



Equalities Committee

Monday 11 January 2016 at 6.00 pm

Board Room 6 - Brent Civic Centre, Engineers Way,
Wembley HA9 0FJ

Membership:

Members

Councillors:

Pavey (Chair)

Kansagra (Vice-Chair)

Harrison

Tatler

Thomas

Substitute Members

Councillors:

Councillors:

Colwill and Maurice

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

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item **Page**

1 Declarations of interests

Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.

2 Minutes of the previous meeting 1 - 4

3 Matters arising (if any)

4 Deputations (if any)

5 Update on Accessibility Improvements to the Civic Centre 5 - 26

Further to the progress report of 12 October 2015, this report sets out recent progress on the access related works undertaken to the Civic Centre to further improve the high level of accessibility to the building. The improvements are based on practical usage and feedback from residents, relevant groups and users of the building and in accordance with recommendations set out in the Accessibility Audit carried out in August 2014.

Ward Affected:
All Wards

Contact Officer: Sarah Chaudhry, Head of
Property
Tel: 020 8937 1705
sarah.chaudhry@brent.gov.uk

6 Report on equality and diversity related complaints received by Brent Council (April-September 2015) 27 - 34

The Equalities Committee requested a report on equality and diversity related complaints at their meeting in July 2015. This report provides an overview of the diversity profile of people who have made complaints to the council (complainants) and any associated equalities issues. The report covers both corporate and statutory social care complaints during the first half of the year (April 2015 to September 2015) where this information has been declared or provided.

Ward Affected:
All Wards

Contact Officer: Peter Gadsdon, Director,
Performance, Policy and Partnerships
Tel: 020 8937 1400

7 Cllr Pavey Action Plan Review of Equalities (December 2015 update) 35 - 50

8 Brent Council's Collaborative Mentoring programme 51 - 60

The Collaborative Mentoring programme was approved by CMT in December 2015 and will be rolled out from January 2016. It 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, developing a greater understanding of diversity from differing perspectives and improving the sense of belonging to One Council. The programme will be managed by the HR team and participants will be provided with relevant support and guidance.

9 Leadership Development Programme Proposals 2015 - 2016 61 - 68

Following the report to the Corporate Management Team on the Leadership Development Programme in August 2015, this paper provides more detail on the proposals. This paper will demonstrate how input from HRIG and other key stakeholders have ensured that the programme meets the Council's individual, manager and organisational needs, including the Pavey review.

10 Date of next meeting

The next scheduled meeting of the committee is on

11 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 64.

Date of the next meeting: Monday 18 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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MINUTES OF THE EQUALITIES COMMITTEE Monday 12 October 2015 at 6.00 pm

PRESENT: Councillor Pavey (Chair), Councillor Kansagra (Vice-Chair) and Councillors Harrison, Tatler and Thomas

Also Present: Councillors Long, Mahmood and Southwood

1. **Declarations of interests**

None declared.

2. **Minutes of the previous meeting**

RESOLVED:-

that the minutes of the previous meeting held on 13 July 2015 be approved as an accurate record of the meeting.

3. **Matters arising**

Members of the Committee noted that the Terms of Reference had been adopted by Full Council at its meeting on 7 September 2015. The agreed Terms of Reference now featured in the Council's Constitution.

4. **Deputations**

None.

5. **Progress update on Councillor Pavey's review action plan on Equalities**

Members of the Committee noted the progress update. Councillor Pavey stated that much had been implemented and achieved since the last meeting of the Committee but there were areas of slippage. Councillor Pavey invited Mildred Philips, Director of Human Resources, to focus her summary on the areas of slippage.

Mildred Philips, highlighted that slippage had occurred under the "to ensure there is a creative approach to the development of talent & leadership" objective. She explained that a leadership and development provider had been appointed and the programme agreed by the Council's Corporate Management Team. The content, currently in development, would be signed off by the Corporate Management Team in October. Members of the Committee noted that the programme would be aimed at two groups of staff. Those currently at P01-5 and those at P05-8 grades. In response to questions from Committee Members, Mildred Philips stated there were currently approximately 900 staff at these grades. She stated that staff consultation had taken place about the focus of the programme. Staff had felt overwhelmingly that a programme targeted solely at black, Asian and minority ethnic (BAME) staff

wasn't welcome but that a programme tailor made for Brent would be more productive. The programme would be a rolling ILM programme of leadership and development lasting around 9 months per cohort.

Carolyn Downs, Chief Executive, stated that managers would be asked to nominate participants but that staff could also self nominate. In response to questions from Committee Members, Carolyn Downs stated that study time would be available for participants. Mildred Philips stated that a communications plan to encourage participants and managers to put forward nominations would be devised. Carolyn Downs stated that staff members at the grades indicated were the future leaders of the organisations. She stated that the Council could obviously not guarantee roles for members of each cohort but that the ILM accreditation may help staff members secure promotion elsewhere.

Members of the Committee noted that the HR Review and Annual Workforce Equalities Report 2014/15 included a reverse mentoring initiative; Councillor Pavey stated that such an initiative had been pivotal to the intention of the review. It was agreed that the detail and structure of any mentoring scheme would be drafted and finalised in agreement with the Cabinet Member for Equalities.

RESOLVED:

- (i) that feedback from the Committee be included the report to CMT;
- (ii) that the detail and structure of any mentoring scheme be drafted and finalised in agreement with the Lead Member for Equalities.

6. Update from Acting Director HR: Achieving Excellence in Employment Policies

Mildred Philips, Acting Director of Human Resources, stated that the progress update on Councillor Pavey's Review action plan on equalities could be considered as the update on achieving excellence in employment policies.

RESOLVED:

that the update be noted.

7. Accessibility improvements to the Civic Centre

Councillor Pavey welcomed Russell Burnaby, Performance Manager, Regeneration and Growth, to the meeting.

Russell Burnaby stated that the associated report set out the access related work undertaken within the civic centre since its opening in 2013 to further improve the level of accessibility to the building based on practical usage and feedback from residents, relevant groups and users of the building.

Russell Burnaby stated that further improvements could be made within the building. These were generally beyond the requirements of DDA and some beyond the Council's ownership and outside of the Civic Centre building. However it was acknowledged certain elements would further enhance the user experience of the

building overall. Officers therefore undertook an evaluation of the recommendations and following this carried out an exercise to prioritise those works. As a consequence, in March 2015, a sum of £75,000 was secured to implement these works over the time frame set out in the audit and to be addressed as part of a wider Civic Centre Development Programme. Outstanding items still to be implemented would be shared with the Equalities Team or other recommended body before progression to ensure improvements achieve the desired objective.

With permission of the Chair, Councillor Long addressed the Committee. She stated that although improvements had been made some areas required further attention:

- The lack of microphones at public meetings, and Brent Connects meetings;
- Yellow paint on steps on the approach to the civic centre;
- Doors in toilet cubicles (difficult to open from inside).

Councillor Long stated that Councillors were unclear about how to report faults in the building.

Councillor Mahmood added that the citizenship ceremony the previous week had been conducted without microphones.

