

# brent workforce strategy

2017-2020



BRENT **2020**



# introduction

Brent is one of the most culturally diverse boroughs in the UK. The council is a vibrant and dynamic organisation with a workforce that reflects the diversity of its community. The diversity of the borough and the cohesion between its different communities are major factors in Brent's characteristic vitality and energy. In Brent, 76% of the working age population (16-64) are economically active; 72% are employed. As an employer, we have an indisputable bearing on the economic development of the borough and an essential responsibility as a role model for other local employers. We are therefore pleased to introduce our Workforce Strategy.

Over the last few years the council has had to face unprecedented financial challenge and change. Brent has a clear vision to make the borough a great place to live and work even whilst this challenge continues; a place where people feel that they have opportunities to change their lives for the better even in the context of the most pressing financial challenges experienced in public services for decades.

A skilled and engaged workforce is crucial to achieving our Brent 2020 vision. We are proud of our staff; we recognise the challenges and opportunities that lie ahead for our borough and it is only through our staff that these will be met. Our Workforce Strategy sets out our priorities for the next three years to support our workforce in plotting a course towards our vision.



**WORKING TOGETHER  
WITH OUR PARTNERS TO:**

- Deliver the right services and outcomes for our residents
- Be an employer which is representative of our borough
- Support every member of staff to meet their full potential

**THIS WORKFORCE STRATEGY  
WILL FOCUS ON ACTIVITIES  
TO CREATE A CULTURE AND  
WORKFORCE:**

- Where the customer is at the heart of everything we do
- Is high performing
- Where staff are fully engaged

**VISION** We focus to deliver priorities for our community

**LEADERSHIP** Managers role-model positive behaviours, live our values and nurture the potential in our diverse workforce

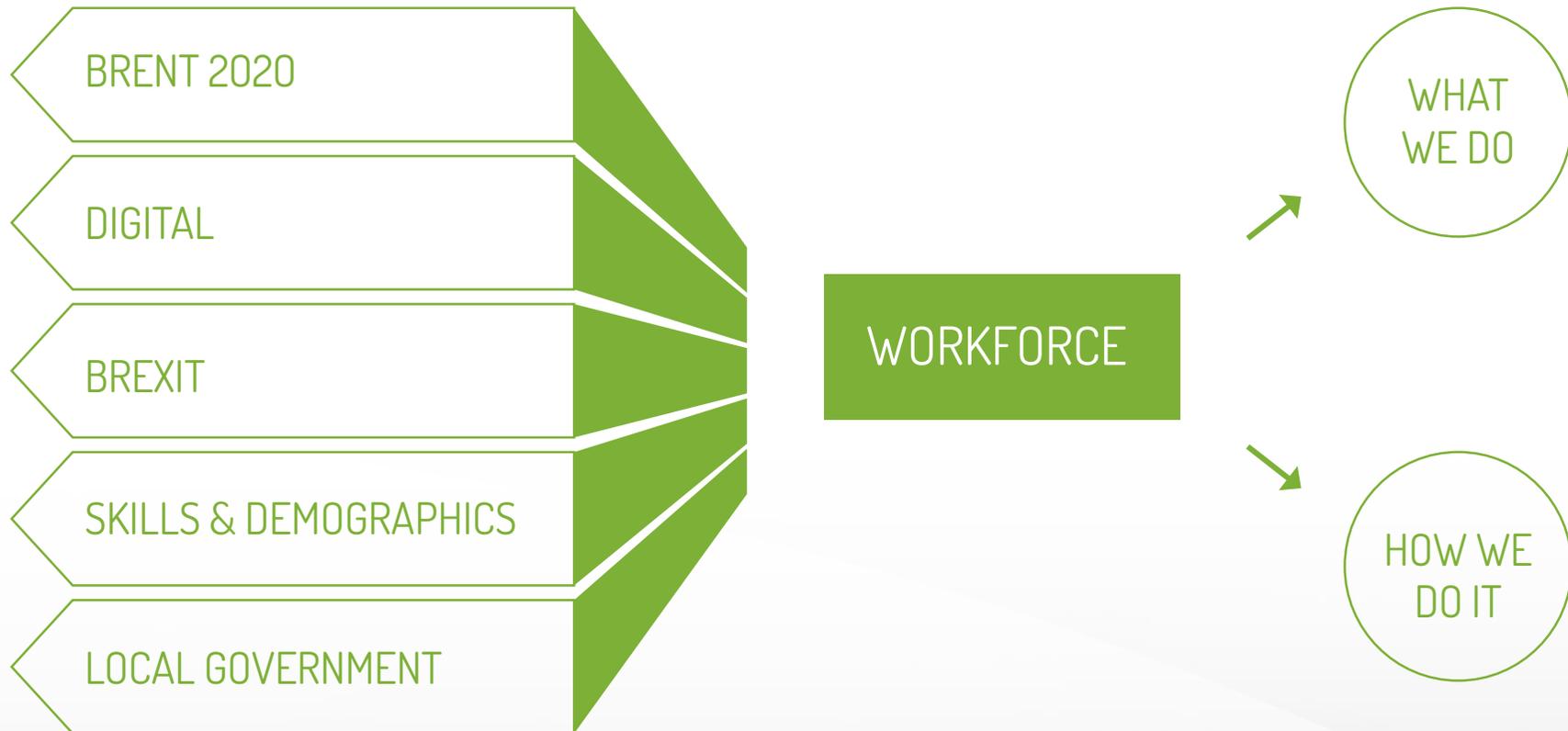
**VOICE** We seek and hear the views of our staff and problems are solved together

**VALUES** All staff are empowered to do their jobs and take personal responsibility; there is greater trust and transparency and we celebrate our successes together

**...AND IN THIS CULTURE:**

- The customer is at the heart of everything we do
- We are managing the performance of all our staff effectively
- We are leading our staff through change
- We are involving them in decision-making
- Staff take personal accountability for their decisions and actions

# drivers for workforce change



# BRENT 2020

**The Brent 2020 vision:** Our priorities are focussed on Brent being a better place where people have better lives, supported by building capacity in the community so things are better locally. As an organisation, our priority is also to provide efficient services through working differently. A growing and ageing population increases demand for services at a time when funding pressures are high. Significantly, growth in Brent's working age population means more people will require skills and jobs if we are to impact positively on economic growth in the borough. We will need to break the cycle of Brent workers receiving a lot less than the London average wage.

To meet the priorities, our communities and residents have identified, the council intends to focus on five core priorities



**1**

## EMPLOYMENT AND SKILLS

To respond to the increase in the working age population and lift people out of poverty and welfare dependency.

