

People Strategy

2011 to 2013

Purpose

The London Borough of Barking and Dagenham is an authority ambitious to improve the locality and the lives of local people. Our ambitions are described in our vision and priorities. We rely on our staff to deliver our ambitions and the quality services on which local people rely. We expect them to deliver those services and undertake their roles in ways which reflect our core values.

It is only through our people's skill, commitment and team work that we can make Barking and Dagenham a better borough. We want our employees to feel proud to work for the council, be passionate about what they do, and to feel that it's more than just a job. As the largest employer in the area, we recognise the important role we play in providing opportunities for improving skills and employment for local people.

However, the council faces an unprecedented challenge of sustaining services through a period of significant public sector spending cuts. Our ability to maintain an effective partnership with our staff through this period will be crucial to success. We need motivated, well-managed staff to succeed; staff working within systems that enable them to be successful.

This is a significant challenge and this People Strategy sets out how we will reshape the council in partnership with our staff.

Organisational vision

What are our priorities?

The council is changing its “shape” and “style” to meet the needs of the communities it serves with far fewer resources. We worked with Members to redefine the priorities of the council. We shaped our policies and strategies around these priorities, and through the policy-led budgeting exercise, reallocated resources to priorities.

The priority themes of the council as shown in the “Policy House” are:

- Better together
- Better homes
- Better health and well-being
- Better future

We developed the “Policy House” to show how our priorities, policies and strategies fit together, and to make clear what is important to the council and to the borough.

How do we deliver our priorities?

We **will put the customer at the heart of what we do**. To make sure we can meet customer needs we need a well run organisation that is:

- understanding and responds to its customers and citizens, and supports people to help themselves and their community
- innovative, leaner, and more efficient with lower support costs and lower costs of assets
- using technology to modernise working practices and open up new opportunities for sharing information and communicating better
- taking opportunities for sharing costs, minimising waste, and maximising external funding
- well managed with a well developed and motivated workforce
- respected with a good reputation for “doing business”
- delivering its statutory duties in the most practical and cost-effective way.

To be successful we also have to work together in the right way. Our values set out how we work together as one team to provide excellent services. They are:

- Putting our customers first
- Taking responsibility
- Treating each other fairly and respectfully
- Working together
- Achieving excellence

How do we change shape?

We will have to become a different organisation, re-shaped to deliver our priorities with far fewer resources. This will help us to take a fresh look at the way community needs can be better met; by bringing together public agency budgets and resources to an area.

Our approach is to become an organisation that commissions services, delivered through a mixed economy, some in-house, some by partners and other service providers, and some in the community. There will be more sharing of services and partnerships with other providers. We will manage the delivery of all services through a strong outcome-based model and a value for money framework

We will focus on continually improving how we deliver services, so we can do more with less, and in new and different ways.

Our approach underpins our transformation and modernisation of the council. It describes broadly what we are trying to achieve and the new shape of the council. The way in which we will make the changes that we need is described in our “transformation roadmap” and our People Strategy.

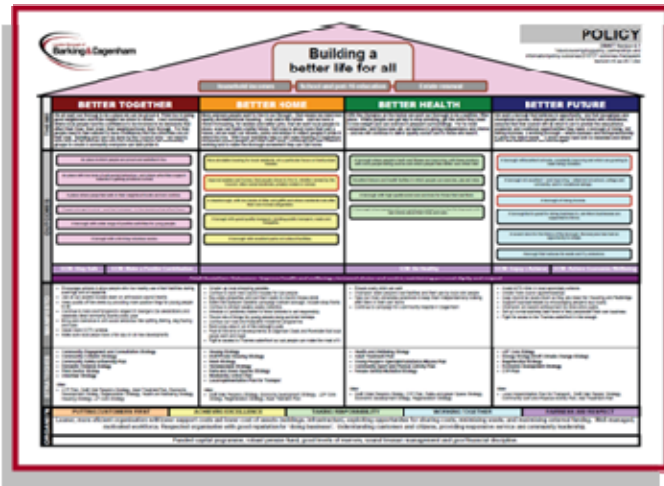
We will use customer and management information to drive business planning based on residents and service users needs, making sure that personal data is kept secure and sharing data to allow residents and service users to have open access to information relevant to their community wherever possible.

