



Advancing equality and inclusion: new actions for 2020/21

The council has a long-standing commitment to equality, diversity and inclusion (EDI), and living up to this is a constant journey of learning, engagement and improvement. Within its Corporate Strategy 2018 – 2023 the council committed to “Make sure we have an inclusive, high-performing, healthy and motivated workforce.”

In recent years our approach has been informed by several opportunities to learn, including an [independent report by Kamaljit Poonia](#) in June 2018 which helped inform development of our updated [Equality and Inclusion Policy and Strategy](#), and as part of an [LGA Peer Challenge](#) in 2018 which noted our positive progress and our intention to further invest and drive forward our plans. Over the past year we have also been working with David Weaver of DWC Consulting as part of our greatly renewed efforts to improve equality and inclusion practice and tackle institutional racism in all its forms.

The following table sets out our progress over the last year (as highlighted in our [Annual Progress Report on Equality and Inclusion](#)) and a series of new actions, interventions and changes spanning several themes. These actions complement existing EDI work and will be embedded across policies, strategies and operational practice to make sure that equality, diversity and inclusion is a central part of everyone’s business.

These measures are part of the council’s wider work to change its culture and builds upon the significant progress made since 2016, including the co-creation of organisational values with staff, increased employee engagement, the achievement of the majority of outcomes in the council’s Organisational Improvement Plan and financial investment in a strengthened central Equality and Inclusion team and staff training budgets.

We will continue to be open, honest and relentless in our approach to placing equality and inclusion at the heart of what we do.



Marvin Rees
Mayor of Bristol



Mike Jackson
Chief Executive



Asher Craig
Deputy Mayor
Communities, Equalities
& Public Health



Craig Cheney
Deputy Mayor
Finance, Governance
and Performance

Theme: Strategy changes

Progress summary:

- Produced an Organisational Improvement Plan - the framework for our transformational journey, creating the conditions for us to create an inclusive, high-performing, healthy and motivated workforce. Of the 45 actions in the plan, our progress in year one has meant 39 actions are rated green and 6 are rated amber.
- Increased resources for the core EDI team to drive forward our practice
- Refreshed corporate EDI governance structure to introduce EDI champions focused on service level action plans
- Provided training to over 100 managers on equality impact awareness, and improved the number and quality of equality impact assessments and relevance checks
- Every service area has produced an Equality Action Plan for 2020-21. These plans prioritise relevant equality issues for their area of work, including addressing any under-representation and identify ways to address them with measurable targets to track progress.
- Working with commissioning teams to ensure we have a consistent and robust approach to equality in the commissioning and procuring of goods, works and services.
- Involving disabled employees in shaping our digital transformation strategy
- Launch of a refreshed communication strategy – with accessibility and inclusion at its heart
- Launch of the Bristol Equality Charter and Bristol Equality Network
- The council chairs the Bristol Race Equality Strategic Leaders Group, and works with various groups such as the Women’s commission, Commission for Race Equality, Voice and influence partnership and Bristol Muslim strategic leadership group

Theme: Strategy changes

Action	Timescale	Responsibility	Delivery mechanism	Estimated cost
Review and update Equality and Inclusion Strategy in full; including (but not limited to) agreed definition of diversity to	November 2020: next	Head of Equality and Inclusion	Equality and Inclusion Strategy	Staff time

<p>include Islamophobia, neuro-diversity, intersectionality and stronger emphasis on structural racism and a zero-tolerance approach to discrimination. Consider further opportunities for partnership working, including relating to training and placements as part of active interventions in the job market.</p> <p>Increase analytical resource within E&I team (through ongoing support) to review workforce data, identify a range of aspirational targets and embed reporting/dissemination within the organisation.</p> <p>Produce an aggregated dashboard of data so we can set a baseline and measure our progress. Ensure at least quarterly discussion on the quality of data / analysis of issues relating to EDI at Divisional Management Team and Executive Director Meetings. Conduct this at this twice a year at Extended Leadership Team to ensure a holistic and joined up approach.</p> <p>Key workforce areas for discussion include:</p> <ul style="list-style-type: none"> • Recruitment and Selection (applicants, shortlisting and appointments) • Grievance and disciplinary • Absence • Performance Management • Turnover • Secondments/promotions • Learning and Development opportunities • Gender, ethnicity and disability pay gap reporting • Employee survey results – levels of engagement, and views on our EDI progress • Leavers – exit questionnaires 	<p>update of E&I strategy</p> <p>September 2020</p> <p>July 2020 as part of Annual Report</p>	<p>Head of Equality and Inclusion / Head of HR</p> <p>Head of HR Head of Insight, Performance and Intelligence</p>	<p>Business As Usual (BAU) activity</p> <p>BAU</p>	<p>£6k</p> <p>Staff time</p>
<p>Update Organisational Improvement Plan - reframed as a Workforce Strategy and published with associated action plans.</p>	<p>September 2020 – draft report to</p>	<p>Director: Workforce and Change</p>	<p>Workforce Strategy</p>	<p>Staff time</p>

