Workforce to Reflect the Community
Strategy 2009/2010

April 2009

Introduction from the Leader of the Council, Councillor Lutfur Rahman

Having a council workforce that fully reflects, at all levels, the rich diversity of the population of Tower Hamlets has long been an aspiration of the Council.

Over the past year, fresh impetus has been given to achieving this aspiration and good progress has been made, which is described in this strategy document. However, there is no room for complacency and I and my fellow Elected Members continue to drive for an ever accelerating pace and scale in the improvements that are being made.

Overall the council has achieved a workforce that is almost half BME, which puts us firmly in the forefront of all local authorities in the UK and is to be celebrated.

We have now, however, identified three key areas that we must achieve better results on going forward, these are;

- Increasing the proportion of Bangladeshi staff overall in the workforce, from 20% (currently) to 27%, to reflect the working age population of Tower Hamlets
- Increasing the number of BME generally and Bangladeshi in particular staff who hold managerial and particular senior management posts
- Increasing the number of staff with disabilities overall and in senior management positions.

That is not to say that the other equality strands are to be ignored – we of course want to continue to recruit, employ and develop all staff at all levels regardless of gender, sexual orientation, age, religious belief, disability or ethnic origin or race. And of course we recognise that complexity is inherent to this agenda and that the thoughtful and sensitive set of activities that are set out in the action plan to this strategy have to be taken forward in a coherent and open way.

We have been particularly keen to evaluate the results of our previous investment in staff and our current schemes for progression, in order to more closely identify how these could and should be improved going forward. Again this is set out in the strategy and action plan.

Finally, because this is an agenda that is close to my heart and which I take a close interest in, I will be monitoring progress on the action plan over coming months, and the results we will achieve.

Councillor Lutfur Rahman
Leader of the Council

Summary

This strategy document has been produced in order to accelerate the pace and scale of achievement of our aim to have a workforce that reflects our community.

It builds on our previous strategy but extends and refocuses some key activities, based on the learning and more detailed analysis that has taken place over the past year. The action plan has been strengthened and made more specific.

In particular this strategy highlights:

- Activities to address the continued need to focus on improving the number of BME and disabled senior managers
- A continued need to increase the proportion overall of Bangladeshi staff, requiring local recruitment
- A new focus on directorate specific schemes, based on an analysis of directorate performance on this agenda
- Improvements to the schemes for local graduates, focusing on career development and progression into professional careers rather than general supervisory posts
- New schemes for people with disabilities, particularly but not exclusively people with learning disabilities
- A new scheme aimed at a small number of 'future directors' which will 'hot house' this cohort
- A new requirement for managers to identify and use internal talent before engaging interim staff
- Developing and expanding the current Hamlets Youth scheme into apprenticeships that are career and profession specific
- Continuing with the successful positive action social worker scheme, on a reduced level taking account of a reduced need for social workers in the authority overall
- Reducing the number of agency staff, who we know do not generally reflect the community we serve
- Linking in to a network of existing BME senior mangers who are not employed in the council, showing the council off as an employer, learning from their views and identifying talent that could be recruited in

Profile of the Community

Self evidently, if we are to have a workforce that reflects our community, we have to have an analysis of the community.

The 2001 Census revealed that the borough had a population of 209, 400 with 31% of Bangladeshi origin, 6% from African/Caribbean backgrounds and the total White British population being 53.8%.

According to Neighbourhood Statistics there are 6,660 people in Tower Hamlets over the age of 16 and under the age of 70 that claim disability benefit which equates to 3.2% of the resident population between these ages.

The table below summarises the census data on the ethnic profile of people living within Tower Hamlets. It comes with a 'health warning' in two respects – one is that it does not reflect the working age population, and we know that for example the Bangladeshi population is younger than average (of which more later) and secondly the census information is now 7 years old and becoming out of date. There is some evidence to suggest that the population of Tower Hamlets is being further enriched by migrants from eastern Europe and south America and this may have an influence on future strategies for a 'workforce to reflect the community'

The employment rate of minority ethnic communities in Tower Hamlets as a percentage of those in employment is 40.8% in 2004/05 in comparison with a percentage of 58.9% in England. Furthermore, the employment rate of those with the lowest/no qualifications % in employment in Tower Hamlets in 2004/05 was 27.6% compared with 50.1% in England. This means that minority ethnic and/or low skilled people in Tower Hamlets are generally less likely to be in employment than comparators in England.

A 'workforce that reflects the community' can only reflect the community   that is of working age, and indeed the council's Best Value Performance Indicator definitions reflect that. In the case of Tower Hamlets this is a particularly important factor given that there is a younger than average population and that the Bangladeshi population in particular reflects this. The latest available data shows this clearly;

Table 1: Ethnicity and age profile of Tower Hamlets

Group	All Ages	0 - 4	5 - 9	10 – 14	15 - 19
All Ethnicities	231,032	18,717	13,903	12,550	12,731
White	117,825	4,602	2,570	2,356	3,211
Black Caribbean	4,841	227	239	257	283
Black African	6,701	641	620	559	496
Black Other	3,648	575	480	390	353
Indian	4,275	363	192	143	232
Pakistani	1,496	198	126	115	109
Bangladeshi	76,084	10,322	8,609	7,920	7,205
Chinese	6,462	331	209	196	305
Other Asian	3,894	593	396	299	245
Other	5,807	865	461	315	292

Source: 2006 Ethnic Group Population Projections, 2007 RLP High, GLA

The table above shows that whilst 25% of the total population of Tower Hamlets is under 20 years old, in for example the Bangladeshi population that rises to 45%.

The latest figures for the working age population in Tower Hamlets are as follows;

Table 2: Population and Working Age Population percentages in Tower Hamlets

	Whole Population				Working Age			
	2001	2008*	2012*	2001 - 12 change	2001	2008*	2012*	2001 - 12 change
Asian	5.7	7.1	7.7	2.0	6.2	7.4	7.9	1.7
Bangladeshi	33.3	33.3	32.4	-0.9	28.3	27.3	26.7	-1.6
Black African Caribbean	7.7	6.4	6.1	-1.6	7.4	5.8	5.4	-2.0
Mixed-heritage / Other	1.8	2.6	2.9	1.1	1.9	2.4	2.6	0.6
White	51.5	50.6	51.0	-0.5	56.1	57.0	57.4	1.3

Using this data as the basis on which to set targets for the overall ratio of employees in both organisations shows that a 'workforce that reflects the community' in its most literal sense would have the following proportions;

Table 3: Representative workforce composition

Ethnic Group	Proportion
All Ethnicities	100%
White	58%
Black Caribbean	2%
Black African	3%
Black Other	1%
Indian	2%
Pakistani	0.6%
Bangladeshi	27%
Chinese	3%
Other Asian	1%
Other	2%

Of course, it would not be possible to set 'quotas' in terms of the make up of the workforce, and we must remember that in every case we must recruit the best possible person to each individual post, but this sets a useful guide for the kinds of proportions we should be aiming at, at all levels in the organisation.

Current Performance

<u>Ethnicity</u>

We continue to show improvement in the level of representation of BME staff within the Council.   Bangladeshi staff entering the organisation has risen by 0.7% over the past year, around twice the rate than any other ethnic group.

The greatest increase over the past 3 years has been in the Bangladeshi group of staff with an increase of 1.5%, approximately 85 staff with 40 of these since April 2008. All other groups have shown around 0.5% increase in representation with the exception of white staff that has seen a 3.4% reduction (approximately 196 employees).

BME staff now account for 48.4 per cent of the workforce, an increase of 1.7 per cent over the past year. This makes us one of the tope performing local authorities in the United Kingdom on this indicator.

At senior management levels, the Council has made two director-level appointments from the BME community. The Corporate Management Team now has two of the eight members from an ethnic minority group, where previously there had been none.

