

# LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Policy and Oversight Board

**Date:** 06/05/2025

**Subject:** Workforce Strategy - Update

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## SUMMARY

This report provides an update on our commitment to embedding an inclusive culture through recruitment, internal development, progression and retention of key skills aligned to our overall objectives and continually improving our employer value proposition.

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## RECOMMENDATIONS

1. That the committee notes the progress made and plans going forward.

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**Wards Affected:** None

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| Our Values  | Summary of how this report aligns to the H&F Values  |
|---|--|
| Creating a compassionate and inclusive council                  | Implementing structured and transparent selection processes to minimise unconscious biases. Delivering regular Equity, Diversity and Inclusion (EDI) training to all employees to build awareness and skills necessary for fostering an inclusive workplace. |
| Rising to the challenge of the climate and ecological emergency | Ensuring that recruitment processes are inclusive and equitable, which helps build a workforce that is diverse and capable of innovative thinking and has an ability to respond to the climate change agenda.  |
| Being ruthlessly financially efficient                          | We continue to review our offer in terms of being an inclusive and continuous learning organisation which  |

|  |  |
|--|--|
|  | enables us to attract and retain critical skills with a focus on cost efficiencies.  |
| Doing things with residents, not to them | Prioritising hiring residents through apprenticeship and graduate schemes who demonstrate a genuine commitment to resident engagement. Delivering Disability, Equity and Co-production training to embed the social model and how to co-produce services with residents.   |
| Taking pride in H&F                      | The H&F Academy initiative offers both internal and external opportunities for future employment skills and personal development which aligns with the vision of making H&F a great place to work.   |
| Building shared prosperity               | Our inclusive recruitment, internal progression and learning and development opportunities align with the council's vision to improve employment and career pathways for the workforce and in turn the local community, particularly considering our commitment to 'grow our own' initiatives via our Get Ahead Programme and upskilling for future skills and employability. More diverse teams are better able to identify risks and opportunities. By hiring a diverse workforce, and ensuring that everyone can contribute, the council will be better placed both to find new ways to grow our local economy and spot efficiencies within council spending. |

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## Background Papers Used in Preparing This Report None.

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## DETAILED ANALYSIS

### Background

This report outlines our current workforce strategy, emphasising our efforts to enhance our employer value proposition (EVP) and foster a culture of inclusion. Our goal is to become one of the most inclusive boroughs to work for.

A diverse and inclusive workforce is vital for any organisation that seeks to thrive in a dynamic, ever-changing environment, particularly for an organisation that strives to be representative of the people it serves. The focus on our commitment to inclusion continues to intensify and our ambition to become one of the most inclusive boroughs is shared across the Council's staff and senior management.

This report provides an update on our journey of embedding workforce lifecycle practices at H&F on inclusive recruitment, internal development and progression, career pathways and attraction and retention of key skills during a time of turbulence in the marketplace and an update on staff safety measures.

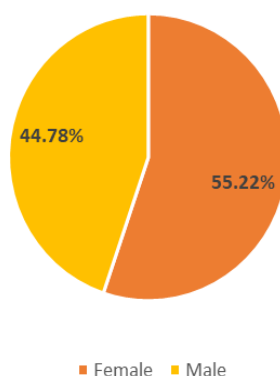
## Introduction

This report provides an overview of our workforce, highlighting key demographics, roles, and contributions within the organisation. By examining the diverse backgrounds, skills, and experiences of our team members, we aim to understand better how our workforce drives success. Our workforce profile helps us to identify areas for improvement and opportunities for professional development, ensuring that we continue to foster a learning organisation in a supportive and dynamic work environment.

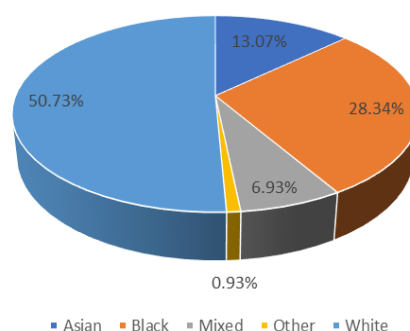
In this report we cover activities we're delivering to ensure staff safety and also embed an inclusive culture that enhances our employer value proposition enabling us to attract and retain the best candidates.