**2**

## REGENERATION

To improve the economic, social and environmental conditions in the borough.

**3**

## BUSINESS AND HOUSING GROWTH

To maximise the tax base to support the delivery of core services.

**4**

## DEMAND MANAGEMENT

To manage the pressure on needs led budgets such as children's social care, adult social care and homelessness.

**5**

## RAISING INCOME

To support the delivery of core services.

Finding new ways of operating and changing service delivery models to meet the vision will need the involvement of the whole workforce, whose ideas and creativity are necessary to achieving the vision

# DIGITAL

## NATIONAL CONTEXT

The sheer speed of digital development makes this the biggest “disruptor” at work. The top 10 “in demand” jobs in 2010 did not exist in 2004 and 65% of school children today will be doing jobs not yet invented. It’s estimated that 15 million jobs will be replaced by robots in the next 20 years. The loss of jobs so far through introducing robotics have created a range of new roles which have tended to be better paid than the manual jobs they replaced.

The top 10 “in demand” jobs in 2010 did not exist in 2004 and 65% of school children today will be doing jobs not yet invented.

Digital provides opportunities for rethinking service delivery and to manage demand. The development of sophisticated algorithms and artificial intelligence (AI) will reshape workforce and resident interfaces with digital as well as replacing more professional roles especially in support services.

Social media has already profoundly changed how we communicate creating opportunities and risks for every organisation that wants to communicate effectively with employees, customers and stakeholders.

## BRENT CONTEXT

The council has developed the key components of its digital strategy. This will result in outcomes such as:

- Creating a “Smart Borough” to ensure digital interconnectivity
- Creating a new online offer for residents and stakeholders
- Connecting residents and partner organisations across the borough
- Modelling “big data” to focus preventative actions, for example, identifying those vulnerable residents at risk of child sexual exploitation

## IMPLICATIONS FOR THE WORKFORCE

- The “workplace” will become less defined as technology creates even more opportunities for mobile and flexible working.
- This will mean rethinking how the workforce is given voice, is engaged and how values and trust are managed in such a different environment. This will need a change in mind-set and council culture.
- The workforce will need to be adept at fully utilising digital skills to be effective in their jobs and many management functions will be done in the digital space, for example, a virtual reality coaching session with an AI avatar.
- Digital will mean the workforce has to become more collaborative with an attitude to “explore the art of the possible” through innovation and creativity. It will drive multi-disciplinary team working and place emphasis on employees contributing to designing services for residents to achieve more self-help.

# BREXIT

## NATIONAL CONTEXT

No one knows what the full impact of leaving the EU will be, however, it's probable there will be:

- 1) Some negotiated arrangement for EU nationals already living and working here and
- 2) Implementation of immigration controls that limit the freedom of movement of EU nationals.

Of the workforce of 2.26 million that make up social care, health, hospitality and agriculture, 56% are from the EU. In addition, 27% of EU nationals are considering leaving their current organisation in 2017.

It's estimated that 10% of the public sector workforce is European.

Of the workforce of 2.26 million that make up social care, health, hospitality and agriculture, 56% are from the EU

## BRENT CONTEXT

Brent has about 40,000 residents born in the EU with the majority being from Eastern Europe. In 2016, 60% of applications for national insurance numbers from Brent residents were by Europeans. Europeans tend to be more economically active as a group compared to the borough average.

Approximately 10% of the council workforce are from the EU and it's about 7% of NHS staff in north west London.

## IMPLICATIONS FOR THE WORKFORCE

- In North West London, applications for nursing courses fell from 1,680 to 1,100 between 2013 and 2017. Anecdotal evidence suggests this trend will continue. This has real implications for being able to resource the health and social care workforce
- Brexit and immigration controls will exacerbate current skills shortages so skills development for residents and the workforce will be crucial to maintain employment and employability
- Effective attraction and retention strategies for hard to recruit posts will be essential components of the workforce strategy

# APPRENTICESHIP LEVY, SKILLS AND DEMOGRAPHICS

## NATIONAL CONTEXT

The government introduced the “Apprenticeship Levy” in April 2017. It does provide opportunities to address some skill shortages and be integrated with learning and development priorities.

There are already skill shortages in areas such as IT, advanced engineering and health and social care. These will be exacerbated with Brexit and new immigration controls.

Thirty percent (9.4m) of the UK’s workforce is aged over 50 years and that percentage will continue to increase. With an ageing population, planning simply to replace those retiring with younger people won’t work in the long term. Older employees have strengths in knowledge sharing, problem solving and customer service so it’s important to prevent losing

**Thirty percent (9.4m) of the UK’s workforce is aged over 50 years and that percentage will continue to increase.**

this from the council too quickly. At the same time the next working generation (Generation z) will be the first truly digital generation and have very different expectations of the workplace.

## BRENT CONTEXT

The council annual levy contribution is c£440,000. The government target when combined with maintained schools for the number of apprentices under the levy scheme will be about 150.

The council workforce has a median age of 44, compared to Brent’s population which has a median age of 32. The figure rises to 39 in England and Wales.

The council and community have highly diverse populations for example 66% are BAME.

As a corporate parent, the council needs to ensure it is developing the skills of it’s care leavers and finding pathways to employment for them.

The hard-to-recruit roles in the council (in line with many other local authorities) are: social workers, IT architects, planners, building control surveyors, public health specialists, education phycologists.

Data about the council’s workforce is given below and highlights that social care, customer services and finance are the largest parts of the workforce.

The council has an additional challenge of operating in a vibrant London economy where improved transport links enable any individual to live in one place but have a choice to work in 20 or more London boroughs. There is competition with the private sector especially for technical and professional roles.

## IMPLICATIONS FOR THE WORKFORCE

- Use workforce planning to adopt creative and flexible practices that retain and refocus older workers to new opportunities whilst still attracting and retaining younger employees.
- Opportunity to improve skills development for those under 21 years old and utilise the apprenticeship levy as part of the solution for growing our own to meet demand especially in hard to recruit roles. This applies to the Brent diverse community and the council workforce.
- Opportunities to tap into the local diverse graduate population be this specific graduate schemes or internships.
- The challenge of increasing the number of apprenticeships are costs for administration and support.
- The council will leverage opportunities for better skill development across its strategic partnerships, for example, the integrated health and social care workforce.

