

1	ACHIEVING CONSISTENCY IN STAFF PROGRESSION AND DIVERSITY AT MANAGEMENT LEVELS CMT Lead, Andy Donald, Strategic Director, Regeneration & Growth
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Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
To ensure best practice in implementing recruitment policies and procedures	Train all managers and elected members who participate in recruitment and selection, incorporating unconscious bias into training	100% managers and Members involved in recruitment and selection to be trained so unconscious bias does not impact on recruitment and selection decisions. 90% good or excellent satisfaction levels on training	Members of the Senior Staff Appointments Sub Committee to be trained by end April 2015. Unconscious bias training for these Members undertaken by end of April 2015	Completed	Head of Equalities	<ul style="list-style-type: none"> Members' training on unconscious bias 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 training 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

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	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 DRG and CMT in September 2015. The recommendations were incorporated in the Master Equality and Diversity (E&D) action plan, with the significant majority implemented
			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 DRG and CMT 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

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To ensure best practice in implementing HR policies	Ensure consistent application of HR policies and procedures and adherence to them by Managers.	Achievement of liP 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 in 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 liP Gold to CMT April 2015	Completed	Mildred Phillips	<ul style="list-style-type: none"> DMTs reviewed progress against liP Gold level from April to July 2015
		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.	Ongoing	Mildred Phillips	<ul style="list-style-type: none"> Meeting reviews have been happening between HR and Legal teams since April 2015.

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			As routine, meetings with relevant strategic and operational directors, HR Director and legal to consider all complex employee relations cases and potential employment tribunals	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
To ensure there is a creative approach to the development of talent & leadership	<p>Develop a leadership development programme for staff from under-represented groups to support promotion into senior manager posts</p> <p>Prepare a report establishing how to identify talent internally in a structured way.</p>	<p>Minimum of 90% satisfaction rating from all participants.</p> <p>Increasing proportion of: BAME senior managers; One female senior managers; disabled senior managers.</p> <p>Managers are supported in ensuring that staff are linked to and benefit from development opportunities and support required to progress.</p>	Programme developed by May 2015 and agreed by HRIG, TUs and CMT by June 2015.	Completed	Mildred Phillips	<ul style="list-style-type: none"> • Leadership and Development provider Premier Partnership appointed in September 2015 • Accrediting Body programme agreed by HRIG in October 2015 • Programme and application form process communicated in December 2015 • Information sessions were held in January 2016
			Participants identified and programme rolled out between September 2015 and March 2016.	Completed	Mildred Phillips	<ul style="list-style-type: none"> • Candidates of the first cohort selected by DMTs with support from HR in February 2016 • Programme was launched on 16 March • Delegates to be supported by mentors and career coaches throughout the programme

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			Programme evaluated April 2016.	Ongoing	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"> • Report was discussed by CMT and HRIG in December 2015 and January 2016, respectively • Workforce planning and talent management strategy is currently being developed and incorporates 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

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To support the development of under represented groups	Introduce innovative coaching and mentoring arrangements, including a diversity mentoring programme to support under-represented groups and reverse mentoring arrangements	100% new senior managers have mentors	New programme and coaching and mentoring policy developed and agreed by HRIG, TUS and CMT by May 2015.	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 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	Back on target	Head of Equalities	<ul style="list-style-type: none"> The Collaborative Mentoring programme was approved by CMT in December 2015 and launched in January 2016 The programme comprises initiatives such as shadowing days, reverse mentoring circles, live web chats/forums and 360° Feedback for senior managers A regular progress update presented to Equalities Committee
		Upper quartile staff satisfaction levels on staff and management development in staff survey	Build diversity mentoring and coaching arrangements into the BAME senior management development programme from September 2015	Completed	Mildred Phillips	<ul style="list-style-type: none"> Incorporated as part of programme content Premier Partnership to provide mentoring and coaching opportunities as part of the programme content

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To review and refresh the apprenticeship and graduate schemes so they are high quality programmes leading to employment	Evaluate the effectiveness of the current apprentice programme establish improvements	Internal schemes to grow our own future workforce are solid and effective.	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				

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	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
To engage council staff in developing workforce strength and diversity.	Ensure all staff have updated their equalities profile on Oracle. Review equality reporting categories.	100% equalities profile reporting on Oracle Achievement of corporate KPIs for recruitment to under represented areas at a senior level.	Ongoing campaign to encourage staff and managers to update equality profile on Oracle to increase reporting levels for all equalities reporting data.	Ongoing	Head of Equalities / DMTs	<ul style="list-style-type: none"> Oracle system adapted to make entry easier for staff As of 23 March 2016, staff self-disclosure rate is 89% (where staff have disclosed information on four or more protected characteristics) New campaign will be launched from April 2016, with the support of DRG, DMTs, staff equality networks and the Communications team

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	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 discussed by CMT in October 2015 and the decision was to carry on with current monitoring arrangements as they were considered to be sufficiently robust
	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	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	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

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managing their teams.		100 % Adherence to procedures and timelines in HR policies	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
			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

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
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		<p>Staff survey designed and undertaken by March 2016.</p> <p>Results analysed and fed into the new Corporate Plan</p>	Completed	Rob Mansfield	<ul style="list-style-type: none"> Methodology agreed by CMT in February 2016 Staff survey launched on 21 March 2016

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 April, reviewed by DRG in May and communicated to all staff in May 2015 • The next Equal Pay audit will commence at the end of April 2016 and will be published by the end of May 2016
	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"> • The action plan is on DRG, HRIG and CMT forward plans, and is monitored on a quarterly basis

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 action plan is a permanent item on the Equalities Committee agenda and forward plan The Committee had its first meeting on a quarterly basis
To ensure learning from practice is used to improve performance	Implement a systematic approach to learning from internal discipline, grievance (including bullying and harassment), capability procedures and employment tribunals.	Effective management of employee relations and cases.	Process for review developed and agreed by HRIG by end of March 2015 and CMT in April.	Completed	Mildred Phillips / Legal	<ul style="list-style-type: none"> HR Team systematically reviews learning from employment tribunal cases Learning points reported quarterly to HRIG and annually to CMT Monthly case reviews discussed by Resources
			Roll out new review arrangements from May 2015. Monthly case management meetings with HR and Legal commencing April 2015	Ongoing	Mildred Phillips / HR Managers	<ul style="list-style-type: none"> Monthly HR and Legal meeting held since April 2015
			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

Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
	Develop an annual report highlighting the learning from the implementation of the Council's policies on discipline, grievance and capability as well as the learning from employment tribunals.	Better employee management practice and stronger understanding of employee perceptions	Report on progress quarterly to CMT commencing in May as part of the HR report. Annual analysis on findings of exit interviews to be considered by HRIG in April 2015 and incorporated into HR annual report 2016.	Ongoing	Mildred Phillips	<ul style="list-style-type: none"> • CMT receives quarterly HR reports • A report on the findings of exit interviews will be taken to CMT 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
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		Action plan on HR and Equalities review to be considered by Scrutiny Committee end of April 2015.	Completed	Comms	<ul style="list-style-type: none"> CMT reviewed the progress against the action plan in September 2015 and January 2016 Action plan reviewed by Equalities Committee at each meeting (quarterly) In addition to Members Equalities Committee, the Scrutiny Committee considered this action plan in April 2015 and received a progress report on 5 April 2016
			Establish a committee in May 2015 to review progress towards Excellent in the Equalities Framework for Local Government Meetings held quarterly, commencing in June 2015.	Completed	Peter Goss	<ul style="list-style-type: none"> The Committee was established and met in July 2015, and since then is meeting on a quarterly basis. The minutes of the meetings are available on Brent website