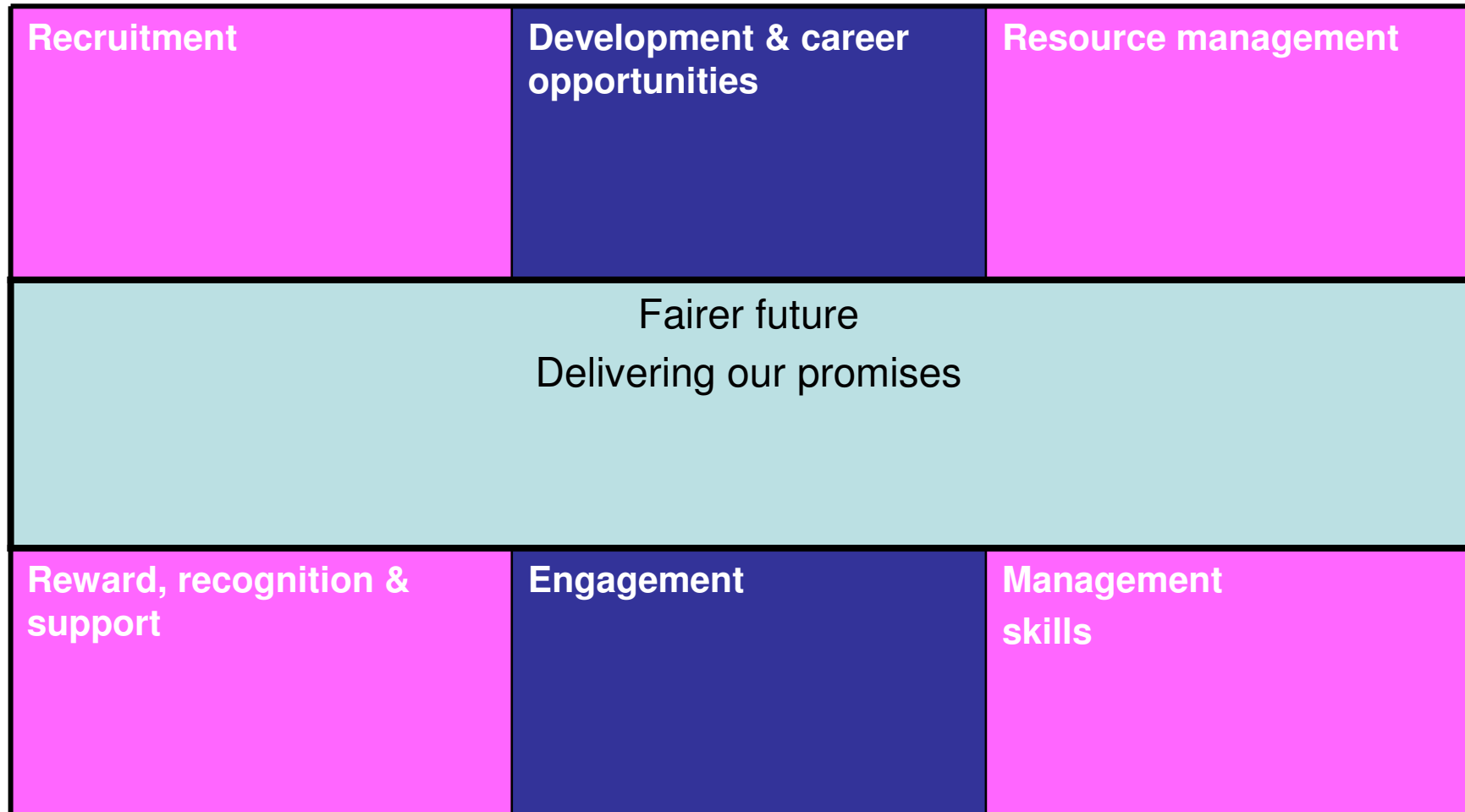


A fairer future for all workforce strategy 2013-16





<p>Our promises -</p> <ul style="list-style-type: none"> 1 - Provide value for money. 2 - Make the borough safer for all. 3 - Make every council home warm, dry & safe. 4 - Improve our customer services. 5 - Introduce free healthy school meals, champion improved educational attainment. 6 - Support vulnerable people to live independent, safe and healthy lives. 7 - Encourage healthy lifestyles 8 - Open Canada Water Library and conduct a thorough review of the library service. 9 - Bring the full benefits and opportunities of regeneration to all Southwark's residents. 10 - Double recycling rates and keep our streets clean. 	<p>Underpinned by our fairer future principles -</p> <ul style="list-style-type: none"> • Treating residents as we would wish members of our own families to be treated • Being open, honest and accountable • Spending money as if it were coming from our own pocket • Working for everyone to realise their potential • Making Southwark a place to be proud 	<p>Supported by our employees through best practice in –</p> <ul style="list-style-type: none"> Recruitment Resource management Employee development & career opportunities Reward, recognition & support Engagement and communications Identifying and developing leaders
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Recruitment

It is essential that Southwark is an employer of choice and we recruit staff of sufficient numbers and talent to deliver our fairer future promises

Objectives

- **Enhance the council's reputation as a modern employer.**
- **Aim to recruit the best.**
- **Recruit more quickly and seamlessly.**
- **Offer more opportunities for people to take up apprenticeships, trainee posts & compete for permanent employment.**
- **Develop a vocational learning framework for new entrants**
- **Work with partners, e.g. in safeguarding areas to set common standards.**

Ambitions

3% workforce are apprentices or first entry each year

90% of posts filled in 3 months; (advert to appointment) by 2015

Activities

Revised back office system - set common standards - best advertising practice - engage 100 apprentices in 2013-14, increase trainee opportunities, career pathway tools, improve methods and outcomes of selection.