We continue to make progress to increasing the representation of BME groups within the Council as shown in Table 4.

Table 4: Percentage representation of ethnicity within the workforce (January 2009)

	2007/08	2008/09	Change 2007 - 2008	Working Age Profile (WAP)
Asian (Exc. Bangladeshi)	5.3	5.5	+0.2	7.4
Asian-Bangladeshi	18.6	19.3	+0.7	27.3
Black African / Caribbean	20.3	20.6	+0.3	5.8
Missing	2.3	2.5	+0.2	N/A
Mixed / Other	2.8	3.0	+0.2	2.4
White	50.7	49.0	-1.7	57.0
BME Total	47.0	48.4	+1.4	43.0

We continue to be mindful that Bangladeshi staff are under-represented in the organisation and can demonstrate a number of programmes to promote the Council as a place to work are having an impact. This is particularly evident in the 19-29 years old age group where 48 per cent within this age group are from a Bangladeshi background.   This is in contrast to the 30 – 39 years age group where this representation is currently 19.1 per cent.

Disability

Following the transfer of staff from the Council to Tower Hamlets Homes, we have seen a sharp decline in the number of people declaring a disability within the organisation due to the numbers of people with disabilities in manual and front line services within housing services that have been transferred.

The Council is not going to meet its target of 5.5 per cent of the workforce declaring a disability in 2008/09 as a result. The table below shows the projected outturn for the year.

Table 5: Percentage representation of staff with a disability (January 2009)

	2007/08		2008/09*	
	Target	Actual	Target	Projected
Percentage of the workforce with a disability (Priority Indicator BV016a)	4.80 %	5.12 %	5.50 %	3.63 %
Percentage of top 5% of earners with a disability (Strategic Indicator RES002)	5.00 %	3.51 %	4.10 %	2.07 %

The Top 5% of staff with a disability represents the top 200 earners within the organisation. However, when we examine the top 10 per cent of earners (around 600 employees) this figure rises to 4.5%.

A high percentage (11.6%) of staff have declined to state whether or not they have a disability and a further 13 per cent has no record in place. This represents 1,433 staff.

In order to reflect the targets, a further 70 employees with a disability should be identified. It is sensible that we encourage staff that have not disclosed or completed a return to do so to ensure we have a more accurate record of disabilities within the organisation – and to provide effective support and career development for people with disabilities.

Age

For the first time, the Council has an accurate picture of the distribution of age against grades, ethnicity and other monitoring strands.

The indications are that our younger workforce (19 -29 year olds) are significantly more diverse than the older workforce population. This mirrors the position within the wider Tower Hamlets community where there is a younger population.

As shown in table 6, there is a significantly increasing Bangladeshi presence as the workforce gets younger. This demonstrates that the entry-level schemes, such as Hamlets Youth and local graduates have played an important role in promoting the Council as an employer to our local community, particularly younger people.

Table 6: Percentage ethnic make-up of age ranges. (January 2009)

Age Group	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	BME (All)
16-29	6.5	48.1	8.9	3.5	3.4	29.5	66.9
30-49	6.2	19.1	24.6	2.6	3.5	44.0	53.3
50-65	3.9	6.8	20.1	1.8	2.1	65.3	32.8
65+	6.8	9.3	9.3	3.4	0.8	70.3	26.3

We are also using age to identify where we are likely to see significant numbers of retirements over the next 5 and 10 years. This allows us to improve our succession planning and develop career routes for groups under-represented in the organisation, particularly at senior levels.

Progression of staff

The Council has recently undertaken an Equalities Impact Assessment (EQIA) on the progression of employees through the organisation. This was reported to the Corporate Equalities Steering Group on 3 March 2009.

Overall, the council provides equal opportunities for development and progression, with progression patterns and rates across different strands showing no favourable or unfavourable treatment in comparison to others.

There were minor variations between faiths and sexual orientations, although not significant to infer or demonstrate any detriment or disadvantage to one or more group.

For the progression at different age groups, it was illustrated that, as to be expected, there is a greater range of progression for younger age groups at the start of their career, particularly Hamlets Youth and local graduates moving from training contracts in to permanent employment. For the older ages, progression through spine points was less marked as individuals reach the top of their grade with only 10 – 15 per cent of the older workforce (ages 45+) progressing more than one grade. This also explains that the older workforce (predominantly white staff) is showing slower progression than the younger, more diverse workforce who have greater scope for progression through the spine points and across a wider range of grades.

For ethnic groups, the picture is more complicated – but easily explained. Chart 1 (below) sets out the progression of BME groups, Bangladeshi and White staff against the workforce as a whole. The differences in the chart can be explained through a number of factors:

- White progression not as great as other groups: the white workforce is older in its profile and therefore, as shown in chart 1, is less likely to progress than younger groups. The 'no change' group of white staff reflects that many are already at the top of their grade. White staff above the age of 50 years are 41.6 per cent of the population as opposed to 10 per cent of BME staff at the same age group.

- Positive action schemes have targeted career routes to increase the rate of progression for some groups of staff to improve the proportion of under-represented groups at higher levels throughout the organisation, therefore it is to be expected that BME staff appear above the workforce norm for progression above 11 spine points.
- The progression of Bangladeshi staff up to 10 spine points is significantly above the workforce norm, but falls below between 11 and 15 spine points; this reflects the recent focus and significantly younger Bangladeshi population within the organisation (36% under 29 years old) but demonstrates that where recent targeted action is undertaken in recent years, this is showing a faster rate of progression as anticipated.

Overall, progression for employees shows little variance between groups that can not be explained or is unexpected. The Council invests significantly across all staff to encourage progression and professional development.

Between November 2008 and January 2009, the council undertook a strategic Equalities Impact Assessment of positive action and supported schemes within the council including:

- Social work – routes to work (including positive action)
- Hamlets Youth
- National & local graduate programmes
- Step Up Now 1 & 2
- Aspiring Leaders Programme (ALP)

As part of this a qualitative evaluation of the schemes, involving current and past participants, was undertaken.

The final two listed have been running since 2007 and it has been too early to evaluate the effectiveness of the programme. The research in to the exist programmes has shown that participants value the schemes and approach taken. We have learned that a greater emphasis on career development, practical experience and opportunities to work on projects or acting-up arrangements would add to the value of the programmes. Participants also suggested the programmes are too academic focussed.

The social work career routes have been successful in placing under-represented groups (Bangladeshi, Somali and disabled employees) into the social work profession. In total, 93 social work placements have started since 2000 and 49 of these are still in employment with the council. 2 have progressed above PO4 (£40k).

As a result of the evaluation of Hamlets Youth and the graduate programmes, changes are being made to develop further career options and parity with the support given by the IDeA for national graduate placements. This includes supported development centres, post-graduate study (preferably in a professional qualification) and career guidance. The first of the career development centres is

due to take place in May 2009 for existing participants in the local graduate scheme.

Chart 1: Progression by spine points and ethnicity between 2004 and 2008.

