

Workforce Plan 2015-18

Summary of year one achievements & proposals for year two

Staffing and Remuneration Committee presentation

January 2016

| Introduction

A 3 year plan developed alongside the Council's Medium Term Financial Strategy (MTFS) to deliver the Corporate Plan.

The Workforce Plan has been in place since April 2015.

This document reviews what has happened during this time. Although too early to be able to realise whole benefits, there have been a number of achievements which indicate the workforce plan has made a positive start. The review also

notes what activities are planned for the remaining period as well as some of the key challenges faced which will be addressed as part of this programme.



| About the Plan

Our Mechanism to ensure the Council has the right people, in the right places with the appropriate skills to deliver the priorities of the organisation.

Purpose

- 3 year plan developed alongside MTFS to deliver our Corporate Plan
- To create an agile workforce, skilled for the future, diverse, motivated and engage to deliver
- Manage workforce implications of MTFS in fair and transparent way

Organisation

- Managed as a corporate programme with 6 interrelated components
- Promoted to organisation (jigsaw) based on 5 broad themes – pay, career, performance, skills and wellbeing.

6 months on

- Focus has been to design and launch a series of products that introduces change at an individual, manager and organisation level
- See overleaf for snapshot review against year 1 deliverables

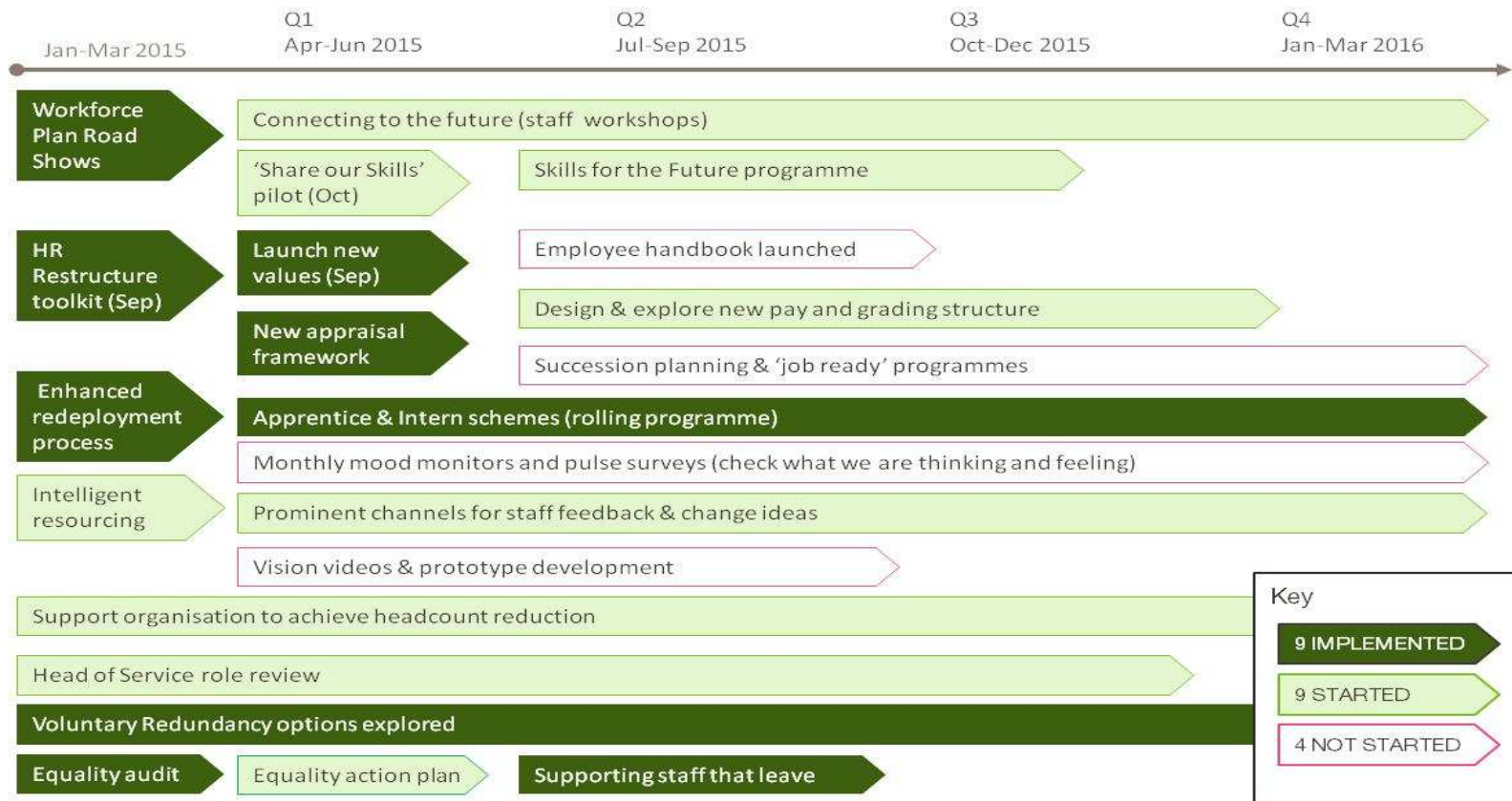
Next 18 months

- Focus on embedding products to sustain change
- Target engagement activities with wider audience groups
- Use survey evidence to inform and educate our focus and energies

