

Draft (V#4) Lambeth workforce strategy 2018 – 2022

1. Introduction and Vision

We want to be the London Local Government employer of choice.

'Future Lambeth: Our borough plan' is the council and partners' ambitious vision and priorities for Lambeth up to 2021, building on the enormous improvements that have been made across Lambeth in the past decade.

It 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.

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. But this will require us to change the way the Council works, and crucially, how our workforce responds.

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.

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.

Lambeth has a strong offer to staff. We are an ambitious council in a diverse and fascinating borough. We have invested in high quality accommodation and staff are centred on one site, with excellent cross-capital transport links, in one of London's most exciting locations. We have invested in new business and digital systems to ensure we have a modern approach to providing services to residents, and to support efficiency in new ways of working

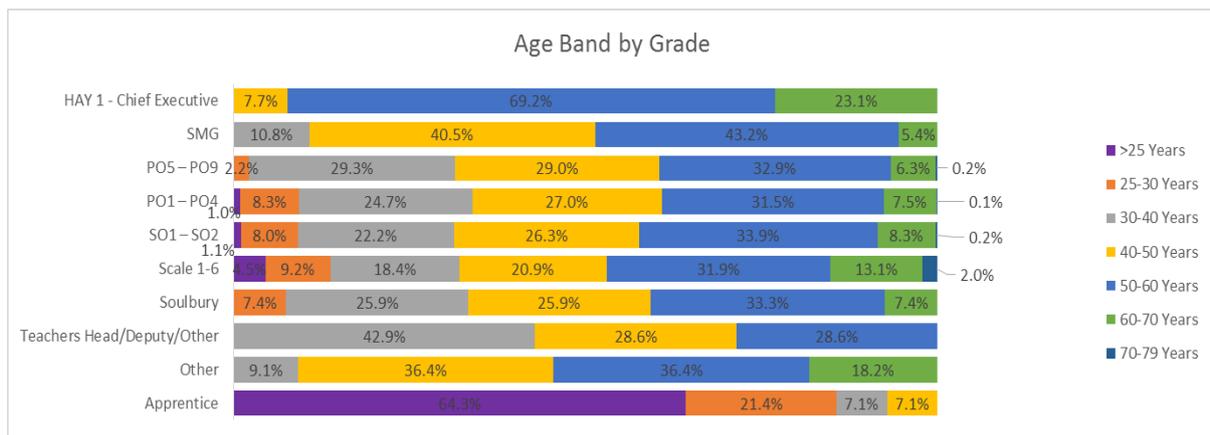
Over the next four years, our approach will be to enable, train, develop and, where necessary, recruit, a highly motivated diverse and inclusive workforce that continues to reflect our population and delivers excellence. We want to be identified as an employer of choice with a clear brand, strong investment in leadership, employee development and the ability to encourage existing talent and to attract the best external talent to the organisation.

We are proud of our diverse workforce but not complacent, we recognise there is more to do. We are focused on achieving the ambitions and recommendations set out in the 2017 Equalities Commission [\[Link\]](#) we will address the inequalities that still exist in our workforce, particularly the under-representation of BAME and disabled staff in leadership roles. We want to become an organisation with a truly diverse and representative workforce across all levels, where all staff can achieve their full potential and deliver the best quality services to residents and other service users.