The charts below provide comparative data of our resident demographics and the workforce.

H&F Workforce Gender (2024)



Ethnicity Workforce Information (2024)



## Our Workforce

With a tight labour market, attracting the best talent is more important than ever. As with many other London Councils, we are navigating several key challenges impacting various services in different ways. These include recruitment and retention, learning and development and promoting diversity and inclusion. Additionally, we are looking at ways to enhance performance management, address skills shortages within an ageing

workforce, boost employee engagement and motivation, and address budgetary constraints.

### What we're doing to address these challenges and remove barriers

The following provides a high-level overview of some initiatives and programmes we're undertaking to ensure we can improve our position in the marketplace:

- We are passionate about investing in employee growth to support career advancement. Our **Get Ahead Programme** offers a wide range of learning and development opportunities including professional development, mentoring and coaching complemented by additional learning activities available through our digital learning platform.
- We have embedded our **apprenticeship, supported internship and national graduate development programmes** and this year we have launched the refresh of our work experience offers within our H&F Academy. The H&F Academy was developed to provide residents with the chance of an apprenticeship or work placement so that they can develop the skills and confidence they need to find the career that is right for them. The H&F Academy also supports the development and growth of the Council's internal workforce.

| The H&F Academy                           |                     |                       |                 |
|---|---------------------|-----------------------|-----------------|
| Earn while you learn<br>(apprenticeships) | Graduate programmes | Supported Internships | Work Experience |
| Get Ahead – Internal development          |                     |                       |                 |

- This year will see the introduction of **a local bespoke graduate programme** aimed at 'growing our own' within our Housing Services. The programme will be designed specifically to attract residents of Hammersmith & Fulham.
- We currently offer management development opportunities through our **Aspiring Manager and Emerging Leaders Courses**. In the coming year, following the corporate redesign process, we will be reviewing our senior leadership development offer and providing wrap-around training to complement the succession planning toolkit and resources that are available. Additionally, on an annual basis we provide 'management essentials' training covering subjects such as performance management, absence management and employment law.
- This is the 5<sup>th</sup> year that we have taken on cohorts to deliver the **Social Worker apprenticeship degree programme** to help address the challenges faced with the recruitment and development of Social Workers. We've also introduced a new microsite for [Children's Services jobs](#) and signed up to the London Councils Children's social care jobs board [London Social Work Jobs](#). Additionally, we're reviewing our terms and conditions to ensure that we remain attractive and competitive in these professions.

