

Ealing Council's People Strategy 2006/11



November 2006

People Strategy –
London Borough of Ealing
Excluding school-based staff

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1 Introduction

This strategy outlines the key aims and priority objectives for the Human Resources Department over the next 5 years and uses these to identify milestones for 2008/9. It will align strategic HR activity over this period, within the context set by the Community Strategy for Ealing and Ealing Council's Corporate Plan. It will also provide a template against which progress in providing appropriate and effective people solutions will be measured.

People management is the responsibility of managers across the organisation, advised and supported by the HR department. Consideration of people management issues is an important part of the business planning process.

This strategy is strongly aligned with the recommendations of the Pay Commission and the Pay and Workforce Strategy and builds on best practice in local government and elsewhere.

The Overall Objective of this Strategy: is to drive Ealing Council's performance in achieving its strategic objectives, using its people as fully as possible.

Specifically, the strategy will:

- Help to focus on people management interventions that impact on achievement of corporate objectives;
- Helps future planning by identifying gaps that need to be filled to enhance future service performance
- Allows a greater focus on priorities and projects, enabling complementary and consistent application of people management policies
- Provides a framework for the establishment of corporate standards and guidance that ensures a consistent approach to people policy and practice across the Council;
- Establish clear lines of responsibility and accountability between staff, managers and the HR function for people management solutions.

Contact Point: Matthew Baker, Acting Head of HR will be pleased to assist with any queries on this Strategy.

Endorsement

Ealing has made great strides since 2005 when the CPA was “weak” and merited no “stars” for social services. All staff have worked hard towards establishing a culture of responsiveness and customer focus with organisational values of balancing community interests and reducing inequalities. Development of a People Strategy is one of the ways of helping the organisation to manage and develop this change.

I am fully aware of the benefits of having a committed, capable and skilled workforce. This document explicitly recognises the value of our employees in delivering the services that benefit our communities and sets out how we will invest in and work with our staff to continuously improve services over coming years.

Over the next 5 years, the numbers and types of staff employed by the Council will need to change, as will our ways of working and our organisational structures. We need to anticipate and plan for these changes to maximise the opportunities and minimise the risks to service delivery.

Best practice suggests that, in a changing environment, people strategy needs to take a holistic approach. This involves looking at all workforce factors, both from inside and outside the organisation, considering whether they support or detract from the achievement of the organisation’s objectives and designing a response which creates a flexible workforce. We have experience in this approach through workforce remodelling in schools and we are starting to develop it with the children’s workforce.

It is by working with and through our staff that we will achieve Ealing Council’s objectives:

- Cleaner streets
- Safer Communities and
- Value for Money

We need to plan for and support our staff in this work. This Strategy is a key means of delivering this.

Darra Singh
Chief Executive

Jason Stacey
Leader of the Council

Introduction:

This People Strategy looks at a five-year horizon, to be reviewed biennially. From an analysis of the gap between the vision of what we want to deliver in 2011 and what we are now producing, this Strategy identifies the achievements we should be making by 2008/9 in order to be on track to delivering our desired Vision in 2011. These desired achievements in 2008/9 will then be fed into the Workforce Development and Resourcing Plan 2007/9 and the Star Chamber and HR Workplans for 2007/8 and 2008/9.

Of course these strategic goals will not be achieved without strong operational HR support to meet the day-to-day needs of managers.

A new People Strategy will be built by summer 2008, which will then feed into the Star Chamber process for 2009/10 as well as a new Workforce Development and Resourcing Plan for 2009/11 and HR Workplans for 2009/10 and 2010/11. See chart on next page.

Who is responsible for people management? It should be noted that people management is undertaken by managers at all levels throughout the organisation. Research shows that the most important influence on an employee's performance is the quality of line management. HR staff support and develop managers in their people management activities.

Areas of HR work covered: Until the appointment of the new Directors of HR and Business Effectiveness, this strategy includes both areas of operation. There are therefore three areas of HR work included:

- 1) Strategic HR work;
- 2) Operational HR support to Departments; and most importantly
- 3) That people management work undertaken by managers

Thanks to: Many individuals and groups have input substantially to the production of this document – too many to name individually, but include:

- Corporate Board
- Corporate Leadership Team
- Directorate Management Teams
- HR staff
- Learning and Development staff corporately and from Individuals and Education
- The Trade Unions and the Employee Forum

And most particularly the CLT sub-group, comprising:

Customer Services:	Noel Rutherford, Joe Tavernier
Finance and Business Support:	Anthony Kemp, Sarah Selvanathan
Individuals:	Marcella Phelan, Mun Thong Phung,
Strategy and Development:	Matthew Baker, Graeme McDonald

How to use this Strategy

As has been set out diagrammatically on the next page, this Strategy defines the People Vision for 2011 and hence identifies milestones for 2008/9 if we are to achieve that vision. Those milestones provide targets for the planning activities that will take place over the next two years, namely:

- the Development and Resourcing Plan for 2007/9
- The Star Chamber process and HR Work plans for 2007/8 and 2008/9.

Over the next two years, until it is renewed, the People Strategy for 2006/11 provides a framework and a reference point for our HR activities, acting as

- a vision of the future,
- a framework for performance improvement,
- a help for future planning and

a reference point to allow a greater focus on priorities.

It is just as important to consider what this Strategy does not do. All activities referred to must be subject to existing policies and procedures, which will include cost-benefit analysis, consultation with stakeholders and detailed planning, within the context at the time of the proposal.