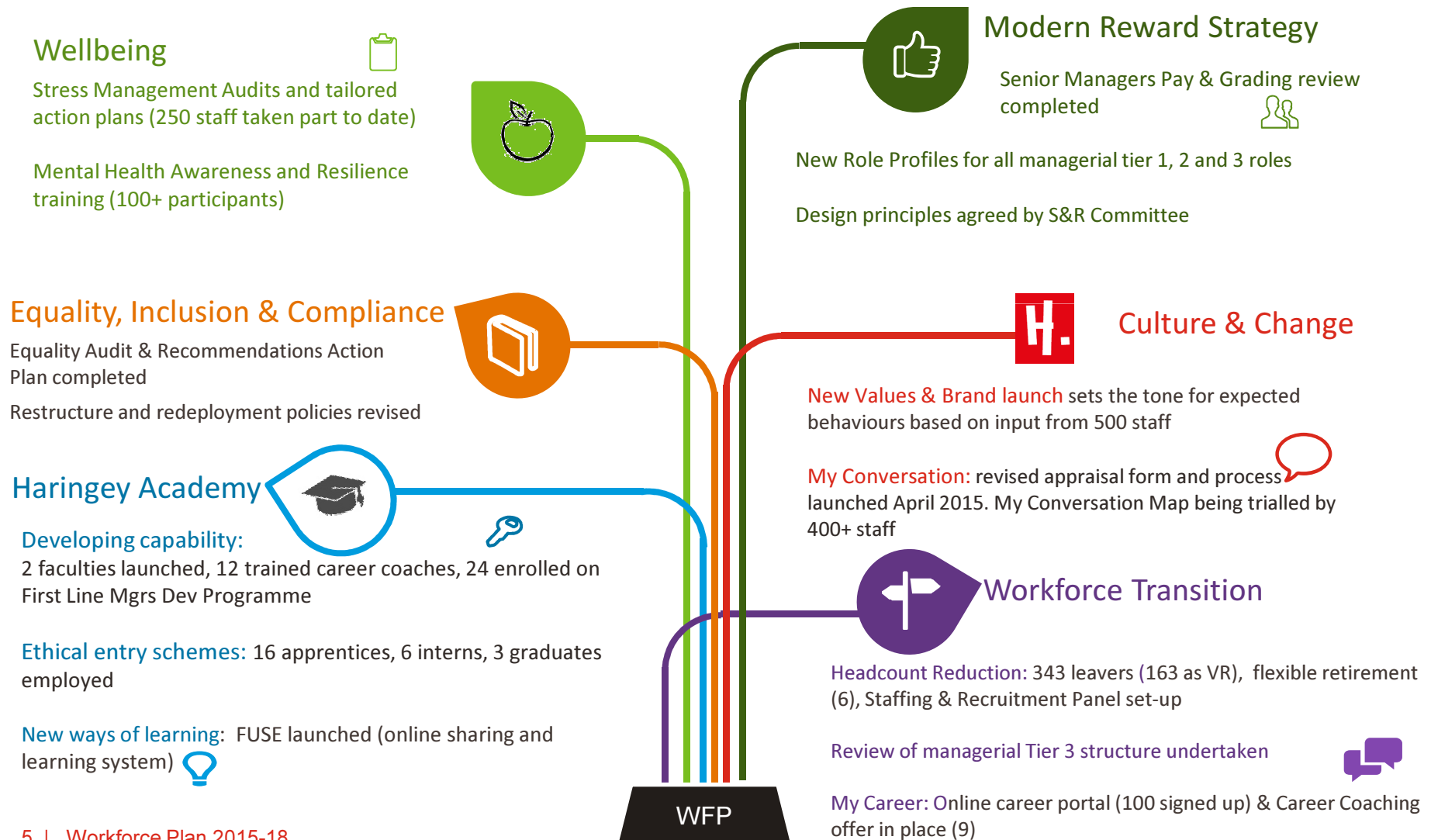


| Review of year 1 key deliverables

The plan below is an extract from the Workforce Plan and has been shaded according to the level of progress made to date. Examples of key outputs delivered are illustrated overleaf.