- We are part of the **National Pay Agreement** and this limits the amount of flexibility we have regards to pay. However, we regularly compare salaries and benefits with those offered by similar organisations in the private sector and other local authorities. This is part of our approach to ensure that we can try and compete and remain attractive. Promoting our total reward helps to reinforce the wide-ranging benefits that are available in addition to pay, for example generous pension, leave schemes and wider employee benefits.
- We're exploring alternative options to enhance our **employee benefits platform** to provide comprehensive benefits that go beyond salary, for example, high street vouchers and salary sacrifice schemes.
- We're constantly exploring options to **streamline our recruitment processes** whilst at the same time maintaining an inclusive and compliant offer. We continue to work with colleagues at Hampshire to automate and streamline our self-service recruitment offer and have recently leveraged the use of Business Intelligence Tools to develop recruitment and EDI dashboards to help us gather and analyse vital data to identify and address gaps.
- We've refreshed and reinforced our **induction processes**, offering in person Corporate Induction, Manager Induction and local inductions, helping to ensure that new starters feel welcomed, part of the team and ready to start. Local induction programmes are designed to include role-specific training, introductions to new employees and clear expectations and goal setting, helping new starters to integrate quickly and effectively.
- Our **probationary processes** require the scheduling of regular check-ins during onboarding to address any initial concerns and provide ongoing support. We survey all new starters and hiring managers to collect feedback about the onboarding experience so that we can use this to refine and continually improve our processes.
- Inclusion London has been commissioned by Hammersmith & Fulham Council to develop and deliver a **Disability, Equity & Co-production Training** offer, mandatory for all staff. The programme was launched in May 2023 with the aim of targeting our manager cohorts. We are now in the process of rolling out to the wider workforce with the aim of supporting a culture of embedding Disability Equity and Co-Production into our wider EDI offer. This training is driven by Hammersmith & Fulham's commitment to co-production, promoting this behaviour with our staff to ensure we are 'doing things with residents, not to them.'
- We offer **flexible and hybrid working options** where this supports and meets the needs of service delivery and promotes a healthy work-life balance, which is vital to us. This includes our commitment to ensure that annual leave is taken during the year and that staff are not working during leave periods.
- We promote many **tools and resources that are available to support staff** to do their jobs effectively. There is also focus in our Leadership Forums to emphasise performance excellence in all our activities and have performance indicators built into our Corporate and Departmental Performance Boards to provide insight on how the services we provide to our residents are performing.

- We are committed to ensuring a **supportive work environment** for all staff. Our Strategic EDI Lead supports with the delivery of our Equalities Plan alongside the facilitation of 6 active EDI staff networks including Race Equality, Disability Equity, Early Careers, LGBTQ+, Women's and Carers Networks. These groups ensure that we raise awareness, educate and co-produce initiatives which in turn provide benefits for our residents with an emphasis on inclusion and accessibility. Our staff diversity network groups are voluntary and work closely with People & Talent to ensure that we can continue to deliver on our EDI commitment and our public sector duty. The staff diversity network groups feed into our EDI Board which is chaired by a senior executive director.
- Our staff networks are complemented by our Wellbeing Wednesday events and access to our **Employee Assistance and Manager Assist Programmes** which include access to resources for mental health and wellbeing such as counselling services, stress management support, financial advice, career guidance and much, much more.
- We're **accredited with several key charters or partner organisations** to support our inclusive recruitment and retention strategies.



- One of these initiatives is to celebrate annually our commitment to being an **age friendly employer**, addressing an aging workforce through leveraging the experience and skills of older employees whilst ensuring inclusivity and support. We do this through promoting age diversity and fostering knowledge transfer and innovation through mentoring. We offer flexible working arrangements where appropriate and implementation of health initiatives through our Wellbeing Wednesday and Employee Assistance Programmes and close monitoring of our absence processes to ensure appropriate adjustments and support is available. We also offer access to continuous learning and skills development through our Get Ahead Programme and the development of age-friendly recruitment campaigns.
- We're also run **local staff pulse surveys** to monitor staff engagement and satisfaction. Our aim is that the initiatives will continue to help create an environment of open communication and a positive workplace culture where employees can feel comfortable sharing their concerns and ideas, where we can regularly solicit feedback and act on it to show that staff voices are heard and valued.

