

**BRIEFING PAPER FOR MAYOR'S ADVISORY BOARD**

<b>TITLE</b>	<b>AUTHOR</b>	<b>ITEM NO</b>	<b>CMT</b>
<b>Title of Subject Matter</b>	<b>Authors name, Directorate /Job Title &amp; ext.</b>	<b>To be completed by Executive Services</b>	<b>To be completed by Executive Services</b>
Workforce to Reflect the Community Update	Simon Kilbey Service Head, HR & WD		

**1. INTRODUCTION/SUMMARY**

- 1.1 This paper provides MAB with a progress report on the implementation of the 2013/14 WFTRC Action Plan.
- 1.2 In response to member concerns on achieving more success on our WFTRC targets, it was agreed to provide quarterly updates to MAB detailing progress on the previously agreed action plan and performance against targets (including generic workforce data across equality strands).
- 1.3 The agreed WFTRC Action Plan aims to support the Council in developing its workforce undertaking internal and external activities. Year on year the WFTRC action plan is revised to support the Council to improve against set targets and the main aims of the WFTRC Strategy.
- 1.4 The Council continues to be third best performing Council in London to employ staff who are BME and the second best performing Council in London to employ BME managers in the top 5% of the council (see (page 12) section 13 of appendix 1).

**2. FOR MAYOR'S ADVISORY BOARD TO CONSIDER**

MAB is recommended to:

Note the progress made to date with the previously agreed activities to support WFTRC and the action plan

Note the future actions taking place in the next quarter

Comment on performance to date

**3. PROGRESS SUMMARY**

Since the last report considered by MAB, the following initiatives have been progressed:

- Launch of 'Take a Chance Scheme'
- Stronger community links developed – ITRES
- Increase in the number of LPO9+ BME Managers
- BME Manager working group introduced
- Mentoring programme in place
- Maintained success rate on employment schemes

- Consultation with staff (BME, Disabled, LGBT) to discuss barriers to progression and WFTRC
- Launch of revised equality and diversity training

### 3.1 Action Plan update

The Council has made real progress in a number of refreshed initiatives to support the WFTRC agenda. A number of activities have either been completed or started in recent months that take into consideration workforce planning and succession planning and mechanisms put in place that support the Council's aims for both the medium and long term. The key activities achievements comprise:

#### 3.1.1 Promotions

In total there have been 194 promotions since October 2012 across all levels of the organisation, of which 58.24% (113) are BME. This exceeds the overall representation of BME staff in the Council which is 53.82% (2844).

#### 3.1.2 Achievement against target

**Disability** – The Council has exceeded its target of 5.5% of staff LPO7 and above that are disabled. Performance is currently at 5.78% (13).

**BME Staff** – The Council has achieved a 6.31% (4) increase in the number of BME staff that are LP09 and above. Performance is currently at 22.73% (15).

#### 3.1.3 Pre Apprenticeships / Traineeships

The Workforce Development Team works in partnership with the Tower Project to deliver a work experience programme for young people with learning disabilities who are allocated placements relevant to their preference.

In 2012-13, 9 young people joined the Council who came through the Tower Project, gaining valuable work experience and qualifications. All the young people completed the programme and secured extended fixed term (3 months) contracts with the Council. Also in partnership with the leaving care service, 9 young people were recruited for a 6 months training programme (30 hours per week, 4 days at work and 1 day training per week, for 6 months).

#### 3.1.4 Internships

In response to the Council's commitment, as a corporate parent, each year the Council offers a summer internship programme for 10 interns from the leaving care service. The programme provides valuable work experience and life coaching for the young people to assist their transition to independence by developing employability skills. All 10 candidates completed the programme successfully.

### **3.1.5 Apprenticeships – Council**

In 2013/14 a total of 35 apprentices have been recruited on to the apprenticeship programme, bringing the total number of apprentices on programme to 68. Areas where apprenticeships are being increased such as Health & Social Care, Building Control and Catering, the Council continues to enjoy success.

Of the 53 apprentices that completed their apprenticeship in 2013, an apprentice retention rate of 88.68% (47) was achieved and a further recruitment of apprentices will take place in Spring 2014. From April 2012 to September 2013, 97 apprentices completed their qualification with the Council and 87.63% (85) were retained in the Council.

### **3.1.6 Graduate Programme**

Following on from the success of the 2012/13 programme 95.23% (20 out of 21) of graduates secured employment and 81.71% (18) of graduates were retained in the Council). The next recruitment for graduates will start in Spring 2014.

### **3.1.7 Navigate**

The Navigate Initiative (now in its second year) continues to be a driver to increase individuals' knowledge, skills and expertise towards identified career pathways for the 113 members of staff on the initiative. The Council offers development opportunities through project work and secondments, the outcome of which is increased employability.

A second round of recruitment for Navigate has taken place and 41 members of staff have been recruited on to the initiative (Emerging Talent Pool have recruited 19, Management Pool have recruited 16 and Leadership Pool have recruited 5 members).

From the 2012 programme 32.83% (22) of the 67 Navigate members (not including those on long term sick or maternity) have developed and progressed by undertaking project work/secondments and external employment. This figure exceeded the first year target of 25%. This year will see more activity and a significantly increased number of staff progressing are expected.

### **3.1.8 Health and Social Care – Hub**

The workforce development team is leading the Health & Social Care apprenticeships programme, in partnership with City of London, Newham and Hackney which is intended to support people who are employed by local care providers.