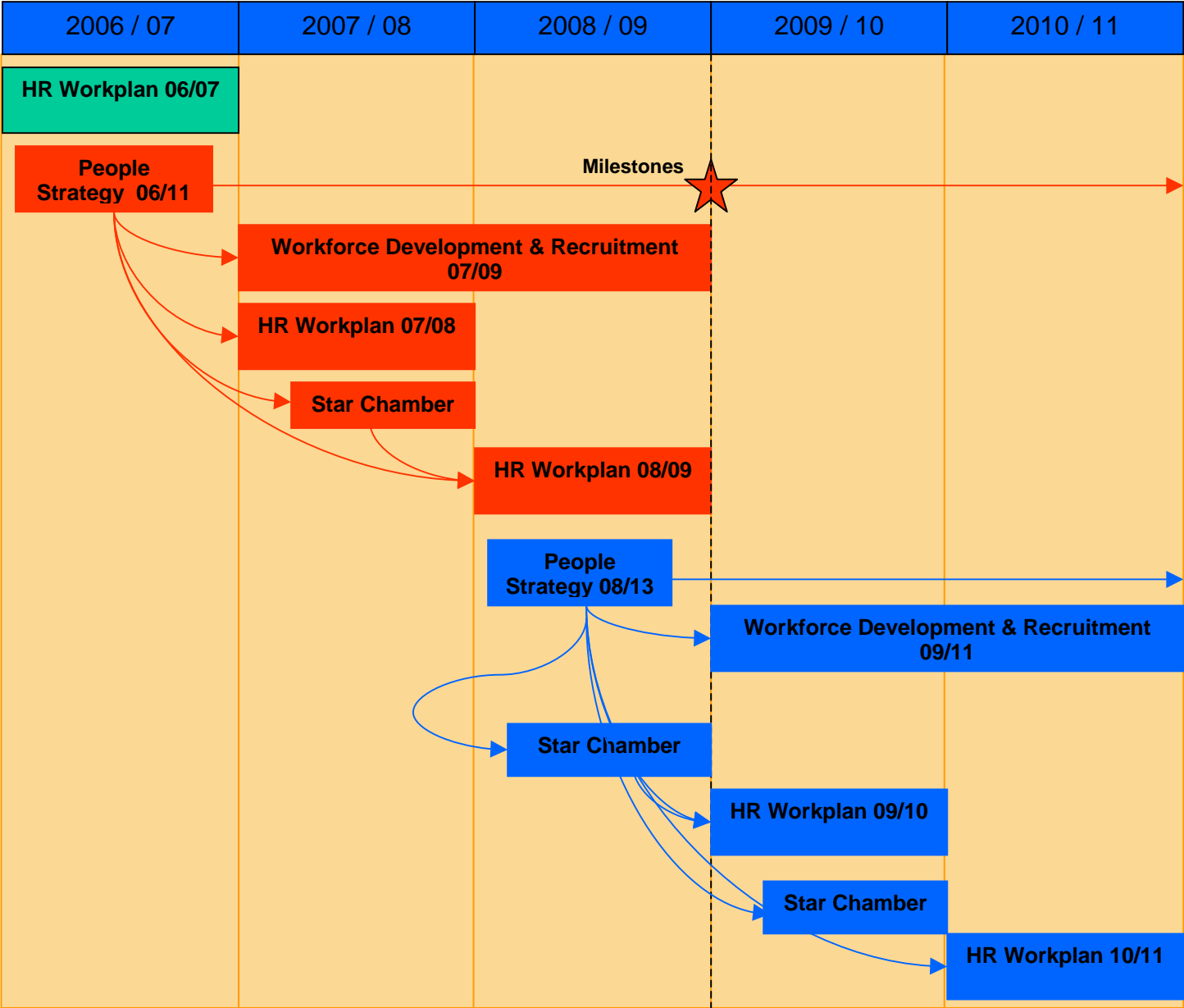
We know that, in practice, what we currently believe is desirable for 2011 will not be what we need when we actually get to 2011. Life in local government moves on too fast for that. To provide the necessary flexibility of plans, a new People Strategy will be built for 2008/13 which, through identification of milestones for 10/11, will in turn provide a reference point for the

- Star Chamber submissions for 2009/10 and 2010/11,
- Development and Resourcing Plan for 2009/11 and
- HR work plans for 2009/10 and 10/ 11

This is set out diagrammatically on the next page.

Note: due to the timing of the production of this People Strategy, it was not able to inform this year's Star Chamber process. When this is renewed, the Strategy will be produced earlier in the year to allow for this.

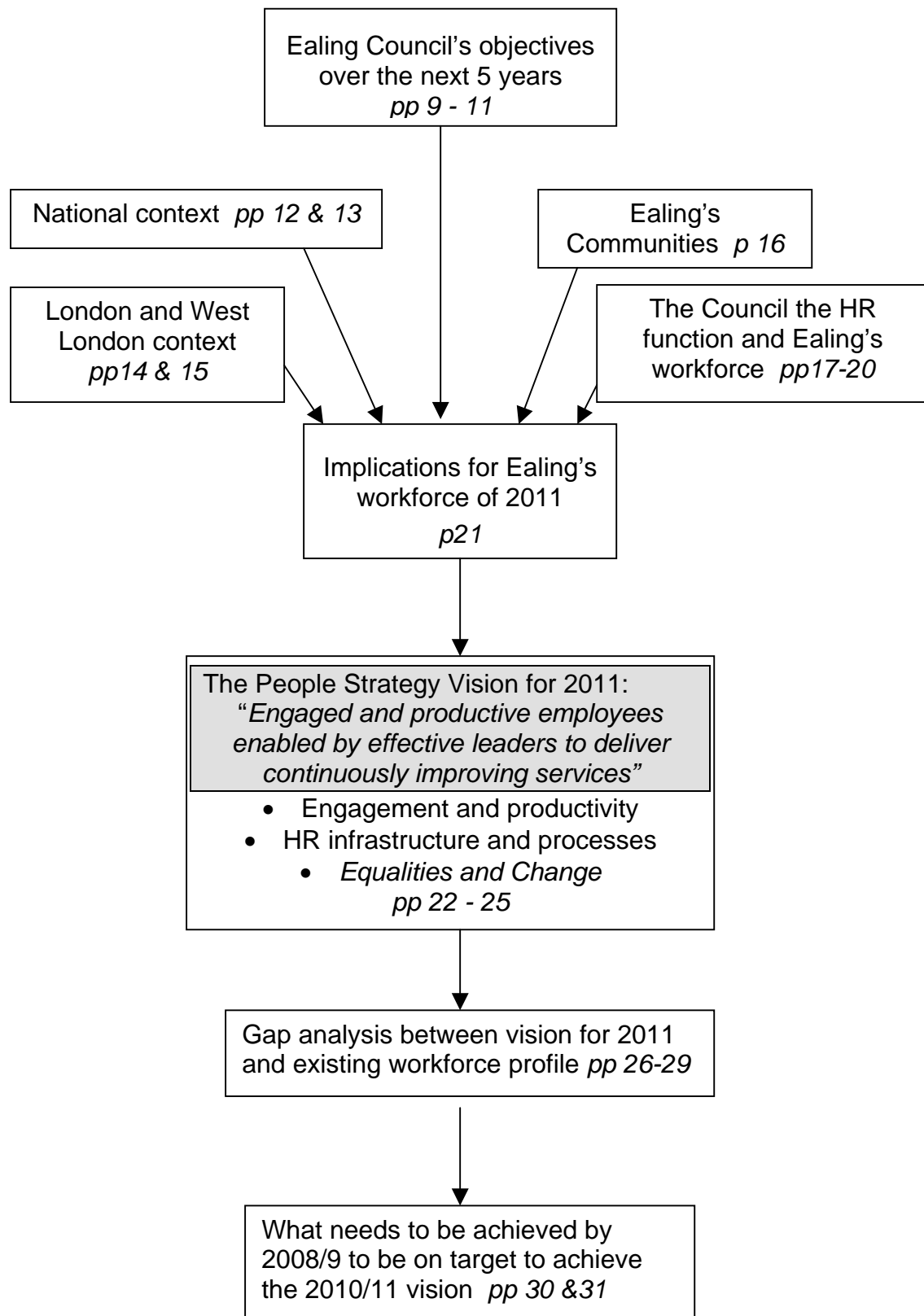
People Strategy – 2006/07 – 2010/11



Different colours are sets of plans for different periods:

- Orange for 07/09, based on a Strategy for 07/11
- Blue for 09/11, based on a Strategy for 09/13

Building blocks for this Strategy are as follows, giving page references within the document:



Ealing's Community Strategy and Planning Framework:

Ealing's Community Strategy identifies a vision, of **Success through Diversity**, to describe the sort of place we would like Ealing Borough to be in the future. This is that:

"In 2016, Ealing will be a successful borough in the heart of west London, where everyone has the opportunity to prosper and live fulfilling lives in communities that are safe, cohesive and engaged."

