

**Resources Directorate**
**7 Newington Barrow Way, London N7 7EP**
**Report of: Corporate Director of Resources**

<b>Meeting of:</b>	<b>Date:</b>	<b>Ward(s):</b>
Policy and Performance Scrutiny Committee	14 <sup>th</sup> November 2019	N/A

<b>Delete as appropriate:</b>		Non-exempt
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## **SUBJECT: WORKFORCE STRATEGY 2019/2022 - UPDATE ON IMPLEMENTATION**

### **1. Synopsis**

- 1.1 The Workforce Strategy 2019/2022 was approved on 21 May 2019 and launched at the Epic Awards on 15 July 2019. This update is for the three-month period from 15 July to 15 October 2019, in which time there has been progress in all four themes of the action plan and an implementation plan, with an outline business case in development.
- 1.2 The purpose of this report is to update on:
- Progress in implementing the strategy.
  - Priorities for the next phase of implementation.
  - The proposed next steps and the financial resources required to progress further in implementing the strategy.

### **2. Recommendations**

- 2.1
- To note progress and the priorities set out in section 3.3 below.
  - To note funding of a total spend of £1.7M for the entire 3 years, of which £487K will be drawn down from the Transformation Fund to buy in and develop subject matter expertise and to finance activities to be delivered in the first year of the strategy including the priorities identified in section 3.3 below

### 3. Background

3.1 The Workforce Strategy 2019/22 sets out how the Council will make Islington a great place to work. As part of our vision we want to ensure that employees feel valued, inspired and empowered to achieve our goals and to provide the best services possible to our residents.

The Council has adopted a shared vision of what we are here for and how we are going to work together to achieve the best we can for Islington. In practice, this means empowering people to grow, learn from one another and to develop their skills. People need to have the confidence to work to the highest possible standards, whilst working continuously to improve performance.

People are the Council's greatest asset. People who work for and with the Council need to be talented, committed and passionate about serving the borough's residents. We need people working for and with the Council who can work flexibly to achieve great outcomes and are adaptable to the changing world around us.

The Council is undergoing an enormous period of change with increasing demands on services creating a number of pressures. We recognise as part of achieving our core values the importance of acting in a way which is:

- **Collaborative** by behaving as one organisation with joined up services.
- **Empowering** by finding creative solutions and recognising a good job.
- **Efficient** by using resources wisely to the highest possible standard.

Implementing the strategy will require both commitment and investment from the organisation and its senior leadership.

This includes investment in sourcing and developing subject matter expertise in new areas and in meeting the costs associated with the delivery of elements of the strategy.

Equally important is the visible and practical commitment from senior leadership, specifically the Corporate Directors and Senior Leadership Team.

### 3.2 Progress/achievements

The summary below outlines progress made in the delivery of all four strands of the strategy. The achievements to date are the first steps in delivering the strategy and in many areas further action will be required.

#### **Visionary, values driven leadership:**

Our aspiration is to develop inclusive leaders across the organisation who model the council's values, working collaboratively in setting and communicating the vision and direction, inspiring shared purpose, developing a culture of inclusion, learning and wellbeing, engaging and developing employees to aspire to and achieve high levels of performance to deliver results for residents.

Status	Progress/Achievements	What's next
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On track	Improved connection between staff forums and corporate equalities sponsor. The Corporate Director - People regularly meets forum chairs to ensure the voice of the chairs is heard at a strategic level. Expected outcome – increased engagement and employee satisfaction, particularly among BAME, Disabled Staff and Carers as the forums see the impact of this connection.	Communications to staff forums and to all staff (ongoing)
On track	Brought forward timescales for SLT to mentor BAME staff to support career progression. Research conducted into successful programmes with this focus emphasises the benefit of incorporating reverse mentoring in mentoring relationships. Including this will bring the additional benefit of increased awareness of potential unconscious bias as mentors develop understanding of the challenges and lived experience of the staff they are mentoring.	Complete research (practical and literary) and recommend approach. Implementation timescales will be dependent on level of training and system to support matching.

### Attracting and retaining the best talent:

Our aspiration is to attract, engage and retain the best talent from the widest pool.

