One Welsh Public Service Approach to Anti-Racism Summit

17th May 2023, at The Marriott Hotel, Cardiff

Post event record for commitments made, evaluation and follow up actions.

Contents

Executive Summary

On 17th May 2023, the Welsh Government and Criminal Justice Wales collaborated to host Wales' first One Public Service Leadership Summit bringing together senior leaders from across the public and third sectors to increase our understanding of anti-racism.

Our overall purpose was to promote understanding of anti-racism and clarify the need for focused collaborative action with regards to the One Public service approach to Anti-Racism in Wales.

Our key aims were to:

- Increase understanding and to commit to action to implementing Anti-Racist Wales Action Plan
- Share experiences of establishing the Criminal Justice Anti-Racist Action Plan for Wales
- Highlight the benefits of a whole-system approach to tackling disproportionality and promoting anti-racism.
- Enable leadership from across the Welsh public sector to own our vision of Wales becoming anti-racist by 2030.

The organisation committee comprised the Anti-racist Wales Action Plan (ArWAP) team led by Riaz Hassan, and Emma Wools, Hannah Jones-Jenkins, Dominee Coco, Michelle Cooper, Ian Roberts, and Mags Flanagan from South Wales Police. Rebecca Gorman and Sara Whittam represented the wider Health and Social Care sector, and Joseph Lewis represented WLGA.

The Summit was opened by the Minister for Social Justice and Chief Whip and Permanent Secretary who set out the Welsh Government's vision for an anti-racist Wales by 2030 and the leadership challenges involved.

The Summit was compered by Prof. Uzo Iwobi CBE, member of the ArWAP External Accountability Group.

It was attended at full capacity, with over 200 leaders from across the public sector and third sector organisations.

Key messages from the Summit for public services in Wales were:

- Co-producing plans and co-delivering work with those with lived experience of racism is the most effective and powerful way of identifying effective action to remove barriers and embed anti-racism and delivering on them.
- A trauma-informed approach must be built into work on anti-racism from the outset.
- It is essential that public services across Wales work together collaboratively to drive forward and embed anti-racism if we are to achieve an anti-racist Wales, agreeing shared outcomes and Key Performance Indicators across organisations where possible/appropriate.

- It is important to fill the many data gaps that exist but that should not stop action now to address the stark inequalities and discrimination faced by Black, Asian and Minority Ethnic people – the data we have now already shows the level of disparity (see Annex 4)

Based on feedback from the Summit, these are the next steps for the Anti-racist Wales Action Plan Implementation Team:

1) To explore ways to ensure a trauma-informed approach for any such future events.

2) The Implementation team to arrange for Co-Chairs of the External Accountability Group to meet with public sector leaders, possibly in sector groups, in follow up meetings to the summit, both to gain feedback and to share key messages.

3) To support organisations and individuals in achieving their commitments to act.

4) To hold smaller, sector-specific Anti-racist Wales one public service conferences.

Speakers

Professor Uzo Iwobi, CBE, compered the day, introduced the speakers and chaired comments and questions from the delegates.

The Minister for Social Justice and Chief Whip, Jane Hutt MS CBE, gave the welcome address and set out a vision for an anti-racist Wales 2030.

Andrew Goodall CBE, Permanent Secretary, Welsh Government set out the leadership challenge for the Welsh public sector to achieve the one public service approach to anti-racism in Wales.

Amy Rees, Chair of the Criminal Justice Board for Wales and **Emma Wools,** South Wales Deputy Police & Crime Commissioner, set out a vision for an anti-racist criminal justice system.

Keynote speaker**, Nazir Afzal OBE**, addressed the issue of structural racism in public life. He drew on both personal lived experiences as well as professional experience and theoretical context.

Professor Emmanuel Ogbonna, co-chair of the ArWAP External Accountability Group, charted the journey towards the Anti-racist Wales Action Pan, formerly Race Equality Action Plan.

Usha Ladwa-Thomas, Senior Race Advisor, shared key leadership behaviours required to make anti-racist change, supported with examples from the world of work. Usha described three key leadership behaviours and emphasised that transforming systems helps to readdress the power imbalances built into our processes and policies.

Simon Pickthall of Vanguard Consultancy demonstrated the systems-thinking model as a vehicle for institutional change.

Dr Jo Hopkins, director of ACE Hub Wales, chaired the question and answers following the lived experiences shared by **Tom Tom Hendry,** Equality Officer for Gypsies and Travellers, policy mentor and co-founder of There and Back and Again; **Jake Henry,** founder of Vibe Youth CIC and Dedicated Training and Consultancy; and **Wanjiku Mbgua-Ngotho,** Chief Executive of BAWSO.