There are 13 adults in this programme of which 5 are from Tower Hamlets based in organisations all over the partnership areas (2 in Tower Hamlets). This is a successful partnership that can

potentially grow over the coming months and years. Future recruitment will take place in April 2014.

**3.1.9 Take a Chance Scheme**

This scheme will be launched in early February 2014 and is open to all staff, being governed by the People Board. The scheme is a new flagship initiative aimed at breaking down barriers and giving staff opportunities to progress. Data will be presented to MAB on the quarterly report.

**3.1.10 Staff Focus Group on Equalities**

Focus groups were held with BME, Disabled and LGBT staff, the information gathered has been collated and an action plan has been developed.

**3.1.11 ITRES**

Employment pools and service areas being covered has been increased.

**3.1.12 Staff Forums**

All staff forums (BME, Disabled and LGBT) terms of reference have been revised and the forums are in the process of being re-launched.

As a result of the BME Network Meeting organised by the BME Forum a new informal BME Managers Working Group has been formed and a Women's Forum has being introduced, both of which started in December 2013.

**4. LEGAL COMMENTS**

- 4.1 This is an updating report on the Council's progress in respect of the WFTRC targets for 2013/14 and requires members to note the progress made to date in respect of previously agreed activities, note future actions and comment on performance to date.
- 4.2 The Workforce to Reflect the Community Strategy was first considered in April 2009 and legal advice was given at the time regarding the permissible limits of positive action under the equalities legislation then in force.
- 4.3 The Workforce to Reflect the Community Strategy must continue to be implemented in a manner that remains within the permissible range of positive action.
- 4.4 The Council must also take care not to interpret policies and guidance with respect to initiatives such as Navigate in such a way as to disadvantage those persons whom are not part of those initiatives and who do not share the targeted protected characteristic.
- 4.5 The Council will also need to continue to review the WFTRC regularly to ensure that the current target groups remain valid and, if not, to consider revision to the target groups and the steps necessary to increase their representation within the workforce. The Council will also need to review the

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policy itself to ensure that it remains necessary to take action to improve the workforce balance once targets are achieved.

**5. FINANCIAL IMPLICATIONS**

There are no financial implications as a direct result of this report.

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# **WORKFORCE PERFORMANCE SUMMARY**

**2012/13**

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## PERFORMANCE SUMMARY – 2012/13

Indicators – Performance against targets – year on year

### Council Summary

#### 1. Headcount

October 2013

	Staff	%
Total Staff	5284	100.00

October 2012

	Staff	%
Total Staff	5247	100.00

#### 2. Full time Equivalent (FTE)

	Total	%	Full-Time	%	Part-Time	%
2013	4402.63	100.00	3513.00	100.00	889.63	100.00
2012	4417.37	100.00	3524.00	100.00	893.37	100.00

Employee headcount and FTE in October 2013 has largely remained the same in comparison to October 2012. Any difference (+ or -) by 2 percentage points is not regarded as a notable change, for the following headcount has been used.

#### Equality Strands

Current activities continue to produce positive outcomes and achievements to support the attainment of targets. However, the current economic downturn and savings targets, a reduction in recruitment over the last couple of years and low turnover affect the pace of which targets are being met.

A full breakdown of the Council's staff profile across each of the six equality strands as at 31/10/2012 and 31/10/2013, performance is shown below.

### 3. Staff Profile against Equality Strands

Indicator	October 2012 Actual	2012/13 Target	October 2013 Actual	Current direction of travel	Working age population (Census 2010)
% LPO7 and above of workforce female (section 5)	47.35%	50.00%	48.65%	↑	48.01%
% LPO7 and above of workforce BME (section 5)	23.48%	30.00%	22.01%	↓	48.49%
% LPO7 and above of workforce disabled (section 5)	4.18%	5.50%	5.78%	↑	11.77%
% of workforce disabled (section 8)	5.18%	5.50%	5.14%	↓	11.77%
% of workforce BME (section 4)	53.82%	49.00%	53.82%	-	48.49%
% of workforce Bangladeshi (section 4)	22.81%	27.00%	23.33%	↑	25.30%

The table above shows very little movement in all of the key WFTRC indicators year on year. Notably, the LPO7 and above workforce disabled staff have increased the most (by 1.6 percentage points) and has now exceeded the target 5.5% set.

It is important to note at LPO7 and above data can increase and decrease significantly with a shift of one or two posts. (Note: The % of BME staff remained the same although the figures differ)



**4. Council Ethnicity****October 2013**

	Staff	%
Total	5284	
Asian	297	5.62
Bangladeshi	1233	23.33
Black	1046	19.80
Chinese	44	0.83
Undisclosed	200	3.79
Mixed	118	2.23
Other	49	0.93
Somali	57	1.08
White	2240	42.39

**October 2012**

	Staff	%
Total	5247	
Asian	301	5.74
Bangladeshi	1197	22.81
Black	1065	20.30
Chinese	41	0.78
Undisclosed	149	2.84
Mixed	116	2.21
Other	45	0.86
Somali	59	1.12
White	2274	43.34

Currently the largest ethnic group is White with 42.39% (2240) of the workforce, at 23.33% (1233) Bangladeshi is the largest BME group, closely followed by Black staff at 19.80% (1046). In comparison to 2012 there has been a marginal reduction of White staff.

The following table represents the workforce data of performance at LP07 and above. There has been a drop of five posts in BME managers LPO7 and above since October 2012, this is due to staff returning to their substantive post following higher graded secondments, resignations and redundancy.

