



# Our Workforce Strategy 2019-2022

Making Islington a great place  
to live and work



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# 1. Introduction

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Islington is a borough of contrasts, a vibrant, thriving area with a diverse community that pulls together and is incredibly strong. Yet, it is also a place where the gap between the ‘haves’ and ‘have nots’ is stark, where one in three children are growing up in poverty and where many residents face complex and multiple challenges.

Since our pioneering Fairness Commission in 2010, Islington has been a borough with a clear vision: we are determined to make Islington fairer and to create a place where everyone, whatever their background, has the same opportunity to reach their potential and enjoy a good quality of life.

Strong leadership and our committed workforce have enabled us to make good progress towards this. However, after a decade of national government cuts to our core funding with ongoing financial pressures and increased demands on our services, it is essential that we operate very differently to be able to ensure our residents have the services and support they need to live longer, healthier, happier and more economically stable lives in a borough that is attractive, welcoming and safe.

I am confident that we can rise to this challenge – we have already started to work with our local partners, our dynamic voluntary and community sector and with residents themselves, in a way that is collaborative, empowering and efficient, laying the groundwork for a cohesive framework to support, develop and enable a thriving, resilient community.

This year we have set an ambitious three-year budget and transformation agenda and through our Localities programme we are embarking on a major joint initiative to work more closely with our local partners including the NHS. As we re-imagine and re-design our services around the people in our community, it is essential for our workforce to perform consistently to the highest standards and to look beyond and work more fluidly across service and organisational boundaries to achieve the best for residents.

We are starting from a good place with a workforce that is committed and motivated to achieve the council’s vision. This Workforce Strategy sets out what we will do over the next three years to make our ambitious plans a reality through enabling our current staff to fully utilise their potential and enriching our workforce by attracting new staff, especially from our own borough, who share our values and have the ability and motivation to achieve our vision.

A handwritten signature in black ink that reads "Richard Watts". The signature is written in a cursive, flowing style.

**CLlr Richard Watts, Leader of the Council**



## 2. Our Vision as an Employer

We want to build an organisation where employees feel valued, inspired and empowered to help us achieve our goals and provide the best services possible to our residents. To do that we need to have a shared vision of what we are here for and how we are going to work together to achieve the best we can for Islington. We want to give our colleagues the opportunity to develop their skills and confidence to do their work to the highest standards and, in so doing, we will continually work to improve our performance.

We recognise and value that our people are our greatest asset – talented, committed and passionate about serving our residents. We want to empower our staff to be the best they possibly can and will create an environment that supports this aim by broadening our skills, supporting staff to work flexibly to achieve great outcomes and being adaptable and responsive to the changing world around us.

We know our residents rightly have high expectations of us and to help our staff to meet those expectations we want to give a firm commitment to support and develop our staff to help them to thrive; to celebrate and value each other's differences and treat each other with respect; and make sure that everyone who makes up our vibrant and diverse workforce is able to reach their potential.

We want to build on that firm foundation to become an organisation where every one of the 4,500 people who work here see themselves as part of one collaborative team, engaged with our corporate aims and empowered to give their best every day. Where our leaders are confident and inspiring and our staff are supported and developed by skilled managers. And where people have the tools and technology they need to do their jobs to the best of their ability, efficiently and well.

### Our Employment Deal

We have high expectations of our workforce every day – in terms of commitment, delivery and hard work. Our employment deal sets out what is expected of all our staff and what our staff can expect in return.

#### We will...

- Act with integrity, providing leadership that is visionary and values driven
- Listen to our staff and create a culture that supports innovation and continuous improvement
- Respect our staff, ensure they are treated fairly and have an environment free of discrimination or harassment where they can do their best work and achieve their potential
- Provide fair pay, good working conditions and a good range of benefits
- Offer opportunities for all staff to learn, develop and grow
- Be ambitious and proactive in improving the work life balance and physical and mental health and wellbeing of our staff

#### You will...

- Be committed to achieving the council's vision underpinned by our organisational values
- Work collaboratively with colleagues, partners and residents, sharing your ideas to deliver optimum results
- Respect each other and work proactively with the organisation to create an inclusive environment free of discrimination or harassment and where difference is celebrated
- Work diligently and efficiently to deliver results for residents
- Seek out opportunities to learn and grow and apply and share your learning to inform and empower others
- Use the opportunities and resources provided to maintain a good work life balance and care for your health and wellbeing while remaining focused on delivering great results



# 3. Our values in action

In our organisation-wide ‘Spark’ project we invited staff to speak candidly about our culture and to share ideas for improvement. One of the actions resulting from this was the development of our new values, which underpin every aspect of our work and are essential to achieving our ambitions. Through staff focus groups we developed descriptions of what our values - collaborative, empowering and efficient - mean in practice.

