

## **CORPORATE COMMITTEE 24 JANUARY 2019**

**Report title:** Future Lambeth Workforce Strategy – proposals and engagement update

**Wards:** All

**Portfolio:** Deputy Leader of the Council (Jobs, Skills and Performance) Councillor Jack Hopkins

**Report Authorised by:** Christina Thompson: Acting Strategic Director for Corporate Resources

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### **Report summary**

This report summarises the progress and current status of key elements of the Workforce Strategy, approved by Corporate Committee at its meeting of 26 July 2018. This update report is presented following the three key elements of the Workforce Strategy with a progress status update of actions under each (1- leadership and culture, 2- performance and rewards, and 3- value proposition and HR policy framework).

### **Finance summary**

There are no specific financial implications arising from this arising from this report.

### **Recommendations**

1. To note the report and progress with the implementation of associated Workforce Strategy actions.

## **1. CONTEXT**

- 1.1 The Workforce Strategy sets out three strategic priorities that all partners will work towards in order to make Lambeth a stronger, fairer and more prosperous borough:
  - Creating inclusive growth;
  - Reducing inequality; and,
  - Building strong and sustainable neighbourhoods.
- 1.2 Lambeth council staff will play a key role in delivering these objectives. The Borough Plan sets challenging targets and objectives that will guide our work through a period of significant transformation. This will require us to change the way the Council works, and crucially, how our workforce responds.
- 1.3 We are moving to an era of data driven, digital public services. Collaboration across public, private and third sector organisations will become increasingly common. This offers opportunities to carry out work more efficiently and effectively – from digital engagement with citizens, remote working of staff and more effective tracking of services for residents – there is real scope for transforming how we deliver services. We need to make sure our staff have the skills and flexibility to view these changes as opportunities.
- 1.4 We know that the right workforce and workplace culture are needed to achieve the ambitious goals that we have set for ourselves. This will require new skills in our workforce, and a council that that can support, develop and enable our staff to achieve these skills.
- 1.5 Over the next four years, our approach will be to enable, train, develop and, where necessary, recruit, a highly motivated diverse and inclusive workforce that continues to reflect our population and delivers excellence. We want to be identified as an employer of choice with a clear brand, strong investment in leadership, employee development and the ability to encourage existing talent and to attract the best external talent to the organisation.

## **2. PROPOSAL AND REASONS**

### **2.1 Leadership and culture**

- 2.1.1 A number of key actions under this heading of the Workforce Strategy have been, and are being, progressed.
- 2.1.2 The 'Lambeth Leadership Essentials 1' programme has been running with over 200 managers already benefitting from this bespoke leadership development. 'Lambeth Leadership Essentials 2' programme is also scheduled to commence in the new financial year with a particular focus on digital leadership, and developing leadership of diversity, building on the leadership skills already developed through Lambeth Leadership Essentials1.

All hiring managers, as a policy requirement from 1 October 2018, have to attend unconscious bias training to improve their approach to recruiting a representative diverse range of candidates. 150 managers have received this development to date.

- 2.1.3 A mandatory new manager programme is being introduced before the end of this financial year for employees promoted into their first managerial role, and/or for external candidates new to management.

- 2.1.4 A new talent programme, Future Lambeth Leaders, was launched in early November 2018, which aims to target staff at grades PO1 to PO5 and in particular those from a BAME background who are under-represented in the senior management grades. This programme seeks to develop our internal talent to progress into senior management roles, with an initial cohort of around 30 places and linked to Institute of Leadership and Management accreditation. Drop-in sessions have been held to brief possible candidates on what to expect and to support with preparation of their candidacy.
- 2.1.5 In terms of workplace culture, new staff diversity forums have been established to provide dedicated support to the key equality strands across the workforce including: BAME staff, women, LGBT+, disabled staff and a young professionals' network. An equalities steering group has also been established to provide strategic linkage between the staff forums and the Council's Workforce board. A pilot scheme has also been run in Children's Services to anonymise candidates' personal details on application forms which seeks to reduce unconscious bias in recruitment and selection decision-making. Early monitoring results have been positive and if the pilot scheme proves to be successful it will be adopted across the Council to improve representation of newly appointed staff.
- 2.1.6 In order to improve workforce culture and engagement active plans are being made with Investors in People (IiP) to run a staff survey to obtain views on the Council's leadership, communications, knowledge of strategic direction and business aims, as well as training, development and performance management. The survey will commence in February 2019, and has the benefit of being benchmarked with other organisation's results, including local government and the wider public sector. The survey will also support the Council's IIP assessment process scheduled for the end of 2019.
- 2.1.7 In addition to the staff survey, dedicated focus groups and work with the new diversity forums will seek views from a representative cross-section of the workforce on the emergent themes. Following the survey results and feedback an action plan will be developed to respond to those key emergent themes – with the Council taking action as a result of the feedback being crucial. The Council will adopt a "We asked, you said, we did" internal communication approach.