We will embrace the opportunities that the internet and growing web services provides for our community, and ensure that information about our services is accessible, relevant and up to date, whilst ensuring that we continue to support all of our communities and making sure services meet the needs of particular groups or communities.

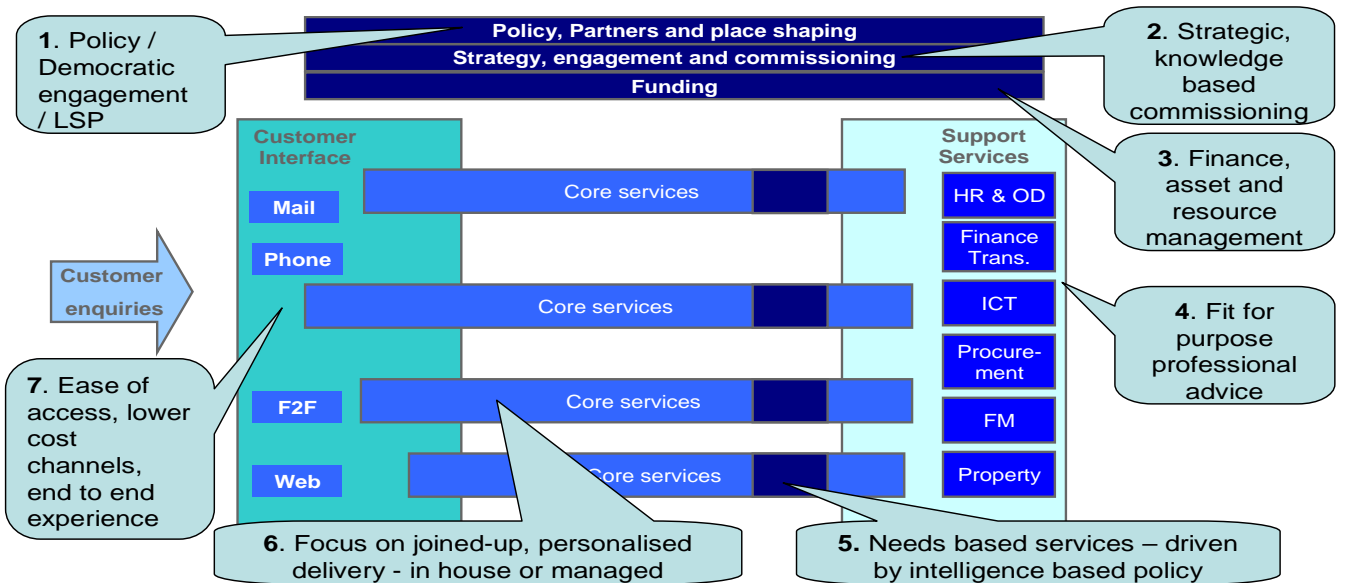
We will use flexible and modern communications methods to make sure staff can share ideas across traditional service lines and support each other in problem solving; looking for more effective ways to do things and for new opportunities to deliver better services for less money.

Our approach

The purpose of the model is to help managers explore and think through different and new ways of delivering their services, with their staff. Some managers may feel that their service does not fit in with the model. However, they will need to look at what would work for their service and the model is there to help them do this.



| MTFS | | | | | | | | | | |
|-----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| Year | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Notes |
| Revenue | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | |
| Capital | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | |
| Expenditure | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | |
| Surplus/Deficit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |



How do we change our style?

If the transformation of the council is to be successful and we are to deliver excellent services within the agreed approach (operating model), then we need an organisational style (a way of doing things), which truly reflects our values and our focus on improving value for money and services to customers.

The People Strategy sets out the actions we will take to make sure that we have the right organisation style and that we have **the right people, with the right skills in the right places, with the right kinds of management and leadership, motivated to perform well.**

Getting it right

Introduction

In this section we set out what we mean by the statement “The right people with the right skills in the right places, with the right kinds of management and leadership, motivated to perform well”. We also define more closely the organisation style we are striving for, the journey the council has been on to get there, and the levers of change that will help to drive the shift in culture and style that the council needs to achieve its aims.

