



# Anti-racist Action Plan



## Amidst a global reckoning on Race, we are committed to embedding racial diversity in our work, practice and culture.

In line with the sustainable goals of the Well-being of Future Generations (Wales) Act 2015, we want to make sure that our workplace is genuinely welcoming of all colleagues, irrespective of Race.

Since 25 May 2020 and the horrifying murder of George Floyd, we have, like many, been working hard to do better with our own actions to improve racial diversity. Wales already has a goal under the Act to be more equal and every organisation can and should do better.

The Anti-racist Wales Action Plan requires that we all take steps to ensure that everyone is treated fairly and equally. We are pleased to publish the measures we have taken so far as an organisation and employer but recognise there is plenty more we need to do to improve racial diversity.

The Office of the Future Generations Commissioner, is proud to advocate for anti-racist action throughout the public sector to continue to inspire pioneers of change. But we are also challenging ourselves to act, not just talk so will continue to make changes internally to embed racial equality in all our systems and processes.





## So far, we have:

Increased the percentage of diverse and ethnic minority applicants to our roles to an average of 35% over the last 6 months. We have done this by considering our language, using different advertisers such as the BYP network, the Community Jobs Compact and specialist recruitment agencies.

Established working relationships with Race organisations and their grassroots groups.

Introduced a Lived Experience Payments Policy, to recompense people who share their experience with us, rather than asking them to give their time for free.

Used positive action measures for under-represented groups such as introducing a guaranteed interview scheme for ethnic minority applicants who meet the essential criteria, run targeted recruitment and improved diversity within our selection panels.

Become a signatory of the Community Jobs Compact. Employers who sign the Community Jobs Compact agree to pay a Living Wage, tackle under-representation of the local community in their workforce, carry out their recruitment in a way which removes bias and provide job security and development.

Increased the diversity of our Future Generations Leadership Academy (FGLA) cohort from 20% to 30%.

Introduced mandatory 'Let's Talk About Race' training to all our team and embedded this into our induction programme for all new starters.

Increased the diversity of our Advisory Panel to 30% whose role is to provide the Commissioner with advice on the exercise of her functions.

Pledged to Zero Racism Wales.

Increased the racial diversity of our workforce to 16%.

Signed up to the 10,000 Black Interns project, which will support us to take on interns in 2023.

## Our planned future actions are:

To put in place a dedicated Internship programme for underrepresented groups in partnership with Cowshed.

Review all our job descriptions to explicitly state commitments to being actively anti-racist.

Report on our own ethnicity pay gap.

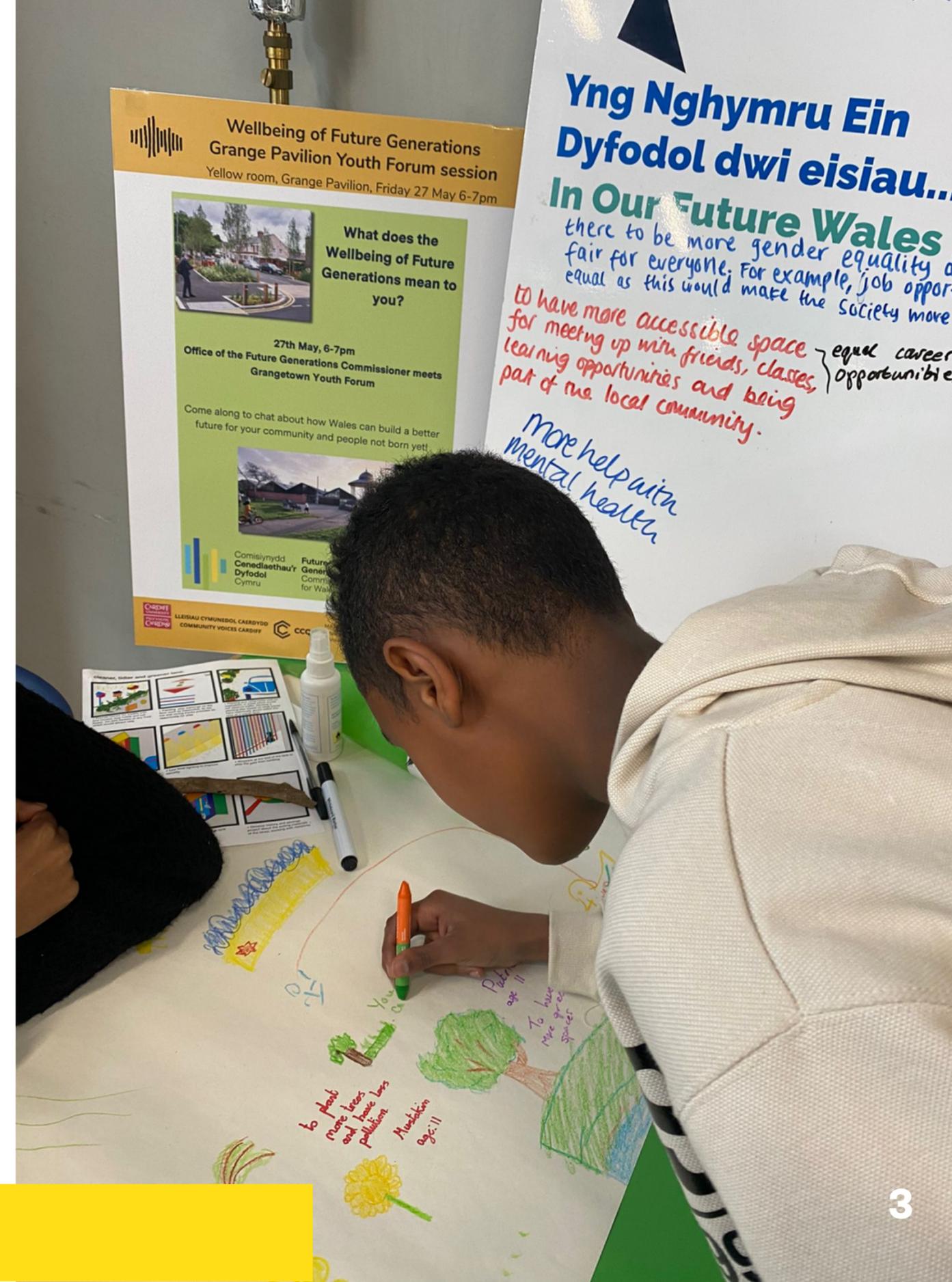
Increase the diverse representation of our Audit Risk & Assurance Committee (ARAC) and senior leadership level.

## Our Anti-racist Action Plan

We have considered the RACE Code in line with the Zero Racism Wales Pledge and our own work on equality (in the Art of the Possible Journeys) to identify the 'must do' actions which need to be prioritised.