Status	Progress/Achievements	What's next
On track	Achieved the Good Work Standard, becoming one of 34 organisations including EY, KPMG, Lloyds Bank, PwC and only 4 other councils accredited at the launch of the Mayor of London's Good Work Standard - a benchmark for high employment standards covering fair pay and conditions, wellbeing, skills and progression, and diversity. This contributes positively to our reputation and attractiveness as an employer.	Promote as part of employee value proposition, integrated into the employee brand. Prepare for potential introduction of Achievement and Excellence levels.
On track	Neonatal policy developed in preparation for signing up to Employers with Heart. This demonstrates leadership and contributes positively to our reputation and will increase our appeal as a family friendly employer	Promote as part of employee value proposition to potential and current employees.
On track	HR Staff trained in job evaluation, enhancing the value of HR insight in organisational change and resulting in cost savings.	Evaluate efficiency and effectiveness of new arrangements.
On track	Work experience arrangements piloted to lay the foundations for the council's contribution to the '100 hours' scheme. Guidance based on learning from the pilot is in development. Linking this to routes into apprenticeships will enable residents to gain practical insight into functions and roles within Islington Council and is expected to increase the quality of applications and retention in apprenticeship roles.	Develop and upload guidance (November 2019) Develop policy, including identifying suitable roles and priority participants.

On track	DBS online in People Services from 1 October 2019 with new starters and renewals on eBulk. To be rolled out to all services by 2020. This will reduce the time from offer to appointment, saving time, reducing the risk of candidates withdrawing and reducing agency staff costs.	Rolling out to Housing 1 November and E&R 1 December followed by Resources, Public Health and Chief Execs in 2020.
On track	Employer Brand in development. This will enhance our attractiveness as a modern employer to people who share the organisations values; improve the cohesiveness of communications with staff; and embed the council's values and approach within the workforce.	Stakeholder consultation, finalisation and launch.
Complete	Signed up to Unison's End Violence at Work Charter demonstrating Islington Council is serious about protecting staff.	

### Empowering people to perform:

Our aspiration is for our workforce to be highly skilled, well managed, efficient and flexible, with employees feeling motivated and empowered to perform at their best, delivering great service and positive outcomes.

Status	Progress/Achievements	What's next
On track	Discarded an obsolete appraisal system and engaged with senior and line managers in the development of materials to support a new approach of quality conversations focussed on performance, wellbeing and development. Expected outcomes, (medium to long-term) improved performance, reduced sickness absence, increased number of staff sharing that they have a disability or long-term condition.	<p>Evaluation of uptake and effectiveness October / November 2019.</p> <p>Relaunch clarifying requirements.</p> <p>Develop training / resources to support managers including in new areas including career conversations.</p> <p>Exploration of systems to monitor uptake, link to performance measures and support approach.</p> <p>Longer term – integrate competencies to support performance and development/career planning.</p>
Complete	Request to recruit process streamlined and digitalised for instant approval, increasing the speed of recruitment.	

On track	Online project management training available to all to improve project management capability. This aims to address a skills gap identified in the Peer review.	Evaluation of uptake and effectiveness of the training.
On track	Programme of Office 365 Training and drop ins to increase efficiency and collaboration through utilising technology effectively.	Further roll out of training and drop ins
On track	Replaced Workplace Resolution policy with Grievance policy to launch October/November 2019 – Anticipated outcome, reduction in timescales for grievances to be heard/addressed.	Communicating new policy. Evaluation of effectiveness – survey HR metrics
On track	Managing attendance policy overhauled to be easier to understand and apply. To launch October/November 2019. Anticipated outcome, decreased levels of sickness absence in conjunction with other activities.	Evaluation of use of the new policy (uptake and feedback from managers/hearing officers) and assessment of effectiveness in reducing absence levels
On track	Admin Review underway. This is expected to promote efficiency and provide opportunities for career progression through the development of a career pathway for administrative staff	Research continuing, expected to be complete by December 2019
On track	Recruitment and Selection policy being reviewed/ updated to ensure managers can utilise modern methods and fair practices that will enable the selection of the best candidates from the widest pool, particularly disabled candidates.	Consultation and launch new policy December 2019
On track	Managing Discipline policy being reviewed/ updated	Consultation and launch new policy January/ February 2020

### Valuing/supporting and collaborating with each other:

Our aspiration is to make Islington a place where individual contribution, potential and difference is valued and where we support each other and our teams, giving staff an effective voice, saying thanks for a job well done and collaborating both within the organisation and with our partners to deliver the best outcomes for local people.

