

# Draft - Brent Council Workforce Strategy Action Plan 2015 – 2016

## Strategic Priority 1: Recruitment and retention

**Objective:** To ensure that we recruit, retain and appropriately reward a diverse, highly skilled and motivated workforce

### Outcomes

- Borough and Corporate Plan priority objectives achieved
- Strong recruitment and retention rates in all areas
- Improved applicant field
- Reduced vacancies in posts identified as hard to fill
- Awards that enhance Brent's reputation as an employer of choice
- Existing good practice validated by liP Gold Standard accreditation
- Positive outcomes from staff surveys
- Apprenticeship targets of 100 job opportunities with the council achieved by 2016, including targets for Looked After Children
- Reduced use of agency staff and consultants

Actions	Lead	Milestones	Outcomes
Support the implementation of effective workforce planning in all service areas	<ul style="list-style-type: none"> <li>• Head of Employee Services (Mildred Phillips)</li> </ul>	<ul style="list-style-type: none"> <li>• Support needs identified within individual departments by August 2015</li> <li>• Support programme agreed by August 2015</li> <li>• Build priority areas in Year 2 action plan by December 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce needs identified and met in all areas</li> <li>• Reduced use of agency staff and consultants</li> <li>• Reduced vacancies in posts identified as hard to fill</li> <li>• Existing good practice validated by liP Gold Standard accreditation</li> <li>• Borough and Corporate Plan priority objectives achieved</li> </ul>
Review Brent's reward and recruitment strategies to ensure that they remain competitive in the labour market and that they appropriately reflect talent, contribution and extra effort	<ul style="list-style-type: none"> <li>• Head of Employee Services (Mildred Phillips)</li> </ul>	<ul style="list-style-type: none"> <li>• Terms and conditions reviewed by April 2015</li> <li>• Strategies to tackle hard to fill posts rolled out in full by March 2016</li> <li>• Review and report on vacancy levels and recruitment and retention rates to HRIG at</li> </ul>	<ul style="list-style-type: none"> <li>• Strong recruitment and retention rates in all areas</li> <li>• Reduced use of agency staff and consultants</li> <li>• Less hard to fill posts</li> </ul>

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		<p>quarterly intervals commencing in June 2015</p> <ul style="list-style-type: none"> <li>• Monthly reporting to Leader, Deputy Leader and the Chief Executive on agency spend and trends – on going</li> <li>• Monthly reports scrutinised by HR Director and Chief Finance Officer to departments on agency and consultant spend throughout 2015-16</li> <li>• Detailed analysis on spend on consultancy services throughout 2015 - 16</li> </ul>	
<p>Develop and implement initiatives to ensure effective employee engagement</p>	<ul style="list-style-type: none"> <li>• Head of Employee Services (Mildred Phillips)</li> </ul>	<ul style="list-style-type: none"> <li>• Activities needed to strengthen engagement identified and agreed by May 2015</li> <li>• liP accreditation process complete by June 2015</li> <li>• Hold at least six employee wellbeing events annually</li> <li>• Healthy workplace charter Excellence level by September 2015</li> <li>• Quarterly Staff Suggestion scheme throughout 2015-16</li> <li>• Annual Staff Awards event Nov 2015</li> <li>• Question Time with Leader, Deputy Leader and Chief Executive bi-monthly</li> <li>• Bi-annual staff survey September 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Positive outcomes from staff surveys</li> <li>• Existing good practice validated by liP Gold Standard accreditation</li> <li>• High attendance levels at wellbeing events</li> </ul>