We have identified the levers of change that will drive the shift in culture or style that the council needs.

Defining the Style

We recognise that in future the council will be:

- smaller
- focused on commissioning
- exploring the co-creation of services
- working in partnership with others
- transparent in its operations
- insisting on compliance with policies and procedures.

Our underlying values remain the same, but our style of operating needs to adapt if we are to be successful. What this means in practice is that we will:

- ✓ be a values-based organisation
- ✓ operate as one council
- ✓ be consistent and follow through on the things that we start
- ✓ have clear plans and deliver against those plans
- ✓ focus on effective performance management and appraisals, being intolerant of poor performance
- ✓ make sure everyone owns the problems and issues customers bring to us
- ✓ take personal responsibility for issues
- ✓ be outward-facing and connected with the community
- ✓ empower the people who work for the council
- ✓ enable managed innovation
- ✓ work efficiently and tackle inefficiencies
- ✓ engage with our staff to make sure there is an effective dialogue with them
- ✓ build good relationships with all stakeholders.

The council has been on a journey of change for a number of years. The One Barking and Dagenham programme sought to improve value for money, enhance customer service and deliver increased employee satisfaction, enhanced productivity, a flexible and responsive work environment and greater employee advocacy. The People Strategy seeks to build on what has been achieved through the One Barking and Dagenham Programme.

As part of that programme, the council took a number of initiatives to promote the right culture:

- The values of the council were developed
- A new appraisal system was implemented

- Institute of Customer Services Awards and Effective Customer Conversation Programmes were run
- An Employee Assistance Programme was introduced
- Leadership development programmes for CMT and Heads of Service (Leading One B and D) and Group Managers and Team Leaders (IL²) were run
- The Modern Ways of Working programme was introduced
- The “Let’s Talk” programme of staff engagement activities was implemented.

There are many successes on which we can therefore build:

- 80 to 90% of people have had an appraisal and 80% know what is expected of them in their job.
- Sickness levels are reducing (from 11 days to nearly eight)
- External accreditation from Stonewall, Two Ticks and Level Five of the Local Government Equality Standard have been achieved
- Over 50% of staff speak positively about the council
- 70% of staff are positive about the services they provide.

The People Strategy seeks to build on these successes and reflect how the environment in which the council is operating and has changed markedly.

Levers of change

We are going to achieve the transformation we need by further adjusting the levers of organisation change.

Through systematic workforce planning we need to make sure that we are clear on the number of people we need within each of our services to effectively deliver our priorities. We need staff to have the skills they require to be productive. We need to reduce the number of staff we employ but do so in a way that reflects our values. We must make sure there is a transfer of knowledge to existing staff from those leaving, whether through downsizing or natural turnover. In the workforce that remains (and 75% are likely to remain) we must make sure that people have the skills to do their current role, but also have the flexibility to adapt as their jobs change over time.

Through effective performance management we must maximise the productivity of the people that we have, with clarity of objectives, effective assessment of performance and targeted interventions to up-skill when needed and we must deal effectively with under-performance.

Through focused management and leadership development programmes we need to understand the role of managers operating at different levels (Heads of Service, Group Managers, Team Leaders) and develop with them an understanding of their role and the importance of compliance and good governance as well as the knowledge and skills to manage in a commissioning environment and through a period of significant change. Members and senior leaders must build trust through authentic and inspirational leadership.

Through our health, safety and well-being work, we must keep our staff and customers safe, maximise attendance and create a healthy working environment. We must also create a council where there are opportunities for everyone.

Through our approach to staff engagement we need to build a sense of being one team, focused on our customers and committed to continually improving. Strong two-way communication will strengthen that engagement.

The cultural shift that we are seeking to achieve will be underpinned by the development of a new

employer brand, reflecting a changed employment relationship, one that supports the transformed organisation and support the organisational values.

