

Bristol City Council



Quarters 1&2 2021-2022

Circulation to:

embRACE Wider Members Meeting (23rd September)
The Strategic Leadership Group (12th October)
People Directorate E&I Meeting (23rd September)

Progress Reports for:

Black Pound (Ethical and Equitable Investment Policy)
Communication & Events
Workforce Development
Leaving a Legacy
Human Resources
Equality and Inclusion (L&D)
Equality and Inclusion

Our Vision:

“Promoting and supporting BCC in taking positive actions for race equality and inclusion by working in partnership with advocates and stakeholders. We will enable others to have the courage to challenge and make positive cultural changes in the council, so that it can best represent the communities we serve”.

Our Tag Line: Positive Change for Inclusion

Report Title:	Black Pound Update Report (Sponsor Denise Murray-Director of Finance)														
Date of meetings:	embRACE Wider Members Meeting (23rd September) The Strategic Leadership Group (12th October) People Directorate E&I Meeting (23rd September)														
Report Author:	[REDACTED]														
Contact details:	[REDACTED]														
Purpose of Report:	To update of the work undertaken by the Black Pound Project Board.														
Actions:	<table border="1"> <thead> <tr> <th colspan="2">Action Key</th> <th>Tick</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>Approval</td> <td></td> </tr> <tr> <td>I</td> <td>Information only</td> <td>x</td> </tr> <tr> <td>D</td> <td>Decision/Discussion</td> <td></td> </tr> </tbody> </table>			Action Key		Tick	A	Approval		I	Information only	x	D	Decision/Discussion	
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Link to Strategic E&I Action Plan: Positive Action	<p>Purpose of this work:</p> <ul style="list-style-type: none"> - To address the economic inequalities and imbalances affecting Black businesses and entrepreneurs in the Bristol and amongst its diasporic communities. - To help assist adjusting economic inequalities that have affected the Black community historically (exacerbated by COVID-19) <p>3 Workstreams:</p> <ol style="list-style-type: none"> 1. Equality & Diversity in Procurement and Commissioning 2. Maximisation of Income and Pathways to Employment 3. Ethical <u>and Equitable</u> Investment Policy <p>Our Approach</p> <p>Data void in this area therefore suggested approach:</p> <p>Shorter term (1 mth)</p> <ul style="list-style-type: none"> • Options to be considered which will provide high level information to support initial work – short engagement exercise or survey with a sample of BSWN network businesses to assess the initial challenges and identify the drivers for change. <p>Short term (circa. 3 mths)</p> <ul style="list-style-type: none"> • Further broader research to be commissioned by Economic Development Team to assess need – with further specific research elements which should include investment related questions. 														

- Additional opportunities for containing this cost within existing resources such as discretionary business support grant to be explored.

1. Diversification of the Supply Chain

In addition to the Social Value Policy and assessment of Modern-Day Slavery risks, we will:

Phase 1

- Supplier diversity lead in Strategic Procurement & Supplier Relations, dedicated to making a significant economic impact in the Black business community: assess opportunities & lead action
- Ensuring that Black-owned and other diverse businesses have sustainable opportunities to work with BCC (e.g., policy change around who is invited to tender, making tender processes more supplierfriendly, and market development activity)
- Improve the supplier diversity data we hold in our contract database and develop monitoring and reporting to focus action and measure success

Phase 2 (following economic needs assessment)

- Promote use of known Black-owned and other diverse businesses (e.g., requests for quotes)
- Actively encourage and provide training for Black-owned and other diverse businesses on how to register as potential suppliers to the Council and on how our tender processes work.
- Ensure greater engagement with and use of Black-owned and other diverse businesses (e.g., through co-design, research & stakeholder engagement, and finding other opportunities to promote use of Black businesses by other individuals and organisations)

*Work also ties into training sessions on public procurement & social value (Oct/Nov) run as part of volunteering workstream being led by Change Services – and work led by BSWN to promote VCSEs.

