Appendix E
Advancing Equality and Inclusion Action Plan: Closure Report
June 2021

In July 2020 Bristol City Council's Cabinet approved an action plan designed to accelerate progress on its equality and inclusion journey, informed both by its Equality and Inclusion Strategy, the impetus of the Black Lives Matter movement and the findings of independent consultancy by David Weaver Associates.

This report summarises and provides evidence of progress against the Action Plan, with most actions completed despite the challenges brought about by the COVID-19 pandemic. Where actions are delayed and remain in progress (or are simply part of ongoing practice) they are being addressed within the business as usual activity of the relevant Council teams. Whilst tracking will remain active and any issues reported to the Council's Strategic Equality and Inclusion Group, chaired by the Chief Executive, the Action Plan itself is being closed in recognition of this 'mainstreaming' of the activities within the Council's overall equality and inclusion programme.

The Council remains committed to continuous improvement and recognises that equality and inclusion is an ongoing development journey. For transparency, comprehensive updates in the form of Annual Progress Reports on Equality and Inclusion will continue to be brought to Full Council, and in future will include updates on the remaining actions in this plan, to ensure that nothing is lost and proper political oversight and public transparency continues.

A fuller spreadsheet tracker including embedded evidence of completion is held by the Equality and Inclusion Team and, at the time of its March 2021 update, had been reviewed independently by the Council's Internal Audit team, which provided a Reasonable assurance rating and a Substantial rating in relation to progress tracking[1].

Complete Actions	45
Ongoing development (completed but in need of further iteration)	8
In progress	10
Delayed or furth action needed	3
Removed	2
Total	**68**

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[1] See for more information see Bristol City Council - Risk Management Assurance Policy

Tim Borrett, Director: Policy, Strategy and Partnerships (June 2021)

Strategy

	Actions	Progress	Evidence	Status
1	Review and update Equality and Inclusion Strategy in full; including (but not limited to) agreed definition of diversity to include Islamophobia, neurodiversity, 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.	Equality and Inclusion (E&I) Policy and Strategy updated, signed off and approved by Full Council on 8th December 2020	https://www.bristol.gov.uk/documents/20182/32815/BCC+Equality+and+Inclusion+Policy+and+Strategy+2018+to+2023.pdf/1777c117-f1d1-0f11-9034-6ed105467819	Complete
2	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.	Dashboard and diversity metrics are now available to managers. 2021 Equality and Inclusion Strategy update includes some targets. Equality and Inclusion resource to be reviewed during 2021/22.	Signposted on internal intranet.	In progress

	Actions	Progress	Evidence	Status
3	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 Equality, Diversity and Inclusion (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. Key workforce areas for discussion include: • 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	There were changes to our E&I governance framework during 20/21, with HR workforce data now regularly presented to new E&I Directorate and Strategic E&I Leaders groups. For transparency this information will also be shared with leaders at Directorate, Executive and the Extended Leadership meetings.	Signposted on internal intranet.	Complete
4	Update Organisational Improvement Plan - reframed as a Workforce Strategy and published with associated action plans.	A refreshed Workforce Strategy was launched in January 2021. An audit review was undertaken in May 21 and concluded "Substantial Assurance opinion on how effectively the risks associated with the monitoring of the implementation of the Workforce Strategy are being managed" and "A number of areas of good practice were identified".	2 BD13273 Workforce Strategy 2020 DRAFT3.pdf (bristol.gov.uk)	Complete

Recruitment, Selection & Talent Management

	Actions	Progress	Evidence	Status
5	Introduce organisation-wide workforce planning tools for managers to identify: 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.	A tool was launched in September 2020 as part of the Council's annual service planning cycle. Guidance was produced to accompany the launch of the tool, and all managers completed their workforce plan and Learning & Development[2] (L&D) plan. HR Business Partners and L&D colleagues refer to completed plans when advising managers on workforce planning matters.	Tool is launched to managers. Completed workforce plans for each service is complete and progress is regularly monitored.	Complete
6	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.	A draft Positive Action policy has been developed by a task and finish group is nearing completion and awaiting feedback from stakeholders.	Will be published on staff intranet upon completion by September 2021.	Complete
7	Develop a Positive Action Toolkit which includes: • Information, advice and assurance on applying positive action.	This is being developed for a phased launch following the launch of the associated policy (see action 6).		In progress
8	Update Recruitment & Selection policy – to advertise all vacancies in first instance to internal applicants, attracting applications from under-represented groups and including specific statements outlining under-represented groups in the team.	Completed and launched in September 2020.	Published on internal intranet.	Complete
9	Strengthening diversity statements in job adverts	Job adverts from 1 April 2021 targeted where there is under-representation of Young	All hiring managers informed by email 16/04/21.	Complete

