
Annual Report of the Bristol Manifesto for Race Equality Strategic Leaders Group

2017/2018



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Foreword

**by Councillor Asher Craig, Cabinet Member for Communities, Equalities and Public Health
Bristol Manifesto for Race Equality Strategic Leaders group**

"I would like to take this opportunity to thank the former Chair of the Group – Alison Comley. Alison's leadership has ensured the city's public sector organisations commit to real change by taking a comprehensive and strategic approach to tackling racial inequalities within our respective organisations. Her stewardship of the group resulted in the publication of the race equality audit which sets a baseline for improvement resulting in a real step change in the city.

The Strategic Leadership Group was set up in response to the Manifesto for Race Equality, to bring together all public sector organisations in the city to work collaboratively to tackle the endemic issues that the Manifesto raised. This needed a tenacious, action centred approach to make a difference to our communities.

The key strategic challenge set by the group for 2017/18 was to work collaboratively to share our Equality related HR data with the vision of producing a data picture of all Public Sector employment in Bristol. Through positive partnership working the Leaders group has produced and formally launched the first ever Public Sector Race Equality Data product for Bristol.

This first data picture, given the importance of the Public Sector as an employer now clearly sets out the challenge. Future work will ensure actions focus on where we can make a measurable collective difference to the city of Bristol".



Councillor Asher Craig,
Cabinet Member for
Communities, Equalities
and Public Health

Strategic Leaders Group Membership

The key Public Sector and partner agencies that contributed to the group through 2017 / 2018 were as follows:

Bristol City Council	Alison Comley, Chair
	Cllr Asher Craig
	Andrew Mallin
Avon & Somerset Police	Supt. Andy Bennett
Avon & Wiltshire Mental Health Partnership NHS Trust	Mayur Bhatt
Avon Fire & Rescue Service	Simon Shilton
NHS Bristol, North Somerset & South Gloucestershire CCG	Justine Rawlings
University of Bristol	Nishan Canagarajah
North Bristol Trust	Lesley Mansell
Office of Police & Crime Commissioner	John Smith
University Hospitals Bristol NHS Foundation Trust	Alex Nestor
University of the West of England	Steven Neill
Bristol Community Health	Julia Clarke
Ambulance Service	Sarah Jenkins
Bristol Race Commission	Desmond Brown
SARI	Alex Raikes



Introduction

The work of the Leaders Group in 2017/18 gave significant focus to the data product along with other key emerging themes such as the Lammy Report.

The need to produce a 'point in time' data product as a base line was of critical importance given the rapidly changing population within Bristol.

The current population of Bristol is estimated to have now surpassed 450,000 people. The most recent census in 2011 shows that over the previous decade Bristol has become increasingly diverse. The proportion of the population who are not 'White British' has increased from 12% to 22% of the total population. The proportion of people living in Bristol who were not born in the UK has increased from 8% to 15% of the total population. In Bristol there are now at least 45 religions, at least 187 countries of birth represented and at least 91 main languages spoken by people living in Bristol.

Future iterations of this work will also be of key importance given the vast difference of populations amongst age ranges. At present 28% of those aged between 0-15 belong to a BME group as opposed to only 5% aged 65 and over belonging to a BME group. This further evidences the need for positive action now and longer term strategic action planning.



Vision

The work of the Strategic Leaders Group aims to implement the vision of the ‘The Bristol Manifesto for Race Equality’ “Batook’s Blueprint” for a Better Bristol.

The Manifesto highlighted key areas where racial inequalities persist and identified areas of particular concern and asks public agencies commit to positive change in key areas. This annual review of the work of the Strategic Leaders Group during 2017/2018 ensures that the key requirement of reviewing progress on a regular basis is also met.

The Manifesto is a call to City Decision makers to take a long term view on the economic and social benefits to the whole city that can be achieved through equality and inclusion.

Key Highlight Achievements during 2017 / 2018

Through the work of the Strategic Leaders group during 2017/2018 the following outputs were achieved: -

A First for the city

The group produced the first ever city wide Public sector employers’ data picture, addressing race equality and related performance across all partner agencies in the City, mapping against our population.

This product focused on pay disparity across all public sector organisations, as well as highlighting data by ethnicity on sickness, grievance and disciplinary action. The work is understood to also be the first time this has been done on a City-wide scale nationally.

