

**Local Government Association (LGA), Independent Race, Equality, Accessibility, Diversity and Inclusion, (READI), Commissioned Review May 2021: Approval of Action Plan – Amendment on behalf of the Labour Group**

**Labour Group Party Amendment statement**

Following the Cabinet's recommendation that the Full Council endorses the attached Cabinet report and action plan presented on Wednesday, 10<sup>th</sup> 2021. The Labour Group poses the following amendments to the Cabinet report and action plan for consideration and approval by members of the Full Council. The Labour Group further recommends that officers amend the action plan as shown below.

Such amendments ensure we meet our legal responsibilities under The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;*
- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;*
- (iii) foster good relations between those who have protected characteristics and those who do not.*

## Labour Party Group Amendments to the Cabinet Report

### Section 3: The LGA's Independent Report, Findings and Recommendations

~~Section 3.1. The LGA's full independent report is attached in Appendix A. The report makes for difficult and uncomfortable reading in some places and highlights examples of where staff have experienced things that have no place in an inclusive organisation and will not be tolerated.~~ **Amend to the below text (Labour Party Group):**

**Section 3.1** - The LGA's full independent report is attached in Appendix A. The report makes for a difficult and uncomfortable reading in and highlights the following examples as shown in the bullet points immediately below, of where staff have experienced things that have no place in Havering Council, and this will not be tolerated. As per the LGA's recommendations it is important to share the lived experiences of employees to Senior Leadership Team (SLT) and Councillors.

- "The much-repeated allegations of "casual racism" and "casual sexism" being widespread were disturbing, as were the examples of racism, sexism and discriminatory behaviour towards disabled people shared with the review team. There appears to be no consistent approach to dealing with this, and this matter should be addressed urgently.
- In focus groups for this review, the review team heard widespread negative views of LBH as an employer for equality. There are few support mechanisms for sharing lived experiences, and a lack of support for staff experiencing racist, sexist and homophobic abuse from other staff or from customers. Examples were shared with us where an assault or abuse had taken place, but the police were not called, and customers were not challenged appropriately. Partly because of this type of inaction, there are a lot of demoralised Black, Asian and Minority Ethnic staff at LBH.
- Disclosure rates for disability are reported to be very low. As a result, there is a risk of not addressing inequality for disabled people or making reasonable adjustments. There is reported to be a general lack of understanding of LBH's responsibilities around reasonable adjustments, at both the recruitment stage and in terms of the long-term management of disabled staff. The review team heard anecdotes that individuals tend to leave if they develop long-term conditions.

~~**Section 3.2.** The review recognised the commitment of leadership and identified positive steps for the future, including “The borough is in a good position for change. The Leader, Chief Executive and senior officers are committed to changing the reputation of the Borough and working towards being an anti-racist Borough. Senior officers recognise that there is significant work to be done to achieve this aim as demonstrated in the Council’s self-assessment. The LGA review team have been asked to give recommendations to help the organisation progress towards this goal. This is an important start, as it is vital that both managerial and political leaders model the behaviours that are expected of themselves, other councillors and staff”.~~ **Amend to the below text (Labour Party Group):**

**Section 3.2.** The review recognised the commitment of leadership and identified positive steps for the future, including “ *The borough is in a good position for change. The Leader, Chief Executive and senior officers are committed to changing the reputation of the Borough and working towards being an anti-racist Borough. Senior officers recognise that there is significant work to be done to achieve this aim as demonstrated in the Council’s self-assessment. The LGA review team have been asked to give recommendations to help the organisation progress towards this goal. This is an important start, as it is vital that both managerial and political leaders model the behaviours that are expected of themselves, other councillors and staff*”.

The READI Review Team highlighted that there was scepticism by some staff – with regards to the new commitment by the leadership team – due to managers unaware of their responsibilities, and a “culture of no consequences.” This coupled with the current poor behaviours, structural barriers, and lack of EDI ownership.

~~**Section 3.3.** The review is a snapshot in time and acknowledges that some of the feedback may be about things the Council is already addressing and progressing.~~ **Amend to the below text (Labour Party Group):**

**Section 3.3** The current staff sentiment is changing as the Council is committed to reset its EDI work, which is already underway, and the transition is highlighted in the Action Plan.

