

APPENDIX 1

Workforce strategy 2013-16

An update October 2014

Recruitment	Development & career opportunities	Resource management
A fairer future for all Delivering our promises		
Reward, recognition & support	Engagement	Management skills

Introduction

Workforce Strategy agreed by cabinet 22/10/13. Six key employment areas still relevant today to support the delivery our 10 new fairer future promises

Our promises –

1. Provide value for money
2. Free swimming and gyms; double number of NHS checks
3. Quality affordable homes
4. More and better schools
5. Nurseries and childcare; help to parents to balance work & family life
6. A greener borough
7. Safer communities
8. Education, employment, training, school leaver opportunities, support more local people into jobs, apprentices
9. Revitalised neighbourhoods,
10. Age friendly borough

Underpinned by our fairer future principles -

- 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

Supported by our employees through best practice in –

Recruitment

Resource management

Employee development & career opportunities

Reward, recognition & support

Engagement and communications

Identifying and developing leaders



Update

For each of the 6 areas of our Workforce Strategy -

We previously set out –

- Our objectives
- 2 or 3 ambitions that will stretch us
- Indicated actions we would take

We will update on progress-
Changes in the council impacting

- Work that we have done**
- Areas of difficulty**
- Achievements**

We will set out actions for the year ahead

We are proposing an additional area
for the Strategy

**Building a workforce for next
generation public services**

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

Progress

Larger workforce – year end 13/14 4814, 4% increase.
Recruitment system established.
Setting up systems on time to fill – base line approx 60% filled in 3 months.
Exploring innovative recruitment options; e.g. use of web advertising, mobile site for candidates.
Study on improving recruitment decisions.
52 apprentices currently on programme (plus 21 contractors)
New recruitment approach for Home Care & Care Home staff (at forefront of national programme)
Revised induction arrangements
Introduced resource shared with partners on safeguarding.
Working with local press to better promote opportunities to local people.

Actions year ahead

During 2014 will have engaged a further 87 (plus 16 contractors) apprentices/ trainees – recruitment; reduce time fill – set common selection criteria – improve quality of decisions – promote career options to staff and ways to achieve.

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; associated support.

Intelligent reorganisation of structures to deliver better efficient services.

Build confidence in how we manage staff.

Improve employee wellbeing; manage sickness

Continuous improvement and streamlining HR processes

Ambitions

5% reduction in sickness absence each year

All redeployees have planned support programmes

Agency to be no more than 5% by 2015

Progress

Supported return of Customer Services.

Controls on agency, consultants. But more demand for agency workers. Year end 13/14 around 7.3% of workforce.

Reorganisations - using leadership network to challenge how to do things differently.

Externally provided support available for every employee facing redundancy.

Employee health & wellbeing strategy in place.

Average sickness (13/14) 7.49 days per person; 2.3% drop compared to 2012/13

IT platform used for most HR transactional tasks

Actions year ahead

Prepare for budget reductions 15/16; service requirements & how we support individuals - embed divisional resources plans – challenge agency usage –roll-out employee health & wellbeing strategy – case management all instances of long term sickness – managing matters of discipline & capability quickly & fairly.

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 liP¹ gold 2014/15 ¹ (investors in people)

100% front line staff have customer services training by 2015

Progress

Working towards liP gold by March 2015.

986 training workshops delivered 13/14 – providing the most comprehensive training programme delivered to date (to Southwark & multi-agency).

Customer services training 13/14 – 86 out of 220 line managers fully trained and cascaded learning.

Supervisory and line management ILM programmes supporting management career pathways.

Training options; suit learning styles, including e-learning modules.

Emphasis has been on apprentices; now looking at other opportunities, e.g. housing academy.

Multiple methods to support people through change.

Promotion of flexible working options; now statutory right to request.

Actions year ahead

liP assessment November '14 to March '15. Greater application of internal (ILM) accredited learning.

Structured career pathway frameworks into all professional areas. Creation of Housing Academy "pilot" to approach to creating structure pathways into the profession.

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

Progress

Customer excellence awards – cross council.
Saying thank you to staff, e.g. Chief Executive intranet (Source) bulletins
Applied London Living Wage and pay award minimum.
Published pay policy.
Maintain controls on discretionary pay elements, e.g. honoraria
Introduced new Pension scheme to the Council April 14; multiple presentations & Q&A sessions.
Member agreement (August 13) to amend pay ranges – keeping us competitive.

Actions year ahead

Market intelligence of pay – platform for staff benefits (no cost to council) – increased transparency on pay – regular promotion of Pension membership – recognising employee achievements; individual / team.

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

<p>Objectives</p> <p>Respond to key findings of the staff survey 2013. Senior & Middle managers actively engage with their staff on the range of key issues Effective internal communications - reach all staff. 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</p> <p><i>Ambitions</i></p> <p><i>Improve staff satisfaction on key measures by 10% in survey 2015</i> <i>By 2014 all staff will have met their Chief Officer and portfolio Member</i></p>	<p>Progress</p> <p>Leader & Chief Executive Meetings with staff. Refresh of intranet. Established trade union consultation mechanisms Staff feedback encouraged on topic basis, e.g. IT. Team based customer care training Arrangements in train for staff survey 2015</p>
<p>Actions year ahead</p> <p>Continue meetings with Chief Officer/ portfolio Member – respond to survey outcomes –improve staff communication methods outside Tooley St/ Queens Road hubs – working with Trade Unions on changes for 15-16 through budget reductions.</p>	

Identifying & developing leaders

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

<p>Objectives</p> <p>New governance arrangements for senior management activity and decisions.</p> <p>Roll-out of refreshed management development standards.</p> <p>Develop those in feeder posts for managerial roles (succession).</p> <p>Support & facilitate staff to gain promotion; increasing representation of people from BME communities in senior posts.</p> <p>Introduce accredited line manager training.</p> <p>Ensure all training is linked to business objectives.</p> <p>Ambitions</p> <p><i>Increase proportion of BME top managers by 10% by 2015</i></p> <p><i>All middle managers attended accredited training by 2016</i></p>	<p>Progress</p> <p>Revised CMT/ CMB arrangements</p> <p>175 participants in management development programme</p> <p>Increase in BME staff JNC level – year end 13/14 14.8% (12.6% 12/13)</p> <p>Southwark successfully achieved ILM accreditation Centre status</p>
<p>Actions year ahead</p> <p>Embedding the recent piloted “stepping stone” management development programme for BAME staff as part of the overall Leadership & Management Programme. Enhancing the 3 levels of the programme providing a supportive career progression route into management and leadership</p>	

Building a workforce for next generation public services

Proposed new area

Drawing on the talent & diversity of London communities create a workforce with the capability & confidence to meet new & changing demands

Objectives

- Talented young Londoners choose public sector and Southwark as a career choice.
- Staff have the necessary competence to take on new challenges, move between services.
- Staff are proud to work for Southwark.
- Employees and their representatives positively shape the organisation.
- In-house services deliver fairer future promises; e.g. council's new homes programme.

Ambitions

Increase proportion of employees 16-29 years by 5% 2016.

By 2016 75% of employee would speak highly of the council¹ as an employer

Activities year ahead

Study; impact of demographics on employment offer - links with education centres future skill requirements – identification of common skills across job types – ways to improve employee dialogue – staff survey – study in-house services in competitive scenarios – reviewing employee contract options.

¹ 2013 survey 61% would speak highly