

## HR Strategy Action Plan 2014 - 2017

Objective	Activity	Milestones	Owner
<b>Priority 1: Organisational effectiveness and strong performance management to ensure an excellent service is provided to customers and residents</b>			
Ensure Brent council has a new HR Strategy in place that is supported by an action plan	Produce a Human Resources Strategy with an annual Action Plan	Draft Strategy and Action Plan produced by February 2014  Consult Trade Unions, HR Improvement Group (HRIG) and staff groups February/March 2014  CMT approval by March 2014  GP Committee approval by April 2014	HR Director  HR DMT  HR Director  HR Director
	Publicise 2010 – 2014 People Strategy achievements and the new 2014 – 2017 HR Strategy and action plan	Publicise 2010 – 2014 People Strategy achievements and new HR Strategy 2014 - 2017 to workforce during April 2014	HR Director
Monitor the performance of the Human Resources Strategy against action plan	Report performance indicators and identify areas for improvement	Communicate annual progress updates to CMT, GP Committee, Trade Unions and HRIG commencing in April 2015  Monthly HR dashboards to DMTs  Ensure MI data is collated, analysed and reported on a monthly basis to HR DMT commencing in June 2014	HR DMT  Head of Transactional Services  HR DMT
Deliver the new Oracle HR/Payroll system to enhance staff and management self service, data management and reporting	Implement full Oracle HR/Payroll system including self service	Project Board to regularly review progress monthly commencing August 2014  Explore feasibility of shared service arrangements with other boroughs by September 2014	Head of Transactional Services  Head of Transactional Services
Ensure managers encourage increased levels of attendance at work through reducing levels of sickness absence	Review and monitor implementation of Attendance Policy	Review effectiveness of Occupational Health Service contract (see Priority 5 below) by September 2014	Head of Transactional Services

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		<p>Provide monthly management information to monitor application of formal procedures in accordance with triggers to DMTs by April 2014</p> <p>New sickness and attendance management reporting framework created to underpin Oracle system by September 2014</p> <p>Proactive case management to ensure consistent application of procedures – on going activity</p> <p>Review benchmarking data on sickness absence and reporting levels and propose annual targets to CMT by December 2014</p> <p>Six-monthly report on sickness absence performance to CMT commencing October 2014</p>	<p>HR DMT</p> <p>Head of Transactional Services &amp; HR Managers</p> <p>HR Managers</p> <p>Head of Transactional Services &amp; HR Director</p> <p>HR Director</p>
<p>Support managers to achieve high performing teams and respond to instances of poor performance, attendance and behaviour; strengthening the management of employee relations and casework</p>	<p>Provide training and briefings to managers on sickness, disciplinary and performance management procedures</p>	<p>Evaluate and review training provision and include in Learning and Development training schedule by April 2014</p> <p>Introduce standard framework for conducting investigations by September 2014</p> <p>Robust case management reviews on a monthly basis commencing in April 2014</p>	<p>Head of Learning and Development</p> <p>HR Director</p> <p>HR Managers, HR Director &amp; Legal Services</p>
	<p>Up-skill managers to allow for creation of devolved HR service and reduce time spent to conclude cases</p>	<p>Robust management of performance and conduct related issues commencing April 2014 going forward.</p> <p>Managers Essential training programme to commence in April 2014</p>	<p>HR Managers</p> <p>Head of Learning and Development</p>

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		Reduce overall time spent concluding formal cases by December 2014	HR Managers
Close actual and potential skills and resource gaps	<p>Manage the engagement of agency workers, interims and consultants in accordance with the council's criteria for their use.</p> <p>Knowledge / skills transfer plan to be included in interim and consultancy contracts</p>	<p>Annual agency and interim spend to reduce significantly month on month by March 2015</p> <p>Agency workers to be limited to 3-month assignments and interim contracts monitored monthly to ensure under 6 months duration with regular reports to CMT commencing April 2014</p> <p>Targeted Star Chambers to drive reductions in reliance on agency workers and interims</p> <p>Develop proposals to address areas where posts are hard to fill for CMT consideration by April 2014</p> <p>Monthly reporting on agency spend to DMTs and HRIG</p>	<p>Head of Transactional Services &amp; HR Director</p> <p>Head of Transactional Services</p> <p>HR Director &amp; Chief Finance Officer</p> <p>HR Director</p> <p>Head of Transactional Services</p>
<b>Priority 2: Recruit, retain and reward a diverse, highly skilled, flexible and motivated workforce</b>			
Maintain an appraisal scheme to ensure performance is measured against achievement of strategic targets and supports employee development	Implement the council's appraisal arrangements	<p>Managers briefings on appraisal provided on an on going basis from March 2014</p> <p>Six monthly review of appraisal sample to check quality levels (up/down linking of objectives) and report findings to HRIG commencing June 2014</p> <p>Retraining of managers on Oracle appraisal reporting process delivered by September 2014</p>	<p>Head of Learning and Development</p> <p>Head of Learning and Development</p> <p>Head of Learning and Development</p>