- A specific area of focus based on feedback and data analysis is to further promote the tools and resources we have such as CoPilot and Teams Premium to support to the workforce in **managing workloads efficiently and effectively**.
- We have updated our **job description templates** to ensure the language we're using is inclusive and we've developed training to support hiring managers in 'Writing the Right Role Profiles.'
- This year we will be launching our **new online appraisal process**, developed using Business Intelligence Tools which will support us in ensuring a more robust performance management system.
- **Collaboration** is encouraged across departments and with external stakeholders to enable strong leaders to build and maintain effective partnerships that benefit the community. Our Leadership Forum is long-established and fully embedded to support this and this year we have led sessions specifically around delivering performance excellence.
- A cornerstone of our **performance management and development** process is that all staff receive a regular supervision session with their manager to discuss their performance and set targets which are then reviewed in the end of year appraisal.
- At the heart of everything we do, is ensuring that our leaders are modelling **ethical behaviour and integrity** in all leadership activities to create an environment where ethical practices are valued. Our leaders are actively engaging with the community, understanding their needs and concerns to build trust and ensure that we can be truly responsive to the community's needs. This is a key element of the management appraisal.
- We continue to develop **clear policies and procedures** which are accessible and regularly reviewed which outline how we will comply with regulations. We continue to implement regular training sessions such as GDPR training, Phishing training and Cyber security training to ensure that the workforce understands compliance requirements and their roles in maintaining them.
- We conduct **regular audits to assess compliance**, identify any gaps or areas for improvement and take corrective actions promptly.
- We have established **open communication channels** where employees can report compliance concerns or violations without fear of retaliation through our whistleblowing policy, and we regularly monitor regulatory changes.
- We continue to explore cost efficiency measures through **effective workforce planning and transformation**. We are seeking to explore how we can utilise technology to improve accuracy and efficiency by streamlining processes and provide better data for decision-making in areas such as sickness This will include the development of new a dashboard for job evaluations.
- We are regularly reviewing our workforce data through our **Resources Management Board and KPIs**, focusing on areas such as workforce expenditure, turnover and

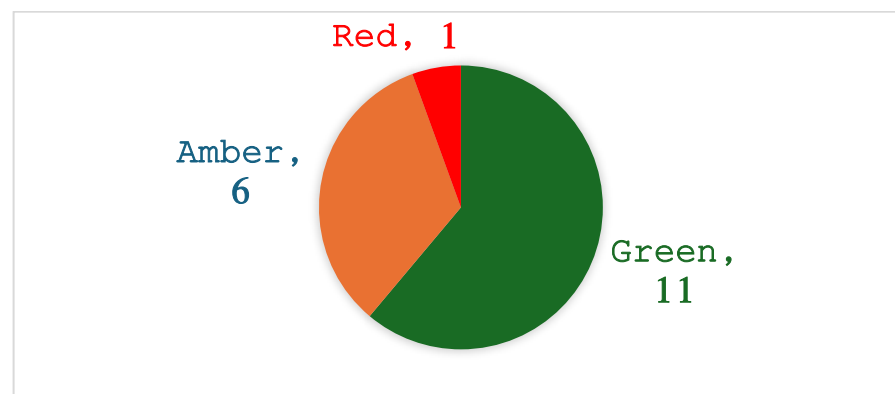
sickness absence and agency usage. We only use agency staff in particular circumstances e.g. specialist expertise that is not available in house, to deal with peaks of workloads, during transitions and staffing restructures and specific professions such as social workers. We are limiting our agency workforce and the target expenditure is no more than 10% of employee spend (this is a reasonable benchmark) and all costs are funded from existing employee budgets (namely vacant funded posts)

- We include agency staff in our onboarding process to help them integrate quickly and effectively into the team and we have developed a good working relationship with our agency provider to ensure we can source a reliable pool of staff to reduce the risk of shortages during peak times or emergencies. Agency staff complete the Council's mandatory training to provide assurance that they are aware of and adhere to all compliance standards and completion rates and performance are monitored to address any issues promptly. Our existing agency framework is due to end in 2026 and we are currently **exploring options to improve our ability to efficiently fill agency and interim assignments** whilst at the same time delivering tangible savings.

### Workforce measures of success:

#### Measurement/performance

The success of our recruitment and retention strategies, including our learning and development offers are measured in a number of ways, including workforce analytics, data and pulse surveys. We also measure the success of our inclusive offer against the action plans and outputs that have been developed as part of our equalities plan and objectives set by the Race at Work charter. The Race at Work charter sets out 18 objectives and the chart below highlights, our progress to date:



Work is ongoing to complete the remaining objectives however, in respect of some of the objectives a conscious decision has been made to remain at amber to prevent conflict with our overall inclusive employment objectives.











