

Report to CABINET

## Workforce Strategy for #TeamOldham

**Portfolio Holder:** Councillor Amanda Chadderton, Cabinet Member for Finance and Corporate Services

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### Reason for Decision

This report seeks approval of the new Workforce Strategy for #TeamOldham 2020 – 2023 and the implementation of developing delivery plans to support its embedding across #TeamOldham organisations.

### Executive Summary

A workforce strategy is required to set the ambitions and strategic direction for the #TeamOldham workforce and is at the core of realising organisational priorities. The strategy detailed within this report has been developed following widespread research, analysis and consultation and reflects the inputs of key stakeholders and strategic plans.

When endorsed, the Workforce Strategy will be translated into a delivery plan ensuring a coherent and cohesive approach to workforce design and development over 2020-2023.

The strategy is framed with the following purpose at its core:

***‘To successfully create a One Team Oldham and embed our co-operative values in all we do’***

The strategy has been developed thematically, as follows:

**Supporting Our Staff:**

Recruitment and Retention  
Wellbeing and Engagement  
Pay and Reward

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**Leadership and Culture:**

Ownership of Performance  
Skills and Capability  
Culture and Behaviours

**Planning for the Future:**

New Skills for the Future  
Talent Management and Organisational Design  
New Ways of Working

Each of the 'pillars' above set out urgent priorities for #TeamOldham, the opportunities for us to go further and our long-term aspirations. This will enable our prioritisation of activity ensuring we are applying the right interventions and focus in the correct places. The strategy also sets out anticipated outcomes against each strand as a measure of success and to bring each theme to life.

**Recommendations**

It is recommended that Cabinet endorse the #TeamOldham Workforce Strategy, support its full embedding and implementation across the workforce and advocate the principles within.

# Workforce Strategy for #TeamOldham

## 1 Background

- 1.1 In order for #TeamOldham to operate effectively as a family of organisations, its workforce strategies must be aligned and support the collaboration desired. Collaboration from a workforce perspective was cemented with the appointment of a Director of Workforce and Organisational Design whose responsibilities span Oldham Council, MioCare, Unity Partnership and the CCG and now through the development of a Workforce Strategy which applies across all workforces.
- 1.2 This report sets out the proposed Workforce Strategy to embed across the #TeamOldham workforce and follows widespread research, analysis and consultation.

## 2 Current Position

- 2.1 There is presently no workforce strategy spanning the #TeamOldham workforce. This results in disconnected strategies and plans, applied only at a local service level which fail to capitalise on the benefits of greater collaborative working or push the organisation/s forward.
- 2.2 The proposed Workforce Strategy is designed to set out our intentions and priorities over 2020 – 2023 and has the ambition **‘to successfully create a One Team Oldham and embed our co-operative values in all we do’** at its core.
- 2.3 The strategy sets out principles over the following themes:

### Supporting Our Staff

This theme is about attracting and retaining people by creating a great place to work with a healthy and inclusive environment, where everyone is treated fairly and recognised for their capability, attitude and behaviour. This theme focuses on making sure the conditions are right so that the whole workforce understands how they can contribute and what support, information and guidance is provided to help everyone deliver to the best of their ability. Our mechanism, services and policies which ensure we take every measure possible to protect and enhance both the physical and mental health and wellbeing of all our staff are absolutely critical to delivery of this Strategy and our commitment to staff at all times.

Within this theme:

#### **Recruitment and Retention**

Our ambition is for an engaged and engaging workforce who connect and contribute to building thriving communities and an inclusive economy. We need to take immediate action to improve our recruitment process – to broaden the diversity of who we attract and build supply of the skills we need. We also need to improve the process both in terms of quality and time.

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## **Wellbeing and Engagement**

We will maintain a strong and positive engagement culture, so employees feel well informed, involved and with access to a variety of ways to feed in views. Staff wellbeing is an integral part of our culture and we are committed to creating a healthy working environment and improving the quality of life for our staff, with a focus on promoting wellness rather than reducing sickness. We recognise that there will be a mix of service specific activities as well as whole system to address particular needs and scale of change that may be undertaken at different times. We also recognise it is critical to have specific and accessible measures in place to address short term crises and service pressures.