Spine Point Progression 2004-2008
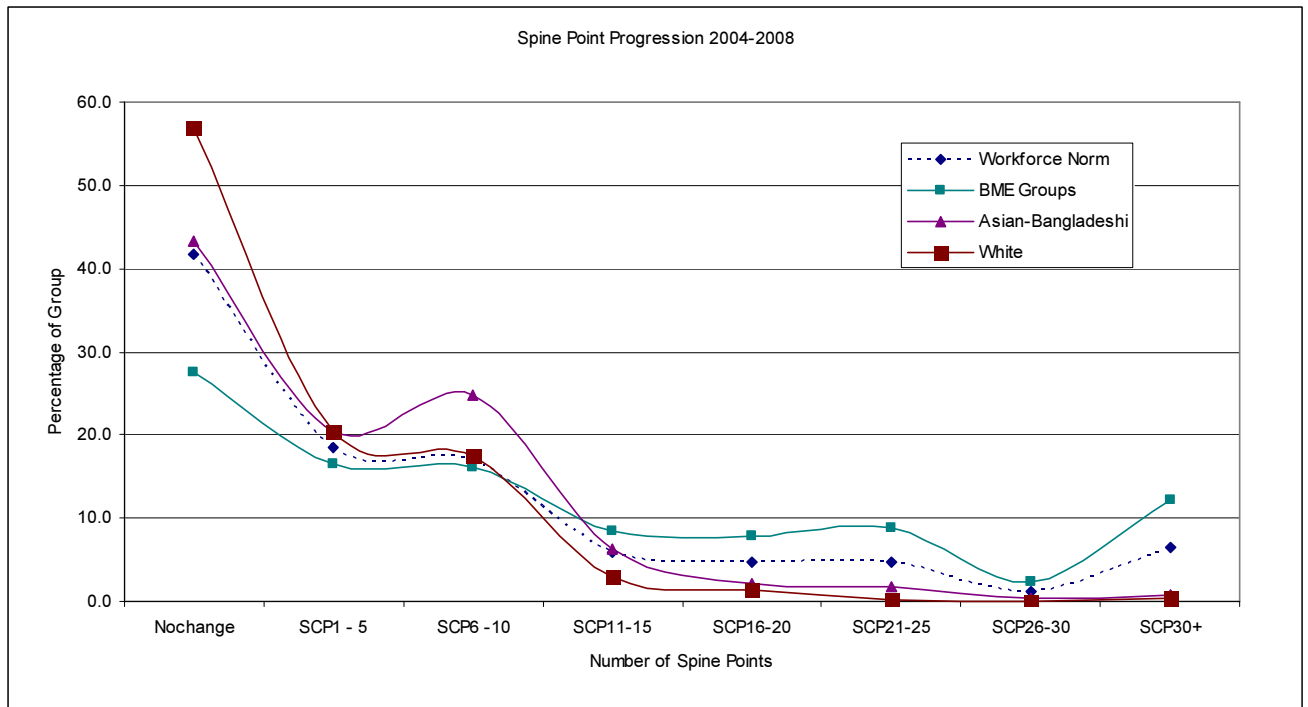
Explanation of chart 1.

The chart shows the spine point progression for staff groups by ethnicity. Where there is no spine point progression, this indicates either an employee on a fixed grade or (in the case of the majority of staff in this category) they have reached the top of their grade and remain on the top spine point. This explains why the white group of staff have a higher percentage of people in this category as the white groups have a longer average time with the council and are generally an older workforce and therefore reached the top of their spine point.

Each grade is around 4 spine points. Generally, staff progress one spine point in April each year until they reach the top of their grade. Therefore, most of the employees in the 1 – 5 spine point progression of the graph are more likely to be progressing through their grade than being promoted.

Any progression above 5 spine points suggests that an employee is progressing through promotion or job evaluation. It is the progression above 5 spine points that indicates the level of progression and breadth (i.e. number of grades progressed) of internal promotion.

Representation within agency staffing

The council recognises the opportunity for developing the workforce and reducing the use of agency staffing through effective workforce and succession planning. At the same time, we will also monitor the representation of the agency staff through the corporate contract.

At February 2009, the number of agency staff within the council was 547. The ethnicity of agency staff is shown in Table 4 of all agency staff engaged within the past year (1,093).

A significant proportion of the spend (15.9%) is spent under the category of 'technical' positions. To reduce this number of agency staffing, our graduate career programme will be predominantly targeted at addressing the technical professions, skills and qualification requirements. This will have a dual effect of reducing agency requirements and increasing the representation of local people within the workforce.

Table 7: Ethnicity table of agency staffing

Ethnicity	Number of candidates	%
Any Other Ethnic Group	1	0.09%
Other Black African	1	0.09%
Black European	2	0.18%
Chinese	2	0.18%
Chinese/Other ethnic group - Chinese	2	0.18%
Mixed - White and Black African	3	0.27%
Other Ethnic Group	5	0.46%
Mixed - White and Asian	6	0.55%
Mixed - White and Black Caribbean	6	0.55%
White - Irish	8	0.73%
Asian/Asian British - Pakistani	13	1.19%
Mixed - Other Mixed background	18	1.65%
Asian/Asian British - Other Asian background	28	2.56%
Asian/Asian British - Indian	32	2.93%
Black/Black British - Caribbean	58	5.31%
Black/Black British - Other Black background	63	5.76%
Prefer not to say	74	6.77%
White - Other White background	96	8.78%
Asian/Asian British - Bangladeshi	119	10.89%
Black/Black British - African	254	23.24%
White - British	302	27.63%
Grand Total	**1093**	**100.00%**

Career and management development

The council schemes for increasing the proportion of Bangladeshis and other groups at an entry-level to the organisation has been successful, demonstrated through the significantly increased numbers of young Bangladeshis and other groups under the age of 30.

The main challenge for the council however is now to focus on opportunities for development and progression of under-represented groups into senior management roles at Service Head and Director levels.

It has been shown that representation of Bangladeshis and other BME groups from the community profile reduces at around the £40k salary level, equivalent to the top of Grade PO3. Table 8 shows the distribution of ethnicities at each grade within the council. It shows that the recent work with the younger population are increasing the representation of young Bangladeshis at each grade up to PO1, and signs of improvements at PO2 and PO3, however above PO5 there is significantly less representation of BME groups, and significant representation of white staff.

Table 8: Representation of ethnicities at each grade.

Salary Band	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White		BME
Casuals & Trainees	5.2	29.0	14.1	6.0	3.6	42.0		52.0
Scale 1	2.1	12.8	39.7	1.9	2.3	41.2		33.5
Scale 2	0.0	15.4	22.0	6.6	1.1	54.9		3.3
Scale 3	2.7	22.8	27.3	0.5	2.4	44.2		19.6
Scale 4	6.1	6.1	6.1	6.1	6.1	6.1		15.6
Scale 5	5.4	18.4	15.1	2.2	2.7	56.2		7.3
Scale 6	6.8	25.1	16.4	1.7	2.9	47.1		28.8
SO1	7.4	23.7	22.7	1.5	2.8	41.8		21.2
SO2	7.6	19.3	20.7	2.2	5.1	45.1		20.6
PO1	4.2	28.2	26.8	4.2	2.8	33.8		4.2
PO2	6.6	14.5	27.2	2.6	3.5	45.6		11.2
PO3	8.5	15.9	19.5	1.3	2.9	52.0		24.7
PO4	6.4	11.2	15.0	1.5	2.2	63.7		8.9
PO5	6.5	8.9	17.1	0.0	1.6	65.9		4.0
PO6	3.0	7.4	10.9	0.9	3.0	74.8		5.3
PO7	5.3	10.5	10.5	0.0	4.2	69.5		2.8
PO8	5.9	4.2	6.8	0.8	2.5	79.7		2.2
PO9	10.0	2.5	0.0	2.5	2.5	82.5		0.6
SH & Chief Off.	0.0	2.6	0.0	5.3	2.6	89.5		0.2

The Corporate Management Team have agreed to take a council-wide approach to ensure the broadest range of opportunities for experience, support and development are provided to our future managers and leaders and have commissioned proposals for the development of a management development programme with accelerated and supported places for under-represented groups.

Through taking this targeted and structured approach, we will aim to develop individuals through to service head level, providing experience, opportunities, training and personal development tailored to the needs of the individual and an internal mentoring and coaching programme supported through directors and senior managers.

During the time it takes to develop the programme, directorates will identify potential participants and we will be able to provide an intensive scheme for 5 to 10 individuals to have the opportunity to progress more rapidly into Service Head and Director levels over the next few years.