## **Section 4 The LGA Review Priority Fifteen Recommendations for Improvement**

**Section 4.1.** ~~The following are the Review Team's priority recommendations for the Council and are addressed in the Action Plan, and recommended for approval, Appendix B:~~

**Section 4.2.** ~~The LGA's Fifteen Priority Action~~

- ~~1. Clarify and communicate the next stage in the Council's Equality, Diversity & Inclusion 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~~
- ~~2. Ensure councillors understand the implications of the changing demographics of the borough, including member workshops or training sessions~~
- ~~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~~
- ~~4. Use the self-assessment exercise as the first step in developing accessible service plans~~
- ~~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~~
- ~~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)~~
- ~~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~~
- ~~8. Collect, analyse and publish workforce data on protected characteristics, including pay gap data~~
- ~~9. Work with the staff forums and communications teams to increase disclosure rates of personal race and disability data in particular as well as across all protected characteristics~~
- ~~10. Improve understanding across the board of the complexity of the issues—EDI is not binary~~
- ~~11. Run EDI training for staff and councillors, starting with Corporate Leadership Team and Commissioning and Procurement~~
- ~~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~~
- ~~13. Behavioural expectations of staff, customers and councillors to be made explicit and reinforced with appropriate support and disciplinary mechanisms~~
- 14. Review the effectiveness of the personal development review (PDR) process across the organisation **Amend to the below text (Labour Party Group):****

## **Section 4 The LGA READI Review team fifty Recommendations For Improvement**

**Section 4.1** The review team was asked to identify practical steps for the council to take to improve the current situation. Most of the report is therefore about recommendations, grouped into quick wins, priority, medium-term and long-term – in total there are 50 recommendations.

The advice of the Review Team is for the senior managerial and political leadership of the council, to reflect on these findings and suggestions, formulating an action plan in response to this report, and suggest developing a culture of learning, with a service-based approach and council-wide strategic medium- and long-term planning. This work needs to be clearly communicated internally and externally, with clear lines of responsibility, timeframes and demonstrable actions and tangible outcomes.

Based on the findings and Review Team's suggestions – The Council has developed 16 priority actions, which have been developed from the Review Team's recommendations throughout the report (quick wins, priority, medium-term and long-term). This has been used as the foundation of the high-level action plan, Appendix B:

### **Section 4.2: Havering Council's 16 Priority Actions**

1. Clarify and communicate the next stage in the Council's Equality, Diversity & Inclusion review work, and **establish a clear structure for the governance of EDI and communicate this widely**. We understand the internal READI review is to be followed up by an external review of **equality and diversity** relations across the borough, but this is not clearly understood across the organisation.
2. Ensure councillors understand the implications of the changing demographics of the borough, including member workshops or training sessions and **Councillors signing up to the Values and Behaviours of the borough, perhaps as part of the Code of Conduct**
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 **through new or revised process for addressing discrimination**.
4. Use the self-assessment exercise as the first step in developing accessible service plans, **and draw on existing internal corporate and partnership documentation to ensure alignment such as:**
  - Voluntary Sector Strategy
  - Volunteering Strategy
  - Corporate Plan
  - Fair to All Equality Policy
  - Single Equality Scheme Action Plan
  - Departmental Service Plans
  - Financial Inclusion Strategy
  - Think: "Service Excellence includes equality and fairness" •
  - Equality in Service Provision Policy
  - Harassment and Bullying Policy
  - Equality & Health Impact Analysis (EqHIA)

- EFLG: Aiming for Excellence
  - Community Safety Plan
  - Health and Wellbeing Strategy
  - Community Cohesion Strategy
  - Race at Work Charter
  - Havering Way
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 – **with the council committing financial support, and to work with the staff forum to establish Terms of Reference and effective informal and formal processes to report discriminatory practices (e.g., confidential hotline, safe spaces)**
  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) **and create an EDI page on Havering Council website, including an internal version – to ensure the community, councillors and employees are informed of ongoing work around EDI. And Learn from other organisations in this field – e.g., Croydon & Hackney, the London Leadership Programme, the LGA and work with the READI Review Team.**
  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 – **and they will promote the new Set clear corporate Equality Objectives**
  8. Collect, analyse and publish workforce data on protected characteristics, including pay gap data – **establish standardised EDI questions for recruitment to support the work to close the workforce data gap, relating to disability.**
  9. Work with the staff forums and communications teams to increase disclosure rates of personal race and disability data in particular as well as across all protected characteristics
  - 10.. Improve understanding across the board of the complexity of the issues – EDI is not binary
  11. **Review and refresh procurement** pages and run EDI training for staff and councillors, starting with Corporate Leadership Team and Commissioning and Procurement.
  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
  13. Behavioural expectations of staff, customers and councillors to be made explicit and reinforced with appropriate support and disciplinary mechanisms
  14. Review the effectiveness of the personal development review (PDR) process across the organisation
  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.
  16. **Establish a clear staff development programme, including developing leadership and secondments opportunities internally and externally to address the lack of senior representation from staff with protected characteristics.**

