

Progress of the Quick Wins and Longer Term actions

● No Progress
 ● Progressing
 ● Achieved

Appendix 1 - Developing future Black Minority Ethnic (BME) senior managers

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

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
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)	Please see Case Study 1 in Appendix 3 for further details of the implementation of the Reach Higher programme	●	That the programme continues to be funded annually and extended to other employee groups (where under representation of employee groups within the workforce profile has been proven) at priority board level.	BWG & City Learning	Funding to be in place by Sept 2010
Introduction of Voluntary Head Of Service Scheme at each SMT – Phase 2 Reach Higher (x23 Voluntary Heads Of Service per year)	<p>After extensive consultation with senior management, HRMT, City Learning and employment groups, a phased approach to a corporate roll-out of Voluntary Heads of Service using the Reach Higher programme was agreed. City Learning resource implications and BWG capacity to coordinate the changes required were identified as limiting factors.</p> <p>Discussions have taken place with City Learning regarding the development of the next phase of Reach Higher to support the</p>	●	<p>The experience of the BWG officers who coordinated the implementation of Phase 1 of the Reach Higher programme suggests that at least 2 BWG officers would be required to spend at least 2 days per week for 6 months to coordinate a corporate roll-out of Phase 2 of the Reach Higher programme.</p> <p>Approval required for officer release.</p>	BWG, IPM & WRWG	BWG Officers to be in place by May 2010

Progress of the Quick Wins and Longer Term actions

● No Progress
 ● Progressing
 ● Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
	<p>corporate roll-out of the programme to support up to 30 Voluntary Heads of Service. In 2009/10, the City Learning budget could only accommodate the progression of Phase 1 of the Reach Higher programme.</p>		<p>The training and development programme developed by City Learning for Phase 1 of the Reach Higher programme will need to be replicated for Phase 2.</p> <p>Progression of Phase 2 of the Reach Higher programme at divisional levels will require the input of significant additional resources.</p>	<p>City Learning, BWGs, Equality Forums & WRWG</p>	<p>Resources and systems to be in place by Sept 2010</p>
<p>Management Teams taking responsibility for promoting, encouraging and monitoring the delivery of workforce representation initiatives within the Council</p>	<p>Please see Case Study 2, in Appendix 3 for an example of work being undertaken in the former Regeneration & Culture. This is linked to the use of equality performance management data, able to inform divisional managers where staff groups are underrepresented at different tiers.</p> <p>It is understood that Equality Forums (where they exist) will take a lead on workforce representation matters and their support and contribution to Reach Higher is acknowledged and appreciated.</p>	<p style="text-align: center;">●</p> <p style="text-align: center;">●</p>	<p>That all divisions identify the extent of underrepresentation and adopt the good practice highlighted to proactively address their issues of under representation.</p> <p>It is recommended that the former Resources & Chief Executives Equality Forum is resurrected to ensure that all divisions across the council have adequate support to address equality matters and progress work</p>	<p>Strategic Directors</p> <p>Director of Change and Programme Management and Chief Operating Officer & Deputy Chief Executive</p>	<p>May 2010 Report to Cabinet</p> <p>First meeting of the group to be arranged for March 2010</p>

Progress of the Quick Wins and Longer Term actions



No Progress



Progressing



Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
	All departments now have a BWG (the former CEO & Resources officially launched was in April 2009)		<p>force representation. That a divisional director within this area chairs the forum</p> <p>The BWG for CEO & Resources and other staff groups to be members of the above forum supporting the progress of work force representation in these divisions.</p>		

Progress of the Quick Wins and Longer Term actions

● No Progress ● Progressing ● Achieved

Appendix 1b Developing future BME senior managers



Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
Developing BME senior managers (x23 Voluntary Heads Of Service per year)	<i>See 'Introduction of Voluntary Head Of Service Scheme at each SMT – Phase 2 Reach Higher (x23 Voluntary Heads Of Service per year)' on page 1</i>	●	<i>See 'Introduction of Voluntary Head Of Service Scheme at each SMT – Phase 2 Reach Higher (x23 Voluntary Heads Of Service per year)' on page 1</i>		

Appendix 1c Developing a positive attitude among Managers to supporting BME staff career progression into management /senior management

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
Developing a positive attitude among managers to supporting BME staff career progression into management / senior management supporting BME staff career progression into management / senior management	Equality Forums (where they exist) have supported the Reach Higher Scheme including promoting the scheme within their service areas. Examples of further work undertaken in divisions to actively support BME staff career progression can be found within <i>Case Study 2, on pages 29-30</i>	●	That the work of the BWG is acknowledged and communicated to service managers as a means of providing BME staff with development opportunities arising from their active participation in the BWG's involvement in organisational change / improvement, resulting in a positive attitude to change and improve personal performance.	Equality Forums	Implement by May 2010

Progress of the Quick Wins and Longer Term actions


 No Progress
  Progressing
  Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
	<p>Supervision and Appraisals are key areas where staff have the opportunity to discuss career progression. Due to the inconsistency in approaches to supervision and appraisal many BME staff have not had the opportunity to explore their career aspirations. This may not be unique to BME staff but there is no evidence in respect of other groups.</p> <p>Many service managers consistently fail to recognise that the involvement of their BME staff in the work of the BWG is a mechanism for promoting the Council's equality and diversity priorities resulting in better service planning for Leicester's diverse communities.</p>	<p></p> <p></p>	<p>BME staff involvement in the work of the BWG should also be communicated as a viable supervision and appraisal outcome and be linked to discussions about career progression (for those wishing to progress) and related training and development needs.</p> <p>That all managers encourage BME staff to participate in their BWG as a means of addressing equality and diversity issues in their service area.</p> <p>Review of supervision and appraisal policies to ensure consistency across LCC</p>	<p>IPM & BWGs</p> <p>Equality Forums</p> <p>IPM & BWG</p>	<p>Implement by May 2010</p> <p>Implement by May 2010</p> <p>Implement by May 2010</p>

Appendix 1d Performance Management

Progress of the Quick Wins and Longer Term actions

● No Progress
 ● Progressing
 ● Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
Agree Corporate measures / targets and monitor performance over 5 years (for the period Jan 2008 to Dec 2013)	<p>The WRWG Work plan is progressing work on corporate performance monitoring.</p> <p>Data is now available on the workforce through the Employment Monitoring Report 2009; however, meaningful targets are yet to be set.</p> <p>The data now available on the workforce identifies divisions across the council which are under representative across certain tiers, and in certain service areas.</p>		<p>The Council considers the adoption of targets for workforce representation and a performance management framework as recommended in this report.</p> <p>Divisional targets and action plans are developed from the employment monitoring data available. This to be managed by Equality Forums.</p> <p>Divisions to consider how they will ensure all future service plans detail how they intend to improve workforce representation and what impact they will have.</p>	<p>IPM & BWGs</p> <p>Equality Forums</p> <p>Divisional Directors</p>	<p>2012 (48.0%) 2017 (50.2%)</p> <p>Implemented by September 2010</p>