With permission of the Chair, Councillor Southwood addressed the meeting. She stated that she recognised that some improvement had been made but felt uncomfortable that such a discussion was taking place. She stated that such a modern and award winning building, built so recently, should not require such significant further improvement. She stated that navigation around the building, especially for staff or visitors with visual impairments remained difficult.

RESOLVED:

- (i) that a further update on civic centre improvements be scheduled for the next Committee meeting;
- (ii) that Members be sent information about reporting building faults to the helpdesk.

8. Council's Equality Impact Assessment process

Mildred Philips, Director of Human Resources, stated that at its last meeting on 13 July 2015, the Committee had agreed that a discussion paper on the Equality Impact Assessment process currently in place within the Council be presented to the October meeting.

Andreyana Ivanova, Head of Equality, stated that the current report outlined the equality impact assessment (also known as equality analysis) process that the council had put in place to ensure its decision-making was fair, robust and transparent.

Members of the Committee expressed concern at the current process.

RESOLVED:

that the Cabinet Member for Equalities, Chief Executive, Head of HR and Head of Equality meet to discuss the process.

9. Equality Framework for Local Government

Members of the Committee were reminded that the London Borough of Brent had asked the Local Government Association (LGA) to conduct an Equality Peer Challenge against the Excellent level of the Equality Framework for Local Government.

Members noted the report summarising the peer team's findings.

Members of the Committee noted that the Challenge Team had commented that a staff survey had not been completed for several years. Councillor Pavey stated that the HR Review had recommended a staff survey be carried out. Carolyn Downs, Chief Executive, stated that plans would be drawn up to carry out a staff survey as soon as possible.

RESOLVED:

that plans for the staff survey be considered by the Committee at its next meeting.

10. Date of next meeting

Noted next meeting on 11 January 2016.

11. Any other urgent business

No urgent business but it was :

AGREED:

that a report on complaints against the Council be considered by the Committee at its next meeting, identifying those with an equalities impact.

The meeting closed at 8.05 pm

M PAVEY
Chair



Equalities Committee

11 January 2016

Report from the Strategic Director, Resources

Wards affected:
ALL

Update on Accessibility Improvements to the Civic Centre

1.0 Summary

- 1.1 Further to the progress report of 12 October 2015, this report sets out recent progress on the access related works undertaken to the Civic Centre to further improve the high level of accessibility to the building. The improvements are based on practical usage and feedback from residents, relevant groups and users of the building and in accordance with recommendations set out in the Accessibility Audit carried out in August 2014.

2.0 Recommendations

- 2.1 To note the report and the further improvement works delivered to date.
- 2.2 To note the improvements programmed for the future and the process by which feedback received by building users will be monitored, considered and addressed.

3.0 Detail

- 3.1 Following on from the work already completed to improve accessibility measures within the Civic Centre (summary tracker attached) further detail on recently completed and forthcoming planned improvements are detailed within the body of this report.

Since the last update a number of building improvements have been delivered and the original building architect Hopkins has been engaged to look into the

possibility of options for the following alterations to improve accessibility/ building user comfort:

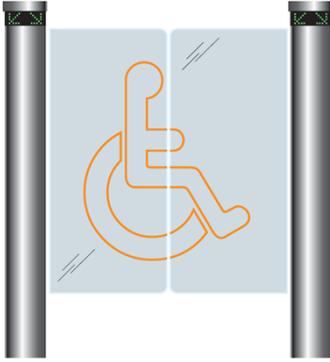
- Colour solution for pillars within the public areas only - the colour solution for pillars within the public areas has now been installed.
- Library (and other) accessible doors – push button access on the outside.
- Feasibility for regular staircase to replace the spiral staircase in the customer service area.
- Review of air flow issue from the main doors.

The remaining projects and improvements will be delivered by the end of 2015/16 financial year and in early 16/17, subject to required approvals.

3.2 The recently completed accessibility improvements within the Civic Centre are detailed below:

<p>Improvement 1</p>	<p>90 concrete columns across the public areas of the building now have blue/silver colour contrasted bands attached at 1500mm off the ground floor level. The band is 150mm wide which is compliant to BS8300 as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	
<p>Improvement 2</p>	<p>Signage has been added to all 36 telephones in public self-help areas as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	

<p>Improvement 3</p>	<p>Yellow tactile paving and replacement stair nosing's have been added to top and bottom of spiral staircase from basement car park as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	
<p>Improvement 4</p>	<p>External step to front elevation of building has been painted in a contrasting colour to improve visibility as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	
<p>Improvement 5</p>	<p>Fire alarm linked hold open devices have been installed to 4 sets of doors within the public areas in response to building user feedback to improve access.</p>	
<p>Improvement 6</p>	<p>Vision dots have been added to the escalator rails to improve visibility for the vision impaired as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	

<p>Improvement 7</p>	<p>International Symbol of Access manifestation has been added to 4 staff access gates as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	
<p>Improvement 8</p>	<p>Improvements to manifestations on doors to Grand Hall and Conference Hall/ Boardroom level as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	
<p>Improvement 9</p>	<p>Improved hanging and wall signage in 3rd floor boardroom area in response to building user feedback to improve access.</p>	
<p>Improvement 10</p>	<p>Raised boardroom numbering installed to all boardrooms on level 3 to assist way finding and improve access in response to building user feedback.</p>	
<p>Improvement 11</p>	<p>Designated Mobility Scooter parking area with signage has been created at rear of Atrium as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	

<p>Improvement 12</p>	<p>Hanging signage installed to encourage lift use instead of spiral stairs for building exit areas as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	
<p>Improvement 13</p>	<p>Additional signage for disabled bays has been installed to car park as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	
<p>Improvement 14</p>	<p>Barriered walkway in basement car park has been installed as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	
<p>Improvement 15</p>	<p>Entire car park to be painted with improved signage to be installed (Spring 2016) to improve accessibility and way finding as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	
<p>Improvement 16</p>	<p>All 9 reception desks within the public areas of the building have had induction loops fitted with clear signage for usage as per recommendation set out in Civic Centre Accessibility Audit (August 2014).</p>	

3.3 As detailed above, progress has been made to complete all planned improvements identified within the tracker document by the end of the current financial year, in line with the recommendations and timescales set out in the audit report. These improvements are in addition to the 'high priority' improvements already delivered including:

- Installation of a specialist ‘Changing Places’ toilet which is publically advertised and which has many more features than a standard accessible toilet facility.
- Signage improvements, particularly in the public areas of the building.
- Improvements to signage from Wembley Park Station installed in partnership with TFL.
- RADAR key access implemented to public accessible WC facilities.
- IT stations in customer service areas made height adjustable to aid wheelchair users or people of short stature.
- Implementation of a dedicated customer waiting area in the foyer with accessible seating.

All staff have been kept abreast of changes and decisions made as a result of the Access Audit through regular internal communication.

