

	Recommendation	Action Being taken	Department	Progress	Date Complete	Comments
Kennedy Report						
1	The membership considers candidates for President and Treasurer roles particularly carefully in the light of this report.	Election underway and completed by 19 May 2023	EC / Support Services	Complete		New President/Treasurer took office on 1 July
2	I believe that the President and Treasurer have failed in their task of oversight and should step down from the EC forthwith.	The former President and Treasurer have resigned and a new Interim President and Interim Treasurer have been appointed by the EC	EC	Complete	08/02/2023	
3	All EC members consider the findings and recommendations of this report and only stay on the EC if they want to get behind the findings and support delivery of the recommendations.	The EC have accepted the findings in full and committed to implement all the recommendations of the report	EC	Complete	08/02/2023	
4	All remaining EC members undergo immediate training on governance and work with a governance expert to ensure absolute clarity of their roles.	Unions 21 provided initial governance training to the majority of the EC members	EC/Support Services	Complete		Training delivered in April 2023
5	This training should be repeated for all new EC members as part of a thorough, planned induction to the role.	Training from Unions 21 will be offered on an ongoing basis to all new EC members and this will be repeated for the President/Treasurer every 2 years	EC/Support Services	Complete		Next training scheduled to take place on 2 and 3 August 2023 Rolling programme going forwards Standard EC agenda item to review compliance
6	Also a new reporting template should be developed with the help of a governance expert that considers all appropriate issues that the EC should have sight of from the SMT, including matters relating to the values and culture of the organisation.	Meeting arranged with with Unions 21 in August	EC/Change Management Team	Work in Progress	By the next meeting	PP to liaise with Becky at Unions 21
7	The Rule Book is reviewed and changed to include more specific detail on the responsibilities of the EC and reconsiders its sections on women and representation - to provide for a strengthened influence and power for women in the TSSA.	Rule change re general secretary elections has been agreed by the EC and has gone to the branches and will be on the conference agenda. This group makes a recommendation to the EC that in order to implement the rule changes as recommended by HK the entire rule book should be reviewed	EC/Policy Officer	Work in Progress	General Secretary rule change will be addressed at the 2023 Annual Delegate Conference	Rule book to be reviewed and changes to be taken to 2024 ADC PP will discuss with the new president and at the August EC meeting
8	A thorough and independent financial review is undertaken to ensure high quality processes, decision making and reporting in respect of the TSSA's finances.	HFW have started a deep dive audit which is ongoing	EC/Finance	Work in Progress		It is recommended to the EC that they receive a written summary financial report at each of their meetings including the latest management accounts and cash flow forecasts Audit should be complete next by the end of August

9	In response to this report, the EC considers with great seriousness the leadership direction of TSSA. I believe that none of the internal leadership (as defined in 30 above) should remain in the organisation.	Both dismissed colleagues appealed to conference re the EC's decision to dismiss them and were unsuccessful. The further members of staff are suspended pending the outcome of an ongoing independent investigation.	EC	Work in Progress	Ongoing	The report from the investigating officer is due by mid-August
10	A Crisis Administration should be appointed to support the TSSA as it initiates a sweeping culture change and as it transitions into a well-functioning organisation.	An interim management team is now in place to lead the organisation until the new GS is elected. A CMO group has been appointed to oversee work to implement the recommendations of the Kennedy and Conley reports and ensure "Sweeping culture change" is implemented across the whole of the organisation.	EC/Change Management Team	Complete		The EC to consider taking forward the conference motion to establish an interactive forum at the meeting in August
11	The EC works with greater discipline on the question of succession planning or pipeline development for future staff roles within the organisation, particularly leadership roles. This may mean a change to the Rule Book or it may mean encouraging more staff to become TSSA members. This is for the EC and membership to consider and act accordingly.	The GS rule change was debated at the 2023 ADC and was passed and the group will consider this as part of the wider rule book review	EC/Change Management Team	Work in Progress		Complete review of the rule book is planned with the intention of taking forward proposals to the 2024 ADC
12	A Code of Conduct is introduced for the General Secretary which a) any prospective GS is required to respond to and comment on as part of the electoral process and b) forms part of the GS's annual performance review and c) forms the subject of '360 degree' feedback on the GS from staff, volunteers and the EC	Draft CoC in the Kennedy report has been adopted and the GS rule change now includes the requirement to comply with this in the associated guidance. The group will recommend the requirement for the President to do an APR for the GS to be shared with the EC. SMT to formulate a proposal re a 360 degree process to be shared with the EC in due course	EC/Change Management Team	Complete		High priority. Group to consult Jackie Pyne week commencing 31/07/23 to work up proposals for the EC by the time the new GS is appointed (end September)
13	The EC considers - with great seriousness - the responsibilities it bears to the TSSA's paid staff, volunteers and its membership as a result of this report. The impact of a failing culture goes much wider than the immediate staff body. It is reflected in interactions with members and with the wider movement.	The EC to discuss this matter fully and make a series of recommendations. Group to consider what ongoing involvement the staff reps should have with the EC. The staff will also consider this as part of the strategic planning work and the rule book review	EC	Work in Progress		Ongoing [but any new allegations to be discussed within EC at the earliest opportunity] This will also need to include the SMT The CMOG has agreed to engage Laura Harrison