**Table 1** lists the "must dos" from the RACE code, in line with the broader aims of the Zero Racism Wales pledge with some of the actions from Art of the Possible journeys, to develop a bespoke action plan relevant to and actionable by FGC.

**Table 2** lists the actions that the RACE Code deems as essential (highlighted in blue), or a "must do" to prioritise actions related to each theme (reporting, action, composition, education).





**Table 1 – Actions prioritised for FGC (drawn from Table 2)**

No.	Actions and Race Plus Actions <sup>1</sup>	Category (Must / should / could)	Priority (High / Medium / Low)	Lead	Status
1	Obtain equality data from ARAC and Advisory Board.	Must	High To meet annual report deadline.	Lou Neale, People and Culture Lead Change Maker	<b>Complete.</b> We do not currently collect ethnicity data on ARAC or our Advisory Board. Our recent Corporate Governance audit (March 2022) makes a recommendation and this is something we implemented from June 2022 in our ARAC quarterly reporting.
2	Update workforce equality data and ask staff for consent to publish ethnicity with sensitivity.	Must	High To meet Annual Report deadline, a must category and Race Alliance Pledge.	Lou Neale, People and Culture Lead Change Maker	<b>Complete / ongoing.</b> We collect workforce statistics in relation to all protected characteristics detailed in the Equality Act 2010.  We do not publish full details due to the small size of our workforce and subsequent difficulty in maintaining our obligations to protect the anonymity of sensitive personal data, but we do publish some headline data in our annual reports.

<sup>1</sup> 'Race Plus Actions' refers to actions from the larger table below, taken from the [The RACE Code](#) which is more detailed than the Zero Racism Wales pledge. 'Race Plus Actions' may also refer to other protected characteristics, and key recommendations from the Art of the Possible Journeys, particularly on A More Equal Wales. These are highlighted in yellow boxes.



<b>No.</b>	<b>Actions and Race Plus Actions</b>	<b>Category</b> (Must / should / could)	<b>Priority</b> (High / Medium / Low)	<b>Lead</b>	<b>Status</b>
3	SMT to agree target for diversity of senior team. At next vacancy.	<b>Must</b>	<b>High</b>	Lou Neale, People and Culture Lead Change Maker	<b>In progress.</b> To be reviewed at December 2022 Senior Management Team (SMT) meeting. Could be difficult given the small size of the organisation.  We desire to have 1 member of SMT from a Black, Asian or Minority Ethnic (BAME) background. Positive action measures were taken with the Head of Finance vacancy to utilise specialist BAME recruitment experts and use of Black Young Professionals (BYP) network.
4	Publish an Anti-racism statement on FGC website.	<b>Should</b>	<b>High</b> As this is also a Zero Racism Pledge.	Claire Rees, Media Lead	<b>Complete.</b> We included a statement in relation to Black Lives Matter on June 2020. We have followed this up by profiling Black History Month on our communication platforms in October 2021 and 2022.  We also produced a video from the Commissioner for the Zero Racism Wales pledge. It was tweeted by Zero Racism Wales in August 2021. We will keep reiterating messages. We will use public challenge as constructive to reflect on whether our actions are enough, and update if necessary.



<b>No.</b>	<b>Actions and Race Plus Actions</b>	<b>Category</b> (Must / should / could)	<b>Priority</b> (High / Medium / Low)	<b>Lead</b>	<b>Status</b>
5	Include a Race Equity or Race Diversity component in the Road Map for 2021.	<b>Should</b>	<b>High</b> As this is also a Zero Racism Pledge.	Lou Neale, People and Culture Lead Change Maker	<b>Complete.</b> Our Roadmap 2021/22 includes a priority workstream to 'Walk the Talk' and drive forward Transformational HR, focusing on A More Equal Wales and linking to the work started around Race.  A new People and Culture Lead Change Maker was recruited in June 2021 and started in the role in September to lead this work. We will take stock of this work at the December SMT with a view to continuing it in the 2022/2023 Roadmap.  In partnership with Public Health Wales (PHW), in February 2021 we commissioned further work to identify trends likely to impact most greatly on inequality (for example increasing automation, our ageing population and climate change), drawing out specific opportunities and challenges for particular protected characteristics and groups in society. This work was published on 4 November 2022.  A second phase of this project is now complete with PHW and FLiNT. Outcomes were published at the end of November 2022.  Existing elements of work around diversity, well-being and organisational culture will be brought together as part of our Walking the Talk plan 2022.



No.	Actions and Race Plus Actions	Category (Must / should / could)	Priority (High / Medium / Low)	Lead	Status
6	Including golden thread clarity about this in the re-write of the Accountability Framework.	<b>Should</b>	<b>High</b> Currently being re-written.	Lou Neale, People and Culture Lead Change Maker	<b>In progress.</b> Include clarity about this in the re-write of the Accountability Framework.  Cheerleader Toolkit being developed following March Pulse Survey, reference is explicit in this and was completed at end of October 2022.
7	Develop or participate in a cross-sector sponsorship / mentoring programme.	<b>Could</b>	<b>High</b> This would help with the difficulties of being a small organisation and is practical action.	Helen Nelson, Corporate Hero	<b>In progress.</b> This idea was discussed and supported at the Commissioner's Advisory Panel meeting in June 2020.



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8	Appoint a Senior sponsor for Equality including Race Equity. Update job description.	<b>Should</b>	<b>High</b> As this is also a Zero Racism Pledge.	Lou Neale, People and Culture Lead Change Maker	<b>Complete.</b> A new People and Culture Lead Change Maker was recruited to lead this work. The Job Description for this new role published in May 2021 demonstrates that the office were recruiting a Senior member to help us find new ways to diversify workforce and embed equality.  <i>It included: "We are an organisation which likes to think differently, to question and to try new ways of doing things, encouraging creativity and new ideas. You are someone who will provide leadership to others. Someone who will take responsibility for driving our people management practice, find new ways to diversity our workforce and embed equality in everything we do. You will coach and guide colleagues with people management responsibilities, helping to embed a culture of high support high challenge."</i>  <i>"Involving and collaborating with colleagues, you will lead on the development and review of new and existing employment and corporate policies, practices and procedures. Policies that keep us safe and take us forward towards the seven well-being goals, promote equality and inclusion, embody our workplace culture and the aspirations of the Well-being of Future Generations Act..."</i>  <b>continued</b>



