



Scrutiny Committee – supplement: HR Equalities appendices

Tuesday 5 April 2016 at 7.00 pm
Boardrooms 3-5 - Brent Civic Centre

Membership:

Members

Councillors:

Kelcher (Chair)
Colwill (Vice-Chair)
Daly
Farah
Long
Miller
Stopp
Tatler

Substitute Members

Councillors:

Agha, Hector, Khan, J Mitchell Murray, Nerva,
Ketan Sheth and Thomas

Councillors:

Kansagra and Maurice

Co-opted Members

Ms Christine Cargill
Mr Alloysius Frederick
Dr J Levison
Mr Payam Tamiz
Iram Yaqub
Vacancy

Observers

Ms J Cooper
Mrs L Gouldbourne
Ms J Roberts
Brent Youth Parliament representatives

For further information contact: Peter Goss, Democratic Services Manager
020 8937 1353, peter.goss@brent.gov.uk

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit:
www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Agenda - – supplement:

HR Equalities appendices

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A review of HR Policies & Equalities was carried out in October 2014 by Councillor Michael Pavey and this report provides an update on the action plan.

Date of the next meeting: Tuesday 26 April 2016



- Please remember to ***SWITCH OFF*** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.

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Cllr Pavey's HR & Equalities review action plan

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Train all managers and elected members who participate in recruitment and selection, incorporating unconscious bias into training	100% managers and Members involved in recruitment and selection to be trained so unconscious bias does not impact on recruitment and selection decisions 90% good or excellent satisfaction levels on training	Members of the Senior Staff Appointments Sub Committee to be trained by end April 2015. Unconscious bias training for these Members undertaken by end of April 2015	Completed	Head of Equality	Members' training on Unconscious Bias took place in April 2015
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Train all managers and elected members who participate in recruitment and selection, incorporating unconscious bias into training	100% managers and Members involved in recruitment and selection to be trained so unconscious bias does not impact on recruitment and selection decisions 90% good or excellent satisfaction levels on training	Build training on unconscious bias and recruitment and selection into annual Member development programme, May 2015	Completed	Head of Equality	Training on unconscious bias is now embedded into Members' annual training programme Brent Council has become the first London Borough to achieve the 'gold standard' Charter Plus Award for Elected Member Development
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Train all managers and elected members who participate in recruitment and selection, incorporating unconscious bias into training	100% managers and Members involved in recruitment and selection to be trained so unconscious bias does not impact on recruitment and selection decisions 90% good or excellent satisfaction levels on training	New e-learning module on recruitment including unconscious bias training to be developed by end of April 2015 and rolled out to all managers by the end of June 2015	Completed	HR Director	New e-learning module incorporates Unconscious Bias elements and is mandatory for hiring managers Roll out began in June 2015 and all managers are trained in advance of sitting on panels
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Ensure decisions made at each stage of the recruitment and selection process are properly recorded	100% managers involved in recruitment and selection are trained	Recruiting managers issued with advice note and pro- forma amended by end of April 2015	Ongoing	HR Director	New advice note and pro-forma emailed to recruitment panel prior to every shortlisting
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Ensure decisions made at each stage of the recruitment and selection process are properly recorded	100% managers involved in recruitment and selection are trained	Quarterly reporting on recruitment and selection to HRIG from September 2015	Ongoing	HR Director	Weekly recruitment information sent to Directors Equalities statistics collected at long list, short list and interview stage
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Collect and report on equalities data at all stages of the recruitment process. Analyse recruitment diversity statistics by pay grades	Robust data collection and analysis Corporate HR KPIs demonstrate a positive direction of travel to demonstrate diversity at all levels of the workforce	Implement recommendations in current annual equalities report throughout 2015.	Completed	HR Director	Report completed and signed off by the Diversity Reference Group (DRG) and the Corporate Management Team (CMT) in September 2015 The recommendations are incorporated in the Master Equality and Diversity (E&D) action plan

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Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Collect and report on equalities data at all stages of the recruitment process. Analyse recruitment diversity statistics by pay grades	Robust data collection and analysis Corporate HR KPIs demonstrate a positive direction of travel to demonstrate diversity at all levels of the workforce	Equalities data for all stages of the recruitment process to be included in the Annual Equalities Workforce report 14/15, by June 2015	Completed	HR Director	Report signed off by DRG and CMT in September 2015 and published on the Council's E&D web page
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Collect and report on equalities data at all stages of the recruitment process Analyse recruitment diversity statistics by pay grades	Robust data collection and analysis Corporate HR KPIs demonstrate a positive direction of travel to demonstrate diversity at all levels of the workforce	Incorporate new reporting requirements in the annual Equalities Workforce report by April 2016	Completed	HR Director	New recruitment system Taleo introduced to ensure that equality reporting requirements are met
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Ensure consistent application of HR policies and procedures and adherence to them by Managers	Achievement of IIP Gold level Evidence of monthly case management meetings	Guidance on the role of DMTs in respect of workforce and equalities to be developed by end of April	Completed	HR Director	Guidance was produced in April 2015 and considered by all Department Management Teams (DMTs) in October 2015
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Ensure consistent application of HR policies and procedures and adherence to them by Managers	Achievement of IIP Gold level Low level of tribunals and success in defending them Evidence of monthly case management meetings	Quarterly reporting to DMTs on departmental compliance with HR policies and/or procedures commencing May 2015	Ongoing	HR Director	Departmental breaches reported at DMTs from July 2015
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Ensure consistent application of HR policies and procedures and adherence to them by Managers	Achievement of IIP Gold level Low level of tribunals and success in defending them Evidence of monthly case management meetings	Annual report with recommendations for improvement produced in October 2015 and reported to HRIG.	Completed	HR Director	Annual report produced in October 2015 and reported to HR Improvement Group (HRIG)
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Ensure consistent application of HR policies and procedures and adherence to them by Managers	Achievement of IIP Gold level Evidence of monthly case management meetings	Review of progress to achieve IIP Gold to CMT from April 2015	Completed	HR Director	DMTs reviewed progress against the Investors in People Gold level from April to July 2015
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Ensure consistent application of HR policies and procedures and adherence to them by Managers	Evidence of senior management engagement in employment tribunal cases and other complex employee relations cases	Achievement of IIP Gold level December 2015	Completed	Chief Operating Officer	Assessment carried out in September 2015. The outcome of the assessment was a confirmation of Brent's Silver level for further three years