<p><i>Progress: This work is already underway and will feature priorities of E&I; talent management; health and wellbeing; digital transformation and workforce Covid recovery work</i></p>	<p>Corporate Leadership Board (CLB)</p>			
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Theme: Recruitment, selection and talent management - a positive action strategy to address diversity gaps

Progress:

- Produce an annual pay gap report – which for the first time in 2020 includes pay gap information for Black, Asian and minority ethnic and disabled employees.
- Refresher recruitment and selection training for all 800 hiring managers, with a focus on bias.
- An increase in numbers of diverse recruiters to 50.
- Public Services People Managers Association award for the senior leadership transformation – a recruitment and development scheme designed around our values.
- Continued success of Stepping Up, a multi-award winning development programme for under-represented groups, including a bespoke programme for Somali women.

Theme: Recruitment, selection and talent management - a positive action strategy to address diversity gaps

Actions	Timescale	Responsibility	Delivery mechanism	Estimated cost
<p>Introduce organisation-wide workforce planning tools for managers to identify:</p> <ul style="list-style-type: none"> • Local diversity gaps • Future demand and supply of labour • Skills needs • Succession planning • Talent for development • Develop action plan – including positive action initiatives (see below) to redress under-representation of equality groups <p><i>Progress – draft template developed. Talent management steering group to review, and to be tested with ELM</i></p>	<p>Template agreed by Sep 2020</p> <p>Training and guidance in place for annual service planning cycle in October 2020</p> <p>Workforce plans in place by Feb 2021 (in line with service</p>	<p>Head of HR</p> <p>Head of Internal Communications and Organisational Development</p>	<p>Workforce Strategy</p>	<p>£30k for additional capacity to deliver training and support managers to develop their plans</p>

	planning cycle)			
<p>Create a talent management plan to help colleagues develop their careers within the council. To include:</p> <ul style="list-style-type: none"> • Positive action policy and initiatives (as per cell below) • Talent mapping and leadership pipeline • Identifying talent and encouraging colleagues to seek advancement (work to identify and provide a platform for colleagues less likely to 'self-promote') • Use apprenticeships systematically as pathways into professions where there is occupational segregation and under-representation • Increased offer of structured development opportunities • Offer defined secondment and/or project opportunities for BCC Stepping Up graduates, and colleagues completing apprenticeships, Bristol Leads and other learning programmes • Career passports • Stretch opportunities <p><i>Progress – talent management steering group established and currently working on workforce planning and leadership and management framework.</i></p>	October 2020	<p>Head of Internal Communications and Organisational Development</p> <p>Head of HR</p>	Workforce Strategy	Staff time
<p>Develop a Positive Action Policy and initiatives in line with legislation. Positive action means we can address imbalance or disadvantage that are faced by under-represented groups.</p> <p>This will include:</p> <ul style="list-style-type: none"> • Information, advice and assurance on applying positive action. • Update R&S policy – to advertise all vacancies in first instance to internal applicants, attracting applications 	September 2020	<p>Head of Internal Communications and Organisational Development</p> <p>Head of HR</p> <p>Head of Equality and Inclusion</p>	<p>Workforce Strategy</p> <p>Talent Management Plan</p>	<p>£30k on social media campaign to reach diverse applicants</p> <p>£10k additional capacity to deliver L&D</p>

