

Appendix 3

Case Study 1: Reach Higher

Appendix 1a. Including BME staff in the Council's Cabinet / SMB / DMT / SMT / Policy-making management structures

Action:

Corporate roll-out of the Voluntary Director Scheme (Reach Higher Phase 1) to ensure that each Priority Board includes attendance of a Voluntary Director (x8 Voluntary Directors per year)

Outcome:

Reach Higher Phase 1

The Reach Higher programme is a positive action initiative aimed at addressing workforce under-representation at senior management levels. The programme was developed by Simon Ighofose and Sangita Pattni with the Workforce Representation Working Group and City Learning.

The programme was based on the Voluntary Director Scheme, which was already in existence within the former Regeneration and Culture Department and Sangita and Simon were the Council's 1st BME Voluntary Directors from the Departmental initiative.

The programme, which was approved by Cabinet in 2009, provides 8 BME employees the opportunity to benefit from a comprehensive tailored training and development programme, which includes championing by a Strategic Director, attendance and representation on Priority Boards, support and mentoring, 360 appraisal, a personalised programme of learning and career coaching, action learning sets and mentoring

The proposals were consulted on widely and this included the Council's Black Workers Groups, departmental senior management teams, the Director of HR and her management team (HRMT), Legal Services, the Head of Equalities, departmental equality forums and the Workforce Representation Working Group (WRWG).

Phase 1 of the Reach Higher programme has been aimed at addressing the proven under-representation of BME staff in senior management, at Service Director Level. This report has recommended that the Reach Higher programme be rolled out and targeted for other employees groups who are under-representation in the senior management structure of the Council.

Following approval of the Reach Higher programme & delivery plan by Cabinet in May 2009, around 3,000 BME staff were invited to express their interest in being among 8 candidates for the 2009/10 programme

City Learning received a phenomenal response with 219 BME staff requesting an application pack. By the deadline, 51 applications were received and 32 of

these were short-listed to attend a 2-day Assessment Centre devised by Shilpa Arya from the Workforce Representation Working Group.

The candidates were assessed across a range of criteria and the assessment centre provided them all with the opportunity to demonstrate their competence in a range of different settings. The assessment methods comprised of a report writing exercise, presentation, group exercise and interview. Each candidate was observed and ranked by a diverse group of assessors and included representatives from the BWGs, Corporate Equalities and the WRWG.

The candidates were assessed by the assessors individually and their scores were recorded on an overall assessment grid. This provided a ranking of the candidates, which informed the top 8. It should be noted, however, that more than 8 candidates were suitable for the programme.

All candidates that were unsuccessful at both the short-listing and assessment centre stages were offered detailed feedback on their performance and were signposted to other opportunities where appropriate. Those receiving feedback were in the main complimentary about the process and many applicants said they gained something from just participating. There were also some suggestions for improving the selection process and criteria for future programmes, which included the need for consistent information, improving access issues and making appropriate reasonable adjustments to the assessment process for disabled applicants and the programme being made available to part-time staff. These comments are being looked at in respect of future programmes.

The successful 8 featured in the October 2009 Issue of FACE magazine along with their Strategic Director Champion and some of those involved in the process. The Reach Higher programme has received further interest and publicity, which includes a national case study on the IDEA website, interest from the Leader of Leicestershire County Council and its BWG and Nottingham City Council's Black & Minority Ethnic Forum.

City Learning has allocated £20,000 and a City Learning Manager to manage the development and delivery of the tailored learning programmes. Vin Prema from City Learning has developed the overall programme with the Workforce Representation Working Group and BWG representatives.

The high numbers of BME staff who expressed an interest in the 2009/10 Reach Higher programme, combined with the number of applicants, 55%¹ of which were female, who called for less stringent criteria, is evidence that substantial demand exists for Phase 2. Lessons learned from the divisional pilots being run in the former R&C department will inform the planning of Phase 2 and ensure its relevance and accessibility for aspiring BME staff.

For further information on this case study please contact:

¹ 28 out of the 51 applications that were short-listed for the 2009/10 programme were submitted by female staff.

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Case Study 2: Positive Action initiatives in the former Regeneration & Culture Department

Appendix 1a. Including BME staff in the Council's Cabinet / SMB / DMT / SMT / Policy-making management structures

Action:

Management Teams taking responsibility for promoting, encouraging and monitoring the delivery of workforce representation initiatives within the Council

Outcome:

Mentoring Scheme

As part of its performance management assessment on workforce representation, the Former Regeneration and Culture Department responded to its worst performing area i.e. women in management. A mentoring scheme was developed for women in the Department with mentors from senior management across the whole Authority. The scheme is currently up and running with 11 mentees and mentors.

Management Development Scheme

The Planning and Economic Development division is developing a positive action initiative focusing on the development of middle management BME staff, as part of its ongoing performance management review of workforce representation. This is in response to management's concern, based on workforce inclusion and about the lack of adequate representation at management level. The divisional director has driven the initiative supported by the Equality Manager and invited all interested staff to apply for Head of Service Programme and Team Leader Programme positions, and two Head of Service participants and six Team Leader participants have recently been selected. Their development programme includes participation in divisional meetings, shadowing opportunities, appropriate mentoring and support, relevant training and development, and practical work experience. As part of their training and development it is envisaged that the participants will be attending the BWG workshops that are currently being developed.

The Regeneration, Highways and Transportation Division has also used performance management data on workforce representation to identify key issues to address. The Division is developing a similar positive action initiative as above, focussing on the development of women in management, as this is one of the key areas of concern for the Divisional Director. The Divisional Director is due to interview candidates for the Head of Service and the Team Leader positions in the forthcoming weeks.