[2] L&D is an abbreviation of Learning and Development

	Actions	Progress	Evidence	Status
		People, Black and Asian, and Disabled colleagues.		
10	Increase talent pipeline from more diverse communities within Bristol through engagement and outreach events featuring role models and senior council staff.	Some work has been delayed by COVID-19, but there has been progress on promoting apprenticeships. Internally: outreach sessions were held for embRACE members on 22nd and 24th June 2021. Screens have been added in some BCC buildings (Temple Street and City Hall) to promote apprenticeship case studies. Other planned activities are: coffee morning, monthly drop in, attending team meetings and liaising with school business managers. Externally, the apprenticeship team are recruiting for learning support roles, these have been shared with ways2work, on the BCC jobs page and also through key contacts.		Ongoing development
11	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.	A Diverse Voices scheme has been launched, with a first cohort of 13 people now receiving career development support, coaching and attendance at Corporate Leadership Board to provide diverse voices in decision making whilst developing the skills of the participants. The scheme is about to be widened for additional forums and they have been offered the chance to take part in a development programme with professional society Solace. Planning is underway for rolling out to the wider organisation across all levels, and a focus group has begun looking at this.		Ongoing development

	Actions	Progress	Evidence	Status
12	Set targets to increase Black, Asian and minority ethnic representation in the senior team.	Will be addressed during development of a new single E&I Programme in line with recruitment outcomes. Targets will be agreed and in place by next financial year (April 2022) in terms of formal reporting within the annual performance framework of the Council.		In progress
13	Identify specific secondment/roles for 'job carving' to improve access and improve leadership representation across all equality groups.	A senior leadership succession planning programme has been developed and will be launched in Summer 2021.		Ongoing development
14	Provide coaching support and skills training – such as interview skills, particularly for those who have previously been unsuccessful at interview.	This is in place. The L&D team take referrals from HR to help anyone who needs support.		Complete
15	Managers offer their roles as a shadowing opportunity	Currently underway as an informal and local arrangement. Further work is needed to formalise and widen the offer. The Diverse Voices scheme (see Action 11) touches on this.		In progress
16	Internship, work experience, work placements targeted to under-represented groups.	Internship roles created and advertised via the Mayor's Office, and the Employment and Skills team are actively working on this.

The national KickStart programme also offers work placements for those aged 16-24 and there are also supported internships available to those with learning difficulties. | | Complete |
| 17 | Coaching/mentoring arrangements for new Black, Asian and Minority Ethnic managers/leaders | Diverse Voices scheme is prioritised for under-represented groups (see Action 11). Participants are offered coaching, 360-degree feedback and mentoring. The scheme is to be rolled out across all leadership levels.

New managers are invited to an induction and have access to mentoring/coaching and a | | Ongoing development |

	Actions	Progress	Evidence	Status
		toolkit. Further targeted support is being considered for new Black, Asian or Minority Ethnic managers/leaders.		
18	Become an exemplar Disability Confident Employer	BCC continues to be an accredited employer. Work is scoped and being planned with Disabled Colleagues Network staff led group (DCN) to achieve exemplar status by 2022.		Ongoing development
19	Ensure procurement specification and payment schedule for search and recruitment agencies includes obligations to source a diverse applicant pool.	Any recruitment search company hired through our framework will be required to supply diverse talent pools and this is a key feature of the selection arrangements for the hire of a search company for an assignment.		Complete
20	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.	All job documentation is reviewed prior to advert with hiring managers. The content of senior management roles' job documentation will be reviewed as forthcoming organisational restructure.	Advice is available on internal intranet.	Complete
21	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.	Complete and launched.	Published on internal intranet.	Complete
22	Retrain all hiring managers with a focus on bias (including unconscious bias) and fair and values-based recruitment practices.	Complete and launched.	Evidenced on internal training records and no HR system access granted until training received. Assurance in	Complete