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Raise Brent's profile through articles in trade magazines/speaking at conferences	<ul style="list-style-type: none"> <li>Head of Communications (Robert Mansfield)</li> </ul>	<ul style="list-style-type: none"> <li>Specific opportunities for promotion identified at quarterly intervals</li> <li>Annual summary of profile raising events / articles</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of profile-raising articles / events, with spread across departments</li> <li>Improved applicant field</li> <li>Reduced vacancies in posts identified as hard to fill</li> </ul>
Make submissions for awards to raise Brent's profile as an excellent place to work	<ul style="list-style-type: none"> <li>Chief Operating Officer (Lorraine Langham)</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for awards submissions identified with all departments at quarterly intervals</li> <li>Annual summary of awards submissions and successes</li> </ul>	<ul style="list-style-type: none"> <li>Awards submissions, spread across departments</li> <li>Awards that enhance Brent's reputation as an employer of choice</li> <li>Improved applicant field</li> </ul>
Run targeted recruitment campaigns to ensure we recruit sufficient specialists where required	<ul style="list-style-type: none"> <li>HRIG and Head of Employee Services (Mildred Philips)</li> </ul>	<ul style="list-style-type: none"> <li>Needs analysis completed by HRIG on behalf of all departments by April 2015</li> <li>Campaign(s) based on HRIG needs analysis rolled out through 2015-16, with campaign impact (including social worker campaign) reports to HRIG</li> <li>At least one further campaign by September 2015</li> </ul>	<ul style="list-style-type: none"> <li>At least two campaigns each year</li> <li>Improved applicant field</li> <li>Reduced vacancies in posts identified as hard to fill</li> </ul>
Identify and implement new approaches to address the issues related to hard to fill positions (e.g. Adult Social Care, Children's Social Care, Public Health, Transportation)	<ul style="list-style-type: none"> <li>HRIG and Head of Employee Services (Mildred Philips)</li> </ul>	<ul style="list-style-type: none"> <li>Issues identified in each area by April 2015</li> <li>Approach – based on issues identified in each area – agreed by April 2015 and underway by June 2015</li> <li>Agreed London-wide approach to controlling agency costs in place through 2015-16</li> <li>Report on impact of proposals to address hard to fill posts in</li> </ul>	<ul style="list-style-type: none"> <li>Improved applicant field</li> <li>Reduced vacancies in posts identified as hard to fill</li> <li>London-wide approach to ensure consistency of approach in controlling agency spend.</li> </ul>

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		Adults Social Care by July 2015	
Grow and develop local talent through apprenticeships within the council, structured work experience, internships and an in-house Graduate Programme	<ul style="list-style-type: none"> <li>HR Manager (Sanmi Akinlabi)</li> </ul>	<ul style="list-style-type: none"> <li>Annual round of Apprenticeship recruitment for year 2 complete by April 2015</li> <li>External review of apprentice scheme undertaken by April 2015</li> <li>Launch in-house graduate programme in May 2015 to commence in September 2015</li> <li>Proposals for structured work experience and internships within the council rolled out through 2015-16</li> <li>Revised induction and support arrangement in place for graduates by September 2015</li> </ul>	<ul style="list-style-type: none"> <li>Apprenticeship targets of 100 job opportunities with the council achieved by 2016, including targets for Looked After Children</li> <li>Increase in opportunities for young people within the borough.</li> </ul>
Ensure all staff complete exit forms and are offered exit interviews, and review exit interview data by department and service	<ul style="list-style-type: none"> <li>Heads of Service, co-ordinated by HR Manager, (Sanmi Akinlabi)</li> </ul>	<ul style="list-style-type: none"> <li>Exit forms completed by staff in all departments and annual analysis of exit data</li> </ul>	<ul style="list-style-type: none"> <li>Exit forms completed by at least 90% of leavers in all departments</li> <li>Strong recruitment and retention rates in all areas</li> </ul>
Promote the council as an organisation that supports health and well-being in the workplace, by signing up to and gathering evidence to show that it meets the standards of the LHWC	<ul style="list-style-type: none"> <li>Head of Equality (Sarah Kaiser)</li> </ul>	<ul style="list-style-type: none"> <li>Accreditation at <i>Excellence Level</i> of the <i>London Healthy Workplace Charter</i> confirmed by October 2015</li> </ul>	<ul style="list-style-type: none"> <li>Excellence standard on LHWC</li> <li>Positive outcomes from staff surveys</li> </ul>

### Priority 2: Leadership and Management

**Objective:** To develop leadership and management effectiveness and consistency in management practice across the organisation

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### Outcomes

- Borough and corporate priority outcomes achieved
- Existing good practice validated by liP Gold Standard accreditation
- Confident, adaptable and knowledgeable leaders
- Confident managers, with ability to differentiate between different levels of staff performance
- Positive outcomes from staff surveys
- More internal staff with the skills and capacity to be recruited as senior managers from within the organisation
- A workforce that is more reflective of the community at senior levels