2. Where we are now

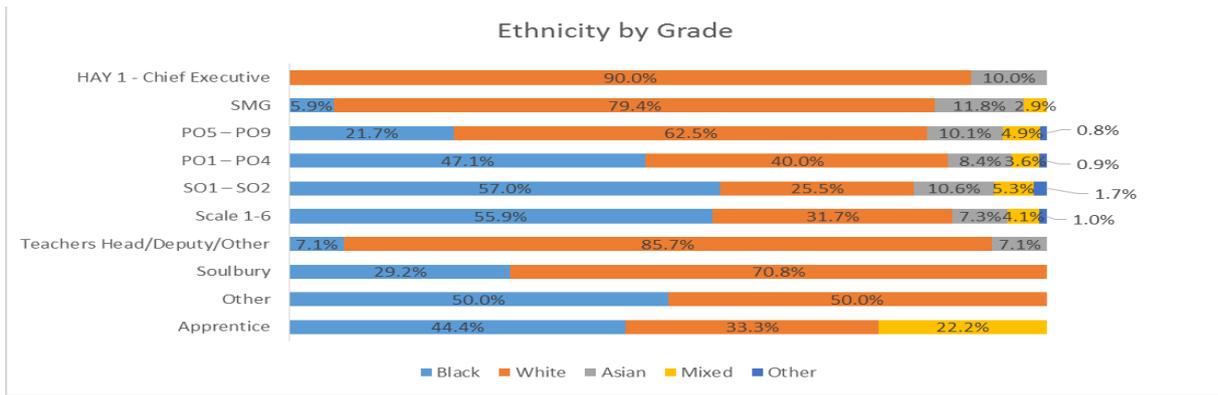
Lambeth can celebrate having a highly diverse workforce, committed to serving and meeting the needs of our residents and local communities. This strategy aims to strengthen our workforce capacity to continue to meet residents’ needs, to support the delivery of the Borough Plan and the actions identified by the Equalities Commission.

Our workforce profile is already diverse with 60% of employees coming from a BAME background, 60% female, and 7% disabled people. The average workforce age is 47, we have an ageing workforce and over the next ten to fifteen years this will challenge the Council, in terms of skills and knowledge retention. The age profile of our workforce is significantly different from than the age profile of our population The work we have started in terms of apprenticeships and graduate recruitment, which we need to sustain, to attract younger talent into the Council, is a key strategic workforce goal. The current workforce age and grade profile (1 April 2017 to 31 March 2018) is shown below:

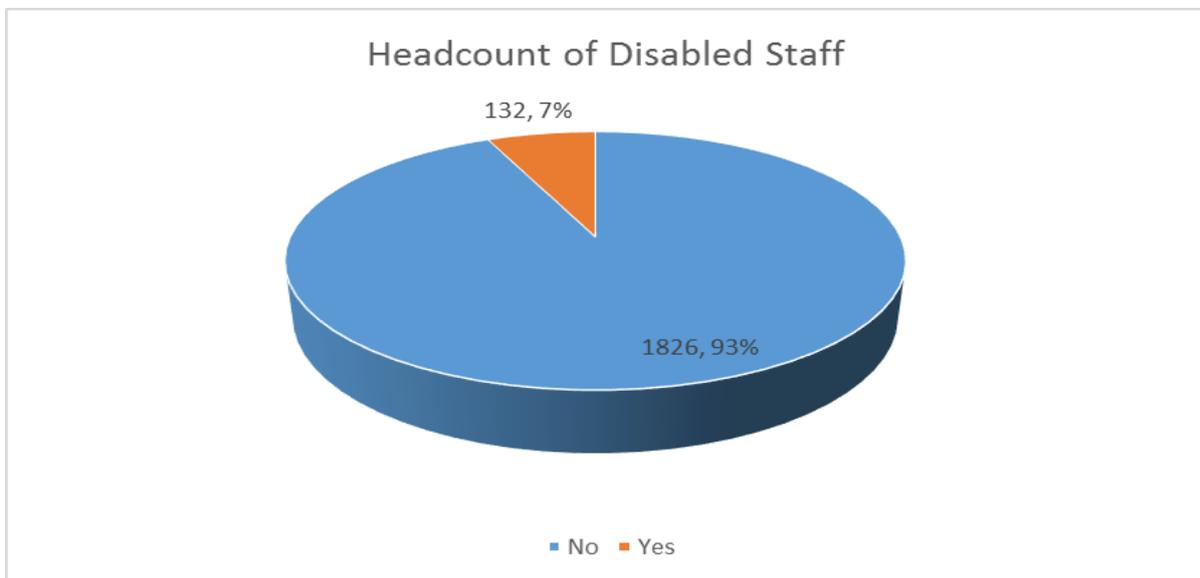


In terms of diversity we know we have under-representation of BAME leaders (21% v 60% for the workforce as a whole) and disabled staff in leadership roles (1% v 7% for the workforce as a whole) and our equality, diversity and inclusion plan will be key aspect of delivering improvement.