The final formal discussion of the summit was a panel discussion chaired by **Shavanah Taj**, General Secretary of the Welsh Trade Union Congress, **Pam Kelly,** Chief Constable for Gwent Police, **Jo-Anne Daniels,** Director General, Welsh Government, **Dr Jo Hopkins,** Director of ACE Hub Wales, and **Derek Walker,** Future Generation Commissioner for Wales.

Councillor Mary Ann Brocklesby, **Leader of Monmouthshire Council and WLGA Social Justice Spokesperson,** gave the closing remarks.

Commitments to act

Participants in the Summit were asked to make a concrete commitment to further take action to embed anti-racism in their organisations.

Below are commitments made to act:

Commitments to Act
Bring forward our plans to engage with lived experience, to inform and motivate strategic leads
Promote "challenge" across the workforce and encourage people to be "change agents" and not be complicit.
Review our system and assess whether it is fit for purpose considering views of out stakeholders. Promote a culture where we challenge across all levels
We will gain the permission of our communities to actively engage and discover the perceptions of our actions and services. We will hold leadership to account, then work with leaders on system change to build trusted relationships
The organisation will gain the permission of our communities to actively engage and discover the perceptions of our actions and services.
To work with committees to build a more inclusive workforce.
To promote harmony and a peaceful society through integration of newcomers with mainstream people. How do we propose to do that? By education and cultural engagement.
To be clear and positive about the resources WLGA require to successfully drive our role in enabling the changes required.

We will implement an anti-racist reporting and complaints process to ensure there is a robust system for tackling and dealing with racial harassment.

I personally commit to championing anti-racism throughout my organisation, using my influence to ensure that the Anti-racist Wales Action Plan leads to change of mindset within Cardiff University and everyone knows the role they need to play in achieving this.

Adopt the One Public Service Approach to anti-racism through self-reflection and honesty, hearing the voices of people, building trust (Removing labelling)

Language is key

To build trust along ethnic minority communities and move towards the ArWAP. Explain, Express and Discuss about challenges and problems they are facing and try to help in every way possible. Include them in workforce and encourage them further.

Stop marginalising in the language we use as an organisation.

Incorporate networks in appointments.

Work with community organisations more to truly connect with communities and increase equal opportunities.

We will ensure that we have the right people around the decision tables. We will evaluate values as part of PDR.

Stop using language that marginalises i.e. 'white privilege'

Undertake listening exercises with our staff so that the personal experiences are central to our actions. We need to do with, nit do to, as was mentioned today – not making assumptions.

SLT will undertake bespoke anti-racism training over the next year.
Ahead, for equalities I will establish a 'Culture Club' for the whole office to build cultural competency through books, tv, films, podcasts etc.

Taking a lived experience-centric approach to WPC equality projects including diversity monitoring awareness projects

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Walk the walk.
Make small but visible changes.
Look at the good being done and replicate elsewhere

Continue to maintain our professional standards framework and accompany EDI Framework and ensure that as part of the professional housing profession we support ad hold to account our workforce in ensuring diversity and meeting the needs and represent the communities we work within.

To uphold the Anti-racist Wales Action Plan.

Be an enabler / bridge the gap.

We are committed to The Race Equality Charter and the activities required to apply for the REC award in 18 months.

To take a positive and proactive advocacy awareness raising the role of anti-racism in our organisations.

Possible barriers
Organisational understanding and expectations, maintaining momentum and understanding how to bring it into the agenda to empower others.
Needs resourcing.
It is unclear how the actions will impact change.

I will run a bespoke session with my team to understand how we can contribute to the delivery of the Criminal Justice in Wales Anti-racism Plan

Challenge and support leaders
Provide professional learning.
Listen and learn continuously.
Set KPI review and act.

Use performance management procedures and objectives to further personal and professional learning in anti-racism.

Test current assumptions of service user /community being mindful of the need for a trauma informed approach (recognising existing trauma and the potential to cause trauma)

Achieve action in widening engagement around the Action Plan, specifically bring voice of lived experience into our senior leadership team, review and change recruitment systems. Add anti-racism questions to performance review process and learn from partnership approach

Amplifying voices with people that have lived experiences and challenge racism in all its forms.

Underpinning and acting on the Anti-racism Wales Action Plan.
Joined up working on a multi-agency level and strategic levers to close the power gap.
Better, more efficient multi-disciplinary learning, working together to implement actions towards the Plan

To challenge equality objectives / KPIs with directorate delivery plans to ensure that it is not a tick-box exercise.