14	Under new leadership, serious attention must be given to the organisation's values, its culture and rebuilding trust between leadership and staff.	The EC and the staff have started work on the V, M and V and we hope to have this completed soon	EC/Change Management Team	Work in Progress		Further work led by Laura Harrison to commence in August 2023
15	Routine reporting on staff morale and insights into the culture must become the norm. Staff voice, development, equity and psychological and physical safety must be prioritised, particularly for women, people of colour and other minoritized or marginalised groups	Red Poppy will support TSSA to run a series of focus groups initially with a view to building a longer term plan to better engage with staff including a staff survey (joint management/reps)	EC/HR/CMO group	Work in Progress		Look to run the survey early Autumn outcome to be reported to the EC CMO Group to have input into the planning/devising of training plans SMT will have a Red Poppy session The Wellbeing Champions organised a focus group in London and work is ongoing for the other office locations
16	There should be a professionally qualified HR leader on the SMT who has the skills and experience to deliver on these priorities, with the commitment and support of the wider SMT. The remit of this HR leader must include the development of annual training plans that cover, at a minimum, creating safe workplaces and the prevention of sexual harassment. The psychological safety of participants in any trainings must be prioritised, with a clearly communicated and enacted zero tolerance policy towards any disrespectful behaviour.	The organisation has put interim arrangements in place for a CIPD qualified manager and advisor supported by an external HR consultancy resource pending the election of a new General Secretary in September 2023	EC	Work in Progress		NF talked to Red Poppy about the annual training plans who are unable to assist in this regard CMO Group to have input into the planning/devising of training plans The SMT attended TUC SH training on 27/06/23 and are in discussions with the TUC to deliver the training materials to the staff and EC with an alternative trainer The prevention of SH training may be developed in the work we do with Laura but may need to be picked up elsewhere We have arranged for TSSA staff to attend the TUC Leading Change programme and Unions 21 National Officers Pathway training
17	The EC has oversight of a programme of policy and process improvement that consists, at a minimum, of the revisions in 42. to 49.	These have been identified as priorities for the interim HR Manager and will be done in collaboration with the staff reps	EC/CMO group	Work in Progress		Send the updated tracker to the EC for their oversight at each of their meetings New drafts of the Sexual Harassment and Dignity at Work policies have been prepared and will be reviewed shortly by this group, the GMB staff reps and the SMT