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Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Ensure consistent application of HR policies and procedures and adherence to them by Managers	Evidence of senior management engagement in employment tribunal cases and other complex employee relations cases	Monthly case management reviews with HR and Legal April 2015 onwards	Ongoing	HR Director	Meeting reviews have been happening between HR and Legal teams since April 2015. From October the Chief Operating Officer chairs the meetings
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure best practice in implementing recruitment policies and procedures	Ensure consistent application of HR policies and procedures and adherence to them by Managers	Evidence of senior management engagement in employment tribunal cases and other complex employee relations cases	As routine, meetings with relevant strategic and operational directors, HR Director and legal to consider all complex employee relations cases and potential employment tribunals	Ongoing	HR Director	Meetings with Strategic Directors were set up in August 2015, and since then are arranged as and when required
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure there is a creative approach to the development of talent & leadership	Develop a leadership development programme for staff from under-represented groups to support promotion into senior manager posts Prepare a report establishing how to identify talent internally in a structured way	Minimum of 90% satisfaction rating from all participants Increasing proportion of: BAME senior managers; One female senior managers; disabled senior managers Managers are supported in ensuring that staff are linked to and benefit from development opportunities and support required to progress	Programme developed by May 2015 and agreed by HRIG, TUs and CMT by June 2015	Completed	HR Director	Leadership and Development provider Premier Partnership appointed in September 2015 Accrediting Body Programme agreed by HRIG and in October 2015 Programme and application form process communicated in December 2015 Information sessions were held in January 2016
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure there is a creative approach to the development of talent & leadership	Develop a leadership development programme for staff from under-represented groups to support promotion into senior manager posts Prepare a report establishing how to identify talent internally in a structured way	Minimum of 90% satisfaction rating from all participants Increasing proportion of: BAME senior managers; One female senior managers; disabled senior managers Managers are supported in ensuring that staff are linked to and benefit from development opportunities and support required to progress	Participants identified and programme rolled out between September 2015 and March 2016	Back on target	HR Director	Information sessions were held in January 2016 Candidates of the first cohort selected by DMTs with support from HR in February 2016 Programme to be launched in March 2016 Delegates will be supported by mentors and career coaches throughout the programme

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Cllr Pavey's action plan review on HR & Equalities Page 4	EO5	To ensure there is a creative approach to the development of talent & leadership	Develop a leadership development programme for staff from under-represented groups to support promotion into senior manager posts Prepare a report establishing how to identify talent internally in a structured way	Minimum of 90% satisfaction rating from all participants Increasing proportion of: BAME senior managers; One female senior managers; disabled senior managers Managers are supported in ensuring that staff are linked to and benefit from development opportunities and support required to progress	Report prepared for December 2015, incorporating feedback from IIP Gold Assessment	Completed	HR Director	Report was discussed by CMT and HRIG in December 2015 and January 2016, respectively Workforce planning and talent management strategy is currently being developed and will incorporate recommendations from IIP assessment
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure there is a creative approach to the development of talent & leadership	Develop a leadership development programme for staff from under-represented groups to support promotion into senior manager posts Prepare a report establishing how to identify talent internally in a structured way	Minimum of 90% satisfaction rating from all participants Increasing proportion of: BAME senior managers; One female senior managers; disabled senior managers Managers are supported in ensuring that staff are linked to and benefit from development opportunities and support required to progress	Recommendations rolled out by April 2016	On target	HR Director	Recommendations shared with Operational and Strategic Directors Work in progress from January 2016 Relevant actions will be incorporated in the 2016-17 Equality Strategy action plan
Cllr Pavey's action plan review on HR & Equalities	EO5	To support the development of under represented groups	Introduce innovative coaching and mentoring arrangements, including a diversity mentoring programme to support under-represented groups and reverse mentoring arrangements	100% new senior managers have mentors	New programme and coaching and mentoring policy developed and agreed by HRIG, TUS and CMT by May 2015	Completed	HR Director	New programme for coaching and mentoring developed and rolled out

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Cllr Pavey's action plan review on HR & Equalities	EO5	To support the development of under represented groups	Introduce innovative coaching and mentoring arrangements, including a diversity mentoring programme to support under-represented groups and reverse mentoring arrangements	100% apprentices and national graduates have mentors	New policy rolled out by from June 2015	Completed	HR Director	All graduates have been allocated Strategic Directors, Operational Directors or Heads of Service as mentors
Cllr Pavey's action plan review on HR & Equalities	EO5	To support the development of under represented groups	Introduce innovative coaching and mentoring arrangements, including a diversity mentoring programme to support under-represented groups and reverse mentoring arrangements	Staff to participate in reverse mentoring and the pilot is well reviewed	Pilot reverse mentoring scheme from September 2015 and review in July 2016	Back on target	Head of Equality	<p>The Collaborative Mentoring programme was approved by CMT in December 2015</p> <p>The programme comprises initiatives such as shadowing days, reverse mentoring circles, live web chats with senior managers and 360 Degree Feedback for senior managers</p> <p>The programme was launched in January 2016</p> <p>SDs are sponsors of the staff equality networks established in November 2015</p> <p>The CE and the Lead Member for E&D held a question time session for staff on 16 Dec 2015</p>
Cllr Pavey's action plan review on HR & Equalities	EO5	To support the development of under represented groups	Introduce innovative coaching and mentoring arrangements, including a diversity mentoring programme to support under-represented groups and reverse mentoring arrangements	Upper quartile staff satisfaction levels on staff and management development in staff survey	Build diversity mentoring and coaching arrangements into the BAME senior management development programme from September 2015	Completed	HR Director	<p>Incorporated as part of programme content</p> <p>Leadership Development provider Premier Partnership will provide diversity mentoring and coaching opportunities as part of the programme content</p>

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Cllr Pavey's action plan review on HR & Equalities	EO5	To review and refresh the apprenticeship and graduate schemes so they are high quality programmes leading to employment	Evaluate the effectiveness of the current apprentice programme establish improvements	<p>Internal schemes to grow our own future workforce are solid and effective</p> <p>Brent in top quartile for number of apprentices in London Councils</p> <p>Support to reduced unemployment within the borough</p> <p>95% satisfaction with Brent graduate programme</p> <p>95% graduates get jobs in Brent</p> <p>Graduates more reflective of the community</p>	External review of apprentice programme undertaken by end of April 2015 and recommendations implemented by June 2015	Completed	HR Director	<p>Independent Review was undertaken by external partners Grant Thornton</p> <p>Final report received in September 2015</p> <p>Report went to CMT in October 2015 with all recommendations already been implemented</p>
Cllr Pavey's action plan review on HR & Equalities	EO5	To review and refresh the apprenticeship and graduate schemes so they are high quality programmes leading to employment	Review and improve the internal arrangements in place for the management of the National Graduate Development Programme for Local Government	<p>Internal schemes to grow our own future workforce are solid and effective</p> <p>Brent in top quartile for number of apprentices in London Councils</p> <p>Support to reduced unemployment within the borough</p> <p>95% satisfaction with Brent graduate programme</p> <p>95% graduates get jobs in Brent</p> <p>Graduates more reflective of the community</p>	Review to incorporate focus group with apprentices to capture views about programme and opportunities for them to continue their career within Brent	Completed	HR Director	<p>As part of the 'passing out' ceremony for apprentices, a session was held to capture their feedback and experience from the scheme</p> <p>There will be at least two catch-up meetings with apprentices a year going forward</p> <p>HR are working with the LAC team to proactively market the apprenticeship and graduate positions</p> <p>A local graduate recruitment exercise was held in Dec 2015</p> <p>A careers fair targeted at local people from all sections of the community was held on 20 Jan 2016</p>

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Cllr Pavey's action plan review on HR & Equalities	EO5	To review and refresh the apprenticeship and graduate schemes so they are high quality programmes leading to employment	Review and improve the internal arrangements in place for the management of the National Graduate Development Programme for Local Government	<p>Internal schemes to grow our own future workforce are solid and effective</p> <p>Brent in top quartile for number of apprentices in London Councils</p> <p>Support to reduced unemployment within the borough</p> <p>95% satisfaction with Brent graduate programme</p> <p>95% graduates get jobs in Brent</p> <p>Graduates more reflective of the community</p>	Roll out improved internal management arrangements of programme in advance of new intake in September 2015	Completed	HR Director	<p>Following a review of the Graduate Programme and a report to CMT, changes have been made to the scheme in June 2015</p> <p>Improved programme in place for cohort 17 that started in October 2015</p>

