

Report for: Staffing & Remuneration Committee, 26 January 2016

Item number: 11

Title: Workforce Plan: Summary of Year One Achievements and Proposals for Year Two

Report authorised by : Jacquie McGeachie, Assistant Director HR and SSC

Lead Officer: Daksha Desai, Head of Workforce Programme

Ward(s) affected: None

Report for Key/ Non Key Decision: Non Key

1. Describe the issue under consideration

- 1.1. The Workforce Plan has been in place since April 2015 and this report provides the Staffing and Remuneration Committee with a progress report which will include achievements to date, planned activities for the next quarter, and draft proposals for year two.
- 1.2. A presentation is appended to this report which will be used to deliver this item at the committee meeting.

2. Cabinet Member Introduction
Not applicable

3. Recommendations
The committee to note this report.

4. Reason for decision
Not applicable

5. Alternative options considered
Not applicable

6. Background information

- 6.1. The Workforce Plan sets out how we intend to create an agile workforce, which is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey. It is a three year plan which was developed alongside the Council's Medium Term Financial Strategy (MTFS) 2015-18 to help deliver on the goals set out in the Corporate Plan and be ready for the future.
- 6.2. The Workforce Plan is our mechanism for ensuring that the council has the right people, in the right places with the appropriate skills to deliver the priorities of the organisation. Done well it will achieve a number of mutual benefits for our communities, the organisation, managers and our staff.
- 6.3. The Workforce Plan is promoted to staff using the Prefix of "My" against five broad areas – My Pay, My Career, My Wellbeing, My Performance and My Skills. The "My" concept has also been used when introducing new initiatives and products. For

example, our revised appraisal system is now referred to as My Conversation. In addition, there is also the Haringey Academy which was launched prior to the Workforce Plan and remains a key delivery vehicle for this plan.

7. A Review of Year One

- 7.1. The focus in the first year has been to get the basic infrastructure in place which will help attract and develop the right staff with the right skills and conversely also support staff that leave to be well equipped to find alternative employment. In practice, this has meant designing and launching a series of products that introduces change at an individual, manager and organisation level as well as targeting specific groups such as those facing redeployment and reviewing our Head of Service population.
- 7.2. An early review of the key deliverables for year one as published in the Workforce Plan was undertaken (see illustration below). Of the 22 activities listed nine have been completed, nine have been started but further work to embed change is required and four have not started. The four activities which have not started will commence during 2016 and in the case of employee handbook, monthly mood monitors, pulse surveys and vision videos these will probably be in a different guise as our intention is to capitalise on Fuse, our new IT learning platform. Fuse was implemented in October 2015 and is accessible via a number of internet platforms including smart phones. As a system it will help us introduce new ways of learning and development. The “succession planning and ‘job ready’ programmes” will be morphed into a talent management plan which will be introduced through a phased approach from April 2016. It was not possible to introduce this any sooner as there were a number of precursor activities which need to be introduced first such as Heads of Service Review, new appraisal system and Haringey Academy faculties.

Review of year 1 key deliverables



7.3. The above illustration indicates that the Workforce Plan has made a positive start and whilst it is too early to realise whole benefits, there have been a number of achievements which evidence a positive start and some of these are summarised below.

7.4. **Summary of key achievements to date**

7.4.1. **Launch of new values and brand** in September 2015 was based on input from 500 staff. The values set an expectation that every employee will demonstrate these in everything they do. They are a key element in describing how the organisation works, how it responds, and provides a language to enable feedback as part of the performance management process. The values are not a standalone product and the next phase in year two will be about embedding into the governance and business processes; for example the recruitment and selection process, staff recognition, and threaded into our procurement strategy so partners and suppliers understand our expectations when delivering a service to our residents.