No.	Actions and Race Plus Actions	Category (Must / should / could)	Priority (High / Medium / Low)	Lead	Status
8					<p><i>"You will be able to demonstrate where you have tackled inequality and promoted inclusion about societal change."</i></p> <p>The new People and Culture Lead started in September 2021 and has objectives to prioritise the outstanding actions identified in this draft Anti-racist Action Plan.</p> <p>Existing elements of work around diversity, well-being and organisational culture will be brought together in a People and Culture Strategy.</p> <p>In addition, a Diversity, Inclusion &amp; Anti-racism Partner role is currently being recruited to help drive this work forward.</p>
9	Implement a monitoring system that ensures the equality data regularly informs the review of equality objectives in the strategy.	<b>Must</b>	<b>High</b> As this is also a Zero Racism Pledge.	Lou Neale, People and Culture Lead Change Maker	<p><b>In progress.</b></p> <p>A cloud based digital HR system was implemented in July 2022. This enables more sophisticated data monitoring of our current workforce, in addition to new applicants to OFGC as our recruitment portal, the Applicant Tracking System (ATS) will be digitised.</p> <p>Our equality monitoring form has been reviewed and refreshed as a result, to ensure we are accurately capturing data in the right way.</p>



No.	Actions and Race Plus Actions	Category (Must / should / could)	Priority (High / Medium / Low)	Lead	Status
10	Review job descriptions for all Directors and arguably all staff to ensure importance of diversity and Race Equity is referenced.	Should	High As this is also a Zero Racism Pledge.	Lou Neale, People and Culture Lead Change Maker	<b>In progress.</b> Included in some newer job descriptions specifically and inferred in older ones linked to knowledge of the Well-Being of Future Generations Act 2015 (WBFGA). To be more fully reviewed by People and Culture Lead. SMT completed job description review in June 2022.
11	Organise a Lunch and Learn sessions to facilitate a cultural exchange include Black leaders to share their experiences.	Must	High	Lou Neale, People and Culture Lead Change Maker  Sandy Clubb, Involvement Artist  Helen Nelson, Corporate Hero	<b>Ongoing.</b> We have had two lunch and learn sessions (June and October 2021) which helped to facilitate cultural exchange. This included representatives from 'Give your Best' (a charity supporting refugees) and Welsh Women's Aid. On both occasions the staff teams heard from Black, Asian and Minority Ethnic individuals sharing their lived experiences. Both sessions were positively received by the team.  We also had a whole team 'Fireside Chat' from Eleri Williams, Change Analyst around equality and inclusion in February 2021.  A programme of further ongoing activities to be arranged.  A Lived Experience payments policy was introduced in July 2021 recompensing people to share their lived experiences as an important principle of involvement.



No.	Actions and Race Plus Actions	Category (Must / should / could)	Priority (High / Medium / Low)	Lead	Status
12	Application form should be amended to include a declaration of lived experience if the candidates are made aware that we will guarantee interviews for certain groups.	Should	Medium	Lou Neale, People and Culture Lead Change Maker	<p><b>Complete / ongoing.</b></p> <p>We introduced in April 2021 a Guaranteed Interview Scheme whereby any Black and Minority Ethnic candidates applying for a post within the Office of the Future Generations Commissioner (OFGC), would be guaranteed an interview if they met the Essential job criteria.</p> <p>In September 2020, SMT discussed increasing the diversity of our workforce. Our application form will be reviewed as we implement our digital ATS in the autumn of 2022.</p>



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13	Research job advertisements and job specifications best practice and recommend some changes to our current language use and formats.	<b>Should</b>	<b>Medium</b>	Lou Neale, People and Culture Lead Change Maker	<b>Complete / ongoing.</b> Following on from the guaranteed interview schemes we have: <ul style="list-style-type: none"><li>• Used different formats to advertise posts, including running evening webinars to help promote the roles to target groups.</li><li>• Undertaken evening talks to encourage Black Asian and Minority Ethnic people to apply for the Future Leaders Academy.</li><li>• Produced videos and digital content with current Black Asian and Minority Ethnic team members to help reach out to target audiences.</li><li>• Been proactive at advertising posts through networks such as EYST, Diverse Cymru and Disability Wales.</li></ul> <i>continued</i>



No.	Actions and Race Plus Actions	Category (Must / should / could)	Priority (High / Medium / Low)	Lead	Status
13					<ul style="list-style-type: none"> <li>• To achieve a wider reach and more effective involvement that will ensure racial diversity, we aim to extend our engagements with organisations such as               <ul style="list-style-type: none"> <li>◦ Race Council Cymru (RCC),</li> <li>◦ RCC National Minority Ethnic Youth Forum</li> <li>◦ African Community Centre Wales (ACC)</li> <li>◦ North Wales Africa Society (NWAS)</li> <li>◦ Sub-Sahara Advisory Panel (SSAP)</li> <li>◦ Networking for World Awareness of Multicultural Integration (NWAMI)</li> <li>◦ Wrexham Africa Society (WAS)</li> <li>◦ BAME Mental Health Support (BMHS)</li> <li>◦ Women Connect First</li> <li>◦ Henna Foundation etc.</li> </ul> </li> <li>• We will commit to the Community Jobs Compact via Citizens Cymru by the end of July 2022.</li> </ul>
14	Develop an Equality Strategy or a Race Equity written commitment with some clear objectives.	<b>Should</b>	<b>Medium</b>	Lou Neale, People and Culture Lead Change Maker	<p><b>Complete.</b></p> <p>This is our Anti-racist Action Plan, Initiated in February 2021; due to be reviewed quarterly by SMT, where we will focus on gaps and developing clear objectives around this.</p>



No.	Actions and Race Plus Actions	Category (Must / should / could)	Priority (High / Medium / Low)	Lead	Status
15	Deliver Anti-racism training and unconscious bias training for the whole team to be arranged for 2021.	Should	Medium	Lou Neale, People and Culture Lead Change Maker	<p><b>Complete.</b> We engaged Rob Neil OBE from The Krystal Alliance to launch 'Lets Talk About Race' training, which took place in April and September, 2022. From this, a potential programme of Cultural Intelligence education was recommended, potentially linking up with the Cultural Intelligence Center. This training was rolled out to all new starters as part of their induction.</p>
16	Develop a reverse mentoring network of relationships for Leaders in FGC with Black employees in partner organisations.	Could	Medium	<p>Lou Neale, People and Culture Lead Change Maker</p> <p>Jonathan Tench, International Partnerships &amp; Networks Change Maker</p>	<p><b>Complete.</b> The 2019-2020 Future Generations Leadership Academy established reverse mentoring arrangements for the 20 academy participants, of which 3 were Black, Asian and Minority Ethnic individuals.</p> <p>Recruitment for the 2021-2022 Academy was completed by the end of November 2021, subsequent recruitment efforts resulted in at least 4 Black, Asian and Minority Ethnic participants being recruited for the new academy – all of whom will be offered as reverse mentors to leaders in the Welsh public sector.</p> <p><i>continued</i></p>



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16					In addition, under the academy programme all participants, including Black, Asian and Minority Ethnic participants, will be 'buddied' with FGC staff members to work on the academy participants' individual Future Generations projects.
17	Improve the diversity offer of our placements and work with race networks by establishing a closer working relationship with some Black Asian and Minority Ethnic community groups.	<b>Could</b>	<b>Medium</b>	Lou Neale, People and Culture Lead Change Maker	<b>In progress.</b> Targeted recruitment for freelance placements campaigns and lived experience case studies underway.  Signed up for 10000 Black Interns Programme for 2023 to be a host employer.  Exploration of specific Black, Asian and Minority Ethnic internship opportunity in partnership with We Are Cowshed PR and Communications Agency.  Also ongoing discussions with the Senedd as to how we can get involved with their own Black, Asian and Minority Ethnic Apprenticeship programme.