| Outputs delivered since April 2015



Progress against work stream areas

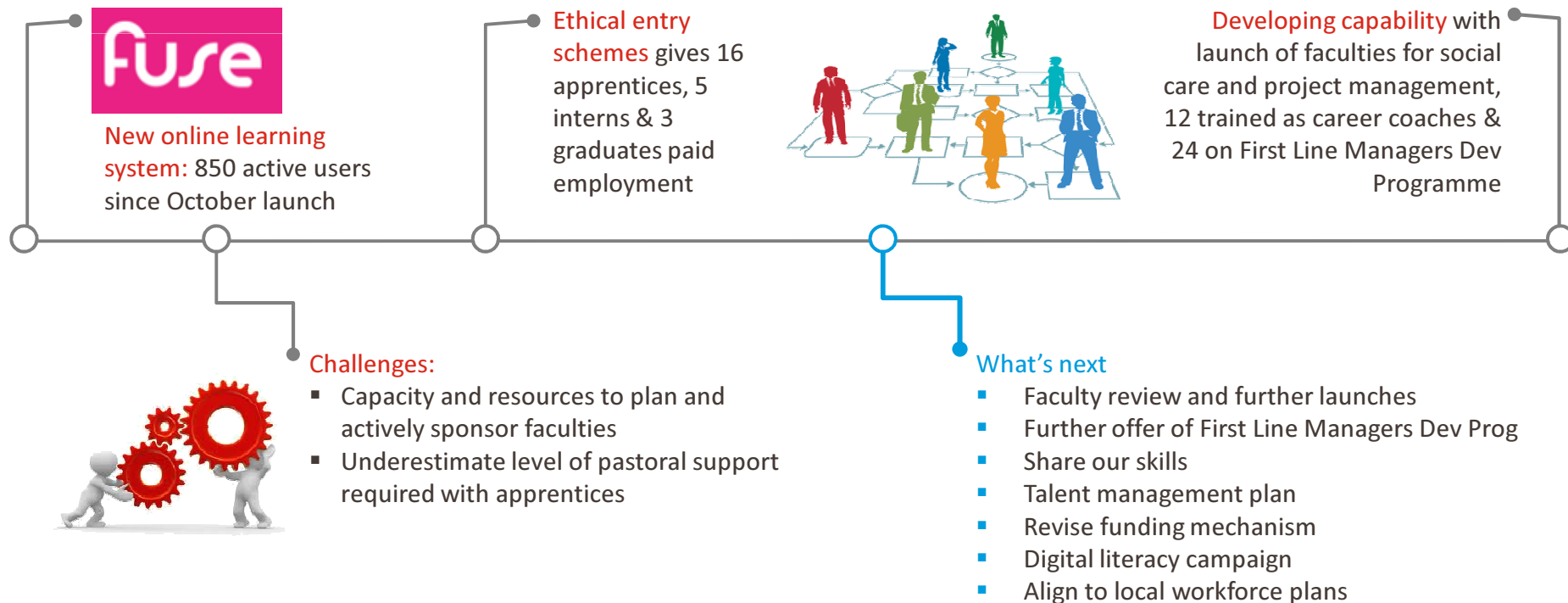


| Haringey Academy



The way we work and learn is continuously changing and the offer of classroom and e-learning courses is no longer enough or financially viable.

