



The Stepping Up Programme

Introduction

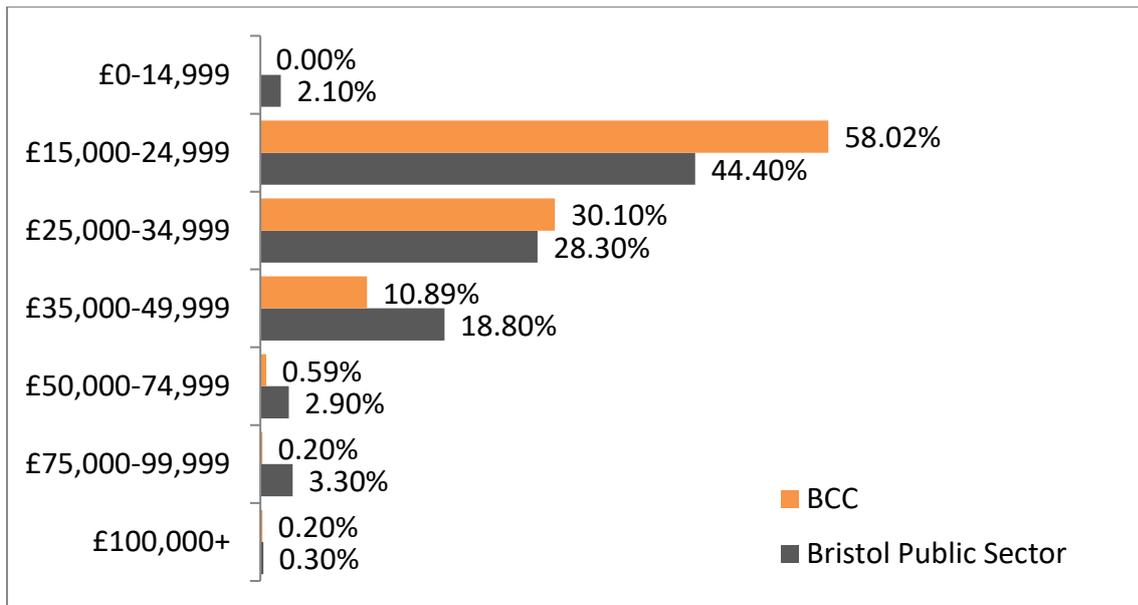
The Bristol Race Manifesto Group was established as a cross public sector strategic group to review the diversity representation across the city of Bristol. The Statistics clearly demonstrated that BAME (Black Asian and Minority Ethnic) staff were proportionally under represented on higher salary bands in senior roles across Bristol City Council and this was also the case in its partner organisations. (see Fig1)

The statistics for Bristol City Council and partners are available in the Annual Report of the Bristol Race Equality Manifesto Strategic Leaders Group:

<https://www.bristol.gov.uk/documents/20182/2979159/Race+Equality+Strategic+Annual+Report+2018.pdf/7d152af3-0a81-6b94-83a6-3899a38b558c>