## **Pay and Reward**

We need to address the underlying challenges in our approach to pay and reward and adopt a system that is consistent but recognises different approaches in place. We also have some excellent rewards to promote extensively both for existing staff as well as potential new employees.

## **Leadership and Culture**

We want to maintain and build a fantastic working environment where everyone is clear about their role and understands how they contribute to achieving our ambition. Collaborating, learning and sharing best practice will underpin our approach to how we think, act and behave to effect the changes needed. This will involve everyone understanding how the single team approach will work so that they think Oldham first rather than their service or organisation. All our leaders have a critical role to play in this and everyone will need to feel confident about the way challenge is provided to keep raising the bar on our aspirations.

Within this theme:

### **Ownership of Performance**

We will do further work to ensure everyone understands their role in owning managing and monitoring performance. This will cover performance at a system, service and individual level so that everyone is clear about their responsibility in improving performance and how they need to align or realign effort to meet priorities.

### **Skills and Capability**

To enable the transformation of how we work, we will support the development of the skills needed to deliver leadership of place, governance and decision-making. Everyone is a Leader in some shape, and we will support them as:

System Leaders – who are able to see the big picture and make outcome-focused decisions using resources across complex systems and removing traditional organisational boundaries.

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Project managers – bringing rigor, accountability and financial acumen to the effective and delivery of work.

Champions of continuous improvement encouraging employees to do the same.

Enablers of co-design and co-production to maximise the assets across the workforce and the community.

## **Culture and Behaviours**

Building the right environment and culture across the Council, CCG, MioCare, Unity and Oldham Cares is key to delivering our ambitions. We want to be an exemplar employer and need to create a One Team culture that is:

- Collaborative and Supportive.
- Purposeful, embraces change and the opportunities it presents.
- Outward looking and innovative.

We will work to embed this culture in every part of #TeamOldham supporting our managers to lead by example and drive forward this culture change in their teams.

## **Planning for the Future**

We want to ensure that everyone has the wisdom, skills and capability to thrive in their current role as well as understand and commit to their personal development. We need to attract and retain a new generation of public service staff who will bring a new set of skills and experiences which are going to fundamentally shape the way that we work and the career paths we follow. Advances in technology and changes to working patterns are examples of the major changes ahead that we need to embrace and manage proactively.

Within this theme:

### **New Skills for the Future**

We will future-proof the skills and capabilities of our workforce to support our focus on understanding and responding to the local context and ensure our approach to recruitment, retention and development is informed by this future need. We will embed reflection and learning so we can adapt and refocus effort appropriately.

### **Talent Management and Organisational Design**

We will take a more proactive and inclusive approach to talent management and succession planning to ensure we are building high performing teams who are able to drive our agenda forward. Our focus will be:

Building a composite workforce metrics dashboard – so we have a clear picture of our workforce strengths and areas for development. Oldham Cares have already committed to do this as part of the Locality Plan.

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Identifying and nurturing future leaders in our current workforce. This should include strategies to increase the proportion of leaders from the Oldham Community and improve retention.

Alignment with GM-wide talent initiatives as well as other key organisations in Oldham.

Build an understanding of the jobs we will need in the future to benefit the system rather than a single service or organisation.

### **New Ways of Working**

We will embrace digital technology to enable smarter, more efficient ways of working and review our accommodation to best support our priorities. We will embed a data-led approach across all our activity. Workforce planning must be a key part of the strategies currently being developed to support this work.

We will look at new ways of working to ensure the Plan looks to the future e.g. use of AI, agile working etc.

- 2.4 Each of these ‘pillars’ are contextualised, set out urgent priorities, opportunities to go further and long-term goals. These will provide a framework for delivery plans for activity which will be developed in conjunction with #TeamOldham organisations and services ensuring that delivery is targeted to ensure maximum impact and benefit.
- 2.5 Extensive feedback was obtained in the development of the strategy all of which has gone into the design. Feedback included, but was not limited to:
- Putting the right initiatives in place to develop a more diverse workforce and recognise the assets in our population. This includes looking at improving diversity in the existing workforce particularly in certain teams or roles. The Community Wealth Building Programme will be critical in this area as will a refreshed approach to recruitment.
  - Improving opportunities for young people to find work in #TeamOldham and making jobs attractive to them. This will be covered in the work on Workforce Planning, finding new ways to recruit and seeing how we can create a center of excellence for Apprenticeships.
  - Creating clearer pathways for staff to progress across the whole system rather than within one service. This will be incorporated into the Talent Management work.
  - Including more opportunities to develop skills together rather than in separate organisations, services or roles. The whole approach underpinning the Strategy seeks to co-ordinate effort and initiatives to improve access to development opportunities and build a more consistent offer for staff.