Employer brand

The council recognises that to be successful in the future it needs to be able to recruit and retain high quality people. To do so, reflecting the changed environment in which we are operating, we need to redefine our “brand”: what we stand for as an employer and what we can offer people who work here.

The London Borough of Barking and Dagenham seeks to be **an organisation which encourages innovation, where talent is developed and nurtured and people are treated fairly and with respect.**

What this means in practice is that we commit to:

- ✓ encouraging people to be innovative, we accept we sometimes fail and we learn when things go wrong and celebrate where they go right
- ✓ giving opportunities to people to maximise their potential
- ✓ building a healthy, resilient and diverse organisation
- ✓ focusing on efficiency, capacity and performance to maximise productivity
- ✓ providing inspiring leadership and effective management to build employee engagement and motivation
- ✓ being flexible in the way we employ staff and the way that they work to meet customer needs
- ✓ building a true sense of partnership with our people

We will do further work to define and develop our brand over the course of 2011/12.

Baseline data

If the above represents our aspirations, it is important that we set out our current position (baseline) to help us better identify the gaps and how we will address them.

Workforce – size and demographics:

Our workforce strategy position statement (2009) tells us:

There is an overall increase in the borough's population and a decrease in fte council employees

There is one job title for every four employees

Our turnover rate is rising compared to a general decline in rates across the sector

We estimate that well over 1,700 of our employees do not have school leaving (Level Two) qualifications (including people in schools)

Sickness absence rate is greater than the local government average

Nearly two thirds of the workforce is over the age of 40

Survey ranks Barking and Dagenham lowest in London for degree level qualifications and highest for no qualifications (across the whole population)

The workforce is not representative of the community it serves

The borough has the third lowest average weekly pay in London.

The action in the People Strategy we plan to take to address current workforce issues are:

- ✓ Continue to offer opportunities for apprenticeships, both as a council,
- ✓ supporting other partners in the borough, and through the JV
- ✓ Undertaking specific actions to achieve the sickness target of eight days by September 2011, within a broader approach to staff well-being
- ✓ Continued tight controls over agency spend
- ✓ Creating a more systematic approach to managing talent, including succession planning to prepare for staff leaving the council and actions to unlock the talent in all groups
- ✓ Establishing a "New Deal" for staff that seeks to protect earnings
- ✓ The introduction of generic role profiles within job families.

Workforce costs:

The council needs to save at least around £45m over the next three years. There have been a number of studies to that suggest generally that productivity levels in the public sector are lower as compared to the private sector. Productivity is not routinely and widely captured, making it difficult to establish a baseline position.

The actions in the People Strategy we plan to take to reduce workforce costs are:

- ✓ Supporting the implementation and growth of the Joint Venture (JV) and potentially shared service arrangements
- ✓ Working to establish mechanisms to capture unit costs and measurement of productivity across our workforce

- ✓ Enhancing productivity by reviewing key people management policies, ensuring the robustness of the performance management system (to support the compliance culture)
- ✓ The implementation of a New Deal that seeks to ensure pay and reward arrangements are affordable
- ✓ Encouragement to staff to contribute their ideas on how to reduce waste and improve performance
- ✓ Training for managers on managing people and budgets effectively.

Our culture:

The cultural web (developed in 2009) provides a useful diagnostic of where we are as an organisation and where we need to be. The main issues arising from the analysis undertaken were:

As the council is...

- Hierarchical, bureaucratic and process driven
- Resistant to change
- Prevailing blame culture
- Lack of corporate direction
- Lack of support for innovation
- Silo working.

What we want to be...

- Problem-solving
- Inclusive
- Empowering and taking responsibility
- Values-driven
- Focused
- Efficient, effective, agile and responsive
- Joined-up and collaborative
- People have a sense of belonging to the council as a whole and act as ambassadors.

The actions in the People Strategy we plan to take to build an appropriate culture are:

- ✓ Development programmes for managers and organisational leaders
- ✓ Encourage positive conversations around change with our people
- ✓ Development of a strong identity as an employer
- ✓ Identifying and overcoming the barriers to being “one organisation”
- ✓ The competency programme and the development of the appraisal process

Working for the council:

As part of the employer brand workshops staff were asked to identify the most important factors that made the council a good place to work. The top ranked factors were as follows:

Location

The most commonly cited attraction for working for the council was the location. Many employees live locally. They said that weighing up other factors proximity to home was an over-riding positive feature.