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Cllr Pavey's action plan review on HR & Equalities	EO5	To review and refresh the apprenticeship and graduate schemes so they are high quality programmes leading to employment	Review and improve the internal arrangements in place for the management of the National Graduate Development Programme for Local Government	Internal schemes to grow our own future workforce are solid and effective Brent in top quartile for number of apprentices in London Councils Support to reduced unemployment within the borough 95% satisfaction with Brent graduate programme 95% graduates get jobs in Brent Graduates more reflective of the community	Proposals considered and agreed by October 2015 and rolled out in January 2016 to attract graduates graduating in June 2016	Completed	HR Director	Local Graduate Programme agreed by CMT in July 2015 and launched in January 2016
Cllr Pavey's action plan review on HR & Equalities	EO5	To engage council staff in developing workforce strength and diversity	Ensure all staff have updated their equalities profile on Oracle Review equality reporting categories	100% equalities profile reporting on Oracle Achievement of corporate KPIs for recruitment to under represented areas at a senior level	Ongoing campaign to encourage staff and managers to update equality profile on Oracle to increase reporting levels for all equalities reporting data.	Completed	Head of Equality / DMTs	Oracle system adapted to make entry easier for staff Staff self-disclosure rate is 89% as of 13 Feb 2016 New campaign will be launched from April 2016, with the support of DRG, DMTs, staff equality networks and the Communications team
Cllr Pavey's action plan review on HR & Equalities	EO5	To engage council staff in developing workforce strength and diversity	Consider implementing indicative, non binding targets for recruitment of under-representative groups at senior levels	100% equalities profile reporting on Oracle Achievement of corporate KPIs for recruitment to under represented areas at a senior level	Review KPIs for recruitment of under-represented groups at a senior level by June 2015 Consider report at CMT by October and then at General Purposes Committee	Completed	Head of Equality / DMTs	Report on voluntary targets considered by CMT in October 2015 and the decision was to carry on with current monitoring arrangements
Cllr Pavey's action plan review on HR & Equalities	EO5	To engage council staff in developing workforce strength and diversity	Collect feedback during Induction regarding experience of recruitment process	100% equalities profile reporting on Oracle Achievement of corporate KPIs for recruitment to under represented areas at a senior level	Feedback reported quarterly to CMT from July 2015 Annual report on recruitment incorporates experience of new employees, from September 2015	On target	HR Director / Head of Equality	Sep - Mar 2015/16 report to go to CMT in May 2016

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Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure Brent's Human Resources policies and procedures reflect best practice so managers are supported well in leading and managing their teams	<p>Review and update policies in accordance with LGA feedback</p> <p>Review the equality analyses of HR policies every three years</p>	<p>100% managers complete Brent Manager Essential training</p> <p>100% managers who undertake investigations are trained in disciplinary and grievance investigations</p> <p>Number of employment tribunals is low against benchmarked councils and ET cases are successfully defended</p> <p>HR KPIs achieved</p> <p>100 % Adherence to procedures and timelines in HR policies</p>	Consider and make minor policy changes by the middle of March 2015	Completed	HR Director	Relevant policy changes have been made
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure Brent's Human Resources policies and procedures reflect best practice so managers are supported well in leading and managing their teams	<p>Review and update policies in accordance with LGA feedback</p> <p>Review the equality analyses of HR policies every three years</p>	<p>100% managers complete Brent Manager Essential training</p> <p>100% managers who undertake investigations are trained in disciplinary and grievance investigations</p> <p>Number of employment tribunals is low against benchmarked councils and ET cases are successfully defended</p> <p>HR KPIs achieved</p> <p>100 % Adherence to procedures and timelines in HR policies</p>	Revise Code of Conduct by end of April 2015	Completed	HR Director	Code of conduct revised and agreed by CMT

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Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure Brent's Human Resources policies and procedures reflect best practice so managers are supported well in leading and managing their teams	<p>Review and update policies in accordance with LGA feedback</p> <p>Review the equality analyses of HR policies every three years</p>	<p>100% managers complete Brent Manager Essential training</p> <p>100% managers who undertake investigations are trained in disciplinary and grievance investigations</p> <p>Number of employment tribunals is low against benchmarked councils and ET cases are successfully defended</p> <p>HR KPIs achieved</p> <p>100 % Adherence to procedures and timelines in HR policies</p>	<p>Consult with trade unions and HRIG on proposed changes by end of March 2015</p>	Completed	HR Director	All changes agreed by the Trade Unions, HRIG and CMT

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Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure Brent's Human Resources policies and procedures reflect best practice so managers are supported well in leading and managing their teams	<p>Review and update policies in accordance with LGA feedback</p> <p>Review the equality analyses of HR policies every three years</p>	<p>100% managers complete Brent Manager Essential training</p> <p>100% managers who undertake investigations are trained in disciplinary and grievance investigations</p> <p>Number of employment tribunals is low against benchmarked councils and ET cases are successfully defended</p> <p>HR KPIs achieved</p> <p>100 % Adherence to procedures and timelines in HR policies</p>	Agree minor policy changes with CMT & Lead Member by end of April 2015	Completed	HR Director	Agreed with Lead Member
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure Brent's Human Resources policies and procedures reflect best practice so managers are supported well in leading and managing their teams	<p>Review and update policies in accordance with LGA feedback</p> <p>Review the equality analyses of HR policies every three years</p>	<p>100% managers complete Brent Manager Essential training</p> <p>100% managers who undertake investigations are trained in disciplinary and grievance investigations</p> <p>Number of employment tribunals is low against benchmarked councils and ET cases are successfully defended</p> <p>HR KPIs achieved</p> <p>100 % Adherence to procedures and timelines in HR policies</p>	Revise the Recruitment Policy by end of April 2015 to stipulate all managers must be trained before interviewing.	Completed	HR Director	All managers trained before interview. HR keeps central record of training take-up

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Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure Brent's Human Resources policies and procedures reflect best practice so managers are supported well in leading and managing their teams	Review and update policies in accordance with LGA feedback Review the equality analyses of HR policies every three years	100% managers complete Brent Manager Essential training 100% managers who undertake investigations are trained in disciplinary and grievance investigations Number of employment tribunals is low against benchmarked councils and ET cases are successfully defended HR KPIs achieved 100 % Adherence to procedures and timelines in HR policies	First review to be undertaken in June 2015	Completed	HR Director	Monitoring system in place HR dashboard reports on compliance Review on adherence in December 2015
Cllr Pavey's action plan review on HR & Equalities	EO5	To establish a more coherent competency framework for the Council which defines clearly different behaviours and personal skills that determine how all staff should do their jobs	Produce a new competency framework and embed it in the work of the Council	All recruitment and selection reflects the competencies framework 100% appraisals reflects the competencies	Develop a framework setting out a set of revised staff competencies and incorporate this into the next Appraisal process	Completed	HR Director	Revised Competency Framework agreed by CMT in August 2015