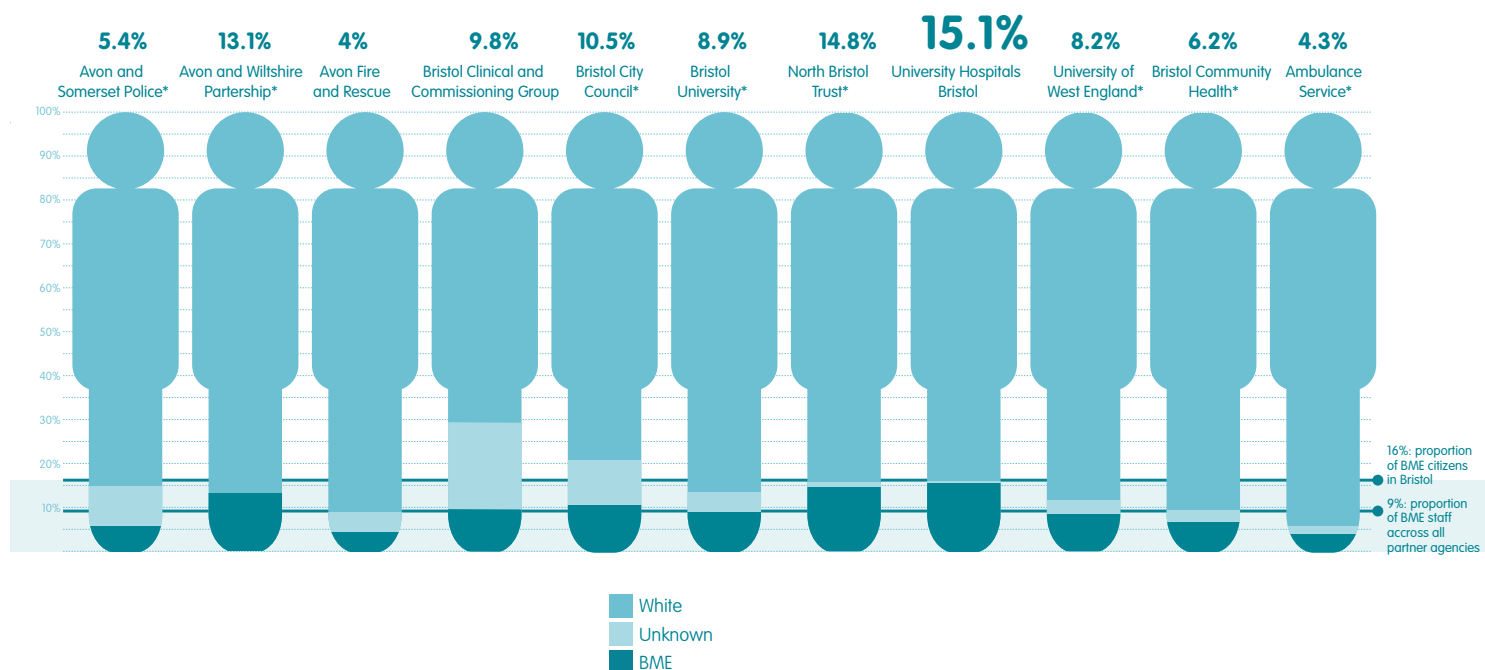
Official Launch & Promotion: - This Data product was officially launched by the Mayor of Bristol and also promoted widely at well attended events with organisations from all sectors as well as Community groups at both the: -

- Racial Disparity Data event (led by the Black South West Network)
- Manifesto for Race Equality Community Event at the Rose Green Centre

