorities for Bristol's Public Sector agencies

A Mid-Year Progress Report

Introduction from the Group Chair

In late 2019, Bristol's Race Equality Strategic Leaders Group published its 2nd Race Equality H.R. Data Product, transparently presenting the race equality performance data for the majority of Bristol's major public sector agencies. Supplementing the data product was an agreed Action Plan set by the group to help tackle the key findings arising from the report.

A key element of the report was to show Bristol how public sector agencies were performing collectively when measured against Bristol's population, as well as setting joined up partnership priorities for the group to commit to in bringing about improvements. Copies of the data report and Action Plans can be found at the group's online home at:

www.bristoloncity.com/race-equality-strategic-leaders-group/

To supplement the report and its collective approach all Public Sector Partners of the group agreed to share their own individual Top 3 priorities for tackling race inequality in their organisation during 2020. The intention of this was for each individual organisation to set out clearly how they intended to respond to the findings of their own data submissions and their individual agency challenges.

This publication also allowed wider partner agencies, group members and stakeholders to have a reference point as to what each agency was focusing on in terms of race equality as well as enabling agencies to identify opportunities where other partners were potentially working on similar initiatives.

Whilst setting these priorities the group stated the importance of sharing progress updates against this work amongst partners on a 6 monthly basis with a mid-year and year-end report being agreed. This document revisits the set priorities and also provides a latest mid-year update on progress made or challenges experienced by partners to date.

The group have been engaged fully in Covid-19 focused race equality work and this has further strengthened the resolve of the group to tackle Bristol's key strategic race equality challenges

This report will be shared with all partners of Bristol's Race Equality Strategic Leaders group, members of the H.R. Leaders Group and wider city stakeholders for information with the year-end progress report due to be produced and shared in early 2021.



Mike Jackson
Chair: Bristol Race Equality Strategic Leaders Group

2020 Mid-Year Progress report – Contributing partner agencies

South Western
Ambulance
Service



University of the
West of England,
Bristol



Avon Fire and
Rescue Service



North Bristol NHS
Trust



Avon and
Wiltshire
Mental Health
Partnership NHS
Trust



University
Hospitals
Bristol and
Weston NHS
Foundation Trust



University of
Bristol



NHS Bristol,
North Somerset
& South
Gloucestershire
CCG



Avon and
Somerset Police



HMP Bristol



Crown
Prosecution
Service



Bristol City
Council



Avon & Wiltshire Mental Health Partnership NHS Trust

2020 Race Equality Priorities set

- **Understand why BAME staff are proportionally more likely to be enter formal disciplinary processes, and take appropriate action as necessary.**
- **Promote our health and wellbeing offer and support across all staff groups in order to reduce long-term/persistent sickness as much as possible.**
- **Promote learning and skill based training, including relevant staff development staff, with a view to increasing mobility from lower pay brackets where possible.**

2020 Mid-Year Progress update on stated priorities

- The Trust has engaged with BAME staff through monthly peer support sessions, and through this one of the key outcomes achieved is to pilot the use of independent equality advisors in our disciplinary processes. These roles will focus on scrutinising decision-making (a) at the beginning before any formal entry into the process to address conduct and/or capability problems for staff who have protected characteristics (Including BAME staff); and (b) any decision making at Disciplinary Hearings.

Scrutiny will involve asking the key question – “would you (the organisation) treat any member of staff facing these concerns in the same way?” By gathering feedback from equality advisors on the early and later stages of disciplinary processes, we will understand why it might be that these processes affect staff with protected characteristics (including BAME staff) disproportionately.

- There has been a strong drive – both pre Covid and during Covid - for supporting the health and wellbeing of our staff to reduce sickness and support the emotional and physical health of our staff. Initiatives include:
 - Health and wellbeing discussions are a prominent part of staff supervision process
 - Establishing local Health and Wellbeing Hubs with the purpose to create a local wellbeing programmes that are right for all staff
 - Health and Wellbeing Plans are part of the Trust’s sickness management process where staff and managers agree how to manage and reduce sickness, including occupational health referrals.
 - Roll out of the Trust’s offer of Personal Health Checks to encourage BAME staff and other vulnerable staff who have been assessed as being high and medium risk in relation to Covid19

-
- Distributing wellbeing booklet and action plan focusing on staff looking after themselves during Covid 19
 - Creation of a video offering managers some examples of 'a coaching conversation' when talking with staff about their health and wellbeing.
 - We have promoted both BCC's 'Stepping Up Programme,' the NHS Leadership Academy's 'Stepping up Programme' and Iso its 'Ready Now' programme – all of which are positive action programmes. We have seen an increase in the interest and the uptake of these programmes but Covid 19 has hindered staff in their participation to some degree.