When we're being

## Collaborative

**We do**

- Act as one organisation - offering a joined up service to the people we serve
- Share knowledge and skills, build relationships and networks with colleagues, other teams and external partners
- Work effectively with partners, residents and the community as one local team
- Work with service users to co-design and co-produce services
- Trust one another, share our challenges, invite feedback and support each other wherever we can

**We don't**

- Ignore or compete with what other services are trying to achieve or duplicate what they do
- Work in team or departmental silos when collaborative working would be more effective
- Think we can only do things by ourselves
- Make decisions without involving service-users
- Go off and do our own thing without considering our colleagues' advice or council guidelines

When we're being

## Empowering

**We do**

- Take the initiative to tackle problems and look for creative solutions
- Enable people to help themselves, to cope with setbacks and to bounce back, fostering resilience
- Listen to each other, encourage creativity and take on board and share good ideas from staff at all levels
- Develop and learn from others, making sure everyone has the opportunity to reach their potential
- Recognise and thank each other for a job well done

**We don't**

- Moan, complain or pick fault
- Focus on what people can't do and then take over and do everything ourselves
- Ignore new ideas and fail to listen to our staff
- Hold back ourselves or team members from new opportunities and learning
- Take credit for other people's work or forget to thank each other

When we're being

## Efficient

**We do**

- Use resources wisely to deliver services to the highest standard
- Communicate clearly and professionally at all times
- Put people and outcomes at the centre of processes, and make sure that our systems and services are reliable and common sense
- Challenge things if they're not working and strive to find better solutions
- Make every contact count, working effectively with other services and signposting people to the right place

**We don't**

- Spend money or time without justification questioning if we are getting the best value
- Use jargon or send confusing letters/emails
- Say 'this is the way we've always done it'
- Create barriers by overcomplicating things or presenting them poorly
- Use the phrase 'that's not my job' without signposting people to further help if we can





# 4. Our People



Islington is proud of its diverse workforce – we value each other’s differences and the contribution everyone makes towards making the council what it is today. Equality is in our DNA and we have a level of diversity in our workforce that many organisations would wish for.

**We are proud of our diversity but there is still much more we need to do.**

- We know that progression to senior levels is not happening for as many BAME or disabled staff as we’d like
- We know that our equalities data is not as good as it could be in places
- We know that we need a more systematic approach to equalities training

Throughout this strategy you’ll read about actions we intend to take to support and empower staff - whatever their background – to reach their potential. Over the next 3 years, we want to see a marked shift in some of the equality measures we’re weakest on.

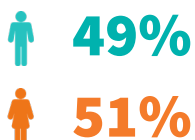
## Gender

### Overall

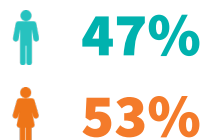


There is a slightly higher proportion of females in Islington Council. Overall, **52% are female** **48% male** (compared to resident population 50/50).

### Below P05



### P05+

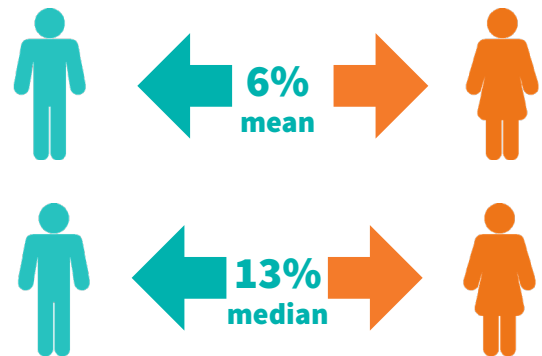


P05 is typically the grade of a middle management post.

The gender gap is slightly larger in higher grades - below P05 level **51% female** and **49%, male** and at P05+ level **53% female** and **47%, male**.

## Pay Gap Analysis

A mean gender pay gap of 6% was found in favour of females, with a median pay gap of 13%, also in favour of females.



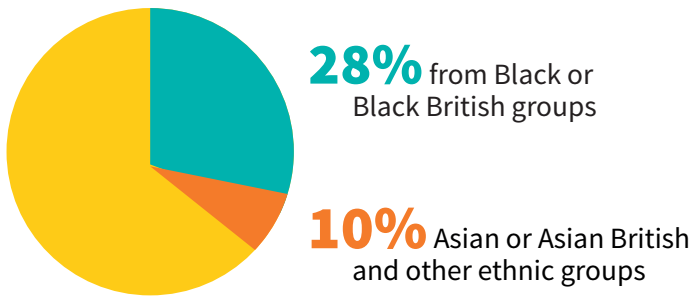
## Part-time

**19%** of employees work part-time.

## Islington residents

**27%** of our workforce are Islington residents.

## Ethnicity



- The proportion of employees from Black or Black British groups (28%) is significantly higher than the resident population (10%).
- There is a significantly lower proportion of employees from Asian or Asian British and other ethnic groups (10%) compared to the resident population.