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Cllr Pavey's action plan review on HR & Equalities	EO5	To establish a more coherent competency framework for the Council which defines clearly different behaviours and personal skills that determine how all staff should do their jobs	Produce a new competency framework and embed it in the work of the Council	All recruitment and selection reflects the competencies framework 100% appraisals reflects the competencies	Ensure relevant policies recognise the requirement to be competency based by September 2015	Completed	HR Director	New competency framework included in performance and development scheme guidance
Cllr Pavey's action plan review on HR & Equalities	EO5	To establish a more coherent competency framework for the Council which defines clearly different behaviours and personal skills that determine how all staff should do their jobs	Produce a new competency framework and embed it in the work of the Council	All recruitment and selection reflects the competencies framework 100% appraisals reflects the competencies	Devise a training programme that supports the framework for implementation from July 2015	Completed	HR Director	This is covered by training on appraisals and guidance provided to all managers
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure the views of staff are used to shape the development of the Council	Establish and carry out a staff survey every two years	All recruitment and selection reflects the competencies framework 100% appraisals reflects the competencies	Staff survey designed and undertaken by March 2016 Results analysed and fed into the new Corporate Plan	On target	Head of Communications	Paper went to CMT for approval in February 2016 to agree methodology of survey Staff survey to be launched by the end of March 2016
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure the views of staff are used to shape the development of the Council	Organise a series of regular focus groups with different staff groups	All recruitment and selection reflects the competencies framework 100% appraisals reflects the competencies	Programme of focus groups for BAME staff, disabled staff, women and LGBT staff agreed by DRG by June 2015	Completed	Head of Equality	A number of focus groups were carried out from April 2015 by external facilitators, supported by the Equality Team. A report was published on the intranet and the recommendation incorporated into the Equality Strategy action plan Based on the feedback from staff focus groups, four Staff

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Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure the views of staff are used to shape the development of the Council	Organise a series of regular focus groups with different staff groups	All recruitment and selection reflects the competencies framework 100% appraisals reflects the competencies	Focus group on recruitment and selection arrangements undertaken by June 2015 and any recommendations incorporated into annual report to CMT in September 2015	Completed	Head of Equality	A number of focus groups were carried out from April 2015 by external facilitators, supported by the Equality Team. A report was published on the intranet and the recommendation incorporated into the Equality Strategy action plan Based on the feedback from staff focus groups, four Staff
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure the views of staff are used to shape the development of the Council	Organise a series of regular focus groups with different staff groups	All recruitment and selection reflects the competencies framework 100% appraisals reflects the competencies	Other focus groups underway by September 2015 and outcomes reported to DRG on a quarterly basis from December 2015	Completed	Head of Equality	A number of focus groups were carried out from April 2015 by external facilitators, supported by the Equality Team. A report was published on the intranet and the recommendation incorporated into the Equality Strategy action plan Based on the feedback from staff focus groups, four Staff
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure excellence in our approach to disabled staff	Develop guidance for managers on reasonable adjustments	All recruitment and selection reflects the competencies framework 100% appraisals reflects the competencies	Guidance for managers on reasonable adjustments agreed by DRG, HRIG and TUs and rolled out by June 2015	Completed	Head of Equality	Guidance on reasonable / workplace adjustments was developed and published on the intranet in June 2015 The Staff Disability Network will review the impact from the guidance to ensure that it is effectively implemented
Cllr Pavey's action plan review on HR & Equalities	EO5	To achieve excellence in employment and management practice	Undertake an Equal pay audit	100% staff are being paid equal pay for work of equal value	Equal pay audit undertaken by end of March 2015 and recommendations reported to DRG by April 2015 with any agreed action underway by May 2015	Completed	Head of Equality	Equal Pay audit was undertaken in March, reviewed by DRG in April and communicated to all staff in April 2015 The next Equal Pay audit is due in March - April 2016
Cllr Pavey's action plan review on HR & Equalities	EO5	To achieve excellence in employment and management practice	CMT & DMTs to consider equalities and workforce issues on a more regular basis	100% staff are being paid equal pay for work of equal value	Quarterly equalities and HR updates to CMT and DMTs commencing in May 2015	Ongoing	HR Director	Quarterly HR and equalities updates are communicated with DMTs and CMT. Whenever possible, updates are communicated with DMTs first before going to CMT
Cllr Pavey's action plan review on HR & Equalities	EO5	To achieve excellence in employment and management practice	Review equalities data on a regular basis and oversee implementation of HR and equalities action plan	100% staff are being paid equal pay for work of equal value	Quarterly reporting to DRG on a core set of equalities data from September 2015	Ongoing	Head of Equality	Data on workforce profile, Equal Pay Audits, etc on DRG forward plan
Cllr Pavey's action plan review on HR & Equalities	EO5	To achieve excellence in employment and management practice	Review equalities data on a regular basis and oversee implementation of HR and equalities action plan	100% staff are being paid equal pay for work of equal value	Quarterly monitoring of the roll out of the HR and equalities action plan by DRG and HRIG, commencing in May 2015	Ongoing	HR Director / Head of Equality	The action plan is on the DRG and CMT forward plans, and is monitored on a quarterly basis
Cllr Pavey's action plan review on HR & Equalities	EO5	To achieve excellence in employment and management practice	Review equalities data on a regular basis and oversee implementation of HR and equalities action plan	100% staff are being paid equal pay for work of equal value	Member monitoring of the Plan through Member Equalities Committee	Ongoing	Head of Executive & Member Services	The action plan is a permanent item on the Equalities Committee agenda and forward plan The Committee had its first quarterly meeting on 13 July 2015, second meeting on 12 Oct 2015, third meeting on 11

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure learning from practice is used to improve performance	Implement a systematic approach to learning from internal discipline, grievance (including bullying and harassment), capability procedures and employment tribunals	Number of employment and tribunals low against comparator boroughs and success high in employment tribunal outcomes	Process for review developed and agreed by HRIG by end of March 2015 and CMT in April	Completed	HR Director / Head of Legal	HR Team systematically reviews learning from employment tribunal cases Learning points reported quarterly to HRIG and annually to CMT Monthly case reviews discussed by Chief Operating Officer
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure learning from practice is used to improve performance	Implement a systematic approach to learning from internal discipline, grievance (including bullying and harassment), capability procedures and employment tribunals	Effective management of employee relations and cases	Roll out new review arrangements from May 2015. Monthly case management meetings with HR and Legal commencing April 2015	Ongoing	HR Director / HR Managers	Monthly HR and Legal meetings held since April 2015
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure learning from practice is used to improve performance	Implement a systematic approach to learning from internal discipline, grievance (including bullying and harassment), capability procedures and employment tribunals	Effective management of employee relations and cases	Ad hoc meetings with relevant director, HR and Legal on Employment Tribunals, commencing April 2015	Ongoing	HR Director / HR Managers	Meetings scheduled as and when needed
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure learning from practice is used to improve performance	Implement a systematic approach to learning from internal discipline, grievance (including bullying and harassment), capability procedures and employment tribunals	Effective management of employee relations and cases	Regular HR reports (including bullying and harassment) commencing May 2015	Ongoing	HR Director / HR Managers	HR reports (including bullying and harassment) taken to CMT on a quarterly basis
Cllr Pavey's action plan review on HR & Equalities	EO5	To ensure learning from practice is used to improve performance	Develop an annual report highlighting the learning from the implementation of the Council's policies on discipline, grievance and capability as well as the learning from employment tribunals	Better employee management practice and stronger understanding of employee perceptions	Report on progress quarterly to CMT commencing in May as part of the HR report	Ongoing	HR Director	CMT receives quarterly HR progress reports A report on the findings of exit interviews will be taken to CMT in April 2016

