

**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	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	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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Clr 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	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
Clr 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
Clr 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&amp;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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Clr 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
Clr 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
Clr 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>	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>	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	<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>	First review to be undertaken in June 2015	Completed	HR Director	<p>Monitoring system in place</p> <p>HR dashboard reports on compliance</p> <p>Review on adherence in December 2015</p>
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	<p>All recruitment and selection reflects the competencies framework</p> <p>100% appraisals reflects the competencies</p>	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	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