### P05+

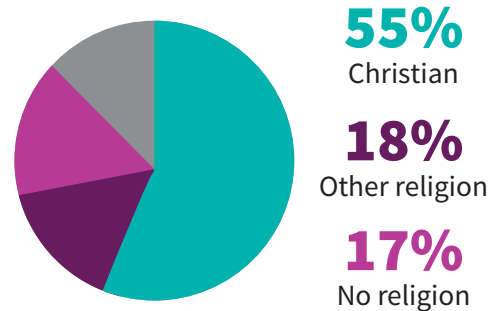
**69%** White ethnic groups

**13%** Black or Black British ethnic groups

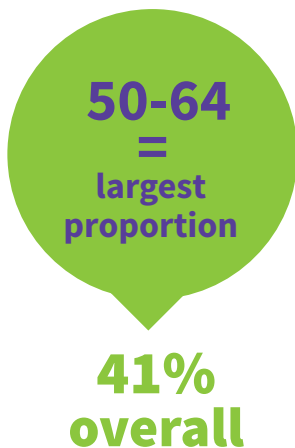
Employees from White ethnic groups are over-represented in P05+ positions within Islington Council (69%), while employees from Black or Black British ethnic groups are underrepresented (13%).

## Religion

A large proportion of Islington Council staff have unknown (not recorded) religion. Of those with a recorded religion, a significantly higher proportion of Islington Council staff are of Christian (55%) or other religion (18%) compared to the resident population, while a significantly lower proportion of staff report having no religion (17%).



## Age



- In Islington, people aged 25-39 make up the largest proportion of residents (over 40%) but around a third of our workforce.
- 3% of our workforce are aged 16-24 and 3% of our workforce are aged 65 or above.
- In Islington Council, employees aged 50-64 make up the largest proportion of employees (41%).

### Below P05



### P05+



## Sexual orientation

Of those who have declared their sexual orientation, the proportions are in line with the estimated Islington resident population.



### proportion of employees who identify as Lesbian, Gay or Bisexual

The proportion of employees who identify as Lesbian, Gay or Bisexual at P05+ level (6%) is significantly higher than the proportion at below P05 level (3%).

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## Disability

8% of Islington Council employees have reported a disability to HR, although 14% of respondents to the staff engagement survey recorded a disability. An inner London borough is expected to have a prevalence of disability at around 14%. The staff engagement survey found the experience of disabled employees is less positive across all themes explored.

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## Data

All staff data throughout is from an analysis of HR Workforce data as of June 2018.

Resident population figures are from the following sources:

- Gender: Resident population from GLA 2016-round of population projections for 2016
  - Ethnicity: Resident population from GLA 2016-round of population projections for 2016
  - Sexual Orientation: Resident population estimated by applying ONS Annual Population Survey findings for London to the Islington population (from GLA data) in 2018
  - Disability: Resident population estimated by applying DWP findings from the Family Resources Survey 2016/17 for London to the Islington population (from GLA data) in 2018.
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## Planning for the future

An unsophisticated use of employee data has hindered our ability to plan the future shape of the council, succession plan and nurture talent – particularly among some of our key equalities groups. But that is set to change.

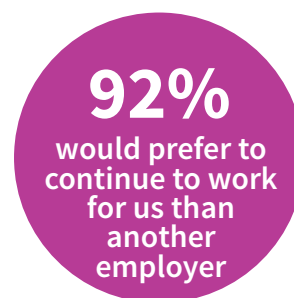
We will start from the very beginning, using data and insight to vision the council of the future; identifying the challenges we face; ongoing uncertainty around Brexit; an ageing population; changes to pension age and shifting demands and expectations from residents about what we do and when we do it. Using data and service-specific expertise, we'll imagine the type of organisation we need to be in 10 years' time and we'll take the right steps now so that we're as future-ready as we can be.

We know part of this will be about making sure our staff have the skills and expertise to deliver change well – skills like project management, systems leadership and co-design that are rapidly replacing the expertise that has historically been valued. We need to rethink our structures, creating a more agile workforce that is focused on outcomes. And we need to take action to ensure that we attract and grow the next generation of leaders to steer the organisation forward.

Across the next few pages, we explain how we intend to achieve this by working together as a team.

