

1 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.

2 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 will 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 priority Council 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 to help us to become the right kind of organisation to deliver better outcomes for our residents.

3 Priorities and outcomes

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

- Take personal responsibility for work, service and performance
- Work with and through others across teams, services, the wider Council and our 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

- 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
- 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”
- Workforce planning with partners and recognised trade unions
- 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
- 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 elected Members
- Demonstrable valuing of diversity and equality/ensuring opportunity for all to fulfil their potential.

4 Success measures

<ul style="list-style-type: none"> - Staff retention - Reduced staff turnover in the context of our organisational change - Improved results in staff survey (Employee Engagement Index) - Staff profile reflects city profile - All employees have performance contracts, regular supervision and 	<ul style="list-style-type: none"> - an annual appraisal - Reduced sickness absence - Satisfaction rates and take up of learning and development programme for elected Members - Management of grievances and disciplinarys
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5 DRAFT ACTION PLAN

Detail

Outcome	Theme	Actions
A robust HR and OD foundation	Getting the basics right	<ol style="list-style-type: none"> 1. Make sure HR policies and processes are fit for purpose and easily available, so managers and staff are clear what is expected of them by: <ul style="list-style-type: none"> ○ Developing and implementing 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 ○ Developing and implementing a detailed Children and Adult Social Care Workforce Development Plan ○ Establishing, communicating and applying workforce controls (recruitment and retention, attendance, induction, performance contracts and appraisals; set and control use and costs of agency workers, consultants and interims) ○ A commitment to continued engagement with the Council’s recognised Trade Unions with a view to seeking agreement on any changes to policy or procedures. 2. Ensure the organisation is offering equal opportunities to all by: <ul style="list-style-type: none"> ○ Mapping current workforce profile and local demographics ○ Determining areas for approved positive action 3. Improve the quality of HR data and information so that managers have a better understanding of the organisation, and are better able to respond to changes by: <ul style="list-style-type: none"> ○ Undertaking regular forecasting ○ Providing management information of workforce profile to track gaps and assess impact of actions 4. Manage attendance and reduce absence by regular forecasting and use of management Information of workforce profile to track gaps and assess impact of actions
Employer of choice	Pay and Reward	<ol style="list-style-type: none"> 1. Make sure we have a pay structure that reflects job roles and is in line with market trends by: <ul style="list-style-type: none"> ○ Undertaking pay benchmarking for public sector to ensure best fit ○ Reviewing recruitment and retention issues with Service Leads ○ Planning a medium term review of the pay model and agreed job evaluation schemes for a “One Council” pay framework and creation of job families, to enhance career pathways and transparency 2. Promote the Council’s benefits package including the range of family freindly polcies 3. Review and publish our Pay Policy annually 4. Review guidance for managers to consistently track, review and take action on recruitment and retention issues.
	Recruitment and retention	<ol style="list-style-type: none"> 1. Assess skills, experience and gaps required in the context of new operating model and manage key risk issues 2. Provide greater clarity on job roles to deliver what is needed for the Council by: <ul style="list-style-type: none"> ○ Creating and communicating new job profiles to reflect the different and additional skills required ○ Assessing skills and talent required and gaps in the context of new operating model and managing key risk issues 3. Reskill and redeploy people to meet changing service needs 4. Develop and promote employer “brand” to: <ul style="list-style-type: none"> ○ Reflect staff view of and pride in the workplace ○ Develop and promote employer “brand” and positive marketing of the Council as an employer and a city business ○ Attract local people to apply for vacancies.
Great Place to Work	Organisational change	<ol style="list-style-type: none"> 1. Support staff through organisational change by <ul style="list-style-type: none"> ○ Ensuring access to the appropriate technology staff need to help them do their job ○ Reviewing and revising processes for managing change to ensure consistency, openness and fairness in context of consultation on and recruitment to new structure ○ Developing and supporting infrastructure to support different but secure ways of working ○ Developing and promoting positive support for staff leaving the organisation and work with partners to reskill and redploy staff to meet changing needs 2. Ensure change is managed more effectively, guided by an overarching single framework for the organisation by: <ul style="list-style-type: none"> ○ Developing, impementing and communicating an overall Organisational Development Plan ○ Updating all policies and procedures to reflect new operating model, roles and responsibilities ○ Developing clear and consistent processes to manage change, including future restrutures ○ Reviewing and revising as necessary all business processes to ensure consistency, openness and fairness in context of consultation on and recruitment to new structures ○ Ensuring new job profiles reflect the different and additional skills required for the future (e.g. community focus and engagement; strategic management; commercialisation; strategic commissioning; partnership working) 3. Make the best use of digital technology to improve HR processes, service delivery and customer experiences.
	Staff Engagement	<ol style="list-style-type: none"> 1. Improve engagement, communication with and access to information for all staff by: <ul style="list-style-type: none"> ○ Developing and implementing a programme for staff engagement across the council ○ Using a mix of internal communications channels that are fit for purpose in meeting the needs of staff, and that up to date information is available via intranet and web pages ○ Improving the Employee Account as the first port of call for information ○ Increasing awareness of the expected behaviours and digital workforce, promoting the One council message ○ Recognising the value of our trade union partners and a commitment to transparent consultation in each case of change so staff are fully briefed on any proposals ○ Increase the number of PULSE members and better use the group to guide changes to the organisation 2. Celebrate staff achievements by: <ul style="list-style-type: none"> ○ Creating a package of staff awards to celebrate success, developed through stakeholder groups ○ Developing and implementing a programme of annual awards – (Long Service, Employee, Manager, Team of the Year and Star awards) 3. Create a ‘Good Stuff’ section on the intranet pages of Staff Stuff to contain details of staff awards and employee

		benefits 4. Conduct an annual staff survey and use the analysis of findings to inform next steps and assess impact of actions.
	Leadership, management and staff development	<ol style="list-style-type: none"> 1. Develop leadership and management skills by: <ul style="list-style-type: none"> ○ Implementing an effective Member Development programme, with the involvement of Members to reflect the different leadership and community representational roles in the changing public sector context ○ Developing and implementing an accredited and effective leadership and management development programme supported by a 'toolkit' for managers ○ Developing and empowering existing and aspiring leaders to fulfil their role (clarity of role and function; support, guidance, coaching and mentoring schemes) 2. Develop staff by: <ul style="list-style-type: none"> ○ Implementing comprehensive induction standards for all new starters learning pathways linked to roles, professional competences and the skills required ○ Improving take up of and achieving 100% compliance of regular supervision and annual appraisals for all staff ○ Continuously develop staff so that as many as possible reach their full potential ○ Implement standardised performance contracts across the organisation to improve performance management 3. Improving links with partner organisations (education, accreditation of learning, shared provision).

Final document			
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