

The Workforce Plan 2020 - 2025



INTRODUCTION

The Workforce Plan is about everyone who works for Hackney, both now and in the future. It's about how we recruit, how we keep you happy, well, and engaged, and about how we give you the best possible opportunities to develop your career. Since joining the organisation I have wanted to build a learning organisation, and one that is customer centred, that really delivers great services for Hackney's residents.

We want to recruit and develop amazing people to deliver the best services for our residents, at a time of increasing challenge, both for our communities and for the Council. We need to ensure that our people have the skills and support they need to meet the challenges we face, and that we can be the modern, creative organisation we need to be for the future.

Our new Workforce Plan, and subsequent work programme, will be developed in the context of new analysis of our workforce data, the results of our employee insight and the workforce challenges set out in the Council's Corporate Plan, post Covid. It's also been shaped in consultation with you, our workforce, through focus groups and surveys and in consultation and agreement with our trade unions. Your suggestions have been taken on board and the ideas you gave us have helped us shape how we design our workforce offer for the future.

Hackney's staff values are Proud, Ambitious, Pioneering, Inclusive, Open and Proactive - and it's crucial that we live by them not just individually, but as an organisation. Therefore it's important that we listen, take on board your ideas and suggestions, and follow up on them where we can. Our workforce is ageing and the number of people who work for the Council and also live in Hackney has been in decline.

Disabled people and people from Black and Global Majority backgrounds are underrepresented at senior levels in the Council, both in comparison to the overall workforce profile and to the population of the borough. Around a quarter of our staff are employed through agencies. There will always be a need for short term, temporary, seasonal, or flexible workers however we are committed to reducing agency spend through helping staff secure permanent positions.

Despite the challenges of Covid and the cyberattack, the Staff Survey told us that you are proud to work for the Council and many people feel well and productive with a hybrid working pattern. However there are many challenges: the Council needs to work to improve our diversity, morale, recognition, and progression opportunities - for everyone. We also need fair, trained and highly motivated managers to make this a reality.

Mark Carroll
Chief Executive



**Cate McLaurin, Head of Delivery, ICT,
Finance & Corporate Resources**

“I much prefer working for an organisation that is happy to talk openly and publicly about what it's doing. And also where you can see a really strong thread between the values and the purpose of the work and what you're delivering to the residents.”



WHAT YOU SAID

MANAGERS

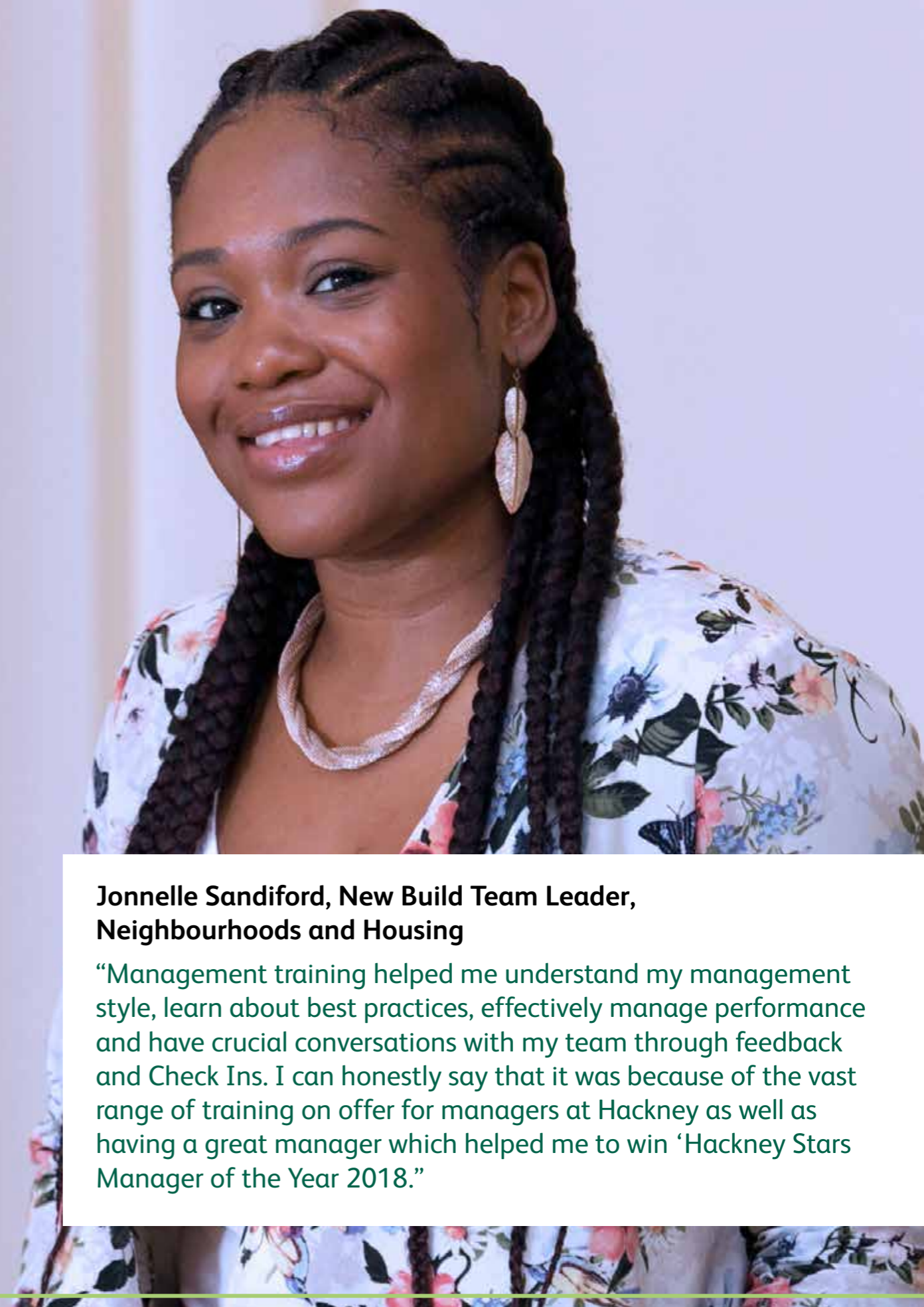
There needs to be consistency in how managers are trained, and how they apply our workforce policies. Managers on the whole are rated well, but pockets of bad management practice can mean your experience of working for the Council, and your ability to carry out your role, are adversely affected. All managers need to be trained and supported to understand how we want to do things at Hackney.