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## What our staff say

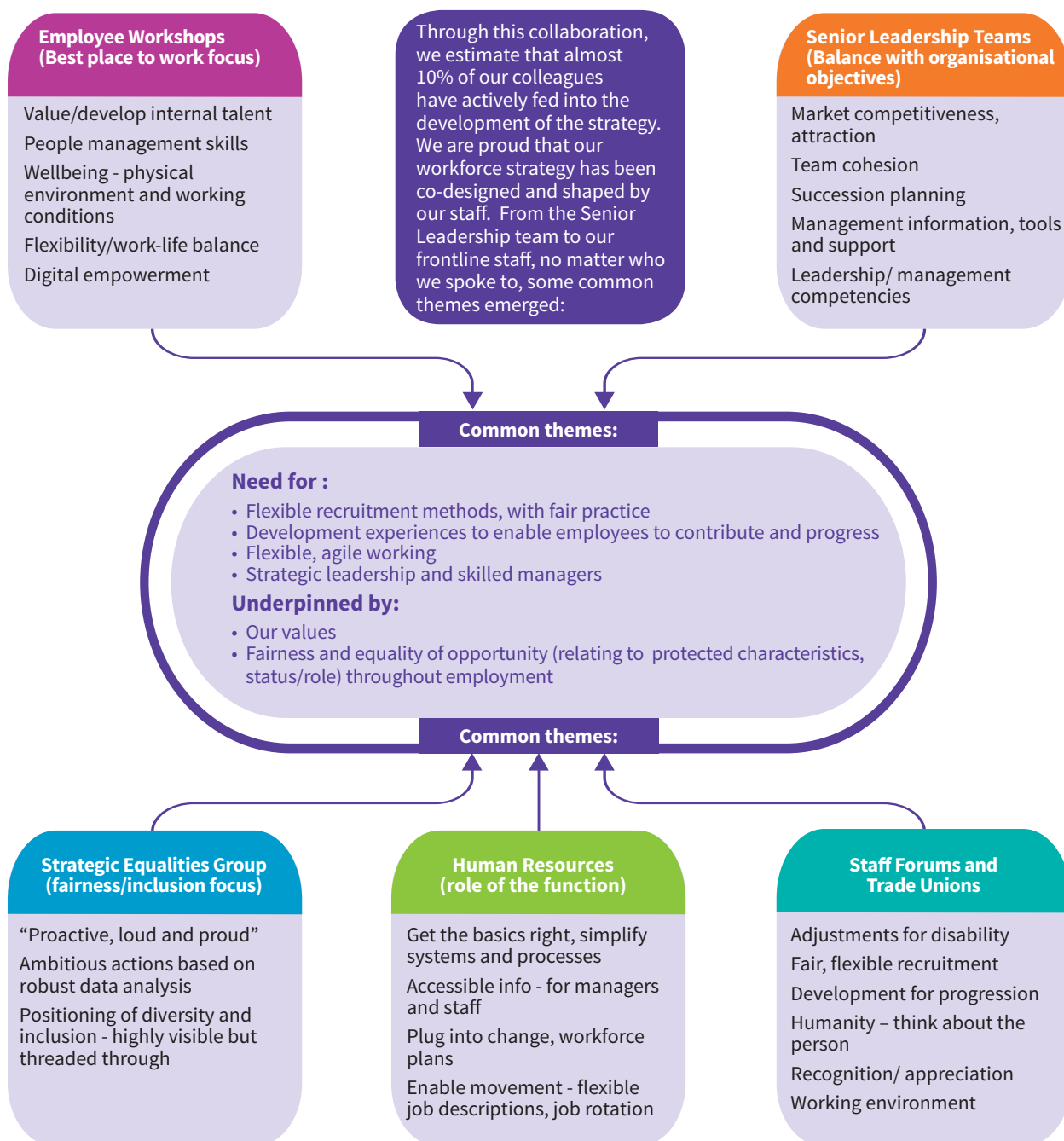




# 5. How our strategy developed

We wanted to be sure that this strategy reflected the things that matter most to our staff, so we took the time to speak to as many staff, managers and leaders as we could. We had already collected a lot of staff feedback over the last couple of years, through the Staff Engagement Survey, the Peer Review and through Spark, but to make sure the strategy reflected the most up to date views, we spoke to employees in every directorate and at all levels of the organisation to help us shape and develop this strategy.

This included open sessions at locations across the borough including a ‘Leaders Lab’ at the Town Hall and operatives workshop at the Waste Recycling Centre; tailored workshops for the Senior leadership Team, Human Resources and a services staff conference; a ‘Pop Up’ stall at the annual Staff Wellbeing event ; presentations and focussed discussions with the Strategic Equalities Group; Employee Representatives (Trade Unions and staff forums chairs), senior management teams, corporate management board and Joint Board and our dedicated workforce strategy mailbox.



Over the following pages you can find out how we’re integrating these themes into the strategy to build on what’s already good, while taking steps to improve where we need to. We want this strategy to be a live and evolving document that tracks our success and allows space for new ideas to come along. That’s why the corporate management board have asked to hear back regularly on how things are progressing, what’s going well and what’s hindering progress.



# 6. Overarching aim and key elements

As an organisation, our vision is to make Islington fairer and create a place where everyone, whatever their background, has the same opportunity to reach their potential and enjoy a good quality of life. We believe that the best way of doing this is by intervening early where problems occur, or better still preventing them from happening in the first place, so that people and communities can become more resilient and better able to thrive.

The Workforce Strategy has been co-designed by our staff and is designed to ensure our staff are empowered and supported to do their job in the best way possible to deliver against our vision; and help us fulfil our ambition to be the best place to work in local government with a workforce that is motivated and equipped to achieve great outcomes for our residents across Islington.

### To achieve this we will:

Closely and systematically align our approach as an employer to our outward facing actions so that our values, fairness, diversity and inclusion, wellbeing and resilience are interwoven into every element of the strategy and every element of our work.

Prioritise actions that staff told us will make the greatest positive difference to our residents and therefore our experience of work .

Continually strive to be the best by benchmarking and developing our practice against external standards.







# 7. Action plan

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## 1. Visionary, values-driven leadership

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### Our aspirations

To develop inclusive leaders across the organisation who model the council's values, working collaboratively in setting and communicating the vision and direction, inspiring shared purpose, developing a culture of inclusion, learning and wellbeing, engaging and developing employees to aspire to and achieve high levels of performance to deliver results for residents.

