

Action Plan: Draft for Scrutiny Committee

1	ACHIEVING CONSISTENCY IN STAFF PROGRESSION AND DIVERSITY AT MANAGEMENT LEVELS CMT Lead, Andy Donald, Strategic Director, Regeneration & Growth		
Objective	Key Activities	Progress Milestones	Success criteria
To ensure best practice in implementing recruitment policies and procedures	Train all managers and elected members who participate in recruitment and selection, incorporating unconscious bias into training	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. Build from, training on unconscious bias and recruitment and selection into annual Member development programme, May 2015 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.	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
	Ensure decisions made at each stage of the recruitment and selection process are properly recorded	Recruiting managers issued with advice note and pro-forma amended by end of April 2015. Quarterly reporting on recruitment and selection to HRIG from September 2015.	100% managers involved in recruitment and selection are trained
	Collect and report on equalities data at all stages of the recruitment process. Analyse recruitment diversity statistics by pay grades	Implement recommendations in current annual equalities report throughout 2015 Equalities data for all stages of the recruitment process to be included in the Annual Equalities Workforce report 14/15, by June 2015. Incorporate new reporting requirements in the annual Equalities Workforce report by April 2016.	Robust data collection and analysis. Corporate HR KPIs demonstrate a positive direction of travel to demonstrate diversity at all levels of the workforce.

<p>To ensure best practice in implementing HR polices</p>	<p>Ensure consistent application of HR policies and procedures and adherence to them by managers.</p>	<p>Guidance on the role of DMTs in respect of workforce and equalities to be developed by end of April.</p> <p>Quarterly reporting to DMTs on departmental compliance with HR policies and procedures commencing May 2015.</p> <p>Annual report with recommendations for improvement produced in October 2015 and reported to HRIG.</p> <p>Review of progress to achieve liP Gold to CMT April 2015 Achievement of IIP Gold level December 2015.</p> <p>Monthly case management reviews with HR and Legal April 2015 onwards.</p> <p>As routine, meetings with relevant strategic and operational directors, HR Director and legal to consider all complex employee relations cases and potential employment tribunals</p>	<p>Achievement of liP Gold level</p> <p>Low level of tribunals and success in defending them</p> <p>Evidence of monthly case management meetings</p> <p>Evidence of senior management engagement in employment tribunal cases and other complex employee relations cases</p>
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<p>To ensure there is a creative approach to the development of talent & leadership</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>Programme developed by May 2015 and agreed by HRIG, TUs and CMT by June 2015.</p> <p>Participants identified and programme rolled out between September 2015 and March 2016. Programme evaluated April 2016. Report prepared for December 2015, incorporating feedback from liP Gold Assessment</p> <p>Recommendations rolled out by April 2016.</p>	<p>Minimum of 90% satisfaction rating from all participants.</p> <p>Increasing proportion of: BAME senior managers; 1 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>
<p>To support the development of under represented groups</p>	<p>Introduce innovative coaching and mentoring arrangements, including a diversity mentoring programme to support under-represented groups and reverse mentoring arrangements</p>	<p>New programme developed and agreed by HRIG, TUS and CMT by May 2015.</p> <p>New policy rolled out by from June 2015.</p> <p>Build diversity mentoring and coaching arrangements into the BAME senior management development programme from September 2015</p> <p>Pilot reverse mentoring scheme from September 2015 and review in July 2016</p>	<p>100% new senior managers have mentors</p> <p>100% apprentices and national graduates have mentors</p> <p>Staff participate in reverse mentoring and the pilot is well reviewed.</p> <p>Upper quartile staff satisfaction levels on staff and management development in staff survey</p>

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	External review of apprentice programme undertaken by end of April 2015 and recommendations implemented by June 2015. Review to incorporate focus group with apprentices to capture views about programme and opportunities for them to continue their career within Brent.	Internal schemes to grow our own future workforce are solid and effective. Brent in top quartile for number of apprentices in London Councils.
	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.	Support to reduced unemployment within the borough. 95% satisfaction with Brent graduate programme. 95% graduates get jobs in Brent
	Introduce a local graduate development programme to complement the national scheme.	Proposals considered and agreed by October 2015 and rolled out in January to attract graduates graduating in June 2016.	Graduates more reflective of the community
To engage council staff in developing workforce strength and diversity.	Ensure all staff have updated their equalities profile on Oracle. Review equality reporting categories.	Ongoing campaign to encourage staff and managers to update equality profile on Oracle to increase reporting levels for all equalities reporting data. DRIG to monitor quarterly.	100% equalities profile reporting on Oracle
	Consider implementing indicative, non binding targets for recruitment 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 GP Committee by December 2015.	Achievement of corporate KPIs for recruitment to under represented areas at a senior level.
	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 .	