Bristol Race Equality Manifesto Leadership Group

Public Sector Data

Proportion of BME staff employed by partner agencies

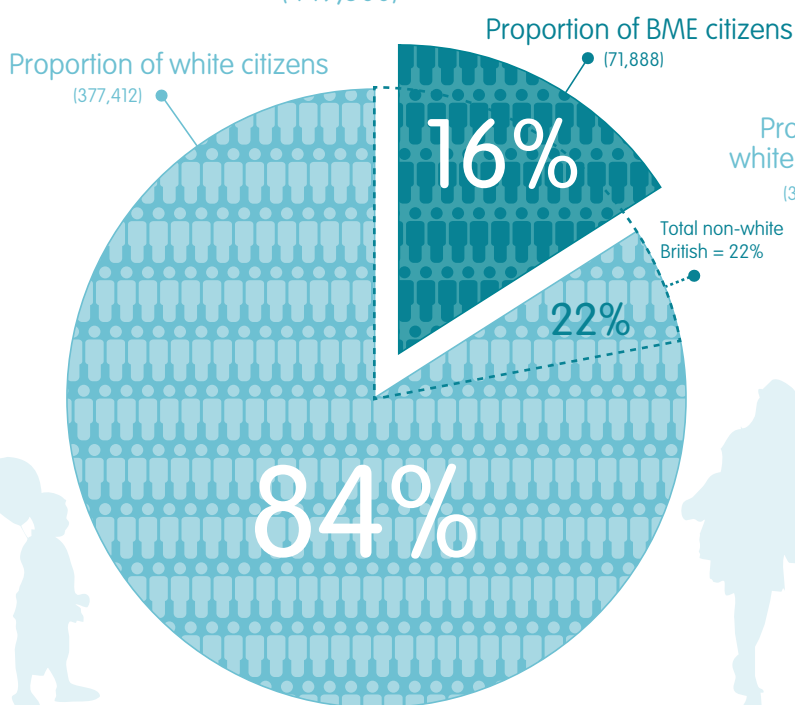


Bristol Race Equality Manifesto Leadership Group

Public Sector Data

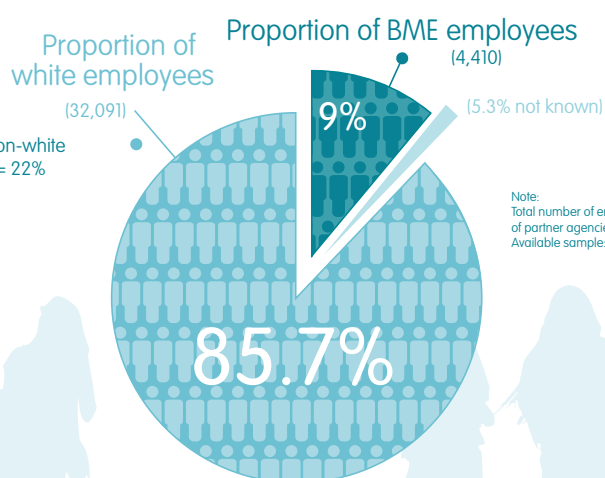
Total Bristol population

(449,300)



Bristol Public Sector Ethnicity Data

(Total sample 37,940)



Stakeholder & Community Engagement

Members of the Race Equality Strategic Leaders Group also attended public events to engage with community groups as well as the Voluntary sector and other organisations to raise awareness of and showcase the work of the Leaders group at well attended events such as the: -

- Manifesto for Race Equality Community Event at the Rose Green Centre
- Racial Disparity Data round table event (led by the Black South West Network and pictured below) – further detail on this event can be accessed at this Web link :

www.blacksouthwestnetwork.org/events-2017/2017/11/29/taking-action-on-race-inequality-round-table-event

Both were very well attended events with an excellent representation of community and voluntary groups. At both events presentations were made by members of the Strategic Leaders Group to provide transparency around the key highlights of the data research conducted and to field questions from attendees.



Formation of Action Group

In response to the key issues and gaps identified by the production of the city wide data product the Leadership Group commissioned the formation of the first city-wide H.R. Leaders Group to specifically tackle all race equality related key issues highlighted in the published public sector data report.

The H.R. Leads group have worked collaboratively throughout the year to share good practice amongst agencies and to seek to jointly improve H.R. practices across all agencies to ensure that future City-wide data sets produced are able to show further improvements in diversity across our workforces.

The group provides bi-monthly updates to the Strategic Leaders group on progress made and new initiatives being launched including the progression of the 'Stepping Up' programme.

Action through launch of new Partnership initiatives

Launch of the city-wide 'Stepping Up' programme.

Helping to tackle the issues within the Public Sector data product the Stepping Up programme is a Bristol city-wide accelerated BAME Leadership experience, launched by the Mayor. Stepping Up will create the first BAME talent pool in Bristol. The talent pool will supply a ready flow of individuals with aspiration and skills to reach the more senior roles. The design of the talent pipeline and pool has been co-created with employers. Over 50 employers including: Oracle, Osborne Clarke and the MOD have joined the programme.