For local graduate programmes, the council is committed to completing the placements of 13 graduates (10 from the local community). Additionally, from previous programmes the council has retained a further 60 local graduates. In 2009/10 we will offer each of these graduates a career planning session and professional development centre to assess how we can support their progression further within their career routes.

For the new intake of graduates, we will move to a rolling programme of recruitment (currently there is one intake every two years) based on the needs and vacancies arising within directorates. We can develop a two-stream graduate programme. The first stream where a specific academic qualification is required before entering the profession (e.g. trading standards, environmental health) where we support the studies before employment. The second stream is we will develop professional post-graduate programmes where post-graduate and professional qualifications can be gained whilst on the job (e.g. CIPD, CIPFA etc).

To support the wider success of graduates within the borough, we will partner with other major employers, particularly public sector employers to develop a local 'milk round' graduate fair profiling a wide range of career choices and opportunities within the council, health sector and other services.

For social workers that have completed the positive action programme and remain in employment with the borough, we will develop a support programme to Team Leader and Team Manager-level through the Diploma in Management Studies (Social Care) programme (DMS-SC).

Specifically for Service Head and Director, we have already started to develop a model for identifying and developing a handful of very talented employee. Unlike our existing and previous schemes that allowed participation in management development at certain grades, the new programme will open up to those who have demonstrated potential and perform highly.

In addition to these programmes, the council is reviewing and making changes to the policy for acting-up and additional duties to ensure there is a more explicit focus on experience and opportunities for internal talent. The policy will establish a central approach to co-ordinating these opportunities, ensuring greater transparency and publicity for opportunities and allow employees to register a generic interest in participating in applying for acting up, secondments and project work.

Directorate support for WFTRC

In 2009/10, as part of the Council's workforce planning process, directorates have been asked to identify opportunities to further integrate opportunities for developing a workforce to reflect the community within their respective service areas. This has been done by examining the profile of the existing workforce, identifying areas where specific programmes can be applied and benefit the organisation (e.g. apprenticeships, graduates and staff with disabilities) and also address areas where there are expected to be a high number of retirements over the next five years and / or where there are specific skills shortages – particularly within professions where progression can be developed and defined.

The directorate summary activities for 2009/10 are as follows:

Adults Health & Wellbeing

Table 9: Workforce profile – AHWB (Percentages)

	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
	7.4	27.3	5.8	0.0	2.4	57.0	42.9
ETHNICITY							

Service Area	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
Commissioning and Strategy	7.4	11.1	25.9	3.7	5.6	46.3	50.0
Disability and Health	6.0	15.9	29.8	0.0	4.0	44.4	55.6
Finance	6.7	6.7	26.7	0.0	0.0	60.0	40.0
Older People and Homelessness	2.4	15.4	37.6	0.2	2.9	41.4	58.3
(blank)	0.0	0.0	0.0	0.0	50.0	50.0	50.0
	3.8	**14.9**	**34.4**	**0.5**	**3.5**	**43.0**	**56.5**

DISABILITY

Service Area	No	Declined	Yes	Unknown
Commissioning and Strategy	81.5	13.0	3.7	1.9
Disability and Health	68.9	13.9	10.6	6.6
Finance	86.7	13.3	0.0	0.0
Older People and Homelessness	76.1	12.0	3.6	8.2
(blank)	100.0	0.0	0.0	0.0
	75.2	**12.6**	**5.2**	**7.1**

56.5% of the Directorate's staff are from black and minority ethnic backgrounds, compared to 48% in the Council as a whole; and 27.7% of staff earning £40k a year or above, compared to a Council wide figure of 24%. 5.2% of the workforce define themselves as disabled, compared to a projected 3.63% across the Council. However, within the overall BME staff group, Black African / Afro Caribbean staff are significantly over represented (34% of the workforce) and Bangladeshi staff significantly under represented (14.9%). Continued action is needed to recruit, retain and develop a more representative workforce.

Apprenticeships

There is scope to develop apprenticeships, recruiting from the local community, in a range of settings within the Directorate. There is a particular need to recruit young people into a career in home care, day services and other forms of care provision, as there are a significant number of retirements likely from the existing workforce over the next few years. Apprenticeships in care services would be linked to training to NVQ level 2. Apprenticeships can also be developed in support work with homeless young people and families, and customer liaison roles in Homeless and Housing Advice Services. As the personalisation agenda develops in social care, a range of new support roles are likely to develop, for which entry and training via an apprenticeship route may well be one option. The Directorate's target is to create at least 12 new apprenticeships during 2009/10.

<u>Graduate careers</u>

Graduate career pathways are well established in Occupational Therapy and Financial Management, linked to recognised post graduate qualifications. The Directorate will also establish opportunities in strategy development, policy work, and project management. In the last few years, graduate rather than professional career pathways have been established in mental health services, and the personalisation agenda offers the opportunity to extend these into other areas of social care, as the workforce comes to rely less on traditional forms of professional qualification. The Directorate will establish at least new 8 graduate entry posts for local graduates in 2009/10.

<u>Career and management development</u>

Recognising that there are no BME staff in permanent positions at 1st, 2nd or 3rd tier level in the Directorate, we will aim to sponsor at least three staff on the corporate accelerated management development programme described in paragraphs above.   Also, while there has been a significant flow of qualified Bangladeshi and Somali social workers into the Directorate over a number of years. However few of these staff have progressed to front line management posts (Senior Practitioner or Team Manager). During 2009-10, intensive coaching and mentoring will be offered to all social workers qualified under the Positive Action programme, to seek to accelerate progression into management where that is individuals' chosen path, in addition to the offer of the support programme described above.

Chief Executive's

Table 10: Workforce profile – Chief Executive's (Percentages)

	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
Community profile ETHNICITY	7.4	27.3	5.8	0.0	2.4	57.0	42.9

Service Area	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
Assistant Chief Executive Legal Services	12.0	14.0	20.0	0.0	0.0	54.0	46.0
Policy Performance and Delivery	5.8	21.4	4.9	1.0	1.9	65.0	34.0
(blank)	0.0	18.2	0.0	0.0	0.0	81.8	18.2
	7.3	**18.9**	**9.1**	**0.6**	**1.2**	**62.8**	**36.6**

DISABILITY

Service Area	No	Declined	Yes	Unknown
Assistant Chief Executive Legal Services	96.0	2.0	0.0	2.0
Policy Performance and Delivery	80.6	5.8	1.9	11.7
(blank)	36.4	36.4	0.0	27.3
	82.3	**6.7**	**1.2**	**9.8**

36.6% of employees are from a BME background, with 18.9% from the Bangladeshi community. This is below the council average. For employees earning over £40k per year, 25% are from a BME background with 11.6% from the Bangladeshi community. For ethnicity, the largest gap between community representation and the workforce is between the white staff and Bangladeshi staff.

For employees with disabilities, we have a low representation at 1.2% with no employee earning over £40k with a declared disability.

Across the two service areas, there are 43 positions at £40k and above, the highest proportion for any services. This reflects the strategic nature of the work undertaken and the legal profession within this part of the council.

Opportunities exist to develop apprenticeships within support roles – particularly administration. Legal Services have committed to up to three apprentices and will continue to do so. They also support the development of local graduates and will examine opportunities to continue to do so as they arise and are appropriate.

The main focus for these service areas will be to identify talent for management and future director-level appointments.

