

Appendix 2
Cabinet Report for 23 October 2017
Workforce Strategy

Equality Analysis
Workforce Strategy

Department: Resources

Person Responsible: David Veale,
Director of HR and OD

EA date: October 2017

Next Review (if applicable): October 2018

Stage 1 Screening Data

1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

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, the Council has an indisputable bearing on the economic development of the borough and an essential responsibility as a role model for other local employers.

Over the last few years the council has had to face unprecedented financial challenge and demographic changes. The Brent 2020 Vision is clear: to make the borough a great place to live and work; 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 the Brent 2020 vision and the 2017 – 2020 Workforce Strategy sets out the priorities for the next three years to enable the council to achieve its strategic priorities and vision, and to ensure that the council employs the right people, with the right skills, knowledge and experience, in the right place, at the right time.

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

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

The Workforce Strategy priorities are therefore grouped in the following themes, with initial focus being on performance and development combined with increasing management capability and modelling the right behaviours:

- Workforce planning and managing potential
- Performance and development
- Leadership and management
- Engagement, rewards and wellbeing

The intended outcomes of the strategy are as follows:

- We will be a smaller organisation

Appendix 2

Cabinet Report for 23 October 2017

Workforce Strategy

- 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

2. Who is affected by the proposal? Consider residents, staff and external stakeholders.

All current and prospective employees will be affected by and benefit from this strategy. Other stakeholders that will be in/directly affected are: Councillors, trade unions, partners and contractors, service users and the wider community.

3.1 Could the proposal impact on people in different ways because of their equality characteristics?

While the Workforce Strategy will apply to all employees, employees with certain protected characteristics are over-represented (e.g. women, BAME groups) and are therefore more likely to be affected by and benefit from the new strategy.

There are also equality groups that are more likely to be affected by and benefit from the new strategy due to their specific needs such as: older employees, young employees (including apprentices, graduates, interns and care leavers where the Council is Corporate Parent) and employees with disabilities and long-term health conditions. The strategy also considers the needs of part-time workers and employees with childcare or caring responsibilities who are more likely to be women, as well as women returning from maternity. It also acknowledges that more work is required to promote paternity leave, job sharing, reasonable adjustments and flexible working patterns.

The strategy acknowledges the importance of diversity monitoring and disclosure, and sets arrangements in place to regularly monitor the diversity profile of the council's workforce and address under-representation of specific groups at senior management levels (e.g. women, BAME groups and disabled employees), and any potential pay gaps (e.g. gender pay gap). In order to facilitate change, the strategy commits to further enhancing mentoring, coaching, training and development opportunities to grow its own talent. It also acknowledges the importance of Disability Confidence, Cultural Diversity and Unconscious Bias awareness, as well as Inclusive Leadership to ensure fair and inclusive employment practices in recruitment, selection, promotion, training and development, consultation and engagement, health and wellbeing, performance management, award and recognition.

There is also a commitment to lead by example and promote equal pay and the London Living Wage among its partners and contractors. The strategy also reaffirms the council's commitment to working in partnership and adopting good practice in the attraction and recruitment of diverse talent, flexible working, promotion and progression, LGBT inclusion, disability confidence and reasonable adjustments, digital inclusion and access, etc

The strategy's annual action plans set out how the above commitments will be achieved.

Appendix 2
Cabinet Report for 23 October 2017
Workforce Strategy

**3.2 Could the proposal have a disproportionate impact on some equality groups?
If you answered 'Yes' please indicate which equality characteristic(s) are impacted**

See 3.1 above

3.3 Would the proposal change or remove services used by vulnerable groups of people?

No. This is a strategic document that aims to enable the council to achieve its strategic priorities and vision. It also aims to facilitate the required transformation change by effectively supporting, managing and upskilling its current / future workforce to enable them to deliver the best services and outcomes for local communities.

Any significant changes that result from the general direction of this strategy would be subject to an equality analysis which would look at the specific proposals and their impact on affected internal or external individuals/groups with protected characteristics.

3.4 Does the proposal relate to an area with known inequalities?

See 3.1 above

3.5 Is the proposal likely to be sensitive or important for some people because of their equality characteristics?

See 3.1 above

3.6 Does the proposal relate to one of Brent's equality objectives?

Yes, to all five equality objectives (EOs):

EO1: To know and understand all of our communities

EO2: To involve our communities effectively

EO3: To demonstrate leadership in equalities and human rights, both within the council and among partners

EO4: To ensure that local public services are responsive to different needs and treat users with dignity and respect

EO5: To develop and sustain a skilled and committed workforce able to meet the needs of all local people

Recommend this EA for Full Analysis?

No. This is a strategic document that aims to enable the council to achieve its strategic priorities and vision, and to facilitate the required transformation change. Any significant changes that result from the general direction of this strategy would be subject to an equality analysis which would look at the specific proposals and their impact on affected internal or external individuals/groups with protected characteristics.

The Workforce Strategy will be supported by an action plan informed by feedback and consultation with key stakeholders. The action plan will be monitored and the strategy reviewed annually on a rolling basis to ensure that they continue to meet the strategic priorities and employees' diverse needs.