

Southampton City Council Workforce Strategy

VISION

To be an employer of choice, for the council to be recognised as a ‘Great Place to Work’ where employees have pride in their work, the council and the city.

INTRODUCTION AND CONTEXT

Purpose

Staff are the council's greatest and most valuable resource. We are proud of our staff and want to recognise their skills, knowledge and understanding, as these are fundamental to delivering successful transformation, a sustainable organisation and our ambitions as a council and a city. We want to develop a clear, strategic approach to workforce development building on the excellent work and good practice we have. This will enable us to develop our current and future workforce with the right skills, competencies and behaviours to deliver services and manage businesses of the future with appropriate and effective HR and OD policies and practices.





Scope

The Workforce Strategy provides direction for all staff and the learning and development elements also cover all elected Members. It covers pay and reward, recruitment, retention, performance management, training and development of the workforce.

Delivering the strategy

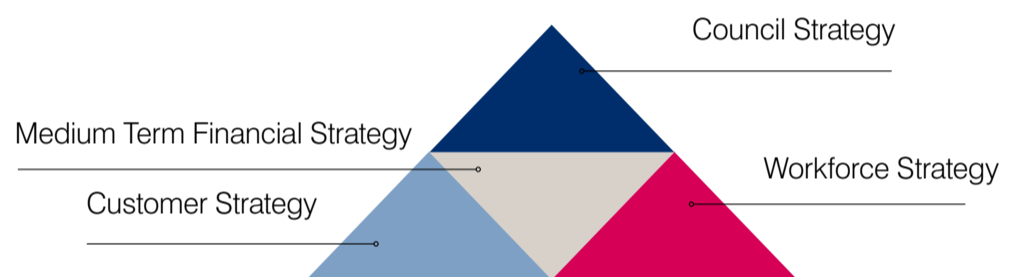
This Strategy will enable the council to have a skilled, flexible and engaged workforce of high performing, professional teams. Staff will be guided in their work by our core behaviours and deliver the right services effectively and efficiently contributing to a sustainable, modern council.

This will enable them to deliver, with declining resources, the council's priority outcomes:

-  Children and young people get a good start in life
-  Strong and sustainable economic growth
-  People in Southampton live safe, healthy, independent lives
-  Southampton is an attractive, modern city where people are proud to live and work.

Links to the Strategy and Policy framework, other strategies and policies

This strategy will sit alongside the customer strategy and medium term financial strategy that will enable us to become the right kind of organisation to deliver better outcomes for our residents.



PRIORITIES AND OUTCOMES

A key driver for all staff is the new “One Council” approach with the expected behaviours now embedded in job descriptions at all levels and underpinned by an aptitude for applying digital solutions and using technology, staff will:



- **Take personal responsibility** for work, service, performance



- **Work with and through others** across teams, services, the wider council and its partners



- **Embrace change** looking for new ways of working to improve service provision and achieve cost efficiencies in positive and proactive ways



- **Be customer focused** putting the service user at the heart of service design and delivery



- **Balance commercial demands** helping develop a sustainable council and services

Priority outcomes

- **Recognised as an employer of choice** – so that recruitment and retention align with our workforce plans and employee satisfaction levels increase as staff identify the council as a “great place to work”
- **A high performing workforce** with the right skills and behaviours, supported by an induction and development programme, actions to manage change effectively, performance management and effective internal communications to deliver the council's vision and priority outcomes.
- **Good management across the council**, supported by a regular leadership and management development programme well as consistent and easy to follow HR policies and processes
- **Evidence based decision making, planning and delivery** supported by accurate workforce data, management information, analysis and future projections on workforce needs, issues and demands
- **A highly motivated and engaged workforce**, flexible enough to respond to future challenges
- **Staff empowered to make decisions** and participate in all aspects of service delivery and development
- **An effective Member Development programme for councillors**
- **Demonstrable valuing of diversity and equality**, ensuring opportunity for all to fulfil their potential.