2. Maximisation of Income and Pathways to Employment

- Triangulate the proposed economic needs assessment to understand significant equality gaps, factor in the Corporate Debt Management policy, in particular the areas around Collection and Recovery and

	<p>Social Inclusion.</p> <ul style="list-style-type: none"> • Work alongside the above communities to co –produce the identification and implementation of the targeted interventions • Potential collaboration with Bristol Works to co-develop pathways from benefits to employment • Support the identification of baseline and mechanism for measuring success and the lessons learned. <p>*Funds include housing benefit, council tax reductions schemes, local crisis prevention funds, COVID financial support and emergency living expenses etc</p> <p>3. Ethical and Equitable Investment Policy</p> <ul style="list-style-type: none"> • The proposal is to rewrite the Ethical Investment Policy which is currently a practice statement incorporated in the Treasury Management Strategy last updated in 2015. • The aim is to ensure the Policy is aligned to BCC values, framework of other ethical policies (e.g., environment policy, social value, modern day slavery), is inclusive reflecting the aspirations of equitable access to capital (Black Pound) and supports delivery of the Council's strategic objectives, hence '<u>Ethical and Equitable</u>' Investment Policy. • The Policy will cover BCC investments, primarily Treasury but not exclusively, our future (not retrospective) non-Treasury investments such as commercial property investments, City Fund, Community Bank, loans, and other areas such as business support via income guarantees. • The Policy will go beyond environment impact / issues from the perspective of this workstream to include transparent principles to guide decision making and equitable access to these facilities. <p>Our Next Steps...</p> <ul style="list-style-type: none"> • "Task and Finish" review of the Ethical and Equitable Investment Policy workshops with Councillors and external stakeholders • Internal sign offs through Decision Pathway (EDM, Directors at ELM and cabinet member) • Aiming for Cabinet approval in November 2021
Next steps:	As outlined above
Report Title:	Communication & Events (Sponsor Steph Griffin- Service Manager Corporate Communications, Internal Communications and

	Organisational Development)													
Date of meeting:	embRACE Wider Members Meeting (23rd September) The Strategic Leadership Group (12th October) People Directorate E&I Meeting (23rd September)													
Report Author:	[REDACTED]													
Contact details:	[REDACTED]													
Purpose of Report:	To provide an update on the work of the emb RACE Communication & Events Working Group													
Actions:	<table border="1"> <thead> <tr> <th colspan="2">Action Key</th> <th>Tick</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>Approval</td> <td></td> </tr> <tr> <td>I</td> <td>Information only</td> <td>x</td> </tr> <tr> <td>D</td> <td>Decision/Discussion</td> <td></td> </tr> </tbody> </table>		Action Key		Tick	A	Approval		I	Information only	x	D	Decision/Discussion	
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Updates: Effective and Inclusive Communication	<p>Purpose of this work: To ensure effective and inclusive communications (2-way) with our members and key stakeholders. Respond to members needs by facilitating training and supporting events</p> <p>8 Workstreams:</p> <ol style="list-style-type: none"> embRACE Microsoft Teams Platform (how we communicate) embRACE Source Webpage Update (informing who we are and what we do) Recruiting New Members (providing a safe and inclusive space for Black, Asian and Minority Employees) embRACE events schedule (shared learning and collective wellbeing) embRACE internal and external (horizontal and vertical) communications (promoting what we are doing and to gain collective buy in and support) Development of our collective vision, identity, branding, tag line and logo (creating a shared purpose) Learning and Development (supporting the individual and collective development of our members) Supporting social care staff who choose not to be vaccinated (supporting members) <p>1. embRACE Microsoft Teams 365 Platform:</p>													

- emb**RACE** Microsoft Teams 365 Platform set up to enhance and facilitate communications with our members (live January 2021)
- Three Digital inclusion (Microsoft Teams 365) workshops held (Q1) for embRACE wider members

2. embRACE Source Webpage Update

- embRACE Source page refreshed and updated
- Next steps to provide a link to access the MT 365 embRACE wider members platform for new & existing members.

3. Recruiting New Members (reducing the risk of a 2-tiered council)

- embRACE collaboration with HR & ICT to identify 'off liners' who do not have access to a council email address and /or a laptop
- Targeted communications to service managers to engage Black and Minoritised Staff – using a data driven approach to target hot spot areas
- 'Join embRACE' opt in function made available as part of the embRACE events evaluation process during training and workshops held to recruit new members (50 new members in Q1&2)
- Work alongside department leads, equality champions and existing platforms /processes (induction etc) to recruit and engage new members
- Invite letter sent out to all Black and Minority staff via HR (October 2021) -to home addresses
- A men's support group was set up during Q1, the uptake has increased from 6 – 18 men during Q2. We will continue to engage with our current male staff members and recruit to male dominated service areas, such as housing via the off liner workstream (see above)

4. embRACE events schedule (not all events included)

- A planned calendar of events that include both social and learning events for members (some of which will be for committee members only to foster good relationships, shared learning and enhance working practices and shared outcomes)
- We will develop a market and segmented approach to ensure that we tailor our events around the cultural needs of staff and that we communicate in a language that speaks to each audience.