Include element of by-standing into equality training (equalities, unconscious bias and prejudice)

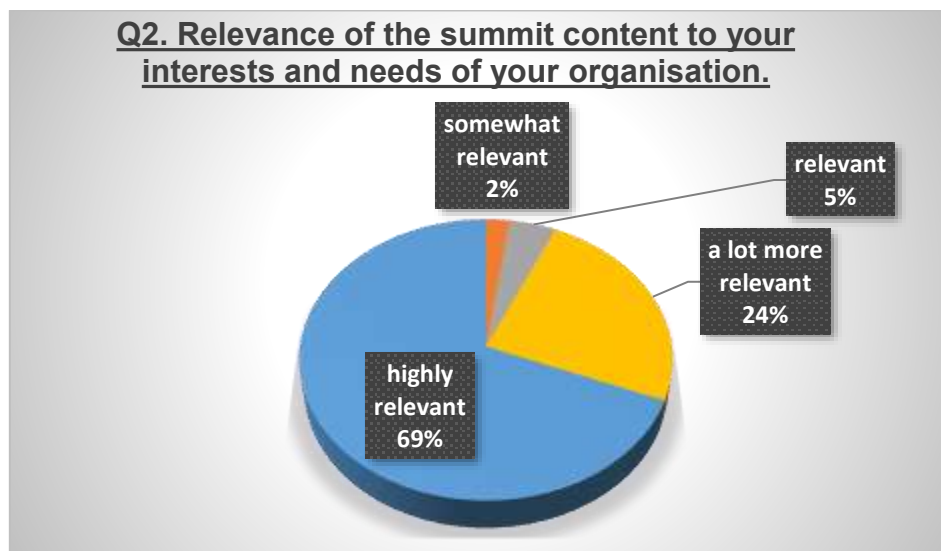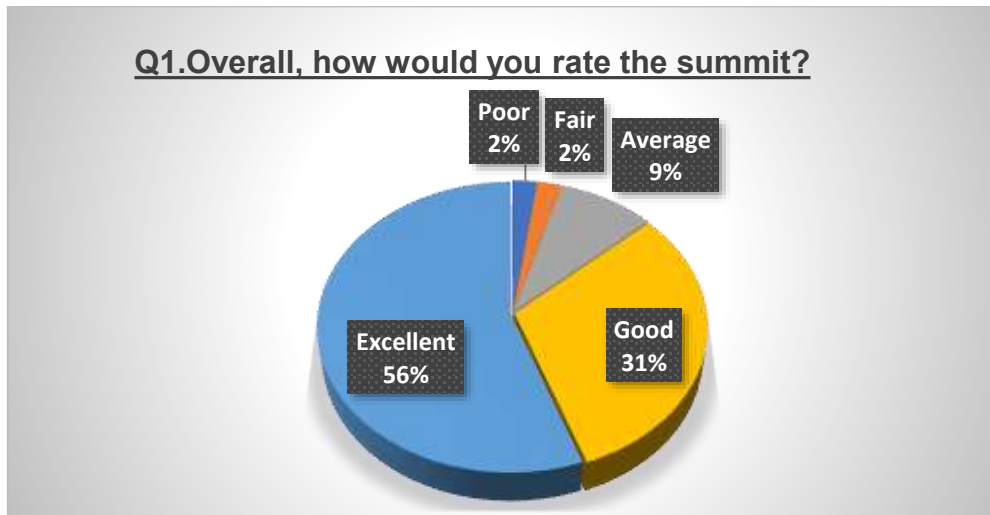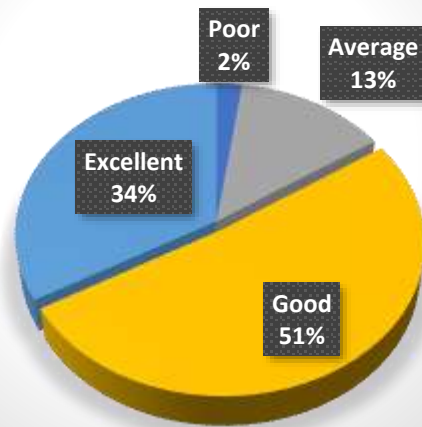| |
|---|
| To raise awareness of the Welsh Government's Anti-racist Wales Action Plan amongst all our staff and work towards making it become a reality. Listening to our communities to identify how our service can meet their needs. |
| We will continue to act against racism but struggle to raise the resources to do so. Lack of resources prevents us providing the services that are needed. Thus, we spend too much valuable time chasing resources. Need to rationalise and regionalise funding for the voluntary sector. |
| Work together to deliver change. |
| Increase the amount of co-production by talking and listening to different people across the area to find out what we can do will have the best impact / outcomes. |
| To promote the Welsh Government and Criminal Justice Action Plans on Anti-racism within our organisation across Gwent Police and in the Gwent LCJB. Work to ensure our workforce are aware and that we have clear actions for our organisations. I am committed to continue to support the implementation of the CJ Action Plan and in particular lead on the work on community engagement and work with the Welsh Government to coordinate, plan. Learn and share our work. |