**5. Staff LPO7 and above****October 2013**

	Total	%
Total	259	
Female	126	48.65
BME	57	22.01
Disability	13	5.78

**October 2012**

	Total	%
Total	264	
Female	125	47.35
BME	62	23.48
Disability	10	4.18

The following table provides analysis at the most senior levels only i.e. at LP09 and above. There are only 66 graded officers at this level.

**6. Staff LPO9 and above****October 2013**

	Total	%
Total	66	
Female	27	40.91
BME	15	22.73
Disability	2	3.70

**October 2012**

	Total	%
Total	67	
Female	27	40.30
BME	11	16.42
Disability	3	5.26

The following table provides information at service head level and above for 2011/12 and 2012/13. There are now 24 posts in total at this level.

## 7. Service Head

### October 2013

	Total	%
Total	24	
Female	8	33.33
BME	3	12.50
Disability	1	5.26

### October 2012

	Total	%
Total	29	
Female	12	41.38
BME	4	13.79
Disability	1	4.55

It continues to be difficult to achieve substantial change to the balance at senior levels (i.e. at LPO7 and above); this is partly the consequence of relatively low turnover at this level, and therefore limited opportunities for change. The continuation of the Navigate process is expected to assist particularly through offering training opportunities as part of the initiative. There are a number of senior manager vacancies being recruited to which has the potential to change the statistics.

Where the Council uses search agencies to recruit to senior posts, the contract with the agency requires that they provide a detailed report of efforts made to secure candidates from BME backgrounds, including groups they have networked with, and the headhunting they have undertaken.

## 8. Disabled Staff Representation

### October 2013

	Staff	%
Disability	222	5.18

### October 2012

	Staff	%
Disability	222	5.18

Whilst performance against this target of 5.5% the Council has performed well to maintain 5.18% (222) in October 2013.

## 9. Representation of Women in the Workforce

### October 2013

	Staff	%
Total	5284	
Female	3317	62.77
Male	1967	37.22

### October 2012

	Staff	%
Total	5247	
Female	3308	63.05
Male	1939	36.95

The Council has a target to increase the representation of women in senior roles at LP07 and above to 50%. At present this stands at 48.65% (126). Although slightly under target, it should be noted with so few posts at this level and above the movement of one or two in terms of headcount can affect overall percentage. To achieve target this means recruiting 4 women into LP07 and above posts.

It should be noted however, with regards total workforce women are a higher percentage of the workforce, this highlights the disparity when comparing to the senior levels.

**10. Performance – Sexuality****October 2013**

	Staff	%
Total	5284	
Bisexual	51	0.97
Gay	79	1.50
Heterosexual	3700	70.02
Lesbian	43	0.81
Decline to state	718	13.59
No Data	693	13.12

**October 2012**

	Staff	%
Total	5247	
Bisexual	52	0.99
Gay	71	1.35
Heterosexual	3641	69.39
Lesbian	45	0.86
Decline to state	745	14.20
No Data	693	13.21

All categories have seen either a marginal increase or decrease between the two periods. The number that have not declared have remained the same at 693 (13.12%). An action plan is in place to increase the number of staff declaring.

The Council has also seen it's placing in the Stonewall Index drop for the past few years nationally, though it still remains the second highest ranked local authority in London. This drop (of one place in London) in sector ranking has been attributed by Stonewall to a number of factors which has seen the Council's overall score rise but fall against comparators. Work is in progress to develop the LGBT Staff forum further with new terms of reference. The Council's staff focus group action plan has in place measures to increase knowledge and awareness of LGBT matters through equality and diversity training.

There is no census information available in terms of sexuality to provide a comparison and the Council has no specific targets in relation to sexuality.

**11. Performance – Religion****October 2013**

	Staff	%
Total	5284	
Buddhist	38	0.72
Christian	1812	34.29
Hindu	87	1.65
Jewish	27	0.51
Muslim	1247	23.60
Sikh	39	0.74
Other	221	4.18
None	680	12.87
Decline to state	452	8.55
No data	681	12.89

**October 2012**

	Staff	%
Total	5247	
Buddhist	42	0.80
Christian	1829	34.86
Hindu	86	1.64
Jewish	24	0.46
Muslim	1207	23.00
Sikh	42	0.80
Other	230	4.38
None	642	12.24
Decline to state	463	8.82
No data	682	13.00

There are no specific targets based on religion, although as part of our equality duty the Council reports on religious belief. The workforce over the two periods has remained the same with marginal changes in all area.

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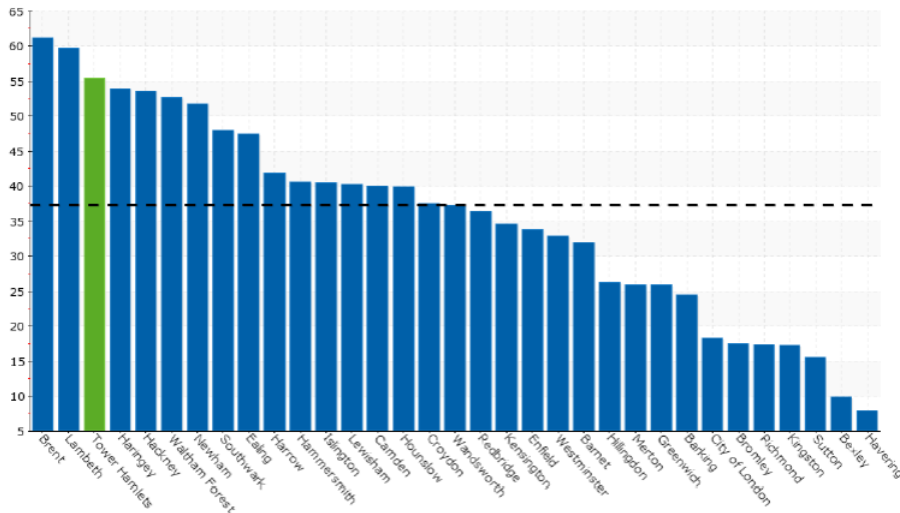
## 12. Census Information

