



Executive
29th May 2007

**Report from the Director of
Human Resources and Diversity**

For Action

Wards Affected
All

Revised People Strategy

Forward Plan Ref: HR-06/07-03

1.0 Summary

1.1 This report proposes a revised people strategy for the council as part of the HR Transformation programme. The report covers the outcome of the project and consultation process used to developed the strategy.

2.0 Recommendations

2.1 The Executive approves the people strategy and action plan contained in Appendix 1.

3.0 Detail

3.1 Introduction

A revised people strategy has been developed as a key project within the HR Transformation programme. The strategy was developed by a project group led by the Deputy Director, HR & Diversity consisted of a senior manager from each service directorate, a Strategic and operational HR manager and the Assistant Director, Policy, from PRU.

The initial terms of reference were to update the KPMG people strategy agreed in December 2005 and to develop an implementation plan. These terms were revised in the light of the development of the new corporate strategy and Improving Brent action plan 2006-10. Following initial consultation and development within the project group a revised draft was presented to the December meeting of the HR Transformation Board. The document received a favourable reception and it was agreed that the revised

proposals be subject to wider consultation in order that a final proposal be presented to the Board in March.

3.2 **Consultation process and outcomes**

This included meetings with trade union representatives, departmental management teams and various staff, and other targeted focus groups including HR, staff forum chairs and the project team members.

(The main results of the consultation are summarised in **appendix A**)

Following consultation the vision and priorities appeared to be validated with significant buy-in from key stakeholders. The main area for development was strong demand for an action-plan to be presented to deliver the priorities and outcomes.

3.3 **Final version**

As a result of the consultation process a revised draft strategy, key performance indicators and action-plan was submitted and approved at the final meeting of the HR Transformation Board. It was agreed that the Strategy be presented to CMT for final approval and endorsement prior to formal consideration by the Executive at this meeting.

3.4 **Key proposals**

3.4.1 The People Strategy sets out:

- the Council's vision for the type of employer it aims to be
- the strategic people issues and priorities that impact on achievement of the Corporate Strategy,
- key actions for meeting these priorities and the targets and measures for assessing their delivery.

3.4.2 The Council's vision as an employer is to be :

- A great place to work
- A high performance, customer-centred organisation
- One inclusive and diverse team

3.4.3 Six strategic priorities are identified to be addressed by the Strategy

- achieving consistent excellence in people and performance management throughout the council
- developing an organisational culture that supports continuous improvement and learning
- addressing recruitment and retention priorities by developing the skills and capacity of our existing workforce
- improving the efficiency, productivity and flexibility of our workforce
- rapidly accelerating partnership and multi-disciplinary working
- improving diversity across the council

The Strategy is accompanied by a detailed action plan identifying the key performance indicators and actions required to ensure the strategy is effectively implemented. Lead officers in Human Resources and the People Centre have been identified to be responsible for implementing the plan across the council.

3.4.4 Review and Monitoring of the People Strategy

Progress will be monitored through the high-level reports to the CMT and Improvement Board. There will be regular monitoring of the implementation of the action plan via the Strategic Human Resources Group.

4.0 Financial Implications

- 4.1 There are no direct financial implications arising from the development of the people strategy itself.
- 4.2 The council faces significant financial challenges which are set out in the council's medium term financial strategy. Achievement of improved services with fewer resources will require significant changes in the way services are delivered with resulting impact on staff numbers and skills. An effective people strategy will help the council manage the necessary change processes and develop a work-force that can deliver the required improvements in value for money.

5.0 Legal Implications

- 5.1 There are no direct legal implications arising from the development of the people strategy however legal and other implications may arise from implementation of related initiatives as included in the action plan.
- 5.2 Some of the steps in the action plan will need member approval. Those which affect staff terms and conditions (for example, revised employment policies) will fall to be determined by the General Purposes Committee rather than the Executive.

6.0 Diversity Implications

- 6.1 Diversity is one of the primary themes within the vision and priorities for the people strategy. INRA's will be carried out on all initiatives developed to implement the strategy at this stage there are however no direct diversity implications.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 No immediate implications arising from the development of the strategy however changes in staff and working arrangements may arise as the strategy is rolled out across the organisation.

Background Papers

None

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