Annex 1: Participants' Feedback

The following discussions are based on the feedback responses received post Summit. The questionnaires were sent via emails and an online smart survey was sent of the same questions.
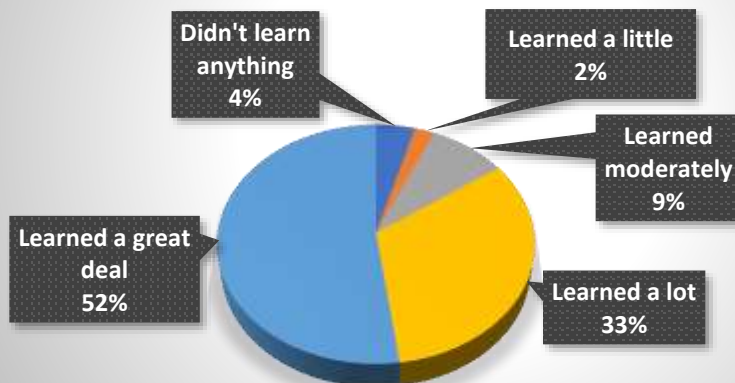
It's important to note that these findings are based on the given responses and may not encompass the entire range of perspectives or experiences expressed by all participants at the Summit.

Q1.Overall, how would you rate the summit?

- Poor 2%
- Fair 2%
- Average 9%
- Good 31%
- Excellent 56%

Q2. Relevance of the summit content to your interests and needs of your organisation.

- somewhat relevant 2%
- relevant 5%
- a lot more relevant 24%
- highly relevant 69%

Q3.Please rate your knowledge and understanding of the term anti racism before the Summit.

Poor 2%

Average 13%

Excellent 34%

Good 51%

Q4.Please rate your knowledge and understanding of the term anti racism after the summit.

Didn't learn anything 4%

Learned a little 2%

Learned moderately 9%

Learned a great deal 52%

Learned a lot 33%

Q5. Quality of the speakers/presenters

■ Poor   ■ Fair   ■ Average   ■ Good   ■ Excellent

2%   4%

31%

63%
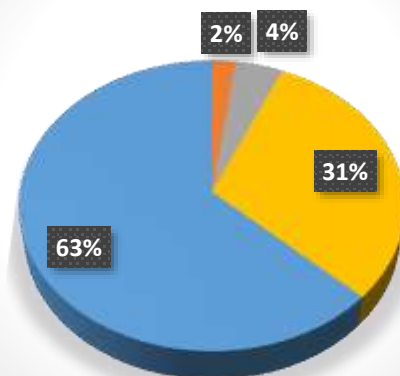
Q6.Opportunities for networking

- Poor
- Fair
- Average
- Good
- Excellent

Fair 9%
Excellent 28%
Average 28%
Good 35%
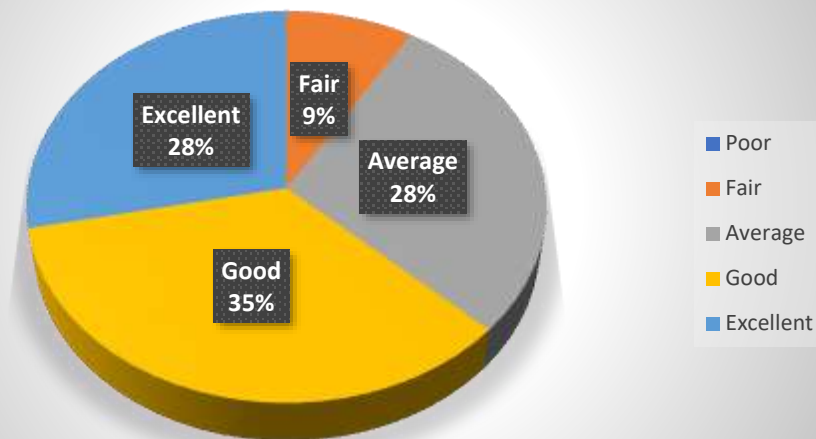
Q7. How would you rate the organisations and logistics of the Summit?