The current diversity profile of the Council’s workforce by grade (1 April 2017 – 31 March 2018) is shown below:



The current profile of disabled people in the workforce (1 April 2017 – 31 March 2018) is shown below:



In terms of recruitment over the last year (1 April 2017 to 31 March 2018) we attracted 3,786 applicants, conducted 950 interviews, and made 383 permanent appointments. We made more qualified children’s social worker appointments in that period than any other London Borough (data source London Councils).

The profile of staff leaving the established workforce was a total of 325 (from 1 April 2017 to 31 March 2018) comprising of 224 resignations (predominantly to move to new employment opportunities) 5 retirements, 12 voluntary redundancies, 19 compulsory redundancies, 17 dismissals and 48 others (e.g. TUPE transfers).

Our sickness rate, however, is above the London Borough average of seven days per head, at 8.7 days and both policy and practise need to be improved to reduce the cost and impact of staff absence. Our agency workforce consists of circa 520 workers (this figure is subject to constant change), with around 90 paralegals engaged to deal with the time limited work on the Council’s redress scheme and our response to the IICSA Enquiry and circa 120 in Neighbourhoods and Growth set to reduce following the 2018 restructure of that directorate.

Significant investment in technology, systems and tools has provided a robust approach to people management information and intelligence. Council-wide systems development provides opportunity to develop digital skills across the workforce to enable new and improved access to services.

In consultation with directors and through HR metric analysis we have identified, in summary, some of the key current workforce features through a strength/weakness/opportunities/threats analysis (SWOT) see appendix one.

To start to address the challenges identified in the SWOT analysis we have consulted with senior managers across the Council and the former deputy leader to develop key strategic workforce aims.

3. Where we aim to be

In light of the challenges identified through our initial consultation a series of strategic goals have been developed. The emergent themes included:

- An ambition to develop consistent, visionary leadership to steer the Council through a period of significant change
- an ambition to improve the workplace culture and improve employee engagement to ensure better services to residents – 62% in the 2015 staff survey said they were satisfied with their job, together with the need to ensure we have diverse, talented workforce
- an ambition to have a good employment offer (employment value proposition – EVP) that both attracts new talent to Lambeth and retains skilled staff, including 60 new apprentices each year
- the need to ensure the Council has a simple, effective and competitive pay model where staff are appropriately rewarded and with a clear health and wellbeing offer for staff
- the need to have a simple, modern, effective HR policy framework

We are committed to improving job and life opportunities for younger people through our apprenticeship strategy which links directly with key workforce strategy aims of developing own talent, improving our workforce diversity profile and strengthening our future workforce capacity to meet residents' needs.

We aim to decrease levels of deprivation in the borough by:

- Developing local talent by investing in their skills and knowledge
- Providing opportunities for citizens to benefit from the growing labour job market
- Realising key aspects of our Borough Plan

Deliver better services to our citizens by:

- Providing opportunities for staff training and development, reducing staff turnover and increasing employee satisfaction and productivity (skills for life)
- Having a workforce that better represents the community we serve; increasing representation of <25s, disabled staff and BAME groups through 60 new apprenticeship starts each year and three main cohorts: work placements, work experience and higher level apprenticeships through engagement with top universities

The key aims described above have been clustered together, and shown diagrammatically below as well as to map the inter-dependencies between the aims and actions required.

Enabling council and workforce transformation, delivering future organisational development and sustainability



Diagram: key strategic actions to deliver sustainable change

4) Developing a sustainable approach to workforce improvement

There are three key pillars to effective workforce strategy based on attracting, developing and retaining talent that are reflective of the employment lifecycle, from recruitment through to exit:

Attracting (EVP, Lambeth's offer)

Brand, including diversity

Pay and reward

Career Development and progression, including new apprenticeship starts

Developing (leadership and employee development)