We will make Ealing a place which people love to visit and are proud to live in - a place which is known for its attractive neighbourhoods and town centres and where people really want to live and bring up their children. We want people to take pride in their area and to ensure that people are happy with their homes.

Ealing will be a place where people come to enjoy our leisure facilities, shops and open spaces. Therefore it must be a place that is easy to get to and travel around.

We want Ealing to support a high quality of life both now and in the future. Ealing's population is expected to grow by 6,000 by 2016. This is one of our greatest challenges and one that we must manage carefully to minimise effects on the local environment.

We also want Ealing to be one of the safest places in London, with the lowest possible crime rates. Residents, businesses and visitors will feel safer and more secure here than in other parts of London.

Ealing will be a place where people and businesses can develop and prosper. We want to foster a flourishing local economy that benefits local businesses and local residents. We want Ealing's people to be able to fulfil their employment and earning potential accessing education, training and jobs.

People will live much healthier lifestyles in Ealing in 2016. The wide variation in health standards and the incidence of serious illnesses will be narrowed. We will ensure that greater numbers of older people, and other vulnerable people who require support and care, are able to live more independently within their own homes.

In addition, we will have invested in children and young people to give them the best possible life chances and ensure they enjoy growing up in Ealing. Children and young people will be more involved in their communities and have a powerful voice in making local decisions.

For 2006/7, Ealing Council has set a target of improving the number of residents who believe that the services provided by the Council is improving – which will cover all of the above areas.

Key Values

The Local Strategic Partnership and the Council have identified two key values which will be vital to both achieving and measuring our success, as follows:

The first, ***balancing community interests***, affirms our commitment to ensuring our communities are active, cohesive and engaged. We want our communities to thrive and grow, taking care of their neighbourhoods for themselves and for future generations. We want our communities to be involved and engaged in the delivery of local services and in supporting each other. To do this we will, at times, need to consider and balance the different needs and requirements of communities and make tough decisions where necessary.

The second key value, ***reducing inequality***, is a commitment to tackling inequality and disadvantage. We want to create a more inclusive borough. A borough where life expectancy, job prospects, or the likelihood of being mugged is not related to where you live or your ethnic background.

Delivering the Council Leadership's Manifesto:

In May 2006, the residents of Ealing elected a new Council for the next four years and with it a new Conservative administration. The new administration's manifesto set out three key areas which they wish to prioritise over the next four years:

- Improving environmental services: **"cleaner streets"**;
- Tackling anti-social behaviour: **"safer communities"**; and
- Achieving **"value for money"** and low council tax increases

The Corporate Plan:

The Council's Corporate Plan brings together work to deliver the Community Strategy vision for Ealing, to meet the new administration's manifesto and also to reflect national priorities. As a result, the council has divided its work into six strategic themes with a specific goal for each, to give a planning framework as shown on the next page. These reflect five goals from the community strategy, with an additional goal relating to improvement of the Council as an organisation.

The People Strategy

This People Strategy focuses on the goal of "Organisational Improvement", drawing strongly on the vision of Success Through Diversity. It is designed to improve Ealing Council's ability to deliver services to its communities and to meet its goals through a motivated, high performing workforce.

Our Planning Framework



Ealing HR's National, Regional and Local Contexts

The National Context for Ealing Council's HR activities: There are a large range of national drivers that impact strategically on local government HR

- **The government's 10 year vision and modernising agenda** for local government. This includes e-government, transformational government, citizen/customer focus, neighbourhoods and partnerships, leadership and ongoing performance improvement.
- **An increased emphasis on equality and diversity issues.** As democratically accountable bodies, local authorities need to ensure that public services are responsive and designed around needs and preferences of local people and their communities. Specific consideration is required by the generic equality standards and the Women at Work Commission.
- **The Efficiency Review** which requires minimum efficiency savings of 2.5%pa, with a focus on rationalising procurement, corporate support services and transactional functions as well as maximising productive time and enhancing front-line services.
- **"Every Child Matters"** The national change agenda around children's services: – the creation of a Children's Trust by 2008 to both integrate and transform services for children and young people.
- **Single Status and the Pay and Workforce Strategy.** This concentrates on five areas of developing the workforce as a whole:
 - Developing leadership capacity
 - Developing skills and capacity of the workforce at all levels
 - Developing the organisation as a whole, including equality issues
 - Resourcing local government through more effective recruitment and retention
 - Pay and Rewards
- **The National Skills Framework**, which in addition to the five areas identified above also covers:
 - A further 9 priorities, to include performance management and partnerships
 - A leadership and capacity building programme
 - A generic skills specification, for life and for employability
 - A generic skills specification for local government:
 - Health and safety
 - Equalities and diversity
 - Quality and improving services
 - Customer relationships
 - Responsibility and leadership
- **Literacy strategies** and targets
- **National standards**, audits, inspections and reviews eg CPA, OFSTED, SCSi, national occupational standards for social workers

National Demographics

Research undertaken in 2004 by the Employers' Organisation highlights the following issues relevant to Ealing's workforce in the future:

- **Age**
 - By 2010 the 45 to 54 age group will be the largest group in the national workforce
 - By 2014 there will also be half a million more 15-34 year-olds. Within this group, both the number of students and of those from an ethnic minority will increase.
 - London will have a greater percentage of its population of "prime" working age than the national average, largely due to the higher proportion of the (younger) ethnic minority population.
- **Disability:** One-sixth of the 6.6 million people who have a disability do not currently work, but would like to do so.
- **Part-time staff:** the number of people who work part-time is projected to grow by 1.5 million between 2000 and 2010.
- **Educational achievement:** By 2010, 25% of the national workforce are expected to be graduates.

The London and West London Context For Ealing Council's HR activities:

Although much of the decision-making context is set nationally, at least an equal part derives from regional and sub-regional issues. In Ealing, the region will be London and the sub-region West London.

The relevance of regional and sub-regional issues to Ealing's People Strategy is two-fold:

1. These affect the type of work that the local authority will need to do, either directly or working via others, hence affecting the numbers of staff that we will need and their skills; and
2. they also affect our ability to recruit and retain staff to meet our needs eg with suitable skills and to provide an appropriate living environment eg housing, neighbourhood, crime, shopping etc.