Status	Progress/Achievements	What's next
On track	'This is me' communications campaign and events to create awareness of disability and celebrate the positive impact of staff with disabilities / different abilities. Aims to promote an inclusive culture, to encourage disabled staff to share their disability	Co-creating further campaigns annually with the Staff Forums, starting with the BAME.
Complete	New guidance published to support staff with long-term health conditions / impairments to promote awareness of support available to staff and encourage staff to utilise support for their own wellbeing and to perform at work	

On track	Mental health awareness and mental health first aid training promoted to increase uptake, and develop a culture where employees feel comfortable talking about health and wellbeing including stress, mental health.	Continue to promote. Evaluate impact.
On track	Staff Promise in development by the Staff Forums to encourage all staff to value, respect and support their colleagues and encourage staff to feel able to bring their 'whole self' to work which will benefit the organisation through increased motivation and performance	Forum chairs to agree final draft for consultation and adoption. Build into employee brand and our values.
On track	Menopause policy developed by Women's Forum and HR to support the development of an environment where employees feel comfortable talking to their line managers about the effects of menopause and agreeing adjustments that will support the wellbeing and performance of affected employees	Launch in November

### 3.3 Priorities

To move forward with the next phase in implementing the strategy, focus on the following areas is required, some of which will require investment and/or re-allocation of resources to take forward

In brief, the priority areas identified are:

- **Strategic workforce planning** – anticipating business need, maximising use of the apprenticeship levy and promoting diversity
- **Modern, streamlined, enabling HR policies and processes**
- **Developing a high performing workforce** – the first stage of which is to develop leadership and management competencies, grounded in the values of the organisation, that will underpin attraction and development strategies

The table below indicates priority actions including the timescale and related themes

Themes:

- **T1. Visionary, values driven leadership**
- **T2. Attracting and retaining the best talent**
- **T3. Empowering people to perform**
- **T4. Valuing/supporting and collaborating with each other**

#### **PRIORITY AREA 1: Strategic workforce planning (HR working with services)**

The council and the environment it works in is changing. We need to effectively interpret workforce data, understand the impact of the external environment, anticipate future workforce challenges and envision the type of organisation we'll need to become.

To effectively succession plan the next 20 years, we need to start now, making sure we're bringing in and developing talent in the right places so that we can grow and develop the highly skilled and diverse leaders and workforce of the future.

<b>PRIORITY AREA 1: Strategic workforce planning (HR working with services)</b>	<b>Current Position &amp; Progress</b>	<b>First/next steps</b>
<p><b>Strategic workforce planning</b> at corporate and directorate level to determine future workforce needs; develop plans to identify pinch points and priorities over the next few years to address shortages, surpluses or mismatches, informed by understanding the organisation and its environment, and the characteristics, skills and potential of our workforce. (T2, Year 1)</p> <p>Work with managers on a <b>retention strategy</b>, linked to workforce planning (T2, Year 1)</p> <p>Develop an <b>agile and flexible workforce</b> that is able to meet the demands of a modern work environment (T3, Year 3)</p> <p>Establishing a coherent strategic approach to workforce planning is essential to understand future workforce needs and enable the creation of a route map to meet them so that we will have 'the right people with the right skills, in the right roles, at the right time and at the right cost'. This priority connects closely with apprenticeship and equality objectives and particular consideration will be given in this activity to promoting diversity; and to utilising apprenticeship qualifications and levy funding.</p>	<p>Currently HR Business Partners support operational workforce planning.</p> <p>Secured place on LGA Apprenticeship Accelerator Programme (AAP) – LGA will work with one service analysing workforce and vacancy data and mapping career pathways</p>	<p>Implement and learn from Apprenticeship Accelerator Programme.</p> <p>Training to develop Workforce Planning knowledge and insight in HR OD and Analytics &amp; Insight Teams</p> <p>Development of strategic workforce planning toolkit</p> <p>Responsibility for HR Systems to transfer to Digital Services to free capacity in HR Analytics &amp; Insight Team</p>
<p>Attraction - <b>Analyse application and selection data</b> to identify any gaps or potential unfairness in recruitment (T2, Year 1)</p> <p>This analysis is important to identify potential bias in recruitment and selection activity and to enable appropriate action to be taken to attract a diverse range of applicants (internal and external) including local residents and people with characteristics that are under- represented within areas / levels of our current workforce</p>	<p>Detailed reporting is now available from Trac (the recruitment system), providing information that will feed into the development of workforce planning</p>	<p>Analysis: Short-term Public Health expertise to be sought while capacity developed in HR (Analytics &amp; Insight)</p>

## **PRIORITY AREA 2: Modern, streamlined, enabling HR policies and processes**

The financial climate and demand for services makes it ever more important that the council and its staff deliver high quality, efficient services with the resident front of mind. For employees a 'job for life' has been replaced by a more agile, dynamic career path. In

an organisation that is changing all the time, this priority area involves measures to improve performance and address underperformance where need be, and to lay the foundations for staff to grow their careers and deliver their best, whatever their role.