OPPORTUNITY

There should be a corporate approach which fosters a culture of flexibility and opportunity. This includes the chance to learn, shadow, be mentored, take secondments and use transferable skills. This should also mean future job descriptions are less specific, focusing more on values and competencies, and less on service knowledge.

INCLUSIVITY

Unconscious bias is still an issue - at work and in the wider community - and can present barriers to progression. You want us to encourage a culture of 'self-advocacy' so that people feel comfortable to speak up for themselves and what they believe in. Although our work on inclusive Leadership and anti-racism is broadly praised - you want to see targets, statistical



Jonnelle Sandiford, New Build Team Leader, Neighbourhoods and Housing

“Management training helped me understand my management style, learn about best practices, effectively manage performance and have crucial conversations with my team through feedback and Check Ins. I can honestly say that it was because of the vast range of training on offer for managers at Hackney as well as having a great manager which helped me to win ‘Hackney Stars Manager of the Year 2018.’”

WE WILL

1. Work towards a stable and sustainable workforce, with the skills to meet our future challenges

Reducing agency spend is important to you as well as to the organisation. We want to reduce costs, and make sure we invest in upskilling staff into permanent roles where they can benefit from our terms and conditions.

As well as focusing on local recruitment, we also need to ensure that staff can benefit from internal secondment and redeployment opportunities, whenever they can.

Managers need to be skilled at talent management and succession planning to retain organisational knowledge, and enable people to reach their full potential. Managers need to be confident in seeing people succeed (even if it means they move on), making sure staff feel empowered to take on new responsibilities, as well as appreciating those who are happy in their current roles.

Learning and development discussions should be ongoing with managers, as well as the potential to shadow, or take on secondments in other teams and services to gain knowledge and experience.

Managing performance and attendance is crucial to team morale, and ensuring our residents get the service they deserve from our staff. Check Ins are designed to get the best out of staff, and give them an opportunity to feedback on how they are managed.

Voluntary redundancy programmes give people the best opportunity to move on, as well as ensuring the organisation meets savings targets. Work must be done by managers to ensure the workloads for those who remain are manageable, with well thought out succession planning.



Jahedur Rahman, Head of Housing Transformation, Neighbourhoods and Housing

“The advice I would give to my younger self would be don’t let your background define how far you can progress in an organisation. My experience is that you can break that glass ceiling. But you need to have a high degree of resilience.”

WE WILL

2. Maintain an engaged workforce, with high levels of morale across the Council

We will ensure everyone is feeling engaged with their role and well communicated with (corporately and by their manager), whatever their team or location.