1) The London Region:

The Mayor's vision for London is to develop the capital as a model sustainable city based on three inter-related elements:

- strong and diverse economic growth
- social inclusion and
- fundamental improvements in environmental management and use of resources.

A number of strategies to deliver this vision have three cross-cutting themes of sustainable development, health and equality.

The London Plan sets out an integrated social, economic and environmental framework for the development of the capital over the next 15 to 20 years. It envisages 86,000 new jobs by 2016 and a minimum of 59,400 new dwellings between 1997 and 2016. Within this, a number of proposals directly impact Ealing:

- two Opportunity Areas that can accommodate substantial jobs and/or housing combined with supporting uses
- identifies southwest portion of Ealing as an Area for Regeneration, where there is substantial levels of deprivation
- designates five Strategic Employment Sites in Ealing
- recommends transport to stimulate investment and provide real alternatives to cars.

Other major strategies for London include:

- Sustaining Success – Developing London's economy
- The Transport Strategy
- London Cultural Capital and
- A series of Environmental Strategies.

All of these provide contexts within which Ealing will consider its policies and shape its workforce and which will have an impact on its ability to recruit and retain employees by virtue of the impact on their living and working environment.

2) The West London Sub-Region comprises the six boroughs of Ealing, Brent, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow, forming the West London Alliance. The aims of the Alliance are:

- To lobby for the interests of the sub-region
- To develop collaborative strategies and initiatives on key issues such as transport and economic development
- To improve provision of public services in West London through sharing knowledge, expertise and resources, undertaking joint ventures, and securing additional resources.

Over the past decade, sub-regional structures and inter-organisational relationships have been building within West London. As a result, the sub-region has one of the greatest degrees of organisational capacity of all the London sub-regions in terms of its ability to act on key issues and challenges facing the area and its constituent Boroughs. These are summarised below, together with their potential impact on Ealing Council's workforce:

West London Sub-Regional Development Framework provides guidance on the implementation of the London Plan within West London to ensure a sustainable and prosperous sub-region. This features housing, infrastructure, town centres and transport – all of which will contribute to retention of employees who live locally. Of course, Council employees will be required to execute the development of this.

West London Economic Development Strategy – with a vision of

- positioning West London as the choice location for businesses and individuals,
- an inclusive and sustainable society and
- a leader in the development of London as the global hub

Their objectives include skills development and workforce development focussed on the needs of businesses and encouraging a mix and supply of housing including affordable housing.

London West Learning & Skills Council plans to ensure that everyone who does not have a basic Level 2 (equivalent to 5 GCSEs at A* to C) can study for one but also work to achieve access to Level 3 (equivalent to 2 GCSE A levels) qualifications that are the basic requirements of many of the skilled jobs in London. Their 2006/7 priorities include up-skilling the public sector, which comprises 25% of London jobs. Within this aging workforce there is a skills gap between graduates and entry level.

“Building Communities – A Housing Strategy for West London”

Strategic framework for housing delivery across the sub-region, addressing:

- the economic and population growth anticipated in coming years
- projections that indicate a shortfall in housing for this growing population and
- the need for large-scale investment to improve the standard of housing provided in West London.

This will include agreeing a Key Worker and Intermediate Housing Strategy to address common difficulties across the sub-region.

As a key employer in the area, Ealing Council can/should contribute to these areas.

Ealing Borough and Its Communities:

Ealing is an extraordinarily diverse and vibrant borough in the west of the world's greatest capital city. It is home to 300,000 people, the third largest borough population in London. Like much of London, it is densely populated and busy.

Over 40 per cent of residents come from ethnic minorities, making Ealing the fourth most ethnically diverse borough in the country. This includes significant numbers of refugees and asylum seekers. We have a large Polish community and the largest Sikh population outside of India. Over 100 languages are spoken in our schools. Some people will have lived locally for their entire lives; some only live here for a few months before moving on.

Ealing is a strong economic centre. Ten thousand businesses are based in the borough and nearly 150,000 people work here – including 56,000 people who travel from outside the borough. The area boasts prosperous employment and above average incomes, with a job growth rate three times that of the rest of the UK. Skills levels amongst adults are also above London averages.

The borough is relatively prosperous with above average household income levels and life expectancy.

The general prosperity of the borough is not shared by all of our communities however. Poor standards of health and education, low household incomes and high benefits dependency are concentrated in the borough's poorer areas and among particular communities.

When considered as a potential workforce:

- **Equalities profile:** 35% of Ealing's adults are from black or minority ethnic backgrounds. Ealing ranks 4th of all local authority districts in terms of ethnic diversity and has the most Indians in London as well as the most Poles, Afghanis and Iraqis. There is considerable migration into Ealing, more latterly particularly of Polish people. Like much of London, Ealing has a relatively young population, with a mean age of 35.6 compared to England's 38.6 yrs. This demography is changing, with 55% of under 16s being from black or minority ethnic backgrounds.
- **Deprivation profile:** Ealing ranks as 9% more deprived than England averages. There is significant difference across the Borough – for example there is an 8 year difference in life expectancy for men between residents of Hanger Hill and Southall Green - at 81.2 and 73.2 years respectively. For women the difference is 5.5 years – at 83.4 and 79.9 yrs.
- **Educational attainment:** Ealing's working age residents are better qualified than those from benchmark areas in West London, London and England. 36% have NVQ4 or above. However 23.6% have poor literacy rates and 23.7% poor numeracy rates, which is worse than West London or England.
- **Employment profile:** 69% of people of working age are in work, which is also the London average, compared to 75% nationally. Income varies significantly across the Borough, with an average of £45,500 in Ealing Broadway compared to £30,500 in Northolt West End.

The Council:

Ealing is the third largest borough in London, by population. It has 23 wards served by 69 councillors. The council changed political control in May 2006. The Conservative Group with 37 seats now has the majority. The Labour Group has 29 seats and the Liberal Democrat Group has 3. The council adopted the Leader and Cabinet political structure in 2000/01. Ealing also has three MP's.

A completely new corporate board consisting of the Chief Executive and four Executive Directors has been in place since the summer of 2005. The new board has made effective people management, supported by a realigned HR function a high priority. To improve staff morale both generally and amongst the senior management team was also a priority.

This was approached through away days for the top tier of managers, and a consistent visibility and communication which included lunch time meetings with the Chief executive and Leader open to all staff, a new staff forum, a re-focused staff newspaper and team briefings.