poorly organised 2%
Moderately organised 15%
Very poorly organised 2%
Very well organised 52%
Well organised 29%
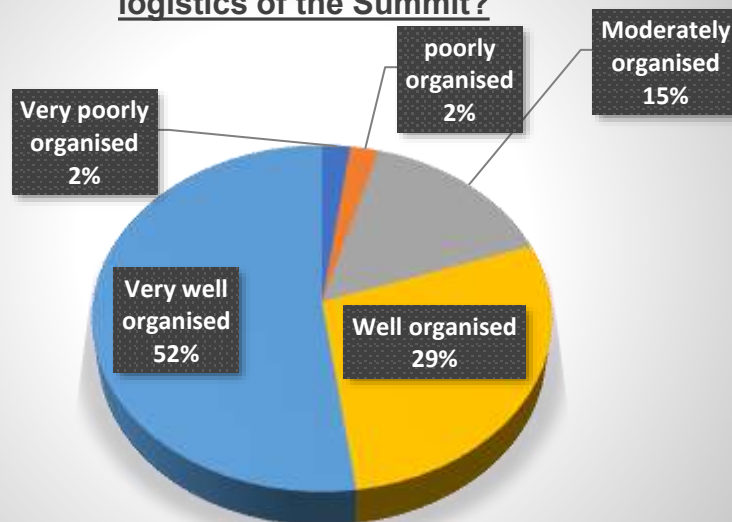
Overall, the feedback is mostly positive, with participants expressing satisfaction, appreciation for the content and speakers, and the opportunity to learn and network. However, there are also mixed responses and critical feedback, including concerns about panel treatment, lack of clear takeaways, and a sense of disappointment or missed opportunities.

Reported valuable aspects of the Summit:

When asked, the three most valuable aspects of the Summit, the following feedback responses were:

- Lived Experience:
- Networking:
- Learning and Knowledge Sharing:

Suggested improvements and areas of interest for future events:
The aspects of the Summit that participants felt could be improved included:

Time Management and Group Dynamics**:** a list of delegate information beforehand so delegates were able to pre-network
Speaker Diversity and Lived Experience**:** even more of this.
Venue and Logistics**:** a hybrid event would have benefitted some delegates, and future events should be held in a different part of Wales

The majority of participants expressed their intention to attend future events on anti-racism. They highlighted various areas that could be focused upon in these events:

Training and Support:
Participants emphasized the need for training focused on "change agents" who can challenge anti-racist behaviours and attitudes in others. They also sought support on how to challenge blocks and delays within their organisations and information on support from Welsh Government, such as funding and resources.

Intersectionality and Systems Thinking:
Participants expressed interest in exploring intersectionality to better understand different experiences of racism. They emphasized the importance of focusing on systems thinking to challenge the structures and not just individuals within organisations.

Embedding Action and Principles:
Participants anticipated more information about how the principles discussed in the Summit were being embedded in organisational practice and culture. They expressed a need for positive examples of where change is becoming embedded.

Specific Community Focus:
Some participants highlighted the need to address the issues faced by Gypsy, Roma and Traveller communities in Wales and requested information on ongoing work with statutory partners. There were requests to ensure that anti-racism in public services extends to members of the Gypsy, Roma, and Traveller communities.

Grassroots and Sector Approach:
Participants emphasized the importance of grassroots-level initiatives and collective efforts within sectors to address challenges and opportunities. They suggested taking a whole sector approach, facilitating collaboration among different organisations within a sector.

Institutional Change and Responsibility:
Participants expressed interest in dismantling institutional racism and called for cultural change within institutions. There were requests for guidance on making the Welsh Government's action plan a reality and ensuring that high leaders take true responsibility.

Further Education and Awareness:
Participants expressed a desire for more events focusing on educational areas and recommended similar events on other elements of equality. They highlighted the importance of understanding that diversity does not automatically guarantee inclusion or anti-racism.

Specific Communities and Voices:
Participants expressed the need to amplify the voices of Gypsy, Roma, and Traveller communities and understand their specific needs and experiences. There were

requests for more sessions on collaborative working and building relationships with other organisations.

The final question on the feedback form was for any other comments or suggestions:

Positive Feedback and Thanks:
Participants expressed gratitude for the event and praised the organisers for their efforts. Some attendees mentioned the valuable experience they gained and their eagerness to participate in future events.
Suggestions for Improvement:
Some participants suggested better social media presence, live streaming, and online surveys for increased engagement. There was a request for collaboration with external members to design the event agenda and make it more engaging.
The need for inclusivity measures such as sign language interpretation and accessible materials was mentioned.
Contact Information:
Several participants provided their contact details and expressed their willingness to be contacted for further discussion or clarification.
Miscellaneous Comments:
One participant shared a statement highlighting the positive impact of funding on community-police relationships. Some participants had general comments, including encouragement to address racism, appreciation for starting the discussion, and suggestions for hosting more events.

Overall, the feedback included positive remarks, suggestions for improvement, requests for clarification, and offers for further engagement or contact. Participants highlighted the importance of inclusivity, effective organisation, and meaningful discussions in future events.

Annex 2: Facilitators' feedback

Diolch yn fawr to the facilitators who took part in providing the following feedback. This will support the shaping of future events. For the purposes of this report, no names have been ascribed to the comments.