The Academy is our learning hub which makes use of new technology and in house expertise to provide learning opportunities which focus on developing skills relevant for today and in the future, as well as making the learning available at a time that suits people best.



| Apprenticeships

Early benefits/contribution



Organisation:

- Priority 1 (youth employment)
- Haringey 100 apprenticeships programme (we contribute 20%)
- Social accountability/responsibility

Team:

- Low cost resource
- Pipelines for future skills
- Management /supervision skills developed

Apprentice:-

- Earn while you learn (£6.50 NMW rising to £9.15 LLW after 6 months)
- Finding work despite lack of experience

Next steps:

6 month review in Feb to inform next phase/future

Apprentice Profile



Business Admin Apprentice

- 18 years old
- Haringey resident
- Started scheme on 1 June 2015

What made you apply for the scheme?

Various life circumstances from having to move countries when my peers were sitting GCSEs to seeing my cousin get a permanent job after completing an apprenticeship. When I saw this scheme advertised at my college, I applied straight away.

What would you say the scheme has done for you?

The apprenticeship scheme has done many things for me, which are unforgettable.

It has open 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 helped me to demonstrate that I can work in a team and manage deadlines. I have learnt a lot about myself, what my capabilities are and to never give up.

| Career Coaching

Our staff offer

1 Find out more

2 Apply to get a coach

3 Matching you

Could a **CAREER COACH** help you?

5 Tell us what you think?

4 What you say here, stays here

Early benefits/contribution

ORGANISATION

- Develop internal capability
- Cost-effective solution
- Career support now available
- Resourced by volunteers ('giving back')
- Boost performance

INDIVIDUALS

- 12 volunteers trained (35 apply)
- 3 ½ day course + 6 hours practice
- ILM qualification (optional)
- Develop life and business skills

FEEDBACK



- Launched Nov 2015
- 9 received coaching
- Early feedback positive

| Workforce Compliance, Equalities & Inclusion



Understanding our equalities position through a review of our compliance

Refreshing policies to support delivery of an agile workforce

Developing an inclusive workforce culture through a three year equality and inclusion action plan that charts and monitors progress



Challenges:

- How we evaluate the impact of our policies;
- Encouraging managers to deliver good people management data
- Incomplete or poor equality data limits trend analysis

What's next

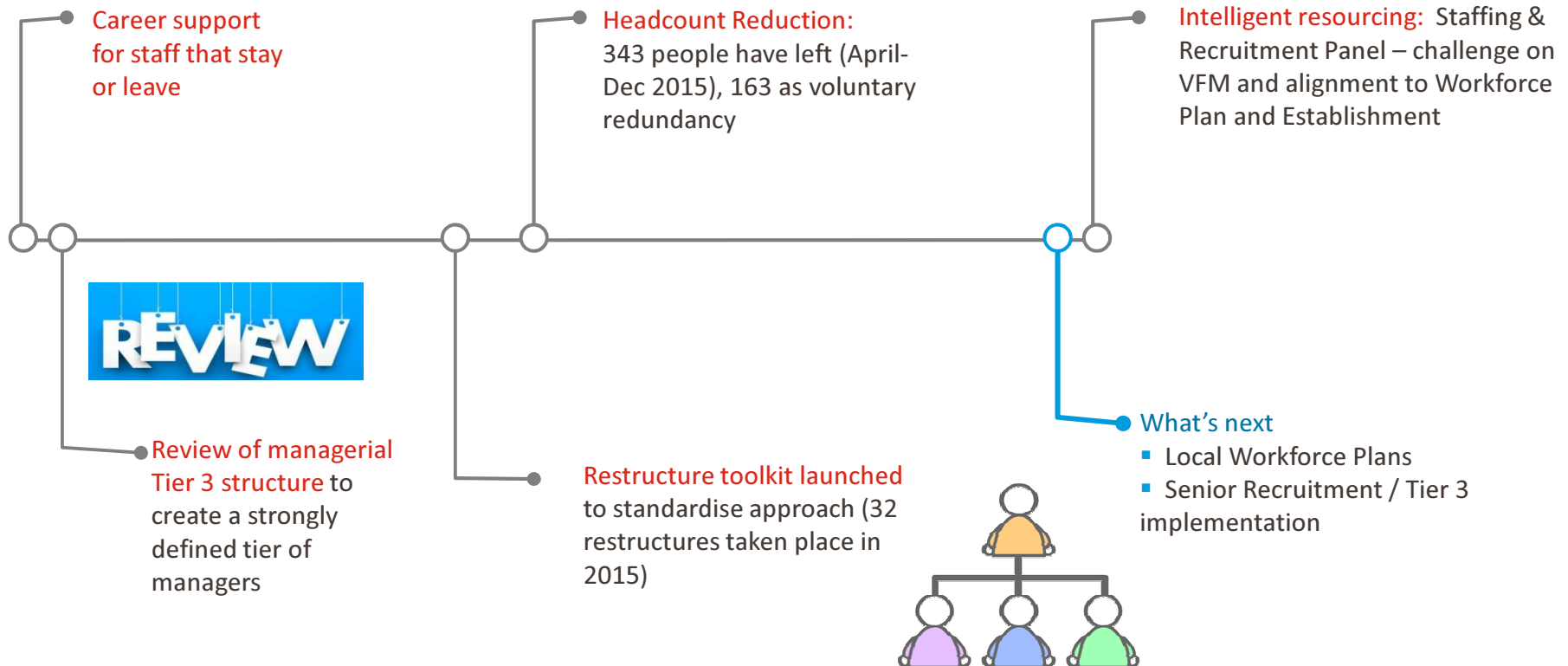
- Staff Handbook
- Revised suite of HR Policies and procedures;
- Three year Equality Action Plan
- Review EqIA data and process