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### Why this matters

In an organisation that is going through unprecedented and continual change, effective leadership is vital in shaping the direction and supporting staff to perform at their best to help everyone achieve great results.

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### Challenges

- Siloed working in some areas
  - Hierarchical structures and behaviours
  - Many employees do not feel meaningfully involved in changes that affect them.
-

## To achieve action 1...

### We need

Leaders and managers committed to the council's vision and able to engage the workforce to take it forward.

### What this will look like/ key elements

Senior leaders who provide strong strategic direction and clearly communicate the vision and values, listen to employees and communicate openly at an early stage about change.

### We already

- Have a clear and compelling vision that staff are bought into
- Communicate well at a corporate level, with most staff saying they feel well informed about what the council is doing
- Run regular staff briefing sessions as an opportunity to talk to staff about the big issues and new initiatives, including localities
- Use new tools to enable two-way dialogue with staff – with good visibility from our leadership team.

### In Year 1 we will...

- Review and refresh our staff engagement strategy to increase motivation and performance - refreshing both our approach and channels to align with the council's values, grow engagement and boost understanding about key issues including the four transformation programmes
- Shift our corporate tone further to be open and honest with staff about change from an early stage – using the new Staff Panel to test messages to increase trust and confidence in leadership and a means to involve and engage employees in change
- Raise the profile of the extended leadership team – boosting the accessibility of leaders across the organisation to provide positive role models and open communication channels.

### By Year 3 we will...

- Work with the leadership team to visibly embed the values in their behaviours and decision making, so that there is no gap between what leaders say and what they do.

### We need

Highly skilled current and future Islington leaders who work in a way that is consistent with the council's values.

### What this will look like/ key elements

Senior managers and leaders model the behaviours and skills set out in new Islington Leadership Competencies.

### We already

- Recognise leaders who put the council's values into practice in the Outstanding Leadership category of the annual EPIC staff awards
- Have begun to integrate the council's values into senior level recruitment

### In Year 1 we will...

- Develop a senior leadership programme for 1st and 2nd tier
- Make full use of the apprenticeship levy to support learning and development and career progression of current and future leaders.

### By Year 3 we will...

- Establish a values-based recruitment approach to ensure that all new applicants share our values
- Roll out a new 360 degree feedback programme for leaders
- Develop a Heads of Service leadership programme (3rd tier)
- Develop an 'Islington Leadership' programme to build skills and confidence in all team managers and leaders (4th/5th tier)
- Create leadership pathways for people in the organisation to see how they can develop themselves into leadership roles.

## To achieve action 1...

### We need

Forward-thinking innovative leaders.

### What this will look like/ key elements

Leaders who work collaboratively across systems and the organisation, empowering staff at all levels to build relationships across silos, innovate and take ownership of their work.

### We already

- Regularly meet as teams (Corporate Management Board, senior leadership team, team meetings, etc.)
- Have started to take a systems leadership approach with Bright Start services for under-fives and their families where parents can access a range of services including childcare, parenting programmes, benefits advice and help with finding work; and the N19 project which piloted an approach to integrating health and social care services.

### In Year 1 we will...

- Develop a leadership framework setting out a coherent set of leadership competencies for existing leaders to embed the values personally and within the workforce and to provide aspiring leaders with a clear set of competencies to develop so they are able to move into more senior roles
- Rethink the senior leadership team (SLT) meetings calendar, including launching a regular extended SLT communications and networking event to increase knowledge sharing and collaboration.

### By Year 3 we will...

- Integrate leadership competencies into recruitment to recruit senior managers and leaders with the right skillset and mindset to take the organisation forward.

### We need

Leaders and managers who improve performance by promoting learning, development, wellbeing, innovation and creativity.

### What this will look like/ key elements

Leaders and managers encourage collaboration and process improvement, and remove barriers.

### We already

- Run 'Leaders Labs' where senior leaders and managers share and stimulate ideas
- Have active support for the mentoring programme from senior leaders
- Have senior leaders taking part in the Workforce Wellbeing Steering Group.

### In Year 1 we will...

- Increase the number of senior staff mental wellbeing champions as role models and to send a clear message that wellbeing matters
- Introduce a new approach to appraisal to support a balance between enhancing performance, developing values-based behaviour, enhancing wellbeing and promoting learning.

### By Year 3 we will...

- Provide accredited training in coaching and in-house training in mentoring for all senior managers to develop their skills to appreciate, utilise and promote coaching and mentoring to empower staff to resolve difficulties and maximise their potential.

## To achieve action 1...

### We need

Leaders and managers to promote a culture of fairness and inclusion.

### What this will look like/ key elements

Leaders demonstrate a strong commitment to equality and diversity and get involved in activities to promote diversity in leadership.

### We already

- Have a corporate equalities board including senior leaders to take a strategic approach to promoting diversity and inclusion
- Have a member of CMB as corporate equality sponsor
- Encourage regular dialogue between members of CMB including the Chief Executive and the staff forum chairs.