- 3.4 On 28 October 2015, Brent Council was awarded the 2015 Disability-smart Award under the ‘premises’ category in recognition of the accessible and inclusive Civic Centre building, which was also awarded for becoming a best practice example in the government’s Accessible Britain Challenge.
- 3.5 On 3 December 2015, the Facilities Management team delivered a presentation on planned and implemented building improvements to the building at the International Day of People with Disabilities event. Feedback on further improvements was sought from attendees and suggestions will be taken forward where appropriate in the next financial year.
- 3.6 We will continue to seek ways to improve the building for our residents, visitors and staff through feedback channels and intend to carry forward work in a structured way where suggestions for improvements are considered in the context of the wider use of the building and decisions taken balancing the necessity of the proposals and cost and feasibility of undertaking the work. Updates will be provided to the Equalities Committee when required.

4.0 Financial Implications

- 4.1 A budget has been identified for Civic Centre Improvement works and to date all such works have been delivered within budget.

5.0 Legal Implications

- 5.1 The building is compliant with DDA requirements and other relevant regulations.

6.0 Diversity Implications

- 6.1 Under the Equality Act 2010, the council has a duty to consider and make reasonable adjustments to its services, facilities and practices for disabled people, including Deaf people, people with partial or full sight loss, people with Learning Disabilities, etc. The duty is anticipatory and continuing which means that the organisation must proactively think in advance and on an ongoing

basis about what disabled people with a range of impairments might reasonably need in order to remove any disadvantage faced by them.

The council must therefore ensure that its premises are as far as practically possible accessible to disabled staff, Members and visitors with disabilities. While not all adjustments will be considered reasonable, the council must be able to demonstrate that it has proactively considered all available options and can objectively justify its decision not to implement certain adjustments.

Any future suggestions for accessibility related improvements made by building users will be considered and where identified for progression, these will be shared with the Council's Equalities Team.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 Staff considerations for improvements across the building are taken into account through a number of channels. Generally suggestions for building improvements can be made through the staff suggestion scheme or via the regular Civic Centre Stakeholder Group meetings with suggestions that are approved for delivery funded from the Civic Centre development programme.
- 7.2 It is anticipated that the identified work will be carried out within existing staffing resources.

Background Papers

Appendix 1 - Accessibility Audit Progress Tracker

Contact Officer

Russell Burnaby
Facilities Management

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Item Ref.	Potential Improvement	Project	Priority	When completed by	Complete?	Comment
2.6	Improvements to walking routes in car park	Car park	Within 12 months	Jan-16		
2.8b	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.
2.9A	Drop off point	N/A	Within 12 months	Jun-13	Y	This is at rear of building and has been used since building opening.
2.9B	Mobility scooter parking area	Disabled access	Within 12 months	Nov-15	Y	
5.14B	Signage to accessible entrances	Disabled access	Within 12 months	Jun-15	Y	
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	Nov-15	N	

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 Bilfinger 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	Nov-15	N	
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	Nov-15	N	
14.1E	Chair with arm rests can be taken to the Bridge area.	N/A	Within 12 - 24 months	N/A	Y	
14.2C	Chairs with arm rests to be ordered and installed to registrars ground floor area.	Disabled access	Within 12 - 24 months	Nov-15	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
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	Duplicate of 14.6D
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	

	Signage requirements
2.9B	Mobility scooter parking
Many	Fixed Induction loop sign installed to reception desk, CSC reception, CSC interview rooms, Melting Pot, library reception, marriage room, grand hall, conference hall and training rooms and are available on request from staff.
2.3	Put priority for wheel chair users disabled sign to front of each disabled space
2.8A	Pictorial sign of lift and wheelchair symbol at basement car park entrance.
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.
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.
	Small works
2.9B	Mark out mobility scooter area.
7.3B	Portable ramp for Conference Hall
12.8B	Grab rails to be added to one male and one female shower
1.4	Add colour contrast to long kerb edging to the right of the main entrance.
1.6C, 14.6D & 1.6E	Bands of colour to be added at two heights to each concrete column in the building, external steel columns and Paul Daisley garden lighting.
12.1A and 8.3	Hold opens for ground floor doors
10.6	Well contrasted manifestations to the escalator hand rails.
4.1B	Steps up to Civic Centre from car park to have tactile paving added at top and bottom.
	Auditor
4.5B	Improvements to open risers on 13 steps from car park to Civic Centre.
8.2C	Well contrasted manifestations to the conference hall entrance doors.
	Furniture
Many	Order another 10 arm rest chairs

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Equalities Committee

11 January 2016

Report from the Director, Performance, Policy and Partnerships

Wards affected: ALL

Report on equality and diversity related complaints received by Brent Council (April – September 2015)

1.0 Summary

- 1.1 The Equalities Committee requested a report on equality and diversity related complaints at their meeting in July 2015. This report provides an overview of the diversity profile of people who have made complaints to the council (complainants) and any associated equalities issues. The report covers both corporate and statutory social care complaints during the first half of the year (April 2015 to September 2015) where this information has been declared or provided.

2.0 Recommendations

- 2.1 The Equalities Committee are asked to:
- note the findings of this report
 - note that based on the findings there is no evidence of discriminatory practices or trends.

3.0 Detail

- 3.1 In the first six months of the year 2015/16, the council received a total of **984** first stage complaints, comprising 921 Corporate Complaints and 63 Statutory Complaints.

Diversity Profile of Complainants

- 3.2 Although the online complaints system allows complainants to provide information about themselves based on equalities protected characteristics, not all complainants choose to do so. Some complainants provide partial information, for example about their age or gender, but do not complete the other sections about themselves. Other complainants do not provide any information or select the 'prefer not to say' box.

3.3 With some of the protected characteristics there was such a low disclosure rate that it was not possible to identify trends or provide a realistic comparison.

3.4 Table 1 below shows the diversity data provided for the **984** complaints received during the first half of 2015/16:

Table 1 – Diversity Profile of Complainants (April – September 2015)

Equality Characteristic	No of people who disclosed profile	Breakdown	Number	Profile %
Gender	477	Female	252	53%
		Male	212	44%
		Preferred not to say	13	3%
Disability	33	Physical Impairment	<10	21%
		Mental Health	<10	21%
		Learning Difficulties	<10	18%
		Mobility Issues	<10	18%
		Visual Impairment	<10	10%
		Hearing Impairment	<10	6%
		Long standing illness	<10	6%
Age	359	Prefer not to say	25	7%
		65+	57	16%
		55-64	41	11%
		45-54	84	23%
		35-44	65	18%
		25-34	67	19%
		16-24	20	6%
Faith	281	Christian	103	37%
		Prefer not to say	64	23%
		Muslim	31	11%
		Hindu	30	11%
		No religious belief	30	11%
		Other religion	<10	2%
		Agnostic	<10	1%
		Jewish	<10	1%
		Buddhist	<10	1%
		Humanist	<10	1%
		Greek Orthodox	<10	1%
Race (Ethnicity)	283	White British	82	29%
		Prefer not to say	46	16%
		White Other	32	11%
		Indian	25	9%
		Caribbean	18	6%
		Black/Black British Other	14	5%
		African	14	5%

Equality Characteristic	No of people who disclosed profile	Breakdown	Number	Profile %
		White Irish	13	5%
		Asian/Asian British Other	12	4%
		Somali	<10	2%
		Pakistani	<10	2%
		Other	<10	2%
		Mixed other	<10	2%
		Mixed White & Black Caribbean	<10	1%
		Mixed White & Asian	<10	0.5%
		Vietnamese	<10	0.5%

3.5 Table 1 above shows the diversity data we received in five of the protected characteristics. As stated above, the information provided against the remaining characteristics was either nil or negligible.