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Objective	Activity	Milestones	Owner
		Monthly reporting to HRIG on percentage of appraisals completed from April 2014	Head of Learning and Development
Promote employee engagement	Conduct a council-wide staff survey to improve staff engagement and levels of satisfaction across the workforce	<p>Staff survey conducted in June 2014</p> <p>Develop action plan in response to issues from the survey by September 2014</p> <p>Publicise Staff Survey results to workforce during September 2014</p> <p>Conduct pulse-check staff surveys by January 2015</p> <p>Monitor survey action plan with six-monthly reports to CMT commencing in October 2014</p>	<p>Head of Learning and Development</p>
Ensure the council can compete in a competitive labour market to recruit and retain talented staff	Implement a Workforce Strategy and Action Plan for 2014 - 2017	<p>Workforce Strategy and action plan drafted by April 2014</p> <p>Consult with staff, Trade Unions and HRIG by April 2014</p> <p>Publicise and roll out Workforce Strategy and action plan May 2014</p> <p>Annual review of action plan March 2015</p>	<p>Head of Learning and Development</p>
Continue to support and facilitate the development and implementation of flexible working initiatives across the council	Review the roll out of flexible working arrangements across the council	<p>Review staff survey feedback July 2014</p> <p>Work with Directors to ensure each service has a flexible workforce by March 2015</p>	<p>Head of Learning and Development</p> <p>HR Director</p>
Ensure the recruitment of a permanent complement of high calibre managers and staff	Design effective recruitment campaigns and strategies	<p>Implementation of new Recruitment and Selection policy and procedure by May 2014</p> <p>Monthly recruitment statistics produced and report submitted to HR DMT and HRIG</p>	<p>Recruitment Manager</p> <p>Head of Transactional Services</p>

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Objective	Activity	Milestones	Owner
	Effective on-boarding of new starters	commencing in April 2014  Review recruitment processes to speed up efficiency and effectiveness of recruitment activity by June 2014  Review induction arrangements and implement new activities by September 2014  Review all standard forms to ensure they are relevant and fit for purpose by June 2014	Recruitment Manager  Head of Learning and Development  Recruitment Manager
Tackle recruitment issues related to hard-to-fill positions	Monitor vacancy levels	Monthly recruitment statistics produced and reported to HR DMT and HRIG in May 2014	Head of Transactional Services
<b>Priority 3: Value diversity, reduce inequalities and respond to the diverse needs of the community</b>			
Ensure the council's workforce reflects the community in which it operates	Implement a Diversity Strategy and Action Plan for 2014 - 2017	Draft strategy and action plan by March 2014  Consult with Diversity Reference Group, staff, Trade Unions and HRIG by April 2014  Diversity strategy and action plan approved by CMT and Executive April 2014  Implement Diversity Strategy and Action Plan from May 2014  Report on progress against workforce diversity targets and identify initiatives required to achieve improvements to Diversity Reference Group bi-monthly commencing July 2014  Review achievement of Year 1 action plan and report to Diversity Reference Group by November 2014  Prepare Year 2 action plan by March 2015	Head of Equality  Head of Equality  Head of Equality  Head of Equality  Head of Equality  Head of Equality

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		Year 2 Action Plan approval at CMT and Executive April 2015 following consultation	Head of Equality
Ensure all council employees receive equal pay for work of equal value	Measure pay gaps on a regular basis	Provide annual Equal Pay reports to Diversity Reference Group with data on the pay gap between council employees looking across the different equality characteristics) commencing June 2014	Head of Equality
Encourage young people to see Brent council as an employer of choice and open up routes to harness fresh talent	Research and develop an Apprenticeship Scheme primarily targeted at new entrants to local government and supporting local initiatives to address unemployment in the borough; offering high quality learning and development to a wide cross section of the community	Recruit 100 apprentices over 3 years commencing in January 2014  Monitor retention rates of apprentices through the council's normal recruitment processes by 2017  90% of each annual intake of apprentices complete programme by January 2015 and thereafter	Head of Learning and Development  Head of Learning and Development  Head of Learning and Development
Ensure diversity is integral to all employment processes and practices	Refresh Equality Analysis process across the council	New Equality Analysis process in place by June 2014  Training and communications plan devised and rolled out by October 2014	Head of Equality  Head of Equality
Achieve 'Excellent' level in the Equality Framework for Local Government	Implement a comprehensive action plan to achieve 'Excellent' level	Progress measured towards achievement of the Framework reported on a quarterly basis to the Diversity Reference Group commencing June 2014  'Excellent' Level of the Equality Framework for Local Government achieved by June 2015	Head of Equality  Head of Equality
Promote diversity of the workforce and the community	Explore developing effective staff equality networks	Proposal paper on staff networks presented to Diversity Reference Group by June 2014  Staff networks to commence by September 2014	Head of Equality  Head of Equality
Build partnership with other corporate services (e.g.	Consider ways in which to expand the role of the Equality Team and	Refresh equality elements of the procurement process by May 2014	Head of Equality