Resource management

Ensuring we use every penny as if it were our own through striving to do things better.

Objectives

- **Maximise employment of staff in directly managed services.**
- **Reduce reliance on agency workers and consultants.**
- **Maximise redeployment of staff with associated support.**
- **Intelligent reorganisation of structures to deliver better efficient services.**
- **Build confidence in how we manage staff.**
- **Improve employee wellbeing & manage sickness absence**
- **Continuous improvement and streamlining HR processes.**

Ambitions

•Agency to be no more than 5% by 2015

•5% reduction in sickness absence each year

•All redeployees have planned support programmes

Activities

Controlling non staffing resources (agency, consultants) - divisional resources plans –greater automation of back office transactional tasks – increase in e-learning offer - comprehensive induction arrangements – equality analysis – employee health promotion – managing matters of discipline & capability quickly and fairly – supporting staff in reorganised services through to implementation.

Employee development & career opportunities

Develop people's skills & knowledge so that they enjoy productive careers & deliver innovative high performing services and excellent customer care.

Objectives

- Reinforce liP¹ standards.
- Dynamic departmental learning & development plans
- Deliver a comprehensive suite of corporate training (notably customer service) and maximise e-learning offer.
- Increase “grow your own”; trainees & access posts.
- Provide tools to support career pathways and breaking down barriers for those under-represented.
- Support staff through organisational change.
- Provide work-life balance options to maximise employment opportunities.

Ambitions

- *Attain liP gold 2014*
- *100% front line staff have customer services training by 2015*

Activities

Learning & development plans – optimise learning management system - housing academy – review use of development standards – promote flexible working - redeployment opportunities – interview/selection training - structured change programmes – career planning tools – structured support programmes to enhance careers.

¹ liP - Investors in people

Reward, recognition & support

Pay & non financial rewards are powerful motivators of our staff. They must be fair, seen as fair & robust to external scrutiny.

Objectives

- **Recognise the good work our staff do.**
- **Continue to pay London Living Wage as a minimum.**
- **Support the lower paid by applying minimum award (£250 for under £21,000 full-time).**
- **Manage expenditure & create “feel fair” environment.**
- **Publish an approved annual pay policy.**
- **Promote benefits of working with the Council.**
- **Promote membership of Local Government Pension Scheme.**
- **Ensure market sensitivity of pay packages for hard to fill posts**

Ambitions

- *Reduce non pension membership by 25% by 2015*
- *Achieve LLW in all contracts by 2016*

Activities

Market intelligence of pay – promote whole employment offer; leave, work life balance, training - saying thank you to our employees – publicising individual / team achievements excellence awards - robust controls on discretionary elements of pay – review potential of “no cost” benefits for staff –target communications on pension benefits.

Employee engagement & communication

Employees must trust the organisation and be committed to its goals. They must be empowered to believe their views count and will be acted upon.

Objectives

- **Respond to key findings of the staff survey 2013.**
- **Senior and Middle managers actively engage with their staff on the range of key issues**
- **Deliver effective internal communications which reach all staff.**
- **Encourage channels for feedback of staff members' views.**
- **Ensure effective industrial & employee relations especially to undertake meaningful consultation at times of change.**
- **Deliver training in team settings to secure commonality of understanding and consistent application.**

Ambitions

- *Improve staff satisfaction on key measures by 10% in survey 2015*
- *By end 2014 all staff will have the opportunity to meet their Chief Officer and portfolio member*

Activities

Action plan staff survey 2013 – reviewing use of *Source* and other IT communication channels – top manager listening groups - setting standards on team meetings and structured conversations – team based customer care training – delivering consultation.

Identifying & developing leaders

Employ & develop managers who can demonstrate the courage, energy & capability to deliver organisational goals, and in partnership with others

Objectives

- **New governance arrangements for senior management activity and decisions.**
- **Roll-out of refreshed management development standards.**
- **Develop those in feeder posts for managerial roles (succession).**
- **Support & facilitate staff to gain promotion; increasing representation of people from BME communities in senior posts.**
- **Introduce accredited line manager training.**
- **Ensure all training is linked to business objectives.**

Ambitions

- *Increase the proportion of BME top managers by 10% by 2015*
- *All middle managers to have attended accredited training by 2016*

Activities

Modernise groups – broader CMT membership - Leadership Group – defined development standards - Southwark as an ILM accreditation centre – redesigned development programme for middle and line managers – development framework – new induction arrangements.