3.6 Table 2 below compares the diversity profile of complainants with the diversity profile for Brent. The declared profile of complainants broadly compares with the Borough profile. However, the declaration of disability on the complaints database is significantly lower than the borough profile, but the reason for this is unknown.

Table 2 – Diversity Profile of Complainants compared to Brent Profile

Equality Characteristic	Complainants Profile (Apr-15 – Sep-15)	Brent Profile	Commentary
Gender	<ul style="list-style-type: none"> 53% Female 44% Male 3% Preferred not to say 	<ul style="list-style-type: none"> 50% Female 50% Male <p><i>Source: GLA short term population projections 2014 rnd (Aged 16+)</i></p>	Broadly comparable to the borough profile
Disability	<ul style="list-style-type: none"> 33 out of 984 (3.4%) complainants declared a disability 	<ul style="list-style-type: none"> 14.4% of residents have a disability that limits their day to day activities <p><i>Source: 2011 Census Aged 15+</i></p>	Significantly lower declaration of disability by complainants compared to the borough profile
Age	<ul style="list-style-type: none"> 16-24 - 6% 25-34 - 19% 35-55 - 18% 45-54 - 23% 55-64 - 11% 65+ - 16% 	<ul style="list-style-type: none"> 16-24 - 14% 25-34 - 26% 35-44 - 19% 45-54 - 16% 55-64 - 12% 65+ - 14% <p><i>Source: GLA short term population projections 2014 rnd (Aged 16+)</i></p>	Broadly comparable to the borough profile, although the proportion of complainants aged 16 – 24 is significantly lower than the borough profile

Equality Characteristic	Complainants Profile (Apr-15 – Sep-15)	Brent Profile	Commentary
Faith	<ul style="list-style-type: none"> • Christian – 37% • Hindu – 11% • Muslim – 11% • Other – 7% • No rel' belief – 11% • Prefer not to say – 23% 	<ul style="list-style-type: none"> • Christian - 43% • Hindu - 19% • Muslim - 16% • Other - 3% religion <ul style="list-style-type: none"> • No rel' belief - 12% • Prefer not to say – 11% <i>Source: 2011 Census Aged 16+</i>	Broadly comparable to the borough profile, although the percentage of those who prefer not to disclose their data is much higher
Race	<ul style="list-style-type: none"> • White British - 29% • White Other – 11% • White Irish – 5% • Caribbean – 6% • Black or Black British Other – 5% • African – 5% • Indian – 9% • Prefer not to say – 16% 	<ul style="list-style-type: none"> • 38% white • 19% black • 36% Asian • 7% other <i>Source: GLA short term ethnic population projections 2014 rnd (Aged 16+)</i> <i>Please note that the White category in the GLA projections combines White British and White Other</i>	Broadly comparable to the borough profile – please note that the GLA Brent profile data is based on projections and therefore does not report on 'prefer not to say category)

Equalities Related Reasons for Complaints

3.7 The Complaints database was interrogated in order to identify whether the root cause of complaints were discriminatory or if there were any unfair practices on the grounds of equalities. We searched against the 9 protected characteristics and associated key words as described below:

- Gender – gender, transgender
- Disability
- Age
- Faith - religion
- Race – racism, ethnicity
- Gender reassignment
- Marriage and Civil partnership
- Pregnancy and maternity - maternity
- Sexual orientation – homosexual, bisexual, LGBT

3.8 Table 3 below shows a summary of the records identified using these equalities criteria (search of the 984 complaints cases received during April 2015 – September 2015).

Table 3 – Complaints Identified by equalities characteristics

Equalities Characteristics	No. of records found	Commentary
Gender	0	<ul style="list-style-type: none"> No records found
Disability	11	<ul style="list-style-type: none"> Eleven cases in which disability was mentioned in the complaint details, but only four where disability was a reason for the complaint (see paragraph 3.9 below)
Age	383	<ul style="list-style-type: none"> We received a high number of hits when searching on age. Reviewing a sample of these hits highlighted that the search was picking those cases where the 'age field' had been completed. Age was not a factor in the nature of the complaint.
Faith	<10	<ul style="list-style-type: none"> Insufficient records found
Race	283	<ul style="list-style-type: none"> The random dip samples conducted because of high number of hits. In random sample, this was picked up because of the 'ethnicity' field in the online form. This was not a factor in the nature of the complaint. There were 4 cases where race was a reason for the complaint see paragraph 3.10
Gender reassignment	<10	<ul style="list-style-type: none"> Insufficient records found
Marriage & Civil Partnership	<10	<ul style="list-style-type: none"> Insufficient records found
Pregnancy and maternity	<10	<ul style="list-style-type: none"> There was one case where the complainant felt vulnerable as a result of their pregnancy
Sexual orientation	<10	<ul style="list-style-type: none"> Insufficient records found

Disability Related Complaints

3.9 Six cases were found on the database regarding disability related complaints. Only one out of these six cases was upheld as shown below:

Complaint	Outcome
Customer Service – disabled customer interviewed and complained that there had been discrimination on grounds of disability.	<ul style="list-style-type: none"> • The complaint has been Upheld and remedied. • The complaint was not escalated to the Final Complaint stage.
Audit and Investigation – complainant made a claim of harassment because the council didn't believe there was a disabled child living in the household.	<ul style="list-style-type: none"> • This complaint was Not Upheld and has not been escalated to the Final Complaint stage next stage.
Housing Needs – the complainant who is blind, attended a viewing and stated that the viewing officer had not been made aware of their disability and that the council's records had not been updated with his latest information.	<ul style="list-style-type: none"> • The complaint was Not Upheld and did not escalate to the Final Complaint stage.
Housing Needs – complainant stated emergency accommodation was not suitable for their disabled child.	<ul style="list-style-type: none"> • The complaint was Not Upheld and did not escalate to the Final Complaint stage. • The council had already identified the problem and were in the process of identifying suitable accommodation for the family
Children & Young People – this complaint concerned a family made homeless and in need of accommodation being referred to the Midlands due to the benefit cap.	<ul style="list-style-type: none"> • The complaint was Not Upheld and did not escalate to the Final Complaint stage
Children & Young People – the complainant was unhappy with the council's refusal to provide a Disabled Facilities Grant for ground floor toilet / washing facilities.	<ul style="list-style-type: none"> • Complaint was Not Upheld and did not escalate to the Final Complaint Stage. The Occupational Therapist felt that a stairlift should be provided so that family have safe access level access shower on the first floor.

Race Related Complaints

- 3.10 Four cases were found on the database regarding race related complaints. None of these cases were upheld as shown below:

Complaint	Outcome
BHP Operations – the complainant had been included on the BHP staff at risk register.	<ul style="list-style-type: none">• The complaint was Not Upheld at stage. The complaint was escalated to the Final Complaint stage but was resolved when the service user were withdrawn from the list.
Public Realm – the complaint concerned abusive and racist behaviour to a resident.	<ul style="list-style-type: none">• The complaint was resolved at point of contact.
Customer Service – the complainant stated that an officer had told them that they had been racist.	<ul style="list-style-type: none">• The complaint was Not Upheld and did not escalate to the next stage. Letter sent to complainant warning of their future behaviour.
C&YP – the complaint concerned attitudes of social workers.	<ul style="list-style-type: none">• Complaint was Not Upheld and did not escalate to the Final Complaint Stage.