<b>PRIORITY AREA 2: Modern, streamlined, enabling HR policies and processes</b>	<b>Current Position &amp; Progress</b>	<b>First/next step</b>
<p>Improve <b>management information</b> (T3, Year 1)</p> <p>To manage performance consistently and effectively, managers need ready access to information, procedures and systems that support performance management.</p>	<p>In progress – transferring systems from HR into IDS will allow development of capacity for improved management information in departments</p>	<p>Include Apprenticeship targets /data in regular reporting</p>
<p>Put inclusivity at the heart of a new approach to appraisal focussing on <b>quality conversations to support a balance between enhancing performance, developing values based behaviour, enhancing wellbeing and promoting learning</b> providing for regular dialogue between managers and staff that will create a safe space for discussions about health, wellbeing, disability, career development (T4, Year 1)</p>	<p>Quality conversations approach and supporting materials introduced</p>	<p>Evaluate and develop approach.</p> <p>Assess systems to support the approach.</p>
<p><b>Redesign the council’s most used HR policies and procedures</b> beginning with Managing Attendance and Workplace Resolution, only retaining policies that add value and refreshing these to ensure they are succinct and straightforward, reduce bureaucracy and provide a means to an end in supporting managers to take a preventative and early intervention approach to effectively manage performance, embedding equalities, and health and wellbeing throughout (T2 and T3, Year 1)</p> <p>Clear, straightforward policies that promote best practice are a fundamental tool to enable managers to manage and ensure staff are supported and treated fairly.</p>	<p>On track: Attendance and Grievance policies revised, menopause guidance developed</p> <p>Review of recruitment policy commenced</p>	<p>Next to be updated - Organisational Change and Disciplinary policies.</p>
<p><b>Use communication channels including new intranet</b> effectively to make HR policies easy to use and understand. (T3, Year 1) <b>Digitise as much as possible</b> and have an improved online portal (T3, Year 1)</p> <p>Easy access to HR policies is essential to empower managers to manage effectively and will release capacity in HR to deliver a more strategic service</p>	<p>New policies with management guidance are being developed including e-book style materials</p>	<p>Launch new Intranet</p>

### PRIORITY AREA 3: Developing a high performing workforce

Defining the expectations of our leaders and managers, holding them to account and supporting them to meet those expectations will make a key contribution to repositioning the culture of the organisation in line with the council's values and the high standards required from staff. The development of leadership and management competencies will underpin this.

<b>PRIORITY AREA 3: Developing a high performing workforce</b>	<b>Current Position &amp; Progress</b>	<b>First/next step</b>
<p>Develop a leadership framework setting out a coherent set of <b>leadership competencies</b> for existing leaders to embed the values personally and within the workforce and to provide aspiring leaders with a clear set of competencies to develop to be able to move into more senior roles (T1, Year 1)</p> <p>The leadership competency framework will clarify standards and expectations of leaders in Islington Council. It will be incorporated into recruitment to attract and select capable leaders aligned with the council's values and will underpin leadership and future leader talent development programmes</p>	<p>Research in progress</p>	<p>L&amp;OD to consult and develop in Q4 2019</p>
<p>Develop a <b>values based management competencies framework</b>, consistent with the council's values, setting out the standards and behaviours required of all Islington Managers (T3, Year 1)</p> <p>The management competency framework will clarify standards and expectations of managers in Islington Council It will be incorporated into recruitment to attract and select capable managers and will form the basis of training and development programmes for managers</p>	<p>Research in progress</p>	<p>As above</p>
<p><b>Mandatory training for all managers</b> in priority areas including managing performance and attendance (T3, Year 1)</p> <p>Currently training for managers tends to be recommended rather than mandatory. To ensure managers are clear about their responsibilities on key policies training may be mandated on some of the revised policies.</p>	<p>Training in these subjects available</p>	<p>Review mandatory training – current and proposed.</p>
<p>Have managers who are able to appropriately support employees with health issues in line with best practice (T3, Year 3)</p> <p>Although a year 3 deliverable, it will take some time for managers to develop a high level of confidence and competence in this area, which is important in</p>	<p>Training including mental health awareness available. Guidance to support staff with long-term</p>	<p>Review learning need in development of management development programme. Able Futures.</p>