We will assess career pathways and promote positive action programmes specific to BAME staff, including the development of culturally sensitive leadership programmes.



South Western Ambulance Service NHS Foundation Trust

2020 Race Equality Priorities set

- 2020 Engagement and Recruitment Calendar – resulting in a presence in the City every month to promote the organisation and our opportunities.
- Development of a BAME Mentoring Programme.
- Unconscious bias training for recruiting managers.

2020 Mid-Year Progress update on stated priorities

The Trust has seen some impacts of Covid on progressing these areas, so there has not yet been as much progress as we had originally intended for 2020.

The recruitment and engagement calendar has moved to a virtual model at present, with attendance at two virtual careers events. We are working with the HR Leaders Group to develop a joint careers event on the 15th October.

We are in the process of recruiting a new Equality, Diversity and Inclusion Lead, and one of their roles will be to review the development of the mentoring programme.

The development of the unconscious bias training has been pushed back to Q4 but remains a key priority for us.



Avon Fire and Rescue Service

2020 Race Equality Priorities set

- **Continue to promote AFRS as an employer of choice and roles within the service as a career of choice, through positive action and mentoring for underrepresented groups in all recruitment opportunities.**
- **Deliver a strategic ambition through an action plan to make AFRS a better place to work for all.**
- **Using data to inform decision making where under representation has been identified to influence continual improvement in policies and procedures for an inclusive workplace.**

2020 Mid-Year Progress update on stated priorities

- 1. Continue to promote AFRS as an employer of choice and roles within the service as a career of choice, through positive action and mentoring for underrepresented groups in all recruitment opportunities.**

Recruitment, Positive Action and promoting AFRS as an employer of choice has been and continues to be discussed at the Avon Fire Authority's People and Culture Committee.

Please refer to Avon Fire Authority's People and Culture Committee meeting papers and minutes for the 5 March 2020 which can be

found at; www.avonfire.gov.uk/documents/category/222-people-culture-committee. Item 9 discusses the DICE Strategy for 2019/22 which includes recruitment.

Below are activities that we have adopted during previous wholtime recruitment campaigns to attract applicants to create a more diverse workforce:

- Set aspirational targets for number of applications from target groups (Women/ Black Minority Ethnic - BME)
- We have conducted a range of positive action events within the community including careers days at City Academy, co-organising and taking part in recruitment events at the Malcolm X Centre, Trinity Centre and City Hall in collaboration with Bristol City Council and other members of the HRLG.
- Established a designated recruitment website with information and case studies to help attract and increase diversity of applicants – Yes You Can www.yesyoucan.careers/wholtime
- We conduct targeted social media advertising and use BAME led radio stations and community groups to raise awareness of recruitment
- Undertaking Positive Action:
 - Recruitment Awareness Events – primarily targeted at women/BME but open to all applicants

- Female applicant fitness and strength workshops
- Review of application form to make it more accessible to target groups, e.g. online completion, reduced word count for personal statement
- Contacting women and BME candidates who were unsuccessful in previous campaigns to inform them of new campaign and provide support and guidance.
- Contacting women and BME people who attended Recruitment Awareness Events and expressed an interest in working for us, but did not submit an application.
- A dedicated Diversity Inclusion Cohesion & Equality Unit to increase resources for positive action and other diversity work
- Conducted a Staff cultural survey to inform future policy, training and education
- Staff Engagement Network
- Linking up with partners, including Bristol City Council, Avon & Somerset Constabulary, SARI, UWE, Bristol Uni, NHS, South Gloucester Race Equality Network, BSWN and 'Stepping Up Programme' networks, to promote awareness of the Service as an Employer of Choice
- Playing a key role at the annual Emergency Services Open Day at Police & Fire Service Headquarters, Portishead, at which the public get an opportunity spend a day discovering what emergency services do and find out more about applying for employment opportunities.