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Clr Pavey's action plan review on HR & Equalities	EO5	To ensure learning from practice is used to improve performance	Develop an annual report highlighting the learning from the implementation of the Council's policies on discipline, grievance and capability as well as the learning from employment tribunals	Better employee management practice and stronger understanding of employee perceptions	Annual analysis on findings of exit interviews to be considered by HRIG in April 2015 and incorporated into HR annual report 2016	Ongoing	HR Director	CMT receives quarterly HR progress reports A report on the findings of exit interviews will be taken to CMT in April 2016
Clr Pavey's action plan review on HR & Equalities	EO5	To ensure staff and elected members are aware of the outcomes of the HR and equalities policy review	Review Council's approach to internal communications.	Upper quartile satisfaction rates on internal communication in the staff survey	Review of internal communication arrangements undertaken by June 2015 and new strategy implemented from July 2015	Ongoing	Head of Communications	Review complete Internal Communication strategy deferred to allow incoming CE to input - in the CMT forward plan New intranet successfully launched in September 2015
Clr Pavey's action plan review on HR & Equalities	EO5	To ensure staff and elected members are aware of the outcomes of the HR and equalities policy review	Communicate outcome of review and action plan to staff and Members	100% of actions in action plan delivered on time	Publish action plan on intranet by beginning of May 2015, with references made too in various internal publications such as the Chief Executive's Blog, e-Sight lite	Completed	Head of Communications	Review was published in January 2015 and the action plan is published at regular intervals to share progress
Clr Pavey's action plan review on HR & Equalities	EO5	To ensure staff and elected members are aware of the outcomes of the HR and equalities policy review	Communicate outcome of review and action plan to staff and Members	100% of actions in action plan delivered on time	Action plan on HR and Equalities review to be considered by Scrutiny Committee end of April 2015	Completed	HR Director	CMT reviewed the progress against the action plan in September 2015 and in January 2016 Action plan reviewed by Equalities Committee at each meeting (quarterly) In addition to Members Equalities Committee, the Scrutiny Committee considered this Action Plan in April 2015 and will receive a progress report in April 2016
Clr Pavey's action plan review on HR & Equalities	EO5	To ensure staff and elected members are aware of the outcomes of the HR and equalities policy review	Communicate outcome of review and action plan to staff and Members	100% of actions in action plan delivered on time	Six monthly reporting of progress reported to CMT and Members Equality Committee commencing September 2015	Completed	HR Director	CMT reviewed the progress against the action plan in September 2015 and in January 2016
Clr Pavey's action plan review on HR & Equalities	EO5	To ensure staff and elected members are aware of the outcomes of the HR and equalities policy review	Establish a committee of elected members to oversee progress towards the Excellent level in the EFLG	100% of actions in action plan delivered on time	Establish a committee in May 2015 to review progress towards Excellent in the Equalities Framework for Local Government Meetings held quarterly, commencing in June 2015	Completed	Head of Executive & Member Services	The Committee was established and met in July 2015, and is meeting on a quarterly basis. The minutes of the meetings are available on Brent website The next Equalities Committee meeting is on 7 April 2016

2015-16 Equality Strategy Action Plan

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO1	To know and understand all of our communities	Review and strengthen monitoring systems across the council to ensure a consistent approach to gathering and recording equality data which is used to inform service planning and financial decisions	Transparent, up-to-date published information on community profiles and needs is easily accessible to the council, local people and partner organisations Reduced inequalities in quality of life outcomes for different communities	Monitoring report based on new systems in June 2015	Completed	Head of Equality / Department Equality Leads	Both the communities and workforce equalities profile templates have been updated in May 2015 and are now consistent in terms of monitoring questions and categories. The new templates have been supported by Equalities Monitoring Guidance and communicated to staff in June 2015, and are available on the Intranet The Equality team provides ongoing advice and guidance on the relevant equality questions that have to be incorporated in surveys and consultation questionnaires (both internal and external) The Equality team works with the Information Management and Research and Intelligence teams, as well as with Departmental Equalities Groups, to ensure that there is a consistent approach to collecting and monitoring equality data The equality data and any consultation initiatives are used to inform the council's decision-making and equality analysis processes The Diversity Reference Group receives regular updates on both workforce and communities monitoring
Equality Strategy action plan 2015-16 Page 17	EO1	To know and understand all of our communities	Produce diversity profiles of Brent's communities and service users	Transparent, up-to-date published information on community profiles and needs is easily accessible to the council, local people and partner organisations Reduced inequalities in quality of life outcomes for different communities	Updated borough diversity profiles made available and published on Brent Data by April 2015, and refreshed at least annually thereafter	Ongoing	Head of Equality / Business Intelligence team	The most up-to-date Brent Diversity profile report is available on Brent Data website. The Research and Intelligence team also produces regular population projections on age, ethnicity and other relevant protected characteristics to enable the council to make evidence based decisions and Equality Analyses. These are also available on the Brent Data website. In addition to the Borough-wide diversity profiles, the Research and Intelligence team works with individual services to produce and update service user diversity profiles. Some of the reports that have recently been updated are (non-exhaustive list): o Adult Social Care (Apr-15) o Labour Market (Sep-15) o Regeneration & Growth (Jan-16) o Children and Young People (Jan-16)
Equality Strategy action plan 2015-16	EO2	To involve our communities effectively	Explore new forms of creative community engagement to inform service provision and ensure best quality services	Local residents and service users – including under-represented groups – feel that they can participate in public life and that the council listens to them An increase in the number of volunteers	Agreed new approach to community engagement and new community engagement structures rolled out through the year, with quarterly reports on impact Policy to encourage staff to volunteer for local voluntary and community organisations rolled out, with quarterly impact reports Provider to run Brent Citizen Volunteer Service identified by July 201	Completed	Operational Director, Strategic Commissioning	The new structure for implementing Community Action Groups has been agreed by CMT, partners and PCG. Implementation of pilot areas started in January 2016 The contract to provide a Brent Volunteering Hub has been let to Groundwork London and has made good progress since June 2015 in recruiting new volunteers The staff volunteering policy was agreed by CMT in December 2015 and will be implemented by April 2016

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO3	To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence	Implement the Equality Strategy, through which Brent's approach to diversity, equality and cohesion is clearly articulated and understood by all partners	<p>An explicit commitment to equality and diversity at the heart of all borough and council planning</p> <p>An increase in the number of local people who believe that people from different backgrounds get on well together in Brent</p> <p>Excellent' assessment in the Equality Framework for Local Government</p> <p>Improved standing on the Stonewall Workplace Equality Index and a more inclusive workplace for LGBT staff</p> <p>'Excellent' level of the Healthy Workplace Charter</p>	6- monthly progress updates from September 2015, with annual progress update published on the council's website	Ongoing	HR Director / Head of Equality	<p>2015-16 Equality Strategy Action Plan progress updates are reviewed by the corporate Diversity Reference Group (DRG) on a quarterly basis</p> <p>Progress updates in CMT Forward Plan</p> <p>Annual progress update to be considered by the Scrutiny Committee and published on the council's website in April 2016</p>
Equality Strategy action plan 2015-16	EO3	To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence	Ensure that equality and human rights values and objectives are fully reflected in the Partners for Brent Borough Plan	<p>An explicit commitment to equality and diversity at the heart of all borough and council planning</p> <p>An increase in the number of local people who believe that people from different backgrounds get on well together in Brent</p> <p>Excellent' assessment in the Equality Framework for Local Government</p> <p>Improved standing on the Stonewall Workplace Equality Index and a more inclusive workplace for LGBT staff</p> <p>'Excellent' level of the Healthy Workplace Charter</p>	<p>Equality and human rights objectives reflected in the 2015-19 Borough Plan</p> <p>Progress reports to DRG every 6 months from September 2015</p>	Completed	Chief Executive / Head of Policy & Scrutiny	<p>Equality and human rights objectives are reflected in the current Borough Plan and business plans</p> <p>Progress updates are reviewed by the corporate Diversity Reference Group (DRG) on a quarterly basis</p> <p>Annual progress update to be published on the council's website in April 2016</p>

