

<b>Item No.</b> 16.	<b>Classification:</b> Open	<b>Date:</b> 16 July 2019	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Southwark Workforce Strategy Refresh 2019-2022	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Kieron Williams, Housing Management and Modernisation	

## **FOREWORD - COUNCILLOR KIERON WILLIAMS, CABINET MEMBER FOR HOUSING MANAGEMENT AND MODERNISATION**

For any organisation, its staff are its greatest asset, and this is particularly true for Southwark council, where so many of our staff deliver excellent frontline services to our residents every day.

We know that the majority of our staff feel Southwark is a good place to work and are proud to work here, understanding and respecting the values of our organisation. We also know there are some improvements we can make. It's also essential that if the council is going to be fit for the future, and operate effectively in a time of government cuts to our funding and growing demand for our services, we need to make some changes to the way we support and manage our workforce.

This update to our workforce strategy pulls together a clear plan for how we can provide staff across the council with a more consistent experience, reduce bureaucracy and communicate to and between staff more effectively. It recognises the need to recruit and retain good staff, and ensure we have the right staff, with the right skills in the right jobs. It considers what those staff need to do their job well, to feel supported and to feel part of a 'One Southwark' workforce. Crucially, it sets out a plan for how we can help our staff offer our residents what they want and need in a changing world, now and in the future.

## **RECOMMENDATIONS**

1. To note progress against the Workforce Strategy as agreed by Cabinet in November 2016.
2. To agree the refreshed vision, outcomes and deliverables contained in the workforce strategy.
3. To note that following the agreement to the workforce strategy refresh that a programme of work phased over the three years of the strategy will be developed, and reported back to Cabinet annually as part of the equalities workforce report reporting cycle.

## **BACKGROUND INFORMATION**

4. Southwark's workforce strategy was agreed by Cabinet on 1 November 2016 as part of the council's modernisation programme alongside the workplace and IT strategies. The programme focuses on the fundamental building blocks for transforming and modernising the council.

5. The workforce strategy set out nine key employment related areas to support delivery of the council's fairer future promises. Each year, Cabinet receives a report highlighting some of the recent and forthcoming activity across the nine areas, illustrated with example data from the annual workforce report. These nine areas are:
  - New ways of working
  - Recruitment and retention
  - Management and leadership
  - Learning and development
  - HR and management policies
  - Pay and reward
  - Equality and diversity
  - Job design and organisational structure
  - Wellbeing and engagement
6. Although these nine areas remain relevant, since the workforce strategy was agreed in 2016, significant progress has been made against the deliverables and our Council Plan has been updated. This means this it is timely to take a mid-point review, and ensure that our workforce strategy remains relevant and valuable to support our staff in the delivery of excellent services to residents. In addition, we have conducted a full staff survey and been re-accredited for Investors in People (IIP) Gold against a more challenging standard.
7. In addition, Southwark has been supporting the GLA on the development of the Mayor's Good Work Standard which sets out some ambitious workforce commitments.
8. This strategy refresh is based on us having a clear understanding of our workforce and service needs, taking into account the drivers for change. Delivering this strategy will provide our productive workforce with the skills and structures that they will need to deliver the council's priority outcomes and to make sure that we are fit for the future.
9. There is a solid evidence base underpinning this strategy refresh, founded on our detailed workforce data. Two hundred staff were involved in the design of the original workforce strategy, and we have taken into the account the views of more than half our staff as heard through the staff survey and our IIP inspection in the design of this refresh. In addition, we have held workshops with HR and Organisation Transformation staff. We engaged our self-organising staff networks (Empower; LGBTQ+; the Women's Network and Spectrum) to take their feedback into account. We also met the Trade Unions and took their feedback on board.
10. In recognition of the fact that it is vital that we meet the needs of our workforce through this strategy, we will go back to all of these groups as well as a sample of wider staff groups when we design the detailed delivery plan for this strategy.
11. The refreshed strategy also continues to meet the requirements of the Public Sector Equality Duty 2011, which requires public bodies to publish relevant, proportionate information annually demonstrating their compliance with the Public Sector Equality Duty. Information will be produced through an annual workforce report, which comprises a range of workforce related data and is presented to Cabinet every autumn and published on the council's website.