EMPLOYEES BY DEPARTMENT SERVICE AREA (MAY 17)	CURRENT EMPLOYEES
<b>Chief Executive's Department</b>	92
<b>Children and Young People</b>	521
<b>Community Well-being</b>	538
<b>Regeneration and Environment</b>	358
<b>Resources</b>	511
<b>Grand Total</b>	<b>2,020</b>

TOP 10 ROLES BY NUMBER OF EMPLOYEES ACROSS THE COUNCIL	NO. OF EMPLOYEES
<b>Social Worker</b>	141
<b>Benefit Assessment Officer</b>	86
<b>Customer Services Assistant</b>	55
<b>Community Support Worker</b>	42
<b>Administration Officer</b>	37
<b>Apprentice</b>	36
<b>Customer Service Officer (Contact Centre)</b>	28
<b>Care Assessor</b>	27
<b>Finance Officer</b>	27
<b>Team Manager (social worker)</b>	25

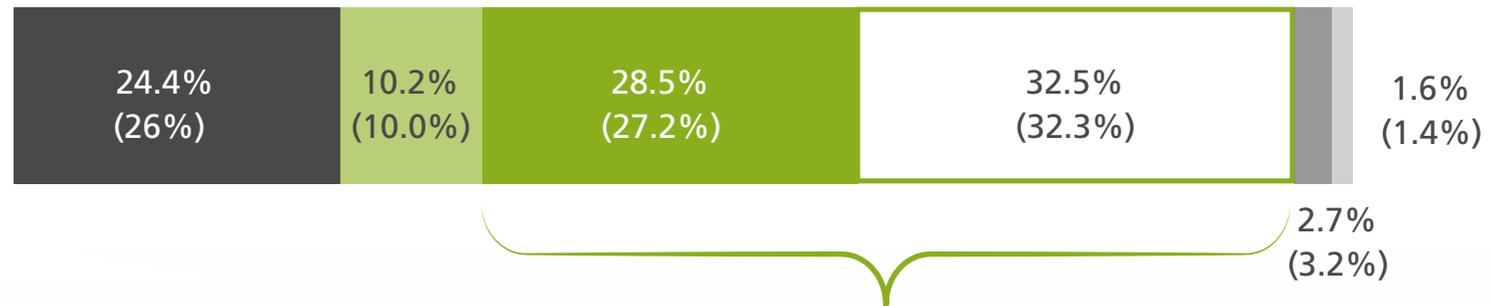
WORKFORCE TRENDS	2013	2014	2015	2016
Total staff	2,484	2,378	2,345	2,062
Average age	49	44	45	44
Disabled	6%	8%	10%	10%
BAME	61%	62%	64%	65%
Female	65%	65%	66%	65%
LGBT	3%	3%	3%	3%

# ethnicity

How the workforce reflects the community

Brent's ethnicity profile is broadly comparable to the borough profile

Brent Council



Black employees are overrepresented and Asian employees are underrepresented

Brent (London Borough)



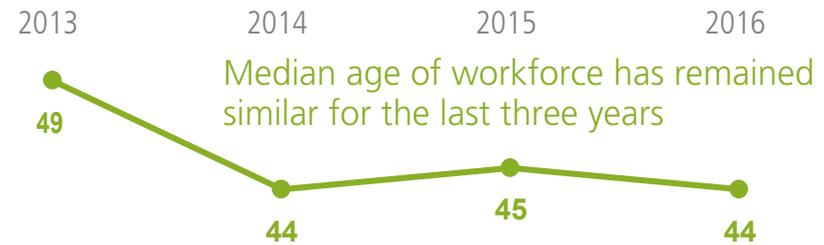
● White (British) ● White (other) ● Asian ● Black ● Mixed ● Other

# age

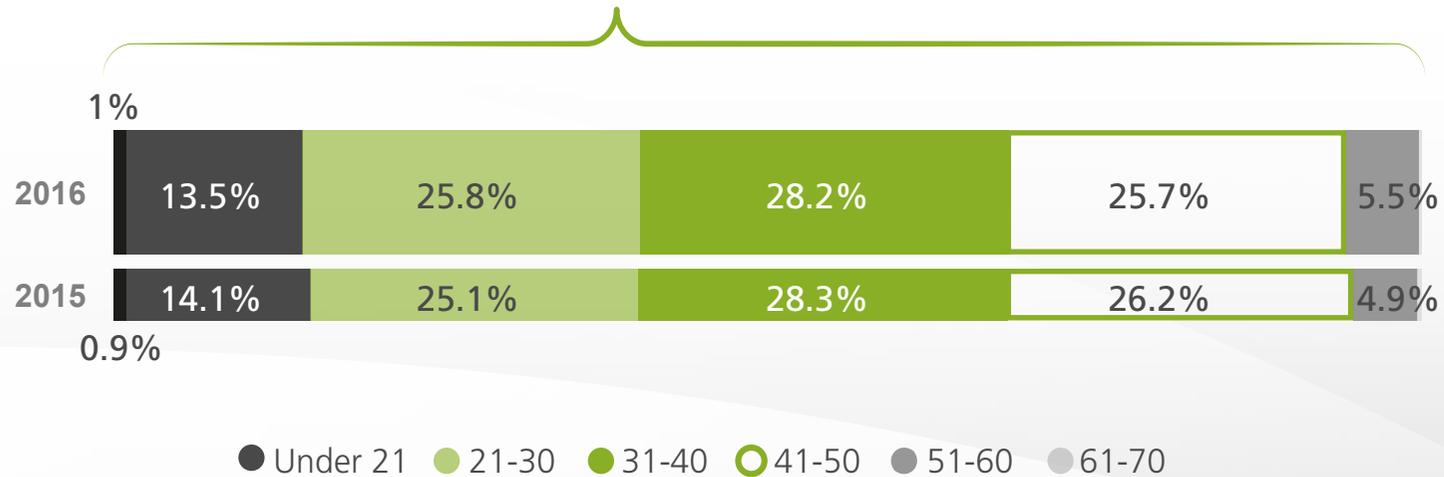
How old is the Brent workforce?