No.	Actions and Race Plus Actions	Category (Must / should / could)	Priority (High / Medium / Low)	Lead	Status
18	Deliver Whistleblowing Training to all staff.	Should	Low	Lou Neale, People and Culture Lead Change Maker	<b>Incomplete.</b> To be on Learning and Development Programme for 2022.
19	Run trustee role training as an incentive for all staff keen to take on trustee roles in the community.	Could	Low	Lou Neale, People and Culture Lead Change Maker	<b>In progress.</b> Volunteering policy in place. Explore Pathways to Board Programme and consider Board succession for our future ARAC membership.
20	Develop information/resources for the team on taking effective positive action.	Could	Low	Lou Neale, People and Culture Lead Change Maker	<b>Complete / Ongoing.</b> Team check-in session – advice document prepared.
21	Develop/research a simple guide about how to discuss race in the workplace.	Could	Low	Lou Neale, People and Culture Lead Change Maker	<b>In progress</b> This will follow the ‘Lets Talk About Race’ sessions and co-production with the team on next steps.



**Table 2: R.A.C.E Principle 1 – Reporting**

RACE Code Provision.	Zero Racism Wales Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
<p>Organisations <b>must</b> publish the following information in their Annual Report and in an easily accessible place:</p> <ul style="list-style-type: none"> <li>• Board race diversity</li> <li>• Senior Leadership Team race diversity</li> <li>• Board and Senior Leadership Team measurable race diversity targets.</li> <li>• Steps being taken to improve race diversity within the organisation and the results of any initiatives taken.</li> <li>• Breakdown of employees by race and pay band</li> <li>• Description of the Board and Organisation’s policy on race diversity.</li> </ul>	<p><b>Monitoring requirements of the Pledge</b></p> <p>It is organisation policy to monitor equality and diversity across all aspects of its activity.</p>		<p>We collect workforce statistics in relation to all protected characteristics detailed in the Equality Act 2010. We do not publish full details due to the small size of our workforce and subsequent difficulty in maintaining our obligations to protect the anonymity of sensitive personal data, but we do publish some headline data in our <u>annual reports</u>.</p> <p>We do not currently collect ethnicity data on ARAC or our Advisory Board, but the membership of our Advisory Board has been revised to include a Race Representative since January 2021. We have a target to increase the number of Black Asian and Minority Ethnic people in our workforce. We report on how we walk the talk of A More Equal Wales in our <u>annual reports</u>.</p> <p>We do not have a standalone policy on race diversity. This is our draft Anti-racist Action Plan.</p>	<p><b>Action:</b> Obtain equality data from ARAC and Advisory Board by: <b>Annual Report 2021-22</b></p> <p><b>Action:</b> Set targets for race diversity of senior leadership team by: <b>April 2022</b></p>



RACE Code Provision	Zero Racism Wales Pledge	Comply or explain	Comply or explain	Anticipated compliance statement including actions and dates.
<p>All organisations <b>should have</b> a publicly available anti-racism statement. This should make clear and promote that: The organisation has zero tolerance of racism; The organisation has zero tolerance of harassment and bullying.</p>	<p>This pledge has wording for an <b>anti-racism statement</b> that we can and must use.</p>		<p>We included an anti-racism statement in relation to Black Lives Matter on June 2020. We have followed this up by profiling Black History Month on our communication platforms in October 2021/2022.</p> <p>We also produced a video from the Commissioner for the Zero Racism Wales pledge. It was tweeted by Zero Racism Wales in August 2021.</p>	<p><b>Action:</b> Keep reiterating messages. Use public challenge as constructive to reflect on whether our actions are enough, and update if necessary. Example, our article in the National in October 2021.</p>
<p>Organisations <b>should</b> document and report at board level their strategy for dealing with Race inequity and the resources, financial and otherwise, that they will commit to ensuring transformational change.</p>	<p><b>Responsibility requirements</b> of the Pledge.</p>		<p>We report on how we walk the talk of an Equal Wales. More information can be found in our <a href="#">annual reports</a>.</p> <p>Our Roadmap 2021/22 includes a priority workstream to 'Walk the Talk' and drive forward Transformational HR, focusing on A More Equal Wales and linking to the work started around Race in this Draft Action Plan.</p> <p>A new People and Culture Lead Change Maker was recruited in June to lead this work.</p> <p><i>continued</i></p>	<p><b>Action:</b> We will review actions at the December SMT. And will pick up next steps as part of Roadmap 2022 discussions. Existing elements of work around diversity, well-being and organisational culture will be brought together in a People and Culture Strategy.</p>



RACE Code Provision.	Zero Racism Wales Pledge	Comply or explain	Comply or explain	Anticipated compliance statement including actions and dates.
			<p>In partnership with Public Health Wales, in February 2021 we commissioned further work to identify trends likely to impact most greatly on inequality (for example increasing automation, our ageing population and climate change), drawing out specific opportunities and challenges for particular protected characteristics and groups in society. This work was published on 4 November 2022.</p>	
<p>All organisations <b>should</b> report in their annual report or other employee publications on how they have included their commitment to ensure there is a golden thread between achieving race equity, within its broader values and how this is aligned with its purpose and strategy.</p>			<p>We report on how we walk the talk of an Equal Wales. More information can be found in our annual reports.</p> <p>Race Alliance Wales responded to our Future Generations report with helpful ideas on how we can do this in our areas of focus.</p> <p>In May 2021, Sophie sent an email to all staff regarding the Race Equality Strategy asking Change Makers to review the Strategy and make the connections in respect of their work.</p>	<p><b>Action:</b> Diversity, Inclusion and Anti-racism Partner to follow-up the advice from Race Alliance Wales and connect to new Change Maker's role. Diversity, Inclusion and Anti-racism Partner to continue to attend Race Alliance Wales membership meetings and share information with team members.</p> <p><i>continued</i></p>



