

## The Council's Summary Draft Action Plan to Implement the Improvement Recommendations

This action plan sets out the LGA READI review 15 priority recommendations and the Council's high level response. The READI Programme will take forward a detailed work plan that will support these and other improvements.

<b>Date of LGA READI Review 18<sup>th</sup> / 19<sup>th</sup> and 26<sup>th</sup> May</b>				
<b>No.</b>	<b>Race Equality, Accessibility, Diversity, and Inclusion (READI) Recommendation</b>	<b>Comment/Key Action</b>	<b>Timescale</b>	<b>Lead SLT Officer / Comments</b>
1	Clarify and communicate the next stage in the Council's EDI review work. We understand the internal READI review is to be followed up by an external review of race relations across the borough, but this is not clearly understood across the organisation.	<ul style="list-style-type: none"> <li>• Leader and Chief Executive communication underway</li> <li>• All staff briefing held and LGA report circulated – 23<sup>rd</sup> September 2021 and 8<sup>th</sup> September</li> <li>• READI programme team established</li>   <li>• Publish LGA report in public domain</li>   <li>• Work with partners including local public sector organisations, local businesses and the voluntary and community sector to plan for the external review of race relations</li> </ul>	<p>Ongoing</p> <p>Completed</p> <p>End October 2021</p> <p>Cabinet October 2021</p> <p>Review approach to be agreed and in place by spring 2022</p>	Chief Operating Officer (COO) and READI Programme Manager

2	Ensure councillors understand the implications of the changing demographics of the Borough, including member workshops or training sessions.	<ul style="list-style-type: none"> <li>• Devise a rolling training and development programme that ensures all political leaders have the skills, knowledge, experience and behaviours to constructively engage and scrutinise and challenge potentially discriminatory decisions</li> <li>• All Member training on their role required by the Public Sector Equality Duty (PSED).</li> <li>• Group Leaders support for all Members to complete five mandatory training modules</li> </ul>	<p>Rolling training programme to be signed off by Governance Committee by the end of 2021</p> <p>Completed 7<sup>th</sup> September</p> <p>Launched 7<sup>th</sup> September</p>	COO and READI Programme Manager
3	Share lived experiences with the leadership (senior officers and councillors) ensuring that this is done in a safe and supportive environment. These experiences will need to be acted upon	<ul style="list-style-type: none"> <li>• Programme of shared lived experience sessions</li> <li>• Lunch time listening sessions</li> <li>• Supportive training programme</li> <li>• Active promotion of and participation in the extensive range of events being held as part of October 2021 Black History Month arranged by the BAME Staff Forum, the Library service and partners across the borough.</li> <li>• Consideration by the trade union joint consultative committee.</li> </ul>	<p>Ongoing</p> <p>October 2021</p>	<p>COO and READI Programme Manager</p> <p>All Members and staff</p> <p>TUJCC</p>
4	Use the self-assessment exercise as the first step in developing accessible service plans	<ul style="list-style-type: none"> <li>• Develop a READI strategy and programme of work that addresses the self-assessment and all LGA priority recommendations and others</li> </ul>	First Draft is complete. Share plan with EDIC group	READI Programme Manager

		<ul style="list-style-type: none"> <li>Ensure every service develops a plan to address the improvements needed which are reviewed quarterly and updated annually</li> </ul>	31 March 2022 and ongoing	Senior Leadership Team
5	Seek understanding from the staff forums as to how they see their role in the organisation and determine what the organisation wants from the staff forums.	<ul style="list-style-type: none"> <li>Work with staff forums to establish the future role of the forums</li> <li>Review resources allocated in support of this</li> </ul>	End December 2021	READI Workforce Programme Adviser
6	Develop with the EDIC group a clear and immediate EDI action plan that is SMART with clear timelines (e.g., 12 months, 36 months, etc)	<ul style="list-style-type: none"> <li>Review the officer Equality, Diversity, Inclusion and Cohesion (EDIC) Group Terms of Reference and READI Programme work plan</li> <li>Review by the TUJCC</li> </ul>	End December 2021	READI Programme Manager  TUJCC
7	Establish a clear operational lead for EDI, with ownership and responsibility around delivery, ensuring that this appointment is well-known across the organisation. Ensure that the Member lead is also known and visible on this agenda.	<ul style="list-style-type: none"> <li>Strategic Lead is Jane West, COO supported by Sandy Hamberger, the Assistant Director of Policy, Performance and Communities</li> <li>Councillor Misir is Member Champion</li> <li>Operational Lead will be the READI Programme Manager</li> </ul>	Completed	
8	Collect, analyse and publish workforce data on protected characteristics, including pay gap data	<ul style="list-style-type: none"> <li>First draft of available data analysed and reported to EDIC Group. This included an Ethnicity Pay Gap report. However, the absence of staff self-declaration on protected characteristics limits the value of all reporting currently.</li> </ul>	29 <sup>th</sup> September 2021  Ongoing	Assistant Director of HR

