



Design Principles

Workforce & Organisational Development

1 What is the recommendation?

The Council should apply the key workforce and organisational development design principles detailed in this document to all Ambition 2020 service proposals.

2 Why is this proposal recommended?

These principles will form the basis of robust challenge to all service proposals as they develop into detailed implementation plans. In particular the principles will help inform the key workforce decisions required in each service and ensure the strategic alignment and consistency of such decisions.

The principles build on the core LBBB documents that help express the positive elements of the culture of the Council and its relationship with the workforce, namely the Council's Values and Staff Charter, whilst identifying where these need to change. They also align these elements with the stated ambitions contained in the Growth Commission report and implicit in Ambition 2020 service proposals.

The Council's success will depend on the way its workforce responds to the changes that will be needed to achieve its ambitions; changes to what people do, how they do it, how they are managed and how they behave. In particular:

- The values that underpin public service and that are expressed at LBBB as DRIVE will not change and will continue to be a key part of the future.
- However, getting the most from limited resources will mean that services will be more commercial in the way they operate. This will mean adopting ways of working and ways of managing that are closer to the private sector than traditional local government and seeking to bring the additionality that characterises the voluntary and community sector.
- The future will be one of continual change and the workforce will need to be flexible enough to respond positively to that challenge in a way that those in the voluntary sector have done.

This will mean a different focus and set of priorities and what it means to work at LBBB and the Council's culture will change – to the benefit of everyone, particularly the residents and customers of Barking & Dagenham.

Design Principles

1. LBBB will have higher expectations

The Council will expect a lot its workforce. It will be expected to work hard, meeting challenging targets that will continually drive up the productivity of the Council. Poor performance will be addressed quickly and others will not be expected to compensate for those that do not contribute.

2. Ambition 2020 will contribute positively to the Council's employment ambitions for the borough

This will mean creating service models, a recruitment proposition, development opportunities and career paths for people that enable them to fulfill their potential. It will also make sure that the ambition of the Council to employ a workforce that is representative of the community it serves is realised.

3. We will value equality

This will mean embracing the Council's commitment to equality and diversity and investing in the development of the whole workforce to ensure that no group is excluded from the opportunities that the Council provides.

4. Our values will be stronger as a result of Ambition 2020

The future operating model will therefore support our people to improve service delivery in line with our values. In particular, new and newly designed services will enable people to deliver their best every day and respond to the community's needs in prompt and positive ways.

5. We will be a fair employer

This will mean achieving the organisational changes and financial savings integral to Ambition 2020 without embarking on a 'race for the bottom'. In particular there will not be a wholesale diminution of the overall employment package including pay, terms and conditions, career development and working conditions. However, the need to be more commercial will mean that the employment proposition will be continually reviewed against the Council's overall productivity and its ability to be competitive. This may mean that, where the sustainability of services and alternative delivery vehicles depends on bringing pay and reward more in line with the market, this is preferable to service closure and/or private sector delivery.

6. We will choose and create partner organisations that share our values

In this way residents, customers and visitors are assured that the service they receive will be delivered consistently, regardless of the business model responsible for that service. Our people will also be assured that any organisation that delivers services with or on behalf of LBBDD will value them for whom they are and what they can do. This unifying set of values does not however mean that partner organisations will be limited in their ability to employ and manage their workforce in ways that meet their specific business objectives.

7. The development of LBBDD will be mirrored by the development of our people

This will mean using organisational change as an opportunity to develop and grow the skills and capabilities of our people. In part, this will be achieved as a result of providing the right tools to do the job and, in particular, a comprehensive programme of learning and other developmental opportunities in line with the requirements of the new models of delivery. In addition it will mean deploying internal staff members into transitional and project roles wherever possible as part of Ambition 2020. This will not exclude the need for specific external skills and capability as and when necessary.

8. We will ensure an environment that supports success

The workforce will be provided with the tools needed to do a good job and deliver the best service possible. This means that the Council will aim to provide an environment that has the right technology, good buildings and facilities and the learning and development needed to succeed.

9. LBBDD will become an employment destination for talented people

The scale and importance of Ambition 2020 as a transformation programme, and the development of the Growth Commission's proposals into action, will mean that LBBDD will become an employment brand of choice. The opportunity to work on such an ambitious agenda in a challenging but supportive environment, working with like-minded professionals

will be attractive to the talent that LBBB will need now and in the future. This will mean developing the messages and infrastructure that will attract, grow and retain the most talented people.

10. We will implement change in consultation with the workforce and trades unions

Consultation, engagement, information and communication will be ongoing and actively addressed throughout the period to 2020. This will include clear messages with regard to the Council's vision and strategic direction as well as more specific and targeted forums to engage people in the future of their service and enable them to contribute their ideas. Council policies and procedures will be used to make sure that reviews and restructures are implemented fairly.

11. We will reward contribution and productivity

Ambition 2020 is designed, in part, to maximise outcomes from diminishing resources, which can only be achieved through increased productivity across the Council and from everyone within it. New delivery models will build mechanisms to achieve this increase and also to recognise and reward people's contributions to the improvements. Poor performance (of services and people) cannot be tolerated and so the future operating model will ensure that everyone knows what is expected of them and that unsatisfactory performance is addressed early and effectively.

12. Workforce reductions will be achieved without the need for compulsory redundancy wherever possible

The proactive management of agency staff, normal staff attrition and the use of voluntary redundancy will provide the basis for initial workforce reductions. Compulsory redundancy will be a process of last resort.

13. Our employment policies and procedures will be fit for purpose

This will mean a comprehensive review of all employment policies to ensure that they are enablers of change and not inhibitors. As a result of this review, and the changes that will emerge, the Council will have a suite of policies and procedures that reflect a modern and ambitious employer.