Actions	Lead	Milestones	Outcomes
Develop, deliver and evaluate a leadership and management development programme, aligned to the Future Skills Framework, to build the capacity of our managers to lead the organisation through change and building skills for tasks such as staff development, performance management, commissioning and workforce planning	<ul style="list-style-type: none"> <li>• HR Director (Cara Davani)</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and management Development programme agreed by June 2015, and underway by October 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum 90% satisfaction rating for all development activities</li> <li>• Borough and corporate priority outcomes achieved</li> <li>• Existing good practice validated by liP Gold Standard accreditation</li> <li>• Confident, adaptable and knowledgeable leaders</li> </ul>
Roll out the <i>Brent Manager Essentials</i> programme, providing structured training for managers on performance management, financial management, council governance systems, HR systems and policies, project management	<ul style="list-style-type: none"> <li>• HR Managers (Afzal Ghany and Sanmi Akinlabi)</li> </ul>	<ul style="list-style-type: none"> <li>• List of identified participants in each department confirmed to HRIG by April 2015</li> <li>• Six monthly evaluation reviews to HRIG commencing April 2015</li> </ul>	<ul style="list-style-type: none"> <li>• High take-up rates in all departments</li> <li>• Minimum 90% satisfaction rating from all participants</li> <li>• Confident managers, with ability to differentiate between different levels of staff performance</li> </ul>
Develop and implement an internal communications strategy to highlight key workforce messages, including existing and emerging successes, the full range of benefits in working for the council, and learning and development opportunities	<ul style="list-style-type: none"> <li>• Head of Communications (Robert Mansfield) with support from HR Manager (Afzal Ghany)</li> </ul>	<ul style="list-style-type: none"> <li>• Key messages agreed by August 2015</li> <li>• Campaign plan agreed by November 2015 and reviewed and refreshed quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• Positive outcomes from staff surveys</li> <li>• Staff better able to do their full roles as they are better informed</li> </ul>

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Develop an agreed list of key and behaviours and standards expected for managers and ensure that these are communicated and understood.	<ul style="list-style-type: none"> <li>HR Director (Cara Davani) and Director Group</li> </ul>	<ul style="list-style-type: none"> <li>Roll out of new behaviours by June 2015</li> </ul>	<ul style="list-style-type: none"> <li>Positive endorsement of approach from managers in all areas</li> <li>Existing good practice validated by liP Gold Standard accreditation</li> <li>Confident managers, with ability to differentiate between different levels of staff performance</li> <li>Positive outcomes from staff surveys</li> </ul>
Provide leadership development opportunities for Members, linked to Borough Plan priorities	<ul style="list-style-type: none"> <li>Tom Cattermole (Head of Member Services)</li> </ul>	<ul style="list-style-type: none"> <li>Member development programme agreed by September 2015</li> <li>High satisfaction levels confirmed in annual review reports</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 90% satisfaction rating from all participants</li> <li>Members have a clear understanding of the borough and council priorities, and of workforce needs</li> </ul>
Design and deliver an executive development programme for the corporate leadership team	<ul style="list-style-type: none"> <li>HR Director (Cara Davani)</li> </ul>	<ul style="list-style-type: none"> <li>Executive development programme agreed by December 2015</li> <li>Implementation review by March 2016</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback and high satisfaction rates from participants</li> <li>Confident, adaptable and knowledgeable leaders</li> <li>Confident managers, with ability to differentiate between different levels of staff performance</li> <li>Positive outcomes from staff surveys</li> </ul>
Roll out coaching and mentoring activities to help embed learning across our management network	<ul style="list-style-type: none"> <li>HRIG and Head of Employee Services (Mildred Philips)</li> </ul>	<ul style="list-style-type: none"> <li>Menu of coaching and mentoring opportunities agreed, with roll-out underway by September 2015</li> <li>Annual reporting to HRIG September 2016</li> </ul>	<ul style="list-style-type: none"> <li>High and increasing participant rates</li> <li>Confident managers, with ability to differentiate between different levels of staff performance</li> <li>More internal staff with the skills and capacity to be recruited as senior managers from within the organisation</li> <li>A workforce that is more reflective of the community at senior levels</li> </ul>
Create opportunities for shadowing and secondment, and for managers to network with other private and public	Principal Workforce Planning &	<ul style="list-style-type: none"> <li>Menu of shadowing and secondment opportunities agreed, with roll-out underway by</li> </ul>	<ul style="list-style-type: none"> <li>High and increasing participant rates</li> <li>Confident managers, with ability to differentiate between different levels of</li> </ul>