Children's Services

Table 11: Workforce profile – Children's Services (Percentage)

	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
Local population ETHNICITY	7.4	27.3	5.8	0.0	2.4	57.0	42.9

Service Area	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
Building Schools for the Future	0.0	25.0	0.0	0.0	25.0	50.0	50.0
Children's Social Care	9.0	17.8	28.5	1.4	3.6	39.7	58.9
Early Years Children and Learning	7.5	25.4	10.9	1.7	3.4	51.2	47.2
Resources	1.7	7.0	40.6	2.2	2.2	46.3	51.5
Strategy, Partnership and Performance	3.2	22.6	21.0	3.2	8.1	41.9	54.8
Young People and Learning	3.8	6.4	9.7	4.6	4.6	70.8	24.6
Youth and Community Learning	5.4	34.0	14.7	6.4	2.9	36.7	57.0
(blank)	0.0	0.0	0.0	0.0	0.0	100.0	0.0
	5.0	19.9	21.8	3.6	3.2	46.5	49.9

DISABILITY

Service Area	No	Declined	Yes	Unknown
Building Schools for the Future	100.0	0.0	0.0	0.0
Children's Social Care	73.7	16.7	3.8	5.8
Early Years Children and Learning	76.1	9.6	3.8	10.5
Resources	61.9	14.0	2.3	21.8
Strategy, Partnership and Performance	83.9	6.5	6.5	3.2
Young People and Learning	76.5	5.1	1.8	16.6
Youth and Community Learning	51.6	15.0	2.3	31.1
(blank)	100.0	0.0	0.0	0.0
	64.9	12.6	2.7	19.7

With the largest workforce of any directorate, Children's Services has a high-level of BME representation across most services. The Bangladeshi representation is around the council average. 23% of our senior staff (over £40k) are from BME, 8.8% from the Bangladeshi community.

For employees with disabilities, 2.7% of our total workforce has declared a disability, although a high percentage (19.7%) have no information. At senior levels (over £40k) we perform well with 5.5% of employees declaring a disability – meeting the council's target.

We have identified a number of opportunities to further develop our support for a workforce that reflects our community. We will work to identify opportunities for the

employer-led apprenticeship schemes through business and administration as well as a new scheme within catering services. The latter would be subject to development and accreditation through the LSC.

We will continue to support the PAS programme for entry into social work and already have in place a programme for progression into Team Leader and Manager roles that will benefit from the sup0ported learning offered to under-represented groups through this strategy.   Within Children's Services we have 2 participants (from the 49 employed within social work across the council) already at PO4 and above. Working with AHWB we will support the further development of this scheme into management roles.

We have agreed targets for management development, future directors and graduate careers across the range of careers. We are mindful that, given the sensitive nature of some of the service we provider – particularly to vulnerable groups – it is not always practical to have in-experienced people learning on the job. We will work with corporate colleagues to develop graduate careers that can gain experience in such positions that will be supernumerary to the establishment – this will be funded through the ABG agreed as part of the 2009/10 budget.

Communities, Localities & Culture

Table 12: Workforce profile (percentages)

	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
Community profile >	7.4	27.3	5.8	0.0	2.4	57.0	42.9
ETHNICITY							
Service Area	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
Community Safety	3.8	20.0	23.8	16.3	3.8	32.5	51.3
Cultural Services	5.4	30.0	10.8	0.3	2.4	51.2	48.5
Directorate Finance	0.0	6.3	25.0	0.0	0.0	68.8	31.3
Environmental Control	5.8	16.0	21.4	0.8	2.1	53.9	45.3
Public Realm	5.0	8.9	12.1	0.4	1.1	72.7	27.0
Strategy & Programmes	14.3	14.3	0.0	0.0	0.0	71.4	28.6
Tower Hamlets Partnership	10.0	35.0	15.0	10.0	0.0	30.0	60.0
	0.0	16.7	0.0	0.0	0.0	83.3	16.7
Total	**5.3**	**18.8**	**15.1**	**2.0**	**1.9**	**56.9**	**41.1**

DISABILITY	No	Declined	Yes	Unknown
Community Safety	72.5	2.5	3.8	21.3
Cultural Services	83.5	10.1	4.7	1.7
Directorate Finance	87.5	6.3	0.0	6.3
Environmental Control	83.1	7.8	6.2	2.9
Public Realm	78.4	16.7	4.6	0.4
Strategy & Programmes	100.0	0.0	0.0	0.0
Tower Hamlets Partnership	90.0	0.0	0.0	10.0
(blank)	83.3	0.0	0.0	16.7
Total	**81.3**	**10.4**	**4.7**	**3.6**

The directorate employs 41.1% from BME backgrounds, this is broadly in line with the representation within the community, although there is under-representation from the Bangladeshi community at all levels with only 5% representation at £40k and above.

Representation of disabled employees is also low.

The directorate has many opportunities both at entry level and for career development given the wide-ranging nature of positions available.

For apprenticeships, opportunities are presented within the IDEA Stores for customer service, administration and support roles. Additionally, horticulture and landscaping apprenticeships are supported through the local college. We have identified a placement within this team. We are investigating other opportunities for apprenticeship placements within sports development, mindful of the potential for the Olympics. Additionally, we will seek to influence our major partners in waste management and horticultural contracts to employee apprentices across their contracts for the council.

For graduates, our focus will be on where there are national skills shortages and a high use of agency staff to cover technical posts. We are examining routes into environmental health, trading standards as well as positions for management within IDEA stores. Additionally transport and highways offer opportunities – although these programmes may take longer to develop as we may have to source graduates with an engineering background.

As a major contracting directorate, we are also committed to establishing and reporting on the workforce representation of our major contractors.   Through contract monitoring and negotiation we will look to influence and identify opportunities for our local community within the major contracts we manage.

Development & Renewal

Table 13: Workforce profile – Development & Renewal (percentages)

	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
Local population	7.4	27.3	5.8	0.0	2.4	57.0	42.9

ETHNICITY

Service Area	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
Asset Strat, Capital Del., Property Svs	0.0	12.5	25.0	0.0	6.3	56.3	43.8
Development Decisions	13.7	2.0	9.8	2.0	0.0	72.5	25.5
Major Project Development	6.5	8.7	10.9	0.0	6.5	67.4	32.6
Resources	13.5	10.8	21.6	0.0	8.1	45.9	54.1
Strategy, Regeneration & Sustainability	11.8	26.5	5.9	1.5	4.4	50.0	48.5
(blank)	0.0	0.0	20.0	20.0	0.0	60.0	20.0
	10.3	13.0	12.1	1.3	4.5	58.7	39.9

DISABILITY

Service Area	No	Declined	Yes	Unknown
Asset Strat, Capital Del., Property Svs	50.0	43.8	0.0	6.3
Development Decisions	90.2	5.9	3.9	0.0
Major Project Development	84.8	6.5	4.3	4.3
Resources	75.7	5.4	0.0	18.9
Strategy, Regeneration & Sustainability	77.9	8.8	1.5	11.8
(blank)	40.0	40.0	0.0	20.0
	78.9	10.3	2.2	8.5

The Development & Renewal Directorate has 39.9% BME representation, with a low representation of Banlgadeshis at 13% of the workforce. At £40k plus levels, there is 21% BME representation and only 2% Bangladeshi.

At 2.2% of the employees, people with disabilities are under-represented, although there is an improvement at the £40k plus levels with 3.9% representation.

The workforce is generally highly skilled and technically trained.

The Director has recently taken up his post and has requested that he reviews his overall workforce and direction before setting out clear proposals, although he states his total commitment to the strategy.