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Equality Strategy action plan 2015-16	EO3	To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence	Provide support and training to councillors to help them to demonstrate community leadership on diversity and equality	<p>An explicit commitment to equality and diversity at the heart of all borough and council planning</p> <p>An increase in the number of local people who believe that people from different backgrounds get on well together in Brent</p> <p>Excellent' assessment in the Equality Framework for Local Government</p> <p>Improved standing on the Stonewall Workplace Equality Index and a more inclusive workplace for LGBT staff</p> <p>'Excellent' level of the Healthy Workplace Charter</p>	Progress towards equality objectives scrutinised by Executive from September 2015	Completed	Head of Executive & Member Services	<p>Members' training on unconscious bias took place in April 2015</p> <p>Training on unconscious bias is now embedded into Members' annual training programme</p> <p>Brent Council has become the first London Borough to achieve the 'gold standard' Charter Plus Award for Elected Member Development. The assessment noted that Members have a strong understanding of their roles and articulated the value of collecting information from their casework, and work within their community to inform the council's policies and priorities</p> <p>A Members' Equalities Committee was established in July 2015. The Committee meets on a quarterly basis and the minutes of the meetings are available on Brent website</p>
Equality Strategy action plan 2015-16	EO3	To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence	Become recognised as an exemplar of good practice on equality, diversity and human rights	<p>An explicit commitment to equality and diversity at the heart of all borough and council planning</p> <p>An increase in the number of local people who believe that people from different backgrounds get on well together in Brent</p> <p>Excellent' assessment in the Equality Framework for Local Government</p> <p>Improved standing on the Stonewall Workplace Equality Index and a more inclusive workplace for LGBT staff</p> <p>'Excellent' level of the Healthy Workplace Charter</p>	<p>'Excellent' assessment in the Equality Framework for Local Government achieved by September 2015</p> <p>Participation in the Stonewall Workplace Equality Index from July 2015</p> <p>'Excellent' level of the Healthy Workplace Charter achieved by October 2015</p> <p>Regular focus groups with different staff equality groups to inform planning to achieve improvement in these awards and benchmarks</p>	Ongoing	HR Director / Head of Equality	<p>In October 2015 Brent council retained its Silver level Investors in People accreditation</p> <p>Brent was the only local authority that was shortlisted as a finalist at the 2015 Race for Opportunity conference in the Transparency, Monitoring & Action Award category</p> <p>In November 2015 the council was awarded with the Business Disability Forum Disability-smart Award within the premises category</p> <p>In December 2015 the council was granted with the DWP Disability Confident Employer status</p> <p>The outcome of the council's first assessment in Stonewall Workplace Equality Index was announced in January 2016. The council is on 295th place (out of over 400)</p> <p>The Peer assessment for the 'Excellent' level of EFLG was carried out in June - July 2015. The Peer team report outlined five key recommendations that the council should meet before making the final decision in April 2016</p> <p>The timescales for Healthy Workplace Charter have slipped so this action will have to be moved to and prioritised in 2016-17 action plan, with the view to be completed in early net financial year</p> <p>A number of externally facilitated focus groups supported by the Equality team took place in April and May 2015 and the report was taken to DRG and CMT in June / July 2015. The report was also communicated to staff members via internal communication channels and was published on Intranet. As part of the feedback from the focus groups, the Equality team established four Staff Equality networks (Cultural Diversity, Gender, Disability and LGBT+) in November 2015. The Chairs of the networks represent them at DRG</p>

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Equality Strategy action plan 2015-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Review and refresh systems for effective and efficient equality analysis	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Outcomes assessment based on revised equality analysis system by June 2015	Completed	Department Equality Leads / Head of Equality	<p>An outcomes assessment was taken to CMT in June 2015</p> <p>A report on Brent's Equality Analysis process was taken to the Equalities Committee in October 2015</p> <p>Consideration of equality implications is integrated in the council's decision-making process, with full Equality Analyses supporting the decisions with identified equalities impact. The Departmental Equalities Groups are monitoring their Department's Equality Analyses at their quarterly meetings</p> <p>All budget proposals are screened for relevance and are informed by consultation with stakeholders and full Equality Analyses, where required</p> <p>The 2017-18 and 2018-19 budget saving proposals announced in December 2015 and agreed by Cabinet and Full Council in February 2016 were subject to equalities screening and consultation. The final proposals were informed by the consultation findings and full Equality Analyse, where required</p>
Equality Strategy action plan 2016-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Monitor progress towards our equality objectives and report on them at regular intervals	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Updates provided from Department Equality Leads at DRG meetings on a quarterly basis	Ongoing	Department Equality Leads	<p>Department Equality Leads update DRG on the work of their groups on a quarterly basis</p> <p>From January 2016 the Chairs of the newly established staff equality networks are invited to DRG meetings and update the group on the work of their networks</p>

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Equality Strategy action plan 2015-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Demonstrate that actions have been taken and improvements in equality outcomes have been delivered as a result of effective equality analysis	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Annual reports to DRG, CMT and Executive, on the cumulative equality impact of all decisions and changes, starting June 2015	Completed	Department Equality Leads / Head of Equality	<p>The Cumulative Equality Impact annual report was taken to DRG, CMT and Executive in June 2015</p> <p>The final 2017-18 and 2018-19 budget proposals that went to Cabinet and Full Council in February 2016 were informed by a Cumulative Equality Impact analysis</p>
Equality Strategy action plan 2015-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Ensure that procured and commissioned services support work towards the council's equality objectives	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Revised equality requirements incorporated into all procurement processes from April 2015	Completed	Operational Director, Strategic Commissioning	<p>A comprehensive and robust Equality and Procurement Guidance was produced and communicated to staff in July 2015, and is available on the Intranet</p> <p>The Procurement and Equality teams advise on relevant Social Value and E&D requirements (e.g. LLW, E&D monitoring, etc) that need to be incorporated in service / contract specifications of contracts with significant equality relevance</p> <p>The tender and selection process for contracts above 100k incorporates a section on Social Value and E&D requirements where potential contractors / providers are asked to demonstrate how their proposals will add value and will contribute to the council's equality objectives</p>

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Equality Strategy action plan 2015-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Ensure that equality considerations are embedded into all business processes, such as financial and business planning	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Equality screening is integrated into business planning and budget setting templates from April 2015, with a review of effectiveness by January 2016	Completed	Director of Finance / Head of Policy and Scrutiny / Head of Equality	<p>Consideration of equality implications is integrated in the council's decision-making process and templates, with full Equality Analyses supporting the decisions with identified significant equalities impact</p> <p>All budget proposals are screened for relevance and are informed by consultation with stakeholders and full Equality Analyses, where required</p> <p>The 2017-18 and 2018-19 budget saving proposals announced in December 2015 and agreed by Cabinet and Full Council in February 2016 were subject to equalities screening and consultation. The final proposals were informed by the consultation findings and full Equality Analyse, where required</p>
Equality Strategy action plan 2015-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Build on and strengthen community cohesion through work with partners to determine the relationship between diversity, equality and community cohesion in service provision	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Agreed new approach to community engagement and new community cohesion structures rolled out through the year	Completed	Operational Director, Strategic Commissioning	The Brent Stronger Communities strategy was agreed by the Cabinet in November 2015. The strategy is an integrated approach to working with our partners, communities and residents to make Brent stronger, more resilient and cohesive. The strategy focuses on tackling the risks to our community posed by hate crime; extremism and radicalisation; domestic abuse and harmful practices; child sexual exploitation and gang-related crime
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Review and strengthen monitoring systems related to our employment profile and its change	All council employees receive equal pay for work of equal value	Annual workforce equality report 2014-15 prepared by July 2015	Completed	HR Director / Head of Equality	Annual Workforce Equalities Report agreed by DRG and CMT and published in September 2015

