

	Reccommendation	Action Being taken	Department	Progress	Date Complete	Priority / timescale for completion	
Conley Report							
1	The executive committee should take back all delegated powers for staffing issues (Rule Book 12.3).	EC has now assumed direct responsibility for staffing matters	EC	Complete			
2	Past individual cases of bullying, harassment and sexual harassment involving ex-staff members, where they are in agreement, should be independently investigated, even where compromise agreements have involved non-disclosure clauses. Patterns of bullying and harassment cases and high staff turnover in particular staff teams should be included in the investigation. The investigator should be provided with a copy of this report.	PP has met with a number of former TSSA colleagues and the EC has asked PP to write to this group about the confidentiality clauses in their SAs.	EC/Change Management Group	Work in Progress			
3	Following the independent investigation, the executive committee should review the behaviour and performance of the senior management team in relation to past bullying, harassment and sexual harassment cases and enforce their disciplinary powers where necessary.	The report has been received and the next steps are being considered	EC/IGS	Work in Progress		Investigating officer report expected mid-August	
4	As a matter of urgency, the union needs to instil a professional approach to alcohol consumption during work and at work related events. The first step should be to introduce a policy on alcohol misuse. In most workplaces alcohol consumption during working time is a disciplinary offence. Where alcohol is consumed at social events, professional behaviour should be required at all times. Advice on developing a policy on alcohol misuse can be sought from the Health and Safety Executive and the CIPD	No seperate policy currently for drugs & alcohol consumption, referred to in the staff code of conduct. Part of the policy review and to include wider organisation	EC/Change Management Group	Work in Progress		NF confirmed that this is currently covered in the staff COC and the reps confirmed this is appropriate for now All alcohol has ben removed from the TSSA Head Office and is no longer allowed to be consumed in the offices This group needs to have a further discussion on TSSA's current position	

5	The Social Media and Acceptable Use policies apply to the senior management team and the executive committee and should be enforced.	Brief SMT and EC to remind them of the requirements, part of policy review	EC/Change Management Group	Work in Progress		This has been re-circulated to the new SMT and was discussed at the August EC meeting HR will arrange a discussion with the staff reps to address the issue of what staff say in their own time and on their personal accounts	
6	Senior managers should join a different trade union than other staff grades.	Further clarity needed from HC	EC/Change Management Group	Complete		This can only be a recommendation not a stipulation and individuals can make their own choice	
7	The executive committee should appoint a Human Resources Director with expertise in equality issues who should report directly to the executive committee.	An Interim HR Manager and Interim HR Advisor are in place to be reviewed by the new GS	EC	Complete			
8	A full suite of comprehensive and workable equality policies and procedures to implement them should be put in place. These should be developed using external expertise in relation to bullying, harassment and sexual harassment. Separate policies and procedures are required in relation to sexual harassment.	Part of the policy and procedure review in collaboration with external HR advice	EC/Change Management Group	Work in Progress		See Point 20 in the Kennedy tab	
9	The provision of bullying, harassment and sexual harassment advisors under the current policies should be retained. Their presence at future Annual Conference and other events, including socials, should be fully implemented in practice and the names of the advisors present should be formally recorded in the minutes or programme of each event.	Advisors remain in place, wider conversation needed re the policy. Needs to be part of a rolling program	EC/Support Services	Complete			
10	There should be processes to allow collective grievances that do not seek to individualise the investigation or outcomes.	To be reviewed as part of the wider policy and procedure review	EC/Change Management Group/GMB reps	Work in Progress		See point 8 above	

11	Procedures for investigating complaints and appeals of bullying, harassment and sexual harassment that involve any member of the senior management team or executive committee should be undertaken outside of the senior management team. The investigator must have experience of any relevant equality issues pertinent to the case they are investigating.	Refer to recommendation 43 of HK report	EC/Change Management Group	Work in Progress		See points 18 and 20 under the Kennedy tab	
12	Once the new suite of policies and procedures are in place, they should be made clearly available on the members section of the TSSA website/ staff intranet site. Copies of policies for members should be e-mailed to Branch secretaries. Copies of staff policies and updates should be e-mailed to all staff and provided to new staff on appointment.	The group will consider which policies and procedures to make available to members. HR to review the HR systems.	EC/Change Management Group	Work in Progress		The EC has agreed to proceed with the Comms review	
13	Compulsory training on the new equality policies and procedures should be provided to officers, staff, branch officials and members. Training on the policies should feature in induction of new staff and branch officers.	Policy and procedures to be reviewed, then consider the necessary training which should include the reps. Take advice from Laura Harrison on organisational/culture change.	EC/Change Management Group	Work in Progress			

14	Urgent steps need to be taken to improve the representation of Black and Asian members and staff in decision-making positions in the union. This will require external expert advice on all aspects of the recruitment process (e.g., advertising posts, job descriptions, person specifications, shortlisting, conduct and composition of interview panels and other selection methods). Issues of retention, performance management, grievance and disciplinary cases of Black and Asian staff need to be monitored and independently assessed.	Wider organisational issues, take advice from Investing in Ethnicity. Rule book impact to be considered. HR to review general recruitment process	EC/Change Management Group	Work in Progress		This will be discussed at the JEC meeting and actions will be formulated there	
15	An internal training and promotion scheme from staff grades to organising and officer grades should be considered.	HR reviewing the current training and promotion routes to introduce a new system	EC/Change Management Group	Work in Progress		Some progress has been made in terms of interim promotions and access to training courses (TUC Leading Change and Unions 21 NOP)	
16	The membership database needs to be considerably improved to better monitor all equality strands.	TSSA introduced a new version of the database relatively recently. Consider member engagement to better improve the statistics	EC/Change Management Group/Membership	Work in Progress		Important, but a longer-term piece of work as part of the Comms review and a report was agreed by the EC in August	
17	Support and resources provided to SOGs should be evenly distributed. Each SOG should have a member of the executive committee assigned to them to speak on their behalf.	A EC liaison officer has been appointed to each SOG.	EC	Complete		Check the EC do a review in 6 months' time To be discussed at the August EC meeting	
18	A process of mainstreaming equality into the decision-making structures of the union needs to be designed in partnership with the GMB staff equality representatives and the convenors of the SOGs. This could involve the use of equality impact assessments.	Look to introduce a EIA process, reconvene the Joint Equality Committee to progress	EC/Change Management Group	Work in Progress		A rolling task, but start asap JEC to be reconvened Consider having quarterly meetings with the SOGs	

19	The union should use the equality audits it has completed to develop an equality action plan that maps out the next stages that the union is aiming to achieve for staff and members so that it can monitor its progress. The actions for each equality strand should be identified and agreed with SOGs and the GMB equality representatives before being presented to the Annual Delegate Conference for ratification.	Pick up in the JEC and SOG engagement	EC/Change Management Group	Work in Progress		By the 2024 ADC	
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