We provide data to London Councils, who collate HR Metrics Service on behalf of the 32 London boroughs and the City of London Corporation that enables us to benchmark and analyse our HR and equalities data. The service conducts a range of HR metrics surveys to support us to:

- compare and assess performance across a range of HR measures



- work collaboratively to develop and progress best practice
- tackle new challenges that require data insights.

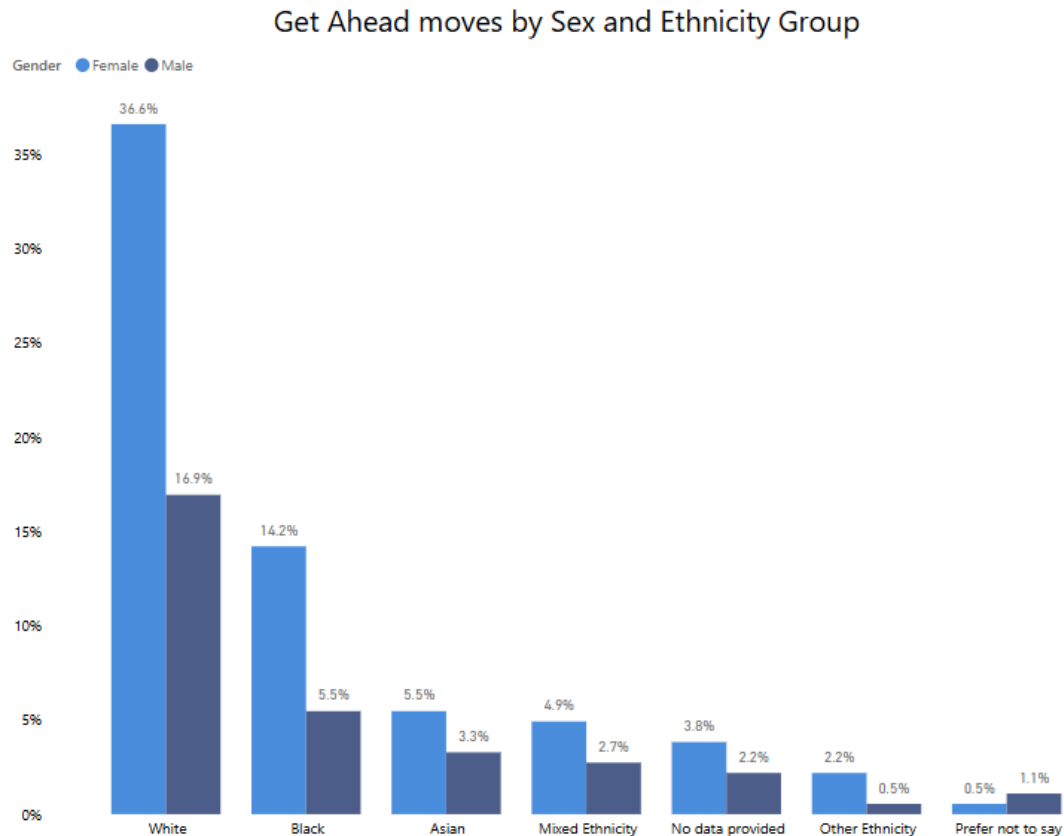
The table below highlights some of the data we collect from 2023/24 :