	Actions	Progress	Evidence	Status
			embedded email - over 800 trained.	
23	Develop a list of trained managers and ensure that no manager is recruiting without having attended the new revised training programme.	Complete and launched.	List of trained managers held, available for assurance purposes via Resourcing Manager.	Complete
24	Develop more values and abilities-based selection processes: • 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 are assessed in managerial appointments. A new toolkit has been introduced to support this. Online testing was found to be prohibitively expensive.	New recruitment and selection policy published on internal intranet.	Complete
25	Values-based assessment centres for all roles at third tier and above.	This is in place for all recruitment of managers at the 'third tier' (department head) and above. We have an assessment toolkit that includes assessment against BCC values for all other recruitment.	Advice available on internal intranet.	Complete
26	Improve equality monitoring data for all applicants at application. Release equalities data for shortlisting and appointment stages of senior roles.	We began to report specifically on senior (department head and above) hires from June 2021.		Complete
27	Monitor and systematically report any non-diverse shortlisting to Executive Director Meetings quarterly.	An overview of organisational performance is reviewed annually. However, the implementation of the HR system onboarding module has prevented this action being implemented yet.		In progress
28	Develop job-based assessment methods which focuses on skills and capability which reduce reliance traditional interviews as sole method of selection.	Complete and launched.	New recruitment and selection policy published on internal intranet.	Complete

	Actions	Progress	Evidence	Status
29	Introduction of Recruitment and Selection quality assurance process.	Completed and launched.	New recruitment and selection policy published on internal intranet.	Complete
30	Hire a recruitment auditor to review hiring manager practice and deal with any recruitment-related complaints.	Targeted recruitment audits are being undertaken. Outcomes will be reported in May 2021 to Executive Director Meetings by HR Business Partners.		Complete
31	External diverse panel members mandatory for senior leadership (third tier and above) recruitment.	Be On Board joining BCC framework to support with ensuring Diverse Panels	New recruitment and selection policy published on internal intranet.	Complete
32	Enforce Diverse Recruiters' presence in 'hot spots' where there have been issues raised about recruitment practice.	The current recruitment and selection programme has been reviewed and agreed. Everyone attending the training automatically becomes a Diverse Recruiter unless they opt out. This change is to be rolled out during August/September 2021.		In progress
33	Deliver training for Diverse Recruiters and wrap around support for Diverse Recruiters	Training as a free-standing option will now be removed and a short briefing will replace it to explain how Diverse Recruiters will operate.		Ongoing development

Leadership, Culture and Performance

	Actions	Progress	Evidence	Status
34	Ensure equality and inclusion objectives are mandatory in BCC employees' annual performance objectives	The values section of our employee annual review form is to be updated to capture equality and inclusion practice, as they are closely aligned. This will be in place for the 6-month review in 2021. A standard objective will be added to the system for 2022, in the meantime personal objectives are already being informed by work		In progress

	Actions	Progress	Evidence	Status
		on Equality Action Plans. Guidance and training being developed.		
35	Compulsory inclusion of Black, Asian or minority ethnic employee(s) in 360-degree feedback exercises for managers.	The guidance has been updated to include this requirement and the team remind the participant of this requirement when choosing contributors.	Advice available on internal intranet which will soon become a mandatory requirement.	Complete
36	Relaunch of Staff Led Groups – with new terms of reference and governance structure.	Completed in July 2020, and ongoing communications planned to keep awareness levels high.	Terms of reference and governance structure available on internal intranet.	Complete
37	Launch refreshed HR Policies following final phase of consultation with Trade Unions and Staff Led Groups.	New grievance resolution policy in place from 1 April 2021. A new Investigations Policy currently out for consultation with stakeholders, and a refreshed Recruitment and Selection Policy will be published for consultation in July 2021.	Policies available on internal intranet.	Complete
38	Refresh HR 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.	New EQIA template including action and guidance is now in place to ensure any future refreshed or new policies are supported by a robust Equality Impact Assessment. Training for HR staff and E&I team on quality assurance will support improving Equality Impact Assessments in this area. A refreshed tracking system will capture all Equality Impact Assessments.	Template published as an appendix to 2021 Annual Report.	Ongoing development