| Workforce Transition

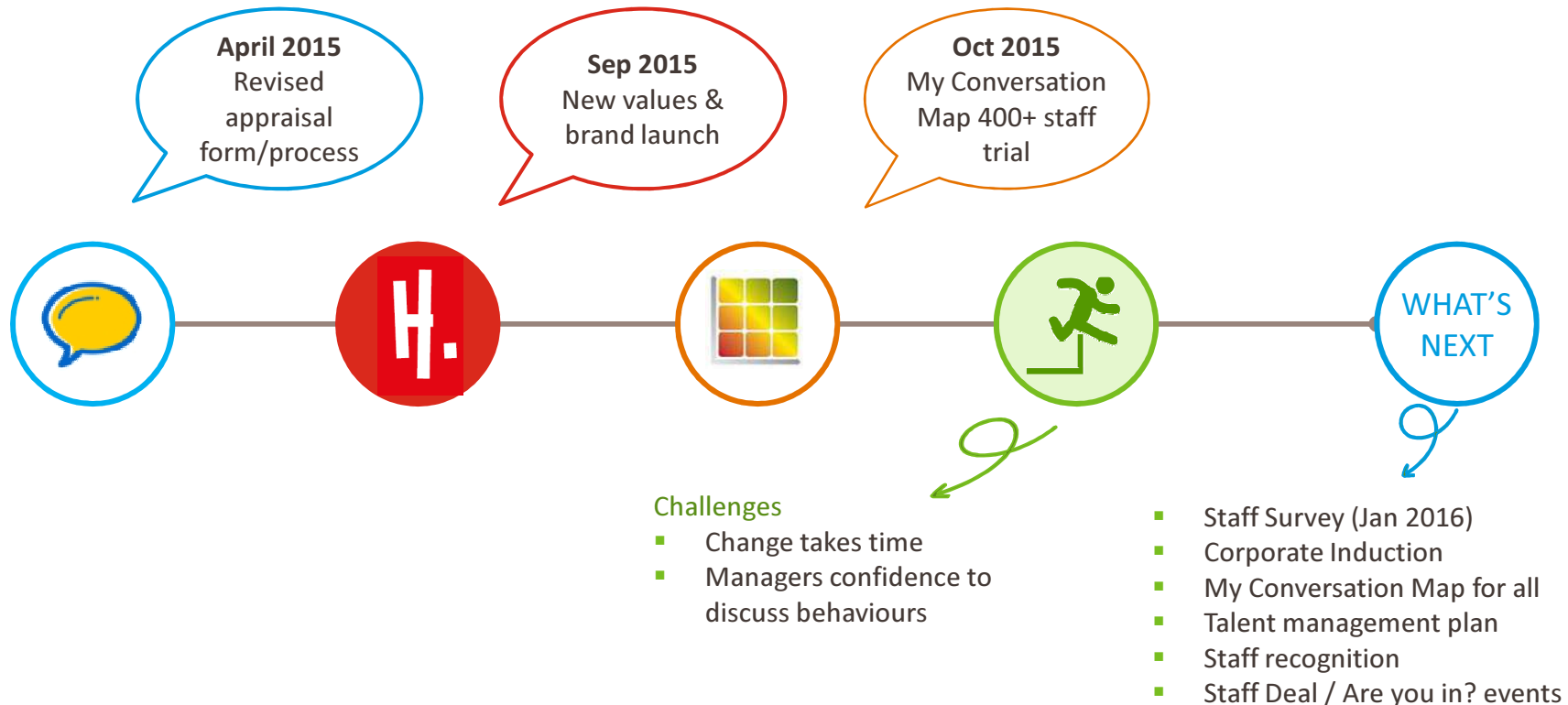


As a smaller organisation emerges there will be a need for different skills; to meet the scale of change, workforce transition is about concentrating on a number of HR related activities to help achieve savings and increase pace of change as well as offering career support for staff that stay or leave.



