	Resources and Public Realm Committee 28 January 2025
	Report from the Corporate Director of Law and Governance
	Lead Member – Deputy Leader & Cabinet Member for Finance & Resources **(Councillor Mili Patel)**

Development of the People Strategy 2025

Wards Affected:	All
Key or Non-Key Decision:	Not Applicable
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	One Appendix 1: People Strategy Overview
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Musrat Zaman, Director of HR & OD 020 8937 4081 musrat.zaman@brent.gov.uk

1.0   Executive Summary

1.1   This report sets out the main priorities that will form the basis of the development of the People Strategy which will align with the change programme as well as the council's Equity, Diversity & Inclusion (EDI) priorities. The strategy will use the data held relating to staff and the local community, staff survey results and values workshop outcomes to drive equity, representation, and a future ready workforce. We will focus on organisational priorities, gaps highlighted by the data, public sector priorities as well as industry best practice.

2.0   Recommendation

2.1   To comment on the themes set out in the accompanying appendix.

3.0   Detail

3.1   Contribution to Borough Plan Priorities & Strategic Context

3.1.1 The change programme introduced a need to review the organisation culture to drive and deliver the changes needed. A new People Strategy is being developed that will support the change programme. The aim is to encourage an environment where staff work across teams, boundaries and with partners to serve local communities.

3.2 Background

3.2.1 The People Strategy aims to create a workplace that is more inclusive, supportive, and engaging, enhancing both the working environment and the overall employee experience. It focuses on key initiatives such as improving access to and visibility of senior leadership, expanding opportunities for learning and development, and championing equity and diversity to ensure equal opportunities for all. The strategy also prioritises optimising workplaces to meet employees' needs, strengthening internal communication to foster engagement, promoting mental, physical, and financial wellbeing, and maintaining a user-focused approach to technology.

3.2.2 In addition to enhancing the employee experience, the strategy is designed to build organisational capacity and capability. It leverages data and insights to guide informed decision-making and nurtures a positive, collaborative workplace culture. By aligning goals with the needs of residents, embracing technological advancements, preparing a future-ready workforce, and fostering strategic partnerships, the strategy aims to enable long-term success and organisational resilience.

3.3 Key Features of the People Strategy

3.3.1 The ambitions and objectives of the People Strategy are set out in the enclosed power point presentation (Appendix 1).

3.3.2 The strategy has a key workstream titled resourcing and talent management. This will focus on succession planning which is currently not undertaken across the organisation in a consistent manner. There are areas such as Children and Community Health and Wellbeing that look at their workforce plans, and there are strategies in place for the recruitment, retention and development of social workers and practitioner roles.

3.3.3 However, there are also other parts of the council where we have hard to fill roles and a reliance on agency staff to fill these. We may not always be successful in filling all hard to fill roles such as planners, lawyers, and financial professionals but with more targeted recruitment campaigns and looking at graduate and apprenticeship roles, we should be doing more to plan where the gaps will arise and how we can recruit or train existing staff to undertake these roles.

3.3.4 We also have an ageing workforce, asking managers to look at the mix of their teams from an age, skills, future demand perspective will enable us to develop plans for how some of these challenges will be overcome. HR and OD will work

with managers to support them to undertake this type of skills analysis and develop plans from them.

3.3.5 Recruiting the right staff with the right skills is important but retaining staff is also critical. Having good terms and conditions and policies and procedures in place is not enough. The strategy will also look at how we develop our staff and create an environment that puts their health and wellbeing at the forefront. This will create an environment that is inclusive, supportive and at the heart of it, creates a culture that invests in its staff.

3.3.6 Budget challenges are common, and managers are adept at re-looking at the way we deliver services, inevitably this can lead to a reduction in the number of staff we employ. However, this does not mean that we cannot do that in a way that still supports and develops the staff we employ. We do need to create a workforce that is resilient to change and adept at flexing to the changing demands. This must be managed alongside any changes being made. One way to do this is for the OD Team to support managers in delivering change, so that staff are brought along on the journey, too often, staff feel that the communication regarding changes is not done well. We will ensure that managers are supported to deliver change well and are confident in supporting staff through difficult times.

3.3.7 The strategy has EDI actions running through most aspects of the workstream and this will be reported through the EDI board.

4.0   Stakeholder and ward member consultation and engagement

4.1   Staff views have been reflected through the development of the strategy as well as the views of managers. The aim is for the proposals to be shared at all Department Management Teams through January and February to ensure we have captured everything before the strategy is finalised.

5.0   Financial Considerations

5.1   There are no financial costs relating to the implementation of this strategy. Any additional costs that may be required as part of the development of systems and processes have been budgeted for.

6.0   Legal Considerations

6.1   None.

7.0   Equity, Diversity & Inclusion (EDI) Considerations

7.1   We have refreshed the council's values, which align with the council's EDI objectives and are reflected in the People Strategy. These will be promoted to foster an inclusive workplace where all employees feel valued. EDI efforts also aim to ensure equal career progression, particularly for underrepresented groups, and to promote diversity in leadership, creating a workplace that respects and reflects its diverse workforce while enabling everyone to thrive.

8.0   Climate Change and Environmental Considerations

8.1   New values embedded in the strategy promoting innovation and adaptability should encourage sustainable practices and environmental responsibility.

9.0   Human Resources/Property Considerations (if appropriate)

9.1   The HR elements have been covered as part of this report.

10.0   Communication Considerations

10.1   A robust communication plan is vital to embedding a new People Strategy that ensures consistent messaging and ensuring managers understand their roles and responsibilities in adopting the strategy.

Report sign off:

Debra Norman
Corporate Director of Law & Governance