



Haverling

LONDON BOROUGH

Putting Our People First

People Strategy

A Brighter Future for Havering

Presentation to Communities Theme Board

16 September 2019

Introduction

In Havering we care about our staff. Our People Strategy places our staff at the heart of our plans. It sets out the key areas and actions through which we will harness the talent and commitment of each and every member of staff to realise our ambitions for Havering and to create an inclusive working environment in which everyone can contribute to the best of their ability.

Our People are our future and attracting, developing and retaining staff is critical today and into the future if we are to continue to serve our communities and deliver great services.

Our People Strategy will be underpinned by detailed action plans which set out clear actions, timescales and measures of success.

eringTogether

laborative 'deal'

One Council, One Team

Visible, self-aware, determined leadership at every level

Engaged and empowered people

Learning together

Courageous in delivering better together

Open to new ideas and innovation

Professional and productive

Supporting personal growth and development

Celebrating success

Looking after each other and our residents

develop a workforce that can meet the current and future needs of residents, we first need to understand our existing employee profile.

Two of the elements of the Smart Working Programme have been to September Cabinet, accommodation and equipment. The People Strategy is a key driver in the cultural change that makes up the third element of Smart Working.

Our workforce mirrors the complexity and diversity of the services we provide. We directly employ 3,388 people on a range of employment contracts including full-time, part-time, job share, term-time and fixed term.

Key Workforce Challenges for Havering

Changing relationship with residents – more self-help, less dependent, simplified services

Digital Agenda

Wider age range - 5 generations at work

Leadership

Budget Pressures

Housing Growth

Diversity and Inclusion

Change and transformation

Agile Council

Flexible employment offer – changing workforce expectations

Ageing workforce – not retaining younger staff

Principles underpinning Our People Strategy

These principles guide the way we work towards achieving our ambitions:

Focus on building trust through transparency. We will be open and honest with staff, maintaining open communication and good working relationships with staff and their representatives, listening and responding in a timely way and supporting people through change so that our staff feel informed, supported and valued as part of one team.

Focus on wellbeing. We will provide a modern and well equipped working environment and take care of our staff so that they can come to work and do their best in a culture of empowerment, trust and respect. We will help staff achieve a healthy work-life balance.

Focus on diversity and inclusion. We will champion the diversity of our workforce so that the contribution of each and every member of staff is recognised and valued and we are able to attract and retain a diverse range of talent now and into the future.

Focus on learning and development. We will work to ensure that staff have access to learning and development opportunities so that they have the skills and competences required to do well in their role.

Focus on continuous improvement. We will develop a culture of learning in which innovation and creativity are encouraged so that services can be developed and improved through feedback, reflection, evaluation and shared learning.

Four Key Areas

For a Smarter Future

Resourcing

Attract and retain good quality staff, using best practice techniques and good planning

Performance and Development

Ensure that the workforce has the right knowledge and skills; develop competent, confident and resilient practitioners; and ensure that the workforce has access to the right qualifications and opportunities for continuing professional development, training and progression

Leadership

Ensure that leaders and managers at all levels have the right knowledge and skills to lead and support teams and individuals

Culture, Values and Ways of Working

Support the workforce in developing a supportive, inclusive culture, work in partnership and value and reward individual and team contribution



Leadership

Ensure that leaders and managers at all levels have the right knowledge and skills to lead and support teams and individuals and role model our values and behaviours

AreaOne

Desired Outcomes

Leaders and managers at all levels have the right knowledge and skills to lead and support teams and individuals to perform to the best of their ability

Leaders at all levels are equipped with the skills to lead and manage change well, encourage innovation and creativity and value individual and team contribution

Leaders understand that to gain trust they need to be credible and reliable

There is consistent leadership practice and leaders role model our agreed values and behaviours to create a positive workplace and inclusive culture

The Havering Leader

“The Havering Leader is competent, confident and resilient; trusted to lead and manage change well; listens, empowers and coaches others to do their best in a supportive and inclusive culture; and articulates and communicates a clear and compelling vision for the future”

Area One Actions

to achieve our desired outcomes we will:

Establish Values and Core Leadership Behaviours. We will continue work to revise and refresh our values and behaviours so that we are consistent across the Council in how we behave with each other and our customers and service users. Our values will provide the guiding principles for our relationships internally and externally

Embed the Havering Leader Profile. Setting out what we expect of leaders and managers is critical to establishing consistent leadership practice across the Council. Recruiting and developing leadership capability against this profile and role modelling effective leadership behaviours from the top are key to ensuring that people are well led and supported to do their best

Establish effective Manager Induction. Ensuring that new managers are fully prepared for their role and have the right skills to lead and manage individual teams well is essential to overall effectiveness. Making time for new managers to learn how to get the best from people, build a supportive and inclusive culture, manage performance positively and deal with issues quickly and effectively will ensure that our staff feel valued and supported

Equip Leaders with the skills for leading change. Change and transformation are constant across the Council as we seek to improve services and deliver value in increasingly challenging times. Providing managers with the skills to lead change well and to support teams and individuals through change is critical to maintaining a healthy and committed workforce