- We will engage with members to find out what they would like to be included within the schedule and how they can lead or co-design the events.
- We will evaluate our events and the outcomes will inform how we improve quality on a continuous basis and the impact for individuals and the organisation.
- Where possible, we will offer the events for free, whilst communicating upfront on any associated costs for members, if we commission external coaches (e.g., yoga, cultural events etc).
- To minimise costs and to foster relationships, we will run some events with our SLG peer groups and or equality champions etc.
- **Black History Month October 2021-** Collaboration between all Bristol Public Sector Organisation (e.g., Black Police Association, University of Bristol BNSSG etc) staff led Groups (and some equality leads) with Steppin Sista's- **"A long walk to freedom" October 17th**. Black Lives Matter adult social care team collaborating with embRACE to organise and market the event.
- Further work planned across the Public Sector Organisations- to develop a suite of learning sets – each organisation will seek part funding from their organisations (more info to follow)

5. embRACE internal and external (horizontal and vertical) communications.

As a guiding principle we will:

- Work alongside our members to co-design and evaluate our priority work areas ongoing.
- We will communicate what we are doing via the current and existing platforms and work alongside our internal BCC communications team and equality champions to articulate our key messages/requests to the wider council and vice versa.
- During covid-19 waves 2-4, embRACE facilitated weekly virtual covid-19 support bubble drop ins for members
- A series of workshops were delivered to support staff who are experiencing racialised trauma (following the George Floyd and BLM movement) with a lens on individual and collective self-care (June 2021)
- The report detailing the outcomes and the recommendations for the above, will be shared September 22nd (initially with HR & L&D who

commissioned this work, and our directorate race sponsors – Christina Gray and Alison Hurley)

6. Development of our collective vision, identity, branding, tag line, logo, and our priority areas.

- Two workshops with members were held in October 2020 to review our collective vision and to ensure that everything that we do links back to our shared vision (see page 1)
- As part of the workshops above, we co-produced our branding and logo – as part of this we explored our individual & collective identity and the impact of colonialism and hierarchy (based on skin colour and personal characteristics)
- We work to a distributed, values and inclusive led leadership model and encourage all committee members to develop their leadership skills by leading on our priority areas.
- Our work plan priorities are based on membership feedback (we held 2 listening events in July 2020 to temperature check how staff were feeling within an organisational context following the George Floyd murder, Colston Statue toppling and the disproportionate impact of covid-19 for Black and Minoritised communities). Prior to this a workshop was facilitated in October 2019, by DWC Consultancy to identify priority areas for staff led groups. Finally, we carried out a survey to gain feedback from wider members to understand how we should rank the priorities and to understand members perceptions around the role of the staff groups.
- The priorities were also aligned to the BCC Equality Action Plan, following David Weaver's (DWC Consultancy) report 'Transforming Race Equality' at BCC (approved by Full council cabinet in August 2020)
- A quarterly report will be made available to update committee members, wider members, and senior leadership (equality sponsors and champions etc). The updates to senior leadership, will be through the new E&I governance structures
- Working groups leads will meet regularly to develop their priority areas and report back to the committee and update on any new developments (with timescales specified for their overall objectives) on the MT 365 committee working group private channel
- Working group leads will also meet with the embRACE chair to update on key developments and to gain a steer, ensuring that their work aligns with our aims and objectives and the various interdependencies and that

Bristol City Council embRACE Committee

	<p>they are articulating our embRACE vision on behalf of our members when attending strategic meetings</p> <p>7. Learning and Development</p> <ul style="list-style-type: none"> • A skills audit was carried out amongst committee members in November 2020, in response to this a L& D schedule is being developed with L&D, it is hoped that this will link into the Diverse Voices workstream (as this opportunity is rolled out to staff at lower grades). The gaps identified in the skills audit were influencing, advocacy, presentation skills and policy development. Committee members have requested culturally appropriate mentoring and coaching support and protected time to lead on their areas of work. • Following requests from wider members, a schedule of learning events is being implemented with the support of L&D. This includes, interview skills, project management etc <p>8. Supporting social care staff who choose not to be vaccinated</p> <ul style="list-style-type: none"> • Work alongside HR and the unions to support Black and Minority staff who choose not to be vaccinated and to ensure that they are redeployed into alternative employment • Support to HR to develop the vaccinations policy
Next steps:	As outlined above in the update