managing employees fairly and minimising sickness absence and underperformance.	health conditions published	
Digital Literacy: Establish a 'Digital Education Group' to proactively coach and <b>improve staff's digital abilities and adoption of 0365 applications</b> (T3, Year 1)  A digitally empowered workforce with the tools and digital skills they need to do their jobs is essential to maximise efficiency and collaborative working opportunities.	Programme of Office 365 Training and drop ins	Continuation of training programme
Provide information and learning opportunities to support the move to <b>localities</b> to enable staff to develop a deeper understanding of place and the existing resources of the places they work to work more effectively for residents (T4, Year 1) Identify the development needs and provide development support for Locality working (T3, Year 1)  Development activities will support the transition from co-location to integration.	A programme of networking and knowledge sharing activities is established and ongoing. Groundwork group newsletter launched.	Development of structured OD activities informed by good practice and success in other organisations.

### 3.4 **Current position**

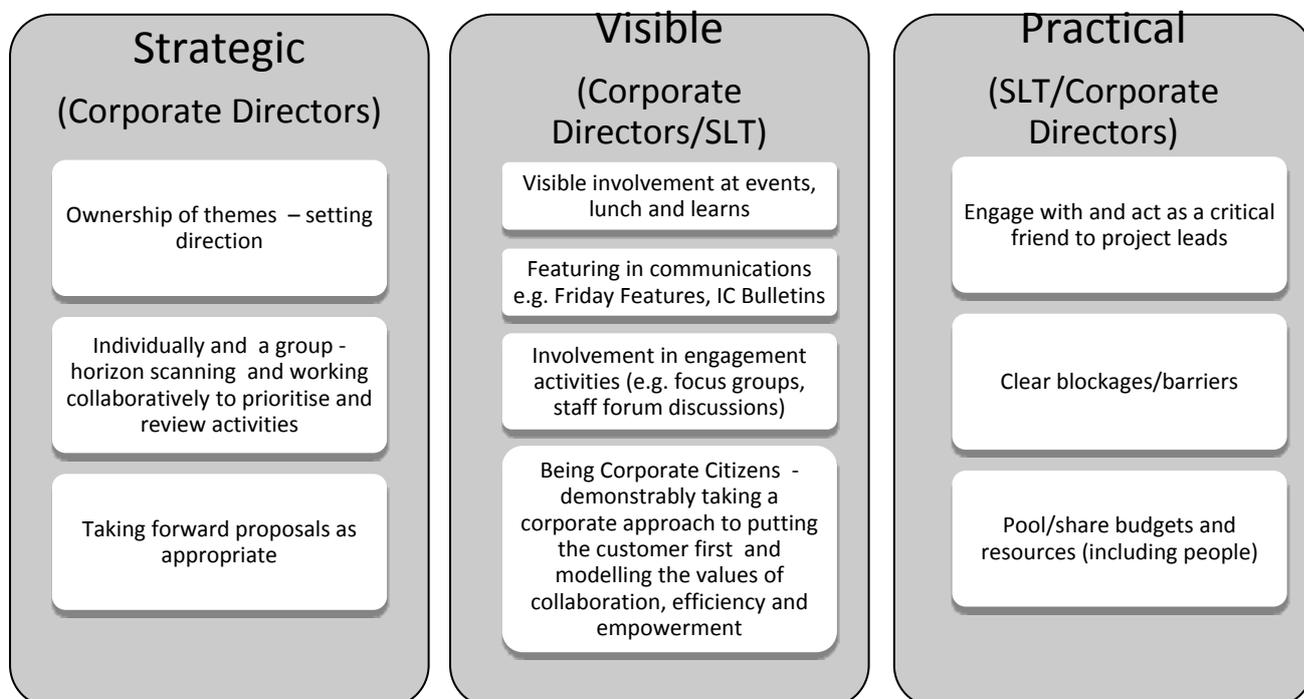
Teams involved in the delivery of the strategy are mobilising data and conducting soft market testing to inform an evidence based approach. An outline business case is being developed.