Establish a coaching style of leadership. We know that the quality of leadership in the Council is key to achieving our aim of becoming an Employer of Choice. We will develop leaders who coach and support staff to empower, challenge and encourage innovation and creativity, who recognise and develop talent now and for the future and harness the diversity of perspectives that help to build a productive and inclusive culture

Build Leadership capacity and capability through development programmes. Making full use of our Apprenticeships Levy contribution we will increase the competency, capacity and confidence of our managers to ensure consistent practice. We will seek to ensure that our managers have access to high quality learning and development so that they can be the best possible leaders

Establish and develop a Leadership Forum. Creating time and space for leaders and managers to collaborate, learn from each other and share experience is key to developing consistent, self-aware and high quality leadership practice across the Council. An effective Leadership Forum will ensure that opportunities for working across the Council, harnessing potential and developing relationships and talent are increased

Leadership

Area One

Measures of Success

- Number of managers with a recognised management qualification
 - Number of managers completing Manager Induction
 - Feedback from pulse surveys
 - Engagement Scores
 - Numbers attending Leadership Forum Meetings
 - Number of internal applicants for managerial roles
 - Number of internal appointments to managerial roles
 - Reduction in stress as a reason for absence
 - Reduction in staff sickness days
 - Reduction in grievances
 - Reduction in requirement for mediation
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Area Two

Desired Outcomes

Our Values and Behaviours are agreed and understood

Our Values provide the framework for engagement with our staff, customers and stakeholders, drive behaviours and influence and shape our culture

Our values are evident in all that we do

Our culture is open, inclusive and supportive

We each take personal responsibility and are accountable for our actions and are trusted to do our jobs well

Culture, Values and Ways of Working

Support the workforce in developing a supportive, inclusive culture, work in partnership and value and reward individual and team contribution

Our Values and Behaviours – I CARE

I – Integrity

- We are honest, trustworthy and reliable
- We communicate openly and transparently
- We take responsibility for our actions and behaviour

C – Creative

- We find ways to solve problems and make things better
- We look for new ideas and opportunities to innovate
- We are flexible and open to change

A – Ambition

- We focus on making Havering the best place anyone can live, work and do business
- We take pride in our work and the work of our team
- We are committed to improving and developing ourselves

R – Respect

- We treat people with courtesy and compassion
- We listen to other people's ideas and perspectives
- We stand up to discrimination, bullying and harassment

E – Everyone

- We collaborate and co-produce to deliver results
- We support each other and give constructive feedback
- We celebrate success and recognise everyone's contribution

Our desired outcomes we will:

and launch Our Values and Behaviours. Work will continue to establish our refreshed values and behaviours and these will be launched across the Council. We will ensure that all staff and individuals know and understand how these will guide their work, relationships and engagement with each other and our customers and communities.

and support Employee Voice Groups and feedback mechanisms. Listening to our staff is key to achieving our ambitions as a Council. We know that our staff's views and ideas deeply about their work and their ideas and concerns are central to doing things right and developing better services now and for the future. We will support the creativity of our staff and increase their contribution to decision-making so that they are fully involved in shaping the future of Havering.

our good relationships with Trade Unions. Our staff representatives have a valuable contribution to make and we will seek to develop our already good relationships further so that they are engaged early and can help us to ensure that we are doing the best we can for our staff as an employer of choice.

staff recognition and reward mechanisms. We know that our staff work hard deserve appropriate reward for their contribution. We will review and update our recognition and reward mechanisms to ensure that they are modern and fit for purpose so that we can compete with other employers to attract and retain the best staff.

1-1s and performance management. Developing a more disciplined approach to 1-1s will be a priority so that staff have regular, meaningful conversations about what they are doing and how they are doing it. As an Employer of Choice, we will ensure that development needs are identified so that staff have the resources and skills they need to do their jobs well and receive regular, constructive feedback.

staff health, safety and wellbeing. We want our staff to come to work, feel valued and supported to do their best work. We will make health and wellbeing a priority so that staff are better able to manage their work-life balance. Our managers will be equipped to identify stress and mental health issues through training and we will continue to develop our Employee Assistance Programme and other initiatives to help staff live and work well.

values centred recruitment processes. We understand the impact of our behaviours on the culture of the Council. We will use our values and behaviours as a guide for recruitment and selection so that we attract and select those people who will contribute positively to our workplace and work with us to develop a positive and inclusive culture in which everyone can thrive.

Smart Working. Increasing diversity across our workforce, gaining access to the widest possible talent pool and becoming an Employer of Choice depend on our approach to working. Modern working practices are outcomes led and allow people opportunities to manage their working lives alongside their other commitments. Increasingly people are working flexibly, remotely and outside of traditional working patterns. We will support our managers to manage different working patterns so that they are able to come to work in Havering and remain in our workforce.