## KEY ISSUES FOR CONSIDERATION

12. This workforce strategy refresh will help us to be sure that we are putting in place all of the essential elements needed to make sure that our people can deliver our corporate plans and priorities for our borough and as one council. Progress against the strategy over the last two years, has been set out below, grouped against each of the nine strategic delivery areas:

### Progress to date against the 2017-2020 workforce strategy

13. **New ways of working:** New technology is assisting us to modernise the way we work and we are piloting remote working, better digital skills and flexible working spaces in Adult Services, Modernise and Children's Services. HR and Organisation Transformation have tested the new working approach which has allowed Housing Solutions to make a much-needed move to the second floor of Tooley Street. We upgraded our HR systems (SAP), recruitment and agency worker systems and implemented a new Learning Management System to improve the learner experience, make accessing our learning offer easier and to better evaluate and report on our learning and development activities. An efficient on-line system for DBS checks is saving the council £138k each year and an ongoing programme of improving payroll employee processes ensures that business as usual activity is easy for staff and managers to undertake.
14. Looking to the future, 79% of staff understand the need for change and 75% believe they understand how much the council will have to change due to ongoing budget pressures. A digital skills framework and self-assessment tool has been launched to support our staff's digital literacy. This is now the reality of the working day, with improved audio-visual resources in meeting rooms and livestreaming of council meetings and events rolled out and embedded.
15. **Recruitment and retention:** New and streamlined recruitment and resourcing systems provide us with the flexibility to attract candidates and to facilitate different needs through our disability confident commitment. We have strong recruitment practice in particular around safe recruitment, with a recent audit of employer vetting being assessed as 'Green'. We continue to innovate with new approaches to executive search and recruitment advertising, as well as the use of Twitter and LinkedIn. Research shows 72% of people apply for jobs via a mobile app and candidates can also now apply for jobs through their mobile device. We have also launched a recruitment Twitter account @southwarkjobs and developed our LinkedIn presence. This led to Southwark winning 'Best social media' for a recruitment campaign at the PPMA awards in May 2019. Our apprentice scheme has placed us in the Top 100 apprentice employers.
16. We continue to develop our employer brand so that we can continue to reach and retain high calibre staff, supported by effective recruitment and retention policies. Of new starters to Southwark, the percentage of BME candidates recruited (52%) continues to mirror our existing establishment. We will continue to monitor this and encourage diversity further up the organisation. The experience for new starters has been transformed with an on-boarding site at the point of appointment, streamlined induction and an induction with the Leader and Chief Executive. Underpinning all of this is better procurement of the systems and services that we use to save the council money, offer a wider choice for managers and attract better quality candidates.

17. **Management and leadership:** We launched our Southwark Manager toolkit and learning programme in 2018 to provide a consistent approach to being a manager at Southwark and a new manager induction has been developed. Our well-regarded Institute of Leadership and Management (ILM) programme has been attended by 375 managers since it started in 2014, and we have launched a new provision consisting of Executive Coaching and Mentoring and Strategic Leadership and Management. Our liP inspector noted the improvement to management that this has engendered, as well as a 'One Council' approach supported by a network of the Top 500 managers across the council, quarterly meetings of the Top 100 managers to discuss strategic priorities and areas of focus and a programme of thematic masterclasses.
18. **Learning and development:** liP noted our employee dedication to the residents, the quality of work and the quality of the services as coming across 'loud and clear', as well as their support for the Council to continue to be a high-performing one. Southwark is one of the last boroughs to continue its investment in a professional qualification scheme to support staff progression. This is on-line for staff who can access it, and a good proportion of frontline staff have accessed the scheme using the paper application process.
19. The council-wide learning programme is monitored to ensure that a representative proportion of our workforce are accessing development opportunities. The coaching, mentoring and reverse mentoring schemes are newly launched to support career progression, and a career development portal to support all staff in taking ownership of their own careers has been launched. We work with Trade Union partners around our induction and as part of our basic skills learning offer for numeracy and literacy for staff, including those with English as a second language.
20. **HR and management policies:** Management and trade unions are working together to review and modernise our suite of employee relations policies and to refresh our **approach** to industrial relations. We have also introduced a new policy to support women experiencing premature births and are working with staff and unions to co-produce guidance on gender identity and transition. The probation policy and fostering friendly policy will be launched shortly and the council will pilot changes to the disciplinary policy as part of its review. Parental leave for members has been reviewed and updated. Our staff working relationships are good - the workforce report shows a relatively low number of disciplinary investigations and actions across the workforce and there are low numbers of staff complaints. Sixty staff have been supported to apply through the EU Settlement scheme. Managers are well informed about their people matters and are able to understand any organisational trends as reporting has become consistent and consolidated.
21. **Pay and reward:** Southwark has generous centrally negotiated terms and conditions and is London Living Wage accredited, including for agency staff, contractors and apprentices. We are able to respond seamlessly to legislative changes such as IR35 and the apprentice levy. National changes to pay scales have resulted in a need to adjust our pay grades to accommodate the changes and we have reached agreement in principle with trade unions on a two-year pay arrangement that they are consulting their members on. We provide a range of staff benefits in addition to pay including salary sacrifice schemes to support with living costs and we provide support with debt counselling via our Employee Assistance Programme. 2018/19 will be the third year of publishing gender pay gap data, which

continues to show that the average pay for female staff is above the average pay for male staff. A review of craft worker terms and conditions is underway.