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Develop and deliver mentoring programme to support the career and personal development of council staff from groups under-represented at senior management levels and to broaden managers' understanding of staff experiences and barriers to career progression for some equality groups	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	<p>Focus groups with staff to develop programme by April 2015</p> <p>Programme proposal presented to DRG in May 2015</p> <p>Programme launched in September 2015</p>	Completed	Head of Equality	<p>A number of externally facilitated focus groups supported by the Equality team took place from April 2015. The report was communicated with DRG, CMT and staff members via internal communication channels and was published on Intranet</p> <p>As a result of the feedback from the focus groups a number of initiatives and programmes were developed such as a Leadership Development programme for staff at PO1 to PO8 grades; Staff Equality Networks; Local Graduate Scheme, Mentoring and Coaching opportunities for staff</p> <p>MyMentor programme for staff seeking external mentoring and coaching opportunities was agreed by HRIG, CMT and Trade Unions, and was launched in May 2015</p> <p>An in-house Collaborative Mentoring programme was agreed by CMT in December 2015 and launched in January 2016. It comprises initiatives such as staff question time, shadowing days, reverse mentoring circles, live web chats with senior managers, and 360 Degree appraisals for senior managers</p> <p>This in-house programme aims to promote and facilitate regular dialogue between senior managers and staff as a means of empowering junior staff members, fostering good cross-organisational working relationships and improving the sense of belonging to One Council</p>
Equality Strategy action plan 2015-16 Page 23	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Provide an equality, diversity and human rights training programme tailored to the requirements of staff in different roles, such as customer-facing staff	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	Recruitment and selection e-learning module with unconscious bias content is rolled out for all managers and elected members undertaking recruitment and selection from April 2015	Completed	HR Director / Head of Equality	<p>New Unconscious Bias (UB) e-module for staff and managers was launched in June 2015 and is part of the Corporate Induction checklist</p> <p>The Recruitment and Selection e-module was also updated and now incorporates UB elements. This module is mandatory for all hiring managers and they are required to undertake it prior to sitting on interview panels</p> <p>Members' training on UB took place in April 2015 and is now embedded into Members' annual training programme</p> <p>Brent Council has become the first London Borough to achieve the 'gold standard' Charter Plus Award for Elected Member Development</p>

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Maintain oversight of the equalities implications of all corporate activities impacting on the workforce	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	Quarterly reports to DRG and CMT on impacts of HR policies and restructurings	Ongoing	HR Director	<p>Relevant policies and activities with equalities implications are taken to DRG and CMT on a quarterly basis (e.g. Leadership and Development programme, Collaborative Mentoring programme, Equal Pay Audit)</p> <p>The corporate activities are also consulted with relevant staff forums such as HR Improvement Group, Departmental Equality Groups, Staff Equality Networks and Trade Unions</p>
Equality Strategy action plan 2015-16 Page 24	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Identify and address outstanding issues of equal pay	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	Recommendations from new Equal Pay Audit implemented from April 2015, with annual evaluation reports to DRG	Completed	Head of Transactional Services	<p>The 2015-16 Equal Pay Audit will be carried out in April 2016 and considered by DRG and CMT in May 2016</p> <p>The audit will particularly focus on gender, disability and race</p>

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Review and refresh HR policies and processes from an equalities perspective	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	<p>Refreshed HR policies reviewed from an equalities perspective and operating from April 2015, with regular reports to DRG</p> <p>Produce guidance on reasonable adjustments to assist managers to support disabled staff by July 2015</p>	Completed	HR Director	<p>All relevant HR policies have been reviewed and were subject to equality analyses. Any changes identified have been consulted with CMT, HRIG and TUs and subsequently implemented. Relevant policies and activities are also consulted with DRG and DMTs (e.g. Reasonable Adjustments, Leadership and Development, Collaborative Mentoring)</p> <p>Guidance on reasonable adjustments was developed and published on the intranet in June 2015. In September the Equality Team piloted a Workplace Adjustments survey within HR and Finance in September 2015 to monitor impact of the new process. The Staff Disability Network will review the impact from the impact from the guidance to ensure it is implemented effectively and consistently</p>
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Deliver an annual programme of equality events to staff and key external partners	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	<p>Black History Month in October 2015</p> <p>International Day for Disabled People in December 2015</p> <p>LGBT History Month events in February 2016</p> <p>International Women's Day in March 2016</p> <p>Full programme of equality events for 2016/17 to be approved by DRG in March 2016</p>	Ongoing	Head of Equality	<p>As part of the Break Barriers, Open Doors events programme, the Equality Team with active support from Brent Housing Partnership and staff delivered two very successful events in 2015: the Black History Month event on 29 October 2015 and the International Day of People with Disabilities on 3 December 2015</p> <p>Brent worked with Stonewall to deliver a 'London Boroughs and LGBT Inclusion' seminar on 15 December 2015</p> <p>In February and March 2016, with the support of Brent Housing Partnership and staff equality networks, the Equality team delivered two very successful events: the LGBT History Month event (on 23 February) and the International Women's Day event (on 8 March).</p>

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Appendix 3: Access Audit Progress Tracker