|  | 2023/24    | Indicator   | Context   |
|--|------------|---|---|
| <b>Headcount</b>   | 2410       |    | Headcount increased by 5.5%, some of the increase was due to the recruitment of the Education Health and Care Team (EHC) and the TUPE in-sourcing of Independent Living and Link Workers. |
| <b>Turnover</b>  | 10.22%     |    | Turnover decreased by 1.33% and is below the London average of 12.6%.   |
| <b>The average age of the workforce</b>                                  | 46.8 years |    | The average age has risen by 0.4% and is inline with the London average.  |
| <b>Staff age under 25</b>  | 2.8%       | n/a   | This is a new reporting category and across London Councils the average staff under 25 years is 2.44%.  |
| <b>Staff are aged between 55-64</b>                                      | 27.51%     | n/a   | This age category has changed in this year's reporting from 50-60 years. The London average 26.51%.   |
| <b>The percentage of female workers</b>                                  | 55.6%      |  | The London average is 55.71% and we have seen a decrease of 0.16% on last year.   |
| <b>The percentage of part-time workers</b>                               | 13.21%     |  | 0.39% decrease in part-time workers   |
| <b>Top 5% earners, are female</b>  | 42.5%      |  | This has fallen by 2.1%, and the London average is 47.9%  |
| <b>Top 5% of earners, are classified as Black, Asian or multi-ethnic</b> | 24.5%      |  | Risen by 6.5% from last year and the London average is 29.19%.  |
| <b>Staff have indicated a disability</b>                                 | 7.3%       |  | This has increased by 1.3% and the London average is 9.37%  |
| <b>Top 5% earners, who are disabled</b>                                  | 5.8%       |  | This has increased by 0.5% and the London average is 6.7%.  |
| <b>Average days lost per employee</b>                                    | 8.8 days   |  | This has risen by 1.9 days from last year and the London average is 8.8 days.   |

### Our Get Ahead Programme

Get Ahead is designed for staff seeking to develop their careers. Supporting our workforce to grow and develop their skills.

- In 2023/24, 277 roles for development opportunities were advertised, and from those 187 appointments have been made.
- It is mandatory for all job opportunities to be advertised via Get Ahead before being externally advertised.
- The success of our Get Ahead programme also provides for a positive return in relation to our pay gap reporting. The table below demonstrates internal progression by gender and ethnicity compared to our workforce demographics.



### Our H&F Academy Apprenticeship Programme

We seek to maximise apprenticeship completions, encourage borough residents to work for the Council and improve the skills and qualifications of the workforce. The following table shows significant progress in our success in increasing the number of apprenticeship starts alongside our spend of the levy.

|                                  | 2018/19 | 2023/24 |
|----------------------------------|---------|---------|
| No. of apprentice starts at LBHF | 26      | 48      |
| Public Sector Target (2.3%)      | 0.5%    | N/A     |

|                                       |         |          |
|---------------------------------------|---------|----------|
| Total no. of apprentices on programme | 35      | 119      |
| Amount of Levy Spent                  | £45,501 | £459,203 |
| No. of different courses delivered    | 5       | 38       |

Whilst the Public sector target for apprenticeships has been discontinued, we are still monitoring our starts and we are also working with London Councils to provide data on the apprenticeships delivered in the Council, in H&F Schools and local suppliers in and outside of the supply chain across the borough.

| London Boroughs  | H&F   |
|--|---|
| 32 LB plus City of London generated a total of 4073 apprenticeships.           | Generated a total of 197 apprenticeships. (includes schools and supply chain) |
| Of the 4073 starts, 1811 were directly employed by the boroughs.               | Of the 197 starts, 48 were with H&F Council.                                  |
| 66% (2/3) of these starts were existing staff taking on an apprenticeship.     | 58% of these starts were existing staff taking on an apprenticeship.          |
| Average of 54 apprenticeship starts employed by boroughs directly.             | H&F has 48 new starts.  |
| Aged 25 and above comprised 77% of the starts.                                 | Aged 25 and above comprised 81% of the starts.                                |
| Of the new apprentice hires, nearly two thirds (63%) were under the age of 25. | Of the new apprentice hires, 30% of new hires were under the age of 25.       |
| 17% of new hires were NEET for boroughs  | 50% of new hires were NEET  |

- Having previously won Best Contribution by a New Apprentice at the 2022 awards Asiya Mohamud, Resourcing and Data Analyst won Best Progression by an Apprentice at the London Borough Apprenticeship Awards 2023 and Mena Openibo, Resourcing Consultant was shortlisted for Best Manager [The London Borough Apprenticeship Awards celebrate apprentices of all ages and at all stages in their careers | London Councils – Home](#)
- In 2023 the National Apprenticeship Awards celebrated its 20<sup>th</sup> year celebrating employers who champion apprenticeships with passion by boosting skills and extending the ladder of opportunity to all. In October 2023, we were awarded the London Regional Winner for Large Employer of the Year and progressed to the

National Final in November along many other strong contenders such as Action for Children, Boeing UK and Siemens. H&F were highly commended for best practice across recruitment excellence, high quality training practices, and diversity and career progression at the awards ceremony.