The table below details the breakdown of all ethnic groups within the borough at working age population

Breakdown across all ethnic groups	Number & Percentage of residents		Number & Percentage of residents	
	Working age		All Ages	
All categories: Ethnic group	183,430		254,096	
<b>White: Total</b>	<b>94,477</b>	<b>51.5%</b>	<b>114,819</b>	<b>45.2%</b>
<i>White: English/Welsh/Scottish/Northern Irish/British</i>	62,190	33.9%	79,231	31.2%
<i>White: Irish</i>	3,191	1.7%	3,863	1.5%
<i>White: Gypsy or Irish Traveller</i>	118	0.1%	175	0.1%
<i>White: Other White</i>	28,978	<b>15.8%</b>	31,550	12.4%
<b>Mixed/multiple ethnic group: Total</b>	<b>6,106</b>	<b>3.3%</b>	<b>10,360</b>	<b>4.1%</b>
<i>Mixed/multiple ethnic group: White and Black Caribbean</i>	1,493	0.8%	2,837	1.1%
<i>Mixed/multiple ethnic group: White and Black African</i>	932	0.5%	1,509	0.6%
<i>Mixed/multiple ethnic group: White and Asian</i>	1,749	1.0%	2,961	1.2%
<i>Mixed/multiple ethnic group: Other Mixed</i>	1,932	1.1%	3,053	1.2%
<b>Asian/Asian British: Total</b>	<b>66,125</b>	<b>36.0%</b>	<b>104,501</b>	<b>41.1%</b>
<i>Asian/Asian British: Indian</i>	5,924	3.2%	6,787	2.7%
<i>Asian/Asian British: Pakistani</i>	1,871	1.0%	2,442	1.0%
<i>Asian/Asian British: Bangladeshi</i>	46,406	<b>25.3%</b>	81,377	32.0%
<i>Asian/Asian British: Chinese</i>	7,261	<b>4.0%</b>	8,109	3.2%
<i>Asian/Asian British: Other Asian</i>	4,663	2.5%	5,786	2.3%
<b>*Black/African/Caribbean/Black British: Total</b>	<b>12,137</b>	<b>6.6%</b>	<b>18,629</b>	<b>7.3%</b>
<i>Black/African/Caribbean/Black British: African</i>	6,358	3.5%	9,495	3.7%
<i>Black/African/Caribbean/Black British: Caribbean</i>	3,747	2.0%	5,341	2.1%
<i>Black/African/Caribbean/Black British: Other Black</i>	2,032	1.1%	3,793	1.5%
<b>Other ethnic group: Total</b>	<b>4,585</b>	<b>2.5%</b>	<b>5,787</b>	<b>2.3%</b>
<i>Other ethnic group: Arab</i>	2,026	1.1%	2,573	1.0%
<i>Other ethnic group: Any other ethnic group</i>	2,559	1.4%	3,214	1.3%

\* Includes Somali

### 13. BME Representation across London Council's

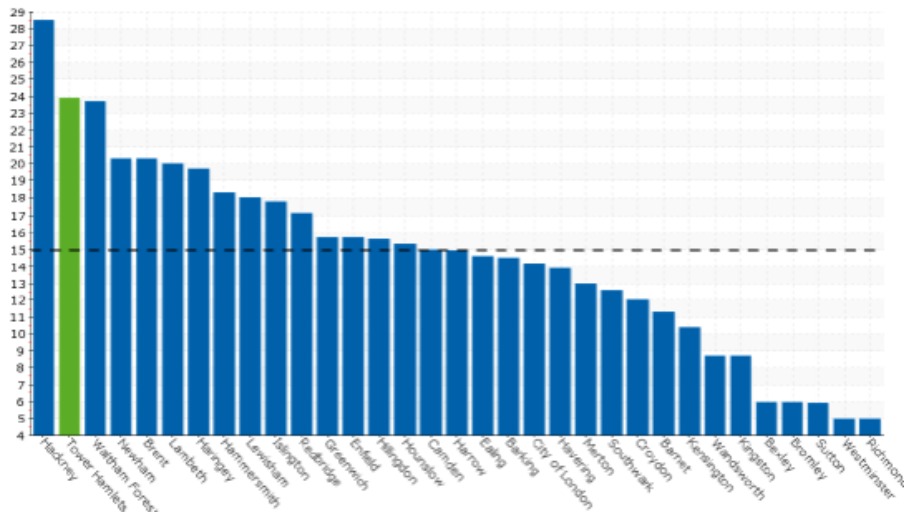


The percentages have been calculated including only staff for which ethnicity is known.

Tower Hamlets Council percentage BAME of 55.43% falls in the top quartile of all the London Boroughs and top quartile for inner London.

Tower Hamlets percentage BAME has risen since the last survey in 31<sup>st</sup> March 2012, when it was 54.18%, a rise of 2.3 percentage points.

#### BME Representation at LP07 and above (top 5% earners)



Tower Hamlets Council's percentage of top 5% earners who are from black and minority ethnic groups of 23.9% is in the top quartile of all the London Boroughs, and the top quartile for inner London.