Maternity Related Complaint

- 3.11 One case was found on the database regarding a maternity related complaint and this was not upheld:

Complaint	Outcome
The complaint concerned access to property, difficulty climbing stairs whilst pregnant.	<ul style="list-style-type: none">• Complaint was Not Upheld and did not escalate to the Final Complaint Stage.

- 3.12 Having reviewed the complaints highlighted in paragraphs 3.7 – 3.11 there are no significant trends highlighted of discriminatory practice on the grounds of equalities. Out of 984 corporate and statutory cases in the first half of 2015/16 only one case was Upheld on the basis of disability and action was taken to remedy this.

4.0 Financial Implications

- 4.1 None.

5.0 Legal Implications

5.1 None.

6.0 Diversity Implications

6.1 None.

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None.

Background Papers

None.

Contact Officer

Peter Gadsdon
Operational Director – Performance, Policy and Partnerships

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
Page 35	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"> Members' training on unconscious bias training took place in April 2015
			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 Members' annual programme Brent Council has become the first London Borough to achieve the 'gold standard' Charter Plus Award for Elected Member Development
			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 Managers trained in advance of sitting on panels.	Mildred Phillips	<ul style="list-style-type: none"> New e-learning module incorporates UB elements and is mandatory for hiring managers Roll out began in June 2015 and all managers are trained in advance of sitting on panels

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Page 36	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"> New advice note and pro-forma emailed to recruitment panel prior to every shortlisting
			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
	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	Ongoing	Mildred Phillips	<ul style="list-style-type: none"> Report completed and signed off by CMT and DRG in September 2015. Recommendations are incorporated in the Equality Strategy action plan, with the significant majority already completed
			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"> Report signed off by CMT and DRG in September 2015 and published on the Council's E&D web page
			Incorporate new reporting requirements in the annual Equalities Workforce report by April 2016.	Completed	Mildred Phillips	<ul style="list-style-type: none"> New recruitment system Taleo introduced to ensure that equality reporting requirements are met

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
To ensure best practice in implementing HR policies	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	Mildred Phillips	<ul style="list-style-type: none"> Guidance was produced in April 2015 and considered by all DMTs by October 2015
			Quarterly reporting to DMTs on departmental compliance with HR policies and/or procedures commencing May 2015.	Ongoing	Mildred Phillips	<ul style="list-style-type: none"> Departmental breaches reported at DMTs from July 2015
			Annual report with recommendations for improvement produced in October 2015 and reported to HRIG.	Completed	Mildred Phillips	<ul style="list-style-type: none"> Annual report produced in October 2015 and reported to HRIG.
			Review of progress to achieve IIP Gold to CMT April 2015	Completed	Mildred Phillips	<ul style="list-style-type: none"> Directors' meetings reviewed progress from April to July 2015
Page 37		Evidence of senior management engagement in employment tribunal cases and other complex employee relations cases	Achievement of IIP Gold level December 2015.	Completed	Lorraine Langham	<ul style="list-style-type: none"> Assessment carried out in September 2015. The outcome of the assessment was a confirmation of Brent's Silver level for further three years
			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 COO chairs the meetings

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
			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	Mildred Phillips	<ul style="list-style-type: none"> Meetings with SDs were set up in August 2015, and since then are arranged as and when required
<p>To ensure there is a creative approach to the development of talent & leadership</p> <p>Page 38</p>	<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.	Slippage	Mildred Phillips	<ul style="list-style-type: none"> Leadership and Development provider Premier Partnership appointed in September 2015 Accrediting Body Programme agreed by HRIG and in October 2015
			Participants identified and programme rolled out between September 2015 and March 2016.	Slippage	Mildred Phillips	<ul style="list-style-type: none"> Programme and application form process communicated in December 2015 Information sessions to be held in January and programme to be launched in February 2016 Delegates will be supported by mentors and career coaches throughout the programme

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Page 39			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 IIP Gold Assessment	On target	Mildred Phillips	<ul style="list-style-type: none"> • Workforce planning and talent management strategy is currently being developed and will incorporate recommendations from IIP assessment
			Recommendations rolled out by April 2016.	On target	Mildred Phillips	<ul style="list-style-type: none"> • Recommendations shared with ODs and SDs • Work in progress from January 2016

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
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	Mildred Phillips	<ul style="list-style-type: none"> New programme for coaching and mentoring developed and rolled out
		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 Strategic Directors, Operational Directors or Heads of Service 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"> The Collaborative Mentoring programme was approved by CMT in December 2015 It comprises initiatives such as shadowing days, reverse mentoring circles, live web chats with senior managers and 360 Degree Feedback for senior managers SDs are sponsors of the staff equality networks launched in November 2015 The CE and the Lead Member for E&D held a question time session for staff on 16th Dec 2015
		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"> Premier Partnership will provide mentoring and coaching opportunities as part of the programme content

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
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.	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 was undertaken by external partners Grant Thornton • Final report received in September 2015 • Report went to CMT in October 2015 with recommendations already implemented
		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				

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
	Review and improve the internal arrangements in place for the management of the National Graduate Development Programme for Local Government.		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.	Completed Completed	Mildred Phillips	<ul style="list-style-type: none"> Following a review of the Graduate Programme and a report to CMT, changes have been made to the scheme in June 2015 Improved programme in place for cohort 17 that started in October 2015
	Introduce a local graduate development programme to complement the national scheme.		Proposals considered and agreed by October 2015 and rolled out in January 2016 to attract graduates graduating in June 2016.	On target	Mildred Phillips	<ul style="list-style-type: none"> Local Graduate Programme agreed by CMT in July 2015 and launched in January 2016
<p>Page 10</p> <p>engage council staff in developing workforce strength and diversity.</p>	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.	Ongoing	Head of Equalities / DMTs	<ul style="list-style-type: none"> Oracle system adapted to make entry easier for staff Staff self-disclosure rate is 89% as of 13 Dec 2015 New campaign will be launched from February 2016, with the support of DRG, DEGs, HRIG, staff equality networks and the Communications team

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
	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 / DMTs	<ul style="list-style-type: none"> Report on voluntary targets considered by CMT in October 2015 and the decision was to carry on with current monitoring arrangements
	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"> Sep - Mar 2015/16 report to go to CMT in May 2016

2 Page 48	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
	Review the equality analyses of HR policies every three years	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
			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
	100 % Adherence to procedures and timelines in HR policies					

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
			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
			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 of training take-up
			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
			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 December 2015

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	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
			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