Item Ref.	Potential Improvement	Project	Priority	When completed by	Complete?	Comment
2.8b	2.6 Improvements to walking routes in car park	Car park	Within 12 months		Jan-16	
2.9A	Basement car park door	N/A	Within 12 months		Jun-15 Y	Skanska agreed to change to door with vision panel to improve visibility in tight space. A larger lobby is not practical. This is at rear of building and has been used since building opening.
2.9B	Drop off point	N/A	Within 12 months		Jun-13 Y	
5.14B	Mobility scooter parking area	Disabled access	Within 12 months		Nov-15 Y	
	Signage to accessible entrances	Disabled access	Within 12 months		Jun-15 Y	
6.9A	6.5 Fixed induction loop sign installed to reception desk	Disabled access	Within 12 months		Nov-15 Y	
6.9A	Portable induction loop in place - FOH Reception Desk	N/A	Within 12 months	N/A	Y	
6.9B	Portable induction loop in place - CSC Reception	N/A	Within 12 months	N/A	Y	
6.9D	Portable induction loop in place - Training Rooms	N/A	Within 12 months	N/A	Y	
7.3B	Portable ramp for Conference Hall	Disabled access	Within 12 months		Mar-16 N	The FM team have found a cost effective solution using the existing furniture arrangement implemented in the Grand Hall.
7.6B	Signage to ground floor toilets improved	Disabled access	Within 12 months		Apr-15 Y	
12.1A	Hold opens to doors to ground floor toilet corridor	Disabled access	Within 12 months		Nov-15 Y	
12.8A	Improvements to ground floor disabled shower area	Disabled access	Within 12 months		Nov-15 Y	
	13.1 Changing Places toilet installed	Disabled access	Within 12 months		Jan-15 Y	
13.1.0	Sanitary bins in accessible toilets repositioned so not to cause blockages	N/A	Within 12 months		Jun-15 Y	
14.6A	Portable induction loop installed within library	N/A	Within 12 months	N/A	Y	
14.6B	Portable induction loop installed within library	N/A	Within 12 months	N/A	Y	
	15.1 Review and signage improvements implemented.	Disabled access	Within 12 months		Jan-15 Y	
	15.3 Review and signage improvements implemented.	Disabled access	Within 12 months		Jan-15 Y	
	15.5 Review and signage improvements implemented.	Disabled access	Within 12 months		Jan-15 Y	
16.7A	Portable induction loop installed within marriage ceremony room	N/A	Within 12 months	N/A	Y	
16.7B	Portable induction loop installed within Grand Hall and Conference Hall	N/A	Within 12 months	N/A	Y	
16.8A	Portable induction loop available within CSC interview rooms	N/A	Within 12 months	N/A	Y	
16.8C	Portable induction loop in place - Training Rooms	N/A	Within 12 months	N/A	Y	
	18.4 Lifts, platform lifts and stair lifts checked regularly for proper functioning	N/A	Within 12 months	N/A	Y	
	18.5 Means of escape and exit routes regularly checked for freedom of obstacles and alarm systems checked.	N/A	Within 12 months	N/A	Y	
	18.6 PEEPS in place for the applicable staff	N/A	Within 12 months	N/A	Y	
	18.7 Fire emergency Plan and PEEPs reviewed annually as per recommendations.	N/A	Within 12 months	N/A	Y	
	18.8 Emergency cord alarms to accessible WC are tested as part of Billinger PPM schedule.	N/A	Within 12 months	N/A	Y	
	1.1 Website updated with details on how to get to the civic centre and transport options	N/A	Within 12 - 24 months	N/A	Y	
	1.8 Signage improvements to local area have been made by Brent Council and Quintain	N/A	Within 12 - 24 months	N/A	Y	
	2.2 Signage added to each accessible bay within the car park	Disabled access	Within 12 - 24 months		Oct-15 N	
	2.3 Improvements to accessible bay floor markings within the car park	Car park	Within 12 - 24 months		Jan-16 N	
2.8A	Improvements to signage within the car park	Car park	Within 12 - 24 months		Jan-16 N	
4.5B	Improvements to open risers on 13 steps from car park to Civic Centre.	Disabled access	Within 12 - 24 months		Nov-15 Y	For auditor
6.7B	New sign installed to CSC ground floor for telephone users that states 'If you have difficulties in using a telephone assistance is available' with pictorial telephone.	Disabled access	Within 12 - 24 months		Nov-15 Y	
6.7C	New sign installed to CSC Mezz floor for telephone users that states 'If you have difficulties in using a telephone assistance is available' with pictorial telephone.	Disabled access	Within 12 - 24 months		Nov-15 Y	
6.8A	Improvements to reception area planned to be installed.	Gnd floor wait furni	Within 12 - 24 months		Aug-15 Y	
6.9C	Portable induction loop installed within Melting Pot	N/A	Within 12 - 24 months	N/A	Y	
6.9E	Portable induction loop installed to bar counter in Grand Hall	N/A	Within 12 - 24 months	N/A	Y	
	7.7 Bands of colour to be added at two heights to each concrete column in the building within public areas. Choice of colour to be confirmed.	Disabled access	Within 12 - 24 months		Nov-15 Y	
8.2C	Well contrasted manifestations to the conference hall entrance doors.	Disabled access	Within 12 - 24 months		Nov-15 Y	
8.4B	Signage at security barriers for wheelchair users using International Symbol for access	Disabled access	Within 12 - 24 months		Nov-15 Y	
12.4B	Toilet cubicles repaired.	N/A	Within 12 - 24 months	N/A	Y	
12.6A	Toilet taps fixed	N/A	Within 12 - 24 months	N/A	Y	
12.8B	Grab rails to be added to one male and one female shower	Disabled access	Within 12 - 24 months		Mar-16 N	There is a designated accessible shower room for building users with disabilities
14.1B	Chair with arm rests available within registrars area and can be taken to the Wedding Suite	N/A	Within 12 - 24 months	N/A	Y	
14.1D	Well contrasted drop down rail to be added to each of the benches in the Training Centre corridor to aid people with ambulant disabilities.	Disabled access	Within 12 - 24 months		Mar-16 N	The FM team is currently exploring the feasibility of this recommendation.
14.1E	Chair with arm rests can be taken to the Bridge area.	N/A	Within 12 - 24 months	N/A	Y	
						Chairs with arm rests are available in the main reception area. FM team have put a business case for the purchase of additional furniture for the building and are waiting for its approval.
14.2C	Chairs with arm rests to be ordered and installed to registrars ground floor area.	Disabled access	Within 12 - 24 months		Mar-16 N	
14.4B	Accessible computer station installed to ground floor CSC area	Customer Services	Within 12 - 24 months		Jan-15 Y	
14.4C	2 x accessible computer stations installed to ground floor Library area	N/A	Within 12 - 24 months	N/A	Y	
14.6C	Libraries has accessible friendly information available.		Within 12 - 24 months		Y	
	16.5 Acoustic treatment to customer contact centre on 2nd floor	Noise	Within 12 - 24 months		Jan-15 Y	
	1.4 Add colour contrast to long kerb edging to the right of the main entrance.		24 - 36 months		Nov-15 Y	
1.6C	Bands of colour to be added at two heights to each concrete column in the building within public areas. Choice of colour to be confirmed.	Disabled access	25 - 36 months		Nov-15 Y	Duplicate of 7.7
14.6D	Bands of colour to be added at two heights to at external long silver structural columns in the building. Choice of colour to be confirmed.	Disabled access	26 - 36 months		Nov-15 Y	
1.6E	Bands of colour to be added at two heights to 13no light pillars in Paul Daisley Garden. Choice of colour to be confirmed.	Disabled access	27 - 36 months		Nov-15 Y	
6.3A	Reception desk barriered area has been extended to allow access to accessible area	N/A	28 - 36 months	N/A	Y	
6.8B	Chairs with arm rests have been added to the registrars area on Mezz level	N/A	29 - 36 months	N/A	Y	
	8.3 Hold opens to doors to ground floor toilet corridor	Disabled access	30 - 36 months		Nov-15 Y	
	10.6 Well contrasted manifestations to the escalator hand rails.	Disabled access	31 - 36 months		Nov-15 Y	
14.4A	Accessible computer station installed to ground floor CSC area	Customer Services	32 - 36 months		Jan-15 Y	Duplicate of 14.4B Duplicate of 14.6D
1.6B	Bands of colour to be added at two heights to at external long silver structural columns in the building. Choice of colour to be confirmed.		Up to 5 years		Nov-15 Y	
	3.1 Colour contrast to be added to the long car park entrance ramp	Car park	Up to 5 years		Jan-16 N	
4.1B	Steps up to Civic Centre from car park to have tactile paving added at top and bottom.	Disabled access	Up to 5 years		Nov-15 Y	
	4.3 Site management check lighting levels during darker hours to ensure they are sufficient.	N/A	Up to 5 years	N/A	Y	
15.6C	Temporary notices typed in clear type face	N/A	Up to 5 years	N/A	Y	

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