KEY ACTIONS

Outcome	Theme	Actions
A robust HR and OD foundation	Getting the basics right	<ul style="list-style-type: none"> • Manage attendance at work and reduce absence. • Develop and implement a detailed Workforce Plan covering structures, sound employment policies and practices, compliance, improvement of professional practice, recruitment and retention, talent management, succession planning and developing our workforce • Define and map our current workforce profile and local demographics to determine areas for approved positive action and to inform priorities for action (e.g increase number of apprentices; develop career pathways) • Regular forecasting and use of management Information of workforce profile to track gaps and assess impact of actions • Establish, communicate and apply workforce controls (recruitment and retention, attendance, induction, performance contracts and appraisals; set and control use and costs of agency workers, consultants and interims)
	Recruitment and retention	<ul style="list-style-type: none"> • Develop and deliver a programme to attract care leavers, apprentices, interns and graduates • Attract local people to apply for vacancies • Assess skills, experience and gaps required in the context of new operating model and manage key risk issues • Develop and promote employer “brand” to reflect staff view of and pride in the workplace
Employer of choice	Pay and reward	<ul style="list-style-type: none"> • Establish stakeholder groups to develop and implement a “Total Reward” package across the council • Publish annual review of a fit for purpose pay policy which includes associated jobs • Conduct pay benchmarking for the public sector to ensure best fit • Track, review and take action on recruitment and retention issues • Plan medium term review of pay model and agreed job evaluation schemes for a “One Council” pay framework and creation of job families, to enhance career pathways and transparency
	Organisational change	<ul style="list-style-type: none"> • Ensure new job profiles and job families reflect the different and additional skills required for the future (e.g. community focus and engagement; strategic management; commercialisation; strategic commissioning; partnership working) • Develop and communicate overall plan for organisational design • Review and revise as necessary all business processes to ensure consistency, openness and fairness in context of consultation on and recruitment to new structures • Update all policies and procedures to reflect new operating model, roles and responsibilities • Work with partners to reskill and redeploy staff to meet changing service needs • Develop and promote positive support for staff leaving the organisation • Make the best use of digital technology to improve HR processes, service delivery and customer experiences • Develop and support infrastructure to enable different but secure ways of working
Great place to work	Staff engagement	<ul style="list-style-type: none"> • Conduct an annual staff survey and use the analysis of findings to inform next steps and assess impact of actions • Develop and make best use of PULSE (a cross council staff engagement group hosted by the CEO) sessions and feedback • Deliver a programme of annual awards – (Long Service; Employee, Manager, Team of the Year and star awards) • Establish the Employee Account and enable access to staff who haven’t got access to computers at work; assess take up and feedback • Market in positive and proactive ways, the branding of the council as an employer and a city business • Increase awareness of the expected behaviours and digital workforce, promoting the ‘One council’ message • Ensure up to date information is available to staff, using a variety of channels including the intranet and web pages
	Leadership, management and staff development	<ul style="list-style-type: none"> • Implement performance contracts for all roles • Improve take up of and achieve 100% compliance of regular supervision and annual appraisals for all staff • Continuously develop staff so that as many as possible reach their full potential • Ensure implementation of comprehensive induction standards for all new starters through an excellent induction programme for staff and members • Develop a Member Development programme that reflects the different leadership and community representational roles in the changing public sector context • Develop and implement an accredited and effective leadership and management development programme supported by a ‘toolkit’ for managers • Develop learning pathways linked to roles, professional competences and the skills required • Develop and empower existing and aspiring leaders to fulfil their role (clarity of role and function; support, guidance, coaching and mentoring schemes) • Improve links with partner organisations (education, accreditation of learning, shared provision)

SUCCESS MEASURES



Reduced sickness absence



More applications from local residents for council jobs



More care leavers, apprentices, interns and graduates



Simplified job families framework for all roles



Reduced operating expenditure per employee



Improved results in staff survey
(Employee Engagement Index)



Performance contracts for all



All employees have regular supervision and an annual appraisal



Regular and effective induction programme for staff and members