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
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		Staff survey designed and undertaken by March 2016. Results analysed and fed into the new Corporate Plan	On target	Rob Mansfield	<ul style="list-style-type: none"> Paper to go to CMT for approval in January 2016 to agree methodology of survey
Page 46	Organise a series of regular focus groups with different staff groups.		Programme of focus groups for BAME staff, disabled staff, women and LGBT staff agreed by DRG by June 2015	Completed	Head of Equalities	<ul style="list-style-type: none"> Focus groups were carried out by external facilitators supported by the Equality Team in April and May 2015. The report was published on the intranet Staff Equalities networks (Cultural Diversity, Gender, Disability and LGBT+) have been agreed and launched in November and December 2015. The Chairs of the networks will attend DRG
			Focus group on recruitment and selection arrangements undertaken by June 2015 and any recommendations incorporated into annual report to CMT in September 2015. Other focus groups underway by September 2015 and outcomes reported to DRG on a quarterly basis from December 2015	Completed		
To ensure excellence in our approach to disabled staff	Develop guidance for managers on reasonable adjustments		Guidance for managers on reasonable adjustments agreed by DRG, HRIG and TUs and rolled out by June 2015.	Completed	Head of Equalities	<ul style="list-style-type: none"> Guidance on reasonable adjustments was developed and published on the intranet in June 2015

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, considered by DRG and communicated 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"> Quarterly HR and equalities updates are communicated with DMTs and CMT. Whenever possible, updates are communicated with DMTs first before going to CMT
	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 DRG forward plan
			Quarterly monitoring of the roll out of the HR and equalities action plan by DRG and HRIG, commencing in May 2015.	Ongoing	Mildred Phillips / Head of Equalities	<ul style="list-style-type: none"> Action plan is on DRG, HRIG and CMT forward plans. The next review of the equalities plan is scheduled for January 2016

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
			Member monitoring of the Plan through Member Equalities Committee.	Ongoing	Peter Goss	<ul style="list-style-type: none"> The Plan is a permanent item on the Equalities Committee agenda and forward plan. The Committee had its first meeting on 13 July 2015, second meeting on 12 October 2015, third meeting on 11 January 2016. The next meeting will be held on 18 April 2016
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">People</p> <p>ensure learning from practice is used to improve performance</p>	<p>Implement a systematic approach to learning from internal discipline, grievance (including bullying and harassment), capability procedures and employment tribunals.</p>	<p>Effective management of employee relations and cases.</p>	<p>Process for review developed and agreed by HRIG by end of March 2015 and CMT in April.</p>	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
			<p>Roll out new review arrangements from May 2015. Monthly case management meetings with HR and Legal commencing April 2015</p>	Ongoing	Mildred Phillips / HR Managers	<ul style="list-style-type: none"> Monthly HR and Legal meeting held since April 2015

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
			Ad hoc meetings with relevant director, HR and Legal on Employment Tribunals, commencing April 2015.	Ongoing	Mildred Phillips / HR Managers	<ul style="list-style-type: none"> • Meetings scheduled as and when needed
			Regular HR reports (including B&H) commencing May 2015	Ongoing	Mildred Phillips / HR Managers	<ul style="list-style-type: none"> • HR reports (including bullying and harassment) taken to CMT on a quarterly basis
Page 49	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	<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>	Ongoing	Mildred Phillips	<ul style="list-style-type: none"> • CMT receives quarterly HR reports • CMT to consider this report in April 2016

4	SUPPORTING EXCELLENCE BY BETTER COMMUNICATION AND BY INVOLVEMENT OF ELECTED MEMBERS CMT Lead, Lorraine Langham, Chief Operating Officer
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Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken	
Page 50	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 allow incoming CE to input - in the CMT forward plan New intranet successfully 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 	
	Establish a committee of elected members to oversee progress towards the Excellent level in the EFLG		<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>	Completed	Comms	<ul style="list-style-type: none"> CMT considered the action plan in September 2015. On CMT agenda for 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 	
			<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	Peter Goss	<ul style="list-style-type: none"> The Committee was established and met in July 2015, and is meeting on a quarterly basis. Next meeting is in April 2016. The minutes of the meetings are available on Brent website 	



Equalities Committee 11 January 2016

Report from the HR Director

Brent Council's Collaborative Mentoring programme

1.0 Summary

The Collaborative Mentoring programme was approved by CMT in December 2015 and will be rolled out from January 2016. It 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, developing a greater understanding of diversity from differing perspectives and improving the sense of belonging to One Council.

The programme will be managed by the HR team and participants will be provided with relevant support and guidance.

2.0 Recommendations

The Equalities Committee is asked to note the contents of this report and supporting Appendices.

3.0 Detail

3.1.1 The first cycle of Collaborative Mentoring initiatives will start from January 2016, although some elements of the programme such as the 360° feedback will be piloted by Strategic & Operational Directors between January and March 2016.

3.1.2 The proposed timetable for the Collaborative Mentoring programme is available in **Appendix 1**.

3.1.3 The Collaborative Mentoring programme will consist of the following initiatives:

Shadowing / Back to floor days

It is proposed that this initiative is piloted by CMT members, with each having two shadowing days per year.

Each CMT member should select two service areas they would like to shadow and liaise with the relevant Heads of Service / Directors to arrange a date and a staff mentor.

This initiative will provide participating staff members with the opportunity to 'manage' senior managers on that day/half day. This experience will be beneficial for both the staff and senior managers. Staff members will have the exposure to and gain confidence in interacting with senior managers, while senior managers will get an insight of the day to day work of staff and their service.

Reverse mentoring circles

It is recommended that the first Reverse mentoring circle is launched by the Chief Executive, with subsequent bi-monthly circles delivered by Strategic & Operational Directors.

It might be appropriate to adopt a theme-based approach to the mentoring circles linking the discussions to key priorities and themes for the organisations. For example, in the IIP assessment report performance management has been identified as a key weakness so it might be worth having Appraisals as the first theme to be discussed.

Other themes could be agreed based on CMT's five key priorities and when the staff survey is completed, the areas of concern can be further discussed at these circles to find out what are the underlying reasons for staff dissatisfaction.

The first mentoring circle/s will be advertised to all staff, with places allocated on a first come first served basis. There will be a waiting list collecting the contact details of those staff who didn't have the chance to attend.

While senior managers will be there to respond to staff questions, it is hoped that staff will also share any challenges they face in their workplace and explore creative solutions to resolve these.

This initiative will empower participants and will also provide them with an opportunity for networking outside of their own departments, which will foster cross-organisational partnership and more effective working as One Council.

Web chats with senior managers

It is proposed that web chats with Strategic & Operational Directors are organised on a monthly basis starting from January 2016. Through the web chats staff will get answers to their questions live, via a secure and anonymised web platform. The frequently asked questions could then be shared on an anonymised basis on the Intranet.

This initiative will enable those employees who are less confident in having face-to face contact with senior managers to interact with them in a less intimidating setting.

360° feedback

It is proposed that a pilot of the 360° feedback for the Chief Executive and Strategic & Operational Directors is run between January and March 2016.

As the timeframe for the pilot of this initiative is very tight, it is proposed that participants who are subject to the 360° feedback appraisal, select: two peers, two subordinates (managers) and two staff members (suggested by the managers) by mid-January. These names will then have to be given to HR who will contact the above staff members for feedback by end of January, and will then provide the senior manager with the aggregated data based on the feedback questionnaire. This exercise will be repeated again in the new financial year.