2. Deliver a strategic ambition through an action plan to make AFRS a better place to work for all.

In 2019, Chief Fire Officer Mick Crennell published Making Avon Fire & Rescue Service a Better Place to Work. (Please see email attachment). This document outlines specific behaviours that were highlighted by the Cultural Survey and potential areas of work to address them. This document subsequently became the basis for our Cultural Change journey and Cultural Action Plan which we use to manage a set of initiatives to help embed cultural change across the Service.

In October 2019, AFRS launched a renewed set of organisational values and a Behaviour Framework which we have been embedding via a series of cultural change workshops and visual displays which will be rolled out across the entire Service.

3. Using data to inform decision making where under representation has been identified to influence continual improvement in policies and procedures for an inclusive workplace.

- Following each recruitment campaign we review our internal and external processes to identify and eliminate any form of unconscious bias or disadvantage that could impact on all candidates in particular those from BAME and underrepresented backgrounds. For example; we anonymise candidate pools.
- We are also reviewing our rule for disadvantage relating to the prerequisite of candidates possessing a driving licence before they become eligible to join AFRS.
- We have Service Level Agreement with SARI, within which AFRS and SARI will work together on appropriate monitoring and evaluation requirements.

University of Bristol

2020 Race Equality Priorities set

- **Publish the results of our Ethnicity Pay Gap - alongside the results of our Gender Pay Gap - by 31st March 2019 and take action to address any inequalities**
- **work in collaboration with Bristol Students Union to encourage the reporting of racism and to further improve confidence amongst our students in how we deal with these complaints**
- **develop and launch a 'Bystander at Work' training programme to encourage all staff to take responsibility for tackling racial and other forms of microaggression.**

2020 Mid-Year Progress update on stated priorities

- Our Gender and Ethnicity Pay Gap Report was published and is available [here](#).

We committed to a range of actions to help close the ethnicity pay such as the introduction of targeted development programmes to enhance the leadership potential of our existing Black, Asian and minority ethnic staff. Future Equal Pay Audits will now include a more detailed analysis of pay gaps by grade and ethnicity to inform action.

- We have extensively promoted the online Report and Support tool that offers students and staff a quick and easy way to tell us about specific incidents.

Training delivered during 2019/20 on race equality, harassment and hate crime awareness, and intercultural awareness, has better equipped our staff to deal effectively with complaints of racism.

- An on-line training module for staff – Be An Upstander – was launched in 2020 as part of our wider [Stand Up Speak Out](#) initiative.

The training introduces staff to a range of tools and techniques to help them appropriately and effectively intervene to tackle unacceptable behaviour and is supported by a comprehensive on-line guide on microaggressions.



Avon & Somerset Police

2020 Race Equality Priorities set

- **Actively encourage and increase attraction of applications from BaME communities for police staff and police officer positions, addressing real and perceived barriers to people applying to work for the police, with a view to raising the proportionality of BaME staff in Bristol above 5.6%.**
- **Focus on reviewing recruitment and selection processes, to ensure openness, consistency and transparency, identifying any disproportionality of outcomes for BaME applicants through the process and put in place action to address disproportionate outcome, increasing diversity across police staff and officer roles.**
- **Put in place positive action leadership and progression support and opportunities for police staff and officers to increase the representation of BaME in paygrades sections above £24.9k.**

2020 Mid-Year Progress update on stated priorities

1. **Actively encourage and increase attraction of applications from BaME communities for police staff and police officer positions, addressing real and perceived barriers to people applying to work for the police, with a view to raising the proportionality of BaME staff in Bristol above 5.6%.**

The recruitment of 7 Outreach Workers in October 2019 has made a significant impact in our ability to reach out to different communities through a dedicated team who are focussed on attracting people to join ASC as police staff, officers, specials and volunteers. This team work hard to identify and break down barriers to people joining the police including mentoring and supporting through application processes.

Whilst unfortunately we have seen a slight dip in our % of BaME representation in our Bristol based staff from 5.6% in 2019 to 5.3% in 2020, we note a rise in White Minority Ethnic in that period. The headcount numbers across all ethnicities have risen, although there has been a % shift. Our overall force picture is improved and BaME representation across the whole force area has increased.