Median age of workforce is **44**

One of the lowest median ages of any London borough



Age profile has remained similar



**SOCIAL CARE FILLED POSITIONS**

JOB ROLE	CHILDREN'S SOCIAL CARE		ADULT'S SOCIAL CARE	
	CURRENT EMPLOYEES	REED AGENCY	CURRENT EMPLOYEES	REED AGENCY
Team Manager	13	6	12	1
Deputy Team Manager	12	15	3	1
Senior Social Worker	12	23	2	3
Mental Health Social Worker	-	-	2	-
Advanced/Senior Practitioner	1	4	2	2
Social Worker	91	22	50	28
Social Work Asst./Personal Advisor	19	10	-	-
Care Assistant/Domestic	2	-	9	10
Residential Childcare Officer	-	5	-	-
<b>Grand Total</b>	<b>150</b>	<b>85</b>	<b>80</b>	<b>45</b>

**PLANNING FILLED POSITIONS**

JOB ROLE	CURRENT EMPLOYEES
Area Planning Manager	2
Deputy Area Planning Manager	2
Principal Planner	2
Planner/Planning Officer	7
Trainee/Assistant Planner	8
<b>Grand Total</b>	<b>21</b>

# LOCAL GOVERNMENT

## NATIONAL CONTEXT

Most councils in the country will have faced budget reductions of about 55% between 2010 and 2020 at a time when an ageing population and higher birth rate are increasing demand. Population growth in cities like London puts further pressure on housing needs and provision of services.

Financial pressures have forced councils to change service provision, manage demand and find different ways of working internally and with partners.

For example, social care and health integration is a huge opportunity to improve customer experience, improve the quantity and quality of hospital discharges and reduce costs. This and joint strategic commissioning are ways in which working closely with strategic partners will benefit the whole community.

The way councils are being financed is changing. The revenue support grant will be replaced by business rates in 2020. Other income streams will be through council tax receipts, selling services, grants and joint funding.

Public sector pay increases have been held at about 1% for several years now and there is no indication this approach is going to change.

**Social care and health integration is a huge opportunity to improve customer experience, improve the quantity and quality of hospital discharges and reduce costs.**

## BRENT CONTEXT

Over £117m had come out of the council budget by the end of 2016/17. Further savings of £4.4m are agreed, split between £2.3m in 2017/18 and £2.1m in 2018/19. A further gap of nearly £13m remains in 2019/20 and planning is in place to resolve this. It's estimated that by 2020 over half of the council's budget will be spent on social care.

The Office for National Statistics projects that in Brent, between 2017 and 2020 the number of over 65s will grow by over 8%; and the number of under 15s by 3.5%. This is much faster than the population as a whole, which is nonetheless forecast to grow by 3.2%.

The council's Brent 2020 vision is already driving activities capitalising on opportunities such as significant regeneration projects, plans to build 31,000 homes including affordable housing and improving services and outcomes for residents whilst managing demand.

The planned creation of a learning hub in Wembley with Westminster University, North West London College and the University of Football will attract high tech, start-ups, professional jobs and boost skills and learning opportunities for residents and staff. Those with a post degree qualification are under represented in Brent.

## IMPLICATIONS FOR THE WORKFORCE

- Social care and health integration, change and project work in the council and across strategic partners, will create new career paths in the council
- Different skills and behaviours from all employees will be needed to thrive in this new environment.
- There will be pressure to increase wages after years of austerity and this will put additional pressure on attraction and retention
- A different type of leadership and management will be needed
- Attraction and retention packages will need redesigning to develop workforce potential and improve engagement and well-being
- The cost of housing is an issue for attracting key workers such as social workers and teachers

# what are the new skills that will be needed?

As people step into spaces left by changing structures and reducing posts, they are asked to broaden the spectrum of their roles as we find new ways to manage the pressure on needs-led services such as social care and housing. So that our priorities, once delivered can be sustained, we now need to build resilience, capacity and capability, developing essential skills in several key areas →

## REIMAGINE SERVICES

To lift people out of poverty and welfare dependency and improve the economic, social and environmental conditions in the borough we will need new knowledge and innovation to apply different commissioning and design principles

## CUSTOMER FOCUS

To support the delivery of core services and manage the pressure on needs-led services such as social care and housing we will need to apply robust research and analysis skills to understand current demand, customer patterns and systems/procedures

## DELIVER OUTCOMES

To support and sustain the delivery of core services we will need agility, resilience and collaboration to pilot and test solutions rapidly and at reduced cost

EMPLOYMENT AND SKILLS

REGENERATION

BUSINESS AND HOUSING GROWTH

DEMAND MANAGEMENT

RAISING INCOME

the Brent 2020 vision forms the basis of organisational transformation and requires a workforce that is:

- Engaged
- Customer led
- Collaborative (across partners and the council)
- Skilled
- Innovative



## what will be different?



- We will be a smaller organisation
- The customer is at the heart of everything we do
- Our staff will be more agile, skilled and collaborative, working with colleagues and partners and not limited by physical or structural boundaries
- Managers and staff will use more commercial, collaborative and strategic commissioning skills to obtain best value from our resources, partners and contractors
- We will be more innovative, developing and embracing new ways of working
- We will use “digital” to be more efficient and effective
- Our managers will role model organisational behaviours, values and competencies
- Our managers will follow a clear set of management standards for managing staff, resources and budgets
- Staff will be more engaged

We will need the creativity, vision, imagination and innovation of all our workforce if we are to find new ways of doing things, and sustain high standards of service in the face of rising demand and falling funding. A great example are Outcome Based Reviews (OBRs), one of which resulted in the Harlesden Hub where staff and partners are working differently to find new ways of engaging the community in a different setting.

# values

It's not just what we do, but how we do it is just as important. Our values are the foundation on which everything else is built and help shape and define the standard to which we work and the way that we do it. Our values express the over-arching importance to our organisation of being fully inclusive and welcoming of the broad spectrum of skills, experiences and perspectives represented in our communities and our workforce.

## **Fairness**

We are driven by a determination to reduce inequality and justice

## **Respect for people**

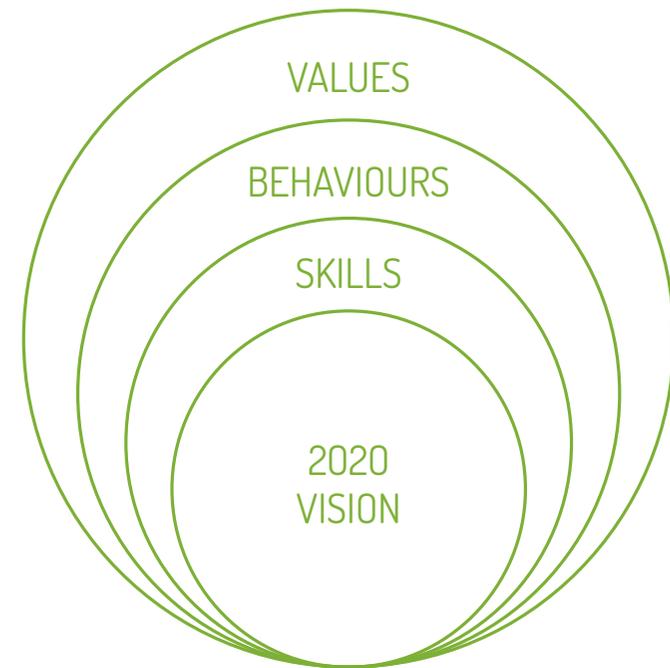
We actively engage with our residents and staff, seek their views and use them to shape our decision-making

## **Equality**

We believe that every person is different but equal, and that everyone's unique talent should be recognised and encouraged and aim to create opportunities for people to make the most of their abilities

## **Excellence in all our services**

We strive to achieve the very best standards of service for all our residents



Our staff networks play a valuable role in helping us express and uphold our values; celebrating the diversity across our borough with our residents and communities.