Public service ethos

Staff felt that working for the council would mean having the opportunity to make a difference to the lives of customers.

- Only 25% of staff believe that change is well-managed
- 50% of people feel valued and recognised for what they do
- Over 50% of people would speak positively about the council
liP assessors

Career advancement

Some participants claimed that they were attracted to the job rather than the organisation. The roles employees took up when joining the council represented either a promotion or a salary increase for doing the same job elsewhere. They also saw the relatively large size of the authority as representing an opportunity for career advancement without having to change organisations in the future.

Good total package

A number of participants cited the 'whole package' of terms and conditions as a contributing factor to their joining the organisation. Flexibility in terms of work hours, pay structures, annual leave and a shorter working week were all mentioned as attractive factors to potential employees.

In addition there is also the following evidence about what it is like to work here from recent staff surveys:

- Have consistently found dissatisfaction among staff about the extent of consultation that takes place over major decisions

Our last full staff attitude survey highlighted that staff find it difficult to act as ambassadors and advocates for the council. This is for a range of potential reasons – silo working, opportunities to engage and participate, and lack of a clear strong brand.

The actions in the People Strategy that we plan to take to build on the views of the staff and ensure the council remains a place where people want to work are:

- ✓ Actions to improve staff engagement – surveys, communications, opportunities to have dialogue, creating a healthy and safe place to work, creating a sense of purpose around a shared vision
- ✓ Actions that demonstrate a concern for staff well-being
- ✓ The development of the employer brand and ambassador/advocacy role
- ✓ The implementation of Total Reward and the New Deal

We will review progress in addressing the issues identified through an analysis of the baseline data by:

- 1) Maintaining a set of People Strategy indicators that are reported regularly to the People Board and Corporate Management Team (CMT)
- 2) Undertaking regular surveys of staff
- 3) Seeking external assessment against recognised accreditations, such as liP and Two Ticks

Detailed delivery plan

Actions in the delivery plan are set out below by themes. There is a significant overlap between themes. Alignment between the different actions is essential if cultural shift is to be achieved.

| Downsizing and supporting organisational transformation | |
|--|-----------------------------|
| Project | Timescale |
| Develop a corporate toolkit for change management | October 2010 (achieved) |
| Voluntary severance scheme | By Spring 2011 |
| Reduction in agency staff and consultants (and response to Working Time Directive) | By October 2011 |
| Enhanced approach to redeployment Extended Employee Support Programme – “supporting staff through tough times” | Feb 2011 Feb 2011 |
| New ways of doing business to interact with JV (“sharper business practices”). | By March 2011 |
| Exploit the value of ICS membership in its final year and take actions to support delivery of the Customer Services Strategy | November to April 2012 |
| Develop an on-going approach to developing customer skills post ICS membership | By December 2011 |
| Agree and implement a home working policy which supports the New Ways of Working initiative | December 2010 to March 2011 |

| Workforce planning | |
|---|---|
| Project | Timescale |
| Implementation of establishment control procedures | Final Quarter 2010/11 |
| Development and implementation of new workforce planning process, encouraging scenario planning as a means to deal with uncertainty | By October 2011 |
| Development of New Learning and Development Strategy, which builds new skills and flexibility/agility into the organisation | November to April 2011 |
| Identification of job families and implementation of generic role profiles | April to December 2011 |
| Take actions necessary to ensure the workforce profile reflects the community served (see links to talent management) | As outlined in the Single Equality Scheme |
| Review aspirations around apprenticeships, agree new targets and work alongside Joint Venture on delivery | By June 2011 |

| Talent management | |
|--|-------------------------|
| Project | Timescale |
| <p>Implement a systematic approach to talent management:</p> <ul style="list-style-type: none"> ○ Identify the barriers to people fulfilling their potential ○ Development of “career conversation” to support career planning ○ Create career pathways, so people can see how they can build their careers in the council ○ Use appraisal to support effective succession planning ○ Develop a recruitment strategy for the council, proactively searching for the talent we need ○ Support people seeking to extend their qualifications and make themselves more employable | April to September 2011 |

