



● No Progress
 ● Progressing
 ● Achieved

Appendix 2 – Helping Black Minority Ethnic (BME) staff progress within their area of work

Appendix 2a Training and development opportunities for BME

Outcome	Detail	Progress	BWG Recommendation	Lead	Time scale
<p>Development of A&H and CYPS BWG 'Climbing the ladder' programme of workshops for BME staff.</p> <p>Six half day workshops for minimum of 300 BME staff from ALL Council departments.</p> <p>Target groups – all levels</p>	<p>Work has been progressed and 6 workshops have been developed and are proposed to be run from March 2010 over the course of the year. <i>(Please see Case study 3 in Appendix 3)</i></p> <p>In 2010 it is expected that 150 BME staff will have benefitted from this programme of workshops followed by a further 150 in 2011.</p>		That all managers encourage and facilitate the attendance of staff on the programme.	City Learning WRWG BWGs	Communication to staff Jan-Feb 2010 Rollout March 2010
<p>Continue to develop a peer support network/mechanism that contributes to raising staff aspiration and confidence.</p>	<p>The Reach Higher programme includes details of a peer support network that will be developed with past and current voluntary directors. This approach needs to be replicated for other BME staff who have demonstrated a commitment to their career progression.</p>		City Learning colleagues, Voluntary Directors and BWGs to work together to develop a peer support network that is open to all BME staff.	City Learning, BWGs & Voluntary Directors, Network for Black Professionals & WRWG	Implemented by Oct 2010


Progress of the Quick Wins and Longer Term actions

● No Progress
 ● Progressing
 ● Achieved


Outcome	Detail	Progress	BWG Recommendation	Lead	Time scale
Release BME staff for development at monthly A&H and CYPS BWG meetings.	<p>Alistair Reid (former Interim Director of A&H) and Andrew Bunyan (former Interim Director of CYPS) agreed to an email encouraging the release of BME staff to attend the monthly bwg meetings where the service could reasonably allow. This was cascaded by the directors to all managers within their areas. BME staff from certain divisions felt enabled to attend the monthly meetings and were able to gain a development opportunity and receive guidance and support where required. However, there continues to be and still are, barriers for many BME staff.</p> <p>Mark Noble did a similar exercise on behalf of the Res & CEO BWG. However, there still remain barriers to BME from these divisions to attending meetings.</p> <p>This issue of attendance was also raised at the BWG Conference held in December 2008. For those staff who had never attended</p>	<p style="text-align: center;">●</p> <p style="text-align: center;">●</p>	<p>A regular communication to be sent from divisional directors to their managers asking them to encourage and facilitate their BME staff to attend the regular BWG meetings.</p> <p>Use of internal media including FACE, to regularly provide details of meeting dates and development opportunities available</p> <p>Staff Induction pack to include details of meeting dates and contact details of BWGs</p>	<p>Divisional Directors</p> <p>BWGs & Head of Communications</p> <p>City Learning & BWG</p>	<p>Monthly, Bi-Monthly</p> <p>Each edition of FACE (monthly, bi-monthly)</p> <p>Each induction – implemented by March 2010</p>

Progress of the Quick Wins and Longer Term actions

 No Progress
  Progressing
  Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Time scale
Programs for interested BME	<p>Volunteer Director Programme will automatically be selected to the ILM programme where the need is identified through the career coaching exercise.</p> <p>However, no further progression other than the Voluntary Directors has been identified</p>		promote this opportunity to BME staff through the BWGs.	Learning	2010
Increase opportunities for staff to obtain vocational degree qualifications	<p>Those BME staff appointed to the Volunteer Director Programme will receive vocational degree training where the need is identified through the career coaching exercise.</p> <p>However, no further progression for staff other than the Voluntary Directors has been identified.</p>		City Learning to promote these opportunities to BME staff through the BWGs.	City Learning & BWGs	April 2010

Appendix 2a Performance Indicators and Staff Perceptions

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
Establishment of Performance Indicators.	<p>Recently agreed indicators to measure equality:</p> <p>1. Equality Framework for Local Government (EFLG): Excellence by 2011</p>		Monitor, review and act on the information regularly received on performance	Equality Forums & CESG	Mar 2010