The Council is currently contacting the top performing boroughs to identify what other activities they are undertaking and to learn from their experience.

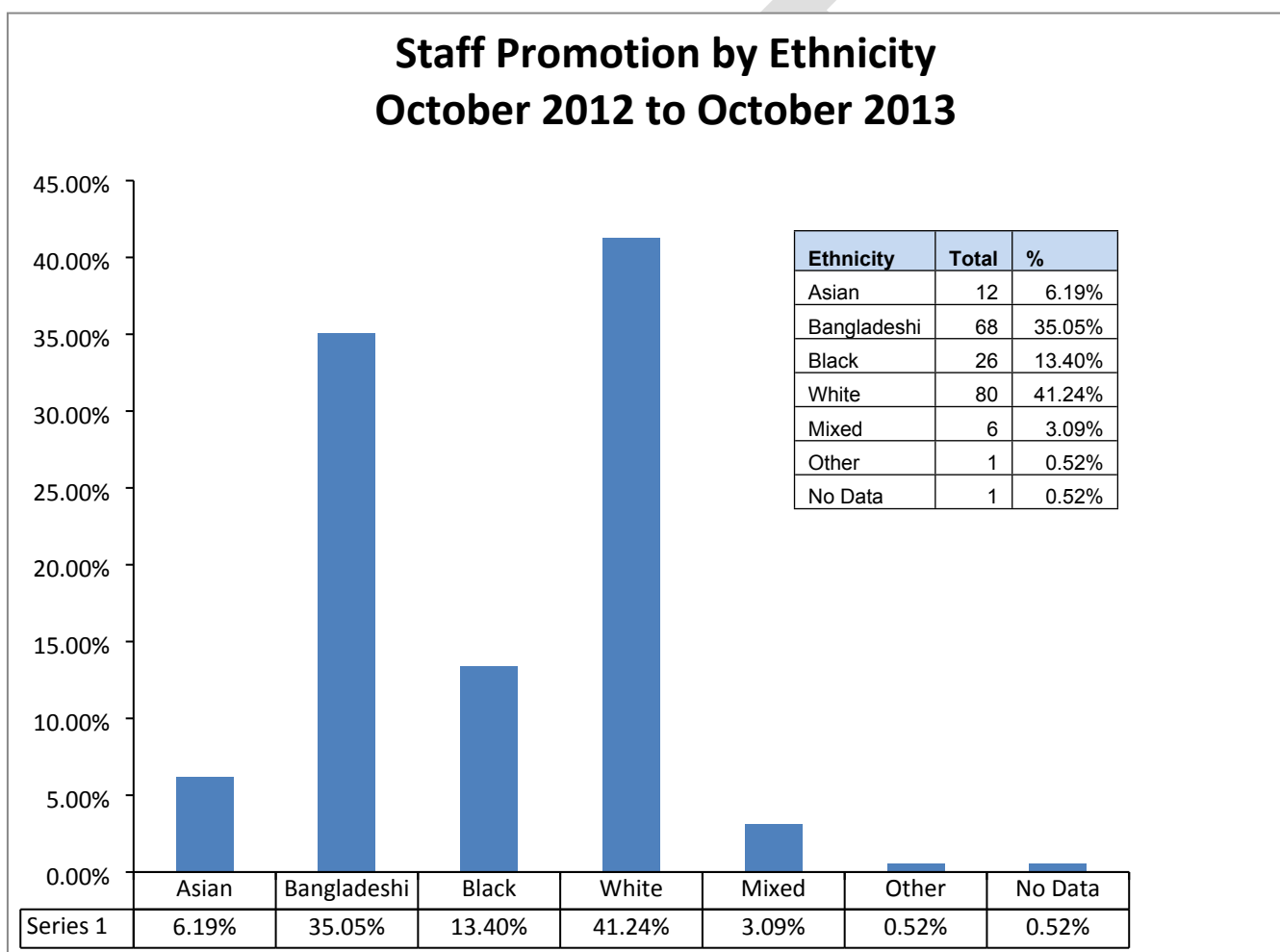
*The data presented above comes from the HR Capital Metrics Survey 2013 – London Council's*

#### 14. Promotions

Promotion is defined here as staff whose grade has changed during the period in question and who have received a higher salary payment as a result.

The Council closely monitors progression across the organisation. There is positive movement of our underrepresented groups in terms of promotion however, only marginal increases at senior levels this is attributed to lower turnover at these levels. However, the Navigate initiative is now in place to support career progression.