	Actions	Progress	Evidence	Status
39	Reduce ineffective use of grievance and disciplinary processes through: • New grievance procedure with requirement for mediation.	Completed and launched April 2021.	New grievance procedure published on internal intranet.	Complete
40	Increase training provision for managers on having effective early conversations and how to use the Grievance & Disciplinary process (see leadership development).	Provision available through L&D team and self-service guidance on the Source. Re-launched as part of the launch of the new grievance procedure. Cultural intelligence training has been rolled out to all Directors and third tier managers which includes support on how to have effective, culturally appropriate conversations. Drop-in 'lunch time learn' events on offer.	New grievance procedure published on internal intranet.	Complete
41	Data monitoring to assess correlation between level of Grievance & Discipline and equality groups.	New HR interactive dashboard containing all casework and trend information now in place and was launched with Directors in September 2020.	Published on internal intranet.	Complete
42	Implement new iTrent case management system to improve monitoring and reporting.	System implemented in July 2020 and is being used to report trends.		Complete
43	Develop diverse mediation service offer.	New grievance resolution policy approved in place from 1 April 2021. Mediation and conflict resolution is a cornerstone of the new policy. Independent mediators who are culturally competent will be identified. A procurement compliant framework is being put in place.	New grievance procedure published on internal intranet.	In progress
44	HR Business Partners working with Organisational Development (OD) and Learning & Development (L&D) to develop targeted interventions for teams where	Regular conversations with Head of HR and Head of OD to identify areas that may require intervention.		Complete

	Actions	Progress	Evidence	Status
	improvement is required. This is already being used successfully in a number of service areas and needs to become systematic.	Regular conversations in Executive Director Meetings or with managers to seek support. HR diversity dashboards are used to spot patterns that might indicate a need for support or intervention.		
45	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.	This is on hold in order to align it to a review of our approach to Performance Management and its associated corporate Performance Framework during 2021/22. This is part of a knock-on delay caused by COVID-19, which meant a process to refresh our Corporate Strategy – a vital enabler of the performance review work - needed to wait until after the nationally postponed elections.		Delayed or further action needed
46	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.	Reporting now comes to Strategic E&I Group as part of the new governance structure for equality and inclusion. This is linked to an action to develop single-view dashboard and needs strengthening over coming year. This will be incorporated into development of a single E&I Programme.		In progress
47	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.	Ongoing through communications about E&I issues, and sign posting to relevant teams for further assistance.		Ongoing development
48	Raise awareness of the Disability Peer Navigation (DPN) Scheme to new and existing employees; also reviewing scheme to measure impact and outcomes.	This programme has been cancelled due to a lack of uptake. Support for new and existing staff will be mainstreamed into recruitment and management policies.		Action removed

	Actions	Progress	Evidence	Status
49	Refresh existing leadership development programmes to increase the focus on Inclusive Leadership, cultural intelligence and people management skills. The programme should enable participants to look at their behaviours and managerial approach in relation to real challenges or scenarios in the workplace.	A programme for new or aspiring team leaders is now in place and advertised via our L&D brochure. Key information for managers brochure now available - to help new and existing managers navigate the Council's policies and systems and understand their responsibilities. New manager induction launched with includes E&I responsibilities. A new set of leadership modules is currently being piloted - these have been shaped by running focus groups with managers to respond to their needs and includes a module on inclusive leadership. Diverse Voices scheme launched, offering leadership development opportunities. Cultural Intelligence training delivered for third tier managers this included reflection on real-life challenges and inclusive leadership.	https://bristol.learningpool.com/totara/coursecatalog/courses.php	Complete
50	Provide Cultural Intelligence training for Service Managers / Heads of Service, following previous roll-out to Executive Directors and Directors. The programme enables participants to look at their behaviours and managerial approach in relation to real challenges or scenarios in the workplace.	Training is now complete and evaluation underway. In-house facilitators have had initial training and should be able to support with a wider roll-out in the future.		Complete

	Actions	Progress	Evidence	Status
51	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.	Leadership and Management training has been reviewed and refreshed to introduce a stronger link to inclusive leadership (including the new leadership modules, team leader development).		Complete
52	Review external L&D contractors to ensure supplier diversity.	Ongoing as part of working with our managed service provider.		Complete
53	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.	Corporate Leadership Board have had a workshop to explore their inclusive leadership and how they can support the participants to get the most from the Diverse Voices scheme whilst ensuring their decision making is strengthened. The Director Development programme for 2021 includes workshops on leading change effectively and a session with an E&I/HR consultant to specifically look at inclusive leadership and their own role as equality champions. Executive coaching is available for all Directors.		Complete
54	Create an Accessible Communications Policy to guide our external and internal communications.	Work has commenced with the External Communications team, which will include consideration of the NHS Accessible Information Standard. Policy development has been delayed due to team capacity during the COVID-19 pandemic and a re-profiled date for completion will be picked up in a review of the Council's Communications Strategy during 2021/22.		Delayed or further action needed
55	Create a Translation and Interpretation Policy to ensure that effective	This will now be integrated into the Accessible Communications Policy (see Action 54).		Action removed