- Its ultimate aim is to change the leadership landscape within the City. It is hoped that Senior Leaders will be more representative of the local population
- There are currently 46 participants on programme.
- The first year of the programme is dedicated to individuals from a BAME background, however the vision is that in subsequent years, the pipeline will draw on diversity in its widest sense. It will broaden out to include other groups.
- There will be a professional evaluation of the programme by January 2019 undertaken by specialists from the NHS Leadership Academy in order to track its success. A longitudinal study may also be required.

The programme is receiving positive attention and Baroness McGregor-Smith would like to see it replicated across the Country.



Collaborative working

The Race Equality Strategic Leaders Group has helped support the set-up of the first Race Commission for Bristol ensuring a two way flow of information and a standing agenda item at each meeting for the Race Commission to attend and provide updates and discussion points.

Engagement with Central Government

The group have engaged with the Cabinet Office in relation to the development and suggested improvements of the 'Ethnicity Facts and Figures' Data Disparity Audit reports.

Strategic Leaders Group members have attended Cabinet Office round-table events in Bristol to feedback on findings as users of the produced data with a view to making future reports more user friendly and beneficial for local needs.

Meetings have also been held in Bristol with the Cabinet office lead to promote the work of the Leaders group and to highlight the production of the Public Sector Data product.

Race Equality Focus Sessions including the Lammy Review & Criminal Justice

Two focused sessions held by the group on the Lammy Review and Criminal Justice (CJ) in Bristol. This work is being led at regional level by CJ partners but linking closely in with work of Leaders group to ensure joined-up responses and action plans to address areas of concern.

A Lammy Review CJ focused session was held by the Race Equality Leaders meeting in January 2018 to look at all available data from wider partner agencies with a significant data product presented to show the City wide picture of Race Disparity within the Criminal Justice Sector.



Statement from the Bristol Race Commission

The Manifesto for Race Equality Steering Group held a day long community conference in January 2017 during which the community overwhelmingly supported the formation of a race equality commission to tackle systemic race discrimination in Bristol. As a result the Interim Commission for Race Equality was formed.

During the period of February 17 to December 17 several conversations took place with communities and the Mayor and Deputy Mayor. The Race Equality Commissioners were recruited by members of the community and the new Race Equality Commission was formed in January 2018.

The Interim Commission have:

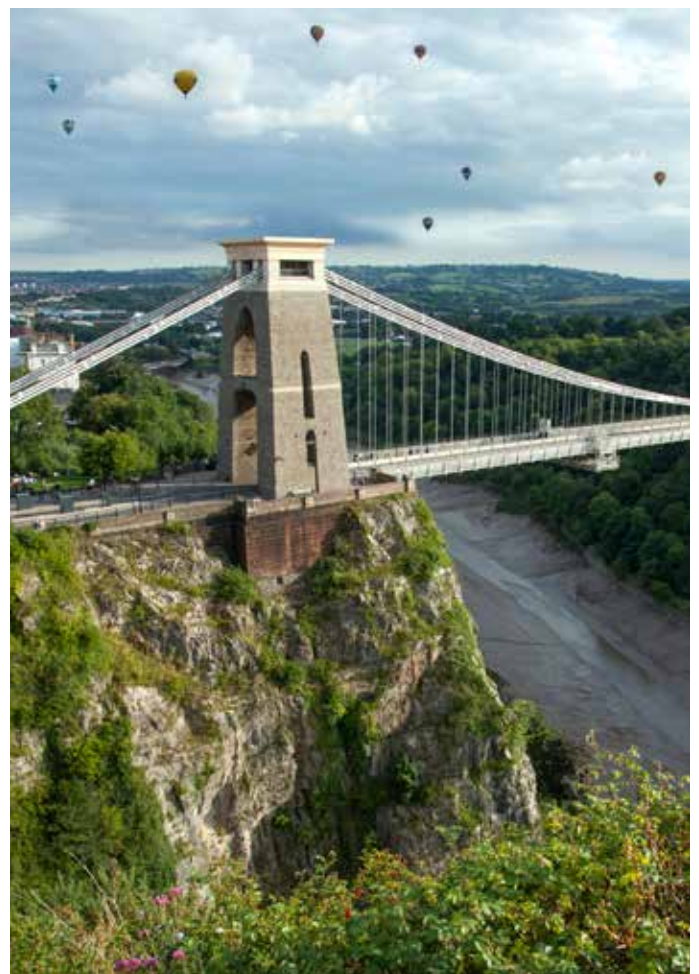
- contributed to the formation of the One City Plan/ Approach as a member of the One City Plan Partnership Group and in this context the Commission was represented at the City Gathering and the Festival of Ideas.
- Provided a high profile response to the Safer Bristol Executive Board Independent review in Bijan Ebrahimi case.
- Responded to the police taser of Ras Judah
- Provided a comprehensive response to Baroness Macgregor Smith's report 'Race in the workplace' to city leaders which shaped the work of the HR Leaders Group.
- Developed a programme to achieve diversity on Boards with partners.