## **2.2 Performance and reward**

- 2.2.1 The Council has introduced a new online appraisal system this year (2018/19) that is a component part of the wider Oracle platform.
- 2.2.2 Appraisal processes were put in place for the senior team, including the Chief Executive and Strategic Directors, in order to establish performance management being led from the top of the organisation.
- 2.2.3 The use of Oracle Cloud performance management system has not been significantly applied across the Council with 15% appraisals uploaded to the system. This issue is being raised with the Management Board with the aim of improving the completion rate by the end of the financial year.
- 2.2.4 The IiP staff survey (see 2.1.6) will seek to establish feedback to improve performance management adherence across the Council and establish the quality of performance management appraisals.
- 2.2.5 Workforce strategy focus groups are being held thereby seeking a representative cross-section of workforce views on performance and rewards, in order to help inform longer term design and decision-making for staff performance and reward systems.

## **2.3 Value proposition and HR policy framework**

- 2.3.1 An important element of the Workforce Strategy is to review all of the HR policy framework to bring it up-to-date, whilst also simplifying the current approach which user feedback had identified as often complex and difficult to apply. Through a competitive procurement process Ashfords LLP was selected to undertake the review of HR policies and procedures. Whilst progress has been made on this work there has been some delay whilst GDPR compliance has been prioritised to ensure adherence to the legal requirements.
- 2.3.2 Work is underway to develop the Council's brand as an employer and all that Lambeth has to offer as a diverse and vibrant place to live. For example, a new video showcasing the Council as an employer and Lambeth as a place to work is being placed on the Council's website and jobs page to attract prospective candidates.
- 2.3.3 We have recently entered into a partnership with CSSC (Civil Service Sports Council) to access an employee benefits scheme, including retail, sporting and leisure discounts for Council employees, with a focus on promoting health and wellbeing. As well as being a benefit for existing staff, the CSSC scheme will also feature on the Council's jobs page as another means of attracting new candidates and improving the Council's brand image to job seekers.
- 2.3.4 We are currently developing a total rewards statement aiming to improve recruitment and retention and to make both staff and job candidates aware of the total value of working for Lambeth. This is a further measure to improve the Council's employment brand and make the organisation more competitive in the London labour market.
- 2.3.5 We have been working in conjunction with Public Health on workforce wellbeing and mental health strategy, including accreditation for the Healthy Workplace Charter. In the longer term the actions aim to reduce absenteeism and improve employee engagement.
- 2.3.6 Other external accreditation work has been put in place over the last six months including work on developing our approach to equality and diversity with Stonewall, Timewise, and Business in the Community Race at Work Charter. We are applying the principles of the race maturity index to improve our approach to race equality across the workforce.

### **3. FINANCE**

- 3.1 There are no specific financial implications arising from this report.

### **4. LEGAL AND DEMOCRACY**

- 4.1 The revision of HR policies and procedures may require changes to terms and conditions of employment and associated negotiations with trades unions. Further legal advice on this issue will be obtained once the review has been completed and any proposed changes to terms and conditions identified.
- 4.2 There were no further comments from Democratic Services.

### **5. CONSULTATION AND CO-PRODUCTION**

- 5.1 In order to manage the risks associated with the review of the employment offer and associated terms and conditions of employment, careful, early legal advice is being sought.

- 5.2 Extensive user acceptance testing is incorporated in to planning as part of the development of new HR policies and procedures to ensure they meet stakeholders' needs and expectations.

## **6. RISK MANAGEMENT**

- 6.1 Any risks and issues associated with changes to the Council's employment framework will be legally assessed and any proposals will be subject to careful consultation with stakeholders, including Members, and the portfolio lead in particular.

## **7. EQUALITIES IMPACT ASSESSMENT**

- 7.1 HR policy and procedure affects the entire workforce (schools adopt their own local variations of Council policy). The Council has robust processes in place for collecting and reporting on a range of employee data as it relates to appointment and severance for staff with protected characteristics. These reports are considered by a range of Members and officers and represent a culture of openness and transparency. Any significant changes or trends identified will be subject to a full equalities impact assessment.

## **8. COMMUNITY SAFETY**

- 8.1 None.

## **9. ORGANISATIONAL IMPLICATIONS**

### **Environmental**

- 9.1 None

### **Staffing and accommodation**

- 9.2 As set out in the main body of the report.

### **Procurement**

- 9.3 None.

### **Health**

- 9.4 A key element of the Workforce Strategy aims to improve workforce health and wellbeing.

## **10. TIMETABLE FOR IMPLEMENTATION**

- 10.1 Not applicable.

## AUDIT TRAIL

### Consultation

Name/Position	Lambeth directorate / department or partner	Date Sent	Date Received	Comments in paragraph:
Councillor Jack Hopkins	Deputy Leader (Jobs, Skills and Performance)	03.01.19	11.09.19	
Acting Strategic Director Corporate Resources, Christina Thompson,	Corporate Resources	03.01.19	04.01.19	
Alison McKane, Legal Services	Corporate Resources	03.01.19	09.01.19	
David Rose, Democratic Services	Corporate Resources	03.01.19	15.01.19	
Nisar Visram, Finance	Corporate Resources	03.01.19	03.01.19	

## REPORT HISTORY

<b>Original discussion with Cabinet Member</b>	N/A
<b>Report deadline</b>	11.01.19
<b>Date final report sent</b>	15.01.19
<b>Part II Exempt from Disclosure/confidential accompanying report?</b>	No
<b>Key decision report</b>	No
<b>Date first appeared on forward plan</b>	N/A
<b>Key decision reasons</b>	N/A
<b>Background information</b>	Lambeth's Future Workforce Strategy (2018 – 2022) and action plan
<b>Appendices</b>	N/A