## where are we now?

Brent currently has around 2,020 employees, and a small contingent workforce. Since 2010, government funding cuts have meant a large reduction of employee numbers and restructuring in most parts of the organisation. To counter this, the council is working with partners to transform services, using opportunities for regeneration and growth to build income and creating a more agile workforce. The way we work together, sharing the space with our customers and communities in the Civic Centre symbolises this ethos and it is this respect and humility for all parts of Brent's communities that gives us our drive and energy.

## where do we need to be?

The new skill set of the workforce is shaped by national changes and local priorities. The council has had some rich sources of feedback in the last 12 months which help to triangulate the strategic approach.

1. During 2016, Outcome Based Reviews (OBRs) were conducted based on a desire to have a systems wide approach to improving services and outcomes for employment and welfare, housing vulnerable people and regeneration (physical, social, environmental). In talking to residents some key themes emerged which are workforce related.
2. In the 2016 staff survey, our staff identified ways which we can further demonstrate our commitment to our values particularly in supporting each other through change and taking personal responsibility.
3. Senior management feedback was sought in face-to-face interviews which captured their views about the current culture and what needs to change.

## feedback

THEME	RESIDENTS	STAFF	SENIOR MANAGERS
Collaborative	Collaborative across the system towards shared outcomes, work across the council	They need a better understanding of the bigger picture	Culture still too siloed and risk adverse. People happy to push decision making upwards
Engaged	Thinking about people and place not organisation and system	They want to be more engaged and better recognised for doing a good job	People are generally friendly and want to be supportive
Customer led	Partnerships based on accountability and trust	They need to create a better customer experience	Too much bureaucracy and too many processes to navigate
Leadership	Continually build relationship capabilities of staff so they are more effective in their work	They want more motivating and inspiring managers	People can be too cautious and defensive
Performance management	Encourage honest two way conversations and use as a basis for action	They thought performance management across the council should be better	There needs to be better performance management in the council
Diversity	Work across the council and get community involvement and ownership	They enjoy the diversity and dynamism of Brent and like working for the council	A lot of energy and wanting to drive forward community engagement

# forward together

In recent “Forward Together” sessions, nearly two thirds of our staff were asked for the top five characteristics they’d like to see in front line staff, team leaders and managers and senior leaders. These are listed in order of most frequently chosen:

	FRONT LINE STAFF	TEAM LEADERS AND MANAGERS	SENIOR LEADERS
1	Customer focused	Supportive	A great communicator
2	Knowledgeable	Knowledgeable	A great role model
3	A great communicator	Makes decisions	Makes decisions
4	Professional	A great communicator	Supportive
5	A good listener	Open to ideas	Values Diversity

Staff feel most supported when their manager is approachable, is a great communicator and acts decisively. This approach leads to more effective performance management and engagement of staff and this workforce strategy will support development of these skills in managers. These characteristics will be used as a basis to develop management standards.

Our culture is already more open and friendly and people generally want to help each other. There is a sense of energy driven by the number of projects and activities delivering council priorities and a strong connection with our local community. We want to build on this so our culture allows our whole workforce to be the best they can be.

“Staff feel most supported when their manager is approachable, is a great communicator and acts decisively. This approach leads to more effective performance management and engagement of staff”



# priorities for the workforce

The journey to transform the culture of the organisation is at the heart of sustaining the pace and depth of business change. Workforce engagement is the key to delivering the outcomes we seek. A priority will be ensuring that staff understand what part they need to play in achieving the vision, that the organisation values their involvement and can best succeed through their contributions.

This Strategy sets out the headline actions for the next three years. The action plan will be monitored and the Strategy reviewed annually on a rolling basis. These are the workforce priorities, with initial focus being on performance and development combined with increasing management capability and modelling the right behaviours.

## WORKFORCE PLANNING AND MANAGING POTENTIAL

- Right people, right time right place, right numbers
- Attracting and developing employee potential

## PERFORMANCE AND DEVELOPMENT

- High performing teams
- People skilled and developed

## LEADERSHIP AND MANAGEMENT

- Right Behaviours
- Inspirational leadership

## ENGAGEMENT, REWARD AND WELL BEING

- Having the right culture
- Customer is our focus
- Staff recognised and supported



## PRIORITY 1

### WORKFORCE PLANNING AND MANAGING POTENTIAL

- Job roles and skills will be identified to meet the council's need now and in the future.
- A workforce planning tool will be developed to help services think about and plan their workforce requirements using context and market information to decide which roles we will employ, develop, source as contingent labour or share with partners.
- We will boost the skills of the workforce through the use of work experience, apprenticeships and graduate schemes that benefit employers and individuals and help improve economic productivity.
- Over the coming months and years, we will take more control over designing, choosing and supporting wider pathways to employment and providing opportunities for our diverse workforce and community.
- We will review flexible ways of working, supported by our Digital Strategy that are aligned with council priorities to generate income and deliver transformed services.
- We will review our recruitment processes to ensure we are attracting the best people across the community and recruiting for the right behaviour and value mind-set.
- We will identify our best potential across our diverse workforce and ensure staff are given the opportunity to flourish in a way that supports and drives achievement of the council's priorities.
- We will use projects and activities across the council and partners to provide opportunities for skills development and to grow staff with potential.

## PRIORITY 2

### PERFORMANCE AND DEVELOPMENT

- We will enable and require managers to be adept at supporting staff with development planning, supporting them to reflect on their performance, giving and receiving feedback and helping staff to take personal responsibility for their own performance and development.
- We will focus our development activities on increasing our leadership capability and capacity for leading employees through change and creating a culture of collaborating with others, having a commercial focus, and creating a resilient workforce.
- We will review our performance processes to ensure they are fit for purpose for a smaller more agile workforce.
- We will ensure that staff understand their role, the contribution they make to the council and what they can do to achieve.
- The council's learning and development offer will be aligned with emerging development priorities.
- We will encourage people to take personal responsibility for their development supported by a corporate development offer.