22. **Equality and diversity:** Southwark has long-standing arrangements for Trade Union consultation and we facilitate self-supporting employee groups for women, BAME and LGBTQ+ staff and those with disabilities, in particular the Autism Spectrum. We have a strong background on equality with regular workforce reports and progressive policies. Our 2017 council-wide staff survey indicated that there were no significant differences in staff satisfaction by equalities strand, that the location in which staff are based is the factor which affects satisfaction levels. We launched a workforce equality plan in 2018 that goes beyond protected characteristics and also looks at socio-economic considerations. We have retained our disability confident status and improved the recruitment and retention of staff with a disability, particularly of our apprentices. We are committed to increasing diversity at the senior levels of the organisation and are working with different groups to improve our approach to career development and in-work progression.
23. **Job design and organisational structure:** We produce quarterly management information reports for managers to ensure a focus on staff demographics and workforce planning, including use of contingent workers, e.g. agency resources. Our approach to designing structures incorporates a 'growing our own' model and has some tangible successes. It is well established within Children's Services, where the Director, Assistant Director and Heads of Service were internal promotions; the new structure sets out clear career progression pathways from newly qualified social worker up and allows us to improve on succession planning. We know that structural change, while necessary for the council to continue to improve, is difficult for staff and we engage closely with TUs to hear feedback and to enable them to support their members. The Place and Wellbeing department was created in 2018 to link our Public Health insight and expertise to our exceptional regeneration efforts, which have supported the borough during a decade of funding cuts.
24. **Wellbeing and engagement:** Southwark's staff survey showed excellent levels of engagement (78% of staff are proud to work for the council and 71% are engaged). Four in five (81%) staff understand the council's vision and values (up 7% since 2015). Nine in ten (89%) staff understand how their work contributes to the success of the organisation. IiP reflected these as real strengths in 2018, as well as people being trusted to make decisions that are right for their department or function and strong teamwork and collaborative working. An engagement programme, in partnership with communications colleagues has been implemented and our senior managers are committed to being visible to staff through conferences, events, blogs and visits to team meetings.
25. An action plan to respond to feedback from IiP and the staff survey, which integrates into our workforce and equalities plans have been developed and agreed. We continue to lead London in the numbers of apprentices in the council and the borough, and a third of our apprentices are studying for higher level qualifications. Against the national trend of a 40% drop out for apprentices during their studies, 91-93% of our apprentices each year complete their qualification and we retain 90% of our apprentices within the council after their studies.
26. We have a health and wellbeing strategy in place, which is led through public health and we have attained the middle level of the Healthy Workplace Charter and successfully signed the Time to Change pledge, aiming to reduce the stigma of

mental health and are training mental health first aiders. Improved management reporting and a review of absence categories has improved our insights, which can be viewed in real time through automated reports for managers.

### **New areas of focus for the workforce strategy refresh 2019-2022**

27. There are a number of drivers for our future focus for our workforce. In line with the commitment in the **Council plan** for residents, we will work to improve the provision for one-to-one support for our lower paid staff to help with basic qualifications in English and maths and digital skills to get the jobs of the future and to progress to better paid work. We will introduce a structured internship scheme, using the best practice that we have honed from our apprenticeship scheme, to allow us to contribute to the wider commitment to make sure that young people from low income backgrounds get paid internships with London's best employers. We will provide a rounded offer of internships, returnships and structured work experience. We will also ensure that we reflect the principles in the **Fairer Future Procurement Framework** for our workforce.
28. The **Southwark Staff survey 2017** indicates that further work seems to be needed to embed a culture where staff of all levels drive change and generate innovation. In 2017, a minority (44%) agree that they would be confident that any ideas they put forward would be considered. Although in line with public sector benchmarks, staff satisfaction is lowest around feeling that change is well managed (37%).
29. The **liP Gold accreditation** in 2018 challenged us to continue to improve how we recognise and reward high performance and noted that the visibility and engagement of all senior managers could be better, encouraging more staff to lead on initiatives in order to increase the level of empowerment. This can be achieved through encouraging more formal and informal networks and maximising collaboration among workers and support our people in taking ownership. We will also retain our focus on succession planning and improving diversity in some management teams. The liP accreditation is a valuable tool for assessing our organisational health, and we will work to retain the accreditation.
30. Having assessed ourselves against the **Mayor's Good Work Standard**, although we offer a range of programmes, our more universal approach to career development and progression would benefit from improvement to introduce career reviews for all and we will continue to embed mentoring and coaching. These foundations will better enable us to run positive proactive programmes and provide support for underrepresented or disadvantaged groups.
31. We offer a range of benefits, in particular salary sacrifice schemes but will explore options to support staff to help with housing and living costs through access to loans and advice. Our progressive policies for women and families do not presently have specific named workforce measures in place for menopause or domestic violence although we are looking at these together with our trade union colleagues.
32. Our approach to more strategic workforce planning is in development; we are reducing our use of agency workers where we can and although we do limit the use of non-standard workers, we will carry out further work to ensure that their worker type and conditions are appropriate. We plan to do more to advertise jobs and proactively encourage applications from under-represented groups.