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- Ensuring that the Digital ambition incorporates the need for the workforce to be more digitally enabled. This is incorporated into the Digital Strategy but will be supported and informed by this strategy.
  - Ensuring that we have a fair approach to pay and reward, especially to protect our staff who are in lower paid jobs. This also links to a more inclusive approach to staff development which will be covered in the new Talent Management work.
  - Ensuring that the #TeamOldham approach is underpinned by equal effort from all parties (including resourcing). The allocation of resources to support the strategy will be dealt with in the same way that other work programmes are scoped and resourced.
  - Ensuring the wellbeing offer addresses mental and physical wellbeing. There is a variety of work already underway to ensure the right measures are in place to support Health and Wellbeing. This includes having solutions for the current COVID19 situation. There will also be significant effort put into ensuring that all managers are confident and comfortable in managing performance and supporting their teams as we continue to work through a period of major change and adjustment to working arrangements.

### 3 Options/Alternatives

#### **Option 1 Do nothing**

This will result in a continued disconnection in strategies and activities and fail to develop a cohesive workforce across #TeamOldham and realise the benefits this will bring the organisation and residents of the Borough.

#### **Option 2 Endorse the Workforce Strategy as detailed in this report and at Appendix 1**

This will result in the benefits as set out in this report and permit the development and implementation of delivery plans against each of the strategy themes.

#### **Option 3 Adopt an alternative approach to the development and implementation of a Workforce Strategy**

The approach detailed in this report is considered best practice and takes in the input of all key stakeholders. Any alternative approach is therefore considered to be less effective in the development or embedding of a cohesive strategy.

### 4 Preferred Option

4.1 The preferred option is **Option 2**. This is recommended on the following basis:

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- The process in developing the proposed strategy has been robust, incorporates key stakeholder input and represents best practice for a strategy of its type.
  - The proposed strategy is considered to fully reflect the challenges and ambition of #TeamOldham organisations and provides a framework for more detailed planning and implementation.

## 5 **Consultation**

5.1 As detailed within the report, consultation has taken place across all key stakeholder groups, professional services (e.g. Legal etc) and fully incorporates industry best practice and the local context.

## 6 **Financial Implications**

6.1 There are no direct Financial implications as a consequence of the Strategy. However, the delivery plan which sits below will set out a number of programmes, projects or activities which may have direct or indirect financial implications. These will be specified as the programme of work evolves through the various workstreams to ensure they are incorporated in existing budgets.  
Sam Smith, Senior Finance Manager

## 7 **Legal Services Comments**

- 7.1 Alignment of the workforce strategy between council owned companies strengthen the link for “ associated “ employer purposes .Changes to pay and reward would have to be in line with NJC guidelines and in conjunction with the unions.
- 7.2 In respect of recruitment, those employing staff should be aware of section 7 of the Local Government and Housing Act 1989 which states that every appointment should be on merit.
- 7.3. If the use of Agile Working increases in digital working then a wholesale review of current HR policies may need to be undertaken.
- 7.4. Consultation on the Strategy has taken place with union representatives across #TeamOldham.

## 8. **Co-operative Agenda**

8.1 The Co-operative values sit at the core of the strategy ensuring this is fully complimentary and supportive of #TeamOldham values.

## 9 **Human Resources Comments**

9.1 All HR and Organisational Development considerations have been incorporated into the design of the strategy.



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10 **Risk Assessments**

10.1 Non required.

11 **IT Implications**

11.1 None.

12 **Property Implications**

12.1 None.

13 **Procurement Implications**

13.1 None.

14 **Environmental and Health & Safety Implications**

14.1 None.

15 **Equality, community cohesion and crime implications**

15.1 None.

16 **Equality Impact Assessment Completed?**

16.1 To be completed by workstream as required.

17 **Key Decision**

17.1 No.

18 **Key Decision Reference**

18.1 N/a

19 **Background Papers**

19.1 None

20 **Appendices**

20.1 Appendix 1: Workforce Strategy