

1	ACHIEVING CONSISTENCY IN STAFF PROGRESSION AND DIVERSITY AT MANAGEMENT LEVELS CMT Lead, Andy Donald, Strategic Director, Regeneration & Growth
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Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
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 Equalities	<ul style="list-style-type: none"> Member Training on unconscious bias training took place
			Build training on unconscious bias and recruitment and selection into annual Member development programme, May 2015	Completed	Head of Equalities	<ul style="list-style-type: none"> Training on unconscious bias is now embedded into Member's annual programme.
			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 Roll out began in June and all Manager's trained in of advance of sitting on panels.	Mildred Phillips	<ul style="list-style-type: none"> New e-learning module developed. Managers mandated to e-learning module prior to panels
	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.	Completed New pro-forma and guide emailed prior to every shortlisting	Mildred Phillips	<ul style="list-style-type: none"> Advice and note issued at every recruitment panel.

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			Quarterly reporting on recruitment and selection to HRIG from September 2015.	On target	Mildred Phillips	<ul style="list-style-type: none"> • Weekly recruitment information sent to Directors. • Equalities statistics collected at long list, short list and interview stage Report to be considered by Diversities Reference Group on 29 September and
	<p>Collect and report on equalities data at all stages of the recruitment process.</p> <p>Analyse recruitment diversity statistics by pay grades</p>	<p>Robust data collection and analysis.</p> <p>Corporate HR KPIs demonstrate a positive direction of travel to demonstrate diversity at all levels of the workforce.</p>	Implement recommendations in current annual equalities report throughout 2015	Ongoing	Mildred Phillips	<ul style="list-style-type: none"> • Report complete. To be signed off by Diversity Reference Group on 29 September anticipate that actions can be completed throughout 2015.
			Equalities data for all stages of the recruitment process to be included in the Annual Equalities Workforce report 14/15, by June 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> • As above
			Incorporate new reporting requirements in the annual Equalities Workforce report by April 2016.	Completed	Mildred Phillips	<ul style="list-style-type: none"> • Taleo ensures equality reporting requirements.

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To ensure best practice in implementing HR polices	Ensure consistent application of HR policies and procedures and adherence to them by Managers.	Achievement of liP Gold level Low level of tribunals and success in defending them	Guidance on the role of DMTs in respect of workforce and equalities to be developed by end of April.	Completed	Mildred Phillips	<ul style="list-style-type: none"> Guidance produced in April 2015. All DMTs will have discussed by October 2015
		Evidence of monthly case management meetings	Quarterly reporting to DMTs on departmental compliance with HR policies and/or procedures commencing May 2015.	Departmental breaches to be reported at DMTs July 2015	Mildred Phillips	Ongoing
			Annual report with recommendations for improvement produced in October 2015 and reported to HRIG.	Completed	Mildred Phillips	Completed
			Review of progress to achieve liP Gold to CMT April 2015	Completed	Mildred Phillips	<ul style="list-style-type: none"> Directors meeting reviewed progress in April/July 2015.
		Evidence of senior management engagement in employment tribunal cases and other complex employee relations cases	Achievement of IIP Gold level December 2015.	Ongoing	Lorraine Langham	<ul style="list-style-type: none"> Assessment Starts 14 September 2015
			Monthly case management reviews with HR and Legal April 2015 onwards.	On going from April 2015	Mildred Phillips	<ul style="list-style-type: none"> Meeting reviews have been happening between HR and Legal teams since April 2015. From October 2015 COO will Chair.

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			As routine, meetings with relevant strategic and operational directors, HR Director and legal to consider all complex employee relations cases and potential employment tribunals	Meetings with SDs to be set up August 2015	Mildred Phillips	<ul style="list-style-type: none"> Meetings have taken place and are arranged as and when required.
To ensure there is a creative approach to the development of talent & leadership	<p>Develop a leadership development programme for staff from under-represented groups to support promotion into senior manager posts</p> <p>Prepare a report establishing how to identify talent internally in a structured way.</p>	<p>Minimum of 90% satisfaction rating from all participants.</p> <p>Increasing proportion of: BAME senior managers; One female senior managers; disabled senior managers.</p> <p>Managers are supported in ensuring that staff are linked to and benefit from development opportunities and support required to progress.</p>	Programme developed by May 2015 and agreed by HRIG, TUs and CMT by June 2015.	Ongoing	Mildred Phillips	<ul style="list-style-type: none"> Leadership and Development provider appointed Premier Partnership September 2015 Accrediting Body Programme agreed by CMT. Content in development will be signed off by HRIG in September and by CMT in October.
			Participants identified and programme rolled out between September 2015 and March 2016.	Slippage	Mildred Phillips	<ul style="list-style-type: none"> On target to roll out programme in December 2015 once content agreed.