Significant progress has been made in overall organisational effectiveness have been achieved during 2005 and 2006 as can be seen from the following facts:

Performance area	2005	2006
CPA rating	"weak"	Three stars
Social Services CSCI rating	Zero stars	One star – Now two stars for Adults and (3) for looking after children, with excellent prospects for improvement (4)
Council tax rise	4.9%	2.5%
Reserves	£2 million	£10 million
% of residents think that we are doing a good job	56%	65%
Local Strategic Partnership rating	Red/amber	Amber/green
% of complaints resolved within 10 working days	Under 60%	Nearly 90%

In the past twelve months, Ealing introduced a rigorous budget and service planning process, the Star Chamber Process, which last year delivered £22 million of savings. Efficiency savings within this figure enabled the council to exceed its 2.5% Gershon target by 4.5%.

We are building a Children's Workforce Strategy as an overarching strategy for the whole of the children's workforce, paid and unpaid, to ensure this workforce is skilled, well-led and supported by effective, shared systems and processes. The vision is to achieve better outcomes for Children: be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being. Clearly a significant part of the Children's Workforce in Ealing are Council employees. This People Strategy and the Children's Workforce Strategy are therefore closely aligned and full consultation will take place on detailed plans sitting under these Strategies

Ealing's HR function:

In 2003, the Audit Commission identified Ealing's HR function as a "poor" no star service, with relatively high staffing levels. The function has been reorganised three times since then, reducing from 135 fte in 2003 to 90 fte by September 2006. At 1 HR person for every 130 employees, Ealing's HR staffing ratio now compares very favourably with the mean across London local government of 1:84. The Audit Commission now report that the function is moving in the right direction, but with further improvements to be made. The function has been without a substantive Head since December 2005.

The annual programme of work to be undertaken by the function is set out in the HR Workplan, which was updated post inspection to include the Audit Commission recommendations.

The HR Service has to enable the council to respond to external drivers and regional/sub-regional drivers as described in earlier pages, ensuring Ealing complies with changes in national terms and conditions, legislation and case law. It needs to demonstrate value for money and seek continuing efficiencies and it has a big job to do remedying historical weaknesses. In addition, Ealing's HR Service needs to deliver in a challenging economic environment where there is virtually full employment.

Given the significant amount of progress achieved through the HR Workplan, the major objective of this Strategy has been to articulate, put a shape to and prioritise the underlying themes and objectives of the work undertaken to date, within the context of the wider strategic considerations given in this paper. This provides clarity of Vision and milestones for use in planning processes over the next two years.

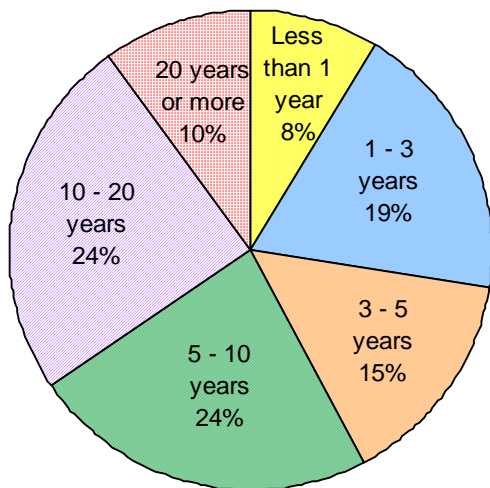
The Ealing Council Workforce:

As at 1st April 2006, the Council employed:

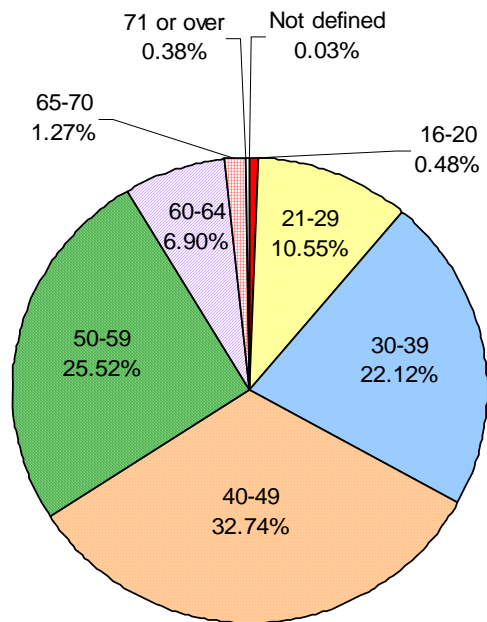
- 2551 fte non-school-based staff
- 68% women
- 42% black and minority ethnic
- 25% part-time

turnover rate of staff is 11.4% (in year ending 31 March 2006)

approx 51% of workforce are local residents



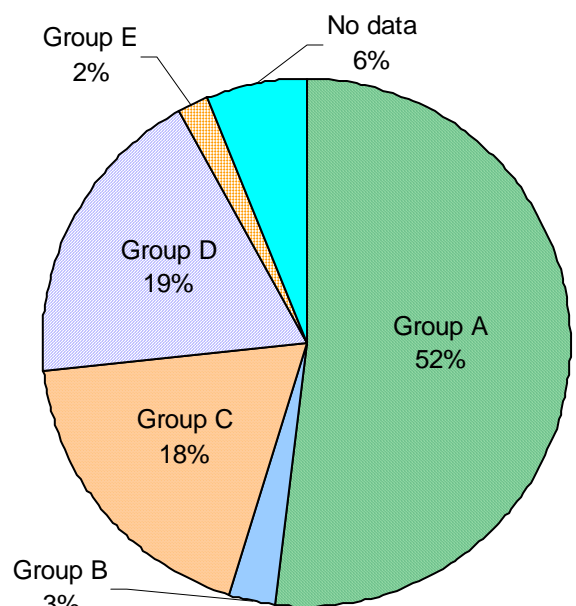
Length of service



Age profile

Ethnicity Profile Key

Group A	British	39.5%
	Irish	5.0%
	White Other	6.7%
	White No Information	0.8%
Group B	White & Black Caribbean	1.1%
	White & Black African	0.2%
	White & Asian	0.6%
	Other Mixed Ethnicity	0.9%
Group C	Indian	13.3%
	Pakistani	1.8%
	Bangladeshi	0.3%
	Asian Other	2.5%
Group D	Asian No Information	0.6%
	Black Caribbean	9.9%
	Black African	6.3%
	Black Other	1.8%
Group E	Black No Information	0.7%
	Chinese	0.4%
	Other	1.4%
	Other No Information	0.0%
No data	No data	6.1%



Ethnicity profile

Recruitment and retention difficulties:

The Council recruits in a competitive market where there is virtually full employment. In common with much of local government, we have particular areas of recruitment and retention difficulty, including: accountants/finance staff, environmental health officers, occupational therapists, planners, social care staff and transport work.

Reasons for these recruitment and retention difficulties include scarcity of staff of particular kinds, particularly with technical skills and at senior levels – where families move out of London for improved life-styles. Also work at Ealing does not attract Inner London Weighting and involves travel difficulties for many people.

To address these difficulties, we have introduced a variety of initiatives eg performance related pay for Planners, overseas recruitment for social care staff and revamped benefits packages eg the Leadership Incentive Plan.