7.4.2. **My Conversation** launched in April 2015, this new approach simplifies the appraisal process, refocusing the attention of a manager and employee to having continuous quality conversations. The revised appraisal form has been welcomed by most managers, some of the feedback received during the early design process included *"the new simple my conversation form is a welcome relief, and much more useful"* to *"I love the new form - it is stimulating sensible and proactive conversations"*. Complementing this is 'My Conversation Map' a performance tool which can be used to plot individual performance based on achievement of objectives and values and behaviours exhibited. The Map is currently being trialled by 400 plus staff from Public Health, Customer Services, Communications and the Shared Services Centre with a view to council wide implementation in April 2016.

7.4.3. **Fuse** is our new online learning platform that was launched October 2015 and represents a new way of learning for Haringey by making use of social media type tools to share and discuss ideas. Fuse is a key enabler to a number of planned workforce initiatives in years two and three as it has the potential to offer a range of new and interesting ways to engage with staff such as polls, sharing videos and giving immediate feedback through online comments which let others and us know about the usefulness of the learning resources available. Since its launch we have had 788 Haringey staff and 60 external partners actively use Fuse (ie. not just logging in for one-off view).

Fuse also supports our current thinking around modern workplace learning and the principles of 70-20-10, which tells us that 70% of our development comes through experience, 20% from sharing and observing and 10% from formal courses.

7.4.4. **My Career:** support for staff that stay and or leave in the form of professional one to one career coaching as well as access to expert online career resources via the My Career Portal which includes guidance through the entire job seeking and application process. Early feedback from staff about the My Career offers, particularly from those facing compulsory redundancy, has been very positive. One of the recipients of coaching informed us in writing *"To be honest I was a bit dubious about going to the coaching sessions but it has been one of the best things that I have experienced! [My coach] was very intuitive and whilst the initial purpose was to assist me with my career, they have been very helpful in getting me to realise that I don't need to worry about what others think about me, but to be confident in my abilities, skills and knowledge. The sessions were very helpful and I would recommend it to others."*

- 7.4.5. **Senior Manager Pay and Grading Review consultation** completed in October 2015 and as a result whole system change will be implemented to the way reward is governed for this group. Generic role profiles for all tier one, two and three roles have been created and evaluated using Hay Group Guide Chart methodology.
- 7.4.6. **Head of Service Review** has involved a complete review of all managerial tier three roles within the organisation with an aim to create a strongly defined group of managers with generic accountabilities. Seventy managers have taken part in a development programme which included development workshops and a 360 performance review in preparation for taking on the newly defined roles with increased accountability.
- 7.4.7. **Ethical entry schemes** attracting 16 apprentices and 5 interns into paid employment for a fixed period. As per the decision of this committee Interns are paid on a Scale 4 pro-rotta salary and apprentices are paid at National Minimum Wage for the first six months of their contract, rising to London Living Wage for the remainder of their apprenticeship. A further four apprentices will be recruited in 2016 to meet the target of recruiting 20 apprentices in the first year. The plan is to undertake a review of the scheme and report back findings to this committee in March 2016. To illustrate the positive impact this scheme can and has had on some individuals we received the following reply from one of the participants when asked "*What would you say the scheme has done for you?*" Answer: "*The apprenticeship scheme has done many things for me, which are unforgettable.... It has opened my eyes to the many different career options and to how the world of work is when it comes for looking for jobs and understanding the job market. It has re-built my aspirations for higher education and has helped me to demonstrate that I can work in a team and manage the deadlines and changes which occur at the workplace. I have learnt a lot about myself and what my capabilities are.*"

We have also partnered with Haringey Education and Business Partnership in an Interview Skills programme, which gave more than 100 Year 11 students from Woodside and Northumberland Park schools the opportunity to experience and learn from a mock interview, which offered individual feedback to each student.

Both activities support Priorities 1 & 4 in the Corporate Plan, which is to give every child and young person the best start in life and encourage growth and bring new jobs to the borough.