What worked well
- It was helpful to have a mix of representatives from different organisations and to hear common challenges as well as context specific challenges.   - Having one facilitator per table worked very well to channel broad discussion into achievable goals and agreements.   - Collaborative effort and 'working together' were very much the spirit of the discussions.   - There was a strong effort and willingness to reach out and create a same space.   - The conversations reflected a strong sense of purpose.   - People listening to lived experiences had a highly effective impact on the mindsets of the leaders at the table. The message of a need for profound, cultural change was reflected well.   - The activity and discussion points were rich and purposeful. Power and leadership emerged as the real levers for change.
Ways forward
- The questions and task had been even better shaped around power and leadership, since these emerged as the key levers for change.   - More time had been allocated for this activity. The discussions were detailed and rich and would have benefitted from additional time. Meaningful change needs meaningful time, and the discussions could have been constructed with designed questions over a longer period of time.   - There had been a better balance between output and presentations, and discussion by the delegates.   - The facilitator guidance had been provided earlier.   - Accessibility had been considered for those who would have benefitted from breakout rooms to serve their needs.

- The table plan had been adhered to by the delegates. This could be made clearer at the start of future events.

- The criteria for selection of speakers were made transparent so that the rationale behind each party or person presenting is clear to all.

- More opportunities had been tapped to include input from the Welsh Local Government Association (WLGA).

- A fully trauma-informed approach had been in operation throughout the day, with a thorough understanding of psychological safety, for the speakers as well as the listeners.

- A code for listening and hearing had been established for all present at the start of the event. This would have ensured greater sensitivity of responses, and feedback is provided to all present following the summit.

- More decompression time had been allowed between sessions.

Annex 3: Summary: what worked well and ways forward

What worked well
• Very good, weekly collaboration between the ArWAP and Criminal Justice Wales teams throughout the months leading to the summit.   • Very good event planning and organisation   • Very good setting of the purpose for the day and expectations as well boundaries for all interactions   • Rich, purposeful dialogue throughout the day   • The summit served as a safe space.   • Each table was supported by a facilitator. The facilitators were very well briefed and carried out their roles in a highly effective and purposeful way.   • All tables completed commitments to act. The implementation of these will be supported by the ArWAP team.   • Good representation from Local Authorities and NHS boards   • The balance between professional and lived experiences, amongst the speakers and delegates both.   • Very good racial, cultural, inter-faith and regional representation   • Welsh language headsets enabled the day to be carried out in a fully bi-lingual way.   • Very positive feedback on Twitter and other social media platform echoing agreement with the MSJCW.   • Outstanding feedback both on the day and in form of feedback surveys   • Some have said that with it being the first summit of its kind they didn't know what to expect and that the day exceeded their expectations.

Ways forward
- The summit follows a trauma-informed approach towards any triggers experienced and ensured support both throughout the day and signposting in follow-up as appropriate.   - Consideration of renumeration of time for those sharing their lived experiences   - Terms of reference and key terminology is agreed upon by all facilitators and made clear in all briefings.   - Even more time is factored in for meaningful group discussions and feedback.   - Registration tables are grouped and planned for greater ease and speed of registration.   - Review the initial booking process to ensure that only those who have registered attend.   - Facilitate networking opportunities during breaks area and lunch area small by assigning groups and break-out areas.   - Provide some further coaching for the facilitators in focusing all discussions on the agreed purpose, goals and actions, and in creating safe spaces.

