

Appendix 1 - The Council's Summary 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 has taken forward a detailed work plan

| READI Summary Action Plan - June 2023 Update | | | | |
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| No. | Race Equality, Accessibility, Diversity, and Inclusion (READI) Recommendation | Comment/Key Actions/Achievements | RAG Status | Next steps |
| 1 | <p>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.</p> <ul style="list-style-type: none"> • Leader of the council and CEO leading on communications • Recruitment to READI Programme Team • Strategy and work plan identifying short, medium and long term deliverables | <ul style="list-style-type: none"> • New Leader and Chief Executive Communication delivered. • CEO, Comms and READI delivered via all staff Let's Talk • READI Team in place • EDIC team identifying key deliverables | Green | <ul style="list-style-type: none"> • READI Team working with Target Operating Programme Board to identify and align deliverables. • On-going commitment to delivering equalities. |

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| 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"> • The Havering Pledge –100% of Councillors have signed the Havering Pledge. • Induction of new members took place on 12/05/22. All Members undertook training required by the Public Sector Equality Duty (PSED) delivered in May 2022. • Staff Forum Meet & Greet Day – partnership planning with staff and members | Green | <p>On-going training and development programme for members and staff</p> <p>To deliver credible focused activities and practices that meets the needs and demands of our residents, service users and our workforce.</p> |
| 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"> • Lunch time listening sessions delivered by Forums. • Annual diversity calendar events to celebrate and erase awareness. • Supportive training programme (bespoke and Skill Boosters online platforms) • Staff networks discussions, presentations, and case study sharing. | Green | On-going programme of events |
| 4 | Use the self-assessment exercise as the first step in developing accessible service plans | <ul style="list-style-type: none"> • Self-Assessment used to inform and shape service plans | Green | On-going |
| 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"> • Close working with READI team and staff forums to progress and navigate and inform and shape the Councils Equality & Diversity journey. • An SLT sponsor for each staff forum | Green | On-going |

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| 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"> • EDIC Group meet regularly to determine EDI actions in line with the Councils Vision, Equalities Duty, and Service Planning. | Green | <p>To reaffirm the Terms of reference & Membership for the EDIC Group as part of the TOM.</p> <p>To Track and progress READI priorities.</p> <p>To use Data as Insight and inform decision-making.</p> <p>communications to continuously reinforce our Choose Havering vision and Employer of Choice ambition.</p> |
| 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"> • Strategic Lead appointed. • Member Champion appointed • EDIC role communicated • Operational Lead is the READI Programme Manager Permjeet Panesar appointed Aug 2022. • Programme Support appointed | Green | On-going communication to raise awareness of ownership and reasonability |
| 8 | Collect, analyse and publish workforce data on protected characteristics, including pay gap data | <ul style="list-style-type: none"> • Improved collection of diversity disclosures data. • Improving disclosure completion of staff who do not use technology • Pay Gap Data has been produced for 22-23. • Staff Diversity Data reported quarterly to the EDIC Group. | Amber | To continuously encourage staff and colleagues to provide diversity declarations. |

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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"> • EDIC Dashboard is updated with monthly workforce diversity profiles. • Supported Forums in achieving a better understanding of equality considerations. • Collaborated with HR colleagues in the development of the careers website. • Engaged with London Boroughs and other councils to develop methodologies for current staff and new staff to disclose diversity disclosure information. | Amber | Data to be analysed quarterly and reported to the EDIC Group |
| 10 | Improve understanding across the board of the complexity of the issues – EDI is not binary. | <ul style="list-style-type: none"> • Members training delivered • Mandatory EDI objectives required for Performance Development Reviews • Awareness raising with Contest Board, Hate Crime Working Partnership, Multi-Agency Safeguarding Partnership. • Delivered bespoke equalities training. • Essential Inclusion training has been added to PDR objectives from 22-23 | Green | On-going training and awareness raising |
| 11 | Run EDI training for staff and councillors, starting with Corporate Leadership Team and Commissioning and Procurement. | <ul style="list-style-type: none"> • Mandatory training delivered. | Amber | On-going requirement |
| 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"> • Members all signed the 'Havering Pledge' at the Council Meeting of 25th May 2022. • Senior Leadership Team are strategic sponsors for staff network and engagement to reinforce potential methods to achieve positive outcomes for all. | Green | <p>On-going training to strengthen EQHIA</p> <p>Residents and community focus that involves us working across public, private and community sectors in designing and</p> |

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| | | <ul style="list-style-type: none"> • READI is aligned with TOM reinforcing key essential equality values for the Council. • Council is part of CELC Race Inequality Standard Programme. | | implementing appropriate strategies. |
| 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"> • Reinforced via PDRs and Training • Council sites have posters reinforcing zero tolerance to discrimination. • EDI Training programmes in place commissioned to Skills Boosters supported by OD. • Support for safeguarding activities in the Havering Safeguarding Partnership including Contest Board and Hate Crime Partnership. | Green | On-going requirement Promote reporting of any unacceptable behaviour. |
| 14 | Review the effectiveness of the Personal Development Review (PDR) process across the organisation | <ul style="list-style-type: none"> • Reviewed and new Mandatory Equality PDR objectives required for all staff • Mandatory Equality Training: Inclusion Essentials, Leadership and Allyship are included in PDRs for staff and managers. • Skill Boosters provide an online training platform across key equality areas. | Green | On-going requirement Include effectiveness as part of staff surveys |
| 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"> • Havering has adopted a clear zero tolerance position. | Green | To review reporting of issues and staff feedback. |