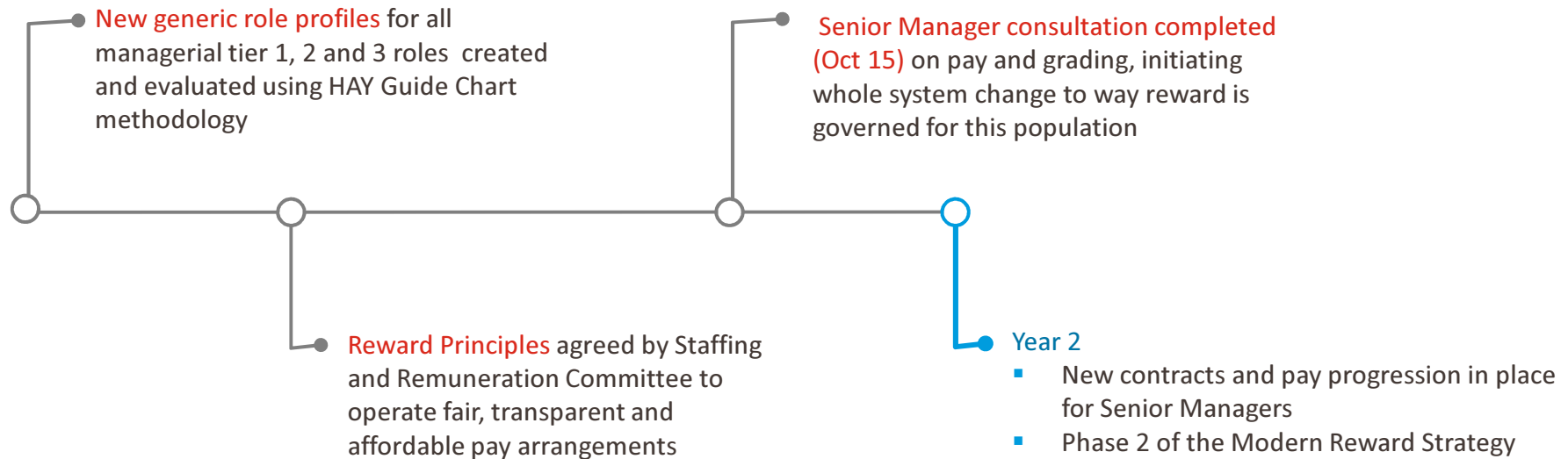
| Culture & Change

Culture is often described as the personality of an organisation. It has a direct correlation with how successful an organisation is, making this a critical work stream in helping Haringey to be a great place to work, where staff are aware and committed to the changes taking place