Report Title:	Workforce Development Update Report (Sponsor- (Sponsor Steph Griffin- Service Manager Corporate Communications, Internal Communications and Organisational Development)
Date of meeting:	embRACE Wider Members Meeting (23rd September) The Strategic Leadership Group (12th October) People Directorate E&I Meeting (23rd September)
Report Author:	
Contact details:	
Purpose of	To provide an update on the work of the Workforce Development Group

Report:															
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Updates: Equality and Inclusion Objectives:	<p data-bbox="300 521 1528 741">Purpose of this work: To work in collaboration with and on behalf of our embRACE members in partnership with the BCC Learning and Development Team to ensure that Black and Minority staff are supported to be themselves at work, treated fairly, given the opportunity to progress within an inclusive and progressive organisational culture.</p> <p data-bbox="300 745 539 779">5 Workstreams:</p> <ol data-bbox="300 790 1528 1413" style="list-style-type: none"> <li data-bbox="300 790 1528 920">1. Workforce Development Strategy (and implementation plan) (diversity in the workforce, equitable succession planning and access to learning and development) <li data-bbox="300 925 1528 1055">2. Organisational Culture: Having uncomfortable conversations, flatter hierarchies, balancing power and ensuring that everyone is valued and encouraged to contribute <li data-bbox="300 1059 1528 1189">3. Talent Management (using a positive action approach to identify and nurture talent amongst Black and Minority employees, developing pathways for progression) <li data-bbox="300 1193 1528 1279">4. Diverse Voices (developing a greater sense of diversity in voice and decision making throughout the council) <li data-bbox="300 1283 1528 1413">5. Supporting Adult Social Care WRES (ensuring Black and minoritised staff are retained and given opportunities to develop, before and during the integration of health and social care) <ol data-bbox="300 1462 1528 1951" style="list-style-type: none"> <li data-bbox="300 1462 1528 1816"> <p data-bbox="300 1462 858 1503">1. Workforce Development Strategy</p> <ul data-bbox="347 1507 1528 1816" style="list-style-type: none"> <li data-bbox="347 1507 1528 1592">• embRACE contributed to the development of the refreshed workforce development strategy and implementation plan. <li data-bbox="347 1597 1528 1727">• EmbRACE are keen to: <ul data-bbox="347 1641 1528 1816" style="list-style-type: none"> <li data-bbox="347 1641 1528 1727">- support the monitoring of the above and the impact for Black and Minoritised staff <li data-bbox="347 1731 1528 1816">- Support any preceding or related policies to ensure a consistent approach to race equality runs throughout <li data-bbox="300 1821 1528 1951"> <p data-bbox="300 1821 699 1861">2. Organisational Culture</p> <ul data-bbox="347 1865 1528 1951" style="list-style-type: none"> <li data-bbox="347 1865 1528 1951">• Work alongside embRACE members, Learning & Development, race equality sponsors, champions, and senior leaders to explore where 														

	<p>there are opportunities to improve the current organisational culture (this has been the main issue fed back by wider members)</p> <ul style="list-style-type: none"> • Develop further work at a department/organisational team level, that is informed by the above. • Contribute feedback on the BCC cultural intelligence programme <p>3.Talent Management</p> <ul style="list-style-type: none"> • Support the development of a talent management programme, ensuring that a positive action approach is used to benefit Black and Minoritised employees • To ensure that talent management outcomes are aligned to succession planning, WRES in adult social care, BCC directorate E&I action plans alongside proposed restructuring and or redeployment plans – including the common activities programme • Work alongside members to co-design our approach and to understand impact (ongoing) <p>4.Diverse Voices (DV)</p> <ul style="list-style-type: none"> • Support the development of the DV project, testing out the model with embRACE committee and wider members (as part of the roll out to less senior staff) <p>4. Supporting Adult Social Care WRES</p> <ul style="list-style-type: none"> • Contributing to each phase of the WRES workstream • Facilitating focus groups and supporting Black and Minoritised staff to inform the above • Working alongside Black Lives Matter Working Group (ASC) in relation to WRES
Next steps:	As outlined above
Report Title:	Leaving a Legacy Update (Sponsor Alison Hurley-Director of Education and Skills)
Date of meeting:	embRACE Wider Members Meeting (23rd September) The Strategic Leadership Group (12th October) People Directorate E&I Meeting (23rd September)
Report Author:	[REDACTED]
Contact details:	[REDACTED]