## **Section 5. Next Steps**

~~**Section 5.1** The Council has developed its high-level action plan for the fifteen priority recommendations and is seeking Cabinet approval through this report.~~

~~**Section 5.2.** The new READI programme team will strengthen and take forward the detailed work plan to ensure the changes required are undertaken including working across the Council to ensure that each and every one undertakes their responsibility in making the promise of Havering being an inclusive council, with zero tolerance to racism and discrimination of any kind.~~

~~**Section 5.3.** The Cabinet will monitor progress against the action plan on a regular basis.~~

~~**Section 5.4.** Overview and Scrutiny Board will be asked to consider reviewing progress against the priority improvement actions~~ **Amend to the below text (Labour Party Group):**

## **Section 5. Next Steps**

**Section 5.1** The Council has developed its high-level action plan for the sixteen priority actions and is seeking Cabinet approval through this report.

**Section 5.2.** The new READI programme team will strengthen and take forward the detailed work plan to ensure the changes required are undertaken including working across the Council to ensure that each and every one undertakes their responsibility in making the promise of Havering being an inclusive council, with zero tolerance to racism and discrimination of any kind. This will also be prompted through the council's new Equality and Diversity page on the website.

**Section 5.3.** The Cabinet will monitor progress against the action plan on a six-monthly basis.

**Section 5.4.** Overview and Scrutiny Board will be asked to consider reviewing progress against the priority improvement actions on a six-monthly basis.

**Section 5.5** External review of equality and diversity across the London Borough of Havering



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

## The Council's Summary Draft Action Plan to Implement the Priority Actions

| No. | Race Equality, Accessibility, Diversity, and Inclusion (READI) Recommendation Amend to the below text (Labour Party Group):<br><br>Havering Council's Priority Actions   | Comment/Key Action   | Timescale  | Lead SLT Officer/<br>Comments<br>Amend to the below text (Labour Party Group):<br>Lead by/Comments   |
|-----|--|--|--|--|
| 1   | Clarify and communicate the next stage in the Council's EDI review work <b>[Insert the following text in bold]</b> establish a clear structure for the governance of EDI and communicate this widely. We understand the internal READI review is to be followed up by an external review of equality and diversity across the borough, but this is not clearly understood across the organisation. | <b>[Insert the following text in bold]</b> <ul style="list-style-type: none"> <li>Quarterly EDI communication underway from the Leader and/or Chief Executive/COO – on EDI work and progress</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, including Member Champion for EDI and Cooperate Diversity Officer</li> <li>Create a new EDI page on Havering Council website and publish LGA report in public domain, with a news release from the Leader of the Council. Like all London Councils the New EDI website</li> </ul> | <p>Ongoing</p> <p>Completed</p> <p>End October 2021</p> <p>Cabinet October 2021 By December 2021</p> | Chief Operating Officer (COO), READI Programme Manager <b>[Insert the following text in bold]</b> Cooperate Diversity Officer, and Communication Team, READI Review Team Contact |

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|    |  | <p><b>will including updates, events and other EDI information relating to Havering Council/community.</b></p> <ul style="list-style-type: none"> <li>• Work with the <b>LGA READI Review Team contact, other EDI local authorities e.g Croydon and Hackney</b> local partners including local public sector organisations, local businesses and the voluntary and community sector to plan for the external review of <b>equality and diversity</b> across the borough</li> <li>• <b>Consult with Group Leaders on proposed plans for</b> external review of <b>equality and diversity</b> across the borough</li> </ul>   | <p><b>Review approach to be agreed and in place by spring 2022</b></p> <p><b>Before spring 2022</b></p>  |   |
| 2. | <p>Ensure councillors understand the implications of the changing demographics of the borough, including member workshops or training sessions and <b>[Insert the following text in bold] Councillors signing up to the Values and Behaviours of the borough, perhaps as part of the Code of Conduct</b></p> | <p><b>[Insert the following text in bold]</b></p> <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> <li>• <b>Improve new Councillors induction programme to incorporate – comprehensive EDI section and implement signing up to the Values and</b></li> </ul> | <p><b>Rolling training programme to be signed off by Governance Committee by the end of 2021</b></p> <p><b>Completed 7<sup>th</sup> September</b></p> <p><b>Launched 7<sup>th</sup> September</b></p> <p><b>To be in place by May 2022</b></p> | <p>COO, READI Programme Manager <b>[Insert the following text in bold] Cooperate Diversity Officer, Democratic Services, Communication Team, Events Team,</b></p> |