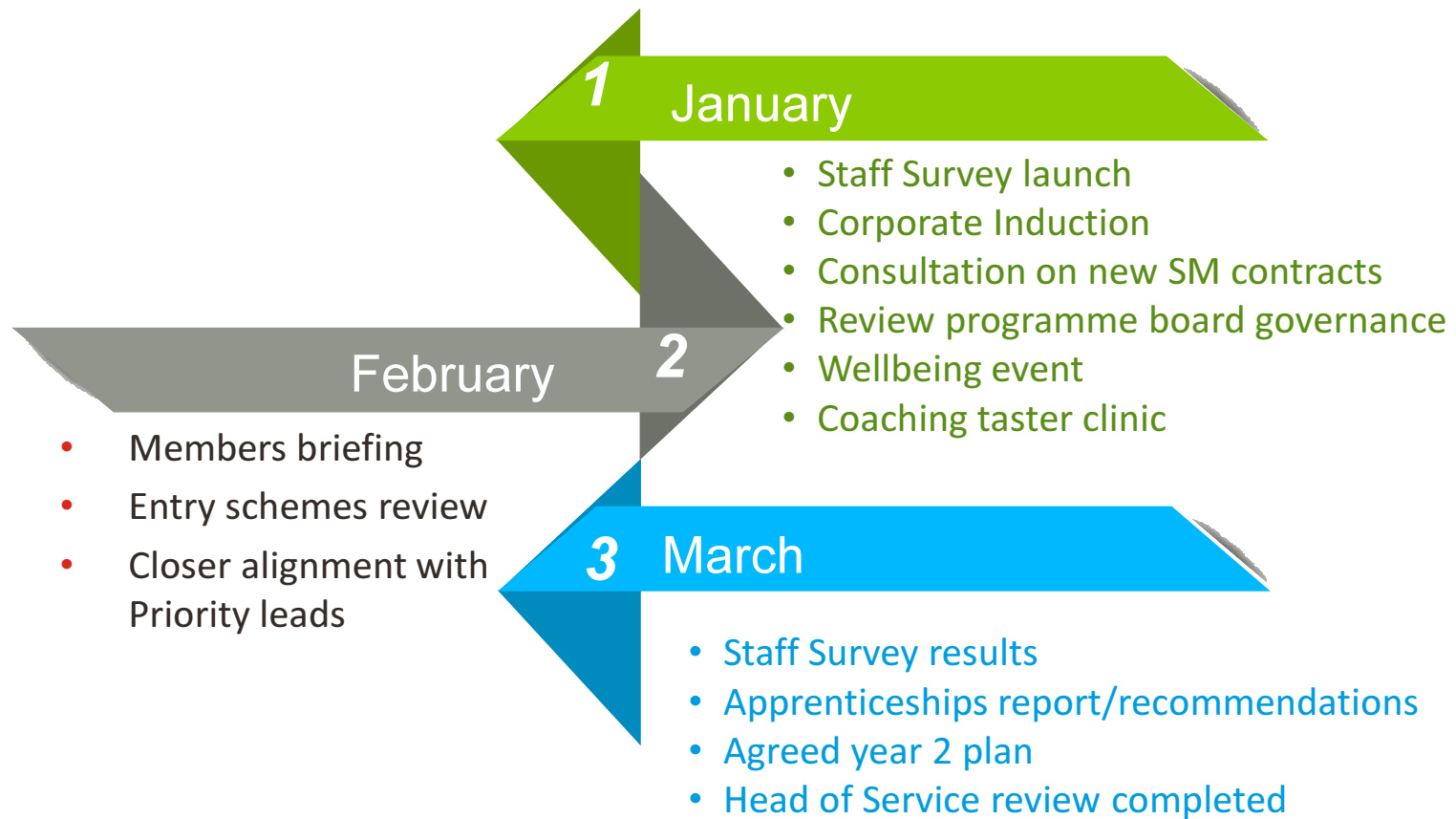
| Modern Reward Strategy

Is about rewarding people in a fair and transparent way for their contribution to the community, our partners and the Council



2016-2017

| January-March 2016 (Q4 year one)



| Year 2 and 3 thoughts



1. Getting the basics right

Aspects

- Teamwork
- Communication & Engagement
- Recruitment
- SSC / SBS

Tools

- Values
- Fuse
- Reward
- Policies
- My Conversation

2. Building resilience

Measures

- Headcount reduction
- Corporate Social Responsibility (CSR)
- Health & Wellbeing
- Compliance

Concepts

- Capability
- Survivor syndrome
- Living the values
- MECC
- Coaching mindset

3. Building for the future

Aspects

- Recovery
- Succession/talent plan
- Nature of the workforce
- Describe 2018 tier2 & 3 roles

Concepts

- System Leadership
- Reward
- Innovation
- Living the values
- My Conversation Map
- Haringey Academy