### **Hiring managers inclusive recruitment training**

We have reviewed and refreshed our inclusive recruitment training for managers in collaboration with our EDI staff networks and from April 2023 to March 2025 we've trained over 168 managers on mandatory hiring manager inclusive recruitment training.

### **Women's Development Coaching Programme**

As part of Women's History Month in 2023 we launched a pilot scheme for a women's development coaching programme with ten women across the council completing the programme and in 2024 we delivered a second cohort to twenty women. We will be launching the third cohort this year.

### **World Class Manager (WCM)**

WCM offers all managers and inspiring managers the opportunity to undertake a people management qualification at their own pace over a 12-month period. The training is an online offer that is complimented with WCM sprints and tailored management essential training including options for coaching and mentoring. 2023/24, 65 managers enrolled onto World Class Manager. Evaluation continues to tell us that the learning is positively received, and the themes align well with our management essentials. We are re-launching the World Class Manager network which will, going forward, be led by colleagues from the Learning & Development team.

### **Emerging Leaders**

26 managers have participated in our Emerging Leaders Programme which launched in September 2020. Emerging Leaders is a management development offer hosted by Solace in Business (part of the SOLACE group, a well-established consultancy specialising in supporting the public sector) which offers learners an accreditation from the Institute of Leadership and Management (ILM) of a Level 5 Diploma.

### **Coaching and Be a Leader, Build a Leader**

All our learning opportunities that we offer on a corporate basis are designed with a coaching approach. Coaching is available for senior officers upon request and within the last year a number of officers have had or are receiving coaching as part of our senior manager development offer. October 2023, we launched in partnership with Circl Ltd the Be a Leader, Build a Leader. Circl is an established provider who work with organisation to build inclusive leaders and promote social mobility, through teaching professionals how to coach, as equals, alongside talented young future leaders from diverse & under-represented backgrounds. This unique combination of coaching skills, training and social impact was designed to help build inclusive leaders who are capable of leading and empowering diverse teams. We recruited 15

young local residents and 15 H&F leaders to participate in the programme who graduated from the programme in December 2023.

### **Mentoring**

In May 2024 we launched Mentor Connect through a collaborative London Councils approach. Mentor Connect includes reverse mentoring and is an opportunity for our workforce to connect, learn, and grow with mentors and mentees across different London councils and departments from different protected characteristics across London.

### **Mandatory disability equity and co-production corporate training**

Inclusion London has been commissioned by Hammersmith & Fulham Council to develop and deliver a Disability, Equity & Co-production Training offer, mandatory for all staff. The programme was launched in May 2023 with the aim of targeting our manager cohorts with 248 managers attending the sessions. We are now in the process of rolling out the second cohort of manager training and the wider workforce with the aim of supporting a culture of embedding Disability Equity and Co-Production into our wider EDI offer. This training is driven by Hammersmith & Fulham's commitment to co-production and being 'ruthlessly inclusive' to Disabled people.

### **Absence management & wellbeing training for managers**

Employee wellbeing is critical for successful high performing organisations. This training is hosted by HR professionals and is conducted on a departmental basis alongside individual coaching sessions for managers to assist in active casework. It is designed to support managers with understanding why it is so important to manage absence and wellbeing effectively and proactively. The training includes providing guidance and support with case studies on menopause and disability.

### **Corporate induction & mandatory training**

We offer in person Corporate Induction and introduced Manager Induction this year which all goes to helping ensure that new starters feel welcomed, part of the team and ready to start alongside all other mandatory training, this year to date our mandatory completion rate is 76%.

