STEPPING UP

Bristol citywide accelerated BAME leadership talent pipeline
Bristol citywide accelerated BAME leadership experience

Through the Mayor’s City Office - Bristol is launching an accelerated 1-3 year citywide career progression pipeline to change the leadership landscape. It will ensure individuals from a Black, Asian, Minority Ethnic (BAME) background will be in a position of influence and power.

The aim is to unlock talent and help people reach their potential.
Stepping Up will create the first BAME talent pool in Bristol. The talent pool will supply a ready flow of individuals with the aspiration and skills to reach the most senior roles. The concept of Stepping Up emerged from feedback from the Mayor’s Diversity Roundtable. The design of the talent pipeline and pool has been co-created with employers.

Stepping Up will:

- Provide employers with access to a database of BAME talent
- Support talent pool individuals with a tailored personal development
- Provide coaching/mentoring
- Open opportunities for a project/assignment in a sponsoring organisation.
- Provide a leadership development modular programme.
- Provide interview and presentation training
- Open networking opportunities
- Enable access to wider development experiences
- Enable access to ILM Level 5 Certificate in Leadership Management.

Stepping Up 2017!
The first year will be dedicated to individuals from BAME backgrounds. However, the vision is that in subsequent years the pipeline will draw on diversity in its widest sense. The challenge is that by 2020 Bristol will have a more representative and diverse population of leaders and an integrated leadership framework.
How will it work for employers?

Employers who have identified a desire to take part in the citywide scheme will form an overarching “Employers Consortium” who will oversee and champion the Stepping Up accelerated BAME leadership experience.

The Employers Consortium will:

- Offer development opportunities for talent pool participants
- Champion the Stepping Up talent pool and pipeline
- Identify a significant stretch assignment/project for Stepping Up participants
- Identify internal BAME talent for Stepping Up
- Provide internal mentorship for Stepping Up participants
- Provide internal support for Stepping Up participants tailored development plan
- Commit to positive action for senior leader vacancies utilising the talent pool as a recruitment resource (e.g. talent pool database)
- Provide in-house skill workshops and wider development opportunities
- Contribute to module delivery
- Align internal talent and success to Stepping Up city wide talent pipeline (Fig 2).

Stepping Up 2017

We recognise budgets are under pressure and so the intent is to ask for commitment from key stakeholders – rather than putting pressure on already over committed budgets. The commitment for employers sponsoring a participant will be in the region of 30 development days spread throughout the programme duration. This should alleviate the necessity for backfilling, and associated costs. Bristol City Council welcome contributions from employers towards programme running costs.
As a participant you will benefit from:

- Participation in the 12 month accelerated Leadership programme
- Access to ILM Level 5 certificate in Management and Leadership (optional)
- Mentoring and coaching support
- Access to Citywide networks
- Undertaking a stretch assignment in another sector
- Membership of talentpool database
- Interview and presentation training.

Support for Employers

HR Club
Stakeholder Consortium HR Equality professionals with responsibility for BAME talent will be supported through a HR Club that will offer opportunities for peer network and insight into best practice in talent management, and will be hosted by KPMG.

Line Managers
An information session will take place on 23rd January 2018 for Line Managers so they are fully conversant with the Stepping Up Programme.
Stepping Up - BAME accelerated leadership development

Impact on individual and organisation

Self analysis and reflection

Co-developed programme

Personal Development

Learning

Action at work

Impact services

Tools and techniques

Mentoring/Coaching

Double loop learning delivering BAME top leaders

BAME 2020
Citywide Diversity Team Pipeline

Introductory Module 1
22nd and 23rd January 2018

Module 2
PLACE
March 2018

Module 3
LEADERSHIP & POLITICS
May 2018

Module 4
GLOBAL TRENDS
September 2018

Module 5
IMMERSIVE EXPERIENCE
November 2018

Fig 3: Diagram demonstrates double loop learning

Fig 4: Stepping Up - Programme Outline

Diversity the thread that holds us together
Promotion of Stepping UP will be through stakeholder Consortium members internal communication channels and social media.

Applicants are invited to send in their CV. CV’s should include a statement setting out individual motivation for applying. The opportunity will be advertised on Bristol City Council jobs page www.bristol.gov.uk/jobs-training/jobs-with-the-council from 1st November and will close on 30th November 2017.

Information session
An information session for prospective applicants will be held on Monday 30th in the Library City Hall, and Tuesday 31st October in the Mayors Reception, City Hall. Both events 12.00 pm - 2.00pm. Applicants wishing to know more about Stepping Up can attend the above briefings.

Successful applicants will be notified by 30th December 2017, and will be expected to be available for the introductory module on 22nd and 23rd January 2018 at City Hall, College Green.

Participants will be expected to attend the Modular programme, see figure 4. Undertake a stretch assignment, access wider development opportunities and mentoring/coaching.

It is expected that the participant will be released for 30 days during the year to develop their skills, and attend the modules scheduled.

Measuring Impact
Evaluation metrics will be established, and will measure impact of Stepping UP on the individual, organization and citywide.

Application Process - Selection
Prospective participants will be invited to attend a 45 minute interview on 19th December to discuss with panel members their experience, skills, and motivations for applying for Stepping Up. Feedback from the interview will contribute to applicant’s personal development plan.

There are 24 places available.
Bristol City Council would like to thank its Stakeholder Consortium for their support for Stepping Up.

Avon Fire & Rescue Service
Avon and Wiltshire Mental Health Trust
Avon and Somerset Constabulary
Bristol City Council
Bristol Community Health
Bristol Energy
Bristol, South Gloucestershire and North Somerset CCG
Burges Salmon
Business in the Community
GENeco Wessex Water
Green Capital Partnerships
Gregg Lathams Ltd
Happy City
Health Education England
KPMG
NHS Leadership Academy
OneCare Medical
Oracle
Osborne Clark
Police and Crime Commissioner
University of Bristol
University of West of England
West of England Health Science Network
West of England Local Enterprise Partnership.

Programme Delivery Team

Prof. Christine Bamford,
Cherene Whitfield (Bristol City Council) and Steve Killeen (Business in the Community)