## PRIORITY 3

### LEADERSHIP AND MANAGEMENT

- We will make sure our leaders and managers can manage people in an effective and inclusive way, that recognises potential, develops performance and role models our values.
- Our managers will be supported to develop their leadership capability at all levels to build trust and resilience, maximise the potential of their teams and lead the way in enhancing our capacity for working in collaboration and partnership.
- We will enable a coaching approach to management and facilitate all aspects of workforce engagement, performance and cultural development.
- Leadership is found at all levels of the organisation and we will encourage our dispersed leadership to grow.
- We will develop a set of management standards for managing staff, resources and budgets.

## PRIORITY 4

### ENGAGEMENT REWARD AND WELL-BEING

- We will work together to achieve the set of common behaviours that allow us to live our values every day and express our sense of personal responsibility and pride in working at Brent Council.
- We will make the council an employer of choice for a great diversity of people and prioritise achieving diversity in our workforce.
- We want everyone in our workforce to feel they can be who they are and feel confident in a supportive environment, able to contribute their ideas and opinions and work in partnership with others.
- We will create development and network opportunities so staff tell positive stories about our council as a supportive employer that encourages confidence across our diverse workforce.
- There will be specific attraction and retention plans for hard to recruit areas.
- We will continue to help staff to access the benefits and well-being support available to them.
- We will have a staff recognition scheme and look at ways to achieve more flexibility with reward where circumstances are appropriate to do so.



## PRIORITY 1

# workforce planning and managing potential

OUTCOME	WHAT WE ARE GOING TO DO	HOW WE WILL KNOW WE HAVE SUCCEEDED
<p>P1.1 We will provide opportunities for progression both within and outside the council balancing opportunities to develop staff alongside assessment of need to refresh the workforce</p> <p>Service areas will have clear workforce plans to ensure actions are taken in time to meet workforce requirements for delivery of council priorities</p>	<p>Having clarity about workforce planning helps us balance short and long term workforce objectives. It helps us to better target resources, managing of potential, development priorities and improve staff engagement to meet Brent 2020 outcomes:</p> <ol style="list-style-type: none"> <li>1. We will develop a workforce planning tool to help services structure their thinking and planning about workforce needs This will include workforce intelligence based on employment market analysis to assist services with planning for which roles to develop, grow, source through other means or accept that such roles could only be filled by contingent labour</li> <li>2. We will review job roles and competencies to reduce complexity and have a clear set of competencies and job families better suited to a more agile workforce working across strategic partnerships</li> <li>3. We will use digital to underpin and develop new ways of working</li> <li>4. We will conduct a review of management tiers and spans of control across the council</li> </ol>	<ul style="list-style-type: none"> <li>• The council has a corporate workforce plan being actioned that meets workforce requirements and is delivering Brent 2020 priorities</li> <li>• The council has adopted new ways of working allowing more workforce flexibility, staff engagement and effective utilisation of the Civic Centre to generate income</li> <li>• CMT will be able to make strategic decisions about management tiers and spans of control based on the analysis</li> </ul>

OUTCOME	WHAT WE ARE GOING TO DO	HOW WE WILL KNOW WE HAVE SUCCEEDED
<p>P1.2 Brent's young people see council work experience, apprenticeships and graduate schemes as a high quality and prestigious path to successful careers, and for these opportunities to be available across all areas of council work</p>	<p>The provision of clear pathways to employment for our borough's young people is an opportunity for us to engage with our diverse communities and encourage their involvement whilst harnessing fresh perspectives, fresh ideas and skillsets:</p> <ol style="list-style-type: none"> <li>1. Apprentices and graduates to be recognised and considered as high potential and provided with development. Working with employment and skills to ensure pathways for apprenticeships for local residents are available either in the council or within Brent</li> <li>2. Apprenticeships and graduate traineeships focused on exactly the skills, knowledge and behaviours that are required of the workforce of the future supported by funding from the apprenticeship levy</li> <li>3. We will increase the proportion of work experience, apprentice and training opportunities forming the council's pathways to employment</li> <li>5. We will devise a support and development package for our care leavers</li> </ol>	<ul style="list-style-type: none"> <li>• 50% of our graduates and apprentices will be employed by the council or elsewhere in Brent at the end of their training</li> <li>• 75% of graduates and apprentices will be employed locally at the end of their training</li> <li>• By 2020 we will meet or exceed the government's apprenticeship requirements for employers</li> <li>• Apprentices report that their apprenticeships have increased their productivity and prospects</li> </ul> <p>We will have succeeded when:</p> <ul style="list-style-type: none"> <li>• The council is recognised as an employer with the highest quality apprenticeship and graduate trainee programme</li> <li>• All care leavers will have had the opportunity for skills development and successful pathways into either further education or employment</li> </ul>
<p>P1.3 We will use our "Managing Potential Strategy" to identify our best potential across our diverse workforce and ensure staff are given the opportunity to flourish in a way that supports and drives achievement of the council's priorities</p>	<p>We will actively engage in the development of our high potential staff in order to continue to attract and retain the skills and capabilities that are needed to deliver our priorities:</p> <ol style="list-style-type: none"> <li>1. Identify potential in a systematic way</li> <li>2. Link managing potential activities to other learning and development initiatives including informal and formal learning interventions</li> <li>3. Develop managers and leaders to positively impact on retaining our most talented staff and those with greatest potential</li> <li>4. Make proactive workforce plans that make space for those with potential to grow, that identify mission critical roles and ensure an on-going supply of mission critical skills</li> <li>5. Ensure that systems and processes facilitate the extraction of valid, reliable and robust data to evaluate schemes and ensure investment is meeting organisational needs</li> <li>6. To identify hard to fill posts and talented individuals; and develop a process for promoting from within the organisation</li> </ol>	<ul style="list-style-type: none"> <li>• By 2020 high potentials will have a tailored development plan which is deliverable</li> <li>• By 2020 we will continue to appoint and promote the best people for the job, assisted by processes for promoting within the organisation</li> <li>• By 2020 there will be an improved perception that the council has an improved organisational capacity, a reduction in skills shortages and improved opportunities for career development</li> </ul> <p>We will have succeeded when:</p> <ul style="list-style-type: none"> <li>• The council has a reputation amongst its peers and with its partners as an innovative workplace with a positive culture and competitive terms and conditions</li> </ul>

