

**SCRUTINY REVIEW ACTION PLAN: Improving disabled and ethnic minority staff representation at the senior manager (LP07+) level** | Appendix 2

Action	Responsibility	Date
<p><b>Recommendation 1:</b> The council should adopt a new talent management process for all staff to replace Navigate and actively promote the scheme to ethnic minority and disabled staff through all available communication channels. <i>[responsibility: Stuart Young]</i></p>		
<p><b>Comment from service:</b> This action is already in the Workforce Strategy and is scheduled for 2018/19. We will promote the talent management scheme which will aim to develop the most talented individuals within the council. We will promote this to all employees with particular publicity to encourage interest from ethnic minority and disabled staff.</p>		
<p>Implement a talent management programme, in partnership with other boroughs, to develop the attributes of a 21<sup>st</sup> century public sector worker. This will include targeted elements of staff engagement based on best practice to actively promote the scheme to ethnic minority and disabled staff.</p>	<p><b>Stuart Young</b></p>	<p><b>Sept 2018</b></p>
<p>Regular engagement and publicity through staff forums</p>	<p><b>Stuart Young</b></p>	<p><b>Oct 2018</b></p>
<p><b>Recommendation 2:</b> The council to ensure that all HR schemes and policies to improve ethnic minority and disabled staff representation at the senior manager level include clear objectives and intended results. These need to be communicated to all staff. Additionally, the impact of any implemented scheme and policy will need to be monitored. <i>[responsibility: Stuart Young]</i></p>		
<p><b>Comment from service:</b> Agreed. The annual equalities report will identify any areas of inequality within the workforce and identify mitigating actions, where appropriate. Where HR schemes or policies are agreed in relation to this area, the recommendation will be enforced.</p>		

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Annual equalities report presented to CMT, setting out objectives, with results publicised to staff	<b>Stuart Young</b>	<b>Jul 2016</b>
<p><b>Recommendation 3:</b> The council should reinvigorate the BAME and disabled staff forums and ensure that they are fit for purpose, are representative, are led by effective chairs and have senior champions whose roles are communicated clearly to all staff. <i>[responsibility: Kevin Kewin and Stuart Young]</i></p>		
<p><b>Comment from service:</b> Agreed. This will form part of a wider review of staff engagement, which is detailed in the Workforce Strategy for 2016/17. We will support and promote initiatives to encourage the forums to take a full and active role in staff engagement and relevant council business.</p>		
Undertake a wider full review of staff engagement systems and processes to ensure effective opportunities to consult and engage staff.	<b>Stuart Young</b>	<b>Nov 2016</b>
<p><b>Recommendation 4:</b> The council undergoes an organisational culture audit focusing on diversity and inclusion. Specific areas of focus should include line management practice; talent management processes; the effectiveness of current equality and diversity training and staff engagement. <i>[responsibility: Stuart Young]</i></p>		
<p><b>Comment from service:</b> Agreed. Discussions have taken place with the LGA and Enei (employers network for equalities and inclusion) to complete a joint audit in this area, for which LGA have indicated they may provide funding. This would be used as a pilot for other authorities to follow.</p>		
Progress discussions regarding the partnership audit approach, agreeing scope, desired outcomes, timescales and funding to complete the audit.	<b>Stuart Young</b>	<b>Sept 2016</b>
<p><b>Recommendation 5:</b> The council should roll out a survey for all staff to provide their views on career development and any</p>		

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barriers, if any, that are perceived. The survey should seek a representative response, including from BAME and disabled staff. <i>[responsibility: Stuart Young]</i>		
<b>Comment from service:</b> Agreed. This will be included in the staff survey, which is an action identified in the Workforce Strategy for 2017/18		
Undertake a staff survey to identify areas of organisational strength and weakness.	<b>Stuart Young</b>	<b>May 2017</b>
<b>Recommendation 6:</b> The council's HR service to provide a detailed action plan on how they will address any concerns raised through the survey with regular performance monitoring reports provided to the Tower Hamlets Equality Steering Group. <i>[responsibility: Stuart Young]</i>		
<b>Comment from service:</b> Agreed. This will be undertaken following the analysis of recommendation 5 and will be monitored as appropriate. The promotion of a detailed action plan is likely to require ownership across the organisations. HR will develop this plan with a view to agreement by CMT following discussion with THESG		
Outcome of the Staff Survey report produced and reported to the Equalities Steering Group	<b>Stuart Young</b>	<b>July 2017</b>
Outcome of the Staff Survey report produced and reported to the Corporate Management Team, with recommended actions	<b>Stuart Young</b>	<b>August 2017</b>