

Building a Diverse and Inclusive Workforce action plan 2021

Workforce Commitments

C1 We continue to grow a fair, open & transparent culture. There is two way communication. We listen to the employee voice and make improvements based on feedback.

C2 We practice Inclusive Leadership through role modelling Leicester City Council Values and Leadership qualities.

C3 We continue to create a diverse workforce [where employees are treated with fairness, dignity and respect] that represents the City of Leicester

Commitment	Desired Outcomes	CMT accountabilities	Ref	Actions & Enablers	Race equality plan Ref	Service area	Lead Officer	Measures	RAG status
1	There are a range of methods that Employees can (and feel safe) to use to speak about their experiences in relation to equality, diversity and/or inclusion at work knowing - through continuous feedback and engagement - that their feedback is valued and will be acted upon	Create two opportunities per year to hold listening sessions with employees to seek views on matters and experiences related to workforce inclusion. Establish and chair task & finish groups to focus on areas of change and enable people to build the time into their working hours to take part.	1a	Undertake a programme of staff engagement with the aim of informing a review of relevant policies/procedures/support and culture and identifying further areas for action. Each department to hold sessions to engage staff and seek views followed by the establishment of task and finish groups to focus on areas for change within each department and to influence and inform wider corporate changes. Feed themes into the review of relevant policies/procedures/support	1.1	All Comms	All Strategic Directors	Outputs of the listening sessions communication of the themes back to the departments an established task & finish group in each department	In progress
		Actively cascade and promote EDI related comms and engagement activities and ensure all employees are updated, informed and encouraged to take part where they can.	1b	Create a 12 month rolling comms and engagement plan for workforce Diversity and Inclusion. Using multiple comms avenues, and communicate 'you said, we did' to the organisation. Celebrate our diversity (spotlight our diverse teams - and celebrate what's working well/describe their journey.)	N/A	OD Comms Equalities	Suzie Thompson OD/ Kalvaran Sandhu Brian Lisowy	Plans are agreed Actions meet Inclusive employers standards in relation to Engagement Actions reflect Insights data collected from HWP, Exit and New Starter surveys	In progress for Race Equality Not yet started for overall plan and workforce plan
			1b.1	Continue to Increase employee awareness and knowledge of diversity and culture Include as part of Black History Month an employee focused black culture day to celebrate black history and culture through engagement of our staff (by Oct 2022)	1.9	OD BWSG	Suzie Thompson OD/ Kalvaran Sandhu Brian Lisowy	culture and diversity reflected in org.wide comms	Not yet started
		Champion the role of Listening Mates, ensuring there are a minimum of three listening mates within the division. Encourage employees to take part - using the role for development and/or taking the opportunity to speak up and resolve issues.	1c	Research FISU guardians and/or EDI Champions as channels for employees to discuss their experiences and present recommendations for LCC approach to CMT/Steering group by end of Nov 21	N/A	OD	Suzie Thompsom/Hemali Thacker	Research has been presented and recommendation have been agreed. Clarity of objectives of the role are agreed. Comms, engagement and plan for roll out is launched. Employees feel	in progress
			1c.1	Launch Listening Mates test and learn: Jan 22 with at least one person from each department	N/A	OD	Suzie Thompsom/Hemali Thacker	advertise and recruit listening mates Jan '22 Induction into Listening mate role - induction plan and training plan agreed Training Feb	Not yet started
		Be a role model for reverse mentoring; being available and open to being mentored as part of an organisational roll out starting Jan 22.	1d	Implement an org. wide reverse mentoring programme - with a minimum of 5 directors and HOS sign up. Focus is specifically on Black, Asian, LGBTQ+ mentors and employees with a disability	1.7	OD	Suzie Thompson OD	Communicated the programme Recruited mentors and mentees added testimonials to comms and engagement plan Inclusive employers standards in relation to Embedding an Inclusive culture	In progress
		Encourage leaders to create opportunities in team away days/team meetings for focussed discussions on diversity [using self serve team talking toolkits where applicable]	1e	Develop and launch 'Lived experience' team 'talking tools'. Prompts, for sharing about diversity, and having open conversations. Launch as part of a Team Development Toolkit and a follow on from Healthy Workplace team development planning conversations	N/A	OD	Suzie Thompson Miriam Adeyeye	Healthy workplace survey results for 'Relationships are strained' are improved (benchmark July 2021 results) There are less instances of Bullying, harassment and discrimination within teams.(benchmark July 2021 results) I feel encouraged to have open conversation about differences in my team (in new starters and exit questionnaire) Line managers using the tools from Inclusive Leadership	in progress
		Champion Employee Groups by supporting Employee Group Chairs in the organisation. This would involve being available to chairing group chair forums every other month. Affording Chairs the time to do their role effectively and listening to their thoughts and feedback to influence organisational culture.	1f	Recontract with the Employee Group Forum/individual Employee Groups about their purpose/their role in relation to creating a more Inclusive organisation.	N/A	OD/ CMT/Equalities	Suzie Thompsom Kalvaran Sandhu	focused/structure employee group chair forum with dedicated Chair role. Refreshed TOR. Better feedback from Employee Group Chairs and members - more conversation in CMT about Employee Groups	In progress
		Have dialogue as part local NJC's with unions on Equality, diversity and inclusion matters ensure poor practice and discriminatory is identified and acted on.	1g	Work closely with our Union colleagues to ensure poor practice and discriminatory behaviour is reported and acted on.	N/A	HR	Craig Picknell/ Union reps	Contracting conversation with Union reps about their role in Inclusion across the organisation: such as support of Employee Groups, feedback regarding Inclusion issues and challenges.	In progress
			1h	Increase employee awareness and knowledge of what a neurodiversity condition is and the support that is available to those who have an impairment or range of impairments and those who may support someone with these through adding more specific information and resources to the Health and Well-being pages.	N/A	HR/OD comms plan	Emma Hodgkinson		
	1i	Actively promote neurodiversity via campaigns, for example, an ADHD Awareness month and or week on the Health and Well-being pages and in face newsletter / Newspod. Providing information and support resources to employees. Consider inviting guest speakers to speak to employees on the topic of neurodiversity conditions during week-long or month-long campaign	N/A	Comms plan	Emma Hodgkinson				