### In Year 1 we will...

- Develop and roll out an explicit, clearly and consistently communicated diversity and inclusion strategy demonstrating organisational ambition and commitment to fairness and inclusion
- Actively encourage BAME employees to take up coaching and mentoring opportunities to support and encourage career progression of disabled and BAME who are under-represented in senior roles
- Profile and increase accessibility of senior BAME, Disabled and LGBT+ leaders and senior managers to both current and potential employees to demonstrate the value the council places on diversity, act as role models to promote aspiration and develop an environment where people can bring their whole self to work
- Improve the connection between the staff forums and the equalities board to maximise the strategic impact of the forums
- Provide unconscious bias and disability awareness training for senior managers to develop a culture of fairness.

### By Year 3 we will...

- Have performance objectives for all senior managers for delivering measureable diversity outcomes so that there is clear accountability at every level in the organisation for actions to promote fairness, diversity and inclusion.

**We need**

Increased diversity in our senior leadership team.

**What this will look like/ key elements**

Senior leadership that reflects our workforce and the composition of the borough.

**We already**

- Have good representation of women at all levels of the organisation including senior levels.

**In Year 1 we will...**

- Will encourage BAME, LGBT+ and disabled leaders and senior managers to participate in communications campaigns to promote greater diversity in senior roles
- Provide taster sessions for SLT to promote understanding and appreciation of people's different learning preference, working styles, needs and contributions using tool such as MBTI, DISC and Insights Discovery
- Use inclusivity as part of the new performance appraisal conversation framework to increase individual contribution, ambition and opportunity.

**By Year 3 we will...**

- Offer coaching or mentoring from Senior Leadership Team members to BAME staff to support career progression into senior roles
- Develop a talent pipeline utilising high level training through the Fuse programme and experiential development activities such as job shadowing and secondments to create a cadre of potential candidates with characteristics under-represented at a senior level, who are able to fairly compete for senior leadership roles
- Set diversity performance indicators for shortlists for senior leadership roles.



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## 2. Attracting and retaining the best talent

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### Our aspirations

To attract, engage and retain the best talent from the widest pool.

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### Why this matters

We can't do the best for our residents, without a skilled, passionate, diverse and committed team in place across all our services. We want Islington to be a place where the brightest talent knows what we are about and aspires to join us. In a competitive marketplace, reaching out as a values driven, inclusive employer with a strong employee deal for today's workforce is key to helping us compete for the best candidates.

The council and the environment it works in is changing all the time. We need to do the day job well while anticipating the future challenges we might face and the type of organisation we'll need to become. We need to start now to effectively succession plan the next 20 years, making sure we're bringing in and developing talent in the right places so that we can grow and develop the leaders and workforce of the future.

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### Challenges

- Labour shortages in some roles, competition with private sector for candidates, potential impact of Brexit
  - Need for new skills in the future workforce
  - Need to increase BAME representation at senior levels
  - Maximising opportunities to recruit/promote from local population and current workforce.
-

### We need

A coherent strategic approach to workforce planning to define, attract and grow our future workforce and leaders.

### What this will look like/ key elements

We will better understand future workforce needs and create a route map to meet them so that we have 'the right people with the right skills, in the right roles, at the right time and at the right cost' (CIPD, 2018) through a mixture of 'growing our own' and recruiting new staff.

### We already...

- Conduct operational workforce planning to meet short-term workforce needs
- Recruit new apprentices and upskill current staff through the Fuse programme to address shortages and skills gaps
- Demonstrate good practice in some areas e.g. Targeted and Specialist Children and Families Services strategic approach to 'growing their own' from student to social worker and retaining skilled workers through investment in development and career progression.

### In Year 1 we will...

- Conduct strategic workforce planning at corporate and directorate level to determine future workforce needs; develop plans to identify pinch points and priorities over the next few years that addresses shortages, surpluses or mis-matches, informed by understanding the organisation and its environment, and the characteristics, skills and potential of our workforce
- Work with managers on a retention strategy, linked to workforce planning
- Strengthen internal processes around temporary staffing and challenge ourselves to better develop existing employees and/or leave vacancies unfilled.

### By Year 3 we will...

- Conduct ongoing reviews of workforce plans, updating them to: meet corporate priorities; consider and address the impact of technology, labour market trends and skills shortages; and take steps to promote workforce diversity in particular at senior levels, developing, recruiting and deploying staff to meet workforce needs
- Fully align our apprenticeship strategy to workforce plans to maximise the use of the apprenticeship levy to develop our future workforce.

## To achieve action 2...

### We need

An effective attraction and retention strategy.

### What this will look like/ key elements

Attracting a diverse range of applicants including local residents and people with characteristics that are under-represented within areas/ levels of our current workforce.  
Deter applications from unsuitable candidates.

### We already...

- Promote career opportunities with the council, particularly apprenticeships, in local schools
- Offer traineeships in building trades
- Offer work experience to support local people into employment through the Get Set for Work scheme
- Offer 'Pacesetter' adjusted apprenticeships for people with a learning disability
- Are London Living Wage and Timewise accredited, attained Achievement level in the London Healthy Workplace Awards; are Stonewall Champions, Disability Confident Committed and have signed up to the TUC's 'Dying to Work Voluntary' Charter
- Are clear about our commitment to safer recruitment including ensuring that all appropriate references are taken up and conducting DBS checks for appropriate posts
- Employ a higher proportion of BAME staff compared to the resident population.