The new Commission for Race Equality has focussed on:

- promoting Magistrate positions to BME communities
- Participated in city conversations on race equality
- Made statements on the 'mock slave' auction in Bath.

The Commission has now set up task groups which will focus on: Employment and Economic inclusion, Education and Skills, Health and Wellbeing, Criminal Justice and Hate Crime, Representation and Leadership and Homes and Communities.

BRISTOL ONE CITY



Key priorities for the Strategic Leaders group for 2018 / 2019

Co-ordination and delivery of a high profile, large scale race equality focused event in Bristol to showcase the good work being delivered across the city.

Research and work towards the next publication of the city-wide multi agency public sector race equality data product.

Produce and design the annual report for the Race Equality Strategic Leaders Group and to ensure this receives maximum exposure and publicity to highlight the positive successes achieved.

Produce a co-ordinated Communications plan on behalf of the group to ensure maximum publicity is achieved from work carried out by the group. Also to ensure key productions, reports and messages reach a wide audience.

Ensuring ongoing links with the H.R. Leaders Group, particularly ensuring focus on the recruitment process and development of the Stepping Up project.

Aligning the priorities and ongoing work of the Race Equalities Strategic Leaders Group and the Race Commission by liaising between the two groups and sharing all relevant updates.

* Individual priorities for 2018/2019 for the members of the Strategic Leaders Group are listed under Appendix A on an agency by agency basis.

Contact Details

For any queries regarding this document or the work of the Race Equality Strategic Leaders group please contact Andrew Mallin for further information:

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Appendix A

Individual Organisational highlight reports for 2017 / 18 and Key Race Equality Priorities for 2018/19

Individual responses were received from the following agencies: -

Agency Name	No.
Avon & Wiltshire Mental Health Partnership NHS Trust	13
Bristol Community Health	13
NHS Bristol, North Somerset & South Gloucestershire CCG	14
Avon Fire and Rescue Service	14
Avon & Somerset Police & Crime Commissioner	15
Universities Hospitals Bristol NHS Foundation Trust	15
University of Bristol	16
University of the West of England	16
Bristol City Council	17
North Bristol Trust	17

Avon & Wiltshire Mental Health Partnership NHS Trust – Mayur Bhatt / Stephen Parker

Highlights from 2017 / 2018

During 2017/2018, the Trust in partnership with other Bristol Mental Health (BMH) providers has been active in promoting race equality in mental health services through participation in the BMH's Equality, Diversity and Inclusion (EDI) Steering Group.

For example, we are raising the awareness of hate crime and racial incident reporting and also have committed supporting our staff to become EDI champions, who are specialising in race equality and other equality matters. The recent development of this champions group is supported by the senior leadership team in our Bristol Services, who are also building stronger and collaborative working relationship with Support Against Racism and Inequality (SARI).

Key Race Equality Priorities for 2018 / 2019

The Trust's overall equality objectives across all equality groups, including diverse racial minority groups, are:

- (i) To continue our support and work with Race Equality Strategic Leaders Forum, with the understanding that strategic partnerships are key to improving race equality outcomes in Bristol
- (ii) Strengthen our work in race equality and mental health through building on the existing work with SARI in such matters as root cause analysis of serious untoward incidents.
- (iii) Promote mental health and well-being and access to services across diverse racial minority groups.