RACE Code Provision.	Zero Racism Wales Pledge	Comply or explain	Comply or explain	Anticipated compliance statement including actions and dates.
<p>All organisations <b>should</b> report in their annual report or other employee publications on how they have included their commitment to ensure there is a golden thread between achieving race equity, within its broader values and how this is aligned with its purpose and strategy.</p>				<p><b>Action:</b> SMT will continuously look at ways to systematically ensure that we are achieving race equity within our broader values.</p> <p>Include clarity about this in the re-write of the Accountability Framework.</p> <p><b>Action:</b> Ensure our 2021-22 Annual Report includes a golden thread between achieving race equity within our broader values and how it is aligned with purpose and strategy.</p>



RACE Code Provision.	Zero Racism Wales Pledge	Comply or explain	Comply or explain	Anticipated compliance statement including actions and dates.
<p>When referring specifically to the statements of the Chair and CEO in the annual report or other employee publications, they <b>could</b> document what steps they are taking to improve ethnic diversity, making specific reference to Black people.</p>		<p><b>Annual Report</b> We included a reference to equalities in Sophie's Foreword in the Annual Report 2020-21.</p> <p>There was also a section (p 54) called 'Don't Whitewash the Green Recovery' which stated that: <i>"The last year has highlighted huge inequalities in our society. COVID-19 is hitting women, and non-white women, hard, from economic pressures and financial insecurity following redundancies and furlough, to increased caring responsibilities... While not a specific area of focus under my original priorities, they can no longer be ignored. How Wales chooses to respond to pandemics and other future trends could have positive and negative impacts on inequality."</i></p> <p><b>continued</b></p>		<p><b>Action:</b> The new People and Culture Lead started in September 2021 and has objectives to prioritise the outstanding actions identified in this draft Race Action Plan.</p>



<b>RACE Code Provision.</b>	<b>Zero Racism Wales Pledge</b>	<b>Comply or explain</b>	<b>Comply or explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>When referring specifically to the statements of the Chair and CEO in the annual report or other employee publications, they <b>could</b> document what steps they are taking to improve ethnic diversity, making specific reference to Black people.</p>		<p><b>Internal documents</b> Statements by the Commissioner around diversity and race have been captured in SMT minutes and ARAC reports.</p> <p><b>Public statements</b> Public statements around race and diversity have been included in job descriptions for members of the senior team, e.g. the new People and Culture Lead Change Maker (May 2021). This demonstrated that the office was recruiting a Senior member to help find new ways to diversify our workforce and embed equality.</p>		



## R.A.C.E Principle 2 – Action

RACE Code Provision.	Race Alliance Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
<p>Organisations <b>must</b> take positive action to improve reporting rates amongst its workforce demonstrating how supplying data will assist the organisation in increasing diversity overall, with a focus on Black people.</p>	<p><b>Monitoring requirements:</b> Where unfair practices are discovered through the monitoring process, necessary action will be taken to remedy the disadvantage.</p>	<p>All staff have completed a work force monitoring form that includes ethnicity.</p> <p>It's a routine part of HR element of the induction process.</p>		<p><b>Action:</b> Workforce Monitoring Forms to be updated and sent out to all staff this financial year by March 2022.</p> <p><b>Action:</b> Establish a mechanism which ensures this data informs the review of equality objectives.</p>
<p>Organisations <b>must</b> identify a board-level sponsor for race or include the remit for race within an appropriate broader responsibility of a board member for example if there is a director whose responsibility is employee matters this may be considered to be a useful fit).</p>		<p>A new People and Culture Lead Change Maker was recruited to lead this work. The Job Description for this new role published in May 2021 demonstrates that the office were recruiting a Senior member to help us find new ways to diversify workforce and embed equality.</p> <p><i>continued</i></p>		



<b>RACE Code Provision.</b>	<b>Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
		<p>The new People and Culture Lead started in September 2021 and has objectives to prioritise the outstanding actions identified in this draft Race Action Plan.</p> <p>This individual will provide visible leadership on race for the organisation, and drive actions. Diversity, Inclusion and Anti-racism Partner and Involvement Artist to support.</p>		
<p>Organisations <b>must</b> ensure that all elements of reward and recognition, from appraisals to bonuses, include a target around race and are fair and reflect the racial diversity of the organisation. This ensures Black employees and all ethnic groups are paid the same as their White counterparts in a similar performance band and comparable role.</p>		<p>Our job evaluation approach ensures all staff regardless of their protected characteristics are paid comparable salaries.</p> <p>However, evaluation of the data may identify inequities from which targets can be set.</p>		



<b>RACE Code Provision.</b>	<b>Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>Organisations <b>must</b> include diversity in every board evaluation as a measure directly linked to performance, including what it has done in reviewing the RACE Code, its strategy around improving Race Diversity as a part of the overall Diversity and Inclusion Strategy, and progress against its formal Race objectives.</p>			<p>Our Roadmap 2021/22 includes a priority workstream to 'Walk the Talk' and drive forward Transformational HR, focusing on A More Equal Wales and linking to the work started around Race.</p> <p>We have signed the Zero-Racism Pledge and put together this Anti-racist Action Plan.</p> <p>We will take stock of this work at the next SMT with a view to continuing it in the 2023 Roadmap.</p> <p>As part of our work on COVID recovery, we have undertaken specific work on jobs/skills in green economy and diversity. In February 2021 in partnership with Public Health Wales, we commissioned further work to identify trends likely to impact most greatly on inequality (for example increasing automation, our ageing population and climate change), drawing out specific opportunities and challenges for particular protected characteristics and groups in society.</p>	<p><b>Action:</b> Existing elements of work around diversity, well-being and organisational culture will be brought together in a People and Culture Strategy.</p> <p>ARAC will review progress against our Diversity &amp; Inclusion objectives.</p>



<b>RACE Code Provision.</b>	<b>Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>Organisations <b>should</b> measure the effectiveness of mechanisms to identify, develop and promote Black employees within their organisation in order to ensure that there is a pipeline of board capable candidates, and their senior leadership ranks appropriately reflect the importance of diversity to their organisation.</p>	<p><b>Monitoring requirements of the Pledge</b> It is organisation policy to monitor equality and diversity across all aspects of its activity.</p>		<p>Following the success of the 2019-2020 Future Generations Leadership Academy – which recruited 3 Black Asian and Minority Ethnic people out of 20 (almost 20%) we have set a target of 30% Black Asian and Minority Ethnic representation in the 2021-2022 Future Generations Leadership Academy. In addition, we partnered with Race Alliance Wales (RAW) in our recruitment strategy for the academy – and reserved a space for a young person from RAW in the new academy.</p> <p>Graduates of the Academy join our alumni network – where we continue to support their professional development. We will alert the alumni to job opportunities in the FGC.</p> <p>In September 2020, SMT discussed increasing the diversity of our workforce.</p> <p>Following that, we introduced a Guaranteed Interview Scheme whereby any Black Asian and Minority Ethnic candidates applying for a post within FGC, would be guaranteed an interview if they met the essential job criteria.</p> <p><i>continued</i></p>	