Total number of Bristol based staff within your organisation? **Total = 1387**

Percentage & number of staff types - March 2020

	BaME	White Minority Ethnic	White British	Unknown / Not Stated
Number	74	49	1179	85
Percentage	5.34%	3.53%	85.00%	6.13%

Percentages as at 31st March 2019

	BaME	White Minority Ethnic	White British	Unknown / Not Stated
Number	70	34	1056	89
Percentage	5.60%	2.72%	84.55%	7.13%

In addition work continues to focus on attraction and development through Discovery workshops which have been held virtually through lockdown. The constabulary has opened for Police Officers and PCSO recruitment campaigns since January. The Outreach Workers supported by staff support networks and neighbourhood policing continue to hold Discovery Workshops for groups who are currently under represented in the constabulary. These were held in January, February, March and then the first virtual Discovery sessions was held on 18th May and a second on 16th June. The move to the virtual discovery sessions appears to work well as these have been well attended and received positive feedback:

We have also seen a positive increase in applications from applicants of BaME background.

PCSO

BaME Applicants November 2019 – 3.8%
BaME applicants January 2020 – 7.7%

Police Officer

BaME applicants September 2019 – 5.3%
BaME applicants February 2020 – 7.6%

Our overall force representation continues to grown on an annual basis as shown below.

All ASC	BaME headcount July 2019	BAME as % of overall workforce July 2019	BaME headcount July 2020	BaME as % of overall workforce July 2020
Police Officer	82	3.0%	96	3.3%
Police Staff	71	2.7%	88	3.1%
PCSO	19	5.6%	20	6.0%
Special Constable	7	2.2%	17	6.1%
Percentage of Grand Total	179	3.0%	221	3.5%

2. Focus on reviewing recruitment and selection processes, to ensure openness, consistency and transparency, identifying any disproportionality of outcomes for BaME applicants through the process and put in place action to address disproportionate outcome, increasing diversity across police staff and officer roles.

We believe the key factor which will make a step change in our ability to manage disproportionate outcomes is our recent introduction of an online e recruitment system. ASC stated a specific requirement for the system to be able to track applications by protected characteristics, which means enables a reporting function by BaME compared to other ethnicities at each stage of the recruitment and selection process from application to appointment. This means that we can start to monitor and identify disproportionality in any of our recruitment processes, for any department or role by ethnicity. The e recruitment system went live for police staff in April and for police officers in July and we will be able to see meaningful reporting on outcomes and any disproportionality over the next six months. This will support problem solving and action planning around disproportionality.

We have also been awarded the National Equality Standard which considered our policies and practices around recruitment, helping us audit where we are doing well as well as areas for development.

In summary as above we are pleased to see the progress we are making across all staff groups in relation to representation.

3. Put in place positive action leadership and progression support and opportunities for police staff and officers to increase the representation of BaME in paygrades sections above £24.9k.

We continue to be proud supporters of the Stepping Up programme and have 4 BaME ASC colleagues on the current cohort.

In addition recognising the importance of BaME progression and leadership we have gone out to tender and engaged an external consultancy to support a positive action programme specifically focussed on leadership for BAME police officers to more senior ranks. This means the initial focus in on the Sergeants and Inspector cohort, who are ranks most likely as our 'pipeline' to progress to Chief Inspector and above.

We have seen progress in BaME representation at higher grades for police staff in the past 12 months and for BaME police officers in supervisory roles (not withstanding we recognise as above the need to support officers to more senior ranks). We have seen a rise from 4 to 7 BAME Inspectors from July 2019 to July 2020, and from 8 to 11 Sergeants in the same period. We have seen an increase from 9 to 12 BaME Principle Police Staff in the same period.



Crown Prosecution Service

2020 Race Equality Priorities set

As CPS is a national organisation, the actions provided for the coming year relate to the CPS as a whole rather than CPS South West however the data we provided is for CPS South West.

- **CPS BAME representation is 20% for all employees and 10% for Senior Civil Servant and equivalent. A target has been set for BAME representation of 12% for Senior Civil Servant and equivalent.**
- **Increase declaration rates for ethnicity from 90% to nearer 100%.**
- **Aim to ensure that BAME representation in each of our geographic Areas is reflective of their local communities.**

2020 Mid-Year Progress update on stated priorities

- CPS BAME representation is 20% for all employees and 10% for Senior Civil Servant and equivalent. A target has been set for BAME representation of 12% for Senior Civil Servant and equivalent. Whilst the CPS figures currently remain the same we are confident that following a declaration campaign which is to be launched soon, the numbers will increase towards the target of 12% for Senior Civil Servant and equivalent.
- Increase declaration rates for ethnicity from 90% to nearer 100%. The current CPS figure is 89% which we are aware is above many other Civil Service departments and it is anticipated that this figure will also increase following the declaration campaign.
- Aim to ensure that BAME representation in each of our geographic Areas is reflective of their local communities. This is a key priority for the CPS. All CPS Areas have Diversity, Inclusion and Community Engagement Plans which include this priority.