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sector organisations	Projects Officer (Raj Soni-Alagh)	September 2015 <ul style="list-style-type: none"> <li>6-monthly progress reviews</li> </ul>	staff performance <ul style="list-style-type: none"> <li>More internal staff with the skills and capacity to be recruited as senior managers from within the organisation</li> <li>A workforce that is more reflective of the community at senior levels</li> </ul>
Provide all new employees with appropriate induction	<ul style="list-style-type: none"> <li>Principal Workforce Planning &amp; Projects Officer (Raj Soni-Alagh)</li> </ul>	<ul style="list-style-type: none"> <li>New induction programme rolled out through 2015-16, with quarterly participation and satisfaction reviews commencing April 2015</li> <li>Evaluation after each programme commencing April 2015</li> <li>Managers to roll out induction checklist for consistent departmental induction – on going</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>All new leaders and managers have received induction</li> <li>Minimum 90% satisfaction rating from all participants</li> <li>Confident managers, with ability to differentiate between different levels of staff performance</li> </ul>

### Strategic Priority 3: Skills Development

**Objective:** To plan, deliver and evaluate learning and development programmes and activities that support all our staff in developing the skills they need to perform effectively, both now and in the future, and to develop professionally

#### Outcomes

- Borough and corporate priority outcomes achieved
- More management vacancies filled from within
- Employees and managers across the organisation are able to describe learning needs and skills improvement in relation to the organisation's strategic priorities
- Brent residents experience excellent services whether they encounter Brent employees or contractors
- Increasing skill levels confirmed by skills audit year on year

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- High levels of compliance with essential training
- Evidence of impact of learning and development on performance
- Increased usage of mobile learning and e-learning across the workforce

Actions	Lead	Milestones	Outcomes
Conduct an annual skills audit across the organisation to identify emerging needs	<ul style="list-style-type: none"> <li>• Head of Employee Services (Mildred Philips)</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate into annual Staff Survey September 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Skills needs identified in all departments</li> <li>• Employees and managers across the organisation are able to describe learning needs and skills improvement in relation to the organisation's strategic priorities</li> <li>• Corporate learning and development programmes informed by skills audit</li> </ul>
Put into practice an induction checklist	<ul style="list-style-type: none"> <li>• Principal Workforce Planning &amp; Projects Officer (Raj Soni-Alagh)</li> </ul>	<ul style="list-style-type: none"> <li>• Review of effectiveness of induction checklist by November 2015</li> </ul>	<ul style="list-style-type: none"> <li>• High levels of compliance with essential training</li> <li>• Increasing skill levels confirmed by skills audit year on year</li> </ul>
Establish clear training matrices for all roles, including requirements for essential training and Continuous Professional Development, in accordance with the Future Skills Framework	<ul style="list-style-type: none"> <li>• HR Manager (Afzal Ghany)</li> </ul>	<ul style="list-style-type: none"> <li>• Essential training and CPD needs identified in all departments by September 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Employees and managers across the organisation are able to describe learning needs and skills improvement in relation to the organisation's strategic priorities</li> <li>• High levels of compliance with essential training</li> </ul>
Deliver a high quality corporate offer that demonstrates a customer service focus at its core and clear links between training and development and the Borough Plan priorities	<ul style="list-style-type: none"> <li>• HR Manager (Afzal Ghany)</li> </ul>	<ul style="list-style-type: none"> <li>• New corporate learning and development offer rolled out through 2015-16</li> <li>• Annual evaluation reported to HRIG and Trade Unions September 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Positive feedback and high satisfaction rates from participants and managers</li> <li>• Borough and corporate priority outcomes achieved</li> <li>• Evidence of impact of learning and</li> </ul>