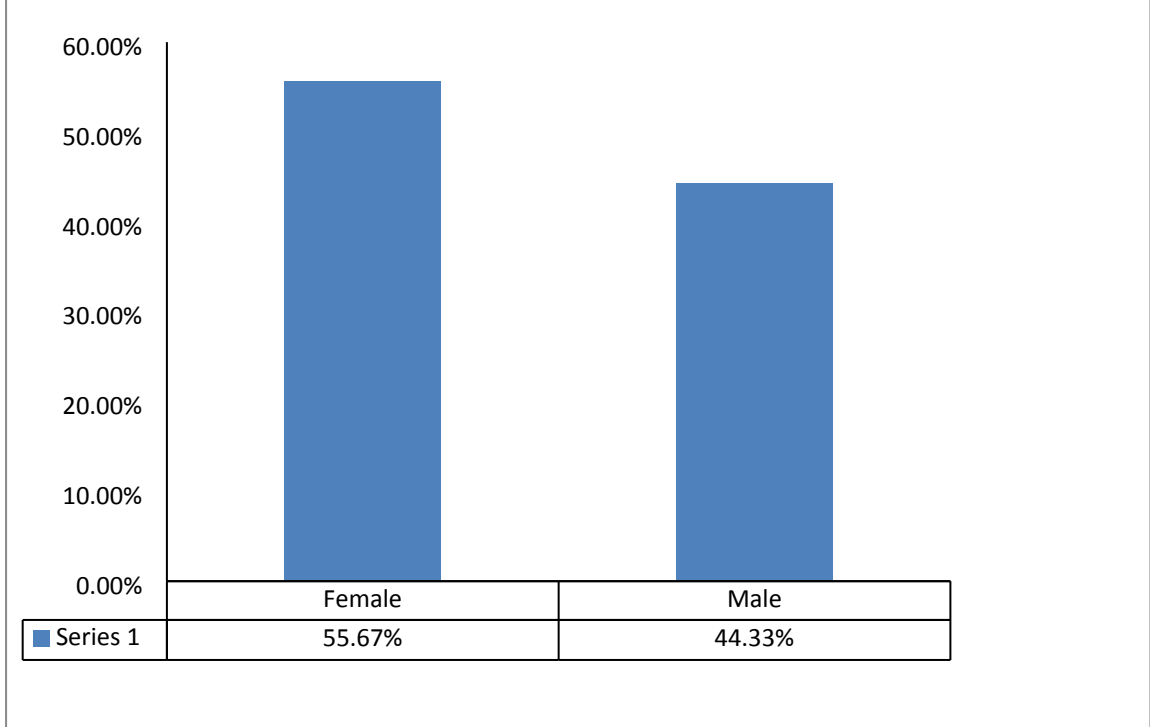
35.57% (69) of all promotions were secondments leaving 64.43% (125) posts that are permanent.



The table above shows that since October 2012, 58.24% (113) of all promotions were achieved by BME staff, of which 35.05% (68 in total) were Bangladeshi. 41.24% of promotions (80 promotions) were of White staff and 13.40% (26 in total) were of Black staff. By comparison against workforce data, 53.82% (2844) of employees are BME, 23.33% (1233) are Bangladeshi and 42.39% (2240) are White.

Work is currently underway to determine the status (temporary or permanent) of those promoted, this information will be presented at the next MAB.

### Staff Promotion by Gender October 2012 to October 2013



Gender	Total	%
Female	108	55.67%
Male	86	44.33%

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The gender breakdown shows that over half of all staff promoted last year were female. The number of promotions since October 2012 was 194, Women received 108 (55.67%) and Men 86 (44.33%).

Whilst disabled people represent over 5.14% of staff, they received 4.64% of promotions, (though since this was 9 people the sample size is too small to be statistically valid). LGBT staff represent 3.28% of Council staff and received 3.09% (6) of promotions.

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# **Workforce to Reflect the Community Action Plan 2013/14 – Update**

## **WORKFORCE TO REFLECT THE COMMUNITY (WFTRC) ACTION PLAN 2013/14**

### **INTRODUCTION**

The Council first introduced the Workforce to reflect the community strategy in 1998, since its conception the organisation has implemented a number of activities to improve employment opportunities to the people it serves through recruitment and training opportunities. Whilst we have achieved significant improvements the Council strives to continue to improve performance. This current action plan has been developed to support recruitment, retention and progression of local people aligned to our business needs.

The action plan has been developed in consultation with Service Managers, Service Heads, Strategy, Policy and Performance and HR & WD. Services have carried out a workforce planning exercise to determine workforce needs and planned succession planning and this has been translated into key activities that support our WFTRC targets. Contained within the action plan are short term and longer term interventions to support our commitment to 'growing our own' and developing progression routes for staff. It's success strongly relies on the commitment of directorates approach to recruitment, retention and development.

## Internal activity

No	Action	Milestones	Lead	Target Completion	Update/Evidence
1	Directors to have WFRTC/equalities objectives in PDR	Directors PDR to take place with objective.  At 6 month review ensure this is discussed and revised if necessary.	HoP's and Directors	Complete	
2	Explore with legal services the legal powers that can be utilised to pursue the Councils WFRTC Agenda	As and when any new activity or existing activity (or initiative) is amended, seek legal advice and ratification.	HR and WD Legal Services	On-going	As new activities are developed
3	Directorates to set local targets to increase representation of staff	SBP's are given directorate profile for those graded LPO7 and above.  SBP's to take the information and discuss with DMT's and set targets.  SBP's to report back to HR DMT and also to HR WFTRC Project Team on the target.  Target to form part DMT agenda and acted upon, regular updates to be provided to HR WFTRC Project Team	HR Consultancy (SBP's)	Jan 2014	Stats have been obtained from BIT around directorates and info has been passed to SBP's to take to DMT's.  DMT's Currently considering
4	Where there is underrepresentation within service areas or directorates, BP's services will be redirected to work closely to work towards the WFRTC agenda	Monthly equalities information to be made available to HR Consultancy to look at workforce data.  BP's to take information to DMT, SMT and Directors and ensure services are redirected to support WFTRC within the directorate and ensure the directorate is working towards a representative workforce, this is not only at LPO7 and above but at all levels.	HR Consultancy (SBP's)	Jan 2014	Stats have been obtained from BIT around directorates and info has been passed over to SBP's who will take to DMT's.  DMT's Currently considering
5	To encourage women into non- traditional roles through	PRT and WD to obtain dates for when both women only and all community events take place.	HR – PRT HR – WD	On-going	Currently working with Skillsmatch and attending events.

