

Appendix Section C - Race Equality

Appendix C3 – Race Equality Action Plan [Lead Responsibilities are in bold]

No.	Action	Target	Outcomes to be achieved
	Demonstrating Leadership and Accountability		
RE1	Continued commitment from the Executive team (ET) which currently includes: <ul style="list-style-type: none"> • Establish Race Action Group; Race Champion to chair, to implement RE - Supporting Race Action Group / Race Champion • Sourcing funding - RE initiatives • Quarterly monitoring of diversity / race actions on the business plan • Reviewing progress on diversity/ race at ET/Board level - ET level accountability / signing of annual /statutory progress reports. • Ensure annual directorate business plans have goals on equality and diversity • Taking appropriate action on Impact assessments / monitoring where adverse impact identified 		All staff understand the Library's corporate position on race equality Demonstrates leadership and active commitment to race equality and will lead to increased confidence from staff. Equality becomes embedded into Directorate strategic objectives and business operations Demonstrates support / active commitment to RE
	Resources		
RE2	All Directorates - Establish the resources needed to support the RES and the extent of delivery within current and future resource constraints		To ensure RE remains a strategic objective with adequate resources within available funding
	Training		
RE3	HR and Managers - Review training needs in RE & awareness - implement appropriate training for ; HR & team managers; front line services & staff in general		To ensure all staff apply BL policies, practices & handle RE issues internally and externally appropriately / in relation to their role. To increase knowledge on issues related to race
RE4	HR - Launch E-learning tool for use across the BL that will encompass RE and cultural awareness and can be promoted in induction processes.		
	Screening and Monitoring		
RE5	HR - Improve qualitative monitoring and analysis of all HR policies to ensure that the equality		To ensure compliance with the policy and practice and the Duty

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	objectives of the organisation are achieved – See also RE20		
RE6	HR - Continue and improve quantitative monitoring and analysis e.g. set a target to increase current declaration of ethnicity/race from 96% to 99%		As above - for effective monitoring purposes.
	Recruitment		
RE7	HR - Review / develop advertising methods to encourage applications from BAME communities to all BL senior roles (especially where BAME are under-represented)		To develop an increase in BAME applications to senior roles especially where currently under-represented.
RE8	HR All Recruitment & Selection policies and methods are monitored and analysed for RE		Ensure managers adhere to recruitment & diversity policies; increase staff confidence in process
RE9	HR - Ensure Recruitment Panels have as diverse make-up as can reasonably be achieved for each process		Increased staff confidence in the recruitment process
	Career Development		
RE10	HR - Look at initiatives to increase BAME employees where under-represented in BL e.g. grade B+ & support for Diploma in Management Studies (PATH) and internships		To increase in BAME employees at more senior levels across the BL, and facilitate career progression in the BL
RE11	HR - Establish BL pilot programme to mentor - targeting under-represented groups, pairing senior staff to lower grade staff to help cross-cultural awareness and understanding.		To encourage and aid career progression for under-represented groups.
RE12	HR - Review career development initiatives targetted at grades D & E e.g. work shadowing, short secondments, career discussions etc		To support career progression / increase BAME staff confidence in BL as employer of choice
RE13	HR - Assess & monitor percentage take up of BAME employees for personal development, training, career opportunities		To ensure such schemes are equally accessible to BAME staff
NB*	See also RE25		
	Performance Management		
RE14	HR - Review & analyse the application of Performance		To ensure PM system is fairly applied and

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	Management System across the BL to see if there is any adverse impact for race equality		increase staff confidence in the process
RE15	HR - Review the content of generic and individual diversity objectives on PMR's e.g. managers who lead and teams have equality objectives		Ensure managers are aware of and act on their responsibilities to promote equality.
	Internal Information & Consultation		
RE16	HR - Establish a newsletter for managers with up to date legislation, case law and good-practice examples.		Increased knowledge and engagement in promoting race equality
RE17	Race Action Group – encourage the establishment of a BAME support network for employees		To encourage BAME employees to promote RE, sharing their knowledge for BL benefit
RE18	HR and Directorates – Analyse Colleague Opinion Survey further re: lower satisfaction rates from BAME employees.		To address any issues / increase satisfaction in BAME employees by the next survey.
RE19	HR and Directorates - Review BL communication channels to ensure race equality is supported and “owned” by all BL employees (and users). (See RE34)		To promote RE in BL / increase staff involvement / promotion of RE/public engagement
RE20	Trade Union Staff Side – to actively promote RE in the BL by improving communications to members on all the work TUS has been doing and continues to do to promote equality in the BL		To promote RE in BL / increase staff involvement / promotion of RE/ engagement
	Equality Impact Assessment	EIA	
RE21	HR - Ensure full (EIA) Equality Impact Assessment training is provided & implemented for all key decision makers / policy holders		All appropriate managers are trained on how to carry out EIA which incorporate race equality
RE22	HR - All employment policies are to be assessed for impact on equality		All employment policies are impact assessed for adverse impact
RE23	Directorates - EIA all core operational functions to identify gaps / actions to promote race equality – ensuring BAME consultation where		Compliance with the public duty -