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			<ul style="list-style-type: none"> <li>development on performance</li> <li>Employees and managers across the organisation are able to describe learning needs and skills improvement in relation to the organisation's strategic priorities</li> <li>Brent residents experience excellent services whether they encounter Brent employees or contractors</li> <li>Increasing skill levels confirmed by skills audit year on year</li> <li>High levels of compliance with essential training</li> </ul>
Develop and enhance the use of mobile learning and e-learning across the organisation	<ul style="list-style-type: none"> <li>HR Manager (Afzal Ghany)</li> </ul>	<ul style="list-style-type: none"> <li>The corporate learning and development offer to incorporate as much eLearning as possible</li> <li>Annual reporting to HRIG September 2015</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback and high satisfaction rates from participants</li> <li>High levels of compliance with essential training</li> <li>Increasing skill levels confirmed by skills audit year on year</li> <li>Increased usage of mobile learning and e-learning across the workforce</li> </ul>
Provide learning and development guidance/access to buy into the corporate offer for contractors to ensure that minimum staff training requirements are met	<ul style="list-style-type: none"> <li>HR Manager (Afzal Ghany)</li> </ul>	<ul style="list-style-type: none"> <li>Guidance and buy-in proposals on offer by September 2015</li> <li>6-monthly take-up analysis</li> <li>Annual review commencing September 2016</li> </ul>	<ul style="list-style-type: none"> <li>High take-up by contractors</li> <li>Brent residents experience excellent services whether they encounter Brent employees or contractors</li> <li>High levels of compliance with essential training</li> </ul>
Develop and implement robust systems for the evaluation of learning and development activities to demonstrate their impact on improving performance	<ul style="list-style-type: none"> <li>Head of Employee Services (Mildred Philips)</li> </ul>	<ul style="list-style-type: none"> <li>Annual review of L&amp;D Evaluation Framework implementation April 2015</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of impact of learning and development on performance</li> <li>Borough and corporate priority outcomes achieved</li> <li>Brent residents experience excellent services whether they encounter</li> </ul>

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		Brent employees or contractors
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### Strategic Priority 4: An efficient and modern, customer-focused organisation

**Objective:** To ensure that excellent services are delivered to all residents and service users through a focus on organisational effectiveness, high performance and value for money

#### Outcomes

- Borough and corporate priority outcomes achieved
- Services are recognised by users and residents as improved
- Confident and effective staff
- Targeted efficiency savings achieved
- New partnerships and service delivery models developed and implemented with improved outcomes
- Improved attendance
- Reduced sickness levels

Actions	Lead	Milestones	Outcomes
Roll-out Brent's Performance Management Framework, ensuring that it is understood and implemented across the organisation, and that all managers, staff and teams are focused on customers and improved outcomes	<ul style="list-style-type: none"> <li>• Chief Operating Officer (Lorraine Langham)</li> </ul>	<ul style="list-style-type: none"> <li>• 6-month review of implementation of Performance Management Framework in all areas September 2015</li> <li>• Annual review of effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Borough and corporate priority outcomes achieved</li> <li>• Services are recognised by users and residents as improved</li> </ul>
Provide organisational development support for One Council and transformational change projects	<ul style="list-style-type: none"> <li>• Chief Operating Officer (Lorraine Langham)</li> </ul>	<ul style="list-style-type: none"> <li>• One Council programme board to consider organisational development support arrangements – on going</li> </ul>	<ul style="list-style-type: none"> <li>• Positive evaluations from One Council project progress reports</li> <li>• Targeted efficiency savings achieved</li> <li>• New partnerships and service delivery models developed and implemented with improved outcomes</li> </ul>
Develop and provide appropriate training	<ul style="list-style-type: none"> <li>• Operational</li> </ul>	<ul style="list-style-type: none"> <li>• Training and support needs</li> </ul>	<ul style="list-style-type: none"> <li>• Positive feedback and high</li> </ul>