Developing talent

Staff continuous development

Management and leadership development

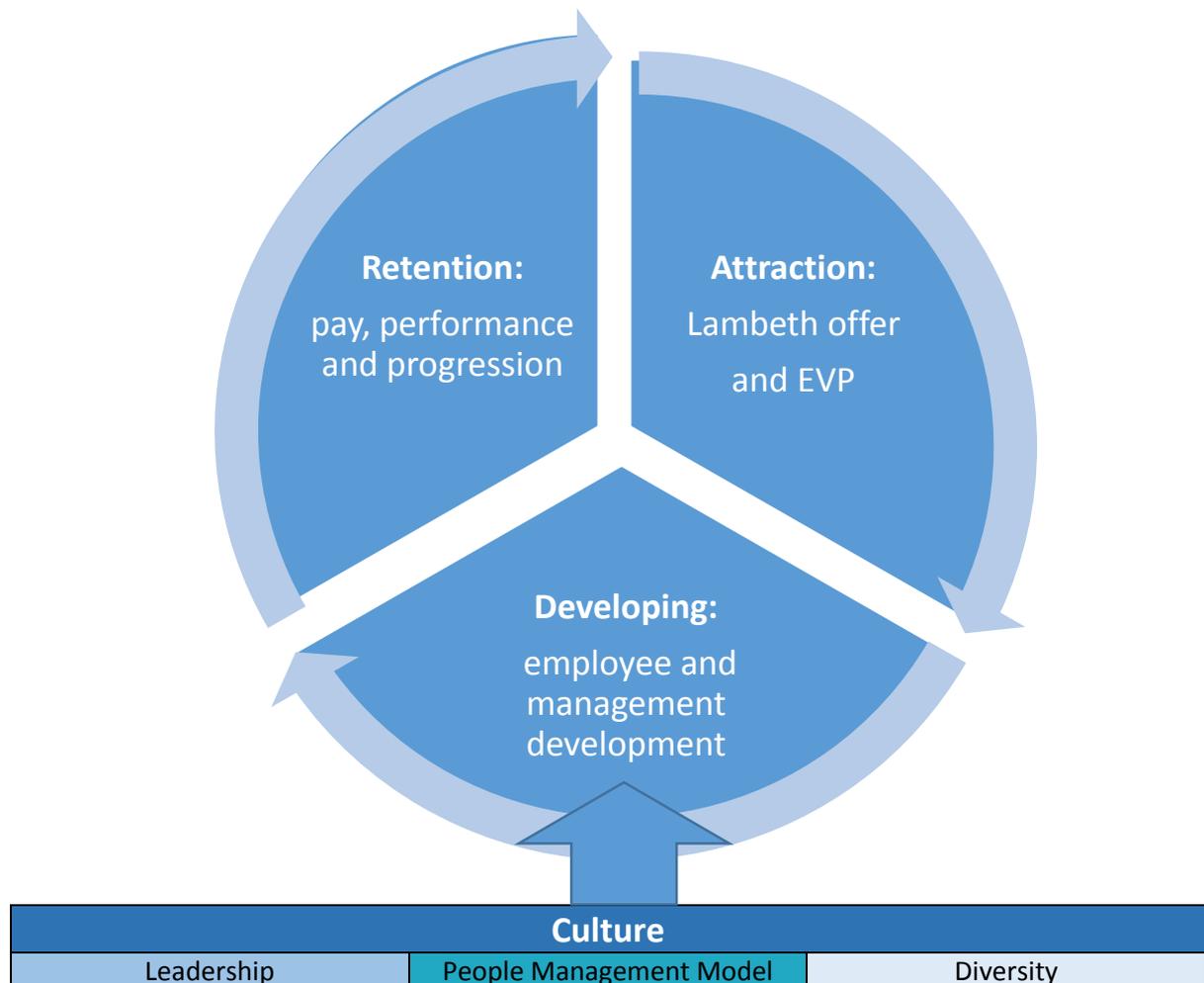
Retaining (pay, performance and progression)

Employee engagement, wellbeing and culture

Recognition and reward (including terms and conditions/benefits)

Employee lifecycle (experience of people management and work environment)

This is shown as the lifecycle in the diagram overleaf:



5. How and what will we do to realise the strategy?

A high-level, action plan sets out the key headings from above of attraction, developing the workforce and retaining key occupational skills. The plan sets out the challenge faced, the evidence base for why each factor is a workforce challenge, the proposed action to address the challenge and the critical success factor for improvement and the means by which success will be evaluated. The plan consists of the technical OD and HR actions required to deliver sustained improvement.