## Understanding the requirements of our workforce

33. We have looked at the type of work that people do in the council and have categorised people into four distinct areas by the type of role that they carry out. This has been done to ensure their requirements are thought through and considered. We have identified four types of role:

Role type	Characteristics of the role
<b>Fixed</b>	<ul style="list-style-type: none"> <li>This role is based in a specific location</li> <li>The work carried out has to be within a specific building, location or a fixed point within a building</li> <li>Examples of this type of role are staff within a crematorium or library</li> </ul>
<b>Flex</b>	<ul style="list-style-type: none"> <li>The work undertaken by this type of role can be carried out in a variety of settings within the office e.g. meeting rooms, desks, breakout areas and can also work away from the office.</li> <li>The majority of interaction for these roles is with other LBS staff or other professional visitors</li> <li>This type of role is likely to be based at Tooley Street (e.g. Finance, HR)</li> </ul>
<b>Free</b>	<ul style="list-style-type: none"> <li>The work carried out by this role could be in a variety of settings within the office e.g. meeting rooms, desk, breakout areas and work away from the office or at hospitals, courts or schools</li> <li>The majority of interaction is through face to face customer interaction either at the office, in their homes or elsewhere in the community</li> <li>This type of role is likely to be based in our Peckham offices (e.g. Adult Social Services, Housing Solutions, Childrens social care)</li> </ul>
<b>Front Line</b>	<ul style="list-style-type: none"> <li>This role is not office based, and could work out of depots, in parks or on the street.</li> <li>This role is likely to be responsible for maintenance and cleaning of the environment and is a visible presence across the borough</li> <li>This type of role will not spend large amounts of time in a building, but will be based near the point of service delivery (eg Depots and mess rooms for Waste and Cleansing)</li> </ul>

## The deliverables for the workforce strategy refresh 2019-22

34. This section sets out the deliverables, which will continue to be grouped under our nine existing delivery areas. Following agreement of this strategy, work will be carried out to establish a three year programme of work, phased with clear measures of success and key performance indicators so that progress can be monitored. As set out at paragraph 10, this will be developed with the full engagement of staff and unions and will be reported annually as part of the equalities workforce report cycle.

### Deliverable area 1: New ways of working

35. The promise to our workforce is that: *We recognise that when you work, where you work and how you work are hugely important factors in enabling individuals to perform to their very best and deliver the outcomes we want from them. The expectations and needs of our residents are constantly changing and we need to move with them; that means we need to ensure relevant services are available*

*when people need them, that we can work productively and quickly with colleagues across the council and in other organisations, that we make the best possible use of our buildings and that we have the right digital technology to make our employees' jobs as efficient and rewarding as possible.*

36. To achieve this, it is important that this workforce strategy operates in tandem with the council's IT strategy and Workplace strategy. We want council employees to be able to make a difference every day and to do that we need to build on what they have told us we are already good at, including flexible working opportunities, and get better at things that have frustrated them, including digital technology and their ability to use that technology.

<b>We will continue our focus on:</b>	<b>Deliverables:</b>
<ul style="list-style-type: none"> <li>Implementing a programme to provide staff with the skills, tools and workplace to maximise activity based working</li> </ul>	<ul style="list-style-type: none"> <li>Develop remote and flexible working protocols to support staff across all of our role types</li> </ul>
<ul style="list-style-type: none"> <li>Reviewing our systems and processes to make sure that they are as efficient as possible and help not hinder our workforce in carrying out their work e.g. payroll, employee processes and learning management</li> </ul>	<ul style="list-style-type: none"> <li>Replacement of repetitive manual processes with new automations</li> <li>Introduction of standard operating procedures to ensure consistency</li> <li>Reviewing our starter and leaver processes.</li> </ul>
<ul style="list-style-type: none"> <li>Support each of our four worker types in their ability to use technology, undertake research and transactions and consider how digital advances can help them carry out their roles.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver a digital learning and skills programme tailored to each worker type to support the roll out of new ways of working</li> </ul>

## **Deliverable area 2: Recruitment and retention**

37. The promise to our workforce is that: *We will develop an employee brand supported by effective recruitment and retention policies. We will introduce pathways into the organisation so that as the council and our services evolve we have the right staff with the right skills doing the right jobs.*
38. To achieve this, the apprentice offer will be expanded to include internships, work experience and returner programmes, offering more opportunities and pathways into work for residents. The conditions for our non-standard worker types will be reviewed and this will enhance our strong employer brand.