<p>from under-represented groups and including specific statements outlining under-represented groups in the team.</p> <ul style="list-style-type: none"> • Strengthening diversity statements in job adverts • Increase talent pipeline from more diverse communities within Bristol through engagement and outreach events featuring role models and senior council staff. • Mitigate the impact of a predominantly white senior team by bringing a diverse range of voices from across the organisation (for example those on leadership development programmes) into senior leadership discussions. Mitigate against the downsides of this situation, whilst reinforcing the importance of positive action principles for further recruitment exercises. • Set targets to increase Black, Asian and minority ethnic representation in the senior team. • Identify specific secondment/roles for 'job carving' to improve access and improve leadership representation across all equality groups. • L&D programme/apprenticeships for aspiring managers • Provide coaching support and skills training – such as interview skills, particularly for those who have previously been unsuccessful at interview. • Managers offer their roles as a shadowing opportunity • Internship, work experience, work placements targeted to under-represented groups • Coaching/mentoring arrangements for new Black, Asian and minority ethnic managers/leaders • Become an exemplar Disability Confident Employer 	<p>Being done now September 2020 (social media underway)</p> <p>Expand existing offer by October 2020</p> <p>Now</p> <p>July 2020 onward December 2021</p>			Staff time
<p>Ensure procurement specification and payment schedule for search and recruitment agencies includes obligations to source</p>	<p>September 2020</p>	<p>Head of HR</p>	<p>Workforce Strategy</p>	<p>Staff time</p>

a diverse applicant pool.				
Job description and person specification paperwork to be reviewed and updated to focus on skills rather than experience and remove unnecessary barriers, e.g. qualifications, experience, etc.	As roles become vacant and before recruitment commences	Head of HR Recruiting managers	Recruitment and Selection Policy	Staff time
Update Secondment (previously 'acting up') Guidance, following feedback from Black, Asian and minority ethnic colleagues, Staff Led Groups (SLGs) and DWC consultancy suggestions. Changes include ensuring all opportunities are widely promoted across the organisation rather than to specific teams/groups, adds positive action guidance and removes the option of direct appointments to short term roles.	Underway. Launch - July 2020	Head of HR	Recruitment and Selection Policy	Staff time
Retrain all hiring managers with a focus on bias (including unconscious bias) and fair and values-based recruitment practices. Develop a list of trained managers and ensure that no manager is recruiting without having attended the new revised training programme.	Completed; rolling programme and bi-annual refresher Completed	Head of HR/Resourcing Manager	Recruitment and Selection Policy	N/A (paid from previous year's budget)
Develop more values and abilities based selection processes: <ul style="list-style-type: none"> • Online values testing aligned to BCC values for all managerial roles above BG10. Candidates would not be able to apply for roles unless this test is passed. • Values-based assessment centres for all roles at third tier and above. • Improve equality monitoring data for all applicants at application. Release equalities data for shortlisting and 	April 2021	Head of HR	Workforce Strategy Recruitment and Selection Policy	£50k per annum for testing (subject to commissioning exercise) Values based assessment centres £3k per role.

<p>appointment stages of senior roles.</p> <ul style="list-style-type: none"> • Monitor and systematically report any non-diverse shortlisting to Executive Director Meetings quarterly. • Develop job based assessment methods which focused on skills and capability which reduce reliance traditional interviews as sole method of selection. • Introduction of Recruitment and Selection quality assurance process. 				
Hire a recruitment auditor to review hiring manager practice and deal with any recruitment-related complaints.	December 2020	Head of HR	HR	£24,665 p/a
<p>Enforce Diverse Recruiters' presence in 'hot spots' where there have been issues raised about recruitment practice.</p> <p>External diverse panel members mandatory for senior leadership (third tier and above) recruitment</p> <p>Deliver training for Diverse Recruiters and wrap around support for Diverse Recruiters</p>	<p>August 2020</p> <p>September 2020</p> <p>Ongoing</p>	<p>Head of Equality and Inclusion</p> <p>Head of HR</p> <p>Head of Equality and Inclusion</p>	<p>Recruitment and Selection Policy</p> <p>Recruitment and Selection Policy</p>	Staff time

Theme: Leadership, Performance and Culture

Progress:

- We undertake an annual employee survey to understand the experiences of employee in the workplace. The 2019 survey revealed 71% of staff said they believe the council is committed to creating a diverse and inclusive environment. Provisional results for the 2020 survey show this has risen to 79% (*currently based on online respondents only*)
- Introduced a dedicated equality session as part of the refreshed corporate induction.
- A refresh of our L&D programme to ensure equality and inclusion is a golden thread.
- Over 4,000 employees and 900 managers have completed our core equality learning programmes, in addition to bespoke programmes to meet the needs of individual teams.
- Collaborative work of staff led groups leading to a refresh of governance due for re-launch in July 2020.
- Over 3,000 colleagues have taken part in workshops to explore our organisational values.
- Review of our HR policies to identify potential for unconscious bias and EDI good practice.
- An increase in the number of reverse mentors recruited.
- Introduction of disability peer navigator scheme.

