

# Joint CLT & BAME Staff Network Race Equality Action Plan 2021-2023



This Action Plan specifically targets issues of under representation, measurement and impact, progress and development of BAME staff in the organisation. It has been developed following consultation with the BAME Staff Network members and builds on the actions progressed in the [BAME/CLT Action Plan](#) supported by the series of commitments from the council as stated in the organisation's [joint statement](#) that we all *stand together against all forms of racism and inequality in our council and our city*. To address the concerns of our BAME workforce, we have identified four main areas of focus as key priority areas from 2021-2023: **Staff Support; Staff Progression, Learning and Development; Communication and Engagement** and **Measurement and Impact**

Our key priorities	Outcomes <i>How we will know we are successful</i>	Measures
<p><b>1. Staff support</b> <i>Adopt a zero tolerance approach to racial discrimination in the workplace and create a supportive work environment for BAME staff</i></p>	<ul style="list-style-type: none"> <li>• Clear zero tolerance culture which drives towards elimination in BAME Staff experiencing racial discrimination, language, behaviour from colleagues and customers.</li> <li>• BAME staff are treated fairly and equally as employees</li> <li>• BAME staff feel safe when undertaking their work</li> <li>• BAME staff have positive experiences of the support they receive from their managers and colleagues</li> <li>• All managers are confident and competent in addressing reported incidents of racial discrimination within work</li> <li>• Initiatives/programmes which relate to advocacy routes available to BAME staff in the organisation.</li> <li>• Continued effective monitoring of COVID-19 risk assessment tool and impact on BAME staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Zero tolerance policy in place and communicated to workforce and stakeholders across the council</li> <li>• % of BAME Staff reporting positive outcomes following harassment or bullying incidents</li> <li>• % of BAME Staff reporting positive resolution following all stages of grievance/disciplinary procedures</li> <li>• % of staff and managers reporting increased confidence in dealing with issues relating to racial discrimination at work</li> <li>• Number and % of managers trained to support cases of racial discrimination</li> <li>• Number and % of BAME colleagues who take on the role of 'decision makers' in formal meetings and casework in the Grievance and Disciplinary processes</li> <li>• Number and % of cases involving BAME staff subject to litigation (both internal and external)</li> <li>• Number and % where 'BAME' identified as risk factor in council's 'Risk assessment for employees more at risk from COVID-19' tool.</li> </ul>
<p><b>2. Staff progression, learning and development</b> <i>Fair and transparent recruitment and selection processes; career progression and leadership development for BAME staff</i></p>	<ul style="list-style-type: none"> <li>• BAME staff are widely represented in all roles across the Council including in senior leadership and management roles</li> <li>• BAME staff are accessing and completing training and leadership development programmes</li> <li>• Improved and inclusive recruitment practices and processes</li> <li>• Sustained monitoring of recruitment and progression performance data relating to BAME staff in the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• % of BAME staff employed in senior leadership and management roles</li> <li>• % of recruitment panels with representation from BAME staff</li> <li>• % of BAME staff completing apprenticeships and training programmes</li> </ul>
<p><b>3. Communication and engagement</b> <i>Promoting opportunities and platform for open and honest debate both at the corporate and local level relating to race issues across the organisation</i></p>	<ul style="list-style-type: none"> <li>• The voices and experiences of BAME staff are heard and inform policy and practice</li> <li>• BAME staff are contributing to service reviews and to service developments</li> <li>• Our diverse communities contribute to and shape the development of our services</li> <li>• There is increased access to services by BAME communities</li> <li>• Cultural diversity is valued and is celebrated across the council</li> <li>• Team Leeds approach - Build a strong and active network of Allies across the organisation including at senior leadership and management levels.</li> <li>• Working in partnership with stakeholders to share learning and best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Number and % of Allies trained across the council</li> <li>• Number and % of BAME staff impacted by service reviews process and Numbers and % of BAME Staff Network members trained and involved in EIA assessments.</li> <li>• Levels of engagement with community organisations, by directorate, to shape and inform service developments</li> <li>• Numbers and level of engagement activities and events to celebrate diversity</li> </ul>
<p><b>4. Measurement and impact</b> <i>The Council bases its policies, procedures, practice and its service provision on robust, comprehensive and transparent data and data analysis, and through consultation with communities</i></p>	<ul style="list-style-type: none"> <li>• BAME staff are treated fairly and equally as employees</li> <li>• BAME staff are widely represented at all levels of the organisation</li> <li>• Discriminatory practice on the grounds of race is eliminated</li> <li>• Transparent and accessible dataset and information of BAME workforce profile and experiences</li> <li>• Improved take up of services by all communities</li> <li>• Improved customer satisfaction and feedback</li> <li>• Commissioning of services is informed by robust Equality Impact Assessments which reflect appropriate stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Data on equality, diversity and inclusion is routinely collated, is transparent and accessible via workforce profile dashboard.</li> <li>• Increase in use of Equality Impact Assessments related to ethnicity to inform policy, service reviews and service developments</li> </ul>