OUTCOME	WHAT WE ARE GOING TO DO	HOW WE WILL KNOW WE HAVE SUCCEEDED
<p>P1.4 We will review our recruitment processes to ensure we are attracting the best people across the community and recruiting for the right behaviour and value mind-set</p>	<p>We will seek to enhance our reputation as an employer that lives its values through a programme of work allowing us to engage our staff in our mission and values from the outset:</p> <ol style="list-style-type: none"> <li>1. Complete a full review of the recruitment service and process</li> <li>2. Successfully on-board new colleagues through the provision of engaging and inspiring induction activities from the point of appointment to establishment in role</li> <li>3. Monitor and report on the number and nature of employee relations issues across the council including employee complaints and employment tribunals and take appropriate action to remedy and reduce these</li> <li>4. Target and implement interventions where appropriate to improve employee relations</li> <li>5. Design and implement a learning programme that underpins the cultural change</li> </ol>	<ul style="list-style-type: none"> <li>• By 2020 the majority of staff will believe that the council is an employer that values staff contributions; there will be an increase in the proportion of positive employee comments</li> <li>• By 2020 the majority staff will be participating in engagement activities; and all staff will be engaging in some of the activities</li> <li>• By 2020 completion rates for induction modules will be at least 90% and all new colleagues attend corporate induction within 1 month of start</li> <li>• By 2020 the majority of new staff will evaluate corporate and local induction as good, leading to improved retention across 12 months from start date</li> </ul> <p>We will have succeeded when:</p> <ul style="list-style-type: none"> <li>• Staff and partners speak positively and routinely about the values and culture of the council and residents report that the council acts on feedback</li> </ul>



## PRIORITY 2

# performance and development

OUTCOME	WHAT WE ARE GOING TO DO	HOW WE WILL KNOW WE HAVE SUCCEEDED
<p>P2.1 Brent will be a learning and high performing organisation where value is placed on the learning that stems from reflection on practice as well as collaborative learning through networks</p>	<p>Good performance and development are a clear expectation from an engaged and productive workforce. A critical building block on our path to developing a highly engaged workforce is getting performance and development activities right for our staff:</p> <ol style="list-style-type: none"> <li>1. Review the performance and development processes so that that poor performance is consistently addressed and very good performance is properly recognised and celebrated</li> <li>2. Provide support to all staff and managers to raise competencies in interpersonal awareness, meaningful conversations, giving and receiving feedback and development</li> <li>3. Support the development of a culture of personal accountability through a series of learning interventions focused on proactivity, participation and personal influence</li> <li>4. Improve organisational capability for development</li> <li>5. Embed values and behaviours as a driver of great performance</li> </ol>	<ul style="list-style-type: none"> <li>• The majority of staff will report satisfaction with their development and development plans (90%)</li> <li>• The majority of staff with report satisfaction with their appraisal discussions (90%)</li> <li>• Brent has a strong culture of performance management and poor performance is dealt with effectively</li> </ul> <p>We will have succeeded when:</p> <ul style="list-style-type: none"> <li>• Staff acknowledge that their skills are appreciated and we have a committed and capable workforce who want to get things done</li> </ul>



## PRIORITY 3

# leadership and management development

OUTCOME	WHAT WE ARE GOING TO DO	HOW WE WILL KNOW WE HAVE SUCCEEDED
<p>P3.1 Our leaders and managers can manage people in an effective and inclusive way, that recognises potential, develops performance and role models our values</p>	<p>A culture which supports and involves staff requires a strong strategic narrative, engaging managers who encourage and act on feedback and organisational values that are demonstrably part of organisational life. Leadership and management capability is critical to achieving the right cultural outcomes:</p> <ol style="list-style-type: none"> <li>1. We will clearly define the role of the manager and identify and embed leadership and management behaviours within the organisation</li> <li>2. We will develop and implement a new leadership offer within our organisation to: <ul style="list-style-type: none"> <li>• Develop leader and manager capability to help employees understand why change is happening, what it means for them and how they can model expected behaviours at work</li> <li>• Help leaders and managers to effectively manage performance across the organisation</li> <li>• Support managers in communicating better with their teams, stakeholders and customers</li> <li>• Provide managers and leaders with networking opportunities to share experience and expertise and get routine advice from colleagues</li> <li>• We will develop a clear set of management standards to ensure that managers are adopting a consistent approach to managing staff, resources and budgets</li> <li>• Develop an introduction to management programme for non-line managers</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• By 2020 performance appraisals will accurately reflect performance standards and include a SMART development plan</li> <li>• By 2020 there will be noticeable improvement in positive feedback that managers are living the council's values</li> <li>• By 2020 the majority of staff will believe that the council is an employer that values staff contributions; there will be a reduction in the proportion of employee complaints</li> <li>• Skills in dealing with service improvement and change and staff motivation and performance improvement are consistently higher</li> <li>• Employees are confident and capable to engage in, get involved in and contribute to making change happen and creativity is more abundant</li> </ul> <p>We will have succeeded when:</p> <ul style="list-style-type: none"> <li>• Staff and partners speak positively and routinely about the values and culture of the council and Brent manages change effectively</li> <li>• The majority of staff are clear about their responsibilities; are not hampered in their work and feel trusted and accountable for their actions</li> </ul>

P3.2 Workforce engagement will rise and cultural development will prosper as all staff are supported to develop and contribute through a consistently applied coaching approach to supporting others

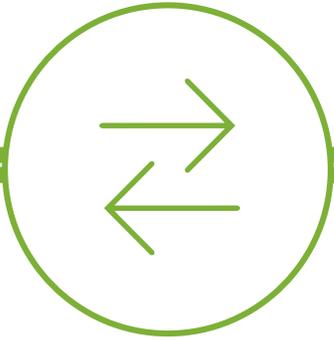
A coaching approach allows personal leadership to flourish and encourages dispersed leadership in action across and throughout the whole workforce:

1. Provide a sustainable, credible, internal coach/coach training offer which delivers value for money and reduces costs of 3rd party provision
2. Embed internal and external mentoring as an accepted and valued tool for personal development in support of leadership which extends beyond the management hierarchy
3. Develop manager capability to ensure employees understand the council's vision and values and see the connection with their own team and role

- By 2020 there will be a reduction in external coach training spend
- The majority of staff will report positive feedback relating to appraisal discussions
- An active coaching network will be established internally
- By 2020 there will be increased usage of the My Mentor programme

We will have succeeded when:

- Staff and partners recognise the council as having a climate of listening and feedback, up, down and across the organisation