Resources

Table 14: Workforce profile – Resources (percentages)

	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
Working population ETHNICITY	7.4	27.3	5.8	0.0	2.4	57.0	42.9

Service Area	Asian	Bangladeshi	Black African / Caribbean	Not known	Mixed Heritage / Other	White	Total BME %age
Corporate Finance	6.5	32.3	12.9	0.0	0.0	48.4	51.6
Customer Access	5.4	19.1	20.5	1.9	3.5	49.6	48.5
Human Resources	6.7	38.0	11.1	1.0	1.9	41.3	57.7
Information Communication Technology	17.3	13.6	23.5	2.5	2.5	40.7	56.8
Procurement	14.3	7.1	21.4	7.1	0.0	50.0	42.9
Property & Facilities Management	0.0	0.0	0.0	0.0	0.0	100.0	0.0
Revenue Services	7.4	14.8	10.2	0.9	4.6	62.0	37.0
Risk Management	10.5	15.8	10.5	0.0	5.3	57.9	42.1
(blank)	0.0	0.0	0.0	0.0	0.0	100.0	0.0
	7.4	**22.8**	**16.5**	**1.6**	**3.0**	**48.8**	**49.6**

DISABILITY

Service Area	No	Declined	Yes	Unknown
Corporate Finance	67.7	6.5	6.5	19.4
Customer Access	74.4	16.2	4.0	5.4
Human Resources	74.5	3.8	5.8	15.9
Information Communication Technology	84.0	8.6	3.7	3.7
Procurement	78.6	7.1	0.0	14.3
Property & Facilities Management	100.0	0.0	0.0	0.0
Revenue Services	89.8	2.8	6.5	0.9
Risk Management	78.9	10.5	0.0	10.5
(blank)	75.0	0.0	0.0	25.0
	77.3	**9.9**	**4.7**	**8.1**

The BME representation within the Directorate is 49.6%, above the council average, although there is variance between service areas. At £40k plus, there is 25% representation of BME staff and 2.7% Bangladeshi representation.

For disabled representation, the directorate is close to target at 4.7% although this does not translate in to senior positions above £40k at 1.7% of the workforce.

This directorate has a wide range of front-line, back office, technical and senior positions. Within the professions, opportunities for entry-level (both apprenticeships and graduate) within finance and human resources. Additionally opportunities for developing careers within ICT and facilities can be further explored.

Workforce to Reflect the Community

Action Plan 2009/2010 (Appendix A)

- Action plan -
- Summary of targets -

(i) Action Plan

Improvement area	1.0 Monitoring & evaluation of programmes			
Objective	To improve data quality, reporting and monitoring, enhancing the information available to ensure continuous progress towards a workforce that reflects the community across directorates.			
Rationale	Improving the quality of data, understanding workforce changes and improving the information presented regularly to directorates to ensure better workforce planning in relation to WFTRC. Understanding trends in relation to recruitment and appointment activities.			
Success criteria	Directorates able to establish and target programmes where there is greatest need or under-representation of certain groups.			
Current position	Directorates have little or no visibility of monitoring data. Staff equalities information, particularly disability, has a low return-rate.			
Summary of proposals / Outcomes	Improved data collection, more regular and standard reporting mechanisms. Introduction of monitoring third party contractors			

Activity	Lead Responsibility	Measurable outcomes	Milestone activities	Resources
1.1 Establish WFTRC monitoring on bi-monthly basis at Directorate-level	Joint Assistant Director, Human Resources	Directorate Service Heads receive and monitor WFTRC and representation on bi-monthly basis	Reports produced bi-monthly (May, July, Sept, Nov, Jan, Mar)	Existing resources
1.2 Improve equalities monitoring information	Joint Assistant Director, Human Resources	Greater percentage of employees with complete equalities monitoring data. Improve data collection at point of recruitment.	Staff Census – January 2010 TBC (Part of the HRIP)	Existing resources
1.3 Improved reporting to Cabinet	Joint Director of Human Resources	Produce progress report bi-annually to monitor against agreed plan	Cabinet April 2010	Existing resources

1.4 Monitoring of major contractors	Corporate Directors / Service Heads Service Head (Procurement)	Ensure that contract monitoring includes reporting of third party workforces for major contracts within the borough.	Implement monitoring from April 2009 Report to Cabinet April 2010	Existing resources

Improvement area	**2.0 Existing programmes and commitments**
Objective	To ensure the delivery of exiting WFTRC programmes and evaluation of successes to inform future programme development and impact against defined success and value criteria.
Rationale	The council has a number of employees and trainees in a number of positive action and schemes focused on developing under-represented groups. We will commit to supporting and completing the programmes.
Success criteria	Number of people completing the programmes. Number of employees from the programmes entering employment or showing progression within 1 year of completion.
Current position	We have committed programmes for Step Up Now 1 & 2, Aspiring Leaders, Hamlets Youth, Social Work Positive Action (various routes), local graduate placements
Summary of proposals / Outcomes	The council currently has committed resources to 136 individuals on various positive action courses, training, post-graduate studies and social work schemes.

Activity	Lead Responsibility	Measurable outcomes	Milestone activities	Resources
2.1 Step Up Now 1 - 2007 intake	Joint Assistant Director, Organisation Development	11 Employees to complete Certificate in Team Leading	Programme completion May 2009	
2.2 Step Up Now 1 - 2008 intake	Joint Assistant Director, Organisation Development	13 employees to complete Certificate in Team Leading	Programme completion January 2010	
2.3 Step Up Now 2 – 2007 intake	Joint Assistant Director, Organisation Development	14 employees to complete Certificate in First Line Management	Programme completion May 2009	
2.4 Step Up Now 2 – 2008 intake	Joint Assistant Director, Organisation Development	23 employees to complete Certificate in First Line Management	Programme completion January 2010	
2.5 Aspiring Leaders – 2007 intake	Joint Assistant Director, Organisation Development	13 Employees to complete Aspiring Leaders Course	Programme completion September 2009	

2.6 Aspiring Leaders – 2008 intake	Joint Assistant Director, Organisation Development	19 Employees to complete Aspiring Leaders Course	Programme completion June 2010	
2.7 Local Graduates (Work Placements)	Joint Assistant Director, Organisation Development	16 Local Graduates to complete placements in 2009/10 with at least 12 retained in employment or training with the council	Programme completion August 2009	Existing Resources
2.8 Local Graduates (In education)	Joint Assistant Director, Organisation Development	3 local graduates to complete their post-graduate qualifications	June 2010	Existing Resources
2.9 Social Work (PAS)	Joint Assistant Director, Organisation Development	24 trainees to qualify to PQ1 level 5 new trainees per year	On-going programme – various completion dates Recruitment of next intake February 2010	£550,000
2.11 Hamlets Youth Training Scheme	Joint Assistant Director, Organisation Development	28 completions	Completion of existing programme August 2009. Transfer remaining participants into Apprenticeship programme October 2009.	Existing Resources

Improvement area	3.0 Recruitment, Attraction & Selection			
Objective	Establish greater awareness of career opportunities and increase in applications from tower Hamlets residents, particularly under-represented groups within the workforce.			
Rationale	Targeting a greater number of recruitment activities towards our local community will raise the awareness of career opportunities within the council. Attracting local talent into employment with the council will improve the representation of local people within the workforce.			
Success criteria	Percentage of local people employed by the council Representation of the community improved at all levels of the organisation Traditionally hard-to-fill positions with clear plan to attract and develop local talent Agency usage reduced Increased awareness within the community of the council as an employer of choice			
Current position	The percentage of local residents within the council workforce is around 40% The percentage of applications for employment from the local community is not currently monitored The percentage of local residents earning £40,000 or more is not currently monitored			
Summary of proposals / Outcomes	This stream focuses on developing a targeted campaign towards our community, raising awareness of the wide range of career options within the council and attracting local people to apply for careers in the council.			
Activity	**Lead Responsibility**	**Measurable outcomes**	**Milestone activities**	**Resources**
3.1 Employer branding targeted at local people	Joint Director of Human Resources Head of Service (Communications)	Percentage of positions filled from local applications Number of applications from local residents	Staff focus groups to develop brand – June 2009 Brand development – July / Aug 2009 Brand launch – September 2009	£25,000 (for artwork and materials)
3.2 Career fairs (with partner organisations) across the LAPs.	Joint Assistant Director – Human Resources Recruitment Manager	Number of visits to career fairs Number of applications /	Roadshow career fairs (One per paired LAP area) – September / October 2009	£20,000 (recruitment stands, materials, venue hire, staff time)

	(PCT) Recruitment Manager (LBTH)	expressions of interest in council positions Number of applications from local residents for positions		
3.3 Develop career path information packs (hard to recruit & target careers)	Joint Assistant Director – Human Resources	Number of applications for hard-to-recruit positions. Number of hard-to-recruit positions filled.		£3,000
3.4 Local online recruitment implementation (through recruitment process changes in HRIP) with targeted campaign to encourage local candidates.	Joint Assistant Director – Human Resources	Number of people registered on talent pool Number of people employed through talent pool Cost of recruitment Time to recruit	Evaluation of current talent pool approach – April 2009 Subject to HRIP sign-off.	£15,000 development work and publicity to local community.