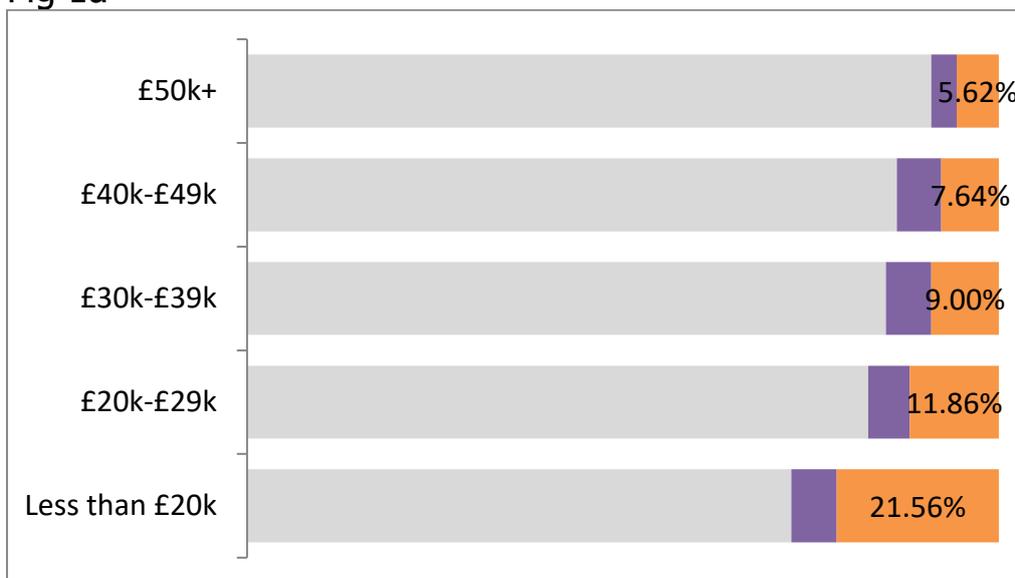
Fig 1. BAME Representation

BAME staff are proportionally under represented on higher salary bands



BME Employees Across the City of Bristol and compared to Bristol City Council (above and below fig.1 and fig 1a)

Fig 1a



The evidence clearly demonstrates that there are no BAME Leaders at salary band £100K and that BAME employees are in the main, located at middle and lower salary bandings.

Marvin Rees, Mayor of Bristol and the first BAME Mayor set out in his challenge for the City that there should be greater representation of BAME Leaders across the City. To meet the challenge the Deputy Mayor and Officers of

Bristol City Council worked with Prof. Christine Bamford who created the architecture for a ground breaking programme: Stepping Up.

Stepping Up launched by Baroness MacGregor-Smith and the Mayor of Bristol, Marvin Rees, in January 2018 created the first BAME talent pool in Bristol.

"Stepping Up is a ground breaking and innovative initiative that is set to be a blue print for the remainder of the UK" - Baroness Ruby MacGregor-Smith

“ Cllr. Asher Craig, Deputy Mayor, and myself are committed to changing the diversity landscape of Bristol. We want to embed diversity in its widest form into the DNA of the region. ”



Cllr. Asher Craig



Prof Christine Bamford

Prof Christine Bamford, Programme Director and architect of Stepping Up

Stepping Up established a talent pool to supply a ready flow of individuals with the aspiration and skills to reach the most senior roles. The design of the talent pipeline and pool has been co-created with employers from the Public, Private and Voluntary Sectors. 50 employers signed up including Osborne Clarke Solicitors, Burgess Salmon Solicitors, EDF, Avon and Somerset Police, Nat West/RBS, Oracle, Hargreaves Lansdown, Bristol University and UWE.

“ We are delighted to support Stepping Up in any way we can. ”

Robert Halton, Chief People Officer, Burges Salmon



“ NHS Leadership Academy is proud to be a key partner in Stepping Up. ”

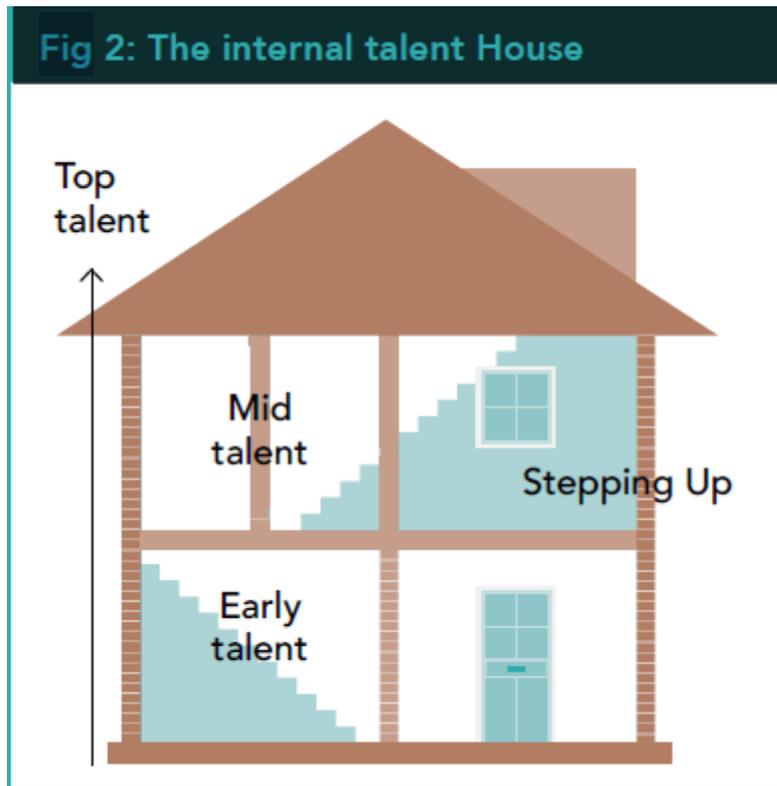
Christina Quinn, CEO, NHS Leadership Academy