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			<p>In January 2020, we approached Welsh Government about increasing the diversity on the Commissioner's statutory Advisory Panel and as a result appointed two Black Asian and Minority Ethnic Panel members from in addition to one representing disability interests.</p>	
<p>Organisations <b>must</b> commit to growing diverse talent, supporting Black employees to reach the very top of the organisation. Organisations must take actions that support Black people with their career progression.</p>		<p>Induction processes take place for all new starters. Career progression is somewhat restricted due to the size of the organisation, however there are examples of promotions and development opportunities.</p>	<p>The Future Generations Leadership Academy helps to increase the participation of Black Asian and Minority Ethnic candidates in key development programmes.  This idea of a mentoring scheme was discussed and supported in principle at the Commissioner's Advisory Panel meeting in June 2020.</p>	<p><b>Action:</b> Follow-up to the discussion at the Advisory Panel about mentoring schemes.  Contribute to diversity mentorship schemes externally and encourage staff to participate.</p>



<b>RACE Code Provision.</b>	<b>Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>Organisations <b>should</b> review their governing documents to ensure race is fundamentally and consistently embedded (for example, are roles and responsibilities of the board and senior management relating to race accountability documented?)</p>			<p>A new People and Culture Lead Change Maker was recruited to lead this work. The Job Description for this new role published in May 2021 demonstrates that the office were recruiting a Senior member to help us find new ways to diversify workforce and embed equality. The new People and Culture Lead started in September 2021 and has objectives to prioritise the outstanding actions identified in this Anti-racist Action Plan.</p> <p>This individual will provide visible leadership on race for the organisation, and drive actions. Diversity, Inclusion and Anti-racism Partner and Involvement Artist to support.</p>	<p><b>Action:</b> Review job descriptions to ensure Race equity is mentioned.</p> <p><b>Action:</b> Review terms of reference for ARAC, Advisory Panel etc.</p> <p><b>Action:</b> Update our Accountability Framework.</p>



RACE Code Provision.	Race Alliance Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
<p>There <b>must be</b> a clear accountability framework to address the performance criteria and targets that have been set around Race equality. This should include how decisions and how often monitoring reports are made to the Board, ensuring that responsible Board members and the senior leadership team are accountable for racial diversity. Actions as a result of such monitoring should be reported.</p>				<p><b>Action:</b> Update our Accountability Framework and implement a system that ensures the equality data regularly informs the review of equality objectives.</p> <p>To be discussed at SMT meetings.</p>



<b>RACE Code Provision.</b>	<b>Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>Organisations <b>should</b> ensure formal interview processes are held for all roles and that diversity quotas around race are set and met during recruitment (panels) and interview/short-listing and recruitment agencies used.</p> <p>Organisations <b>should</b> ensure proportional representation on long and short recruitment selection lists and reject lists that do not reflect the local and/or stakeholder working age population.</p>		<p>We ensure we externally advertise our vacancies, and this provision supports the rationale we use for this.</p>	<p>We have introduced a Guaranteed Interview Scheme whereby any Black Asian and Minority Ethnic candidates applying for a post within OFGC, would be guaranteed an interview if they met the essential job criteria.</p> <p>We also ensure that recruitment panels are diverse in their composition. For example, representatives from Citizens Cymru Wales and Cardiff University Community Gateway were involved in the recruitment of our Involvement Artist. Other external interview panellists include representatives from Ethnic Minorities and Youth Support Team (EYST) and Race Alliance Wales when recruiting Change Maker Supports, Change Analysts and People and Culture Lead Change Maker.</p> <p>Our application forms have been amended to include a declaration of lived experience to facilitate guarantee interviews for certain groups.</p>	<p><b>Action:</b> Discuss in SMT if diversity quotas around race and positive action are appropriate.</p>



<b>RACE Code Provision.</b>	<b>Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>Organisations <b>should</b> use relevant and appropriate language in job specifications.</p> <p>Job specifications <b>should</b> be drafted in plain English and provide an accurate reflection of essential and desirable skills to ensure applications from a wider set of individuals, paying particular attention to ethnicity.</p>			<p>We have used different formats to advertise posts to ensure applications from a wider set of individuals, paying particular attention to ethnicity. For example:</p> <ul style="list-style-type: none"><li>• We offer the possibility to apply through video applications</li><li>• We have a Guaranteed Interview Scheme</li><li>• We have run evening webinars to help promote the roles to target groups</li><li>• Undertaken evening talks to encourage Black Asian and Minority Ethnic people to apply for the Future Leaders Academy</li><li>• Produced videos and digital content with current Black Asian and Minority Ethnic team members to help reach out to target audiences</li><li>• Been proactive at advertising posts through networks such as EYST, Diverse Cymru and Disability Wales</li><li>• Been clear in our recruitment about essential and desirable skills</li><li>• We expressly value lived experience and provide opportunities for candidates to share this with us at application, and during interview when applying to join our team</li></ul>	<p><b>Action:</b></p> <p>Continue to research best practice in job advertisements and job specifications best practice and implement changes to our recruitment practices if appropriate. .</p> <p>Ensure that every recruitment interview includes an opportunity for applicants to discuss how their lived experience shapes their working style.</p>



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<p>Nomination Committees <b>should</b> require their human resources teams or search firms (as applicable), to identify and present qualified Black people and other ethnic groups to be considered for board appointment when vacancies occur.</p>		Not applicable		
<p>Organisations <b>should ensure</b> that any executive search firm used follows the Standard Voluntary Code of Conduct for Executive Search Firms that the relevant principles of that code be extended on a similar basis to the recruitment of Black and other ethnic candidates.</p>		Not applicable		
<p>Led by board chairs, existing board directors <b>should</b> mentor and/or sponsor Black employees within the organisation where possible to ensure their readiness to assume senior leadership positions internally, or non-executive board positions externally.</p>		Not applicable		



<b>RACE Code Provision.</b>	<b>Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>Executive Recruiters <b>should</b> be demonstrably proactive in identifying and marketing talented Black candidate and be provided with specific targets.</p>		<p>Not applicable</p>		
<p>Employers <b>should</b> convene conversations involving Black people throughout the decision-making process in the workplace for active listening, and then make plans on agreed actions together with their Black employees.</p>		<p>SMT is now open for all staff to attend. Team check ins are open for all staff to attend. Participation is encouraged and decisions are made in these fora.</p>		<p><b>Action:</b> We are planning to build in Race and broader equality discussions into: The well-being huddle Timetabled periodically in Thursday Team checkins – for example, Eleri's Fireside Chat in February 2021.  Bring in externals to talk to us about perspectives on diversity – like we are doing with the Lunch and Learns.</p>