2	ACHIEVING EXCELLENCE IN EMPLOYMENT POLICIES CMT Lead, Cara Davani, Director of HR and Administration		
Objective	Key Activities	Progress Milestones	Success criteria
<p>To ensure Brent's Human Resources policies and procedures reflect best practice so managers are supported well in leading and managing their teams.</p>	<p>Review and update policies in accordance with LGA feedback</p> <p>Review the equality analyses of HR policies every three years</p>	<p>Consider and make minor policy changes by the middle of March 2015. Revise Code of Conduct by end of April 2015. Provide a written explanation where an LGA recommendation is not being implemented by the end of April 2015. Consult with trade unions and HRIG on proposed changes by end of March 2015. Agree minor policy changes with CMT & Lead Member by end of April 2015.</p> <p>Revise the recruitment policy by end of April 2015 to stipulate all managers must be trained before interviewing.</p> <p>Publish revised policies on intranet by end of April 2015. Communicate changes to policies to staff and managers by end of April 2015.</p> <p>First review to be undertaken in June 2015</p>	<p>100% managers complete Brent Manager Essential training</p> <p>100% managers who undertake investigations are trained in disciplinary and grievance investigations</p> <p>Number of employment tribunals is low against benchmarked councils (benchmarks TBA) and ET cases are successfully defended</p> <p>HR KPIs achieved</p> <p>100 % Adherence to procedures and timelines in HR policies</p>

3	ACHIEVING EXCELLENCE IN EMPLOYMENT AND MANAGEMENT PRACTICE CMT Lead, Phil Porter, Strategic Director, Adult and Social Care		
Objective	Key Activities	Progress Milestones	Success criteria
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	Develop a framework setting out a set of revised staff competencies by July 2015. Review our approach to bullying and harassment and ensure best practice is captured in the revised competencies. Ensure relevant policies recognise the requirement to be competency based by September 2015. Devise a training programme that supports the framework for implementation from July 2015.	All recruitment and selection reflects the competencies framework. 100% appraisals reflects the competencies
To ensure the views of staff are used to shape the development of the Council	Establish bi-annual staff survey	Staff survey designed and undertaken by March 2016. Results analysed and fed into the new Corporate Plan	
	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 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.	
To ensure excellence in our approach to disabled staff	Develop guidance for managers on reasonable	Guidance for managers on reasonable adjustments agreed by DRG, HRIG and TUs and rolled out by June 2015.	

	adjustments for disabled staff.	Clarify the Council's approach to medical appointments for disabled staff by end of April 2015	
To achieve excellence in employment and management practice	Undertake an Equal pay audit	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	100% staff are being paid equal pay for work of equal value
	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.	
	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. Quarterly monitoring of the roll out of the HR and equalities action plan by DRG and HRIG, commencing in May 2015. Member monitoring of the Plan through GP Committee beginning September 2015.	
To ensure learning from practice is used to improve performance	Implement a systematic approach to learning from internal discipline, grievance (including bullying and harassment), capability procedures and employment tribunals.	Process for review developed and agreed by HRIG by end of March 2015 and CMT in April. Roll out new review arrangements from May 2015. Monthly case management meetings with HR and Legal commencing April 2015 Ad hoc meetings with relevant director, HR and Legal on Employment Tribunals, commencing April 2015 Regular reports to CMT beginning May 2015	Number of employment and tribunals low against comparator boroughs and success high in employment tribunal outcomes.
	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	Report on progress quarterly to CMT commencing in May as part of the HR report, including systematic 'by exception' reporting on compliance with policies. Annual analysis on findings of exit interviews to be considered by HRIG in April 2015 and incorporated into HR annual report 2016.	Better employee management practice and stronger understanding of employee perceptions

4	SUPPORTING EXCELLENCE BY BETTER COMMUNICATION AND BY INVOLVEMENT OF ELECTED MEMBERS CMT Lead, Lorraine Langham, Chief Operating Officer		
Objective	Key activities	Progress Milestones	Success criteria
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.	Review of internal communication arrangements undertaken by June 2015 and new strategy implemented from July 2015	Upper quartile satisfaction rates on internal communication in the staff survey.
	Communicate outcome of review and action plan to staff and Members.	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, eSight lite. Action plan on HR and Equalities review to be considered by Scrutiny Committee end of April 2015. Six monthly reporting of progress reported to CMT and GP Committee commencing September 2015.	100% of actions in action plan delivered on time
	Establish a committee of elected members to oversee progress towards the Excellent Standard in the Equalities Framework for Local Government	Establish a committee in May 2015 to review progress towards Excellent in the Equalities Framework for Local Government Meetings held quarterly, commencing in June 2015. Action plan on HR and Equalities review to be considered by Scrutiny Committee end of April 2015.	