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procurement, community engagement, etc.)	measure value added	Work in partnership with the community engagement, research and intelligence teams to prepare reports on service user diversity and initiatives required to achieve improvements - reports submitted quarterly to the Diversity Reference Group commencing December 2014	Head of Equality
<b>Priority 4: Develop high performing managers and talented staff</b>			
Develop a culture of high performance throughout the council that supports the achievement of Strategic Plan targets	Complete the review of HR policies and procedures	Complete new suite of policies rolled out by end of March 2015  Policies subject to annual review September 2015 onwards	HR Director  HR Director
Obtain Investors in People Gold status accreditation	Taking forward the outcomes of the Investors in People assessment  Identify gaps between Silver and Gold Status	Roll out recommendations from the Interim liP Review May 2014  Apply for liP Gold status by December 2014  Achievement of liP Gold status by April 2015	Head of Learning and Development  Head of Learning and Development  Head of Learning and Development
Promote the council as an employer of choice	Develop further employment and development opportunities within the council and the wider community	Develop an in-house graduate scheme by September 2014  Implement reviewed coaching and mentoring programme by September 2014  Develop structured approach to work experience, internships and volunteering	Head of Learning and Development  Head of Learning and Development  Head of Learning and Development
Develop learning and development initiatives to strengthen leadership and management capacity and high performing staff	Launch planning and evaluation framework  Develop annual corporate learning and development offer	Roll out during April 2014  Roll out during April 2014 and annually from September 2015 and thereafter	Head of Learning and Development  Head of Learning and Development

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<b>Priority 5: Build the professionalism and skills of the workforce to support One Council projects and deliver high quality services</b>			
Ensure equality and diversity is central to providing excellent customer service	Develop front line staff skills in diversity	Training programme developed for consideration and presented to Diversity Reference Group by September 2014	Head of Learning and Development and Head of Equality
		Programme rolled out quarterly across the Council by September 2015	Head of Learning and Development and Head of Equality
Deliver improved HR contract management, including the contracts for the provision of agency workers, occupational health, and employee benefits	Review the effectiveness of the council's Occupational Health contract	Review of Occupational Health service completed with recommendations for new service provision rolled out by September 2014	Head of Transactional Services
Support One Council projects and organisational change in particular organisational development and the council re-structure programme  Manage change effectively and positively	Provision of HR support to organisational change projects and service redesign  Provide proactive support and guidance on the implementation of restructurings including identifying training needs in response to change	Providing on-going HR support to organisational change programmes (on-going activity)	HR Managers with Head of Learning and Development
		Review BACES contract considering outsourcing implications for staff by July 2014	HR Managers
		Complete Recycling and Waste TUPE transfer of staff to Veolia - by April 2014	HR Managers
		Embed new Recycling and Waste client team and working arrangements by end April 2014	HR Managers
		Establish new Sports and Parks client arrangements by September 2014	HR Managers
		Complete restructure Sports and Parks team ahead of grounds maintenance transfer to Veolia by January 2015	HR Managers
		Establish the new Parking and Lighting Service by January 2015	HR Managers

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		Complete Brent Transport Service restructure by January 2015	HR Managers
		HR support and advice given on Universal Credit Project and Public Realm TUPE	HR Managers
Provide modern, efficient and effective Human Resources services	Seek and deliver income generation opportunities from Brent's HR services	Develop consistent service standards across the council for Brent Integrated Business Support (BIBs)	Head of Integrated Business Support
		External income streams identified by September 2014	Head of Integrated Business Support and Head of Transactional Services
		Effective change management and streamlining producing service efficiencies	Head of Integrated Business Support
		New revenue streams identified and SLA's in place by October 2014	Head of Transactional Services
		Buy back from Brent schools reviewed and proposals developed by July 2014	HR Managers, and Head of Transactional Services
		BHP SLA agreement in place to provide diversity services by April 2014	Head of Equality
		Explore further opportunities for provision of corporate services with BHP by March 2015	Head of Transactional Services and Head of Integrated Business Support
Increase efficiencies and income generation	Explore and instigate opportunities for shared services, for example HR service opportunities within Harrow schools, and provision of services through the Oracle shared platform	Options report produced that identifies and explores opportunities by June 2014	HR Director with Head of Transactional Services

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Effective workforce and resource planning will be in place in all service areas	Service managers will be proficient in planning and scheduling staffing needs	Managers Essential training programme to commence in April 2014 (see Priority 1 above)	Head of Learning and Development