### 3.5 **Senior leadership actions required**

Successful implementation will be dependent on the Corporate Directors and Senior Leadership Team's support.

The specific input/support sought from Corporate Directors and the Senior Leadership Team is:

- Strategic overview - holistic understanding of how this strategy and it's four strands fit with other strategic activities / the big picture corporately
- Visible leadership - demonstrating organisational commitment to achieving the ambitions set out in the strategy and the values that underpin it
- Practical support - Using expertise or influence to drive delivery



### 3.6 Service delivery implications

To start new activities it will be necessary to stop some of the activities currently undertaken e.g. moving knowledge transfer elements of facilitated training online as online courses or resources (e.g. recruitment training)

### 3.7 Activities requiring financial resources

The table below outlines the estimated costs for the 3 years of the programme.

	Year 1	Year 2	Year 3	Total
Attraction	£ 66,745	£ 87,745	£ 65,245	£ 219,735
Development*	£ 133,500	£ 86,500	£ 107,500	£ 327,500
Resourcing	£ 161,367	£ 310,280	£ 223,197	£ 694,844
HR Upskilling	£ 32,073	£ 11,765	£ -	£ 43,838
IDS Training & Rollout	£ 93,250	£ 161,000	£ 161,000	£ 415,250
<b>Total</b>	<b>£ 486,935</b>	<b>£ 657,290</b>	<b>£ 556,942</b>	<b>£ 1,701,167</b>

\*The costs above do not include the costs of leadership and management development activity.

Listed below is the breakdown of activities for each line item

#### Systems, training and development

- Learning management and performance management system(s)
- Coaching - internal pool expansion/commissioning external coaches
- Mentoring – training and system to support
- Leadership and management development programmes
- Digital skills development
- Equality training
- Assessment and development centres
- 360 feedback for leaders and managers

## Attraction, inclusion and engagement

- Develop Employer brand
- Develop use of social media
- Targeted advertising to increase diversity
- Introducing supported internships e.g. Change 100
- Disability Confidence progression – expert support to move from confident to leader
- Employee engagement survey to measure impact/effectiveness of strategy

## Resources

For the strategy to succeed a project team will need to be assembled with a hybrid of existing staff being developed for new roles (who will need their existing business as usual role backfilled) and/or interim subject matter experts to drive each work package (with interims expected to support development of future internal capacity).

**HR Upskilling** – specialist/technical development training courses to develop internal capacity in the following areas:

- Organisational design
- Workforce planning
- Talent management and succession planning
- Digital learning
- Data analysis and insight

## 4. Compliance Implications

### 4.1 Financial implications:

The estimated costs to deliver the workforce strategy over the next 3 years is £1.7m as set out in the table below.

	2020/21	2021/22	2022/23	Total	Opportunity Cost	New cost
	£'000	£'000	£'000	£'000	£'000	£'000
Attraction	67	88	65	220	20	200
Development	134	87	108	328	-	328
Resourcing	161	310	223	695	-	695
HR Upskilling	32	12	-	44	-	44
IDS Training & Rollout	93	161	161	415	415	-
<b>Total</b>	<b>487</b>	<b>657</b>	<b>557</b>	<b>1,701</b>	<b>435</b>	<b>1,266</b>
Opportunity Cost	93	181	161	435		
<b>New cost</b>	<b>394</b>	<b>476</b>	<b>396</b>	<b>1,266</b>		

Of the £1.7m, £0.435m relates to opportunity costs to deliver the workforce strategy which mainly comprises of existing staff resources in Islington Digital Services and a budget for a staff survey in Human Resources. This cost does not require additional financing but exemplifies the existing council resources dedicated to this project that could otherwise be utilised elsewhere. The remaining £1.266m represents additional new costs that will require financing over the 3 year period to the profile in the bottom row of the table above. It is proposed that this additional new cost is financed from a drawdown from the Transformation reserve, however this has yet to be factored into the assumed allocations from this reserve.

## **4.2 Legal Implications:**

**4.3** The Workforce Strategy seeks to integrate the important principles of diversity and inclusion. This complies with the Council's public sector equality duty under section 149 of the Equality Act 2010 ("the EA"), and is legally permissible under section 158 of the EA when supported by evidence of underrepresentation by groups with particular protected characteristics and/or where such groups have particular needs or requirements within the workplace.