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			Programme evaluated April 2016.	On target	Mildred Phillips	<ul style="list-style-type: none"> • CMT discussed 9 box grid of talent management solution. Referred to HRIG for further work to produce a holistic talent management and appraisal package for next appraisal year April 2016.
			Report prepared for December 2015, incorporating feedback from liP Gold Assessment	On target	Mildred Phillips	<ul style="list-style-type: none"> • Awaiting assessment.
			Recommendations rolled out by April 2016.	On target	Mildred Phillips	<ul style="list-style-type: none"> • On track

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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.	New programme for Coaching and mentoring developed and rolled out.	Mildred Phillips	<ul style="list-style-type: none"> Completed
		100% apprentices and national graduates have mentors	New policy rolled out by from June 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> All graduates have been allocated SDs or DDs as mentors.
		Staff to participate in reverse mentoring and the pilot is well reviewed.	Pilot reverse mentoring scheme from September 2015 and review in July 2016	Slippage	Head of Equalities	<ul style="list-style-type: none"> Reverse Mentoring Programme will be developed by next Equalities Committee This has slipped by will be prioritized by new Head of Equalities
		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	On target	Mildred Phillips	<ul style="list-style-type: none"> Will be part of course content. Leadership provider Premier Partnership will provide diversity mentoring in programme content.

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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	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	External review of apprentice programme undertaken by end of April 2015 and recommendations implemented by June 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> Independent Review undertaken by external partners Final report received Report to CMT October 2015 recommendations already been implemented
			Review to incorporate focus group with apprentices to capture views about programme and opportunities for them to continue their career within Brent.	Completed	Mildred Phillips	<ul style="list-style-type: none"> Completed
	Review and improve the internal arrangements in place for the management of the National Graduate Development Programme for Local Government.	Graduates more reflective of the community	Review and agree changes to the Graduate Programme by June 2015. Roll out improved internal management arrangements of programme in advance of new intake in September 2015.	Report for the review of the Graduate Programme Completed. On-going	Mildred Phillips	<ul style="list-style-type: none"> Improvements made to current scheme. Full improvements in place for new cohorts by the next intake date.
	Introduce a local graduate development programme to complement the national scheme.		Proposals considered and agreed by October 2015 and rolled out in January to attract graduates graduating in June 2016.	On track	Mildred Phillips	<ul style="list-style-type: none"> Local Graduate Programme agreed by CMT on 23 July and developed for rollout in January 2016.

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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. DRIG to monitor quarterly.	On going	Head of Equalities/ DMT's	<ul style="list-style-type: none"> Active campaign to update equalities profile in Oracle system. Oracle system adapted to make entry easier for staff with good progress.
	Consider implementing indicative, non binding targets for recruitment of under-representative groups at senior levels.		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 Equalities /DMT's	<ul style="list-style-type: none"> On track report to General Purposes Committee 2015.
	Collect feedback during Induction regarding experience of recruitment process.		Feedback reported quarterly to CMT from July 2015. Annual report on recruitment incorporates experience of new employees, from September 2015.	On Target	Mildred Phillips / Head of Equalities	<ul style="list-style-type: none"> Report to CMT Sept 2015.

2	ACHIEVING EXCELLENCE IN EMPLOYMENT POLICIES CMT Lead, Mildred Phillips, Director of HR
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Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken	
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	100% managers complete Brent Manager Essential training	Consider and make minor policy changes by the middle of March 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> Relevant policy changes have been made 	
		100% managers who undertake investigations are trained in disciplinary and grievance investigations	Revise Code of Conduct by end of April 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> Code of conduct revised and agreed by CMT. 	
		Number of employment tribunals is low against benchmarked councils and ET cases are successfully defended	Provide a written explanation where an LGA recommendation is not being implemented by the end of April 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> Letter of explanation sent to LGA March 2015 	
			Consult with trade unions and HRIG on proposed changes by end of March 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> All changes agreed by the TU, HRIG and CMT 	
	Review the equality analyses of HR policies every three years		HR KPIs achieved	Agree minor policy changes with CMT & Lead Member by end of April 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> Agreed with Lead Member
			100 % Adherence to procedures and timelines in HR policies	Revise the Recruitment Policy by end of April 2015 to stipulate all managers must be trained before interviewing.	Completed	Mildred Phillips	<ul style="list-style-type: none"> All managers trained before interview. HR keeps central record.
				Publish revised policies on intranet by end of April 2015. Communicate changes to policies to staff and managers by end of April 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> Policy published and promoted to staff and given high profile on new intranet.