Corporate Performance Management Framework

Currently a corporate performance management framework for workforce issues is being developed. This will enable the Authority to monitor performance and effectively manage workforce issues and improve representation using clearly defined employment targets along with actions and initiatives to support the targets set.

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Case Study 3: BME Workshops

Appendix 2a. Training and development opportunities for BME

Action:

To develop the former A&H and CYPs BWG 'Climbing the ladder' programme of workshops for all BME to benefit from:

- Six half day workshops for minimum of 300 BME from **ALL** Council departments.
- Target groups – All BME staff in particular manual staff, aspiring and existing managers and aspiring senior managers.
- Continue to develop a peer support network/mechanism that contributes to raising staff aspiration and confidence.

Outcome:

The former A&H/CYPs BWG drew on consultation sessions undertaken with their members as part of their regular meetings, to find out what types of workshops members would find most useful in supporting their development, addressing barriers and career aspirations. Drawing on the consultation of members and the findings of the BME Questionnaire in 2008, several areas were suggested.

A meeting took place with representatives from all BWGs and City Learning to share some of the suggestions and agree a way forward to developing these into training and development workshops. It was agreed that the BWG's would further develop the workshops with clear aims, objectives and learning outcomes. City Learning agreed an amount of £6000 to fund the workshops and to assist further in the delivery of the workshops.

Since this time the representatives from the BWG's have worked together to develop 6 workshops:

- What is Racism; what is Institutional Racism; and how do we challenge this?
- Multiple Discrimination
- Managing Your Learning and Development
- Understanding Recruitment and Selection
- Development Part 1: Identifying Solutions
- Development Part 2: Action Planning

It is intended that the programme of workshops are communicated to staff during January and February 2010 with the rollout beginning in March 2010 running consecutively throughout the year. It is hoped that as many staff as is possible will be able to attend all 6 workshops to maximize this learning and development opportunity. However it is recognized that some staff would find

this difficult due to work pressures and therefore we would encourage BME staff members who might find certain workshops of most benefit to attend.

It is intended that there will be an evaluation of the learning and development received from each workshop and also an evaluation of the whole programme to determine the overall learning and development achieved.

We also aim to measure the impact of the programme in particular the action planning and how it has supported staff in progressing. We will conduct this evaluation 6 months after the programme is completed and again 12 months from the end of the programme.

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Case Study 4: BME Annual Questionnaire 2009

Appendix 2a Performance Indicators and Staff Perceptions

Action: Annual Questionnaire to BME on Organisational Issues and Barriers

Outcome:

Representatives from each BWG within the council worked together during April-June to compose a questionnaire that sought to ask BME about their perceptions of progression within the council.

The questionnaire mirrored those questions asked in 2008 but delved further into areas that were highlighted as being significant issues for staff in the previous questionnaire. These included the recruitment process, secondment and acting up opportunities and training and development.

A great deal of time was spent on developing the questionnaire alongside the substantive roles of individuals.

Acknowledging data protection protocols the project team sought to confirm with Human Resource colleagues the appropriate and most effective means of cascading the questionnaire to BME colleagues across the council. Unfortunately this information was not forthcoming and meant that the project team encountered significant delays impacting on the timescales set for the questionnaire to be cascaded (end of June 2009).

We were later supported by the Employment Services Team at the request of Sheila Lock. However, we still encountered barriers which meant that the questionnaire was sent out in August as opposed to June. This had a negative impact on the questionnaire in several ways:

- School based staff and those on term time leave within the council were precluded from the questionnaire
- A significant amount of staff were on holiday (July - August are months in which the council have a high number of staff on annual leave)
- The timescales for the report to cabinet could not be met
- Due to delayed leave arrangements for members of the project team the analyse could not begin until mid September

The Employment Services Team advised that the questionnaire and letter would be sent by email to the majority of staff. However, over 1100 BME staff were identified as not having an email address. This required the questionnaire to be sent to their home addresses with an SAE in which to return completed forms. The project team purchased envelopes for this purpose and labelled each one individually with the pre-paid return address, these were passed to the Employment Services Team for inclusion in the mailout of the questionnaire.

The questionnaire was formatted with the support of colleagues in two divisions and put on the intranet. BME staff who received an email pertaining to the survey were given the link to the relevant page and asked to fill it in online.

A three week deadline was given to BME staff for the completion/return of the questionnaires by post or online.

We welcome the positive increase in the response rate; however, the barriers we encountered in the beginning may have prevented us from receiving a higher number of responses.

We received a number of queries from people after the deadline had passed, those:

- returning from annual leave;
- who had been at work during August but had received neither a letter in the post or email;
- who had been in work, didn't have an email address but received nothing in the post.

Of particular concern is the number of staff who are detailed as having an email address however, due to the nature of their role they are unable to access email or the intranet. This requires some further investigation as some staff may be excluded from participating and inputting into consultations due to this. These staff may also have difficulties in gaining access to other communications aimed at staff by the council. This would clearly be a missed opportunity for the council and has an impact on meeting our statutory duty to involve all stakeholders.

The support required to conduct a survey of this magnitude is much greater than expected, for future years it is recommended that this work is undertaken by the Employment Services Team with support from the BWG in relation to devising the questions, raising awareness and cascading to members. This includes the identification of professional expertise to conduct the analysis.

Furthermore it is recommended that an Annual Equality Workforce Survey is conducted so that comparisons across the workforce on different racial groups, gender, sexual orientation, disability etc... can be made. At present we are not aware of the perceptions and barriers felt by other staff and whether these are similar to that of BME staff.

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