# Joint CLT & BAME Staff Network Action Plan

## Our Ambition:

To achieve a position of 'Zero Tolerance' to racial discrimination in the council, with co-production embedded into organisational change processes, so that we can create an inclusive culture where all staff can fulfil their potential in the organisation and bring their whole selves to the workplace.

## Performance Management & Review:

Progress on achieving the objectives and action plan will be primarily owned by the council's Corporate Leadership Team supported by Action Plan Steering Group and key stakeholders such as the BAME Staff Network. The governance structure supporting this work will require a whole Team Leeds approach and is further described below.

Objectives	Leads	Actions	Timescales for completion and progress update
<b>1: Staff support: Adopt a zero tolerance approach to racial discrimination in the workplace and create a supportive work environment for BAME staff</b>			
<p>1.1 Realise the joint CLT and BAME Staff Network ambition to adopt a zero tolerance approach to racial discrimination in the workplace</p> <p>1.2 Ensure governance and accountability of Senior Leadership Teams on their commitments and actions on zero tolerance of racial discrimination</p> <p>1.3 To ensure a proactive approach to challenging language and behaviours in the workplace</p> <p>1.4 Ensure BAME staff are supported when they experience and report racism in the workplace</p> <p>1.5 Maximise opportunities for BAME staff to share their lived experience of working within the organisation and to celebrate achievements</p> <p>1.6 Implement checks to ensure Covid Risk Assessments are happening for BAME colleagues</p>	<p><b>SRO:</b></p> <p><b>Implementation lead/s:</b></p> <p><b>BAME Steering Group member:</b></p>	<ul style="list-style-type: none"> <li>• Develop a corporate policy on zero tolerance</li> <li>• Develop mandatory training programme for all staff on zero tolerance to racial discrimination</li> <li>• Support all managers to become confident and competent in addressing racial discrimination in the workplace</li> <li>• Support all managers to adopt inclusive leadership approaches</li> <li>• Deliver inclusion events and learning opportunities throughout the year for all staff</li> <li>• Enable BAME staff where they do not ordinarily have access to emails to contribute to and receive support from the BAME network</li> <li>• Roll out of a peer support model to ensure BAME staff have access to support from the BAME Staff Network to deal with any issues of racial discrimination, using a 'Speak up Guardian' approach</li> <li>• Increase the number of BAME colleagues who take on the role of 'decision makers' in formal meetings and casework in the Grievance and Disciplinary processes</li> <li>• Consistent monitoring of COVID-19 risk assessment tool and impact on BAME staff.</li> </ul>	