University of the West of England, Bristol

2020 Race Equality Priorities set

- Targeted work delivered in collaboration with the Student Union to improve the experience of BAME students and reduce differential attainment. This work will include improving the diversity of teaching materials and reading lists, reviewing teaching approaches and staff training.
- Implementation of online tool for staff and students to simplify reporting of allegations of racism and ensuring we students feel able to report.
- Targeted work to increase the diversity of staff in departments where progress hasn't been made. This will include training for recruiting managers and targeted recruitment activities.

2020 Mid-Year Progress update on stated priorities

- We have developed and launched an Inclusive Curriculum and Practice toolkit to support teaching colleagues to improve the diversity of teaching materials and reading lists and to help them consider and revise teaching approaches to improve the experience for BAME students. This toolkit was developed through a co-creation process by an ethnically diverse group of teaching and non-teaching staff and BAME students, the group had expertise in teaching and teaching development as well as equality and diversity. The co-creation methodology worked well, bringing together a diverse range of voices effectively and will be extended to other projects.
- The toolkit was launched at our annual teaching and learning festival in June and it was a central element of a programme focused on race, and in particular our awarding gaps. Our keynote speaker for the festival was from Nona McDuff OBE who Teaching and Southampton Solent University and who supported Kingston University to make significant steps to closing their awarding gaps.

- Academic staff development for Programme Leaders focused on our awarding gaps was delivered this year as part of the core expected staff development programme for academic staff and sessions for Module Leaders and staff who are new to teaching are in development.
- Training sessions for library and careers staff have been developed and rolled out this year. Library and Career staff are important co-creators of the curriculum, contributors to the student experience and significant influencers for academic staff. For example, librarians will support teaching colleagues to develop, review and effectively use their reading lists, provide skills sessions to students and provide alternative formats (including proactively), while careers staff manage placements (except for compulsory placements on healthcare and education courses) and create opportunities for businesses to offer opportunities to students within their programmes or through extra-curricular links. These sessions focused on: intercultural communication, understanding inclusive practice, understanding privilege, race and racism and being an active bystander.
- Our reporting tool for students is live and will be hopefully going live for staff in autumn 2020 (following some data security checks by our IT services teams). The Vice Chancellor made commitments to create a culture in which students and staff following an online racist incident by a student in early summer 2020. These are progressing well. We have launched training for staff on Speak Up, our active bystander

programme. This piloted with colleagues in the library and careers and will now be rolled out to staff – with a focus in September on student Team Coaches who will be supporting students to work effectively in groups. We have developed an online training course for students that makes it clear we do not tolerate racism or other forms of discrimination and provides an initial training on active bystander principles. All students will complete this as part of our Block Zero online induction programme. We will review the impact and reach of this and will develop this further for future years. We have also begun a review of our Student Conduct policy – a diverse group of staff and students with external expertise have been reviewing our policies and will be making some recommendations for change. This will include shorter term changes focusing on language and clarity and longer term recommendations.

- All departments have received data on their recruitment journey by ethnicity and have identified areas for priority. Professional services departments have been working together to identify opportunities for the postponed Bristol is Hiring events and will be showcasing and hoping to recruit for any live vacancies through this meeting. Faculties have been developing localised recruitment plans – and one faculty is recruiting coaches to work with recruitment managers to address biases in the recruitment journey.

North Bristol NHS Trust

2020 Race Equality Priorities set

- **Develop & deliver an internal Positive Action offer that is available to all BAME staff**
- **Equip, Engage & Evolve the BAME network to enhance the BAME voice across the organisation**
- **Develop and implement an internal pool of Cultural Ambassadors the will still on disciplinary and grievance panels involving BAME colleagues**

2020 Mid-Year Progress update on stated priorities

An external Positive Action leadership development programme has been commissioned and advertised to all BAME staff. Three sessions have taken place with excellent feedback from attendees.