| Performance management and reward | |
|---|-----------------------------|
| Project | Timescale |
| Agree changes to existing Reward arrangements (terms and conditions) | November 2010 to April 2011 |
| Develop new Employee Value Proposition (the New Deal) | April to October 2011 |
| Review draft competency framework to ensure it reflects organisational needs and determine how it can be used in appraisal | By April 2011 |
| Assess the quality of appraisals being undertaken to ensure that they are meeting the needs of the Council | May to July 2011 |
| Review the appraisal system and its application within Oracle (to tie in with new Oracle version) | June to November 2011 |
| Development and implementation of a Total Reward approach: <ul style="list-style-type: none"> - Total reward statements - Review of benefits offered - Flexible benefits | April 2011 to June 2012 |
| Implementation of new staff recognition scheme | By July 2011 |

| Employee well-being | |
|---|---------------------------------|
| Project | Timescale |
| Run “creating productive workplaces” – seminars for managers | Completed |
| Take actions to reduce levels of sickness absence | November 2010 to September 2011 |
| Review the effectiveness of the staff health and welfare programs | April 2011 to June 2011 |
| Review quality and effectiveness of training programs on equality and diversity | By June 2011 |
| Introduce a mediation scheme as a means of resolving conflicts in the workplace | By June 2011 |

| Management development | |
|--|--|
| Project | Timescale |
| Development of review Leadership and Management Development Strategy within overall Learning and Development Plan to make sure that managers have the right skills, knowledge and behaviours. Build this around a definition of what it means to be a manager at different levels (which means Heads of Service, Group Manager, Team Leader) | November 2010 to April 2011 |
| Establish Group Managers' Network and work with them to define role | November 2010 to April 2011 |
| Engage Team Leaders in a debate about their role and the barriers to fulfilling that role | February 2011 to June 2011 |
| Re-launch manager charter as a means to define what is expected of managers | January to June 2011 |
| Ensure managers have skills necessary to be effective people managers within new model, to include: <ul style="list-style-type: none"> - commissioning skills - managing change - building productive environments - working in partnership - innovation - compliance and ethical governance | November 2010 to November 2012 (Programme to be developed and activity prioritised) |
| Run the Capital Ambition programme on managing numbers | February to June 2011 |
| Embed the four-box model as a means to assess the performance and potential of managers | April 2012 |
| Pilot 360° appraisal of managers | February to March 2011 |
| Implement 360° appraisal of managers | November 2012 |

| Staff engagement | |
|---|--|
| Project | Timescale |
| On-going programme of “Let’s Talk” briefings and sessions with senior leaders – to provide two-way communication and feedback on strategic priorities | Ongoing |
| Create a strategic narrative, describing the vision for the future organization and the steps to get there | January – February 2011 |
| Regular “pulse” survey to test engagement with change | First in December 2010 Second in March 2011 |
| Create opportunities for staff to contribute suggestions – “Ideas Space” | January 2011 to June 2011 |
| Identify Change Champions in each service, to support engagement and the liP process | March 2011 |
| Create opportunities for real “open” conversation with our people | April 2011 |

Alongside the actions within the delivery plan outline above, the Human Resources and Occupational Development (HR and OD) function delivers a range of “business as usual” activity, which supports both the transformation of the council and the development of the employment brand.

This activity includes:

- the review of policies and procedures
- the recruitment and induction of staff
- mandatory training for managers, on equality and diversity, on health and safety at work and on our procedures
- occupational health activity to keep people healthy and get them back to work when they are not

We are seeking to transform the way people are managed at the council and the role of the HR and OD function. Alongside enhancing our approach to the above, we will be creating new intranet-based knowledge banks and enhancing people management systems and this will support the sense of change and the employer brand.

The action necessary to enable the council to reach an agreed standard in the Equality Framework for Local Government have been incorporated into the delivery plan above.