Purpose of Report:	To provide the embRACE Committee Group with an update of the work undertaken by the Leaving a Legacy Working Group.												
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Link to Strategic E&I Action Plan: Positive Action	<p>Purpose of this work: To embrace our lived experiences, local knowledge, cultural intelligence, and positions in the council to leave a legacy (make a positive difference) for those who will follow</p> <p>4 Workstreams:</p> <p>1.Black Careers Matter- working cross directorate (We Works for Everyone) and with external agencies to develop a DWP bid</p> <p>2. Diversity the Bristol School Governing Boards- Working in partnership with Inspiring Governance, BCC School Governors team, YPN and others (Ruth Pickersgill & Denis Lindsay) to deliver a School Governor recruitment event and anti-racist training and support for existing Black and Minoritised school governors</p> <p>1.Inclusive Employment</p> <ul style="list-style-type: none"> • DWP application in progress to develop and deliver a range of specialist services and resources to provide unique multi-agency employment pathways and outcomes for Black and Minoritised People who experience the trauma of racism and related complex risks and challenges. Whilst the primary target group is young people aged 18-25, the programme will also trial preventative activities with young people transitioning from school and college (aged 15-17) and remedial activities with older adults who are at risk of long-term unemployment. • Current work underway to integrate the above into the existing Brighter Futures and Changing Futures Programmes. • The Bid and outcome will be shared in due course <p>2. Increase the Diversity of School Governors</p>												

Bristol City Council embRACE Committee

	<ul style="list-style-type: none"> • City Wide school Governor recruitment event (23rd September). Opening speech by Mayor Marvin Rees • A series of anti-racist training for school governors, the aim is to integrate this into the existing and future school governor training programme • Support the set up of a Black and Minority school governor support network across the city. 												
Next steps:	As outlined above												
Report Title:	Quarterly Human Resource Update Report												
Date of meeting:	embRACE Wider Members Meeting (23 rd September) The Strategic Leadership Group (12 th October) People Directorate E&I Meeting (23 rd September)												
Report Author:	[REDACTED]												
Contact details:	[REDACTED]												
Purpose of Report:	To provide an update on the work of the embRACE Human Resource Operating Model Working Group												
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Updates: Effective and Inclusive Communication	<p>Purpose of this work: To create alternative pathways to identifying and reducing employee/manager (or other) conflicts early on, with a view to reduce grievances, absence, performance issues, avoidable organisational exits, and redeployment for Black and Minoritised staff.</p> <p>3 Workstreams: 1 outstanding (see succession planning below)</p> <p>1. Grievance (reducing this amongst Black and Minoritised staff)</p> <p>2. Performance Issues (reduce the number of Black and Minoritised staff who are identified as having PI)</p> <p>3. Disciplinarys (reducing this amongst Black and Minoritised staff)</p> <p>4. Succession Planning, organisational Exits, and Redeployment (planning ahead and retaining Black and Minoritised staff) – to link into WRES, restructuring plans and the Common Activities Programmes. (to be developed)</p>												

1. Grievience

- EmbRACE supported the update of the grievance policy
- EmbRACE are currently working alongside HR to develop a monitoring system, to understand the impact of the above for Black and Minority staff (by ethnicity)
- EmbRACE will support the development of a route map for staff who are experiencing challenges at work, many staff express that they do not know where they can obtain help. The route map will be tested out by Black and minoritized staff, so that we can gain a better understanding of how the current processes work for Black and Minoritised staff and so that we can identify how we support the organisation in de-escalate issues early on. This will build on the existing work developed by David Weaver (DWC Consultancy) who identified the disproportionate number of Black and minoritized staff who have raised grievances.
- Support the development of an evaluation process to understand the impact of the above and to provide recommendations.

2. Performance Issues

- Gain an understanding of why performance issues are disproportionately high amongst Black and Minoritised (by ethnicity) staff and work alongside HR, Unions, and our embRACE members to support the development of a series of recommendations (building on the work that has already been completed by DWC Consultancy)
- EmbRACE contributed to a survey that went out to all BCC staff recently, the response from Black and minoritised staff was relatively low. The responses from Black and minoritised men were even lower. We will engage with our members to improve feedback.
- EmbRACE and HR are currently exploring how we can engage with Black and Minoritised (going beyond the use of surveys to engage) staff (men, through our men's support group and our off-liner project to achieve a better response to inform any improvements).
- Current data analysis underway to identify how many Black and minoritised staff have been through the under-Performance process over the last previous 3-5 years (as a comparator to non-Black and minoritised staff). This work will also include, supporting information including outcomes for staff – awaiting a HR report to guide this work.