The BAME Staff Network has been relaunched with record numbers attending on Microsoft Teams with protected time for key roles now approved by the Trust board.

The Cultural Ambassador scheme is now in place at NBT, the Trust has fifteen trained Cultural Ambassadors.



University Hospitals Bristol and Weston NHS Foundation Trust

2020 Race Equality Priorities set

- We have been selected to work with the National NHS Workforce Race equality scheme (WRES) as one of 6 WRES best practice and effectively target areas that will have the biggest impact on race and cultural improvement. The programme is being launched on January 22nd and it is envisaged that it will have a focus on training and development recruitment. The programme will develop a plan with measured KPI improvements which will be shared with the group as this develops
- Ensure robust leadership at Board level and this is demonstrated through effective engagement and leadership of the Diversity and Inclusion strategy including; a commitment to support our BAME staff forum, supporting our lift to climb scheme and reverse mentoring which will lead to improvements in the WRES data and the experience of BAME staff. We will demonstrate a year on year improvement with these indicators and this will be measured and monitored at Board level.
- Our WRES data indicates that there is a significant number of data declaration gaps across our workforce and we are therefore working with internal stakeholders to improve declaration rates among BAME staff (reducing the numbers of 'not stated/not known' reporting) to enable more accurate measuring of reporting race equality. We recognise that we also have a gap in our data submission as we do not currently have an accurate system for reporting on the outcomes of grievance and disciplinary cases which would enable any race inequalities within these processes to be identified and remedied. We know from our WRES data and our staff survey results that BAME staff are more likely to go through need to determine and accurate baseline position. Once this is understood we will develop an improvement trajectory for both of these data systems.

2020 Mid-Year Progress update on stated priorities

- The national pilot was delayed due to COVID and commenced with a Board Seminar on July 9th. This seminar was led by Dr Habib Naqvi, national lead for WRES who launched the pilot its key aims as follows:
 - Board development sessions on WRES and cultural transformation undertaken July 9th
 - Gaining a clear and deep understanding of organisational and divisional WRES data for indicators 5-8
 - Undertaking focus groups with BAME and white staff across the organisation
 - Reviewing the access to leadership development across the organisation
 - Strengthening the individual and collective accountability for this agenda
 - Strategic approaches to communications and engagement

The aim and impact of the pilot is to follow the concept of 'proportionate universalism'; by levelling the inequality gradient by focussing upon those areas that need the most support and raising the bar of improvement for all staff at the same time.

The detailed work to support this pilot will commence in the Autumn.

- Lift to Climb pilot commenced in July. This mentoring scheme is designed to offer colleagues in lower banded roles a senior mentor and someone they can relate to. This pilot scheme has been developed in partnership with the BAME network. We hope to grow this pilot following on from its initial evaluation

Recruitment to further mentors for the reverse mentoring scheme has commenced through the BAME network. A training event for mentors took place online in August in order to 'pair' with senior mentees in September. Our existing reverse mentoring scheme which has been in place for two years is currently being evaluated so we can share learning into the pilot.

- We have introduced a robust process for new recruits which is helping with our declaration data at point of entry. Further work needs to be completed for existing staff; a data cleanse exercise will be required to do this and this is yet to be completed due to other business priorities.

Our reporting issues for grievance and disciplinary cases has been resolved and this data has been reported to the national WRES team as part of the annual return which closed in August



NHS Bristol, North Somerset & South Gloucestershire CCG

2020 Race Equality Priorities set

- **Attracting, retaining and developing a diverse and inclusive workforce – to have a workforce that is representative of the communities we serve.**
 - Recruitment - review recruitment data over a period of recruitment cycles to monitor trends – both the WRES and WDES reports for the CCG highlight an issue with BAME and disabled applicants being appointed after shortlisting. We do not yet have sufficient data to support decision-making, and are committed to improving.
 - Retention – investigate and address areas for improvement highlighted by our all-staff survey results; develop and support staff networks and support and line managers complete appropriate training.
- **Embedding equality and inclusion in the commissioning cycle.**
 - Improve the quality of our Equality Impact Assessments, embed ownership of the equality and inclusion agenda cross the organisation, and improve assurance processes with providers.
- **Develop inclusive behaviour and leadership practices throughout the organisations.**
 - Develop cultural competence across the organisation to improve the working life experience of staff with protected characteristics.
 - Consider 'soft' targets and details action plans to demonstrate our commitment to equality outcomes.
 - Develop a culture of 'compassionate and inclusive leadership'.