Bristol Community Health – Julia Clarke / Fiona Spence

Highlights from 2017 / 2018

Following on from equality analysis of our annual Staff survey results in 2017, we commissioned two independently facilitated staff forums for BAME employees. Over 40 people attended and valuable feedback was gained which led to a further forum facilitated by members of our HR, Learning and Development as well as the Equality & Diversity Coordinator at BCH. Several practical recommendations have been acted upon, including career opportunities, greater BAME representation and policy reviews for faith events and annual leave.

We have continued to publish our progress towards The NHS WRES (Workforce Race Equality Standards) requirements and have demonstrated positive action measures by supporting 4 staff members to be part of The Bristol City Council 's Stepping Up Talent Management programme. We will support these candidates to work towards a LEVEL 5 Management Qualification.

We will promote this to other BAME staff members in the coming year.

Key Race Equality Priorities for 2018 / 2019

We are currently in the process of updating our Equality Objectives, as part of a new 5 year People and Communities Plan. However, we will continue to monitor both our Staff and patient data rigorously in order to ensure equity of service and experience. We hope to develop greater mechanisms for our staff to contribute to the organisation's direction of travel, including the opportunity Access and Inclusion forums, both patients and staff members on topics and issues of relevance to everyone.

We will continue to monitor the extent to which our workforce represents our communities, and will be acting positively to work more closely with local organisations and sectors that represent the views and voices of Bristol's diverse communities. Further practical opportunities to attract and support greater inclusion of BAME communities include advertising apprenticeships and work experience placements.

NHS Bristol, North Somerset & South Gloucestershire CCG – Catherine Wevill

Highlights from 2017 / 2018

The context of our work during 2017-2018 has been against a backdrop of flux as we have been in the process of merging 3 CCG's into the one BNSSG CCC.

The focus of the organisation was to put in place a robust Equality Impact Assessment process to ensure that all programmes and activities were developed to ensure that the needs of the diverse populations of Bristol, North Somerset and South Gloucestershire are incorporated and accommodated. This activity has identified that the involvement of BME communities across the three areas in our commissioning activity remains disproportionately low, and as a result contextualised activity has been put in place to ensure that this is addressed.

We have used the NHS Workforce Race Equality Standard (WRES) to provide us with a bench mark for the representation of BME staff within the organisation.

Key Race Equality Priorities for 2018 / 2019

Due to organisational changes outlined above, we are currently working on developing our Equality Objectives going forward. We will be in a position to report on this within the next 3 months.

We will also be developing our patient and public participation strategy to include a wider perspective of Bristol residents including equalities groups that are often not heard in decision making.

Avon Fire & Rescue Service – Simon Shilton / Alex Kohnert

Highlights from 2017 / 2018

Avon Fire & Rescue Service (AF&RS) has begun a process of refreshing the way it undertakes Diversity, Inclusion, Cohesion and Equality (DICE) work. The DICE team is now formed of a DICE manager, DICE firefighter, and a DICE officer will shortly be recruited. We have begun making contacts with community and voluntary groups with expertise around race equality, and have signed a service level agreement with SARI to provide cultural awareness training and other services. Work was done for the last two wholtime firefighter recruitment campaigns to reduce any racial bias within our recruitment processes, and a mailing list of previous BME applicants to firefighter positions were invited to re-apply and attend recruitment awareness days. Recently the organisation partnered with Avon & Somerset Police to hold some recruitment workshops in areas with a high proportion of BME residents. Work on all aspects of DICE is overseen by an improvement board, chaired by an independent person.

Key Race Equality Priorities for 2018 / 2019

By the end of 2018, AF&RS will publish its DICE strategy. This document will include actions on dealing with race equality, both in the communities we serve and within our own workforce. We will continue to attend selected events in order to foster good relations between our staff and the wider BME community, and are committed to targeting BME communities and groups with upcoming recruitment opportunities, and supporting them through those processes. Ongoing engagement with staff on issues of race equality will take place through our Staff Engagement Network (SEN), and we will continue to seek support and guidance from BME leaders and community groups on what we can do to advance race equality in the Avon area.