Improvement area	**4.0 Entry-level programmes**			
Objective	Expand and increase the opportunities for employer-led apprenticeships open to the local community with a particular focus on young people leaving Tower Hamlets schools			
Rationale	Increasing the opportunities through apprenticeships by an employer-led scheme increasing the number of places available targeted at local young people and expanding the types of apprenticeships on offer. Changing the rate at which young people can complete (from 18 months to less, learning at their own speed) will increase the number of apprenticeships completed in-year and provide more opportunities for apprenticeships and a greater rate of employment in-year.			
Success criteria	Number of young people undertaking on-the-job training (Target: 90 –September 2009, 120 – April 2010, 200 – September 2012) Number of young people completing training and entering permanent employment with the council (or partners) Number of young people completing training and entering permanent employment in other sectors or further education.			
Current position	The council currently runs Hamlets Youth Training (HYT) for around 40 young people per year in Business Administration (NVQ Level 2). Around 50% of these enter employment following the scheme. The scheme runs for all participants for 18 months.			
Summary of proposals / Outcomes	This stream develops the existing Hamlets Youth Programme into an employer-led apprenticeship scheme, working towards the council's target for 200 apprenticeships by 2012. This includes developing new programmes and apprenticeship type beyond the traditional office-based programmes and expanding our range of providers. Additionally, the programme will become more flexible to allow continuous recruitment and self-directed learning to allow individuals to work at their own pace and reduce the time taken to qualify into positions.			
Activity	**Lead Responsibility**	**Measurable outcomes**	**Milestone activities**	**Resources**
4.1 Transition from HYT programme to Tower Hamlets Apprenticeship Scheme.	Joint Assistant Director – Organisational Development	Number of HYT trainees transferred onto employer-led Apprenticeship scheme. Number of apprentices completing in less than 15 months.	Placement of HYT into employed positions (June 2009 – September 2009) within the council, PCT and partners. Reorganisation of HYT service (as part of the OD reorganization). July 2009.	Existing resources (salary commitment from GF of directorates at £17,000 per apprentice)

4.2 Expansion of current schemes	Joint Assistant Director – Organisational Development	Additional 40 apprenticeships by September 2009.	Recruitment to Apprenticeship Scheme May 2009 & September 2009.	Existing resources (salary commitment from GF of directorates at £17,000 per apprentice)
4.3 Introduction of new Apprenticeship Schemes	Joint Assistant Director – Organisational Development	Number of places available and number of apprenticeship types available Number of placements per directorate (as a percentage of the workforce)	Specification and accreditation of NVQ centres for new apprenticeships. Procurement of third-party suppliers of specialist NVQ training. Bid to Department of Health for Social Care apprenticeship funding	£18,000 development costs for new programmes, accreditation and assessment.
4.4 Apprenticeship career development workshops	Joint Assistant Director – Organisational Development	Increased rate of employment post-apprenticeship: Number of apprentices employed after completion.	Development assessment centres December 2010 Conference January 2010	£10,000 for assessment centres, materials and career advisors £8,000 facilitated

Improvement area	**5.0 Graduate careers**			
Objective	Establish a clear programme of graduate-level careers with defined career paths, identified support and education requirements that are open to local graduates.			
Rationale	Attracting and developing local talented graduates into the council workforce will support the aims of developing a workforce that reflects the community and ensure an intake of employees with the potential for development and progression in to senior management roles. To ensure the best return on the investment in local graduates from previous years, we will provide career support and development guidance for previous graduates to ensure they continue to develop and progress within the organisation and we retain the best employees from the previous schemes.			
Success criteria	Retention rate of local graduates within the workforce Progression rate of those on graduate programmes Number of graduates placed on clear, defined career paths Representation of local people at £40,000 and above.			
Current position	The council currently supports up to 16 local graduates per year with an annual intake once a year. These local graduates undertake placements across the council for up to 2 years.			
Summary of proposals / Outcomes	The new proposals establish a rolling-recruitment campaign and will focus on d3eveloping career pathways rather than six-monthly placements in generic positions. The career pathway will include designed programme for learning, professional qualifications and on-the-job experience. This will be delivered in areas where there are clear progression routes, as well as a shortage of skills within this profession. Additional support will be given to graduates on placement, as well as further post-qualifying support for previous local graduates through a development centre and career advice.			

Activity	Lead Responsibility	Measurable outcomes	Milestone activities	Resources
5.1 Establish forward-programme of graduate-entry careers.	Corporate Directors Joint Assistant Director – Human Resources	Number of careers and future positions available over the next three years Number of local graduates employed in defined career path routes.	Identify careers / professions in each Directorate suitable for graduate career development – May 2009 Develop programme of	Existing resources £100,000 for super-numerary

Action	Lead	Measures	Milestones	Cost
			support and career path details – July / August 2009 Recruitment of local graduates – October 2009 (then continuous)	positions within directorates (4 positions) where vacancies can not be used. £3,000 advertising
5.2 Graduate development programmes (for previous participants of graduate and PAS programmes)	Joint Assistant Director – Organisational Development	Number of local graduates from previous schemes with a career development plan. Progression rate of local graduates Retention rate of local graduates	Graduate development assessment centres – June 2009 Graduate development conference –September 2009 Establish graduate alumni programme & network.	£18,000 assessment centre £8,000 conference
5.3 ADAB Trust Career Workshops pilot	Joint Director of Human Resources	Existing cohort of local graduates (16)	Workshop run by ADAB Trust / Odgers on career development for BME / disabled staff. May 2009 Evaluation of workshops and progress against career plans. October 2009.	£15,000 external facilitation and delivery of 4 day event.

Improvement area	**6.0 Talent management, progression & career development**
Objective	Establish and monitor opportunities for identifying and supporting talent from local recruitment (graduates, entry-level) and under-represented groups to provide additional career support and opportunities for progression.
Rationale	To establish clear opportunities to gain experience and support in developing under-represented groups within the organisation and provide visible senior leadership and support.
Success criteria	Number of new employees from under-represented groups being visibly supported by a senior manager. Number of internal candidates from under-represented groups being seconded into management opportunities and acting up arrangements.
Current position	Participants in the Aspiring Leaders Programme benefit from external and internal coaching and mentoring during the programme. A high use of agency / external appointments to management, service head and director roles.
Summary of proposals / Outcomes	To improve the internal support at a senior level for under-represented groups. To support managers in understanding how best to support and develop under-represented groups in the organisation. To provide greater opportunities for experience and development through acting up and secondment arrangements. To provide a greater emphasis on career management and opportunities targeted at under-represented groups.