RACE Code Provision.	Race Alliance Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
<p>Organisations <b>could</b> identify and develop a pool of high potential Black leaders and senior managers as part of a cross-sector sponsorship/mentoring programme.</p>			<p>This idea was discussed and supported at the Commissioner’s Advisory Panel meeting in June 2020.</p>	<p><b>Action:</b> Develop a cross sector sponsorship/mentoring programme, or support existing programmes provided by partner organisations. Consider whether current FGC employees could act as mentors, or mentees in a reverse mentoring programme.</p>
<p>Organisations <b>could</b> encourage and support candidates drawn from diverse backgrounds, including Black people, to take on Board roles internally (e.g. subsidiaries) where appropriate, as well as board and trustee roles with external organisations, to develop individuals’ oversight, leadership and stewardship skills.</p>			<p>We encourage staff to be active in the community with our volunteering promise. Conflict of interest policy supports our approach to volunteering in the community.</p>	<p><b>Action:</b> Run trustee role training as an incentive for all staff keen to take on trustee roles in the community. Think about how we build this into our charity for the year and mechanisms for helping staff to identify equality orgs to volunteer with as part of our volunteering policy.</p>



<b>RACE Code Provision.</b>	<b>Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>Organisations <b>could</b> adopt the Race at Work Charter or similar sector specific guide and commit to the actions promoting race equality.</p>		<p>We have signed the Zero Racism Wales Pledge</p>		
<p>Organisations <b>could</b> seek out opportunities to provide work experience to a more diverse group of individuals, (this includes stopping the practice of unpaid or unadvertised internships), ensuring race diversity from a work experience level.</p>		<p>We provide many placement opportunities to students.</p>		<p><b>Action:</b> Involvement Artist and Change Analyst to continue fostering good relationships with key community groups with the aim of strengthening the diversity within the movement for change, enabling individuals to understand how our organisation works. Consider providing a specific internship / placement for Black Asian and Minority Ethnic individuals.</p>



<b>RACE Code Provision.</b>	<b>Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>Organisations <b>could</b> ensure that the selection and interview process is undertaken by more than one person and should ideally include individuals from Black backgrounds to help eliminate bias (ensuring a diverse interview panel).</p>		<p>We always recruit using panels with multiple members and recently have included external representatives from diverse backgrounds. For example, a representative from Citizens Cymru Wales and Cardiff University Community Gateway was involved in the recruitment of our Involvement Artist. Other external interview panellists include representatives from EYST, The People's Newsroom, ME Design, Cardiff Metropolitan University, and Race Alliance Wales when recruiting Change Maker Supports, Change Analysts and People and Culture Lead Change Maker.</p> <p>Our application forms have been amended to include a declaration of lived experience to facilitate guaranteed interviews for certain groups.</p>		



RACE Code Provision.	Race Alliance Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
<p>Organisations <b>could</b> critically examine entry requirements into their business, focusing on potential achievement and not simply which university or school the individual went to (challenging school and university selection bias</p>		<p>OFGC person specifications do not require specific qualifications or specific educational attainments and specifically reference the value we place on lived experience.</p>		<p><b>Action:</b> Ensure that every recruitment interview includes an opportunity for applicants to discuss how their lived experience shapes their working style.</p>
<p>Organisations <b>could</b> use contracts and supply chains to promote diversity, ensuring that contracts are awarded to bidders who show a real commitment to Race diversity and inclusion.</p>			<p>Our procurement policy is being updated and will include this.</p> <p>We work with Black, Asian and Minority Ethnic photographers and writers. Examples include engaging a mixed race journalist, to run our Black History Month 2021 interviews. All new photographs that accompanied the series were taken by 2 photographers of Black heritage. Both photographers work with OFGC to produce photography for a range of projects and subjects.</p> <p>All five Black individuals platformed for the Black History Month 2021 series were also paid for their time and contribution.</p> <p><i>continued</i></p>	<p><b>Action:</b> Revise future supplier specifications to request information in relation to diversity and inclusion.</p>



RACE Code Provision.	Race Alliance Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
<p>Organisations <b>could</b> use contracts and supply chains to promote diversity, ensuring that contracts are awarded to bidders who show a real commitment to Race diversity and inclusion.</p>			<p>Our Poet in Residence 2020-2021, is a mixed-race young person from South Wales.</p> <p>Several communications campaigns in 2020-2021 featured lived experience from Black, Asian and Minority Ethnic people, including International Women’s Day, Universal Basic Income and the launch of our report, Inequality in a Future Wales. Lived experience is remunerated by the office.</p>	



## R.A.C.E Principle 3 – Composition

RACE Code Provision.	Wales Race Alliance Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
<p>Organisations <b>must</b> have clear race diversity objectives covering their responsibility to support fairness for all staff, with race diversity as a Key Performance Indicator. Actions include performance objectives for leaders cover their responsibilities to support fairness.</p>				<p><b>Same action as reporting Provision 1</b></p> <p><b>Action:</b> Set targets for Race diversity of Senior Leadership team: <b>April 2022</b></p>
<p>Organisations <b>must</b> collate information and set stretching targets: Board Race diversity; Senior Leadership Team Race diversity; Board and Senior Leadership Team Race diversity targets (including an explanation where targets have not been met by a relevant date). We have a breakdown of employees by Race and pay band. Steps are being taken to improve race diversity within the organisation.</p>	<p><b>Monitoring requirements</b> of the Pledge</p>			<p><b>Same action as Reporting Provision 1</b></p> <p><b>Action:</b> Obtain equality data from ARAC and Advisory Board by: <b>Annual Report 2021-22</b></p> <p><b>Action:</b> Set targets for Race diversity of Senior Leadership team: <b>April 2022</b></p>



<b>RACE Code Provision.</b>	<b>Wales Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>As a minimum, organisations <b>should</b> set a target of having at least one Black board member, and at least one Black member of the senior leadership team, within one year of adoption of the Code. In the medium to long term, setting aspirational and ambitious targets for recruiting Black members of the board and the senior leadership is fundamental to the spirit of the Code.</p>				<p><b>Action:</b> Set a <b>target</b> of having at least one Black Asian and Minority Ethnic member of the senior leadership team.</p>
<p>Organisations <b>should</b> measure (by percentage) the comparison between the organisations' board voting membership by race and its overall workforce by Race.</p>		<p>Not applicable</p>		