1	Leaders demonstrate the Leadership qualities and values when leading others - specifically Quality Conversations, which are pivotal to the culture of Equality, Diversity & Inclusion.	Continue to embed the Leadership Qualities, especially Quality Conversations (121s, supervision etc) by having conversations with leaders on how they are demonstrating leadership qualities: their strengths and their development areas. Ensure that Learning and development conversations (in the role and for future roles) take place in regular 121s and quality conversations. Identify short, medium and long term development plans and actions. Identify Talent gaps and career pathways. Enabling employees to gain experience and exposure, build confidence skills, behaviours and knowledge to apply for the their next role. Team building and team development are regular practice and maintain a supportive working environment	2a	Continue to embed the Leadership Qualities, especially Quality Conversations (121s, supervision etc) Promote the practice of 'teaming' and its contribution to inclusive leadership and inclusive team cultures. Create and launch 'Lived experience' 'team talking tools' eg prompts for sharing and having open conversations about diversity and strengths.	N/A	All leaders	Julie Bucknor - progomamme lead for EOBW/NWOW	Leavers questionnaire Glassdoor Healthy Workplace survey data shows that people feel engaged, valued and supported.	in progress		
			2b	Procure an external provider of team development and team building which can be used within the organisation at the discretion of managers							
		Personally role model participation in Leadership Development [particulary EDI e-learning and Inclusive Leadership Programme] and encourage leaders to take time for their own learning. Role model the practice of using the Leaders Space to share insights and encourage conversation about applying Inclusive practice	2c	Design, test and launch a new Leadership Development Framework and interventions which use the Values and Leadership Qualities as the blueprint for leadership practice (where a nod to inclusive practice is built into all learning content) and continues to develop Quality Conversations.	N/A	OD	Suzie Thompson Sarah Taylor Sonal Godhania	Successful launch of the Leadership Development Framework. Number of Number of communications accessed (hit rates of Face, Newspod, Email feedback. Number of downloads of online resources from Interface, Number of delegates signed up to leadership sessions Evaluation from leadership sessions Survey data from leaders	Complete		
			2d	Facilitate conversations with CMT about adding a standard objective into all leaders PDPs about the development of their employees and teams	N/A	OD	Suzie Thompson Emma Hodgkinson	career progression and development results of healthy workplace survey	Not yet started		
		Engage employees in the organisational Values. Organise sessions where employees to explore how to make the values feel real and relevant to their service and team.	2e	As part of New ways of working programme lead session to explore the organisational values: are they fit for an Inclusive culture which enables Agile working?							
			2f	Work with Procurement to buy in providers to deliver facilitated programmes including 'Inclusive Leadership'	N/A	OD	Suzie Thompson Sarah Taylor Sonal Godhania	return on investment towards EDI?	Complete		
		2g	Redesign our current unconscious bias training broadening it to 'Inclusive Leadership' and roll out as an expected part of Recruitment activity, Leaders Induction and as a Leadership essentials as part of the Leadership Development Framework	1.6	OD	Bethany Stubbs Suzie Thompson	workforce recruitment data healthyworkplace data Page rate hits for learning materials will be monitored	Complete			
2	We have an excellent standard of knowledge and up to date guidance on ED and I so that they can continually coach and advise managers.	Signpost leaders to council support mechanisms (as the carer's passport, the health and wellbeing passport, stress support plan and other services that can be accessed by employees such as Amica). Check understanding and use of these tools with leaders.	2h	Conduct a learning needs analysis with HR to pinpoint what EDI upskilling is required - procure a specialist provider to facilitate appropriate development	N/A	SAIT Team	SAIT Team	Feedback from managers	Not yet started		
			2i	Build upon HR Ops work to provide targeted support for managers in areas of potential risk to enable them to understand and effectively use the council's support mechanism's, such as the carer's passport, the health and wellbeing passport, stress support plan and other services that can be accessed by staff such as Amica.	N/A	HR Ops/OD	HR Team leaders Kalvaran Sandhu	Areas of risk have been identified by engaging with the employee groups and HR. Joint sessions facilitated by HR and Equalities have been delivered to those areas - to include a practical exercise and case studies.	In progress		