2020 Mid-Year Progress update on stated priorities

1. Attracting, retaining and developing a diverse and inclusive workforce – to have a workforce that is representative of the communities we serve.

The CCG has collected Workforce Race Equality Data (WRES)) for the second year, this data has shown incremental change, in order to see transformative change in recruitment and retention a more ambitious action plan spanning 3 years will be developed in 2020/21. A cross-directorate approach has been adopted with the Inclusion, HR, L&D and Communications team working together to build an inclusive employee value proposition.

Recruitment: There has been an incremental increase in representation of BAME staff. The CCG is committed to setting ambitious targets to ensure transformation in this area, and aligned to the NHS People Plan. WRES data will be monitored over time to gauge the impact of initiatives like changes to recruiting practices and training for recruiting offers to deliver a step-change in inclusion.

Retention: A robust wellbeing offer has been put in place by the CCG, including virtual engagement, lunch and learn opportunities and Time to Change Champions and Mental Health First Aiders have been trained and are available to support staff. The CCG has four active staff networks, including a BAME network, that are able to feed views into the CCG Executive Team directly.

2. Embedding equality and inclusion in the commissioning cycle.

The ambition to continue to improve the quality of Equality Impact Assessment (EIAs) remains. Staff training has increased and online resources are currently being developed for all-staff access. The equality leads across the BNSSG area have committed to work together to share resources and expertise to achieve systematic improvement across the health and care sector. Citizen insight is increasingly applied in CCG decision-making.

3. Develop inclusive behaviour and leadership practices throughout the organisations

The CCG leadership is visibly committed to diversity, equality and inclusion and messages are consistent. There is a senior leadership sponsor for equality, diversity and inclusion. More internal inclusion events and bitesize training opportunities for staff have taken place over the course of the last 6 months, and the organisation's approach to FTSU has been embedded.



HM Prison &
Probation Service

HMP Bristol

2020 Race Equality Priorities set

*Progress against the below to be reported at year end as late entrance to this document.

- **To create a culturally intelligent environment which fosters good relations between those who share a protected characteristic and those who do not.**
- **To ensure that recruitment process's, where we have local control, are responsive to the Lammy Review findings and that there are no artificial barriers to progression including local initiatives.**
- **Continue to develop an environment where we support and encourage staff from BAME backgrounds to apply for our senior roles.**



Bristol City Council

2020 Race Equality Priorities set

- **Develop a BCC BAME shadowing scheme aimed at ensuring BAME staff gain experience in strategic corporate wide projects, increase their profile cross the council and with city partners.**
- **Develop specific workforce talent pipelines targeting those areas where there is under-representation of BAME groups.**
- **Use data from workforce race data as outlined by the PSED e.g. recruitment, retention, training, promotion, grievances, disciplinaries, appraisals etc and develop projects to assess impact and take remedial action.**

2020 Mid-Year Progress update on stated priorities

1 & 2 - Priorities 1& 2 are both aligned. Since the identification of the first two priorities, Bristol City Council has developed an Advancing E&I: New Actions 2020/21, which incorporates 50 race specific actions derived from an independent review of race and equality. The council is currently developing a Workforce Strategy including Talent Management.

It is intended that BCC will develop a range of initiatives to improve the work experience of BAME staff to enable them to gain relevant and appropriate experience at a strategic level, this will include a shadowing scheme and the development of a career passport. Employees will work with their managers to identify their career paths and to support the career path, L&D will be required to support them to get to that career point. BCC is also developing a Positive Action Policy and toolkit, which will identify a range of positive measures initiatives to address under-representation for BAME staff, this is also aligned to the Positive Action Policy and toolkit.

3 - Progress has been made to launch a new interactive HR Dashboard in PowerBI using data from our new iTrent HR and Payroll system. This will be available for all staff to access and for management teams to have better informed discussions from insights on workforce diversity gaps and take action to set targets and improve the diversity of our workforce, particularly at senior level. BCC has also published an Ethnicity Pay Gap report that follows best practice. Analysis has fed into the councils Equality and Inclusion Action Plans and new Workforce Strategy.

If you would like this information in another language, Braille, audio tape, large print, easy English, BSL video or CD rom or plain text please contact: Andrew Mallin - 0746 941 3345