- 7.4.8. **Developing capability** of our staff through the Haringey Academy which includes faculties led by Corporate Leadership Group (CLG) members. Three faculties have been launched to date: Social Care, Programme and Project Management and Leadership and Management. There are three aspects to a faculty: follower, developer and fellow. Staff can browse (follower) faculty content on Fuse, apply for specific development (developer) and learn from experts (fellow). For example as part of the Leadership & Management faculty we have developed 24 first line managers and trained 12 staff drawn from all levels of the organisation to become career coaches.

7.5. **Key activities planned for January to March 2016**

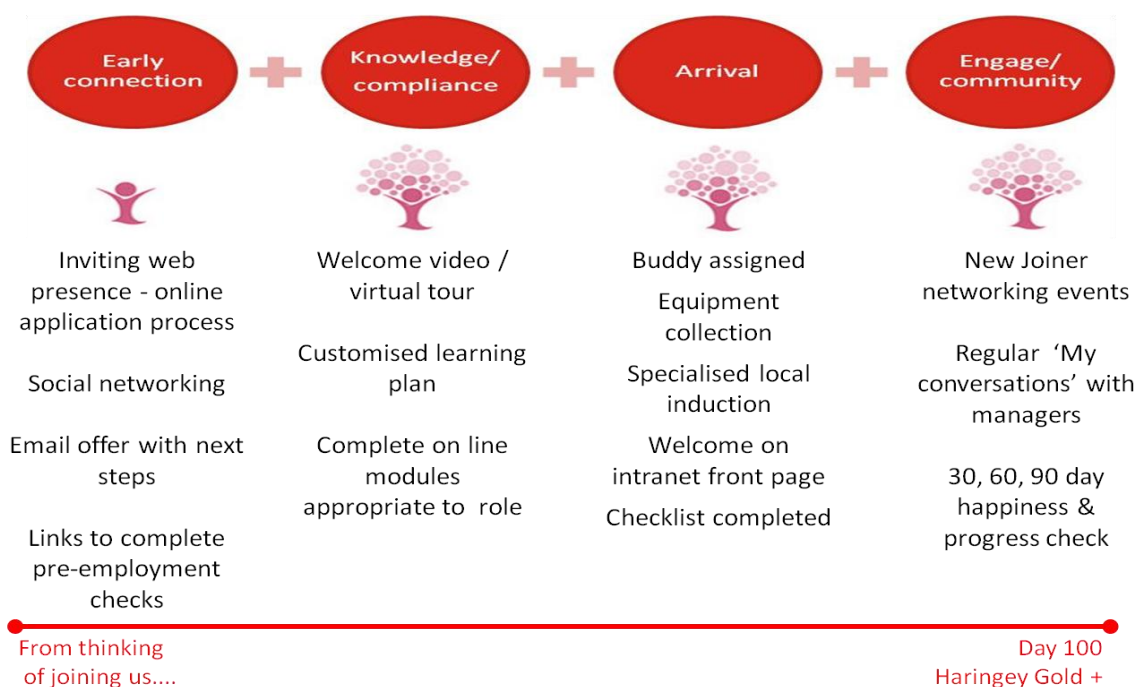
- 7.5.1. **Staff Survey:** the last council wide survey was carried out in 2013. The 2016 survey will be launched on 28 January 2016 with a view to reporting some of the results to this committee in March 2016.

This year we will use a survey procured by the LGA which is delivered in partnership with MRA Ltd. The survey will examine the characteristics and appeal of working at Haringey. The approach is based on Employee Value Proposition (EVP) principles,

with questions in the survey relating to the deal between the employer and employee. This approach has been used successfully by a number of other local authorities including Ealing, Thurrock, Redbridge, Barking and Dagenham and Kent County Council.

We have set an ambitious target of achieving an 80% survey return rate. Access to the survey will be via web based link and a road show with iPads will be provided for those staff whose access to a computer is limited. Response rate data will be fed to each Corporate Leadership Group member whilst the survey is open and they will receive an individual feedback session once the results are collated. The results from the survey will be used to collect feedback and insights which enable actionable plans to be developed for both services and the workforce plan.