Research elsewhere shows that “Making a difference” is the single most motivating factor for those working in the public sector” *Source: Recruitment and retention: a public service workforce for the twenty-first century. Audit Commission 2002*

Equalities Profile: We are working towards our workforce profile reflecting that of the local communities we serve. We employ very few young people. There is under-representation of disabled people at all levels, particularly of people with learning disabilities. At middle and senior management levels there is under-representation of women and people from minority ethnic backgrounds. As part of working towards the Equalities Standard for Local Government Level 3 and as part of the Workforce Development and Resourcing Plan, we will consider corporate positive action strategies as a means of addressing under-representation.

Absence and Sickness levels: The average number of working days per fte was 13 working days per fte in the year ending 31 March 2006. The major reasons are stress related and musculo-skeletal. A major project is currently being run to reduce overall levels of sickness absence by prioritising discussion of sickness absence between managers and employees, providing guidance and support to managers to improve consistency and simplifying the procedures. Additionally we are working with Goldsmiths College in a pilot considering stress-related absence in the Contact Centre. If this is successful, it will be rolled out to all areas of the Council.

Use of Agency Staff: There is currently a very high usage of agency staff – between 15 and 20%. This is due to a variety of factors eg

- a number of recent reorganisations,
- shortage of relevant skilled staff and
- lack of coherent forward planning for staffing across the Council

Every business area is considering how to reduce this by 20% by the end of the financial year to reduce costs and improve continuity of service to customers.

Rates of discipline, performance etc 5 current cases per 1000 employees as at 1 April 2006, which is a significant improvement on the total of 16 per 1000 cases in the period 1 March 2005 – 31 March 2006.

3 Implications for Ealing's Workforce of 2011

As a result of all those inputs, to achieve the ambitious targets for service outputs as described in the Community and Corporate Plans we will need a workforce with the following characteristics:

Is able to deliver Continuous Improvement: through rigorous performance management and effective use of communications, ICT and project methodologies.

Has managers acting as leaders: Managers across the Council will need to act as leaders to their staff. Increasingly they will need to work across boundaries with our partners and to adopt an output rather than a process focus. Customer focus, financial management and value for money will be key considerations.

Ensures targetted resolution of Recruitment and Retention issues: In many areas these are a serious risk to service delivery and need to be addressed creatively. Skills pathways will need to be developed for local workers to

- Resource some of our "hard to recruit" areas
- Break down the graduate/non-graduate divide
- Tackle our aging workforce
- Boost the local economy
- Improve local engagement with the democratic process

We will need to develop a flexible workforce capable of meeting the emerging job demands at all levels of the organisation

Is responsive to Equalities Issues: with a workforce that:

- Is representative of the considerable diversity of the local workforce, at all levels and in all areas;
- Employs significantly more disabled people at all levels of the organisation and is a role model for employment of people with learning disabilities.
- Has more young, particularly local, people and makes more flexible use of older workers
- Has more black and minority ethnic staff and women at senior levels and
- Takes different needs into account in its provision of services,

Provides an effective Work-life balance: with hours, location and patterns of work that meet both individual and organisational needs. This will take advantage of developing technology and the London and West London initiatives for housing and leisure activities to aid recruitment and retention.

Effective performance, linked appropriately to medium term financial strategies depends on how we build employee capacity and how we build basic skills in the workforce. Joined up working practices means sharing learning and best practice, as well as developing leaders. Both Electronic and Transformational government require a full understanding of emerging technologies, how to use them and their full capabilities

PEOPLE STRATEGY'S VISION FOR 2011

*“Engaged and productive employees
enabled by effective leaders
to deliver continuously improving services*

- “Engaged and productive employees”*: Research shows that engaged employees deliver good customer satisfaction. Productive employees deliver more results per employee
- “enabled by effective leaders”* Managers need to act as leaders to their staff, enabling them to deliver good services
- “to deliver continuously improving services”* That is why we are all here. All people activities need to be outcome rather than process oriented.

To support this Vision, we will

- a) take action in areas designed to improve the engagement and productivity of staff;
- b) provide an HR structure and processes designed in such a way as to support managers, acting as leaders, in that work;
and
- c) Ensure that equalities and change considerations are built into all our activities as cross-cutting themes

How will we deliver the HR function of the future:

The function of the HR department is to enhance the organisational capability of the Council and to optimise the contribution of its people in order to deliver the Corporate Plan and the Community Strategy.

In its Service Plan, HR has adopted **Strategic Objectives** with an output focus, namely to:

1. Enable managers and schools to recruit the best people;
2. Enable managers and schools to retain and motivate the best people;
3. Reduce sickness absence through a well-being approach;
4. Build a workforce as diverse as the communities it serves;
5. Improve the effectiveness and efficiency of staff through systems, processes and information.

These operate alongside the Council-wide strategic objectives of value-for-money, financial management, effective people management and development, equality in service provision, performance management and corporate governance.

Over the next five-year period, Ealing Council will invest in our employees through the following activities:

- Concentrating on those **HR interventions** that the Employer's Organisation has identified as **improving productivity and performance** in areas that are currently under-developed in Ealing and/or that meet external developments identified in previous sections. Particularly critical are those that the Audit Commission have identified as priorities and those that build the capacity of the workforce to tackle the challenges of the future.
- Adopting an **HR structure and processes** that matches Ealing's needs as an organisation, both now and over the next five years. This will include reviewing all HR systems and processes to ensure they continue to be effective and efficient, taking full advantage of emerging technologies and developing best practice via the concepts of electronic and transformational government.
- Overhauling **the employment framework** within Ealing Council,
- Building **people planning** into all business planning processes.
- Building **equalities in employment** into all people management processes. This will support the achievement of Level 3 of the Equalities Standard by March 2007 and ultimately Level 5 by March 2010
- Building capacity for **organisational change**, focussed on performance improvement

The first stage is to identify the Vision for each of these areas, with performance indicators so that we will know if we have, or have not, achieved the vision.