4. External facing

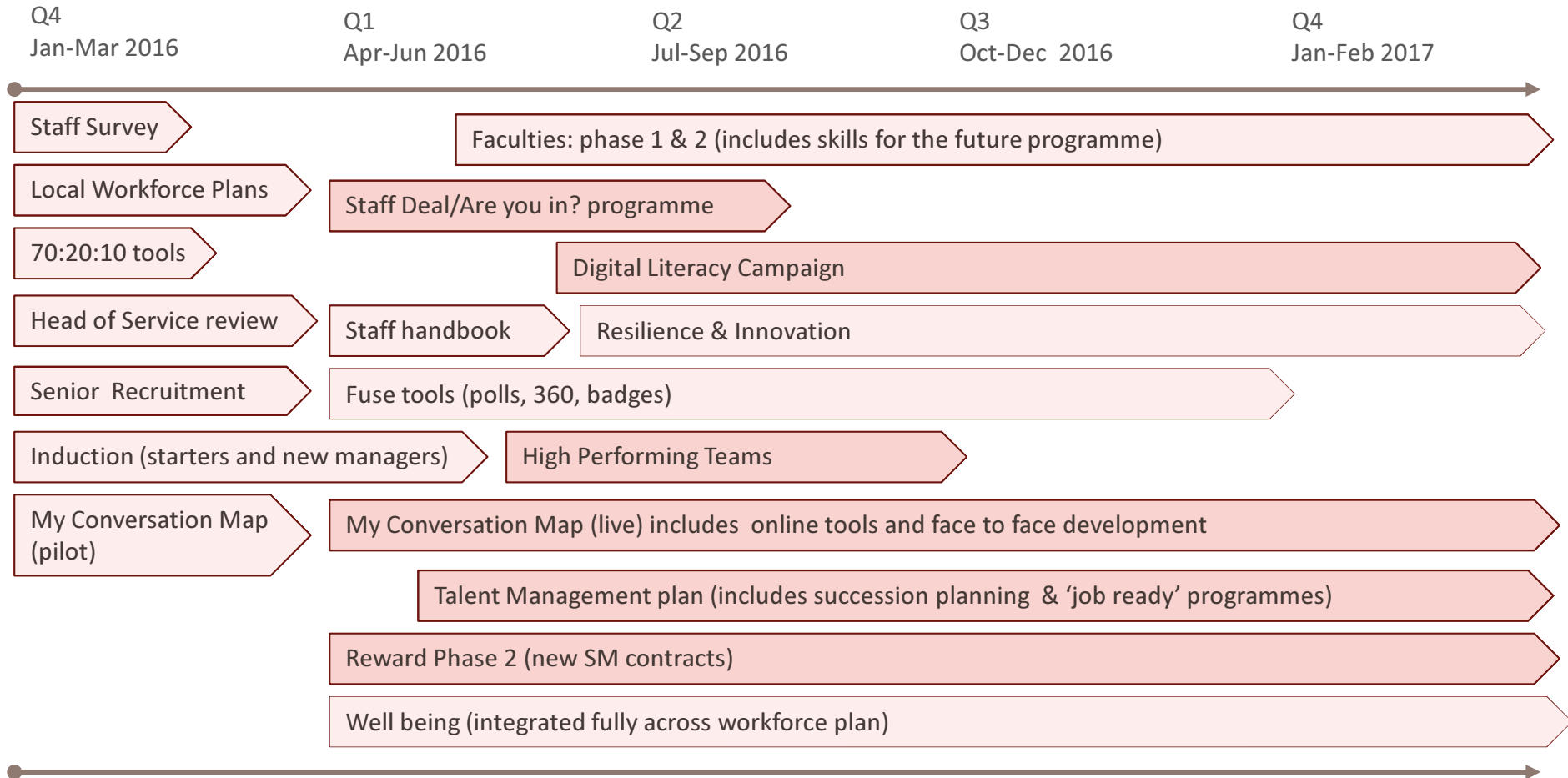
- Haringey Academy
- Adopt a school or Ward (CVs, interviews applying for a job)

- Cross sector development opportunities
- CSR in Contracts
- My Career (link to other Haringey services)

| Early learning / challenges

- Air time in a crowded space of initiatives and change - feels like all push and little pull
- What is the impact, is it turning the culture?
- Are we reaching everyone in the organisation?
- Not integrated in the Priorities
- Year 2 is about delivery, embedding year 1 products, monitoring sustainability and continuous improvement

| Key deliverables for year 2 (draft)



Rolling Programmes

Apprentice & Intern schemes | Career Coaching | Intelligent resourcing | Implementation of Equality Action plan | Policies reviewed/refreshed