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and support for new processes, technology and systems such as Oracle	Director Strategic Commissioning (Peter Gadston) with support from HR Manager (Afzal Ghany)	identified by December 2015	<p>satisfaction rates from participants</p> <ul style="list-style-type: none"> <li>• Targeted efficiency savings achieved</li> <li>• Confident and effective staff</li> </ul>
Explore and evaluate different delivery models for services	<ul style="list-style-type: none"> <li>• CMT (individually)</li> </ul>	<ul style="list-style-type: none"> <li>• Restructuring arrangements April 2015 – March 2016 incorporating consideration of alternative models of working</li> </ul>	<ul style="list-style-type: none"> <li>• New partnerships and service delivery models developed and implemented with improved outcomes</li> <li>• Targeted efficiency savings achieved</li> <li>• Restructurings undertaken and reconfigurations in order to develop new ways of working</li> <li>• Greater self sufficiency from residents and services users</li> </ul>
Define, promote and implement flexible working to improve efficiency, ensuring that it is embedded across the organisation	<ul style="list-style-type: none"> <li>• Head of Equality (Sarah Kaiser)</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible working survey results April 2015</li> <li>• Further drive on following out flexible working options across the council by March 2016</li> <li>• Annual analysis of take-up and impact</li> </ul>	<ul style="list-style-type: none"> <li>• Positive outcomes from staff surveys</li> <li>• Targeted efficiency savings achieved</li> <li>• Improved attendance</li> <li>• Reduced sickness levels</li> </ul>
Provide improved health and counselling services	<ul style="list-style-type: none"> <li>• Head of Employee Services (Mildred Phillips)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop in house occupational health service May 2015</li> <li>• New offer rolled out through 2015-16, with annual evaluation reports to HRIG</li> </ul>	<ul style="list-style-type: none"> <li>• Excellence standard on LHWC</li> <li>• Improved attendance</li> <li>• Reduced sickness levels</li> </ul>
Support managers in promoting well-being and managing sickness absence, particularly in areas with higher sickness levels	<ul style="list-style-type: none"> <li>• HR Managers (, Afzal Ghany and Sanmi Akinlabi)</li> </ul>	<ul style="list-style-type: none"> <li>• Areas with higher sickness levels identified by April 2015</li> <li>• Support provided where needed in areas identified with higher sickness levels, with quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• Improved attendance and productively</li> <li>• Reduced sickness levels</li> </ul>

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		<ul style="list-style-type: none"> <li>analysis of provision and impact</li> <li>Quarterly monitoring reports on attendance and absence levels in all departments</li> <li>Annual reporting to HRIG September 2015</li> </ul>	
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### Strategic Priority 5: Understanding and valuing diversity

**Objective:** To develop the workforce, through targeted recruitment and development, so that it is proportionately representative at all levels of the communities we serve, and so that the diverse needs of the community are understood and responded to effectively

#### Outcomes

- Reduced inequalities in service outcomes
- Equality Strategy objectives achieved
- An appropriately representative workforce
- Increased BAME representation at senior levels
- Increased representation of disabled employees across the workforce
- All council employees receive equal pay for work of equal value
- More accessible services
- Evidence that contractors are compliant with Brent's equality and human rights policies
- Positive outcomes from staff surveys

Actions	Lead	Milestones	Outcomes
Roll out Brent's Equality Strategy, ensuring that it is effectively communicated, and that the roles and responsibilities of all Members, managers and staff are clearly understood	<ul style="list-style-type: none"> <li>Head of Equality (Sarah Kaiser)</li> </ul>	<ul style="list-style-type: none"> <li>Equality Strategy and Action Plan launched through 2015-16, with reviews to DRG every six months</li> </ul>	<ul style="list-style-type: none"> <li>Equality Strategy objectives achieved</li> <li>Reduced inequalities in service outcomes</li> <li>An appropriately representative workforce</li> <li>Increased BAME representation at senior levels</li> <li>Increased representation of disabled</li> </ul>

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			employees across the workforce
Increase diversity training for all staff and enhance training provisions for disability awareness, including mental health	<ul style="list-style-type: none"> <li>Head of Equality (Sarah Kaiser)</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened diversity and disability training rolled out through 2015-16, with reviews to DRG every six months</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback and high satisfaction rates from participants</li> <li>Positive outcomes from staff surveys</li> </ul>
Review and monitor pay across the council to ensure that all council employees receive equal pay for work of equal value	<ul style="list-style-type: none"> <li>Head of Employee Services (Mildred Philips) and Head of Equality (Sarah Kaiser)</li> </ul>	<ul style="list-style-type: none"> <li>Equal Pay Audit conducted in April 2015</li> <li>Recommendations rolled out by December 2015</li> </ul>	<ul style="list-style-type: none"> <li>All council employees receive equal pay for work of equal value</li> </ul>
Embed diversity as a priority in procurement policies and practices	<ul style="list-style-type: none"> <li>Head of Equality (Sarah Kaiser)</li> </ul>	<ul style="list-style-type: none"> <li>Revised equality requirements incorporated into all procurement processes from April 2015</li> <li>Outcomes assessment by October 2015, with 6-monthly subsequent updates</li> </ul>	<ul style="list-style-type: none"> <li>Evidence that contractors are compliant with Brent's equality and human rights policies</li> <li>More accessible services</li> </ul>