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|    |   | <p><b>Behaviours of the borough, as part of the Code of Conduct</b></p> <ul style="list-style-type: none"> <li>• <b>Include EDI section in weekly Calendar Brief. This will include upcoming Council EDI events, sessions, trainings both internal and external (such as session outlined in No. 3). This will also include Staff Forum events.</b></li> </ul>   | January 2022   |  |
| 3. | <p>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 <b>[Insert the following text in bold]</b> through new or revised process for addressing discrimination.</p> | <p><b>[Insert the following text in bold]</b></p> <ul style="list-style-type: none"> <li>• Programme/<b>All Members Briefing</b> of shared lived experience sessions, <b>with information of how stakeholders can support/encourage staff to safely report discrimination. Feedback EDI progress.</b></li> <li>• Lunch time listening sessions, <b>with information of how stakeholders can support/encourage staff to safely report discrimination. Feedback EDI progress.</b></li> <li>• Supportive training programme for <b>Councillors, Cabinet, SLT, CLT and Managers</b></li> <li>• <b>Active promotion and participation in the extensive range of internal and external EDI events being held in Havering or as part of the Council's network e.g. LGA</b></li> <li>• Consideration by the trade union joint consultative committee.</li> </ul> | <p><b>[Insert the following text in bold]</b></p> <p><b>In Place by January 2022</b></p> <p><b>In Place by January 2022 and ongoing</b></p> <p><b>In Place by January 2022 and ongoing</b></p> <p><b>Ongoing</b></p> | <p><b>[Insert the following text in bold]</b></p> <p>COO and READI Programme Manager, <b>[Insert the following text in bold]</b> Cooperate Diversity Officer</p> <p>All Members and Staff</p> <p>TUJCC</p> |

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| 4. | <p>Use the self-assessment exercise as the first step in developing accessible service plans, <b>[Insert the following text in bold]</b> and draw on existing internal corporate and partnership documentation to ensure alignment. such as:</p> <ul style="list-style-type: none"> <li>• Voluntary Sector Strategy</li> <li>• Volunteering Strategy</li> <li>• Corporate Plan</li> <li>• Fair to All Equality Policy</li> <li>• Single Equality Scheme Action Plan</li> <li>• Departmental Service Plans</li> <li>• Financial Inclusion Strategy</li> <li>• Think: “Service Excellence includes equality and fairness” •</li> <li>• Equality in Service Provision Policy</li> <li>• Harassment and Bullying Policy</li> <li>• Equality &amp; Health Impact Analysis (EqHIA)</li> <li>• EFLG: Aiming for Excellence</li> <li>• Community Safety Plan</li> <li>• Health and Wellbeing Strategy</li> <li>• Community Cohesion Strategy</li> <li>• Race at Work Charter</li> <li>• Havering Way</li> </ul> | <p><b>[Insert the following text in bold]</b></p> <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. <b>Ensuring alignment/EDI consistency of existing relevant internal corporate and partnership documentation.</b></li> <li>• Ensure every service develops a plan to address the improvements needed which are reviewed quarterly and updated annually</li> </ul> | <p><b>[Insert the following text in bold]</b></p> <p>Share plan with EDIC group.</p> <p>31 March 2022 and reviewed/update annually</p> | <p><b>[Insert the following text in bold]</b></p> <p>READI Programme Manager, <b>READI Review Team Contact</b></p> <p>Senior Leadership Team, <b>Cooperate Diversity Officer, HR Director, and READI Review Team Contact</b></p> |
| 5. | <p>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 – <b>[Insert the following text in bold]</b> with the council committing financial support, and to work with the staff forum to establish Terms of Reference and effective informal and formal processes to report discriminatory practices (e.g., confidential hotline, safe spaces)</p>   | <p><b>[Insert the following text in bold]</b></p> <ul style="list-style-type: none"> <li>• Work with staff forums to establish the future role of the forums, including creating Terms of Reference (<b>TOR</b>) and appoint SLT as sponsons for each Fourm</li> <li>• Review resources allocated in support of this, <b>including annual budget for ALL staff fourms</b></li> <li>• Liaise with local authorities/LGA on structure of staff fourms</li> </ul>                      | <p><b>[Insert the following text in bold]</b></p> <p>End December 2021</p>   | <p><b>[Insert the following text in bold]</b></p> <p>READI Workforce Programme Adviser/ Senior Leadership Team, Cooperate Diversity Officer, HR Director, READI Review Team Contact, local authority peer(s)</p>                 |