RACE Code Provision.	Wales Race Alliance Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
<p>Organisations <b>should</b> record the percentage of employees, by race, and experiencing harassment, bullying or abuse within the workplace from non-employees, (ie stakeholders) in the past 12 months. experiencing harassment, bullying or abuse from another employee in the past 12 months. believing that their employer provides equal opportunities for career progression or promotion personally, experiencing discrimination at work from a manager/team leader or other colleagues in past 12 months within each band/grading compared with the percentage of employees, by race, in the overall workforce.</p>		<p>We collect information on the experiences of bullying and harassment by staff and perceptions of discrimination. However, this is anonymous information on the staff survey so cannot be related to ethnicity. The only way of recording this <b>by race and ethnicity</b> is by formal processes and reports of bullying and harassment. Which we would do if we had any formal cases.</p>		<p><b>Action:</b> Employment relations data is collated and will be reported to SMT via a suite of new People and Culture metrics to be introduced by December 2021.</p>
<p>Organisations <b>should</b> record the relative likelihood of applicants, by race, being appointed from shortlisting across all posts. employees, by race, entering the formal disciplinary process.</p>		<p>Information collated in our equality monitoring forms.</p>		<p><b>Action:</b> Ensure data is analysed and used wherever possible.</p>



RACE Code Provision.	Wales Race Alliance Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
Organisations <b>could</b> measure opportunities to provide work experience to Black people.				<p><b>Action:</b> Ensure that individuals on work experience and placements at FGC complete a workforce monitoring form and consider developing a specific internship or placement for Black Asian and Minority Ethnic people.</p>
Organisations <b>could</b> measure the relative likelihood of White employees, accessing non-mandatory training and CPD around Diversity.	<p><b>Monitoring requirements</b> of the Pledge</p>			<p><b>Action:</b> Ensure robust training records are kept. Consider developing a series of core training, including anti-racism training, that all staff must undertake.</p>



## R.A.C.E Principle 4 – Education

<b>RACE Code Provision.</b>	<b>Wales Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>Organisations <b>must</b> explain to all employees how supplying diversity data around race will assist the organisation in improving racial diversity overall. Organisations must demonstrate how they have used the diversity data already collected to positive effect.</p>		<p>Already included on the work force monitoring form.</p>		
<p>Organisations <b>must</b> build psychological safety in boards and throughout the organisation to create a culture where racial issues and experiences are discussed and shared to encourage empathy.</p>			<p>We have had two Lunch and Learn sessions (June and October) which helped to facilitate cultural exchange. This included representatives from 'Give your Best' (a charity supporting refugees) and Welsh Women's Aid. On both occasions the staff teams heard from Black, Asian and Minority Ethnic individuals sharing their lived experiences.</p> <p><i>continued</i></p>	



<b>RACE Code Provision.</b>	<b>Wales Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
			Both sessions were positively received by the team. We also had a whole team 'Fireside Chat' around equality and inclusion in February 2021.	
Organisations <b>must</b> ensure that all employees undertake Race Awareness Training.				<b>Action:</b> Deliver anti-racism training.
Organisations <b>should</b> make clear arrangements for leaders to actively sponsor Black talent in their workplaces.		Too small an organisation to do this without the individual feeling pressure or tokenism of this action.		



RACE Code Provision.	Wales Race Alliance Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
<p>Organisations <b>should</b> create <b>safe workplaces that are free from harassment</b> and couple this responsibility with an open environment that allows employees to speak out about experiences, policies, practices etc. that contravene a diverse, equal opportunities and Antiracist organisation. Employee 'whistleblowing' procedures must be communicated and made accessible without fear of reprisals</p>		<p>Whistleblowing Policy is available for all to see.</p>		<p><b>Action:</b> Whistleblowing training was delivered in 2021 to all staff.</p>
<p>Senior management teams, executive boards and those with a role in the recruitment process, <b>should</b> go further than taking mandatory training and undertake more comprehensive workshops that tackle bias</p>				<p><b>Action:</b> Anti-racism training was delivered in 2022.</p>
<p>All induction programmes <b>should</b> include modules to show how the career ladder works in the organisation.</p>			<p>Flat organisational structure needs to be factored in.</p>	<p><b>Action:</b> Review how this could be implemented.</p>



RACE Code Provision.	Wales Race Alliance Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
Organisations <b>should</b> establish formal Race diversity networks and encourage individuals to participate and use the networks to provide education opportunities.			We encourage staff to be active in the community with our volunteering promise. Conflict of interest policy supports our approach to volunteering in the community.	<p><b>Action:</b> Run trustee role training as an incentive for all staff keen to take on trustee roles in the community.</p> <p>Think about how we build this in to our charity for the year and mechanisms for helping staff to identify equality organisations to volunteer with as part of our volunteering policy.</p>
Mentoring and sponsorship schemes <b>should</b> be made available to anyone who wants them, and the organisation should ensure that they are implemented with the necessary training, support and resources.		We have implemented a Cheerleader structure and also encourage external mentoring.	We have links with Race Alliance Wales, EYST and other bodies. Some team members attend the Privilege Cafe and our Involvement Artist is building community links.	<p><b>Action:</b> Work through how we provide or facilitate mentoring and sponsorship schemes to anyone who wants them. Reiterate that external mentoring is encouraged and support employees to access existing mentoring programmes delivered by external partners in cheerleading discussions.</p>



RACE Code Provision.	Wales Race Alliance Pledge	Comply or explain	Partial compliance and explain	Anticipated compliance statement including actions and dates.
<p>Senior leaders and executive board members <b>could</b> undertake reverse mentoring with Black individuals, to better understand their unique challenges as well as the positive impacts from diversity.</p>			<p>In 2019, as part of the Future Generations Leadership Network we established reverse mentoring arrangements for the cohort of 20, 20% of whom identified as having an ethnic minority background - with 4 ethnic groups represented.</p> <p>In 2021, a new cohort of 30 participants will reverse mentor leaders across the public sector. We could look at expanding this to develop a reverse mentoring network of relationships for Leaders in FGC with Black, Asian and Minority Ethnic employees in other organisations.</p>	<p><b>Action:</b> Consider developing a reverse mentoring network for Leaders in FGC.</p>
<p>As part of the education of Black employees, employers <b>could</b> explain how success has been achieved: Senior managers should publish their job history internally (in a brief, LinkedIn style profile) so that junior members of the workforce can see what a successful career path looks like.</p>				<p><b>Action:</b> Work with senior Black, Asian and Minority Ethnic leaders from other organisations to celebrate their successes and understand challenges that individuals have faced as a result of their ethnicity, as part of our lunch and learn sessions.</p>



<b>RACE Code Provision.</b>	<b>Wales Race Alliance Pledge</b>	<b>Comply or explain</b>	<b>Partial compliance and explain</b>	<b>Anticipated compliance statement including actions and dates.</b>
<p>The organisation <b>could</b> seek to source or work with employee representatives, trade unions and third sector organisations to develop a simple guide on how to discuss race in the workplace.</p>				<p><b>Action:</b> Co-produce a simple guide about how to discuss Race in the workplace based upon remunerated input from those with lived experience.</p>
<p>The organisation <b>could</b> seek to source or develop an online portal for employees to source the information and resources they need to take effective positive action.</p>				<p><b>Action:</b> Develop information/resources on taking effective positive action.</p>