7.5.2. **Induction:** with so much organisational change taking place there is a need to review and revise the way we carry out induction. This is a prime opportunity to connect new staff to the brand, values and set expectations from the outset. The illustration below highlights the planned approach which starts at the point of recruitment and flows through to day-100 at work.



The changes will be implemented through 2016, beginning with a buddy scheme and welcome video at the beginning of the year. In keeping with the desire to introduce both interesting and interactive approaches to learning, new employees will have access to materials such as a virtual tour and customised leaning plans at the time of receiving their contract rather than after they start in the role.

7.5.3. New Contracts for Tier 3 Heads of Service staff to be implemented by April 2016 as part of our "My Pay" commitment to modernising our reward strategy.

8. Year Two proposals

8.1. Whereas the focus of year one has been predominantly about laying the foundations through a series of products that introduces change, year two will be concentrating efforts on embedding the products to create sustainable change and realise benefits.

We will also be using the results from the staff survey to help guide and direct resources effectively.

8.2. Other key proposals for year two currently includes:

8.2.1. **Digital literacy campaign:** technology helps us to do things faster, easier and better so long as our staff have the confidence and competency to work digitally. We know from a number of recent reviews as well as the volume of calls made to the Shared Service Centre that this is not the case. The purpose of this campaign will be to reverse that situation, recognising that it will take significant efforts and resources if there is to be a step improvement in the current standard of digitally literacy across the organisation.

8.2.2. **Workplace Wellbeing** plays a key role in creating flourishing organisations. Developed in conjunction with the Public Health team this will be a programme of events which fosters wellbeing and encourage staff to keep healthy in the workplace. In addition to 'podium events', it also includes a stress management audit available during restructures, training staff on how to have quality conversations about wellbeing and offering tools to strengthen individuals personal resilience. The offer will also be shaped by the findings from the staff survey being carried out in January which includes a specific wellbeing section.

8.2.3. **Staff Deal (Are you in?):** to convert the current Staff Offer which was developed in the early part of 2015 into a Staff Deal. This will then be used as the basis for developing a set of activities to re-engage the organisation to the new brand ('are you in?') and values as well as make clear what is the expected standards with regard to a number of key areas such as line management, finance and recognition all of which should support the required culture change. Managers will play a fundamental role in the implementation and messaging of this engagement programme.

8.2.4. **Talent management plan:** developing a framework which will help the organisation to identify and nurture talent and provide our ambitious staff with opportunities to develop their talents as well as introduce succession planning. An organisational view of the My Conversation Map which will be available from April 2016 will be a key tool to help us identify potential talent.

9. Contribution to strategic outcomes

9.1. The Corporate Plan, MTFs and Workforce Plan when read together describe the describe the priorities which the council will pursue, the resources that will be available to achieve this as well as the capability and culture which the council's workforce will need to adopt in order to successfully meet the future challenges.

10. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

10.1. Chief Finance Officer

The cost of preparing this report and the projects described within it have been contained within existing approved budgets. If any future work requires additional funding it will need to be agreed by Cabinet in line with Financial Regulations. Although there are no direct budget savings attached to the Workforce Plan, it is expected to help the Council to work more efficiently and hence support wider organisational efficiencies and therefore the Workforce Plan will help the Council respond to the reduced funding available going forward.

10.2. **Assistant Direct of Corporate Governance**

Before using the proposed employee handbook the Council will need to consider which parts of the handbook it wishes to be legally binding on the Council. The content of an employee handbook may be legally binding on an employer through being expressly or impliedly incorporated into the employment contracts of the employees to whom the handbook applies. If the Council does not want particular parts of the handbook to be legally binding on it , it should say in the handbook that it does not want those parts to be incorporated into the employment contracts of those employees to whom the handbook applies.

11. **Use of Appendices**

Appendix 1: presentation

12. **Local Government (Access to Information) Act 1985**

Not applicable