No	Action	Milestones	Lead	Target Completion	Update/Evidence
	publicity and education of public sector job roles and routes to employment	Identify dates when events taking place  Book stall at location and ensure information is ready to take			Identifying events through local organisations
6	Quarterly reporting to People Board, CMT and MAB on workforce performance	Obtain monthly data from BIT team  Interrogate and ensure data is consistent with previous month and information is reported accurately.  Quarterly report to be tabled to HR DMT on a quarterly basis.	HR Policy	On-going	Quarterly reports produced
7	Monthly new starters report to HR Committee	Report new starter information monthly to HR WFTRC Project Team  Provide information on a quarterly basis to HR Committee with commentary	HR – PRT	<b>Complete</b>	BIT team produce a monthly starter report (data only), HR strategy write commentary and submit quarterly report
8	Annual recruitment onto Navigate initiative and setting targets for under - represented groups	Recruit to Navigate after following PDR and ensure the process is followed.  Provide statistics to PB and ensure that protective characteristics are reported on.  Report to HR DMT on progress as requested  Provide quarterly report to PB on progress made	HR Strategy	<b>Complete</b>	Recruitment to all pools have taken place and induction has been held.
9	People board to ensure development opportunities are created to open up progression routes	Launch 'Take a Chance' Scheme  Ensure PB are fully briefed and that managers are encouraged to identify posts for the scheme (after initial internal advert).	HR PRT	On going process	PB ensure that all reorganisations are taken place with Workforce Planning and Succession Planning taken into consideration.

No	Action	Milestones	Lead	Target Completion	Update/Evidence
		Monthly update is to be provided to DMT using protective characteristics. With formal quarterly report to PB.			PB consider vacancies and put forward those that can be opened up for potential progress.
10	Focused recruitment	Internally and externally to increase representation of local community	HR – PRT HR Consultancy (SBP's)	On - going	All vacancies go to people board for consideration and agreement.  All scale 6 and below vacancies are recruited through Skillsmatch who recruit from the local community, Data from Skillsmatch to be obtained quarterly to determine how many staff are being recruited.
11	A revised recruitment procedure detailing best practice	Create recruitment procedure  Take procedure to MAB for comments and ratification  Ensure CMT agree with new procedure  Introduce and roll out new procedure	HR – PRT HR Consultancy	March 2014	Draft created, MAB comments incorporated, more changes identified awaiting new draft.
12	Training for managers in recruitment and selection	Design training around the new procedure, both as a training session as well as on-line training.  Ensure all managers are trained on this and is recorded in the PDR, as training received or to be received in 2014/15.	HR – PRT HR Consultancy	March 2014	Once recruitment procedure is created, training will be designed, including e-tutorial and DVD.
13	Attract residents to apply for posts in the Council and make it an employer of choice	Attend local recruitment fairs and outreach events to promote working for the Council	HR – PRT HR Consultancy WD	On Going	Currently working with Skillsmatch and attending events.  Identifying events through local

No	Action	Milestones	Lead	Target Completion	Update/Evidence
					organisations
14	Work closely with partners to secure job opportunities for local people	Graduate programme recruitment to expand partnership work to all sectors.  Skillsmatch to work with local businesses and ensure local people are getting access to local jobs, as part of section 10 obtain data from Skillsmatch.	HR and WD Andy Scott	On Going  (March 2014 for Graduate Programme)	On-going process, working with Skillsmatch, graduate programme to include partnership working. Recruitment for Graduate programme to start on January 2014.
16	EQIA at reorganisation	Every reorganisation will go to People Board with EQIA, Workforce Plan and identify shadowing opportunities at senior level.	HR Consultancy	On-going	EQIA on-going as and when restructure takes place  SBP's to have shadowing discussions with DMT's
18	ITRES	Implement the Tower Hamlets in-house temporary resourcing service by setting up a database of available staff.	ITRES Team	<b>Complete</b>	Currently the service has a register of 90 temporary workers, with 56 on assignment.
19		Work with local SMEs to increase the external supply of agency staff sourced from the community		On Going	The service has a number of local SME's on the Councils commensura supply chain. In addition there are a number of community organisations who make referrals to ITRES
20		Produce monitoring information on the usage of the in-house temporary resourcing service and the engagement of agency workers from the local community on a quarterly basis.		On Going	This is completed on a monthly and quarterly basis.
21	Report on disciplinary action against equality strands	Undertake research on disciplinary action taken against staff and breakdown against religion and ethnicity  Report to HR DMT the findings	HR Consultancy	December 2013	Trend analysis being created against equality strands.  Equalities training for managers and staff commissioned.

No	Action	Milestones	Lead	Target Completion	Update/Evidence
22	Review HR policy and procedures to ensure inequalities are addressed  Equality Analysis to be carried out to support HR policies and procedures	Undertake a rolling programme of policy review every 3 years which includes equalities.	HR Policy	<b>Complete</b>	Next review to take place February 2014.
23	Ensure exit interviews are carried out and data collated and analysed to give an understanding of why underrepresented groups are leaving Council	Design exit interview online template  Ensure all staff leaving the Council is provided with exit interview template as soon as possible.  Monitor and report the finding to PB and ensure actions are agreed on areas that are feasible to improve.	HR – PRT Central Services	On-going process  (Electronic exit forms to be created and scheduled for January 2014)	Currently minimal exit interviews are being returned by staff leaving the Council.
24	Interrogate staff survey responses from under-represented groups	Update and use staff survey action plan for Investors in People action plan.  Ensure the updated plan is written in consultation with DMT's	HR Strategy	<b>Complete</b>	Complete and directorates have their data, can be interrogated further on request.  Staff survey action plans to be used for IIP Action Plan
25	Bi – annual equalities monitoring report produced	Ensure bi-annual report is written accurately and data is consistent with other reports.	HR – Policy	<b>Complete</b>	Next due in 2015
27	Series of focus groups targeting our under-represented groups (BME, LGBT and Disabled)	Undertake Focus Group inviting LGBT, BME and Disabled staff  Ensure clear action plan to address any underlining issues are taken into consideration  Report to be written to THESG and if THESG recommend then take to PB	HR Strategy One Tower Hamlets	<b>Complete</b>	Report went to THESG in November 2013.  Following THESG this will be linked to the relaunch of the staff forums and also the working groups to ensure issues raised are addressed