Avon & Somerset Police and Crime Commissioner – John Smith

Highlights from 2017 / 2018

The Police and Crime Commissioner working closely with Avon & Somerset Constabulary has carried out a range of initiatives looking at hate crime, victim support and increasing the representation of the workforce. This includes various ongoing community engagement activities and

- Appointing a Criminal Justice Senior Responsible Officer with CJ Partners to improve the efficiency and victim focus of the CJS and lead on the implementation of the Lammy review;
- Supporting the Constabulary Representative Workforce Team in their various initiatives to increase representative workforce;
- Commissioning a Vulnerability Service Delivery Assurance process with the Mayor of Bristol and the Chair of Trustees of SARI including an Enquiry Day with a specific focus on hate crime and the lessons learned from the death of Bijan Ebrahimi. The key agencies are producing a joint action plan.

Key Race Equality Priorities for 2018 / 2019

All objectives are captured in our Police and Crime plan but key highlight are:

- Diverse communities will be engaged, well-understood and represented in the workforce
- All victims, witnesses, suspects and detainees will be treated fairly and respectfully
- The working environment within the Constabulary will be fair, respectful, equitable and one where people flourish, allowing the best possible delivery of services to our communities.

Universities Hospitals Bristol NHS Foundation Trust – Alex Nestor / Teresa Sullivan

Highlights from 2017 / 2018

University Hospitals Bristol NHS Foundation Trust continues to work towards achievement of our Equality & Diversity Strategic Objectives:

To improve access to services for our local communities;

To improve the opportunities for members of our diverse communities to gain employment with and progress within the Trust;

To work towards a more inclusive and supportive working environment for all of our staff.

We have listened to our BAME staff through their responses to the National NHS Staff Survey and our BAME Workers Forum. Both sources have contributed to actions to improve experience as measured by the Workforce Race Equality Standard.

Key Race Equality Priorities for 2018 / 2019

University Hospitals Bristol NHS Foundation Trust will continue to work through its Equality & Diversity Strategic Objectives, and has also committed to strive to employ the best and help all our staff fulfil their individual potential as an organisational strategic priority for 2018/2019.

The Trust aims to see a significant increase in the percentage of staff who are BAME, particularly at management levels, with a target of 10% or more increase of BAME staff at management grades. (This target to be confirmed by the end of August.)

Highlights from 2017 / 2018

Bristol Student Union (SU) BME Network has hosted events and campaigns such as Why Is My Curriculum White, Islamophobia Awareness Month and Black Lives Matter. Bristol SU carried out a research project into the BME Attainment Gap, with research assistant roles made available to BME students to support the project and lead focus groups. Equality Careers Week focused at introducing employers to BME students which has led to the development of an internship and training programme.

Engaging with Bristol's BAME community, raising our profile and visibility across the city. Involvement in African Caribbean Business Expo, St. Pauls Carnival and Iconic Black Bristolians Art Exhibition. Finance Apprenticeship Working Group established with focus on BAME recruitment. Supporting staff with writing of job adverts to ensure inclusivity and 'reach' and providing targeted employment opportunity workshops to BAME communities. Appointment of EDI Officer with responsibility for race equality and a race task force working group.

Key Race Equality Priorities for 2018 / 2019

Developing relationships with local schools and colleges, with a high BAME population, promoting work experience and internships opportunities. Pop up recruitment workshops in partnership with BOOST Finance, to be held at Barton Hill settlement. Information stalls and workshop activities at Islamic Cultural fayre to promote recruitment and apprenticeship opportunities. Diverse Recruiters programme in partnership with Bristol City Council, promoting fairness and equality during interviews and candidate selection.

Promoting vacancies through new channels and identifying areas of improvement across existing web and social media mediums. Develop BAME community groups interaction and partnerships with Temple Quarter campus. Engagement with Divisional heads to scrutinise BAME data and develop action plans to address areas of improvement. Focus groups with existing BAME staff to improve retention and staff development/ training opportunities. Cultural awareness training and diversity and inclusion conference for staff. Development of online tool to simplify reporting allegations of racism.

University of the West of England - Steven Neill

Highlights from 2017 / 2018

Inclusivity is one of UWE Bristol's core values, underpinning our Single Equality Scheme, Inclusivity 2020. In the last year, we have held workshops, presentations, mentoring, peer-support, conferences and events for and with our BAME students.

The annual UWE BME Conference was held on the theme of BAME Employability, with speakers and attendees from industry, the media and social enterprise as well as higher education.

We launched Equity, an innovative positive-achievement programme for BAME students, encompassing mentoring and coaching sessions alongside inspiring and motivating high-profile BAME speakers.