Progress of the improvement journey will be closely monitored by the Council's workforce board, together with Management Board, Corporate Committee and Cabinet as necessary. Following the recent Chief Executive staff meetings a range of staff have come forward to volunteer to engage in

the development of the workforce strategy and to ensure a represent voice from the workforce in terms of the employment offer. We plan to hold a range of focus groups and sounding boards to ensure effective workforce engagement is a key step in the development and implementation of our strategy.

A more detailed action plan for each of the high level component actions is available as a background paper, and has been reviewed and will be monitored by the Workforce Board. The high-level action plan follows overleaf:

Challenge	Evidence	Solution/action	Critical success factors/improvement journey evidence	Time line
Talent attraction				
No clear employer brand	<ol style="list-style-type: none"> 1. Only Children's social care 'Heart of Practice' brand 2. Lack of publicised benefits offer 	Define and agree a clear EVP based on the future workforce state	<ol style="list-style-type: none"> 1. Improved hire rates 2. Survey candidates on attraction factors, including diversity 3. Reduce vacancy and turnover rates 	April 2019
The need to improve diversity, talent attraction and retention	<ol style="list-style-type: none"> 1. Workforce data 2. Agency usage data 3. Vacancy rate 	Lambeth Leadership essentials, talent programme, positive action for apprentices and graduates, positive action for disabled people to access training and work	<ol style="list-style-type: none"> 1. Workforce diversity statistics, improved representation at all levels 	August 2018 and on-going
No total rewards statement, including career progression and development	<ol style="list-style-type: none"> 1. No total rewards attraction measures in place 	Produce total rewards statement and show case employment benefits/career opportunities	<ol style="list-style-type: none"> 1. Survey candidates on attraction factors 	April 2019
Developing workforce capability and capacity				
Poor, inconsistent, performance management	<ol style="list-style-type: none"> 1. Appraisal returns 2. Landesk reports 3. Capability data 4. Staff survey results 	Embed Q&PMF model. Equip managers to hold difficult conversations/ address compliance and provide VBR/VBPM approaches and capture robust and timely data to track performance.	<ol style="list-style-type: none"> 1. Appraisal completion rate at 90% + 2. Timely and appropriate capability action, monitored via HR data 3. Staff survey results showing embedded use of 1-1 and appraisal 	April 2020
Lack of investment in workforce development	<ol style="list-style-type: none"> 1. Training and development spend for the past 3 years 	Employee/management development programmes with golden thread to improved performance	<ol style="list-style-type: none"> 1. Impact assessment of development linked to KPIs 2. Management/leadership staff survey results 	September 2018

Appendix 1: Workforce current position to inform the strategy - SWOT analysis:

Challenge	Evidence	Solution/action	Critical success factors/improvement journey evidence	
Lack of workforce vision and focus	<ol style="list-style-type: none"> 1. Staff survey results 2. Lack of workforce strategy 	Agree clear workforce deliverables with key stakeholders: Members, MB, wider management	<ol style="list-style-type: none"> 1. Clear, golden thread linking individual performance to KPI business plan outcomes 2. Staff survey results on Council direction 	April 2020
Focus on task/process and not on behavioural competencies linked to performance outcomes and responsibilities culture	<ol style="list-style-type: none"> 1. Appraisal data 2. Appraisal quality sampling 	Equip managers to embed VBR/VBPM across the Council systemically	<ol style="list-style-type: none"> 1. Attendance and evaluation data from VBR/VBPM training 2. Reduced casework rates from improved behavioural profiling 	Start April 2019 complete April 2022
Transactional/delivery workforce not fit for future purpose	<ol style="list-style-type: none"> 1. Organisational design benchmarking 2. Spans of control analysis 	Address through new pay and rewards model and organisational design (including spans of control and decision-making accountability)	<ol style="list-style-type: none"> 1. Organisational design and review, linking roles to future operating models 	Start August 2018 complete April 2022
An old-fashioned, often adversarial, employee relations environment	<ol style="list-style-type: none"> 1. Consultation feedback 2. Casework data 3. Trade disputes 	Work with stakeholders to move from traditional model of employee relations to partnership approach	<ol style="list-style-type: none"> 1. Reduced casework numbers 2. Reduced trade disputes 3. Improved employee engagement – staff survey results 	Start August 2018, complete culture change 2022
Slow to change and poor change management with one-dimensional approach i.e. structural change	<ol style="list-style-type: none"> 1. Restructure forward plan and timescale monitoring 2. Data from change reviews 	Produce new organisational change policy with clear design principles covering multi-dimensional reasons for change. Train leaders to improve change management	<ol style="list-style-type: none"> 1. Reduced timescales for change 2. Evidence of design principles used for change from post-change review 	April 2018