No	Action	Milestones	Lead	Target Completion	Update/Evidence
28	Re launch the new forum structure and attract new forum members		One Tower Hamlets	Complete	A new cross forum working group to be formed which look at topics staff raise, this will work with staff forums

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## External Activity

	Action	Milestones	Lead	Target Completion	Update/Evidence
31	<p>Design and deliver a local graduate programme in line with business needs - a cohort of 12 local graduates</p> <p>Encourage more women into graduate placements</p> <p>Expand recruitment to encourage all communities to participate</p>	<p>Report to people board explaining the planned recruitment.</p> <p>For hard to recruit communities and women, identify their support network and promote the graduate programme.</p> <p>Ensure partnership placements are arranged informing last years placements as well as finding new placements</p> <p>Ensure the competency framework is revised and aligned with the new Learning and Development Strategy.</p> <p>Design induction and new programme using the review from the 2012/13 programme.</p>	HR Strategy	March 2014	Project plan created Internal and Partnership Placement to be engaged Recruitment timetable and plan in place.
32	Deliver a summer internship programme for leaving care service – cohort of 10		Workforce Development	<b>Complete</b>	Complete 6 <sup>th</sup> September 2013
33	<p>Continue professional graduate recruitment as identified in workforce plan by directorates</p> <p>Data collated for reporting progression to people board</p>	Inform HR Consultancy of the potential for the departments to take on graduates in professional areas and if funds are available to employ and train them ensure the HR and WD support is available.	HR Consultancy Managers	On going	Consultancy to identify promote and discuss with DMT's hard to recruit areas and encourage professional graduate programme

	Action	Milestones	Lead	Target Completion	Update/Evidence
34	Teacher Training	<p>To train local residents to become teachers - 40 people</p> <p>To provide sponsorship for pre-requisite qualifications necessary for teacher training courses - 67 people</p> <p>To provide sponsorship for graduate programmes – 27 people</p>	Resources	July 2014	<p>At present 43 school support staff are on a Foundation Degree in Teaching and Learning. At the end of the three year programme students are able to apply to join the final year of a BAQTS degree course that leads to a teaching qualification.</p> <p>There are 12 learners funded on pre-requisite courses. The numbers are far lower this year as the government has changed the funding arrangement and now sponsors students at FE colleges that don't have GCSE English and Maths. In addition, it seems as if staff are not being released by schools to attend during the day and are not signing up for the twilight sessions.</p> <p>Currently there are 12 people sponsored on graduate programmes leading to a teaching qualification. There are fewer numbers of local residents recruited on to the new Schools Direct training programme which is now entirely managed by schools. Furthermore, the PGCE bursary scheme has been revised and now only targets those training as primary school teachers and consequently there are fewer applicants.</p>

	Action	Milestones	Lead	Target Completion	Update/Evidence
35	Implementation on undergraduate programme, specifically aimed at professional hard to recruit areas of the business	<p>Research into the hard to recruit areas of the Council.</p> <p>Engage with managers via HR Consultancy</p> <p>Design programme to ensure programme is suitable for business needs.</p> <p>Design recruitment to coincide with academic year so the opportunities is given to the young people leaving college 2013/14 academic year.</p>	HR Strategy Workforce Development	June 2014	Research and design of programme in progress
36	Implementation of a pre-apprenticeship programme (targeting places for leaving care service) – 10 places		Workforce Development	<b>Complete</b>	Started in October 2013
37	Implementation of professional apprentices across the Council to be identified through workforce plan	<p>Plan and design recruitment campaign, for September 2013 and February 2014.</p> <p>Ensure the development centre is fully implemented and mentoring is based in placements.</p>	Workforce Development	<b>First recruitment complete</b>	First recruitment complete Second recruitment in planning stages and anticipate to start by February 2014
38	Apprenticeship in Business Admin, Health & Social Care	<p>Identify via HR Consultancy where the placements will be, ensure workforce planning is undertaken and apprentices are recruited in hard to recruit and professional areas.</p>		Second recruitment to be completed March 2014	
39	Retention programme 'Bridge to Employment'	Retention programme 'Bridge to Employment' continued supporting apprentices to gain placements in private sector – 6 places	Workforce Development	On-going	
40	Commitment from Agilisys to recruit and train local apprentices	Agilisys to provide monthly/quarterly update on their recruitment and ensure progress is being made.	HR Strategy	On-going	Currently underperforming, HR working closely with Agilisys to improve recruitment

	Action	Milestones	Lead	Target Completion	Update/Evidence
		Provide advice to agilisys on recruitment and delivery of apprenticeship as and when required.			
41	Skillsmatch	Skillsmatch service to provide employment advice and support including training  Assist in the Internal Temporary Resourcing Agency to promote, recruit and train local residents	D&R	On-going	On-going

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