



**General Purposes Committee**  
25 February 2015

**Report from the Director of  
Human Resources**

For Action

Wards affected:  
ALL

**Workforce Strategy 2015 - 2019**

**1.0 Summary**

- 1.1 This is the first council-wide Workforce Strategy and action plan in Brent. The strategy sets out the means by which Brent Council will engage, develop, enable and empower its workforce in order to achieve the vision and aspirations of the council and its partners. In order to meet the ongoing challenges faced by the council, the workforce will need to be adaptable, motivated to achieve Brent's vision, and able to deliver excellent public services to meet desired outcomes.

**2.0 Recommendations**

- 2.1 General Purposes Committee is asked to review and approve the Workforce Strategy 2015-2019 and accompanying action plan.

**3.0 Detail**

- 3.1 The Workforce Strategy 2015 – 2019 has been developed to support delivery of the council's people management priorities for the next four years.
- 3.2 The Workforce Strategy has identified five strategic priorities that lead to the creation of a number of related activities as follows:
1. Recruitment and retention;
  2. Leadership and management;
  3. Skills development;
  4. An efficient and modern, customer-focused organisation;
  5. Understanding and valuing diversity.

- 3.3 The Workforce Strategy is closely aligned to the council's Human Resources Strategy, which has previously been agreed by GP Committee which seeks to build a workforce that:
- is motivated, high performing and committed to our core values;
  - delivers excellent services to residents;
  - welcomes innovation, partnership and integrated working across services;
  - works to high professional standards;
  - is able to adapt to changing work processes, structures and new technology with ease.
- 3.4 The strategy outlines the local and national context, including reductions to the council's budget, new service delivery arrangements and the changing labour market. It places the priorities contained within the strategy in the context of these external factors.
- 3.5 The strategy also sets out the council's current workforce profile, examining the diversity characteristics of the workforce including how staff with different equality characteristics are distributed throughout the organisation.
- 3.6 When drafting the Workforce Strategy, feedback from DMT's, CMT, HRIG, Trade Unions and the council's liP Assessor was used to inform the content and recommended actions.
- 3.7 The Workforce Strategy reflects the council's priorities and the implications for its workforce as it moves into a leaner phase. The action plan supporting the strategy will be reviewed annually.

#### **4.0 Financial Implications**

- 4.1 Any costs associated with the delivery of the workforce strategy will be accommodated from within existing council budgets.

#### **5.0 Legal Implications**

- 5.1 None.

#### **6.0 Diversity Implications**

- 6.1 The proposed Workforce Strategy 2015 – 2019 examines the representation of groups of staff pertaining to various equality characteristics at different levels across the council. The accompanying action plan includes measures to develop a workforce that is proportionately representative of all levels of the communities that the council serves through the roll out of Brent's Equality Strategy.

#### **7.0 Staffing/Accommodation Implications**

- 7.1 The body of the paper concerns itself with staffing issues.

#### **Background Papers**

None.

#### **Contact Officer**

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