Limited digital skills	1. Appraisal and 1-1 data	Provide greater training on Office 365 etc.	1. Digitally skilled staff with training and development evaluation of skills tested and acquired	Complete roll out by April 2022
Challenge	Evidence	Solution/action	Critical success factors/improvement journey evidence	
Talent retention				
Complex HR policy framework and bureaucratic HR systems	1 Ashfords' review 2 Employment law out-of-date 3 Benchmarking with other LAs	Engage a legal company to review/simplify/bring up-to-date, clarify contractual v non-contractual	1. Post implementation review Providing evidence of easier to apply policies 2. Staff survey results	Start review July 2018 and complete consultation by April 2019
Improved recognition and reward.	1 Employee turnover data 2 Staff survey results	Extend staff awards concept Review linkages to performance and rewards and survey representative workforce sample	1. Improved employee engagement 2. Improved retention of key skills and occupations	Start September 2018 and complete April 2022
Inconsistent lifecycle experience of staff	1. Induction feedback data 2. Staff survey results	Improved employee experience based on management and leadership development and improved practice	1. Reduced employee turnover 2. Improved retention of key skills 3. Improved employee engagement/staff survey outcomes	Start September 2018 and complete April 2022
To become an employer of choice/Best employer	1. Levels of agency workers in key occupations 2. Staff survey satisfaction results	Engage in Times UK Best Employer scheme	1. Reduced agency costs 2. Reduced vacancy rates 3. Reduced failure to hire rates 4. Reduced employee turnover rates 5. Increased staff satisfaction rates	April 2020

Support effective staff wellbeing	1. Above average London borough sickness rate. Stress-related illness the highest	Develop a health and wellbeing strategy including interventions such as: mindfulness, resilience techniques etc.	1. Reduce sickness absence rate 2. Reduce agency cover for absence 3. Improve employee engagement	Start August 2018 and complete April 2022
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Strengths

Diverse workforce - second after Brent
 Apprenticeships starting
 National Management Trainees
 London Leadership programme
 (BAME prioritised)

Refreshed EDI approach
 New leadership programme
 Plans for new talent programme
 Roll out of unconscious bias training
 Establishment reconciled with budget

Weaknesses

A focus on operational v strategic management
 Much HR activity insufficiently aligned to business
 No clear overall employer brand/attraction

Poor performance management culture
 Focus on task (what) employees do – not how
 Pay and rewards complex, bureaucratic, not agile
 Traditional, “sides-based”, employee relations
 Systems and process “heavy”, e.g. job evaluation

 Complex, difficult to apply HR policy framework
 Need to improve diversity, attraction and retention
 Historic disinvestment in workforce development

Opportunities

Digital development
 New service delivery models
 Improving diversity and inclusion
 Improving leadership consistency
 Attracting young people/ new talent
 Branding Lambeth’s diversity/heritage
 Modernising the employment offer
 Strength of location

Threats

Sufficiently developed ‘knowledge-based’ workforce
 Recruiting and retaining a skilled workforce
 Held back by a deficit culture
 Ageing workforce profile/knowledge management
 Resistance to change
 Inconsistent leadership
 Sufficient stakeholder engagement and buy in