Theme: Leadership, Performance and Culture

Actions	Timescale	Responsibility	Delivery mechanism	Estimated cost
Ensure equality and inclusion objectives are mandatory in BCC employees' annual performance objectives	October 2020 – to coincide with 6-month performance reviews	Head of HR Head of Internal Communications and Organisational Development	Workforce Strategy	Staff time
Compulsory inclusion of Black, Asian or minority ethnic	July 2020	Head of Internal	Workforce Strategy	None

employee(s) in 360 degree feedback exercises for managers.		Communications and Organisational Development		
Relaunch of Staff Led Groups – with new terms of reference and governance structure	July 2020	Head of Equality and Inclusion	BAU	£500 design costs
Launch refreshed HR Policies following final phase of consultation with Trade Unions and SLGs. Refresh policies to ensure that all have a complete Equality Impact Assessment (or that a previous one is refreshed to incorporate any changes/impacts identified). These must be supported with action plans.	July 2020	Head of HR HR Business Partners	BAU	Staff time
Reduce ineffective use of grievance and disciplinary processes through: <ul style="list-style-type: none"> • New grievance procedure with requirement for mediation. • Increase training provision for managers on having effective early conversations and how to use the G&D process (see leadership development). • Data monitoring to assess correlation between level of Grievance & Discipline and equality groups. • Implement new iTrent case management system to improve monitoring and reporting. • Develop diverse mediation service offer. 	Q2 2020/21 Existing offer to be extended – September 2020 Underway July 2020 October 2020	Head of HR Head of Internal Communications and Organisational Development Head of HR Head of HR Head of HR Head of Equality and	BAU	Costs charged to employing directorate.

		Inclusion		
HR Business Partners working with Organisational Development and Learning & Development to develop targeted interventions for teams where improvement is required. This is already being used successfully in a number of service areas and needs to become systematic.	October 2020 for systematic approach	Head of HR Head of Internal Communications and Organisational Development	BAU	Each intervention to be costed separately
Pilot a monthly 'performance clinic' for third tier managers, where E&I is not an agenda item but a through-line. Taking a coaching and facilitative approach, leaders will look at all elements of performance, supported by relevant professionals.	Pilot from November 2020 onward	Head of Insight, Performance and Intelligence	BAU	£50k p/a (TBC - coaching support)
Provide regular quarterly reporting of EDI performance and metrics in senior officer forums of Executive Director Meetings and Corporate Leadership Board, enabling timely strategic discussions and leadership on key issues impacting EDI.	September 2020 onward	Head of Insight, Performance and Intelligence Head of Equality and Inclusion	Performance framework / E&I Strategy	Staff time
Promote the role and contribution of Equality & Inclusion, HR, Organisational Development and Learning & Development teams and how to access their support. Develop resources to support these teams.	July 2020	Head of Internal Communications and Organisational Development	Communications Strategy	Staff time
Raise awareness of the Disability Peer Navigation (DPN) Scheme to new and existing employees; also reviewing scheme to measure impact and outcomes.	September 2020	Head of HR Head of Equality and Inclusion	Workforce Strategy	Staff time
Refresh existing leadership development programmes to increase the focus on Inclusive Leadership, cultural intelligence and people management skills.	October 2020	Head of Internal Communications and Organisational Development	Talent management plan	£1,000 per participant. Estimate £40k for