Annex 4: Examples of existing data on disparity faced by Black, Asian and Minority Ethnic people: 'Stop and Search' data from the South Wales Police (English)
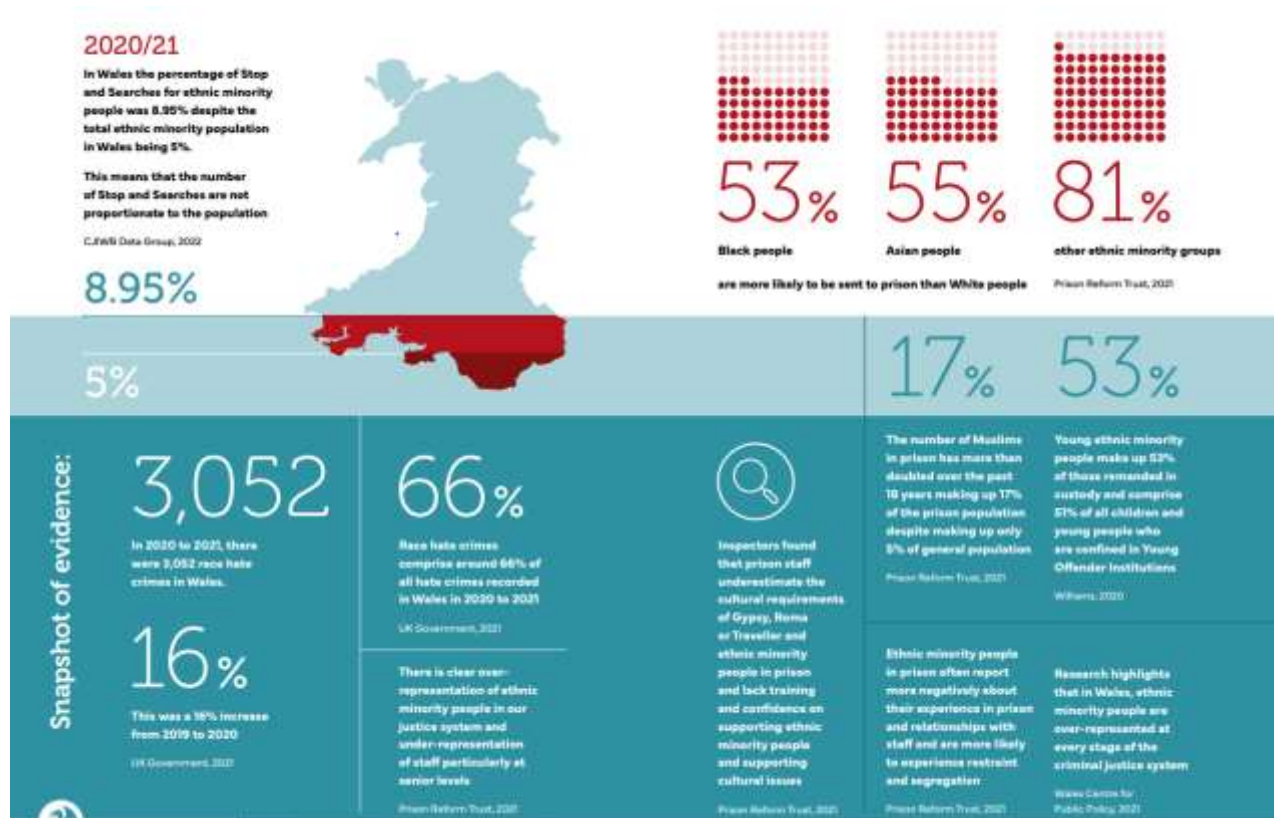
Data from the Race Disparity Evidence Unit

Roedd myfyrwyr du 13% yn llai tebygol o gael o leiaf 3 C yn eu lefel A na'r cyfartaledd yn 2022

Black students were 13% less likely to get at least 3 C's at A-levels than the average in 2022

Ffynhonnell: StatsCymru (ystadegau arbrofol)

Eicon gan / Icon by Freepik

Source: StatsWales (experimental statistics)

Ers 2015, mae mwy o fyfyrwyr o gefndiroedd lleiafrifol wedi cael graddau A neu A* mewn arholiadau Lefel A na myfyrwyr gwyn

Since 2015, more students from minority backgrounds have achieved A or A* grades at A-Levels than white students

Ffynhonnell StatsCymru

Eicon gan / Icon by Freepik

Source: StatsWales

Yn CA3, mae myfyrwyr Roma/Sipsi Roma bron 50% yn llai tebygol o gyflawni L5 neu uwch mewn pynciau craidd o'i gymharu â myfyrwyr gwyn eraill

At KS3, Roma/Gypsy Roma students are almost 50% less likely to achieve L5 or above in core subjects compared to other white students
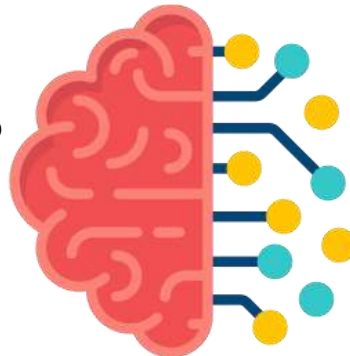
Eicon gan / Icon by Srip

Ffynhonnell: Casgliad Data Cenedlaethol asesiadau athrawon, Llywodraeth Cymru

Source: National teacher assessment data collectic Welsh Government

Yn CA4, mae dros 29% o fyfyrwyr Asiaidd neu Asiaidd Prydeinig yn cyflawni 5 A* - TGAU o'i gymharu â 17% o fyfyrwyr Gwyn

At KS4, over 29% of Asian or Asian British students achieve 5 A* - A GCSEs compared to 17% of White students

Ffynhonnell Cronfa Ddata Arholiadau Cymru, Llywodraeth Cymru

Eicon gan / Icon by Freepik

Source: National teacher assessment data collectio Welsh Government

Yn 2021, dim ond 1.1% o athrawon ysgol oedd o gefndiroedd lleiafrifol o'i gymharu â 9.1% o fyfyrwyr

In 2021, only 1.1% of school-teachers were from minority backgrounds compared to 9.1% of students