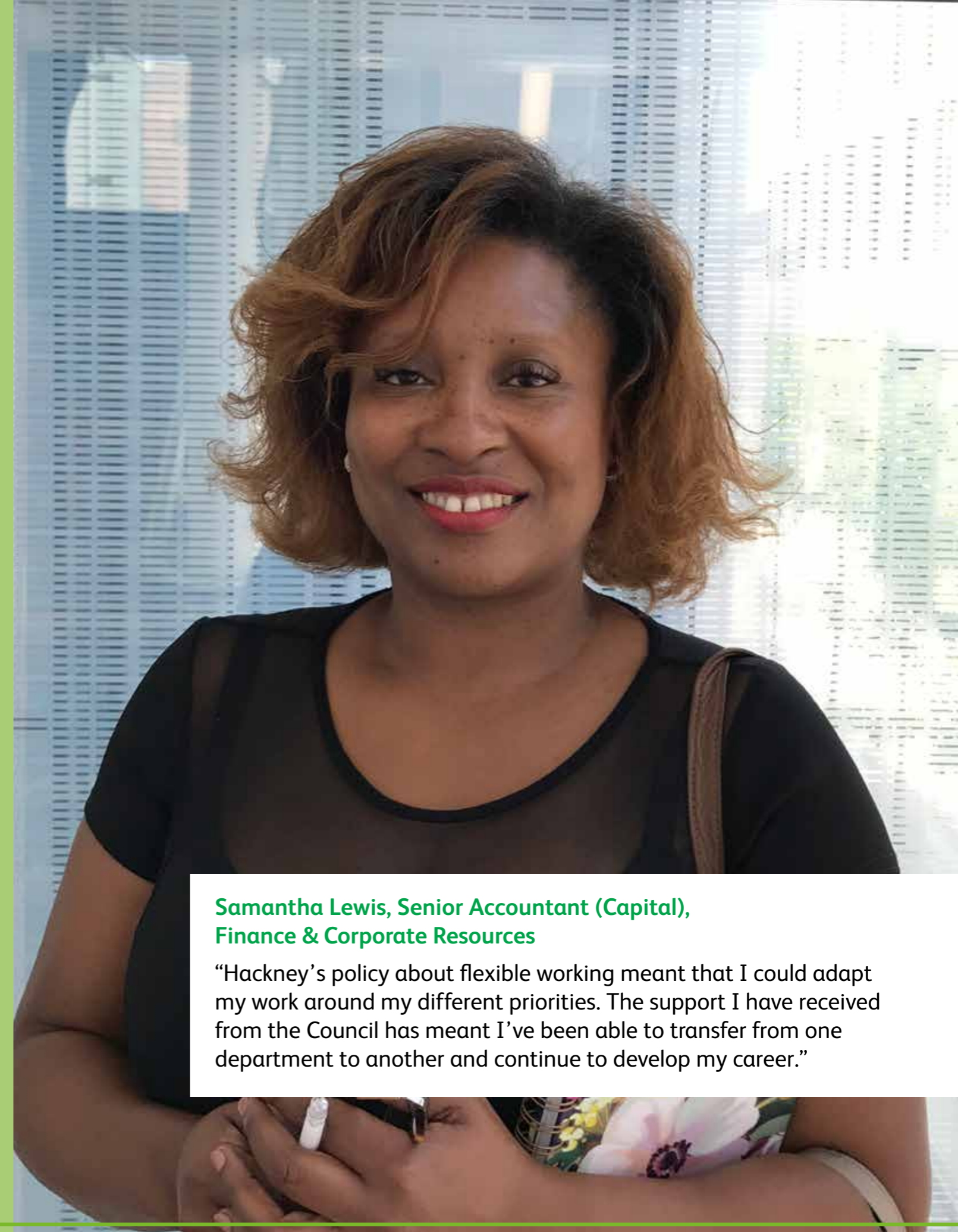
We want to be more of a listening and responsive organisation. There are high expectations from staff that when they feedback, tangible actions will come out of any consultation, where feasible.

Certain roles can be extremely demanding and stressful; we want an acknowledgement of this to create a safe and healthy workforce. Managers need to be trained to be able to ensure their staff are well, both mentally and physically.

We want to remain flexible and agile, which means that our staff are able to work in a way that suits them, the demands of their role, and with the right tools for the job. Provide sector-leading employee benefits, and explore further opportunities to provide perks suitable for hard-working public sector workers.

Work alongside our trade unions on an engagement framework will continue, as will dialogue and co-working on our strategies and policies which affects their members, and wider staff.

Provide opportunities to celebrate success, share knowledge and work together with each other across the organisation utilising digital and face-to-face opportunities.



Samantha Lewis, Senior Accountant (Capital), Finance & Corporate Resources

“Hackney’s policy about flexible working meant that I could adapt my work around my different priorities. The support I have received from the Council has meant I’ve been able to transfer from one department to another and continue to develop my career.”

WE WILL

3. Be an employer of choice in the London public sector, attracting the best people to deliver the best services

Our staff are keen for us to be an employer of choice both in the public sector, and across all sectors. Strategic Council-wide recruitment means that all services will play an active part in recruiting and attracting people locally and across London.

Organisational profile building will ensure local people, who reflect the make-up and talents of the borough, consider the Council as a viable employer for them. We want to ensure they bring their experience so we deliver better services for who we serve.

Internal recruitment will also be a focus - asking services to open recruitment internally first so staff can apply across the Council, and being more open to transferable skills and knowledge.

Recruitment processes and practices will be simplified to ensure applying for Council roles isn't off putting or restrictive, externally and internally. Better processes will also help alleviate pressure on managers trying to urgently fill positions.

4. Foster a more inclusive organisation, with leadership that reflects the diversity and talent of the borough

We need to instill trust through our Inclusive leadership programme, and ensure feedback from BME staff is followed up on and not a "tick-box exercise".

Training for managers needs to be mandatory, with a grassroots up

approach, which focuses on the real experiences of staff who feel marginalised.

Recruitment needs to be inclusive by design, from initial application, to interview and induction.



Alexander Mair, Gardener, Neighbourhoods and Housing

"I'm a dad to two little girls, their school is a five minute walk away from where I work. I can pick them up and drop them to school everyday and can be there in minutes if I need to be."