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| 8. | <p>Collect, analyse and publish workforce data on protected characteristics, including pay gap data – <b>[Insert the following text in bold]</b> establish standardised EDI questions for recruitment to support the work to close the workforce data gap, relating to disability.</p> | <p><b>[Insert the following text in bold]</b></p> <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> <li>• <b>HR team to Establish standardised EDI questions for recruitment to support the work to close the workforce data gap, relating to disability, and promote internally the drive for capturing equality data, due to the READI Review – in a sensitive and non-intrusive way.</b></li> <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> | <p><b>[Insert the following text in bold]</b></p> <p>29th September 2021</p> <p>By January 2022</p> <p>Ongoing</p> | <p><b>[Insert the following text in bold]</b></p> <p>Assistant Director of HR,<br/><b>Cooperate Diversity Officer</b><br/><b>READI Review Contact, local authority peer</b></p> |
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| 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<br><br>Choose Havering Campaign<br><br>JTUCC<br><br><b>[Insert the following text in bold] Cooperate Diversity officer</b> |
| 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> <li><b>[Insert the following text in bold] Developing process and clearly communicating as and when completed</b></li> </ul> | <b>[Insert the following text in bold] Already underway and ongoing and frequency to determine by READI Manager/Cooperate Diversity Officer</b>   | READI Workforce Advisor and SLT, EDIC Sub-Group on Training and Development, Staff Forum Leads and HR   |
| 11. | <b>[Insert the following text in bold] Review and refresh procurement</b> pages and run EDI training for staff and councillors, starting with Corporate Leadership Team and Commissioning and Procurement. | <b>[Insert the following text in bold]</b> <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> <li><b>Review and refresh procurement page</b></li> </ul>  | <b>[Insert the following text in bold]</b><br>Completed – 15 <sup>th</sup> July <b>ongoing and frequency to determine by READI Manager//Cooperate Diversity Officer</b><br><br>Completed – 7 <sup>th</sup> September<br><br>By April 2022 | <b>[Insert the following text in bold] READI Workforce Advisor (to advance), /Cooperate Diversity Officer</b>   |

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| 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),<br>[Insert the following text in bold] Cooperate<br>Diversity Officer, Legal<br>Lead/Monitoring Officer |
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|     |   | <ul style="list-style-type: none"> <li>• promote EDI through their actions, and role model appropriately.</li> <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 existing policies, strategies and procedures clarify the organisation's expectations – <b>[Insert the following text in bold]</b> via new EDI page on Havering Council website</li> </ul>   | <p>Ongoing</p> <p>End December 2021</p> <p>Ongoing</p>   | <p>HR Advisor READI Program Manager</p> <p>READI Programme Team</p> <p><b>[Insert the following text in bold]</b><br/>Communication Team,<br/>Cooperate Diversity Officer</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.<br/><b>[Insert the following text in bold]</b></li> <li>• Capture all exit interview information and take appointee action where necessary, if anything related to discrimination</li> </ul>                                   | <p>End February 2022 (for 22/23 objective setting)</p>   | <p>Assistant Director of HR / READI Workforce Advisor Senior Leadership Team and all managers <b>[Insert the following text in bold]</b> Cooperate Diversity Officer</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. | <p><b>[Insert the following text in bold]</b></p> <ul style="list-style-type: none"> <li>• Immediate <b>EDI and Engagement</b> communications plan/strategy - including launch of Equality and Diversity page on Havering Council website</li> <li>• Reporting routes to be regularly communicated and monitored</li> <li>• Monitor and report on breaches and outcome</li> <li>• Work with IAG and Safer Neighbourhood Board.</li> </ul> | <p><b>[Insert the following text in bold]</b></p> <p>By January 2021</p> <p>End of December 2021</p> <p>Ongoing</p> <p>Quarterly</p> <p>January 2022</p> | <p>AD Communications and READI Programme Manager / Work force Advisor and Monitoring Officer <b>[Insert the following text in bold]</b> Cooperate Diversity Officer</p>       |

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|     |   | <ul style="list-style-type: none"> <li>Publicize to staff the appropriate police contact, and Hate Crime Unit</li> </ul>   | End of December 2021   |   |
| 16. | <p><b>[Insert the following text in bold]</b><br/> Establish a clear staff development programme, including developing leadership and secondments opportunities internally and externally to address the lack of senior representation from staff with protected characteristics.</p> | <ul style="list-style-type: none"> <li><b>[Insert the following text in bold]</b> Establish a clear staff development programme, including developing leadership and secondments opportunities internally and externally to address the lack of senior representation from staff with protected characteristics</li> </ul> | <p><b>[Insert the following text in bold]</b> Plan By 2023 and ongoing</p> | <p><b>[Insert the following text in bold]</b> Assistant Director of HR Officer and Cooperate Diversity Officer, READI Review Team Contact</p> |