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
			First review to be undertaken in June 2015	Completed	Mildred Phillips	<ul style="list-style-type: none"> Monitoring system in place. HR dashboard reports on compliance Review on adherence

3	ACHIEVING EXCELLENCE IN EMPLOYMENT AND MANAGEMENT PRACTICE CMT Lead, Phil Porter, Strategic Director, Adult and Social Care
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Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
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	Mildred Phillips	<ul style="list-style-type: none"> Revised Competency Framework Agreed by CMT August 2015
			Review our approach to bullying and harassment and ensure best practice is captured in the revised competencies.	Completed	Mildred Phillips	<ul style="list-style-type: none"> Reviewed by LGA and found to be sound Monitoring of bullying and harassment cases included in CMT quarterly reports.

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
			Ensure relevant policies recognise the requirement to be competency based by September 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> • New competency framework included in performance and development scheme guidance.
			Devise a training programme that supports the framework for implementation from July 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> • This is covered by training on appraisals and guidance provided to all managers.
To ensure the views of staff are used to shape the development of the Council.	Establish bi-annual staff survey		<p>Staff survey designed and undertaken by March 2016.</p> <p>Results analysed and fed into the new Corporate Plan</p>	On target	Rob Mansfield	<ul style="list-style-type: none"> • Paper to go to CMT for approval at the end of October to agree methodology of survey.

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
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 Equalities and Mildred Phillips	<ul style="list-style-type: none"> Equal Pay audit was undertaken in March, reviewed by DRG in April and publicised to all staff in April 2015.
	CMT & DMTs to consider equalities and workforce issues on a more regular basis.		Quarterly equalities and HR updates to CMT and DMTs commencing in May 2015.	Ongoing	Mildred Phillips	<ul style="list-style-type: none"> On going
	Review equalities data on a regular basis and oversee implementation of HR and equalities action plan.		Quarterly reporting to DRG on a core set of equalities data from September 2015.	Ongoing	Head of Equalities	<ul style="list-style-type: none"> Data on workforce profile, Equal Pay Audits, etc on agenda for DRG.
			Quarterly monitoring of the roll out of the HR and equalities action plan by DRG and HRIG, commencing in May 2015.	Ongoing		<ul style="list-style-type: none"> Action plan is on agenda for DRG and HRIG
			Member monitoring of the Plan through Member Equalities Committee.	Ongoing	Peter Goss	<ul style="list-style-type: none"> Committee had first meeting on 13 July.

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
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	Mildred Phillips / Legal	<ul style="list-style-type: none"> • HR Team systematically reviews learning from employment tribunal cases • Learning points reported quarterly to HRIG and annually to CMT • Monthly case reviews discussed by COO
			Roll out new review arrangements from May 2015. Monthly case management meetings with HR and Legal commencing April 2015	Ongoing	Mildred Phillips / HR Managers	Completed
			Ad hoc meetings with relevant director, HR and Legal on Employment Tribunals, commencing April 2015.	Ongoing	Mildred Phillips / HR Managers	On going
			Regular reports to CMT beginning May 2015	Ongoing	Mildred Phillips / HR Managers	On going – part of HR Quarterly Report.

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
	<p>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.</p>	<p>Better employee management practice and stronger understanding of employee perceptions</p>	<p>Report on progress quarterly to CMT commencing in May as part of the HR report.</p> <p>Annual analysis on findings of exit interviews to be considered by HRIG in April 2015 and incorporated into HR annual report 2016.</p>	<p>Ongoing</p>	<p>Mildred Phillips</p>	<p>CMT receives quarterly HR reports.</p>

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SUPPORTING EXCELLENCE BY BETTER COMMUNICATION AND BY INVOLVEMENT OF ELECTED MEMBERS
CMT Lead, Lorraine Langham, Chief Operating Officer

Objective	Key activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
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	Comms	<ul style="list-style-type: none"> Review complete. Internal Communication strategy deferred to September to allow incoming CE to input In the CMT forward plan New intranet launched September 2015
	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	Comms	<ul style="list-style-type: none"> Review was published in January 2015 and the Action Plan is published at regular intervals to share progress.
			<p>Action plan on HR and Equalities review to be considered by Scrutiny Committee end of April 2015.</p> <p>Six monthly reporting of progress reported to CMT and Members Equality Committee commencing September 2015.</p>	<p>Completed</p> <p>CMT considered the report on 17/09/15</p> <p>To be reviewed by Equalities Committee on 12/10/15.</p>	Mildred Phillips	<ul style="list-style-type: none"> To be put onto CMT Forward Plan. In addition to Members Equalities Committee, the Scrutiny Committee considered this Action Plan and resolved to be provided with an update in October 2015.
	Establish a committee of elected members to oversee progress towards the Excellent level in the EFLG		<p>Establish a committee in May 2015 to review progress towards Excellent in the Equalities Framework for Local Government</p> <p>Meetings held quarterly, commencing in June 2015.</p>	Completed		<ul style="list-style-type: none"> The Committee was established and met in July 2015. Minutes are available on line. Next meeting October 2015.