### In Year 1 we will...

- Develop use of social media to extend the reach of campaigns
- Provide pupils in our schools with an insight into careers within the organisation through the '100 hours' experience of the world of work
- Analyse application and selection data to identify any gaps or potential unfairness in recruitment
- Use targeted advertisements to compliment growing our own talent to increase the diversity of applicants for roles or at levels where there is under-representation
- Clearly demonstrate the attitude, behaviours and high standards of performance expected and link these to a new and clear employer brand that absolutely represents our vision and values
- More actively promote our Disability Confidence commitment and work towards becoming a Disability Confident Employer
- Sign up to the Mayor of London's Good Work Standard, Employers with Heart Charter and Unison's End Violence at Work Charter.

### By Year 3 we will...

- Develop a clear graduate offer focussed on local people and increasing diversity
- Expand access to work experience opportunities to provide an insight to potential applicants into careers within the organisation
- Evaluate the effectiveness of targeted advertising
- Develop a more sophisticated media presence with a dedicated careers site/recruitment microsite to attract the best talent in a competitive jobs market
- Explore opportunities for supported internships for people with disabilities, e.g. via Change 100
- Work towards being a Disability Confident Leader
- Insource contracts wherever appropriate to ensure people working for us have fair pay and good working conditions.

### We need

Streamlined recruitment and selection processes that enable us to select the best candidates and fill posts quickly.

### What this will look like/ key elements

Fair, transparent and flexible recruitment processes.

### We already...

- Provide training for all recruitment panel members including best practice, legal requirements and awareness of unconscious bias
- Have an online system enabling managers to track the progress of an offer and approve references/OH checks
- Offer feedback to interviewees
- Have a 'name blind' anonymised shortlisting process to reduce bias in recruitment
- Record all protected characteristics
- Have an adjusted process for apprenticeships
- Guarantee interviews for disabled candidates that meet the essential criteria.

### In Year 1 we will...

- Develop online recruitment training as a means to enable panel members to refresh and test their knowledge at the point of need
- Guarantee interviews for care leavers who meet the minimum requirements for apprenticeship roles
- Integrate the council's values into job documentation to attract people who will be able and committed to putting our values into practice
- Review and improve 'temp to perm' arrangements to provide a fair and efficient means to recruit to formerly temporary roles
- Streamline recruitment processes
- Analyse equalities data to identify potential inequity.

### By Year 3 we will...

- Put in place a simple, fair and transparent recruitment process for 'acting up' arrangements / short term secondments
- Review our recruitment processes, trialling different approaches to identify and utilise the most effective selection methods for the variety of roles within the organisation; (this could include: panels to assess readiness for promotion, deploying candidates into next available vacancy; work trials; increased use of assessment centres; testing; values-based recruitment)
- Develop a Diverse Recruiter's scheme, ensuring diversity of recruitment panels.
- Fair pay and equality of opportunity in areas where there is under-representation of people with particular characteristics.

## To achieve action 2...

### We need

Fair pay and equality of opportunity.

### What this will look like/ key elements

Tackling pay gaps, recruiting diverse talent to posts at every level; assessing and mitigating potentially negative impacts of change on workforce diversity.

### We already...

- Pay at least the London Living Wage to all staff including apprentices
- Utilise an objective job evaluation process to promote equal pay for work of equal value
- Have conducted detailed analysis of pay gaps by gender and ethnicity
- Have women well represented in middle and senior management, with a positive picture around gender pay
- Conduct equality impact assessments.

### In Year 1 we will...

- Bring job evaluation in-house and develop internal capability through training our own HR professionals to undertake this role
- Identify levels and areas where workforce diversity requires improvement and develop plans for priority areas including increasing BAME and disabled staff representation at middle and senior management levels
- Identify risks to workforce diversity (for example the potential impact of technological change) so action may be taken to mitigate the risk
- Review fairness in the award of honorarium and bonus payments to ensure transparency and fairness across the workforce
- Ensure that Equalities Impact Assessments are undertaken at the beginning and at the end of all restructures.

### By Year 3 we will...

- Have taken action to close the pay gap for BAME staff
- Reduce BAME pay gap by at least 50%
- Incorporate into workforce planning actions to mitigate risks to workforce diversity
- Develop directorate/ service specific plans to address inequality
- Ensure restructures are not discriminatory in their effect.

### We need

To be able to compete with public and private sector organisations to attract and retain high calibre employees.

### What this will look like/ key elements

A strong employer brand and employee value proposition (including good pay, benefits and conditions).

### We already...

- Pay all employees, including apprentices, at least the London Living Wage
- Have good terms and conditions including a 35-hour week, flexible working opportunities, generous leave (up to 35 days in addition to public holidays), enhanced pension contributions and enhanced maternity/ parenthood leave
- Provide a variety of development opportunities including training, coaching and mentoring, with all employees entitled to a minimum of 5 days' development each year
- Provide a varied range of benefits including corporate retail discounts, theatre offers, season ticket and cycle loans
- Provide health and wellbeing benefits and support including discounted gym membership, access to leisure activity discounts for staff and their families, mental health awareness training, onsite massage therapy, mental wellbeing champions network
- Have a clear vision, attractive to potential employees who share our values.