<p>The programme should enable participants to look at their behaviours and managerial approach in relation to real challenges or scenarios in the workplace.</p> <p><i>Progress: OD is currently working with the Equality & Inclusion Team to refresh the Bristol Leads design to ensure that inclusive leadership is at its core.</i></p>				2020/21.
<p>Provide Cultural Intelligence training for Service Managers / Heads of Service, following previous roll-out to Executive Directors and Directors.</p> <p>The programme enables participants to look at their behaviours and managerial approach in relation to real challenges or scenarios in the workplace.</p>	September 2020	Head of Internal Communications and Organisational Development	Equality & Inclusion Strategy	£35k for 100 managers
<p>Continue work to review Learning & Development programmes to ensure that there is explicit mainstreaming of EDI; taking account of current context of Covid-19 and Black Lives Matter movement.</p>	April 2021	Head of Internal Communications and Organisational Development Head of Equality and Inclusion	Workforce Strategy	Staff time
<p>Review external L&D contractors to ensure supplier diversity</p> <p><i>Progress: Advanced progress on procuring a managed service provider.</i></p>	As contracts are due for renewal	Head of Internal Communications and Organisational Development	BAU	Staff time
<p>Action learning for Directors and Executive Directors that addresses issues of race from a personal and organisational leadership perspective. To include 1:1 coaching elements to focus on race equality and other diversity issues within the context of their roles at BCC.</p>	September 2020	Head of Internal Communications and Organisational Development	Director Development Programme	£3,000 for facilitation if required

		Head of Equality and Inclusion		
Create an Accessible Communications Policy to guide our external and internal communications.	September 2020	Head of External Communications and Consultation	Communications Strategy	Staff time
Create a Translation and Interpretation Policy to ensure that effective communication methods are available for our citizens to access	December 2020	Head of Equality and Inclusion	BAU	
Run workshops to support those in customer facing roles to develop communication skills	October 2020 onward	Head of External Communications and Consultation	Communications Strategy	
Refresh internal communications approach with a more informal, personalised style; provide opportunities for greater leadership visibility around their commitment to equality and inclusion.	July 2020	Head of Internal Communications and Organisational Development	BAU	Staff time
Create more corporate and local opportunities for discussion about issues such as the disproportionate impact of Covid-19 on Black, Asian and minority ethnic groups, and showing leadership around how we emerge from lockdown. Create safe spaces for open dialogues on race issues, in particular how can we work together to dismantle structural racism within the council and city. To include: <ul style="list-style-type: none"> • Leadership Forum • Staff engagement sessions – to focus on a topic of shared interest and using session to co-create a constructive way forwards. 	July 2020	Head of Equality and Inclusion	Covid-19 Recovery Plan	Staff time

<p>Publicise the work being done within the council to external and internal stakeholders.</p> <ul style="list-style-type: none"> • Consult with voluntary, community and social enterprise groups, multi-faith forums and education settings and co-create external engagement events • Use of data and metrics • Showcase initiatives that give an insight in to the council – invite apprenticeships, work experience, graduates to be part of external events • Create greater visibility of our work with colleagues 	July 2020 onward	<p>Head of External Communications and Consultation</p> <p>Head of Internal Communications and Organisational Development</p>	BAU (inc. Equalities Annual Report)	<p>Staff time</p> <p>£1,000 design and print</p>
<p>Participate in LGA Equality Framework for Local Government and Stonewall 2021 Index and implement any actions arising from these processes.</p>	<p>EFLG – November 2020</p> <p>Stonewall – Feb 2021 TBC</p>	Head of Equality and Inclusion	BAU	Staff time
<p>Work to expand pay gap reporting to include LGBTQ+ employees in 2021, enabled by encouraging more disclosure of sexual orientation information by employees to provide a statistically viable sample size.</p>	June 2021	Head of HR	BAU	Staff time

Theme: Other activities				
Action/progress	Timescale	Responsibility		Estimated cost
Review accessibility of all council buildings and adaptations as required - management of outstanding cases resolved	TBC	Head of Facilities Management (TBC)		TBC
In recognition of the disproportionate impacts of Covid-19 on Black, Asian and minority ethnic communities, procurement arrangements for the recommissioned Employee Assistance Provider (due February 2021) will incorporate a requirement for there to be Black, Asian and minority ethnic counsellors within their teams. This is essential as there will be an urgent need for culturally sensitive and appropriate interventions to cater for the needs of Black, Asian and minority ethnic employees.	February 2021	Head of HR	BAU	No new costs. Already within budgetary provision.
Whilst awaiting the full recommissioning of EAP, commission a bespoke counselling to meet the immediate needs of Black, Asian and minority ethnic staff in relation to Covid-19.	July 2020	Head of HR	BAU	No additional cost.
Continue to promote the use of Covid-19 personal risk assessments and action plans for Black, Asian and minority ethnic employees before returning to offices or front-line work. Continue to provide testing, PPE and options such as redeployment as part of action plans. Regular monitoring reports to be presented to Corporate Leadership Board.	Ongoing	All responsible managers	BAU	Staff time and ad-hoc costs resulting from action plans.