<b>We will continue our focus on:</b>	<b>Deliverables:</b>
<ul style="list-style-type: none"> <li>Workforce planning and managing contingent worker usage well and fairly</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing our use of agency workers and reducing numbers where we can.</li> <li>Reviewing our use of casual workers and ensuring that their worker type and conditions are appropriate.</li> </ul>



We will continue our focus on:	Deliverables:
<ul style="list-style-type: none"> <li>Ensuring safe and compliant employment checks</li> </ul>	<ul style="list-style-type: none"> <li>Carefully overseeing employment vetting arrangements e.g. DBS</li> <li>Ensure vetting arrangement are compliant with the EU settlement scheme</li> <li>Complying with HMRC requirements on IR35</li> </ul>
<ul style="list-style-type: none"> <li>Developing our employer brand so that we are an employer of choice and are able to attract and retain high quality candidates</li> </ul>	<ul style="list-style-type: none"> <li>Develop an employer value proposition that takes account of professional motivations and Southwark's strengths as a borough and an employer</li> </ul>
<ul style="list-style-type: none"> <li>Continuing our apprentice programme to provide high quality opportunities and development pathways across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Developing more higher level apprenticeships</li> <li>Encouraging our manager to recruit and support apprentices to meet our target of 3% of the workforce being apprentices, trainees or first level entry</li> </ul>
<ul style="list-style-type: none"> <li>Create opportunities for Southwark residents to start their career in the council</li> </ul>	<ul style="list-style-type: none"> <li>Providing a rounded offer of internships (100 by 2022), returnships and structured work experience and work encounters.</li> <li>Making more entry level jobs open to local residents who are not in work, including those with few or no formal qualifications</li> </ul>
<ul style="list-style-type: none"> <li>Extend the reach of our recruitment talent pool and improve representation</li> </ul>	<ul style="list-style-type: none"> <li>Doing more to advertise jobs and proactively encourage applications from under-represented groups.</li> <li>Explore partnerships and accreditations e.g. Timewise</li> </ul>

### Deliverable area 3: Management and leadership

39. The promise to our workforce is that: *Our success in being a good employer and in delivering on our promises to our residents depends on the support, energy and professionalism of our managers and leaders. We will therefore ensure our managers and leaders have the knowledge, confidence and tools to support and develop staff, make fair decisions, explain our work and are clear what it means to successfully deliver our services in Southwark. This will be part of the day job and not something that people get around to doing after accomplishment of other aspects of their jobs. Leadership opportunities are available for all levels of staff to help bring forward and identify Southwark's next generation of leaders.*

40. To achieve this, the improvements that were noted through the liP inspection will be progressed further, and there will be a focus on supporting and developing middle managers across the organisation, particularly those who are not based in Tooley Street.

We will continue our focus on:	Deliverables:
<ul style="list-style-type: none"> <li>Making sure that managers and leaders are clear in what is expected of them and are confident in carrying out these expectations</li> </ul>	<ul style="list-style-type: none"> <li>Embedding the Southwark ways of working, our behaviours framework aligned to the Fairer Future principles.</li> <li>Introducing 360-degree feedback to managers and staff</li> <li>Promoting opportunities and events for managers and leaders to learn through networks and each other's experience.</li> <li>Challenging poor and inappropriate behaviour and language and under-performance</li> <li>Continue the Top 100 events and the Leadership Insights network</li> <li>Increasing the visibility of senior managers</li> </ul>

**Deliverable area 4: Learning and development**

41. The promise to our workforce is that: *We will create a workplace where you enjoy what you do and have opportunities to develop and share your knowledge with others. Learning and development opportunities will always enable better performance in your existing job and/or help you to progress within the council. The council will develop alternative learning routes to activity support staff in developing their digital skills to support them as we move towards the jobs of the future.*
42. To achieve this, the council will continue to focus on development, and ensure that staff across all role types and locations around the borough have access to learning that supports them in developing and progressing their careers.