		<ul style="list-style-type: none"> <li>• Encourage take up of staff to complete their data on the Fusion HR system and improve data quality</li> <li>• Data to be analysed quarterly and reported to the EDIC Group</li> </ul>		
9	Work with the staff forums and communications teams to increase disclosure rates of race and disability in particular as well as across all protected characteristics	<ul style="list-style-type: none"> <li>• Discussions already held at EDIC and staff forums</li> <li>• SLT and CLT to encourage completion by staff and explain usage</li> <li>• Choose Havering Roadshows to provide paper completion by staff unable to do this online</li> <li>• Consideration by JTUCC</li> </ul>	Already underway and ongoing	EDIC and staff forum leads SLT and CLT  Choose Havering Campaign  JTUCC
10	Improve understanding across the board of the complexity of the issues – EDI is not binary.	<ul style="list-style-type: none"> <li>• Training programme for staff</li> <li>• Training programme for Members</li> <li>• Shared lives listening sessions</li> <li>• Conscious inclusion training</li> <li>• Cultural awareness training</li> </ul>	Already underway and ongoing	READI Workforce Advisor and SLT, EDIC Sub-Group on Training and Development, Staff Forum Leads and HR
11	Run EDI training for staff and councillors, starting with Corporate Leadership Team and Commissioning and Procurement.	<ul style="list-style-type: none"> <li>• Mandatory online training for managers</li> <li>• Generic training for all members</li> <li>• Develop training programmes (see No. 10)</li> </ul>	Completed – 15 <sup>th</sup> July  Completed – 7 <sup>th</sup> September	READI Workforce Advisor (to advance)
12	Political and managerial leaders to ensure that they are meeting their responsibilities as set out in the Public Sector Equality Duty, for example to promote EDI through their actions, and role model appropriately	<ul style="list-style-type: none"> <li>• Political and managerial leaders to ensure that they are meeting their responsibilities as set out in the Public Sector Equality Duty, for example to</li> </ul>	Ongoing	READI Workforce Advisor (to advance)

		<p>promote EDI through their actions, and role model appropriately.</p> <ul style="list-style-type: none"> <li>• Councillors signing up to the Values and Behaviours of the borough, perhaps as part of the Code of Conduct.</li> <li>• Senior Leadership Team to act as Strategic Sponsors for Staff Engagement Forums.</li> </ul>	<p>Ongoing but particularly in May 2022</p> <p>Allocated and ongoing</p>	<p>All Members</p> <p>Senior Leadership Team</p>
13	Behavioural expectations of staff, customers and councillors to be made explicit and reinforced with appropriate support and disciplinary mechanisms.	<ul style="list-style-type: none"> <li>• Training programmes in place</li> <li>• Programme Governance and roles and responsibilities communicated</li> <li>• Ensure policies, strategies and procedures clarify the organisation's expectations</li> </ul>	<p>Ongoing</p> <p>End December 2021</p> <p>Ongoing</p>	<p>HR Advisor</p> <p>READI Program Manager</p> <p>READI Programme Team</p>
14	Review the effectiveness of the Personal Development Review (PDR) process across the organisation	<ul style="list-style-type: none"> <li>• Through effective PDRs, ensure all staff are set meaningful behavioural and value-based expectations and specific activities, from leadership to frontline staff.</li> </ul>	<p>End February 2022 (for 22/23 objective setting)</p>	<p>Assistant Director of HR / READI Workforce Advisor</p> <p>Senior Leadership Team and all managers</p>
15	Adopt a communications strategy emphasising a zero-tolerance policy for all forms of discrimination, covering behaviour of Members, officers and customers. Should this policy be breached, ensure that appropriate action is taken, including police involvement if necessary.	<ul style="list-style-type: none"> <li>• Immediate communications plan is underway</li> <li>• Develop communication strategy in support of this</li> <li>• Reporting routes to be regularly communicated and monitored</li> <li>• Monitor and report on breaches and outcome</li> </ul>	<p>Underway</p> <p>End of December 2021</p> <p>Ongoing</p> <p>Quarterly</p>	<p>AD Communications and READI Programme Manager / Workforce Advisor and Monitoring Officer</p>