The UWE Bristol Students Union appointed a BAME officer and the University continued to support and resource the BME Forum, one of our staff networks.

We ran our first Leadership Development programme for BAME staff, developed in partnership with The Diversity Practice. This was evaluated very highly by the participants and development opportunities are being identified to build on this success.

We celebrated Black History Month in October and Africa Week, a week-long programme of activities taking place at across different campuses at UWE Bristol and within the city, in March.

Key Race Equality Priorities for 2018 / 2019

UWE Bristol remains fully committed to our Inclusivity 2020 work streams, especially those centred on race equality. We value highly our work with our networks and partners in the Bristol City region and specifically with the Bristol Race Equality Manifesto Leaders Group.

We will continue our work to increase recruitment and success for BAME students generally and with specific partners such as the NHS.

We will enhance our mentoring and coaching offer for BAME staff and run the BME Leadership programme for a second cohort. We will also be auditing our staff recruitment processes for inclusivity and to reduce any unconscious or conscious bias that may exist in our systems and processes.

We will run our 2018 UWE BME Conference at the Arncliffe on the theme of Community Engagement and Partnerships.

Our Equity programme has plans to continue and expand.

Bristol City Council – Jean Candler

Highlights from 2017 / 2018

In November 2017, the City Office launched a positive action programme, “Stepping Up” aimed at improving the representation of Black, Asian and Minority Ethnic employees in senior leadership roles within Bristol and the wider area. The Stepping Up programme has been designed in partnership with employers to create a talent pool of future leaders who reflect our multi-cultural communities but may not have had the opportunity to fulfil their potential.

The Bristol Commission for Race Equality was formed in February 2018 with financial and organisational support from the council. In establishing the commission the Mayor of Bristol acknowledges that Race Equality is a fundamental right and therefore discrimination and disadvantage related to race and ethnicity must be addressed. The Race Equality Commission will work in partnership with BAME networks to identify key issues in Bristol and establish task groups to produce in-depth reports with evidence and recommendations on particular Race equality issues.

Key Race Equality Priorities for 2018 / 2019

During this year Bristol City Council is undertaking an independent review of its Equality function. We will be drafting a new Equality and Diversity Strategy and action plan, reviewing our structure to deliver this and refreshing our Equality Policy.

We also intend to address the other recommendations in the review including:

- Ensuring clarity of role at the leadership level in creating an equalities culture
- Identifying ways to further embed equalities into our Learning and Development Programme
- Continuing the work already underway to focus the work of the Staff-Led Groups and raise awareness of these groups
- Building formal links between the Equalities team and the Race and Women's Commissions to ensure their fuller contribution to the council's approach.

We are also coordinating the Bristol Equality Charter, which has been co-designed by private, public and voluntary organisations, which sets out shared commitments to the values of equality, diversity and inclusion.

North Bristol Trust – Lesley Mansell

Highlights from 2017 / 2018

- Career development project for BME staff - The mentor scheme was relaunched, job opportunities promoted, equality included in recruitment training for managers and traineeships offered through Job Centre plus.
- BME staff offered specific interview skills training and notified of nurse scholarship opportunities.
- 3 places secured on Bristol Stepping Up programme, 1 on NHS one. BME Career Development Group meetings attended by Chief Executive and agreed action plan/ priorities.
- Participated in the Diversity Advantage project managed by UWE and supported a BME person to become a Board member in the long term. They have been invited to apply to become a non-executive director, with support.
- We published a BME Mentoring project article featuring one of our staff who had a senior manager as a mentor and undertook other career development initiatives which have led to them becoming successful in gaining a promotion, this featured in the Bristol Post.

Key Race Equality Priorities for 2018 / 2019

- Continue with current strategy of training/mentoring for BME staff.
- Developing a leadership framework that includes BME staff
- Training for managers on non- discriminatory selection.
- BME staff to be involved in interviews for senior posts.
- Training/mentoring for managers on BME awareness.
- Develop a new template for Board papers to ensure equality issues are discussed
- Director of NHS Workforce Race Equality Standard Unit to address the Board
- Exit - request interview report to identify why BME staff leave and if they are more likely to leave than white staff.
- Carry out survey of staff to identify their experience of harassment and bullying.
- Organise a Black History Month event – Open session with Chair of BME Group to discuss harassment and bullying.