Stepping Up sits within the wider framework of leadership development, as illustrated in fig 1c

Leadership Jigsaw Fig. 1c

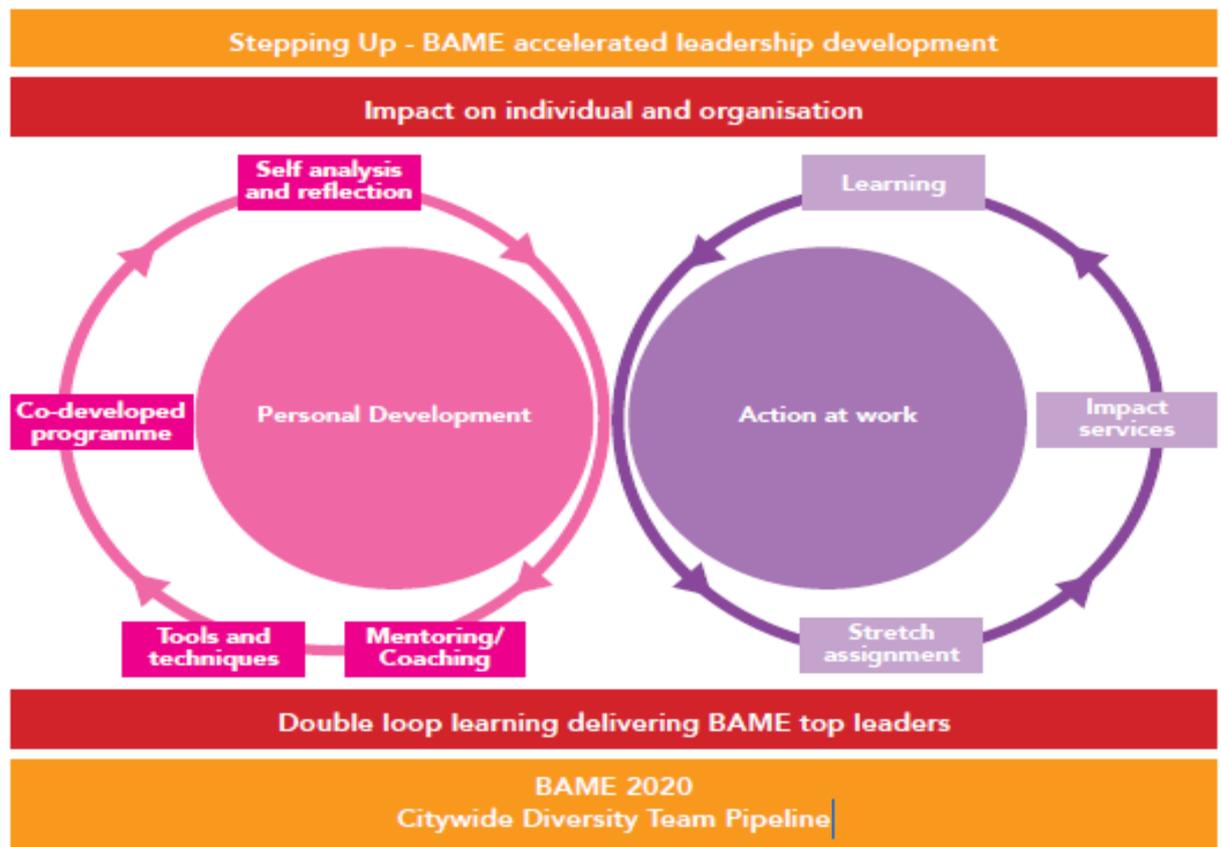


The architecture of the programme consists of:



The programme uses a tailored double loop learning model.

Fig 3: Diagram demonstrates double loop learning



The programme offers 5 modules aligned to the individual's learning:

Fig 4: Stepping Up - Programme Outline



The programme consists of:

- Access to ILM Level 5 certificate or MBA in Management and Leadership (optional)
- Mentoring and coaching support
- Access to Citywide networks
- Undertaking a stretch assignment in another sector
- Membership of a talent pool database
- Interview and presentation training

Question: What is the impact of your work on the organisation and partner organisations and how you measured this?