We will continue our focus on:	Deliverables
<ul style="list-style-type: none"> <li>Continuing a learning programme in which the majority of learning happens on the job, some through networks, events and coaching and mentoring and a smaller proportion through classroom based learning (the 70:20:10 model) to help people carry out their role to the best of their ability, and to progress their career</li> </ul>	<ul style="list-style-type: none"> <li>Procuring longer term high quality, good value for money learning programmes</li> <li>Working to improve the provision for tailored support for our lower paid staff to help with basic qualifications in English and maths and digital skills including those with English as a second language</li> <li>Embedding our coaching, mentoring and reverse mentoring programmes</li> </ul>

We will continue our focus on:	Deliverables
	<ul style="list-style-type: none"> <li>• Promoting professional qualifications and qualifications through the apprentice levy for our staff</li> <li>• Developing and extending our career progression framework to support all staff in developing their careers</li> <li>• Introducing career reviews for all</li> <li>• Reviewing modern slavery and sexual and criminal exploitation learning and training frontline staff in spotting warning signs and enabling them to promote awareness amongst residents</li> </ul>

### Deliverable area 5: HR and management policies

43. The promise to our workforce is that: *Our HR and management policies will be a means to an end, not an end in themselves. We will therefore only have policies and procedures that add value and improve our management practices which are fit for the future.*
44. To achieve this, management policies will be reviewed, taking into account the need for support for staff as they progress through different stages of their employment pathway and their lives.

We will continue our focus on:	Deliverables:
<ul style="list-style-type: none"> <li>• Researching, engaging, drafting and consulting to modernise our management policies e.g. employee relations and pensions</li> </ul>	<ul style="list-style-type: none"> <li>• Improved approaches to management of disciplinary, grievance and capability matters</li> <li>• Introduction of a probation policy</li> <li>• Developing employer side pension guidance</li> <li>• Equalising the impact of pension legislation changes for our staff.</li> <li>• Reviewing our industrial relations framework</li> </ul>
<ul style="list-style-type: none"> <li>• Supporting our staff as the country prepares for the possibility of leaving the EU</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a programme of awareness and support around the EU settlement scheme</li> </ul>
<ul style="list-style-type: none"> <li>• Being a family friendly employer</li> </ul>	<ul style="list-style-type: none"> <li>• Introducing a parental bereavement scheme</li> <li>• Continuing communications around premature birth and fostering policies</li> <li>• Measuring retention rates to be sure</li> </ul>

We will continue our focus on:	Deliverables:
	<p>that we are retaining our parent returners and providing the support that parents may need</p> <ul style="list-style-type: none"> <li>Review our parental and adoption leave policies to ensure they are good practice</li> </ul>
<ul style="list-style-type: none"> <li>Supporting our staff when they experience health and welfare issues</li> </ul>	<ul style="list-style-type: none"> <li>Working with health colleagues to support female-specific initiatives such as menopause and period dignity</li> <li>Introducing policies or guidance to support staff around domestic abuse and violence.</li> </ul>

### Deliverable area 6: Pay and reward

45. The promise to our workforce is that: *Our most valued resource is our staff and we will therefore ensure that the rewards of working for Southwark are attractive, modern, and relevant to the aspirations of our workforce. They will be fair to both our employees and residents. Staff will understand the package of pay and benefits that applies to their work and we will regularly review our offer to ensure fairness and value for money.*
46. To achieve this, a review of benefits will take into account our responsibility to support the council's priority to address climate change while taking into account our inner-London location and the challenges that poses for staff around the affordability of living costs.

We will continue our focus on:	Deliverables:
<ul style="list-style-type: none"> <li>Continuing to improve how we recognise and reward high performance</li> </ul>	<ul style="list-style-type: none"> <li>Delivering a comprehensive pay and grading review, consulting and involving staff and trades unions</li> <li>Reviewing craft worker terms and conditions</li> <li>Carrying out pay audit</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring our benefits package is modern and fit for purpose</li> </ul>	<ul style="list-style-type: none"> <li>Exploring options to support staff to help with housing and living costs through access to loans and advice.</li> <li>Reviewing any benefits which encourage car use in line with our priorities around air quality and climate change.</li> </ul>

**Deliverable area 7: Equality and diversity**

47. The promise to our workforce is that: *Southwark is hugely proud of our diverse and vibrant local community and we want to reflect this at all levels within the council. We have talented, compassionate, and creative people in all of our communities and workforce. We are determined to identify and remove any barriers preventing people from enjoying the career they deserve within the council. We will ensure inclusiveness, respect and dignity for all of our workers are key measures in all of the work we do.*
48. To achieve this, the work programmes that have been established to promote inclusiveness and approaches that go beyond the protected characteristics will be further enhanced, taking on board feedback from staff networks and continuing our senior leaderships championing of inclusivity within the organisation.