	Actions	Progress	Evidence	Status
	communication methods are available for our citizens to access			
56	Run workshops to support those in customer facing roles to develop communication skills	These were delayed due to re-prioritisation during the COVID-19 pandemic. Some targeted operational work on specific products like letters has been done. A re-profiled date for completion will be picked up in a review of the Council's Communications Strategy during 2021/22.		Delayed or further action needed
57	Refresh internal communications approach with a more informal, personalised style; provide opportunities for greater leadership visibility around their commitment to equality and inclusion.	Communication channels include more guest blogs from colleagues and Staff Led Groups as well as Directors. Feedback has been very positive, especially when they are informal and personal in style. Focus groups have been held with offline colleagues to explore ways in which we can reach and engage with staff without access to the network. This has included printing off copies of the staff bulletin and providing toolkits for managers to hold discussions or run surveys with staff in a team meeting setting. We now have a monthly feature from each Staff Led Group in the all staff bulletin.		Complete

	Actions	Progress	Evidence	Status
58	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: • Leadership Forum • Staff engagement sessions – to focus on a topic of shared interest and using session to co-create a constructive way forward.	A managers' toolkit for talking about racism was launched and is currently being refreshed. Funding has been provided to Staff Led Group embRACE for workshops on racialised trauma. A working group has been set up (including Staff Led Groups) to explore ways in which the workplace demonstrates our commitment to diversity and inclusion. This will feed into a project which is managing the Council's gradual return to the workplace as COVID-19 restrictions ease.		Complete
59	Publicise the work being done within the council to external and internal stakeholders.	Ongoing through regular bulletins, sharing updates on the actions within this plan. Use of blogs by Directors, Staff Led Groups and guests to share updates on our E&I work. Regular topics at Leadership Forum and extended leadership team meetings - for example a session on E&I terminology and another on a new process for assessing equality impacts of our decision making.		Complete
60	Consult with voluntary, community and social enterprise groups, multi-faith forums and education settings and co-create external engagement events.	Mainstreamed into business as usual. Plans include a city-wide learning event on use of the Bristol Equality Charter.		Complete
61	Create greater visibility of our work with colleagues and showcase initiatives that give an insight in to the council – invite apprenticeships, work experience, graduates to be part of external events.	Mainstreamed into business as usual, as discussed above (see Action 57)		Complete

	Actions	Progress	Evidence	Status
62	Better use of data and metrics	Mainstreamed into business as usual and being developed further through a new Data, Insight and Information Strategy.		Complete
63	Participate in LGA Equality Framework for Local Government and Stonewall 2021 Index and implement any actions arising from these processes.	LGA EFLG Peer Review completed and is being reported to Full Council alongside this report. There was no Stonewall 2021 Index due to COVID-19 as the Stonewall decided not to run it. It will be undertaken in 2021/22.	Summary of report findings and BCC response published for July Full Council. ModernGov - bristol.gov.uk	Complete
64	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.	This has been completed. Figures for pay gaps have been included in the Annual Report on the Equality and Inclusion Council. A detailed report will be considered by Human Resources Committee at the next opportunity in 2021.	ModernGov - bristol.gov.uk	Complete

Other activities

	Actions	Progress	Evidence	Status
65	Review accessibility of all council buildings and adaptations as required - management of outstanding cases resolved	Now mainstreamed into the Return to the Workplace project, which is managing the Council's gradual return to the workplace as COVID-19 restrictions ease. Quick wins were identified as part of the pilot of new ways of working. Other suggestions		In progress

	Actions	Progress	Evidence	Status
		from the working group will be included in work programme.		
66	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.	Complete. A new provider for Occupational Health, Physiotherapy and EAP is now in place from 1 April 2021. Tenders were evaluated on the basis of quality as a higher weighting than price and approach to equality and inclusion was a key feature of evaluation process.		Complete
67	Whilst awaiting the full recommissioning of Employee Assistance Programme (EAP), commission a bespoke counselling to meet the immediate needs of Black, Asian and minority ethnic staff in relation to COVID-19.	Now closed as EAP has been recommissioned (see Action 66). A local organisation was commissioned to provide support in the interim.		Complete
68	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.	COVID-19 risk assessments continue to be promoted and updated following changes to national guidance. A Wellbeing Pulse survey in April 2020 tested employee take-up.		Complete