Progress of the Quick Wins and Longer Term actions

● No Progress
 ● Progressing
 ● Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
<p>Measure the number of BME staff receiving development opportunities and gaining promotion.</p> <p>To encourage Managers to consider work force representation at every stage of the journey of employment</p>	<p>2. Integration of Equalities into Service Planning 3. Employment Equality Monitoring</p> <p>The Performance monitoring framework that is being developed in the WRWG by Daxa Patel will enable the monitoring of BME staff (and all other staff by equality grouping) receiving development opportunities and gaining promotion, acting up or secondment opportunities. This will enable the council to view and compare what is happening for BME staff and their peers.</p> <p>The performance management framework has been shared with equality forums to aid in its development. It is recognised that managers will need to be briefed on this once fully developed to ensure they understand the relevance of capturing the data of their staff and how the data can be used in considering workforce representation in their areas.</p>	<p style="text-align: center;">●</p> <p style="text-align: center;">●</p>	<p>That the performance monitoring framework is progressed, endorsed and implemented WRWG to request (quarterly reports) monitor and regularly update CESG, Equality Forums and SMB on findings, progress and recommended action required to address any issues which become apparent and where there are significant gaps and potential risks to meeting set targets on achievement of a representative (Please read in conjunction with Appendix 1d Performance Management)</p>	<p>Equality Forums, WRWG & CESG</p>	<p>To begin as soon as implemented</p>

Progress of the Quick Wins and Longer Term actions


● No Progress
 ● Progressing
 ● Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
	As strategic directors and divisional managers will be better informed about gaps in the workforce this will enable them to consider workforce representation at every stage of the employment journey and plan effectively.				

Progress of the Quick Wins and Longer Term actions

● No Progress
 ● Progressing
 ● Achieved




Appendix 2a. Performance Indicators and Staff Perceptions

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
Annual Questionnaire to BME staff on Organisational Issues and Barriers	The annual questionnaire was produced by representatives from the Black Workers Groups and cascaded to BME staff by the Employment Services Team. This questionnaire did not extend to schools (Please see case study 4 in Appendix 3 for further details)		A separate questionnaire to be sent out to schools as recommended in this report. That the BWG work with Learning Services to ensure Head teachers to understand and support the need for a representative work force therein supporting and encouraging staff to take part in the questionnaire.	WRWG, BWGs, ESC & SSP for Investing In Our Children	Update to Cabinet May 2010

Progress of the Quick Wins and Longer Term actions





 No Progress
  Progressing
  Achieved

Appendix 2b Training and development opportunities for ALL staff

Outcome	Detail	Progress	BWG Recommendation	Lead	Time scale
Promoting managerial responsibility for Staff Career development.	No progress Identified		IPM Group to consider an approach to promoting career development to staff.	IPM	Update to Cabinet May 2010
Improved access to all training programmes. For ALL STAFF across the council	Please see page 22 and the action relating to producing action plans to progress workforce representation		Please see page 22 and the action relating to producing action plans to progress workforce representation	City Learning	Update to cabinet May 2010
Lunch time career talks & help in applying for jobs. Provide opportunities for ALL staff to hear about the personal stories of others who have achieved success in their careers. Provide informal help and support to ALL staff in applying for jobs.	Whilst the A&H and CYPS BWG continue to provide development and learning opportunities at their monthly meetings these (as referred to in the May 2009 update) do not address this action which is one pertaining to Recruitment & Selection for all BME staff.		That the approach to this be considered by City Learning and BWGs.	City Learning & BWGs	Update to cabinet May 2010


Progress of the Quick Wins and Longer Term actions

 No Progress
  Progressing
  Achieved


Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
Make Secondment (or Acting Up) Opportunities more widely available.	<p>There have been more visible secondment opportunities available which are communicated to all staff via email.</p> <p>The WRWG Action Plan contains detailed action linked to this.</p>		Whilst there has been progress on the number of secondments that have been made available to staff action needs to be taken to ensure these are made widely available and that these opportunities are monitored to ensure equality of opportunity.	Director of HR	March 2010
Use short/long term 'job swaps' enabling ANY staff to experience working in other sections of the Council.	No progression on this area has been identified		The IPM group considers this option along with other options for talent management	IPM	April 2010
<p>Developing Staff and Increasing Skill Sets.</p> <p>Provide more flexible and shorter 'acting up' opportunities.</p>	<p>See page 12 for further details</p> <p>No progress has been identified</p>	 	The IPM group considers this option along with other options for talent management	City Learning	Jan 2010

Progress of the Quick Wins and Longer Term actions

 No Progress
  Progressing
  Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
					Implemented by May 2010
Development of corporate mentoring/coaching programme for staff.	There is an example of work undertaken in the former R&C for women but no other identified progress or development in this area.		The example of good practice identified in the council should be used to address this action.	Equality Forums with support from City Learning	Update to cabinet May 2010

Appendix 2c Raising awareness of Workforce Representation Issues and One Leicester