<p><b>2: Staff progression, learning and development: <i>Fair and transparent recruitment and selection processes; career progression and leadership development for BAME staff</i></b></p>			
<p>2.1 Ensure a consistent and sustained approach to career development and progression opportunities for BAME staff at all levels in the organisation including in senior leadership and management roles</p> <p>2.2 Develop inclusive recruitment practices with following key elements:</p> <ul style="list-style-type: none"> <li>○ Transparency of recruitment process</li> <li>○ More diverse and representative recruitment and selection panels</li> <li>○ Anti-discrimination training of recruitment panel members</li> <li>○ Sharing quality and transparent feedback with candidates</li> <li>○ Support for managers so that they are skilled in cultural competency and staff development</li> </ul>	<p><b>SRO:</b></p> <p><b>Implementation lead/s:</b></p> <p><b>BAME Steering Group member:</b></p>	<ul style="list-style-type: none"> <li>• Develop transparent recruitment process with data analysis and tracking to monitor BAME applications as well as outcomes</li> <li>• Create more diverse and representative recruitment and selection panels</li> <li>• Implement anonymised shortlisting capability and options into the council's recruitment and selection process</li> <li>• Develop anti-discrimination training for all staff involved in the recruitment process</li> <li>• Consistent and credible approach in sharing quality and transparent feedback with candidates with support as part of recruitment process</li> <li>• To provide more support to managers so that they are skilled in cultural competency and staff development</li> </ul>	
<p><b>3. Communication and engagement: <i>Promoting opportunities and platform for open and honest debate both at the corporate and local level relating to race issues across the organisation</i></b></p>			
<p>3.1 To raise awareness of the BAME Staff Network ambition to achieve 'Zero Tolerance' to racial discrimination in the organisation</p> <p>3.2 Celebrate the rich diversity of the council's BAME workforce</p>	<p><b>SRO:</b></p> <p><b>Implementation lead/s:</b></p> <p><b>BAME Steering Group member:</b></p>	<ul style="list-style-type: none"> <li>• Share the council joint statement and activity plan far and wide across the organisation.</li> <li>• Develop Allyship programme/model for staff to utilise across the council.</li> <li>• BAME Staff Network to work with HR and relevant stakeholders to develop sessions/opportunities specifically targeted at addressing priorities of BAME staff who do not have regular access to emails.</li> </ul>	

<p>3.3 Build a strong and active network of Allies across the organisation</p> <p>3.4 To improve support to BAME staff in services where they do not ordinarily have access to emails so they can contribute to the work of the wider network</p> <p>3.5 Monitor the impact of service reviews on BAME communities</p> <p>3.6 Progress of Plan actions and priorities are communicated across the council including directorate leadership teams (DLT) and managers</p> <p>3.7 Working in partnership with stakeholders to share learning and best practice</p>		<ul style="list-style-type: none"> <li>• Launch a zero tolerance campaign across the council and city, making our stance visible (both internally and externally).</li> <li>• Active Staff Network involvement in the service review process and training more network members around Equality Impact Assessments.</li> <li>• Council communications (internal/external) marking key diversity and inclusion dates/events throughout the year.</li> <li>• Regular progress updates of Plan actions and priorities shared across a range of platforms and forums (both written and verbal) including to key stakeholders such as DLT and managers.</li> <li>• To draw on the expertise, support and resources of partner organisations, networks, and others with this shared endeavour - locally, regionally and beyond.</li> </ul>	
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**4. Measurement and impact: Council's policies, procedures and practice are informed by robust and comprehensive data analysis on equality, diversity and inclusion in the workplace**

<p>4.1 Transparent and accessible dataset and information of BAME workforce profile and experiences.</p> <p>4.2 Increased Staff and Manager engagement to inform organisational understanding and response to improve the experience of council BAME staff</p>	<p><b>SRO:</b></p> <p><b>Implementation leads:</b></p> <p><b>BAME Steering Group member:</b></p>	<ul style="list-style-type: none"> <li>• HR to lead a review of what data we have, and what new data we need, including looking at datasets used by the NHS and other organisations. It will also recommend what information should be shared, who with and how often.</li> <li>• Conduct a survey with all BAME staff in the council to understand the lived experience of diverse BAME communities.</li> <li>• Conduct a survey with all managers in the council to understand confidence to support and address equality, diversity and inclusion issues and challenges related to race.</li> </ul>	
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