A: Improve Engagement and Productivity

	Proposed Vision for 2011	Performance Indicators
Top leadership team	The top leadership team, including Members, Corporate Board and CLT are high performing	The Top Team are highly productive, using IdeA criteria
Managers	Management standards and skills are fully embedded in the organisation	90% of staff say that their manager is effective
Non-managers	The workforce is capable and flexible as a result of investment to match known / developing needs Staff are responsible for self-management and development Skills pathways develop our own staff and encourage recruitment and development of local people	External benchmarking Staff survey Percentage of senior staff who were recruited at more junior grades
Performance management	All staff are clear about their personal objectives and accountabilities. Effective empowerment and delegation devolves accountability to the point nearest to service delivery	Staff Survey Resident satisfaction surveys
Recruitment and retention	In all areas of work, able staff are recruited and/or deployed promptly There is sufficient turnover to refresh and challenge ways of working but not so high as to destabilise continuity and local knowledge Workforce representative of the communities we serve at all levels	Less than 2% of posts advertised unfilled. It takes less than 2 months to replace staff (CRB permitting). Over 95% of new recruits satisfactory at probation. Turnover between 8 and 12% pa Representative workforce
Flexible working practices	Ways of working and the accommodation provision match working needs, taking full advantage of IT to enable joined-up, customer-facing work, with partners as appropriate, and promoting work-life balance	Efficiency savings Resident feedback Staff survey
Attendance management	Sickness absence rates do not pose a risk to service delivery. Take preventative action to improve the health of the workforce.	Average of 7 days or less absence per employee Staff feel the council cares about their welfare
Internal communication	All staff feel fully informed of what is happening – both in their area and across the Council	Staff survey

B: HR Infrastructure

In order to deliver these productivity improvements, Ealing's HR will develop its infrastructure over the period to 2011 as follows:

Area of work	Proposed Vision for 2011	Performance Indicators
HR structure & processes	<p>HR Business Partners are supported by a small group of staff responsible for policy-making and coordination.</p> <p>Transactional services are provided by a Shared Service – either internally or by combining with other local authorities.</p> <p>Managers and staff are able to self-serve via access to dedicated intranet provisions</p>	<p>Managers and staff are able to access information and advice that they need in a manner that they consider helpful.</p> <p>Cost of HR function per employee is in the lower quartile of London Boroughs</p>
Employment Framework	<p>Policies, procedures and governance are simple and effective</p> <p>Managers act as leaders, owning and being fully skilled in people management processes</p> <p>Partnership approach with TUs</p>	<p>Managers consider policies are helpful and accessible.</p> <p>Staff Survey</p>
People Planning	<p>People plans are embedded in the organisation's planning framework. These include workforce development and resourcing plans. These plans are established jointly with major partners, as appropriate.</p>	<p>Plans are seen by managers as being useful.</p> <p>Partners see effective planning mechanisms</p>

C Cross-cutting Themes To enable the above to be delivered effectively

Area of work	Proposed vision for 2011	Performance Indicators
Equalities in Employment	<p>The workforce is fully representative of the community at all levels and in all areas</p>	<p>Ealing has achieved Level 5 of the Equalities Standard</p>
Organisational Change, focussed on Performance Improvement	<p>Managers and staff embrace change while maintaining necessary continuity, in order to continually improve services to customers.</p>	<p>Staff Survey</p> <p>Customer survey</p>

People Strategy – Gap Analysis

(Excluding School-based staff)

The tables on the following pages:

1. take **each area of work** considered as part of the People Strategy;
2. identifies **the Vision** for that area of work for 2010/1;
3. looks at the **current state** for that area of work in 2006/7;
4. undertakes a **gap analysis** between the Vision for 2010/1 and the current state in 2006/7;
5. From that gap analysis, identifies the **desired state in 2008/9** if we are to be on target to achieve our Vision in 2010/1

HR initiatives re productivity	2010/1 Vision	2006/7 Current state	Gap analysis	2008/9 Desired state
Develop top leadership team, including Members	Top leadership team, including Members high performing in IDEA terms ("Top team" research)	Top team recently appointed. New Members have been inducted Bonus for CLT dependent on improved resident satisfaction	Top team, including CLT operating in "own areas" mainly in reactive modes. Support and "value add" to Service Heads a major improvement opportunity	CLT & top team is more cross-functional, comfortably proactive and "hexagon-oriented"; also tie in with Service Heads and Members more productively
Develop managers	Management standards and skills fully embedded and operational	Individuals have DMS scheme. Standards being developed	Competencies not yet developed, on which to base a management development scheme	First management devt scheme in place 2007/8 with review for 2008/9 Customers say service good
Develop non-managers	Flexible/capable workforce as a result of high investment in skills to match known and developing needs Staff are responsible for self-management and self-development Skills pathways develop our staff & encourage recruitment/ devt of locals	Ad hoc development of staff, largely squeezed out by Response	Workforce development plan to be completed following this Strategy Skills audit needed Some career schemes	Workforce development plans and skills audit embedded and linked to appraisal and organisational planning processes Some skills pathways developed
Undertake performance management	All staff are clear about their personal objectives and accountabilities. Effective empowerment and delegation devolves accountability to the point nearest to service delivery	Appraisal completion targeted in CLT bonus Monitoring system in place – quality as well as quantity Not consistent management of under-performance	Need to equip managers with skills and confidence to lead and coach towards higher performance and smarter working; to conduct performance management as a continuous "means" not just annual appraisal	Performance management is a recognised "way" of delivering services in Ealing; part of a continuous improvement ethos and at the heart of aligned objectives, feedback, coaching and recognition processes – including Equalities Standard
Tackle recruitment and retention issues	In all areas of work, able staff are recruited and/or deployed promptly. There is sufficient turnover to refresh and challenge ways of working but not so high as to destabilise continuity and local knowledge Staff profile representative of local workforce at all levels	Range of R&R issues Success with OT and social workers Some career schemes Graduate care leavers Middle and Senior mgmt levels not representative Disabled not rep at all	No link with workforce development or career paths Major partnership working in Children's Services Need to promote more staff internally No positive action	Workforce development being refined and partnerships being built in across more areas. Career paths being scoped Support managers on first manager appointment Internal progression of staff Positive action embedded

HR initiatives to improve productivity (continued)	2010/1 Vision (continued)	2006/7 Current state (continued)	Gap analysis (continued)	2008/9 Desired state (continued)
Develop flexible working practices	Ways of working and the accommodation provision match working needs, taking full advantage of IT to enable joined up, customer-facing work, with partners as appropriate, and promoting work-life balance	Home working established in principle Ratio of 4 desks to 5 people in Perceval House	Still IT difficulties and capital costs Some resistance from partners on joining up work at the Customer interface	Working practices in Perceval House embedded. Some current jobs amalgamated at the customer 20% of non-customer facing staff work from home Staff believe good work/life balance
Improve attendance management	Average of 7 working days or less per person	Average sickness (excl schools) of 13 days at 1 April 06 Policy, guidance and practice being revised	Revised sickness contractual provisions and guidance being universally implemented	Average sickness absence of 9 days or less per person Preventative action in place, targeted on reasons for absence.
Internal communications	All staff feel fully informed of what is happening, both in their area and across the Council	Frank well used. First staff survey undertaken Internal communications post established	Spot surveys using Contact Centre staff Mini-surveys target follow up action for specific groups	Programme of CLT meetings focussed on customer care and delivery to the customer Consistent follow-up of staff survey results