3	There are plans in place to improve Black, Asian and Minority Ethnic representation at the most senior levels of the organisation.	As part of New ways of working programme conduct succession planning across senior leader roles. Using Workforce planning resources and workforce consultancy group where needed	3a	As part of New ways of working programme conduct succession planning across hard to fill senior leader roles - conduct equal and fair succession planning and personal development planning processes and conversations across all Heads Of service roles between directors/ Heads of Service (and Service leads)	1.4	Workforce Planning Consultant Group HR / Equalities	Sarah Taylor Charlotte Forbes	More representative workforce across all grades including at more senior levels, evident in the Workforce Profile data	in progress		
			3b	Support leaders to identify short, medium and long term development plans and actions. Identify Talent gaps and career pathways.	1.4	Workforce Planning Consultant Group HR /	Senior Leaders	The aim is promotion of diverse internal talent - evident through MI data reports on the workforce	Not yet started		
			3c	Promote internal recruitment adverts in the first instance to increase development of internal talent.	1.4	Recruitment/OD	Rachel Higgs Charlotte Forbes	resourcing targets for 'internal first' campaigns reflect the overall workforce profile targets 55% BAME	in progress		
			3d	Explore possible methods to increase the proportion of applicants from Leicester City area where a campaign is not filled internally	N/A	Recruitment/OD	Rachel Higgs Charlotte Forbes	To meet the demographic of Leicester City - the target for senior leader positions	in progress		
			3e	Ensure a focus on supporting progression and development of Black and Asian employees specifically within existing coaching and mentoring programmes such as those run by the Young Employees Network, and look to develop a more focused mentoring programme	1.8	OD	OD	Healthy workplace data - development and career opportunities Workforce data - representation moves in different grades Leavers questionnaire Glassdoor	Not yet started		
3	Our workforce data provides an accurate view of Equality Diversity and Inclusion across the council and it is used to inform, challenge and change processes and policies where necessary.	Use workforce data insights: share and discuss feedback themes and issues with leaders and teams to drive improvements in EDI and deal with red flags (such as experiences of bullying, harassment and discrimination/lack of opportunities etc)	3f	Continuously review and analyse the annual workforce profile to identify any other areas of underrepresentation across the workforce that need to be tackled - feeding back to CMT	1.5	Workforce Monitoring/MI	Lindsay Townsend/Craig Picknell	Data is presented publicly as per Equalities Standard bt it is also presented to internal employees (insert how many times?)	in progress	finalising s	
			3g	Increase completion rates and visibility of exit questionnaires (now called leavers survey) which is regularly analysed. Highlighting trends and EDI related issues and acted on where necessary. (launch by end of Nov 21)	N/A	OD	Workforce Monitoring/ Sonal Godhania	Presented to CMT once a quarter - ensure red flags in EDI are followed up with leaders in those areas	in progress		
			3g.1	Test and launch a new starters survey to include questions about Inclusion (launch by Dec/21Jan 22)	N/A	OD	Sonal Godhania Sarah Taylor	Data to be collected from New Starters following successful completion of their probation.	In progress	Question:	
			3h	Undertake a periodic review of a sample of previous employment cases where racial harassment/discrimination was the primary issue and identify any	1.3	Workforce Monitoring/MI	Workforce Monitoring/MI	Fewer cases of discrimination and cases resolved through informal stages where possible.	Complete		
			3i	Identify ways in which to better capture data on both applicants and employees with neurodiversity conditions including increasing awareness of the equalities	N/A	Workforce Monitoring/MI	Workforce Monitoring/MI	Numbers of declarations increase			
		3j	Embed a focus on tackling race equality and disadvantage into future SAT reviews. Review SAT methodologies to incorporate appropriate criteria for consideration. Collate relevant findings and feed into Corporate Steering Group	1.2	SAIT Team	Lisa Boland	Organisation assessed as a model of good practice – possible external assessment/validation.	in progress			