### **Employment Law training for Managers**

Employment Law updates are provided for managers annually alongside investigations training, report writing and chairing hearings and appeals for new managers. Two sessions have been delivered to the Leadership Forum, one in respect of emerging legislation changes and the second on employment tribunals.

### **All staff: Learning Zone and online modules**

Over 100 wellbeing, personal growth and skills online e-learning modules are available to all staff. Our Wellbeing Wednesday sessions continue to be popular with audiences of 100+ on a regular basis. E-learning is available online so staff can learn at a time and day that suits them – perfect for learning from home and supports hybrid working. From April 2023 to March 2025, we have provided an offer of 472 online modules available via the Learning Zone and have registered over 30,000 completions.

### **Robust data, insights and monitoring**

Equality data continues to be monitored and published on the intranet, plus externally to meet our statutory requirements on pay gap reporting.

We continue to deliver against the actions identified in the H&F Equalities Plan. This plan addresses the Public Sector Equality Duty created under the Equality Act 2010. We've created and published a number of a short blogs 'for staff by staff' and encourage staff to 'share not declare' their data so that we can better understand workforce data in comparison to the local communities that we represent. As of March 2024 7.3% of employees indicated a disability and 87% of employees disclosed their ethnicity.

### **Staff Safety:**

We monitor instances of violent and aggressive behaviour to identify trends and patterns and those most at risk. This has enabled us to actively address and experiment with new techniques aimed at equipping staff with the skills and training needed to deliver services safely, without being subjected to or becoming victims of violence and aggression.

Some of the techniques and measures we used that contributed to the steady reduction in V&A incidents across our services over the past three years include:

- Conflict resolution training to front line facing staff,
- Zero tolerance poster campaign throughout the borough,
- Collaboration with our Law enforcement team (visible presence borough wide),
- Collaboration with the MET Police, LBHF community safety team & schools,
- Consultation with Facilities Management for space planning and designing a friendlier environment.
- Mandatory Awaken Violence and Aggression on-line training.
- The Employee Protection Register (EPR). The EPR is a confidential register containing details of individuals who have demonstrated violent, abusive or other inappropriate behaviour towards H&F staff, contractors or elected members of the council.

Our most recent safety measure started in March 2025 as a pilot scheme, deploying security officers in libraries (similar to what our neighbouring boroughs have done) to further reduce the likelihood of staff experiencing violence and aggression, therefore, providing a safer environment for staff and service users. Although it is very early to detail how effective these new measures are, staff engagement is positive; and we continue to monitor incidents and the effectiveness of our control measures as part of our review process.

### **Conclusion**

This report highlights our workforce's contributions that drive our success. By understanding our teams, we can identify areas for improvement and professional development, fostering a supportive and dynamic work environment. Our goal is to ensure our workforce reflects the local communities we serve, leveraging the benefits of a diverse and reputable workforce. Amidst recruitment challenges, we aim to stand out by embedding an inclusive culture and exploring innovative recruitment methods.

Our inclusive recruitment and development programs, such as the H&F Academy and Get Ahead Programme, demonstrate our commitment to employee growth and community engagement. We continuously refine our processes, enhance benefits, and promote flexible working to create a supportive environment.

Our six active EDI staff networks are crucial in delivering our Equalities Plan, raising awareness, and co-producing initiatives that benefit staff and residents. We are proud of our accreditations and partnerships that support our inclusive strategies. Collaboration across departments and with external stakeholders is encouraged to build effective partnerships, supported by our Leadership Forums and ethical behaviour and integrity are central to our leadership, ensuring responsiveness to community needs.

We continue to explore cost efficiencies through effective workforce planning and regular reviews of workforce data and agency usage. As we continue to develop and implement these initiatives, we are confident in our ability to navigate challenges and maintain our position as a desirable, inclusive, and supportive place to work, meeting the needs of our staff and community.