Roles and responsibilities

Delivery of the People Strategy is not the responsibility of the Human Resources Team alone. Everyone has their part to play and all must fulfil their responsibilities. Every member of staff must be committed to working in accordance with the council's values. Corporate Management Team and Heads of Service must role model the style which underpins the employment brand.

In the sections below we have focused on the key role to be played by four groups.

The People Board

The role of the board is to oversee the development and delivery of the People Strategy. It will have representatives from each part of the council and their role will be to sense-check the strategy as it is developed, to assist in making sure it is consistent in its delivery across services, making adjustments as appropriate.

The board will also act as a filter for CMT, but that group will have ownership of the strategy as a key tool in changing the council.

The board will receive regular reports on the evaluation, return on investment and impact of the people strategy delivery interventions, including regular reports on learning and development programmes, well-being and engagement.

Our managers

Managers in Barking and Dagenham have primary responsibility for managing people. They must manage people within frameworks which are developed by Human Resources, in consultation with managers. These frameworks will be values-driven, and make sure that the organisation as a whole is efficient and effective and that people are treated fairly.

Managers need the skills, confidence and information necessary to equip them to be effective Human Resources managers.

Managers to take ownership, be responsible for their actions and be accountable for outcomes and deliverables, through the performance management process

The Human Resources (HR) function

We will develop an HR Business Plan which will outline what the function itself will do to take forward the People Strategy. The function itself needs to be fit-for-purpose, to enable it to meet the needs of the corporate client (delivery of this strategy essentially), to provide the support necessary to managers and be effective in responding to the needs of other stakeholders (staff, unions, members).

It is important to recognise that the ability of HR to support the basic functions of recruiting people, paying them accurately, providing mandatory training on health, safety and well-being, equality and diversity and management skills, ensuring that appropriate safeguarding checks are in place and dealing with issues as and when they arise, underpins the spirit of the employer brand we wish to develop.

The function will make sure that high quality evaluation and review systems are in place to measure the effectiveness of the activities outlined in the strategy, and will propose and implement changes as a result of these findings.

Members

The Portfolio Holder provides the key link through to the Cabinet and Members. The support of the Portfolio Holder is essential to the delivery of the People Strategy and he has been fully engaged in the process of developing the strategy.

The Personnel Board have a key role in monitoring the overall health of the relationship between staff and the organisation, as well as a specific role in respect of the disciplinary procedure.

Trades Unions (TU)

The council expects to sustain a positive relationship with the TUs and to develop that relationship, so that a positive working environment is maintained. The People Strategy has been discussed at both informal and formal meetings with the Trades Union. We will continue to use the monthly informal TU meeting and the Corporate Joint Consultative Committee (CJCC) as a means to report progress on delivery of the People Strategy.

Measuring progress

The following measures will be used to measure progress in delivering the People Strategy and make sure the council is in reality the kind of employer it is aspiring to be:

| Indicator | Current baseline | Public sector comparison | Target |
|---|---|--|---------------------------------|
| Hard measures | | | |
| Average sick days per employee (excluding schools) | 9.68days <i>Av of last 3 months</i> | 9.7 days | 8 days (Sept. 2011) 2010/11) |
| Long-term sickness (excluding schools) | 5.7days <i>Av of last 3 months</i> | 5.3 days (<i>Cipfa benchmarking group local authorities</i>) | 5 days (Sept. 2011) |
| Short-term absence (excluding schools) | 3.99 days <i>Av of last 3 months</i> | 4.5 days (<i>Cipfa benchmarking group local authorities</i>) | 2.9 days (Sept. 2011) |
| % of sickness absence due to stress, depression, anxiety, neurasthenia, mental health and fatigue (excluding schools) | 15.02% <i>Av of last 3 months</i> | 15.4% (<i>London Councils' Survey December 2009</i>) | 13% |
| Number of employees with less than level 2 qualifications | 50% estimated and tbc | 36% - <i>LGE data</i> | 36% |
| Number of non-fatal RIDDOR reportable injury per 100,000 workers | 27 | 55 (London – all industries) | 25 |
| Number of grievances per 100 employees | 1.85 <i>Av of last 3 months</i> | n/a | 1.7 |
| Number of disciplinaries per 100 employees | 1.64 <i>Av of last 3 months</i> | n/a | 1.7 |