Outcome	Detail	Progress	BWG Recommendation	Lead	Time scale
Raise awareness for ALL employees about Workforce Representation and the links with One Leicester priorities.	The WRWG has an Insite page where the minutes of the meetings are available. There has been both internal and external communication of the Reach higher scheme. It has been identified as good		A communication plan requires developing to inform staff on the work which the Council is progressing on workforce representation.	IPM & Talking Up Leicester priority board & BWGs	March 2010

Progress of the Quick Wins and Longer Term actions

 No Progress
  Progressing
  Achieved



Outcome	Detail	Progress	BWG Recommendation	Lead	Time scale
	practice by the IDEA and others. Please see case study 1 in Appendix 3				

Appendix 2d. Recruitment processes

Outcome	Detail	Progress	BWG Recommendation	Lead	Time scale
Enable all Job Applicants to have clearer information on how to complete the Application Forms.	ESC have been conducting outreach work within communities, promoting the council as an employer of choice		Using accessible versions e.g. Easy Read; producing an A4 instruction sheet to clarify application headings therein developing guidance on the council's recruitment and selection process, to improve outcomes for all applicants	ESC	May 2010.
Raise awareness of how the recruitment process operates.	as above		as above The programme of workshops for BME staff will include a workshop on recruitment and selection and will seek to inform BME staff of how the recruitment process operates. This will only benefit those who attend the workshop and not all staff across the	ESC	Feb 2010.


Progress of the Quick Wins and Longer Term actions

 No Progress
  Progressing
  Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Time scale
			council. The outreach work should be further developed to raise awareness of the council's recruitment and selection processes to ensure better outcomes for all applicants.		
Identify staff with unknown Ethnicity (predominantly CYPs school based – 3000 staff approx.)	In the 2008 report to cabinet it was identified that there was a 40% gap in ethnicity data held on school based staff. Since this time there has been a new statutory duty placed upon schools to ensure they encourage and actively seek to obtain monitoring data on all staff this includes ethnicity. Pilots have been conducted in schools during this year and the first annual schools workforce census will take place in October 2010.		That each annual schools census data is reflected the Annual Employment Monitoring Report. This will provide a more accurate council picture of our workforce by ethnicity, disability and gender. To use the data to inform schools of their work force profile and provide schools with local community demographic detail to inform their work on creating a work force that is representative.	Investing In Our Children Equality Forum	Once data is available after October 2010
Improved feedback within the recruitment process for unsuccessful candidates	No progress identified		City Learning to provide a briefing for all authorised recruiters on the standards for giving feedback to	City Learning	By May 2010

Progress of the Quick Wins and Longer Term actions

 No Progress
  Progressing
  Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Time scale
			unsuccessful candidates		
Strive to remove inequalities in the recruitment process (Increase involvement of BME staff throughout the whole recruitment process.)	As referred to in the update report on progress of the appendices in May 09, the development of a smaller rule book has been progressed and a revised recruitment and selection policy which will include secondments. In future all secondments will be advertised centrally through the Employment Service Centre. Recruitment trends for secondments will be monitored for the first time. A review of practice over the last six months showed that only 10 posts were recruited through the employment Service Centre. During 2007/08, 65 secondments and 43 acting up recipients were identified, giving an indication of the small proportion of positions being widely advertised. The above review of practice also revealed that 4 out of 6		City Learning to develop a programme for assessors which is to be promoted to BME staff who are authorised recruiters, to increase their participation in assessment centres For the IPM & BWGs to conduct an EIA on the revised recruitment and selection policy (see above) The BWG support the need for training to managers upon the revised recruitment and selection policy, moreover that it specifically makes clear the need for managers to be able to justify their recruitment exercise A further recommendation is that all those who are authorised recruiters received 2 yearly	City Learning	By October 2010

Progress of the Quick Wins and Longer Term actions


● No Progress
 ● Progressing
 ● Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Time scale
	<p>advertised secondments sampled were not filled following interview, and that there was significant variation between interview notes on whether candidates had 'minimally met' and 'not met' criteria.</p> <p>These findings suggest that when training is rolled out to managers as a result of the revised recruitment and selection policy, that it also includes training for managers to be able to Justify their recruitment exercises.</p> <p>Extract taken from the <i>Report To Cabinet: Progress on Black Workers Group Report on BME Workforce Representation, 11th May 2009</i></p>		<p>Recruitment & Selection refresh training, and that new staff members are only able to take part in R&S once the councils Recruitment & Selection Training has been undertaken.</p>		