Culture, Values and Ways of Working

Our Values are recognised and understood

Our Values are evident in all we do

Number of meetings of Employee Voice Group

Response rate to pulse surveys and feedback sessions

Reduction in grievances/mediation/disputes

- Reduction in stress related sickness
- Number of managers trained in Mental Health Aid
- % staff having regular 1-1s
- Feedback on quality of 1-1s
- Number of staff with Flexible Working Agree place
- Increase in diversity at senior level

Area Three

Desired outcomes

Havering has the skilled and committed workforce needed now and for the future

Staff Induction is effective

We manage and develop talent in a planned and strategic way

We understand our current skills base and what is needed for the future

We undertake Workforce Planning as part of our business planning process

We manage Succession effectively

We identify and develop talent

We ensure that our staff have the skills they need to perform well

We manage performance well and address issues quickly

Performance and Development

Ensure that the workforce has the right knowledge and skills; develop competent, confident and resilient practitioners; and ensure that the workforce has access to the right qualifications and opportunities for continuing professional development, training and progression

Area Three actions

Performance and Development

To achieve our desired outcomes we will:

Identify Core Skills requirements. We will undertake regular skills audit across the workforce and review skills development needs regularly with services so that we understand the current skills base and future requirements and can ensure that staff have the knowledge and skills they need to do their jobs well. As part of this we will develop a framework for assessment and management of individual and team performance based on our values and behaviours

Develop Corporate and Directorate L&D Plans. Staff will have annual review meetings with their manager to identify their current and future skills requirements so that development can be planned and delivered appropriately. Managers will assess individual and team skills requirements so that Corporate and Directorate L&D plans can be developed and implemented

Develop a Workforce Planning Toolkit and implement Workforce Planning. A systematic approach to workforce planning will be implemented so that services can consider current staffing, critical posts and people and plan for the future workforce to ensure that Havering has the right staff with the skills needed now and into the future

Revise Staff Induction. We will review our Induction process for new staff so that they are prepared for their role in the Council and understand our values and the behaviours we expect from our people

Develop a modern approach to Talent Management. We recognise that people manage their careers differently now. We will develop an approach to talent that reflects the more “lattice-based” movement across the Council and will seek to increase flexibility in career pathways, opportunities and development to reflect this. Our approach will focus on Talent conversations and open appraisal of potential so that we are transparent and focus on attracting and retaining the talent we need for the future

AreaThree

Performance and Development

Measures of Success

- There is a Corporate L&D Plan
 - Directorate L&D Plans are in place
 - Services have a workforce plan
 - Talent conversations take place
 - Number of staff attending staff induction
 - Number of staff scoring induction excellent/good
 - Skills audits per service are complete and up to date
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AreaFour

Desired Outcomes

Resourcing

Attract and retain good quality staff, using best practice techniques and good planning

Havering has a planned and consistent corporate approach to recruitment, retention and talent

We have a clear and recognisable brand

We recognise the value of diversity across our workforce and the impact this has on our ability to better understand and meet the needs of our communities

We focus on the best person for the job and use clear role profiles

We are recognised as a good employer with a clear value proposition for employees

We use apprenticeships to build capacity and capability in our workforce and maximise our investment in the Apprenticeships Levy

We manage redeployment well and have a flexible approach to deployment

We understand our skills needs now and for the future

Candidates have a good experience through our recruitment processes

Four actions

Resourcing

Believe our desired outcomes we will:

Time and resource in recruiting the right people. We will develop a brand and build our reputation with an attractive offer and clear rewards. We recognise that building a workforce for the future requires more than just a recruitment process. We will develop a clear approach to resourcing so that we are able to attract the best available talent to meet our current and future workforce needs. This will include a clear employee value proposition and reflect our ambition to become an Employer of Choice

Time and resource to managing redeployment. We recognise that the transformation work we are undertaking will result in people being displaced but with skills transferred to other parts of the Council. We will ensure that we identify those willing to learn new skills or apply existing skills elsewhere so that we retain committed people. We will make use of the Apprenticeships Levy to upskill and develop people into new roles

Time and resource to Apprenticeships/Levy to support recruitment in hard to recruit areas. We recognise that some service areas find it hard to recruit and retain the talent they need for the future. We will work with these services to put Apprenticeships in place to develop new and existing staff into these areas. We will design clear incentives so that we “grow our own” talent as well as attract new applicants

Time and resource to staff retention. Managing our existing workforce well is critical to maintaining future staffing levels. We will use exit interviews to understand in detail why people leave and develop initiatives to retain skilled and committed people so that services have the staff they need. Becoming an Employer of Choice will require a focus on attracting and retaining talented staff

AreaFour

Measures of Success

Time to hire reduced

Candidate feedback is
positive throughout

Number of successful
redeployment placements

- Number of staff developing new skills
 - Reduction in known hard to fill gaps
 - Achievement of Employer of Choice status
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Times Employer of Choice not-for-profit

- Aiming for 2021/22 or 22/23, after full scoping
 - Intended to be a tool to support unifying the staff journey
 - Remove silos
 - Supporting recruitment and retention
 - Encourage aspirational activity for the staff and the Borough
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