We will continue our focus on:	Deliverables:
<ul style="list-style-type: none"> <li>• Delivering our workforce equality plan which promotes an inclusive approach to our workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging and supporting our self-organising staff groups</li> <li>• Introducing guidance on gender identity and transition</li> <li>• Improving diversity in at senior levels across the council</li> <li>• Making clear our zero tolerance approach to discrimination, abuse, hate crime, harassment and bullying</li> <li>• Implementing mandatory learning around unconscious bias</li> <li>• Assigning a senior level diversity and inclusiveness ambassador in each department</li> <li>• Introducing ethnicity and disability pay gap reporting as part of our annual workforce reporting.</li> </ul>

**Deliverable area 8: Job design and organisational structure**

49. The promise to our workforce is that: *We will always ensure we have designed our structures and our jobs to deliver the best possible services for local people and the most rewarding jobs for our staff to do. We will do this with the commitment to support a One Council approach and have structures that support different parts of the council to work well together. We will consult and involve staff and trades unions in shaping the organisational structure.*
50. To achieve this, the council will develop structures that facilitate flexible roles and continue to understand, address and develop creative solutions for professional specialisms which are hard to recruit to.

We will continue our focus on:	Deliverables
<ul style="list-style-type: none"> <li>• Designing structures that are fit for the future for staff to have opportunities to progress and achieve their potential</li> </ul>	<ul style="list-style-type: none"> <li>• Introducing workforce design principles which support management models and career progression steps and the development of transferable skills and monitoring the progress within the organisation</li> <li>• Succession planning</li> </ul>
<ul style="list-style-type: none"> <li>• Designing flexible job roles to meet the needs of the future</li> </ul>	<ul style="list-style-type: none"> <li>• Introducing guidance on more flexible job design for example part time, job share, non-standard working hours and job split</li> <li>• Structuring work patterns that are family friendly and support those with caring responsibilities</li> <li>• Monitoring take up and usage of flexible job design across the council</li> <li>• Using workforce data to inform thoughtful workforce planning to meet future skills gaps</li> </ul>
<ul style="list-style-type: none"> <li>• Supporting staff when changes to structures are happening</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a programme of change support for staff and managers when they go through change.</li> <li>• Reviewing our approach to redeployment.</li> </ul>

**Deliverable area 9: Wellbeing and engagement**

51. The promise to our workforce is that: We want our staff to enjoy coming to work and to do a brilliant job. For that we have to provide a working environment that is welcoming, supportive, empowering, professional and safe for everyone. We will therefore create a positive work environment that will support staff in their physical and mental well-being. We want staff to know what is going on and how it affects them as quickly as possible. So we will focus on telling them what they need to know when they need to know it. And as part of a One Southwark workforce, we will ensure messages reach everyone irrespective of where they work or their access to IT. We also want staff to be curious about what is going on outside of their own teams so we will encourage them to network and share information with each other. Managers and staff at all levels will be encouraged to take ownership and engage with the information sent to them.
52. To achieve this, our council-wide approach to health and wellbeing will continue, and progress made on areas such as understanding mental wellbeing will expand to include neurodiversity and staff safety and physical wellbeing in line with our public health agenda.

We will continue our focus on:	Deliverables
<ul style="list-style-type: none"> <li>• Embedding a culture where staff of all levels drive change and generate innovation.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing engagement plans (in partnership with communications) to reach and include all staff across the council so that we understand and</li> </ul>

We will continue our focus on:	Deliverables
	<p>hear diverse voices at all levels</p> <ul style="list-style-type: none"> <li>• Developing localized plans to act on what staff tell us through our staff surveys and liP</li> <li>• Maintaining liP accreditation</li> <li>• Putting in place a programme of activity to foster a culture of innovation across the council and to build the capability of staff at all levels to innovate</li> </ul>
<ul style="list-style-type: none"> <li>• Working with colleagues across the council to deliver the council's health and wellbeing strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining our Healthy Workplace Charter accreditation, which will expire in 2020</li> <li>• Delivering against our Time to Change pledge, aiming to reduce the stigma of mental health</li> <li>• Maintaining our level two accreditation with Disability Confident and working to get to level three through our partnership with the Business disability forum</li> <li>• Supporting staff to cope with stress</li> <li>• Supporting our neurodiverse staff</li> <li>• Training Mental Health First Aiders in our workplace (as part of our wider council plan commitment)</li> </ul>
<ul style="list-style-type: none"> <li>• Support staff physical well-being</li> </ul>	<ul style="list-style-type: none"> <li>• Working with colleagues across the council to ensure the safety of staff as they go about their work, particularly for those who work alone</li> <li>• Reviewing ways to reduce sedentary desk time, display screen equipment (DSE) protocols and workplace adjustments</li> <li>• Exploring signing up to the Women's night safety charter.</li> <li>• Promoting active and healthy journeys to and from work and use of sustainable transport for in-work journeys</li> <li>• Work with public health to identify and implement effective actions to improve the health of our workforce</li> </ul>

## **Policy implications**

53. The modernisation programme supports our overall priority to be a council that is fit for the future, as set out in the council plan 2018-22. The delivery of the programme is set out in the respective workforce, workplace and IT strategies, and progress will be reported through these and regular annual reporting on the council plan itself.
54. Some action points may require amendments to existing HR policy, or more likely our approach to policies. Where necessary this will be subject to consultation and appropriate governance decision-making.