3	Our people policies and processes and embedded into everyday life because they underpin the culture and behaviours of fairness, dignity and respect	Ensure that all leaders [especially new leaders] are familiar/making use of the people policies	3k	Procure an industry EDI expert to give us unbiased review into our people policies (involving employees where possible) and communicate this to the organisation	N/A	HR Policy	Jo Poynton	Through Employee feedback we have confidence that our People Policies are fair.	Complete
			3l	Set up a task and finish group to review current policy and processes to identify where we may support employees better [including those who may have a neurodiversity condition and or who may have a family member who may have a neurodiversity condition.]	N/A	HR Policy	Jo Poynton	Policies are reviewed and feedback is acted upon policies are re-launched and employees are engaged with and made aware employees sign to say they have read?	Not yet started
			3m	Facilitate conversations with CMT regarding expectations for employee personal development and progression opportunities	N/A	OD	Sonal Godhania Suzie Thompson	Number of secondments? Cross functional projects. Uptake on learning programmes	Complete
			3n	Ensure that Learning and progression is equal and open to all employees - support leaders to promote learning & development and enable employees to make time to learn.	N/A	CMT	CMT	Uptake of self directed learning on the Learning Hub and Leadership Development programmes	Complete
		Encourage all employees to take part in the next digital skills survey and to participate in digital skills development and festivals.	3o	Complete an EIA for NWOW and report themes into CMT and Equalities. Identify who is likely to be excluded through lack of digital access or digital capability and build contingencies for these employees	N/A			Completed EIA is reviewed by Nwow programme board - plan of action is created and presented to CMT?	In progress
					OD/ Nwow P	Sarah Taylor			