3. Disciplinaryies

	<ul style="list-style-type: none"> • Outstanding <p>4. Succession Planning, organisational exits, and Redeployment (planning ahead, retaining and developing Black and Minoritised staff)</p> <ul style="list-style-type: none"> • Support the development of a succession policy, with clear targets in place, with the following included i) reduce the number of Black and Minoritised staff who exit the organisation during and following restructuring ii) reduce the number of Black and Minoritised staff whose journey is via the re-deployment route because of restructuring. lii) increase the number of internal Black and Minoritised staff who move up in pay grade because of restructuring iv) monitor the movement of Black and Minoritised staff before and after any restructuring (to include Common Activities and Integrated Health and Social Care transformation) using robust before and after EQiA's. <p>Other contributions made by embRACE</p> <ul style="list-style-type: none"> • EAP • COVID-19 Risk Assessments • Leavers and Exit Interviews • Remote working • Investigations • Vaccination Policy 						
Next steps:	As outlined above						
Report Title:	Equality and Inclusion (Learning and Development) Update Report (Sponsor- Rebecca Baldwin- Cantello- Head of Equality and Inclusion)						
Date of meeting:	embRACE Wider Members Meeting (23rd September) The Strategic Leadership Group (12th October) People Directorate E&I Meeting (23rd September)						
Report Author:	██████████						
Contact details:	████████████████████						
Purpose of Report:	To provide an update on the work of the Equality and Inclusion (L&D) Working Group						
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Updates: Equality and Inclusion Objectives:	<p>Purpose of this work: To support the development of the E&I Equalities and Inclusion Learning and Development Training Plan.</p> <p>1 Workstream:</p> <p>1.Equality and Inclusion Learning and Development Training Plan (updating the existing E&I training plan to impact change)</p> <p>1. Equality and Inclusion Learning and Development Training Plan</p> <ul style="list-style-type: none"> • Develop a walking library to sit within the learning and development portal (for managers) and to be shared via existing platforms e.g., SLT blog, Source, Managers Bulletin, E&I team toolkit to aid conversations about race at a team level. • Support the development of an evaluation plan to monitor impact for staff, using the Power BI Workforce Report and qualitative measures to understand impact 												
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Report Title:	Equality and Inclusion Update (Sponsor Rebecca Baldwin- Cantello- Head of Equality and Inclusion)												
Date of meeting:	embRACE Wider Members Meeting (23rd September) & The Strategic Leadership Group (12th October) People Directorate E&I Meeting (23rd September)												
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D	Decision/Discussion												
Link to Strategic E&I	Purpose of this work: To support the development of the refreshed Equality and Inclusion Strategy & Policy to include the recommendations from David												

<p>Action Plan: Positive Action</p>	<p>Weaver's Report. To review the Equality impact assessment process and how this is used for key decision making within the council and to support the development, implementation, and evaluation of the Positive Action Policy</p> <p>3 Workstreams</p> <ol style="list-style-type: none"> 1. Provide a review and recommendations for the updated Equality and Inclusion Policy & Strategy (2018-2023). Integrating David Weaver's report into the existing strategy. 2. A review and recommendations of the EQiA process (through a race and socio economic- intersectional equality lens) 3. Co-design of the Positive Action Policy <ol style="list-style-type: none"> 1. Provide a review and recommendations for the updated Equality and Inclusion Policy & Strategy (2018-2023). Integrating David Weaver's report into the existing strategy. <ul style="list-style-type: none"> • embRACE contributed to the strategy & policy review and provided recommendations using our lived experiences to enhance the quality of the document and outcomes. 2. A review and recommendations of the EQiA process (through a race and socio economic- intersectional equality lens) <ul style="list-style-type: none"> • Review of the EQiA process • Recommendations (extensive) submitted by embRACE to inform the final version and to support translation of the policy throughout the organisation through an implementation plan to provide training and guidance, raise awareness and underpin decision making processes 3. Co-design of the Positive Action Policy <ul style="list-style-type: none"> • Review of the Positive Action Policy to inform recommendations (underway) • Further work underway to co-design the implementation and evaluation plan using both a data driven and lived experience approach. • Proposed an overarching positive action framework going beyond workforce, to identify and align service led positive action initiatives across the organisation
<p>Next steps:</p>	<p>As outlined above</p>