18	This programme should be initiated by the Crisis Administration referred to above and should take no longer than one year to complete. As part of this review process, HR policies and procedures, particularly in relation to grievances and disciplinaries, should be re-written to make it clear that should a member of the SMT or EC be under investigation, the investigation (and any appeal) will be handled by an independent third party. Any policy revisions must be accompanied by staff training.	See above	EC	Work in Progress		See above
19	42. There should be a sexual harassment policy that is separate from the bullying and harassment policy. The TUC has produced excellent guidance on this matter.	The group will review the NEU Dignity at Work policy and will consider incorporating this approach in our TSSA policy	EC/Change Management Team	Work in Progress		NF to review the industry's policies to assess good practice. NF to collaborate with the staff reps to draft a new policy and share it with this group.
20	43. All policies - grievance, disciplinary etc - should make it clear that conflicts of interest need to be evaluated as a matter of course and that no-one should be investigating or adjudicating on the behaviour of someone senior to them in the hierarchy. External support (e.g from a law firm or independent HR consultant) should be appointed to manage any such cases as a matter of policy.	The group is considering this recommendation and whether it would be more appropriate for external support to advise rather than manage such cases	EC/Change Management Team	Complete		Ongoing, but requires policy review (see 19 above) Two external providers have been sourced and will be reviewed by this group The following list of priorities has been discussed: 1. Harassment Bullying Policy 2. Homeworking Policy 3. Flexible Working Policy and Procedure 4. Code of Conduct 5. Grievance procedure 6. Disciplinary Procedure 7. Use of Social Media Policy 8. Competency Framework Procedure 9. Job Evaluation Policy 10. Performance Management Procedure 11. Relocation Policy 12. Equality Handbook 13. Expenses Policy 14. Family Friendly Policy 15. Leave procedure 16. Mental Health and Wellbeing Policy 17. Neurodiversity policy 18. Probation Policy 19. Sickness and Capability Management Procedure 20. FSSA Bargaining Machinery Procedures 21. FSSA Procedural Agreement - Health and Safety 22. Whistle blowing Policy 23. Whistle blowing Policy

21	44. Informal complaints, grievances, disciplinaries and exit interviews should all be analysed for themes, risks and opportunities for organisation and leadership learning. The lead on HR matters should be qualified for the job and engaged with contemporary best practice. There appear to have been a number of red flags at the TSSA that were either ignored or overlooked due to poor information assessment and governance.	The HR submitted team drafted a staffing report which was submitted to the last EC meeting which will be standard practice going forwards	EC/Change Management Team	Complete		Standard item for all EC meetings
22	45. There should be a documented, policy commitment to routine listening exercises or staff surveys to assess staff engagement and morale. These should be operationalised in such a way that enables confidential contribution from staff.	The group discussed in a first instance consulting Red Poppy about a series of staff focus groups and the possibility of doing a joint GMB staff survey later in the year	EC/Change Management Team	Work in Progress		Complete the policy commitment within 3 months, then implementation is a rolling action after that. TUC climate template-discuss with staff reps
23	46. There should be a documented, policy commitment to an external helpline or independent body for staff to raise any concerns that they feel cannot be raised within the line management structure	The trauma helpline which Sian set up is still in place and can be accessed by staff and members	EC/Change Management Team	Work in Progress		Complete the policy commitment within 3 months, then implementation is a rolling action after that. [Note: the policy commitment implies other action, i.e. starting a helpline or finding an independent body - DH] The group will do some research in terms of external bodies, Red Poppy has confirmed that they will be unable to provide this service Jackie Pyne has recommended some organisations for NF to follow up with
24	47. In consultation with staff, the TSSA's performance management system should be reviewed. The values behind this review should be staff voice, professional growth, development and wellbeing, not assessment, hyper-vigilance, control and monitoring.	High on the list of the interim HR Manager's priorities	EC/Change Management Team	Work in Progress		Change by January 2024 to be agreed by the EC and funding approved in principle by the President and Treasurer on the agenda for the August EC meeting
25	48. The staff handbook should be reviewed by an independent body with expertise in workplace equity - ensuring that the values of antiracism, gender justice and other human rights are protected and promoted.	The group is considering whether the Equality Handbook needs to be re-written and organisations we can involve in this process	EC/Change Management Team	Work in Progress		Equality agenda circulated to this group for review HR to involve the organisation "Investing in Ethnicity"

26	<p>49. The remits of the EC and the SMT need to be clearly and simply communicated to all - staff, volunteers and members. This remit should be described in terms of both powers and responsibilities. Accountability mechanisms should be made clear, as should processes for complaints. This clear and simple document should be made available through staff, volunteer and EC inductions, should be kept up to date and should be easily accessible in both physical and digital workspaces.</p>	<p>The group will consider this recommendation as part of the wider rule book review and if in the meantime we need to agree an interim document</p>	<p>EC/Change Management Team</p>	<p>Work in Progress</p>	<p>Annual review After annual conference Part of rule book review PP to draft a remit document for the SMT which will be shared with them and reviewed here by the end of August</p>
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