## PRIORITY 4

# engagement, reward and well-being

OUTCOME	WHAT WE ARE GOING TO DO	HOW WE WILL KNOW WE HAVE SUCCEEDED
<p>P4.1 Brent Council continues to promote an open, inclusive and fair culture aligned to Brent's values and all employees have opportunities to develop</p>	<p>We will seek the contributions of all our diverse staff by ensuring we do all that we can to maximise their potential, and proactively engage in their development:</p> <ol style="list-style-type: none"><li>1. To develop and implement a 'fit for purpose' learning and organisational development plan in response to skills and capacity shortages, to support staff performance and meet the needs of emerging talent</li><li>2. Help managers to apply strong general management practice such a performance management, appraisal, feedback, project management and learning interventions</li><li>3. Develop organisational awareness of bias in order to design negative bias out of all decisions related to talent from recruitment and selection, to appraisal and development</li></ol>	<ul style="list-style-type: none"><li>• The performance of all staff will be evaluated against their potential</li><li>• All staff will have access to development opportunities and be encouraged to take on additional responsibilities where possible</li></ul> <p>We will have succeeded when:</p> <ul style="list-style-type: none"><li>• Our workforce feel psychologically safe to fully participate in organisational life without fear or favour, and trust that they will receive support if they ask for it</li></ul>

OUTCOME	WHAT WE ARE GOING TO DO	HOW WE WILL KNOW WE HAVE SUCCEEDED
<p>P4.2 Staff and potential staff will understand the full range of benefits and support available to them</p>	<p>We will seek to ensure the well-being of our staff through engaging and involving them in dialogue about their well-being in a variety of ways. We will make prospective employees excited about coming to Brent Council as an employer of choice.</p> <ol style="list-style-type: none"> <li>1. We will review pay structures and our evaluation schemes to ensure we can attract and retain people especially in hard to recruit and key roles</li> <li>2. We will review staff rewards and benefits to ensure they support a culture of personal responsibility, demonstrating initiative and delivering outcomes aligned to strategic priorities</li> <li>3. Deliver a programme of regular staff feedback (pulse surveys) to measure staff understanding and engagement in the corporate offer</li> <li>4. Promote health and well-being activities for our staff</li> <li>5. Review reasons for sickness absence and target interventions if any areas of concern are identified</li> <li>6. Introduction of staff awards</li> </ol>	<ul style="list-style-type: none"> <li>• By 2020 90% of staff will feel that the council values employee well-being</li> <li>• By 2020 we will be confident that 90-100% of sickness absence is being recorded by managers; and sickness absence will be less than 5.5 days per FTE per year</li> <li>• By 2020 80% of staff will feel that they are paid competitively and that they have a good work-life balance</li> <li>• By 2020 the majority of staff will report satisfaction with their development plan</li> <li>• By 2020 reward and recognition activities will be embedded as part of organisational life</li> </ul> <p>We will have succeeded when:</p> <ul style="list-style-type: none"> <li>• The majority of staff are ambassadors for working at Brent Council and take responsibility for their own health and well-being using support available through the council and its partners</li> </ul>
<p>P4.3 To ensure the council has a representative workforce and at least 80% of the same representation exists in the senior management cohort.</p>	<p>To deliver our outcomes we need to understand the diverse needs of our communities, residents and service users. To build trusting and helpful relationships we need to reflect the communities we serve. In order to innovate we need ideas generated from a multitude of different skills, learning, life experience and attitudes. Our leadership reflects the diversity of our workforce.</p> <ol style="list-style-type: none"> <li>1. Establish and take positive steps to ensure that our organisational diversity profile reflects our borough diversity profile</li> <li>2. Participate in external accreditation measures (e.g. Stonewall Index; Timewise) to encourage employee participation and benchmark our progress</li> <li>3. Sponsor and support employee participation in diversity networking</li> </ol>	<ul style="list-style-type: none"> <li>• We will have by 2020 a minimum of 95% staff disclosure (relating to staff diversity data)</li> <li>• By 2020 the number of disabled applicants to the council will be proportionate to the estimated economically active disabled people within the borough</li> <li>• By 2020 for the council to be in the Stonewall top 100 employers / Best 100 employers for race</li> </ul> <p>We will have succeeded when:</p> <ul style="list-style-type: none"> <li>• Our workforce represents the working age community we serve at all levels +/- 20% and</li> <li>• We have 80% of staff choosing to disclose all of their protected characteristics</li> </ul>

OUTCOME	WHAT WE ARE GOING TO DO	HOW WE WILL KNOW WE HAVE SUCCEEDED
	<ol style="list-style-type: none"> <li>4. To ensure all council employees are paid at least the London Living Wage; and ensure Equal Pay within the council</li> <li>5. To participate in external fora (e.g. ENEI, London councils, Business in the community); and accreditation measures (e.g. Timewise, disability confidence) to encourage employee participation and benchmark our progress</li> <li>6. To further embed Valuing Diversity into everyday organisational life through the establishment of a beyond-compliance diversity learning</li> </ol>	<ul style="list-style-type: none"> <li>• We will be perceived by staff to be an equal opportunities employer</li> <li>• We will be a Timewise accredited organisation</li> <li>• We will have a 10% improvement from the 2016 baseline in the proportion of men and women adopting flexible working patterns at all levels of the organisation</li> </ul> <p>We will have succeeded when:</p> <ul style="list-style-type: none"> <li>• We have the same representation of women, BAME and disabled staff in senior management roles as exists within the workforce +/- 20% and our customers report that their voice is being heard and our services are meeting need in the right way</li> </ul>
<p>P4.4 To ensure the council is an employer of choice for Brent's culturally diverse communities</p>	<p>Engaged employees are productive employees. We need to make sure we continue to be attractive to potential employees through the ways we support, encourage, manage and develop our existing workforce:</p> <ol style="list-style-type: none"> <li>1. To establish key actions to address under representation of certain groups applying for the council's training and employment opportunities</li> <li>2. To systematically review HR metrics relating to the diversity profile of employees included in employee relations and performance management procedures.</li> <li>3. To review and improve our processes where necessary for attracting under represented communities to work or train for the council</li> </ol>	<ul style="list-style-type: none"> <li>• We will continue to recruit and promote the best people for the job; and by 2020 all divisions will have a diversity profile that meets our success criteria</li> <li>• Council staff and community groups work together to reap the benefits of Brent's cultural diversity</li> </ul> <p>We will have succeeded when:</p> <ul style="list-style-type: none"> <li>• The protected characteristics of staff are represented proportionately in employee relations and performance management procedures</li> </ul>