Appendix 2f Supporting Staff

Progress of the Quick Wins and Longer Term actions


 No Progress
  Progressing
  Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	
<p>Establishment of a Full Time “Staff Support/Complaints Officer” who would look into minor disputes to avoid grievances, and:</p> <ul style="list-style-type: none"> • Act as a support for staff who have issues with their managers or other staff • Act as a support to enable career progression for staff. • Conduct Exit Interviews; <p>Assist in Recruitment Interviews as an Independent Person</p>	<p>No progress identified</p>		<p>IPM Group to consider funding options for this post.</p>	<p>IPM</p>	<p>Update to cabinet in May 2010</p>

Progress of the Quick Wins and Longer Term actions

● No Progress
 ● Progressing
 ● Achieved

Tackling Workforce Representation Issues

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
Produce action plans to progress workforce representation.	<p>The Council is currently finalising a new Learning and Development Strategy which recognises the authority's need to have good representation reflective of the community it serves. A threefold learning strategy is being proposed to address under-representation, especially at the higher levels of the organisation, as follows:</p> <ul style="list-style-type: none"> • To raise equality awareness amongst staff and therefore reduce the impact of institutionalised discrimination. • To have fair and transparent talent management processes in the council which constantly raise the bar in relation to high quality development. This should 		ODI & IPM to consider how best to develop action plans that progress workforce representation, linked to the targets and performance management framework.	City Learning ODI & IPM	Jan 2010



Progress of the Quick Wins and Longer Term actions

● No Progress
 ● Progressing
 ● Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
	<p>include:</p> <ul style="list-style-type: none"> • clear standards • access to good development • clear career paths • supportive and appropriately skilled management <p>To have targeted approaches which address entrenched areas of under-representation - wherever possible, these would be integrated with mainstream programmes, but where identified, additional development support would be provided (e.g. Reach Higher).</p> <p>A further example of the Council's approach is demonstrated by the pilot Leadership in Partnership initiative that has been developed by the Council and the Leicester Partnership working with the University of Warwick. This is designed to</p>				


Progress of the Quick Wins and Longer Term actions

 No Progress
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  Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
	build collaboration between the major public sector bodies in Leicester to ensure that the priority needs of communities are being addressed. This is a significant investment by the Council and the Partnership, as the costs are £8,000 per participant. The Council has two participants in the initiative. In identifying the pool from which these participants would be drawn, the Council focused on those individuals who have the potential to develop into senior management. By offering the opportunity to tier 3 and 4 managers, the Council focused on a layer of management where there is already a more representative profile.				
Understand our recruitment trends more fully and take appropriate action.	No progress identified		That this action be progressed	IPM	By May 2010
Recruit some posts based on attitude and aptitude rather than experience	No progress identified		That this action be progressed	IPM	By May 2010


Progress of the Quick Wins and Longer Term actions

 No Progress
  Progressing
  Achieved

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
and specific skills					
Improved testing and assessment techniques in the recruitment process	No progress identified		That this action be progressed	IPM	By May 2010

Appendix 3 - Getting more people from Leicester's BME communities to work for the Council




3a Community outreach

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescale
Help local people from Leicester's BME Communities to apply for Council jobs. (Experience has shown that the quality of applications submitted from applicants in BME communities is very poor)	HR Recruitment Team have been running community based recruitment workshops to assist people in applying for jobs with the Council		HR recruitment Team to continue to run community based recruitment workshops and target community events such as Caribbean Carnival, Belgrave Mehla etc... The HR Recruitment team to facilitate workshops on the council's recruitment and selection process and these should be promoted widely to under represented groups.	ESC	Summer 2010. These events are seasonal, the events team should be able to provide details of dates for 2010. By Oct 2010

Progress of the Quick Wins and Longer Term actions

 No Progress
  Progressing
  Achieved

3b Talking up the city

Outcome	Detail	Progress	BWG Recommendation	Lead	Timescales
Promoting the Council at Community Events.	Voluntary Directors attended the Tackling Race Inequalities launch at County Hall on October 20 th 2009, to promote the Reach Higher Programme as one of the Council's strategies for tackling BME under-representation in senior management.		As above	ESC	As above
Encourage all employees and staff groups to get involved in promoting the Council at community events	No identified progression		Further dialogue between Employment Services and BWGs needs to occur Equality Forums to encourage divisional representation at community events	Employment Services, Equality Forums BWGs	To begin discussion April 2010
Develop a 'bring a young BME person to work' initiative whereby managers and staff would host BME young people for a day and show them what working for the Council would be like.	A scheme has been promoted within the Council which relates to staff bringing a young person to work to shadow them		BWGs support this scheme and recommend that it is run annually and promoted to staff of all ethnicities as a means to encourage participation of children from Leicester's diverse communities	City Learning	Oct 2010