The competencies and the rating system will be consistent with or aligned to those used in our employees' competency framework. The feedback questionnaire will cover questions related to the following competencies: communication style, leading people, leading change, delivering results, shaping the future vision for the organisation.

Apart from providing a more robust and accurate appraisal framework, the 360° feedback will also enable senior managers to triangulate their understanding of organisational, service users' and workforce needs, and make more informed and transparent decisions.

- 3.1.4** The Collaborative Mentoring programme will be launched in January 2016. The proposed timetable is available in **Appendix 2**.

4.0 Financial and staffing / accommodation Implications

There are no significant financial and staffing/accommodation implications arising from this report.

5.0 Legal Implications

There are no legal implications arising from this report.

6.0 Diversity Implications

It is anticipated that the proposed initiatives will have a positive impact on all participating staff members, particularly those from under-represented groups as they will have a regular exposure to senior managers, which will hopefully increase their confidence in sharing their experiences and motivation to apply for more senior roles within or outside the organisation.

Contact Officers:

Mildred Phillips, HR Director
Andreyana Ivanova, Head of Equality

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Appendix 1: Proposed timetable for the Collaborative Mentoring programme

Word key:

Chief Executive Carolyn Downs – CE

Strategic Directors – SDs

Operational Directors – ODs

Collaborative Mentoring programme		Timetable for implementation: Dec-15 to Dec-16												
Initiative	Summary	Dec-15	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec-16
360° feedback	Piloted by CE, SDs and ODs in mid-Dec to end of Mar-16		√											
Shadowing / Back to Floor Days	Piloted by CE and SDs from Jan-16 Two days per year for each		√	√	√	√	√	√			√	√	√	√
Reverse mentoring circles	Piloted by CE, then SDs & ODs First mentoring circle by CE – end of Jan-16 (bi-monthly)		√		√		√		√		√		√	
Web chats	Piloted by CE, then SDs & ODs First web chat in Jan-16			√	√	√	√	√	√	√	√	√	√	√

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Appendix 2: 360 ° Feedback form

Rater: [Your Name]

You are providing feedback to: [Participant Name]

Instructions

As part of the annual appraisal process, leaders receive feedback from peers, subordinates and staff. You have been selected to provide feedback for the senior manager listed above. The feedback received is an important part of the Council's leadership development process.

Your responses will be merged with other employees' feedback and presented to [Participant Name] to guide them in their ongoing development. **Comments will be analysed and aggregated by the HR team, and will be shared with the senior manager listed above anonymously, unless you indicate otherwise.**

In responding to the feedback form, please think about your experiences working with this individual during the **last twelve months**.

Performance Rating Guide

The main question you have to answer in response to the below feedback form is '**How do you feel [Participant Name] exhibits the following competencies?**' that are structured under five main themes: communications style, leading people, leading change, delivering results, shaping the future vision.

For each competency you are asked to rate the senior manager listed above using the following rating system:

Excelling / Outstanding	Good	Developing	Needs Improvement
Results consistently exceed expectations. Makes significant contributions well beyond requirements. Outpaces the majority of peers.	Results are fully and consistently on target. Makes a valuable contribution. Is fully competent. This level describes performance of the majority of employees.	Results are usually on target. May need occasional support. Still learning how to perform responsibilities independently.	Improvement clearly needed. Is consistent in performance and requires excessive supervision and support. An action plan for improvement in this area needed.
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Under each competency there is also a **Comment box** where you can explain your answer, particularly where you have indicated that the individual is developing / needs improvement.

Thank you for your open and honest feedback!

Please return this form to: [add relevant HR email and postal address address]

360 ° Feedback form

How do you feel [Participant Name] exhibits the following competencies?

Communication style

Is open and honest

Is accessible and approachable

Keeps employees informed of information they need to know in order to do their jobs

Sets and communicates clear performance expectations

Interacts productively with staff in formal/informal groups within and outside their department

Provides appropriate recognition to employees for good performance

Leading people / empowering leadership

Understands employees' needs

Handles complex employee issues fairly and effectively / Manages and resolves conflicts and disagreements in a positive and constructive manner to minimise negative impact

Creates an open and trusting environment where people feel safe to discuss concerns, ideas and opinions

Pays attention to and conveys understanding of the comments and suggestions of others / Values upward feedback from subordinates and peers, and solicits it actively

Supports professional development of subordinates

Acts as a coach and mentor

Leading change

Identifies fresh approaches and shows a willingness to question traditional assumptions

Effectively responds to a changing organisation / department

Is able to drive and mobilise others toward pursued goals / Obtains "buy-in" from employees when making organisational changes / Influences others in a way that results in acceptance, agreement or behaviour change

Works effectively across organisational lines and boundaries

Understands how decisions affect staff and individual services

Delivering results / Results driven

Makes timely, well-informed decisions and thinks through the implications of decisions

Is creative in finding ways to get things done and encourages innovative thinking by others

Empowers others to achieve results and holds them accountable for actions

Able to align departments and individual services to achieve organisations goals

Keeps control of his/her feelings and behaviour, even in high pressure situations

Shaping the future vision for the organisation

Is effective in anticipating organisational needs and challenges

Has a vision for the future and effectively conveys this vision to others

Shapes the ideas of others and is capable of overcoming resistance

Shows employees how their job supports the organisational vision for the future

Effective in getting diverse individuals to work toward a common goal

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 <p>Brent</p>	<p>Equalities Committee 11 January 2016</p> <p>Report from the HR Director</p>
<p>Leadership Development Programme Proposals 2015 - 2016</p>	

1.0 Introduction

- 1.1 Following the report to CMT on the Leadership Development Programme in August 2015, this paper provides more detail on the proposals.
- 1.2 This paper will demonstrate how input from HRIG and other key stakeholders have ensured that the programme meets the Council's individual, manager and organisational needs, including the Pavey review.

2.0 Recommendations

- 2.1 To approve the Leadership Development Programme which will start in February 2016.

3.0 Background

- 3.1 The Council is committed to developing and maintaining a diverse and inclusive workforce. Recent workforce statistics indicate that the Brent's workforce is broadly representative of the community it serves. Whilst there is a high proportion of BAME in the workforce, they are not proportionately represented at senior levels within the organisation.
- 3.2 In order to ensure that the Council is properly resourced to operate effectively and provide excellent services to residents and service users, it is important

that the workforce is reflective of the local community at all levels. It is particularly important to increase manager capacity given the major business transformation challenges the Council faces in realising the vision for Brent. This will also help reduce any perception amongst employees of any disadvantage and discrimination which is based on race.

- 3.3 The 2014-15 Annual Workforce Report highlighted the under representation of BAME staff at senior levels within the organisation. The proportion of BAME staff between Scale 1 and PO4 is 68%, this proportion reduces to less than 15% at the Hay grades.
- 3.4 The Council has developed a new Workforce Strategy that also seeks to address workforce equalities issues as one of the key strategic deliverables for the period 2014-7, set within the context of local government austerity and the significant financial challenges faced by the Council.