The impact of Stepping Up has been far reaching both within Bristol City Council and across partner organisations.

- Over 50% of Stepping Up participants have stepped up into a more significant role.
- 20% of Stepping Up participants

applied for magistrate opportunities so directly impacting on fair representation of BAME within the judiciary system.

- Bristol City Council has firmly established diversity at the top of the agenda with the Executive Director joining the Stepping Up programme as a Mentor
- 100% of participants have indicated an increase in self-confidence.
- 15% of participants have secured non-executive /Directorships
- 1 Participant was recently been elected as a Town Councillor.
- Participants were mentored by 46 senior leaders from the commercial, private and public sectors including CEOs.
- Bristol City Council's aspiration is to see an increase in BAME progression and is closely tracking BAME employees' career mobility
- Bristol City Council has raised awareness across the management population and overall workforce around the under representation of the BAME workforce at senior leadership levels, through the Stepping Up Programme; offering a progression opportunity
- 6 Bristol City Council Stepping Up participants have joined an MBA Leadership Programme – the ILM Level 5 was offered through the programme but participants felt the MBA would better meet their aspirations

- The recent LGA Peer Review was complimentary about Bristol City Council's approach to diversity including the Stepping Up Programme

Employers have indicated a significant shift in leadership capabilities, motivation and self- confidence. All attribute these achievements to the Stepping Up Programme.

Impact measurement has been through an internal evaluation process and external evaluation study by Cranberry Research.

The Stepping Up Programme aligns to Bristol City Council's Corporate Strategy and seeks to address the race pay gap and to improve the representation of BAME employees within the Council.

It also supports the Mayor's Agenda around equality and poverty reduction.

Question: How you involved key stakeholders in the work?

A multi strand approach to stakeholder management was used through the following mechanisms:

Support for HR professionals through:

HR Club

Developed a Stakeholder Consortium of HR Equality professionals with responsibility for BAME talent which will be supported through an HR Club that will offer opportunities for peer network and insight into best practice in talent management.

Support for Line Manager across all participating organisations:

- Line Managers Briefings
- An information session has taken place for Line Managers so they are fully conversant with the Stepping Up Programme
- Access to the Global Trends Module
- One to one Briefings where necessary

Support for Mentors

- Key mentor training workshops
- Mentor Handbook
- Interim Review workshop
- One to one support where necessary

Governance Structure

- Detailing lines of accountability
- Update on progress

Learning Contract with Participants and their organisations

- Ensuring clear lines of responsibility
- Commitment from participants and their employer

Communication with wider stake holder group

- Presentations at various city wide events
- Promotional Video:

<https://www.bristol.gov.uk/mayor/city-office-leadership-programmes>

Question: Your approach to the work/project and why this is different to work you normally undertake.

It is usual to approach BAME development on a single employer led initiative however the unique contributing factor for the Stepping Up Programme is that BAME diversity has been delivered on a multi sector, cross city, co-created basis. The project took an innovative approach to seek sponsorship for the programme and Bristol City Council was the lead partner – facilitating design and

brokering many of the agreements.

The grass roots feedback from Stepping Up participants: MOD, Avon and Somerset Police, Circamedia, Bristol City Council, St Mary Redcliffe Secondary School, and North Bristol NHS Trust can be seen below:

“ I am motivated to ensuring there are more nurse leaders from a BAME background ”
Annette 

“ The leadership module was the most powerful ”
Zahoor 

“ My ambition is to be one of a handful of Bristol black principals in secondary education ”
Orville 

“ The mentoring and stretch assignment have made a real difference – I am actively seeking promotion ”
Nadia 

“ I am delighted that so many Stepping Up participants have applied to become a magistrate ”



Saida Bello, participant and judge

And finally a word from a Stepping Up sponsor:

“ Everyone is different - that's what actually makes you special and stand out ”



Ray Berg
Managing Partner, Osborne Clarke

The Stepping Up Programme unusually undertook a sponsorship approach and secured financial commitment of over £180K including securing prominent speakers and mentors. The cost per participant was £3K though the first year was free to all participants. Bristol City Council funded the setting up of the programme and provided specialist HR project management, recruitment, PR and legal Services.

The diversity lens has been widened for 2019 offering places to BAME, Women and employees with disabilities.