Activity	Lead Responsibility	Measurable outcomes	Milestone activities	Resources
6.1 Coaching & mentoring for under-represented groups	Joint Assistant Director – Organisational Development	Number of people from target groups currently being mentored or coached by a senior manager / Director. Number of coaches / mentees reporting a positive impact on career development and choices.	Mentoring / Coaching workshop training for senior managers – June 2009. Application process for coach / mentor – June 2009	Director / Senior Managers' time (8 x 1 hours over 12 months). £8,000 external coaching training and support
6.2 Secondment / Acting-Up Opportunities Bank	Joint Assistant Director – Organisational Development	Number of internal acting-up and secondments within the council –	CMT sign-off for Secondment / Acting-up policy – May 2009	Existing resources

Action	Responsible officer	Success measure	Timescale	Resources
		including percentage from BME / disabled groups.	Trade Union agreement to policy changes – May 2009 Establishment of Opportunities Bank – May 2009 Application periods – June/July 2009 Jan/Feb 2010	
6.3 Career progression focus month (for employees): Programme of events during October 2009 to provide advice, career surgeries, development centres and 'job tasters'	Joint Assistant Director – Organisational Development	Number of employees attending and reporting positive impact on their career choices within the council.	Focus Month October 2009	£4,500 materials
6.4 Management learning campaign: 'Managing a diverse workforce' – seminars, information and action learning sets to increase awareness of WFTRC and aspects to managing a diverse workforce.	Joint Assistant Director – Organisational Development	All top 200 managers to have received training and information.	Focused programme for managers - July 2009	£5,500 course development, materials and external facilitation
6.5 Recruitment training: Raising awareness of equalities and diversity during recruitment, designing recruitment for success (eliminating potential barriers to	Joint Assistant Director – Human Resources	Increase in training take-up from 2008/09 Increase in appointments from BME and disabled groups at recruitment stages.	Training roll-out and offered monthly from June 2009	Existing resources (part of L&D programme 2009/10)

recruitment of BME and disabled groups).		

Improvement area	**7.0 Leadership & Management Development**
Objective	To provide supported places on the council's management development programmes and opportunities for experience at management levels leading to greater representation at management and senior levels.
Rationale	To provide opportunities for employees wishing to develop into managers, service heads and directors to participate in management development opportunities and identify areas for individual and professional development, support, training needs and develop career plans.
Success criteria	The number of disabled staff and Bangladeshi's participating and succeeding on council management programmes leading to suitability for future management positions.
Current position	Currently participants below PO3 (£30,000) participate on the Step Up Now or Aspiring Leader programmes. These programmes are considered fairly academic and do not necessarily provide for experience or participation on programmes with existing managers undertaking development. These programmes will be targeted at under-represented groups where individuals can participate irrespective of their current grade, subject to meeting assessment criteria. Additional support will be provided for participants on the management programme.
Summary of proposals / Outcomes	This stream looks to identify and support potential managers, senior managers and future directors from across the organisation with a greater emphasis on practical experience, supported development and personal development and coaching. Through assessment development centres we move away from the one-size-fits all approach and seek to identify where individuals can be supported and developed to their potential and aspirations. This approach is used successfully through the NHS Breaking Through project and we will adopt a similar methodology to personal and professional development.

Activity	Lead Responsibility	Measurable outcomes	Milestone activities	Resources
7.1 Top Talent Development: Identification of the council's potential leaders future service heads and directors from within the council – placed through intensive development course, experience opportunities, coaching and residential.	Joint Director of Human Resources	Progression rate of targeted group of employees over 3 years. Up to 10 participants.	Procure external agency for development and support programme – April 2009 Source and assess possible candidates First development centre and residential – May 2009	£120,000 for external support, programme development, coaching, qualifications, assessment and residential events.

Action	Responsible	Performance measure	Milestones	Cost
7.2 Management development	Joint Assistant Director – Organisational Development	Number of modules completed by Bangladeshi and disabled employees on the management development programmes. Improved management assessment score per candidate undertaking management development programme (pre- and post-programme evaluation)	Development of programme modules and composition: April – June 2009 CMT Sign Off: July 2009 Procurement of suppliers & materials: August / September 2009 Programme Launch October 2010 Assessment Centres: October & November 2010 Cohorts Start every 6 months from October 2009.	£80,000 for programme design, material development and delivery. £20,000 per assessment centre (to include occupational testing and development)
7.3 Management assessment centres for potential managers: a series of assessments and guidance for people interesting in promotion, including advice on development needs.	Joint Assistant Director – Organisational Development	Improvement on development centre scores per candidate over 6 – 12 months. Number of people from programme in acting-up / promoted positions.	Assessment on line from October 2009. Career development interviews service.	£20,000 per assessment and development centre.
7.4 Host information seminars for BME leaders across the public and private sector, including masterclass and network events to increase awareness and networking with potential senior BME managers.	Joint Director – Human Resources		Hosted event by Leader for Senior managers, future leaders and business leaders.	£5,000

8.0 Increasing number of employees with disabilities

Improvement area	**8.0 Increasing number of employees with disabilities**
Objective	To increase the representation of employees with disabilities at all levels of the organisation
Rationale	The Council's performance for increasing the representation of people with disabilities is below target for all staff and representation at senior levels. The transfer of front line staff in housing services to Tower Hamlets Homes has also reduced the overall representation within the council's workforce. Notwithstanding the need to improve monitoring and recording, the council has committed to support people with disabilities in the organisation and develop into management levels.
Success criteria	The percentage of staff who declare a disability The percentage of staff in the top 5% of earners who declare a disability Increase in the number of staff where we have a record of their disability status
Current position	The council currently employs fewer than 4 per cent of our workforce with a disability. We also have a high number of employees who do not complete disability equality monitoring. We have a high percentage of employees with disabilities not completing current development programmes.
Summary of proposals / Outcomes	These proposals seek to provide individual support and guidance to people with disabilities in their development programmes. Additionally, raising the profile of people with disabilities within the workplace, through workshops, training and working with national charities will provide a greater emphasis on our support and commitment as an employer.

Activity	Lead Responsibility	Measurable outcomes	Milestone activities	Resources
8.1 Support funds for people with disabilities	Joint Assistant Director – Organisational Development	Number of people supported through this fund and succeeding in their development programme.		£15,000 for reasonable adjustments / learning support on any open programme.
8.2 Development work with MIND (mental health charity) to establish employment best practice	Joint Assistant Director – Organisational Development	Number of employees declaring a mental health condition Number of employees supported through MIND Mental Health Employer Achievement of MMHE	Mental Health Awareness – July 2009 Mental Health 'first-aid' classes October 2009 Model Mental Health Employer status achieved	£18,000 (part contribution towards PCT funded activity)

	status	February 2010	
8.3 Third sector & national charities 'disabled workers in Tower Hamlets' event	Associate Director, Equalities & Diversity (PCT) Associate Director, Community Employment Team (PCT) Head of Equalities & Diversity (LBTH)		Delivery of workshops to determine barriers to employment involving local and national charities, JCP and managers.	£15,000 (LBTH) £25,000 (PCT)

(ii) Summary of targets

New programmes 2009/10

	AHWB	CEX	CS	CLC	D&R	RES	Total
Apprenticeships	12	3	10	10	4	8	47
Graduate Careers	8	2	4	6	2	4	26
Future Directors	Corporate Target Only						10
Social Work (Development to Team Leader+)	Split between CS / AHWB (open to all previous Positive Action Scheme graduates to progress beyond PO3)						
Social Work (Entry)	Split between CS / AHWB						5

Committed (existing programmes) 2009/10

	AHWB	CEX	CS	CLC	D&R	RES	Total
Step Up Now	6	15	13	11	4	6	55
Aspiring Leaders	2	6	9	9	5	3	34
Local Graduates	1	1	2	2	2	2	10
Social Work PAS	Split between CS / AHWB						24
Hamlets Youth	3	9	12	6	1	6	28
Total	**12**	**31**	**35**	**28**	**12**	**17**	**151**
						Total	

PAS: Positive Action Schemes