## **Community /Equality impact statement**

55. Analysis and ongoing evaluation of the equality impact is fundamental to the workforce strategy. Our workforce reporting provides information demonstrating compliance with the Equality Duty and considers how the strategy affects people who share different protected characteristics. The report informs the strategy and analyses the impact upon:
  - composition of the workforce
  - pay equality issues; reporting on profile at different grades;
  - recruitment and retention rates;
  - learning and development opportunities;
  - grievances and disciplinary issues for staff with different protected characteristics.
56. Analysis of the reporting information influences plans and proposals to address equality concerns within the workforce, which is addressed throughout the modernisation programme.
57. A thorough Equality and Health Impact assessment has been completed for the workforce strategy refresh, is regarded as a living document and will be updated as more data and evidence is collated on the impact on people with protected characteristics. It will be a requirement of all major projects established as a result of the strategy, to conduct impact analyses, as led by service areas.
58. The workforce strategy has an internal focus and will therefore impact upon our workforce at the design stage. We will focus on engagement methods, to ensure that the implications of such changes are positive taking into account all protected characteristics.

## **Resource Implications**

59. There are no specific implications arising from this report. Existing resources are already in place to meet the strategic aims. Any actions arising which have resource effects will be subject to separate decision-making process and reallocation within existing budget.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Law and Democracy**

60. The Director of Law and Democracy notes the content of the report.



61. The report asks Cabinet to note progress against the Workforce Strategy as agreed by Cabinet in November 2016, to agree the refreshed vision, outcomes and deliverables contained in the workforce strategy (contained in appendix 1) and to note a phased programme of work will be developed following that agreement.
62. This is in accordance with Part 3B of our constitution.
63. Cabinet are reminded of the PSED General Duty under section 149 of the Equality Act 2010 to have due regard to the need to:
  - a. Eliminate discrimination, harassment, victimisation or other prohibited conduct;
  - b. Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it;
  - c. Foster good relations between person who share a relevant protected characteristic and those who do not share it.
64. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Marriage and civil partnership are protected in relation to (a) only.
65. Paragraph 55 of the report advises that a documented equality analysis (Equality and Health Impact assessment) has been carried out as part of the requirement to have due regard to the PSED General Duty in these recommendations. Cabinet must read the documented equality analysis (see background papers) and should satisfy itself that the PSED General Duty has been complied with when considering these recommendations.
66. Cabinet should also note that the Equality Act 2010 (Specific Duties) Regulations 2011 impose on public bodies a specific duty (Specific PSED Duty) to annually publish proportionate equality information in respect of their workforce to demonstrate their compliance with the General PSED Duty.
67. In producing and publishing the annual workforce reports referred to in this report the council is meeting that Specific PSED Duty.
68. The PSED General Duty is a continuing one and the refreshed workforce strategy will assist the council in complying with that General Duty.

### **Strategic Director of Finance and Governance**

69. The Strategic Director of Finance and Governance notes the recommendations in this report. Where the updates to the council's modernisation programme have financial implications, these will be managed within the existing agreed budgets for 2019-20 and subsequent years for the council's general fund and housing revenue account (ref: H&M19/025).

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Equality Impact Assessment for the Southwark Workforce Strategy refresh 2019-2022	160 Tooley Street London SE1 2QH	Emma Marinos 020 7525 1791
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=6414&amp;Ver=4">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=6414&amp;Ver=4</a>		
Southwark's Workforce Strategy 2017-2020	160 Tooley Street London SE1 2QH	Emma Marinos 020 7525 1791
<b>Link (please copy and paste into your browser):</b> <a href="http://moderngov.southwark.gov.uk/documents/s64599/Appendix%20%20Southwarks%20Fairer%20Future%20workforce%20strategy%202017%20-%202020.pdf">http://moderngov.southwark.gov.uk/documents/s64599/Appendix%20%20Southwarks%20Fairer%20Future%20workforce%20strategy%202017%20-%202020.pdf</a>		

## APPENDICES

No.	Title
None	

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Kieron Williams, Housing Management and Modernisation	
<b>Lead Officer</b>	Michael Scorer, Strategic Director of Housing and Modernisation	
<b>Report Author</b>	Emma Marinos, Director of Modernise	
<b>Version</b>	Final	
<b>Dated</b>	5 July 2019	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		5 July 2019