B HR Infrastructure

Area of work	2010/1 Vision	2006/7 Current state	Gap analysis	2008/9 Desired state
HR structure and processes	Integrated service - Description by Employers' Organisation <ul style="list-style-type: none"> • HR centre of excellence • HR business partners • HR service centre • Self-service for managers and staff • Outsourced services 	Function now centralised, with Business Partners All processes under review as part of HR reorganisation E-recruitment and e-learning being discussed	Integrating transactional processes in a shared service Using e-HR, e-recruitment, e-learning e-portal for managers and staff	Shared service in final planning stages e-HR, e-recruitment, e-learning in place and becoming more sophisticated / user-friendly Comprehensive guidance for managers / staff on Intranet
Employment Framework	Managers own people management and fully skilled Simple and effective policies Partnership approach with unions	Typically, managers do not own people management issues. Training in the requisite skills being arranged Policies being revised to be more user-friendly	Managers need to own people management issues and have the requisite skills Refocus TU relations	CLT sub-group to be put in place 2006/7 Further developments on owning likely for intervening years eg "diagonal slice" consultation.
People planning	People Plans, including workforce development and resourcing, established jointly with major partners	Workforce plans being developed, to include workforce development and resourcing.	Sophistication and embedding of the planning process Partnership wrking	Second iteration of plans developed, improving on the original.

C Cross-cutting themes

Area of work	2010/1 Vision	2006/7 state	Gap analysis	2008/9 Desired state
Equalities in employment	Level 5 by March 2011 Review and revise targets	Seek Level 3, March 2007 Objectives & action plans	Need to attain Level 4	Level 4 by March 2009 Monitor and achieve progress
Organisational change, focussed on driving performance improvement	Managers and staff embrace change and performance focus, while maintaining necessary continuity	Change and performance focus welcomed and implemented in some areas, but not consistently across the Council	Consistency in performance culture and systems	CLT meetings, appraisal & project systems and Business Effectiveness Board have embedded performance as overall driver of change

What are we achieving already?

Although there is a considerable amount to do, major steps are being taken in all areas of productivity improvements, HR infrastructure and the cross-functional areas of equalities and change, as follows

HR initiatives to improve productivity	2006/7 Current state
Develop top leadership team, including Members	Top team recently appointed. New Members have been inducted Bonus for CLT dependent on improved resident satisfaction
Develop managers	Management standards being developed Individuals have DMS scheme.
Develop non-managers	Competencies being refreshed
Undertake performance management	Appraisal completion targeted in CLT bonus Monitoring system in place – quality as well as quantity
Tackle recruitment and retention issues	Considerable success with OT and social workers Range of R&R issues / Some career schemes Scheme for graduate care leavers
Develop flexible working practices	Home working established in principle Ratio of 4 desks to 5 people in Perceval House
Improve attendance management	Policy, guidance and practice being revised Average sickness now down to 13 days, from 15
Internal communications	Frank well used. First staff survey undertaken Internal communications post established

HR Infrastructure	2006/7 Current state
HR structure and processes	Function now centralised, with Business Partners All processes under review as part of HR reorganisation E-recruitment and e-learning being discussed
Employment Framework	Planning training for mgrs in people management issues Policies being revised to be more user-friendly
People planning	Workforce plans being developed, to include workforce development and resourcing.

Cross-cutting themes	2006/7 current state
Equalities in employment	Working towards achieving Level 3 in March 2007
Organisational change, focussed on driving performance improvement	Change and performance focus welcomed and implemented in some areas with notable successes in some areas eg Children's Department and Finance

So, what do we need to achieve by 2008/9?

HR initiatives to improve engagement/productivity	2008/9 Desired state
Develop top leadership team, including Members	CLT & top team is cross-functional, comfortably pro-active and "hexagon-oriented" whilst delivering high quality specialist services; also tie in with Service Heads and Members productively
Develop managers	First mgmt development scheme in place 2007/8, review 2008/9 Customers feed back that they get good service
Develop non-managers	Workforce development plans and skills audit embedded and linked to appraisal and organisational planning processes Some skills pathways developed
Undertake performance management	Performance management is a recognised "way" of delivering services in Ealing, with under-performance consistently addressed, a continuous improvement ethos with aligned objectives, feedback, coaching and recognition processes, including Equalities Standard
Tackle recruitment and retention issues	Workforce development being refined and partnerships being built in across more areas. Apprenticeships/career grades/skills pathways being introduced Support managers on first manager appointment Improved internal progression of staff Positive action embedded
Develop flexible working practices	Working practices in Perceval House embedded. Some current jobs redesigned to meet at the customer 20% of non-customer facing staff work from home Staff believe they have good work/life balance
Improve attendance management	Average sickness absence of 9 days or less per person Preventative action in place, targeted on reasons for absence.
Develop Internal communications	CLT programme focussed on improving customer outcomes Consistent follow-up of staff survey results

HR infrastructure	2008/9 Desired state
HR structure and processes	Shared service in final planning stages e-HR, e-recruitment, e-learning in place and becoming more sophisticated / user-friendly Comprehensive guidance for managers / staff on Intranet
Employment Framework	CLT sub-group to be put in place 2006/7 Develop ownership eg "diagonal slice" consultation.
People planning	Second iteration of plans developed, improving on the original.

Cross-cutting theme	2008/9 Desired state
Equalities in employment	Level 4 by March 2009 – monitor and achieve progress
Organisational change, focussed on driving performance improvement	CLT meetings, appraisal & project systems and Business Effectiveness Board have embedded performance as the overall driver of change

Conclusion

This last table, “What we need to achieve by 2008/9”, identifies the milestones that all HR plans over the next two years should be working towards. It provides a framework for HR planning over the next two years by identifying the priority areas for performance improvement for HR activities, both of HR specialists and line managers, in order to deliver continuously improving service delivery.

Because these priorities have been built up from business needs and agreed with all the relevant stakeholders, most specifically CLT members, they are strongly aligned to business needs.

The next steps are to use these 2008/9 milestones to build:

- A 2007/9 Workforce Development and Resourcing Plan
- A 2007/8 HR workplan; and later
- The 2008/9 Star Chamber submission and the 2008/9 HR workplan.

Employment Impact Assessment

Discussions have been held with the Diversity Manager throughout the compilation of this Strategy. While a formal Employment Impact Assessment is being developed, the Diversity Manager commends the Strategy as being fully supportive of Ealing’s work towards achieving Level 3 and indeed subsequently Levels 4 and 5. The Strategy prioritises equalities and diversity work in employment and diversity and supports the mainstreaming of that work into the core Council business eg on performance management

Key Reference Documents:

Transformational Local Government

Equalities Standard for Local Government

The Efficiency Review

“Every Child Matters”

The Pay and Workforce Strategy

The National Skills Framework

The London Plan

London West Learning and Skills Council Annual Plan 2006/7

“The State of Ealing”

Ealing’s Community Plan

Ealing Council’s Corporate Plan

Ealing’s Children’s Workforce Strategy – early draft

Audit Commission Reviews of HR