4.0 Proposals

- 4.1 HRIG, agreed that there will be two levels of the Chartered Management Institute (CMI) qualification. The CMI Level 3 Certificate for PO1 to PO4 which will be completed in 3 to 6 months and the CMI Level 5 Diploma for PO5 to PO8 in 9 months. The rationale for the split in grades is:
- The wide grade- range and consequent knowledge levels in the group
 - The split and lower Level 3 Certificate will encourage higher uptake and completion given the duration.
 - Delegates can still decide to progress to the diploma level after completing the certificate level.
- 4.2 Appendix 1 shows the units of the Level 3 Certificate level and Appendix 2 shows the units of the Level 5 Diploma. A number of credits are awarded for the successful completion of each unit. Delegates will need to complete 13 credits to be awarded the Certificate level and 38 credits for the Diploma level. Delegates who complete 13 credits could choose to undertake further modules in order to attain the diploma level.
- 4.3 The number of employees to be put on the scheme will depend on the number of applicants but it is anticipated that there will be up to 30 employees in this first cohort. We will have 3 cohorts in the following format. The impact on the organisation and service delivery will be closely monitored as managers will be required to support delegates during the programme.

Cohort 1 PO1 – PO4	CMI Level 3 Certificate	2 Mandatory Modules 1 to be selected from 2 options	10 Delegates
Cohort 2 PO1 - PO4	CMI Level 3 Certificate	2 Mandatory Modules 1 to be selected from 2 options	10 Delegates
Cohort 3 PO5 –PO8	CMI Level 5 Diploma	All modules are mandatory	10 Delegates

- 4.4 There will be one trainer per cohort and it was agreed to have two cohorts for PO1- PO4 (there are more BAME staff at this level) and one cohort for PO5-PO8. The ethnicity of delegates will be representative of the workforce split.
- 4.5 The programme will be delivered using a blended approach to learning, setting up learner journey's on a dedicated portal where knowledge is gained pre event, skills practice and peer group learning form the major part of the workshops and each one contains an action learning set to ensure transference of knowledge and skill is practically applied back in the workplace
- 4.6 An assessment element will be built into the programme to enable the delegates to carry out activities based on real life challenges in the council. The proposal currently being considered is utilising the innovation hub being developed in the Strategic Commissioning report elsewhere on this CMT agenda, whereby delegates would be seconded to support specific projects bringing together specialisms from across the council. Other assessments methods will be both informal during sessions and formal via written essays.
- 4.7 It is also expected that CMT members will deliver training sessions during the programme.
- 4.8 The programme will be communicated throughout the Council using a variety of communication channels such as the intranet, Brent Manager, eSight lite etc.
- 4.9 Both Unison and GMB have agreed with this proposal

5.0 Selection Process

- 5.1 Employees will be invited to express an interest through the submission of a personal statement which will be endorsed by their line manager. To ensure that candidates are selected on an objective basis, a pre-screening for basic skills which will include verbal and numerical reasoning will be administered by HR. Final selection will include a review of ethnicity, grade, department, progression readiness, conduct, interview with HRIG. Final selection will be based on merit but threshold might be adjusted to take account of number of candidates and available resources.

5.2 To ensure fair representation across the organization, three delegates each will be selected from CYP and COO and two each from ASC and R&G.

6.0 Financial Implications

6.1 The table below shows a breakdown of costs for each level of the programme. However, the maximum cost for the programme is £50,000 which will be paid from within the existing Corporate Learning and Development budget. This includes one-off design and set up costs of £15, 000. Thereafter the cost is approximately £1,000 per delegate.

<u>One off costs</u>	
Design of blended learning products	£8250
Level 3 8 days @ £550	£4400
Level 5 10 days @ £550	£5500
Technical work to set up Portal and learner journeys 10 days @ £550	£5500
Level 3 Certificate	
Registration, certification, and assessment	£3200
Induction and workshop delivery (5 days face to face)	£5,500
Price per cohort	£8700.00
Price per individual	£543.75
Level 5 Diploma	
Registration, certification and assessment	£6240
Induction and workshop delivery (10 days face to face)	£11,000
Price per cohort	£17240
Price per individual	£1077.50

7.0 Deliverables

- The training of managers to gain new skills, and develop a consistent approach to managing and leading, which feed in to the new commercially focused culture.
- A consistent approach to training, which is linked to individual competencies that ensures that managers are operating effectively and efficiently.
- Targeted training that provides practical learning platforms for managers to practice their trade in the training room and on the work floor.
- High attendance and completion rates ensuring required commitment levels are clearly established and marketed, so that the right people attend and finish the programme.
- Provide managers with the tools and resources required to drive the organisation forward and help to develop them further to open up horizontal and vertical career moves.
- Manage and maintain accurate training records for the project ensuring all evaluation and impact feedback is reviewed and reported.
- Provide post event, work focused activities which enable managers to apply their learning after the programme.

8.0 Success Factors

8.1 There are a number of benefits that will be gained by the implementation of the Leadership and Development Programme, which will benefit the Council both financially and non financially

- Improved leadership team
- Qualified pass rate delegates
- Platform to continue implementing new skills/knowledge and behaviours
- Learning fits with the organisations current challenges
- Provides a platform for enhanced learning
- Improvement in individual, team and organisational performance
- A coaching and mentoring culture can be created
- Significantly closes learning gaps
- More committed managers
- Improved networks which encourage cross departmental learning
- Identify talent for the future

9.0 Evaluation and Review

9.1 There will be an annual evaluation and review to enable the council to gauge the effectiveness of the programme and after two years to decide whether it should continue, and if so in what form. The evaluation will seek to answer four questions using a combination of quantitative and qualitative information.

1. Is the programme achieving its objective of identifying and supporting ambitious and talented employees from BME groups under-represented at senior grades to progress in their careers?
 - Number of programme participants progressing to more senior grades within the council within two years.
 - Numbers and types of jobs applied for and success rate.
 - Assessment of progress against leadership competencies.
 - Number of programme participants who rate the programme as having a positive impact on their career prospects.
2. What are the factors that have contributed to the success or otherwise of the programme?
 - Surveys of programme participants, coaches and other relevant stakeholders.
 - Reviews of other relevant information such as whether jobs suitable for participants were advertised by the council, whether participants secured jobs outside the council and what types of jobs.
3. Is the original rationale for the scheme still valid i.e. are some BME groups still under-represented at senior grades?
 - Profile of different BME groups across all council grades, including proportion of employees graded PO5 and above compared with the council workforce.
4. Is there a perception amongst employees of disadvantage or discrimination based on race?
 - Perception gap between employees from different BME groups in relation to;
 - Feeling disadvantaged or discriminated against on the grounds of race;
 - Answering positively to questions relating to issues such as career progression.

10.0 Conclusions

10.1 The proposals in this paper are designed to equip staff with a programme that has clear progression pathways within it, builds capability and develops a positive culture within the organisation that contributes to the provision of excellent services.

11.0 Legal Implications

11.01 There are no specific legal implications.

12.0 Diversity Implications

12.1 The programme takes into account under-represented staff in the organisation.

13.0 Staffing/Accommodation Implications

13.1 Premier Partnership will design, develop and deliver the programme. Accommodation will be provided by the Council.

Contact Officer
Mildred Phillips
HR Director

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