Eicon gan / Icon by Freepik

Mae hanner pobl Ddu, Asiaidd a lleiafrifoedd ethnig yn byw mewn eiddo rhent o'i gymharu â dan draean o bobl Gwyn

Half of Black, Asian and minority ethnic people live in rental properties compared to under a third of White people

Eicon gan / Icon by Justicon

Un ym mhob 20 aelod a etholwyd i'r Senedd oedd Pobl Dduon, Asiaidd ac o leiafrifoedd ethnig

One in 20 members elected to the Senedd were Black, Asian and minority ethnic

Ffynhonnell: StatsCymru

Eicon gan / Icon by Freepik

Source: StatsWales

Race Disparity Evidence Unit, Welsh Government

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Roedd llai na 3% o ymgeiswyr llywodraeth leol o gefndir lleiafrifol

Fewer than 3% of local government candidates were from a minority background

Ffynhonnell: StatsCymru

Eicon gan / Icon by Freepik

Source: StatsWales

Race Disparity Evidence Unit, Welsh Government

Ar 8.4%, babanod Asiaidd yn fwy tebygol nag unrhyw ethnigrwydd arall o gael pwysau geni isel mae

At 8.4%, Asian babies are more likely than any other ethnicity to have low birthweights

Race Disparity Evidence Unit, Welsh Goverment

Mae pobl sydd ddim yn Wyn Prydeinig 13% yn fwy tebygol o ddweud eu bod yn unig

People who are not White British are 13% more likely to report being lonely

Race Disparity Evidence Unit, Welsh Goverment

Ers 2011, mae pobl o gefndiroedd lleiafrifol yn llai tebygol o gael eu cyflogi na'r rhai o gefndiroedd gwyn.

Since 2011, people from minority backgrounds are less likely to be employed than those from white backgrounds.

Ffynhonnell: Arolwg Blynyddol o'r Boblogaeth

Eicon gan / Icon by Freepik

Source: Annual Population Survey

Race Disparity Evidence Unit, Welsh Goverment

Er cyflawni graddau gwell mewn addysg, mae pobl o gefndiroedd lleiafrifol yn llai tebygol o gael eu cyflogi ac maen nhw'n cael llai o gyflog

Despite achieving better grades in education, people from minority backgrounds are less likely to be employed and are paid less

Ffynhonnell: Arolwg Blynyddol o'r Boblogaeth

Eicon gan / Icon by Smashicons

Source: Annual Population Survey

Race Disparity Evidence Unit, Welsh Goverment

Mae pobl Lleiafrifoedd Ethnig yn cael eu gor - gynrychioli ym mhob cam o'r system cyfiawnder troseddol, o fod yn ddioddefwyr i boblogaeth carchardai

Minority Ethnic people are over-represented in every stage of the criminal justice system, from being victims to prison population

Ffynhonnell: Data Agored Canlyniadau Troseddau yng Nghymru a Lloegr

Eicon gan / Icon by Freepik

Source: Crime Outcomes in England and Wales Open Data

Race Disparity Evidence Unit, Welsh Government

Annex 5: Trauma-Informed Wales (traumaframeworkcymru.com)

Annex 6: The Anti-racist Wales Action Plan Implementation Team

The Welsh Government has prioritised and committed funds to support a central Implementation team to oversee the implementation plan, to establish the Race Disparity Evidence Unit, and to support the work of the External Accountability Group. This was in response to the feedback from many stakeholders that we need to "fill the implementation gap"

The 'Anti-racist Wales Implementation Team" will lead on the development, implementation, and monitoring of the goals and actions. They will do this with others including the Race Disparity Evidence Unit and others like members of the External Accountability Group.

As part of the governance structure, the Implementation Team has recently established and resourced the Anti-Racist Wales Action Plan Accountability Group, which consists of external experts on Anti-racism and community representatives

with lived experience; the Internal Support and Challenge Group consists of policy officials and external experts on Anti-racism.

Work is underway to establish four Regional Forums across Wales that will capture lived experience and provide a direct link to our work and engagement with our Black, Asian and Minority Ethnic people across Wales. We will soon be establishing sub-groups under each policy area, such as education, housing, health and social care, culture heritage and sport, childcare and play, and environment and climate change etc. to ensure that we are 'joined-up'.

The team consists of:

Riaz Hassan, Head of the ARWAP Implementation Team

Rajvi Glasbrook, Senior ARWAP Project Manager (Engagement)

Gemma Waite, Senior ARWAP Project Manager (Implementation)

Rena Ahmed, ARWAP Implementation Manager

Jess Williams, ARWAP Policy Officer

Robin Grossmann/Lauren Frieze, ARWAP Team Support

Usha Ladwa-Thomas, the Race Advisor is acting as an advisor and mentor to this work.