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	required.		
RE24	HR – Directorates - Ensure appropriate corporate policy / guidance for EIA are provided and effectively implemented.		All appropriate managers are skilled in applying the policy consistently and effectively
RE25	HR – Directorates - Continue to produce end of year monitoring data inclusive of race equality - ensure this is reviewed as to content and is published		BL publishes all appropriate monitoring data in accordance with the Race Equality Duty
	Content Development & Access to the Collections		
RE26	S&C - To ensure Content strategy accounts for RE needs and collection material is relevant to BAME audiences		To ensure the collections remain relevant to an increasingly diverse UK
RE27	S&C - Continue with curators of the future project (subject to available funding) Look at MLA and other initiatives / schemes to encourage more BAME people into this sector		A positive initiative to increase curator diversity - To encourage people from BAME backgrounds to consider a BL career
RE28	S&C - The 21 st Century Curator project exploring the skills sets needed to ensure the collections are reaching / engaging a more diverse audience		Ensure content experts have the appropriate skills to engage with a diverse audience
RE29	S&C - Look at initiatives to create more diversity in the curator sector area e.g. by linking up to MLA / DCMS initiatives to encourage more BAME people into this sector.		Look at ways BL can work in partnership with to increase more diversity in the sector
RE30	S&C - Ensure Digitisation Projects continues to reflect cultural diversity by selecting as wide a range of materials as possible.		Increasing amount of material with particular BAME relevance is digitised / accessible
RE31	S&C - Continue digitisation work with international libraries to increase collection access to countries in the developed /developing world		Increasing the digitised collection items will enable a wider audience to access them.
RE32	S&C - Use BL's wealth of information to promote race & cultural heritage e.g. via more exhibitions of particular relevance to BAME audiences		Increase the audience segmentation from BAME backgrounds
RE33	S&C – SM&C and O&S		Increasing access to

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	Transforming search and navigation, web pages and thematic collections to reflect race equality – maintaining of services		collections for BAME audiences
	External Consultation and Engagement		
RE34	SM&C – HR – Directorates Review BL communication channels to ensure race equality is supported and “owned” by all (BL employees) and users. (see RE19)		To promote RE in BL / increase staff involvement / promotion of RE/public engagement
RE35	SM&C – HR – Directorates - To continue to use external communications to enhance BL’s image with BAME readers / visitors		Increase awareness of the BL as an influencer educator /commitment
RE36	SM&C and CSR group - Corporate Social Responsibility – continue initiatives to assist disadvantaged and work with local communities in London/ Leeds/York.		To promote the BL’s profile as a socially responsible employer in the community.
RE37	SM&C and CSR Group - To continue to work with local schools to increase the awareness of the BL e.g. as an educator, employer, influencer etc with disadvantaged school children		Increase public’s awareness of BL’s role of educator and influencer and committed to equality
RE38	SM&C - Build stronger relations with RE organisations in London, York , Leeds to ensure a wider audience has access to collection items Build stronger networks to enable greater insight into national / local initiatives		Increase public’s awareness of BL’s role of educator / influencer and committed to equality
RE39	SM&C / BIPC / S&C / O&S - To continue to engage & build relationships with BAME groups for funding opportunities		To increase collaboration & networking with BAME groups / organisations
RE40	O&S Service Improvement – S&C events – BIPC- Monitor complaints by ethnic group to ensure equality of service provision, and to highlight any potential service improvements - monitor by measuring satisfaction levels with report analysis		To increase public satisfaction rates

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	Marketing Material and External Communications		
RE41	SM&C - BIPC continue to identify, work with BAME community/ organisations in entrepreneurial events, reflecting BL commitment to race equality		To continue to build strong networks and relations with BAME entrepreneurial sector
RE42	SM&C - BIPC continue to establish diverse community relationships e.g. with Bangladeshi or Somali communities to promote the work of BIPC		To develop engagement strategies, ensuring BL takes opportunities to work with BAME groups
RE43	SM&C – BIPC Establish opportunities with BAME media / press relations to promote the BL's work and employer brand		To increase useage of BL services from diverse communities
RE44	SM&C – BIPC Ensure marketing material and public events take account of race equality when planning events		To ensure public events and marketing take account of race equality
RE45	SM&C – BIPC - Ensure public / internal marketing material takes account of diversity of BL employees / the local community		To ensure BL takes account of being part of a diverse community.
RE46	SM&C – BIPC - Review current literature and website information to assess the need to extend written / electronic communication to other languages		To communicate with diverse communities who may not have English as their first language
RE47	SM&C - Organise / hold public events to commemorate & celebrate diversity e.g. Black History Month, Eid, Diwali etc, ensuring publicised externally / internally as funded and appropriate.		To increase the public's awareness of BL commitment to diversity.
RE48	SM&C - Bookshop and other products - consider the range of books / goods held e.g. this last year books to reflect Black History Month or the bicentennial of the abolition of slavery etc		
	Corporate Procurement		

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RE49	FCS CPU to ensure the BL procurement policy and practice is equality impact assessed to ensure equality is embedded into this process.		To ensure; no adverse impact; promotion of EOP for staff, the general public and stakeholders.
RE50	FCS CPU - To engage with more BAME suppliers to foster supplier diversity and review progress annually		To see an increase in the diversity of suppliers in tendering exercises.
RE51	FCS CPU - Ensure organisations awarded contract to supply goods / services on behalf of the BL actively support BLs equality and diversity aims.		To ensure contractors providing services /goods on BL's behalf are committed to diversity
RE52	FCS CPU - To ensure internal buyers of services / goods have diversity considerations in their tendering exercise.		To ensure diversity is considered at the start of procurement
	Benchmarking		
RE53	Action Group - Look to benchmark & forward plan (join a forum e.g. Business in the Community/ Race for Opportunity to keep abreast of external drivers, business case etc		To increase knowledge / understanding of RE in BL & the business benefits. Enhance BL's reputation as a service & employer of choice.

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