| | | | |
|--|---|-----------------------------------|----------------------------|
| Speed with which disciplinarys are progressed: No. at and length of time to reach stage one hearing No. at and length of time to reach stage two hearing No. at and length of time to reach stage three hearing | To be introduced in 2011/12, when new case management system is implemented | | |
| Turnover (excluding redundancies) | 15% <i>Av of last 3 months</i> | 12.6% <i>London Councils 2009</i> | 12% |
| Number of people leaving within 12 months of appointment | tbc | tbc | tbc |
| Number of staff who would want to work for the council again (via exit survey) | To be introduced in 2011/12 when exit interview process is established | | |
| Staff Survey Measures: | <i>Baseline taken from June Temperature Check survey</i> | | <i>Target for Dec 2011</i> |
| % of staff who are satisfied with their working relationship with their line manager | 72% 73% | n/a | 75% satisfied |
| % who have a clear understanding of what is expected in their job | 81% have | 70% | 84% have |
| My team has clear targets to achieve | 73% agree 2% disagree | n/a | 80% agree |
| Good ideas and best practice are shared | 35% agree 33% disagree | n/a | 40% agree |
| Change is well managed in the council | 24% agree 38% disagree | 20% agree 46% disagree | 27% agree |
| I have been a victim of, or witnessed offensive behaviour to staff | 35% disagree 36% agree | n/a | 40% disagree |

| | | | |
|---|-----------------------------------|--|---------------|
| How satisfied or dissatisfied are you in your present job? | 63% satisfied 20% dissatisfied | 63% satisfied 22% dissatisfied | 65% satisfied |
| I feel valued and recognised for the work I do | 42% agree 37% disagree | 39% agree 41% disagree | 45% agree |
| Feeling you have accomplished something at work | 74% satisfied 12% dissatisfied | 63% satisfied 17% dissatisfied | 78% agree |
| I would recommend the council as a good employer | 47% agree 17% disagree | 60% agree 16% disagree | 50% agree |
| I feel proud to work for The London Borough of Barking and Dagenham | 43% agree 14 % disagree | 51% agree 14% disagree | 46% agree |
| % of staff agreeing that the council is committed to providing learning and development | 65% agree 17% disagree | Not available from Ipsos Mori database | 68% agree |
| I achieve the correct balance between my work and home life | 53% agree 29% disagree | 56% agree 25% disagree | 56% agree |

| | | | |
|---|--------------------------------------|--|--------------------------------|
| Manager gives me feedback on my job performance | 64% Always or Usually | 48% Always or Usually | 67% Always or Usually |
| External assessments | | | |
| To be assessed positively against the “achieving” level of the Modern and Diverse workforce standard of the Equality Framework for Local Government | Level five (passport to “excellent”) | n/a | Achieving level |
| To be reassessed for two ticks | Accredited | n/a | Retain accreditation |
| To be reassessed for Stonewall Workplace Equality Index | 50 | n/a | Retain Top 100 employer status |
| To be reassessed for liP | IIP accredited | 71% of local authorities have assessment for whole LA. | Successful reassessment 2011. |

Cost of delivery

There is a cost in taking forward the People Strategy. A proportion of the cost of the Human Resources (HR) function (approximately £220k) is specifically focused on the delivery of People Strategy projects. The HR function also manages the Corporate Learning and Development budget, which in 2011/12 is £240k. Of this, £140k is committed to delivering mandatory training, covering topics such as health and safety and equalities and diversity, leaving £100k to support the People Strategy.

In recognition of the need to address “style” issues, if the overall transformation is to be a success, an additional £250k has been allocated in 2011/12 to support the change agenda in the council.

This expenditure should be seen as an investment as the projects in the People Strategy are designed to deliver transformation and efficiency. Whilst it is difficult to specifically identify the savings that will follow from this investment, it should be recognised that a 1% improvement in productivity can potentially lead to savings of around £700k.

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