

This is an early set of actions that have been co-produced with the BAME staff network. It's not the only plan, nor the final plan. These actions that will act as a first step. The feedback and experiences of all BAME colleagues in Leeds City Council will continue to shape what we do over the months to come.

What we will do	Why	How	When
Ask each Director to take personal responsibility for action across their services, based on the lived experiences of BAME colleagues in their teams. This will be backed by visible support from Members.	To show that we have strong leadership from the top and action takes place in all teams to improve the everyday experience for all BAME colleagues.	Through clear commitments and expectations, backed by real action, and regular updates to staff. Progress will be tracked and reported by Corporate Leadership Team and Members.	Already started and ongoing
Share the CLT/BAME Joint statement and activity plan far and wide	To put BAME issues at the top of our priority list, and keep it there. Making sure the message and expectations get through.	A communications push to coincide with Black History Month, followed by high profile campaign throughout the year. At all levels, inside and outside the council.	Already started and ongoing
Lead an urgent review to look into the experiences of BAME staff who raise claims of racism (including the Grievance process)	So that we are confident that all cases are taken seriously and we improve the support people get in these circumstances. We want to ensure people feel safe to speak out, and trust the organisation when they do.	HR will lead a review and make recommendations. It will cover areas such as policy and process, roles of those involved (managers, HR, Trade Unions), team cultures, mediation and the informal early stages, training needs. By promoting the work of the BAME Peer Support Network and exploring other advocacy routes, including the Freedom to Speak Up Guardians approach in the NHS.	Findings by the end of the year, and changes implemented in early 2021
Take a zero tolerance approach to racism in the workplace	To reduce the level of racism that staff experience, and to send a strong message that we will not tolerate any forms of abuse towards our staff.	By working with all services to agree what 'zero tolerance' means in practice, and then running a campaign across the city, and making our stance visible (both internally and externally), and also by tracking its success.	Discuss 'zero tolerance in practice' during Black History Month, followed by the campaign launch and monitoring
Work with the network to monitor the impact of service reviews on the BAME community	To check how BAME staff and citizens are affected by council wide and directorate level service reviews, and make sure we consider the full equality implications of any proposed changes.	By involving Staff Networks in the service review process and training more network members around Equality Impact Assessments	Approach agreed by October and then ongoing.
Conduct a survey with all BAME staff in the council	To give all 2200+ BAME colleagues across the council a chance to have a say on life at the council, and hear more valuable lived experiences to shape our work.	The network will work with the council's survey team to design a questionnaire that asks the right questions and reach as many staff as possible, especially targeting those that are in front line roles.	Survey to take place in October Results in November/Dec, to inform wider actions in this plan
Conduct a survey with all managers in the council	To check if and where managers see racism in the workplace, ask how they handle it if they do, and seek their views about positive changes that can be made.	The network will work with the council's survey team to design a questionnaire that will be sent to all 2000+ managers and supervisors in the council.	Agreed to review timescales for manager survey following outcome of BAME staff survey.
			Already started and ongoing

Implement checks to ensure Covid Risk Assessments are happening for BAME colleagues	The BAME network has helped to develop the risk assessment tool, and we now need to make sure that it is being used at the right time and in the right way and is helping to protect BAME staff.	HR will work with the network to outline the checks that are already in place, how well they are working, and whether any further monitoring and reporting is needed.	
Create more diverse and representative recruitment and selection panels	To make sure our panels are a diverse mix of people and this facilitates fairness in decisions. It will also send a positive message to applicants to help develop trust.	HR will lead a review of the current policy and process and make recommendations.	Changes outlined by the end of the year, and operational in early 2021
Explore bringing anonymised shortlisting into our recruitment and selection process (this is where personal information is withheld from candidate applications)	To see how it could help us to reduce any discrimination and bias in the initial shortlisting stage.	HR will lead a piece of work to look at options.	Findings outlined by November, followed by a decision on whether to proceed.
Increase the number of BAME colleagues who take on the role of 'decision makers' in formal meetings and casework.	So that decision makers in our disciplinary, grievance and appeals process are more representative.	By encouraging more BAME colleagues at PO5/6 level and above to take on the role. Full training will be provided.	10 new BAME colleagues trained and active in the pool by December (that would equal 19% of all decision makers)
Build a strong and active network of Allies across the organisation	So that non-BAME colleagues are seen to stand alongside BAME colleagues and work together for positive change.	A campaign to recruit as many Allies as possible, across all teams, so that change is led from all levels and on all fronts.	XX Allies trained by YY
Review the information that we produce relating to BAME workforce issues, in all aspects of employment.	So we have the best dataset so that we can track the progress we are making. We want to report at a more granular level, monitoring outcomes for all the different groups that make up the BAME community.	HR will 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.	Changes outlined by the end of the year, and operational in early 2021
Review progression and development opportunities for BAME staff	To assess what the council currently has on offer and how good the take up and representation is for BAME colleagues, but also to listen to ideas around what more we can do in this area – from work placements, apprenticeships and new entry levels to management and senior leadership.	HR will set out development opportunities are currently available and engage with the BAME network. New opportunities and approaches will be brought forward at pace. Better connections to LCC, citywide, regional and external opportunities will be made and widely publicised.	New opportunities added and improved uptake throughout 2020, building to a stronger programme for 2021 onwards
Deliver inclusion events and training throughout the year, and be confident that it is reaching all teams.	To raise the awareness, understanding of all staff in relation to BAME issues and intersectionality. To ensure that all staff act as strong ambassadors around inclusion, and have the knowledge and skills they need.	Check to make sure that BAME issues are fully captured as part of our regular events calendar and training programmes, and that the uptake is good. This will include reviewing our current training and identifying what should be mandatory/essential.	Review with the network in 2020, agree essential training and then ongoing delivery throughout 2021
Work with and learn from others			Already started and ongoing

	To draw on the expertise, support and resources of partner organisations, and others with this shared endeavour - locally, regionally and beyond.	By looking at what other peer and neighbouring authorities do, and working with BAME community leaders, regional groups, equality networks and organisations, Trade Unions and different sectors	
--	---	--	--