Section 158 of the EA permits the Council to take 'positive action' if it reasonably thinks that (a) persons who share a protected characteristic suffer a disadvantage connected to the characteristic, (b) persons who share a protected characteristic have needs that are different from the needs of persons who do not share it, or (c) participation in an activity by persons who share a protected characteristic is disproportionately low, and the Council's measures are a proportionate means of achieving the aim of (a) enabling or encouraging people who share a protected characteristic to overcome a disadvantage connected to the characteristic; (b) meeting those needs; or (c) enabling or encouraging people who share a protected characteristic to participate in an activity in which their participation is disproportionately low. The test of 'proportionality' is satisfied if the positive impact of the measures for the groups who benefit from those measures outweighs the negative impact for the groups who do not benefit, and that there are no other means reasonably available to remedy the disadvantage.

The Workforce Strategy contains a number of measures that constitute 'positive action': e.g. active encouragement to take up mentoring and coaching opportunities to assist with career progression. These measures will be lawful if and insofar as the Council reasonably believes that the groups that the measures are being directed at have different 'needs' from those who do not benefit; or where the data available to the Council shows that there is underrepresentation within the Council's workforce of a particular group who share a protected characteristic (whether that be on the basis of race, sex, disability, age, sexual orientation, or belief), or that there is underrepresentation at any particular level of the Council's hierarchy.

Before taking steps to implement any element of the Workforce Strategy, therefore, it will be necessary for the Council to look carefully at what the particular measure is intended to achieve and what the evidence is to justify its use.

## **Environmental Implications and contribution to achieving a net zero carbon Islington by 2030:**

**4.4** The Workforce Strategy aims to increase staff engagement with the council's objectives and increased active engagement will help to council to deliver its aims, including achieving a zero carbon Islington by 2030.

## **Resident Impact Assessment:**

The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

An initial assessment was undertaken and a full Resident Impact Assessment was not considered necessary.

## 5. Reason for recommendations

### 5.1 Our Employer vision

*We want to build an organisation where employees feel valued, inspired and empowered to help us achieve our goals and provide the best services possible to our residents. To do that we need to have a shared vision of what we are here for and how we are going to work together to achieve the best we can for Islington. We want to give our colleagues the opportunity to develop their skills and confidence to do their work to the highest standards and, in so doing, we will continually work to improve our performance.*

We recognise and value that our people are our greatest asset – talented, committed and passionate about serving our residents. We want to empower our staff to be the best they possibly can and will create an environment that supports this aim by broadening our skills, supporting staff to work flexibly to achieve great outcomes and being adaptable and responsive to the changing world around us.

We know our residents rightly have high expectations of us and to help our staff to meet those expectations we want to give a firm commitment to support and develop our staff to help them to thrive; to celebrate and value each other’s differences and treat each other with respect; and make sure that everyone who makes up our vibrant and diverse workforce is able to reach their potential.

We want to build on that firm foundation to become an organisation where every one of the 4,500 people who work here see themselves as part of one collaborative team, engaged with our corporate aims and empowered to give their best every day. Where our leaders are confident and inspiring and our staff are supported and developed by skilled managers. And where people have the tools and technology they need to do their jobs to the best of their ability, efficiently and well.

### 5.2 Critical Success Factors

The table illustrates our critical success factors

Categories	Benefits
Cost reduction	<ul style="list-style-type: none"> <li>By streamlining our processes making best use of digital systems we will target to reduce costs. Example – self-service &amp; online DBS checks rather than manual labour intensive process &amp; procedures.</li> </ul>
Productivity Gain	<ul style="list-style-type: none"> <li>Having a skilled workforce will enable LBI to have met all the targets that we are measured against</li> <li>By analysing our employee data including engagement levels – looking for positive changes in the areas we’re most determined to improve to promote fairness and high performance.</li> </ul>
Quality Improvement	<ul style="list-style-type: none"> <li>We will ‘see and feel’ the difference in levels of service. We’ll know because our residents &amp; staff will tell us that as an organisation we’re getting things right. (Staff and resident satisfaction surveys, staff events and through our communications channels)</li> </ul>
Compliance	<ul style="list-style-type: none"> <li>Having a skilled workforce will enable LBI to have met all the targets that we are measured against</li> </ul>

## Appendices

- High Level Timeline

Final report clearance:

### Signed by:



Corporate  
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Resources

Date 5 November 2019

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# Appendix 1 – High level Timeline