### In Year 1 we will...

- Develop an attractive employer brand, clearly and consistently communicating the council's vision, values and employee value proposition in job adverts and recruitment media
- Improve the employee experience by redesigning the council's most used HR policies and procedures to make them clearer for colleagues; reduce bureaucracy; and ensure we embed equalities, and health and wellbeing
- Promote the council's accreditation at Achievement Level for the London Healthy Workplace Award on the council website, job adverts and recruitment media.

### By Year 3 we will...

- Review the uptake of current benefits and their value to employees
- Have reviewed our reward strategy including pay and grading and made appropriate changes to mirror our job competency framework
- Assess the feasibility and desirability of a flexible benefits package for our diverse multi- generational workforce, tailored to job roles
- Have worked to reduce unnecessary casualisation in our workforce.

## To achieve action 2...

### We need

Effective induction, orientation and training for new employees.

### What this will look like/ key elements

Making successful candidates feel valued and motivated before they even start work by maintaining contact between their offer and start date.

Making sure new joiners feel welcomed, understand the vision and priorities of the council and have the support and resources to be able to perform.

### We already...

#### Pre-start

- Invite new starters to corporate induction
- Have a structured induction checklist to support line managers in 1:1 induction activities

#### In employment

- Run monthly corporate inductions with content including vision, values and priorities, support for employees and a welcome from the Chief Executive
- Provide a range of essential training for new joiners including equalities and health and safety training
- Provide a tailored induction for apprentices
- Allocate a mentor to all apprentices
- Have a 6 month probationary period with performance reviews at 1, 3 and 5 months.

### In Year 1 we will...

#### Pre-start

- Create a welcome pack and revised induction approach to ensure new starters get the best possible introduction to Islington. This will include information about support for staff, staff networks/forums and to encourage declaration of disability so that new recruits feel confident they can bring their whole self to work and quickly integrate into the workforce

#### In employment

- Introduce an e-learning induction module to make a timely induction more accessible, particularly to off-site, part-time and shift workers.
- Make information on izzi easier to navigate for new starters
- Review the effectiveness of the new joiner/on-boarding experience of disabled staff
- Introduce a managers induction course to develop the skills and confidence of new managers to effectively manage people and resources in a way that's consistent with the council's values.

### By Year 3 we will...

- Review development package to support on-boarding, e.g. mandatory training, mentoring, job shadowing
- Review application of probation scheme.

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### 3. Empowering people to perform

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#### Our aspirations

Our workforce is highly skilled, well-managed, efficient and flexible with employees feeling motivated and empowered to perform at their best, delivering great services and positive outcomes.

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#### Why this matters

The financial climate and demand for services makes it ever more important that the council and its staff deliver high quality, efficient services with the resident front of mind. For employees a 'job for life' has been replaced by a more agile, dynamic career path. In an organisation that is changing all the time, this element of the strategy involves measures to address underperformance where need be and create the opportunities, tools and flexibility for staff to grow their careers and deliver their best, whatever their role.

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#### Challenges

- Performance is not consistently well managed across the organisation
  - Sickness absence is underreported in some departments and where reported, it is increasing with stress a significant cause
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## To achieve action 3...

### We need

The right organisational structures for a modern, flexible, adaptable organisation.

### What this will look like/ key elements

Structures that enable movement and career progression and tackle silo-working.  
Streamlined, non-bureaucratic, quick, free flow of information (up and down), joined up to increase efficiency and deliver better services for residents.

### We already...

- Engaged employees and managers in a review of administrative functions
- Replaced outmoded annual appraisal scheme with new 'conversation-based' scheme that encourages regular (4-6 week) communication between managers and employees
- Have begun engaging employees at the council and other organisations, through the localities pilot.

### In Year 1 we will...

- Review organisational design to move to a flatter hierarchy to improve efficiency, two-way communication and empower decision making closer to the point of impact
- Introduce locality working, breaking down silos within the council and between partners to achieve better outcomes for residents by delivering services in a joined up way.

### By Year 3 we will...

- Have achieved the right balance between working agilely and being present in the office, in person, with colleagues
- Roll out locality working across the borough
- Develop job families and competencies to enable employees to plan for their careers and to enable more fluid movement
- Have standardised spans and tiers of management control.

### We need

A HR service that enables managers to manage.

### What this will look like/ key elements

Managers have ready access to and use information, procedures and systems that support performance management.

### We already...

- Have HR policies and templates, supported by training, on people management topics including managing poor performance and managing attendance available online on the HR A-Z
- Have an online system for leave, training and recording/viewing sickness absence (MyHR).

### In Year 1 we will...

- Improve management information
- Digitise as much as possible and have an improved online portal
- Redesign the council's most used HR policies and procedures beginning with managing attendance and workplace resolution, only retaining policies that add value and refreshing these to ensure they are succinct and straightforward, providing a means to an end in supporting managers to take a preventative and early intervention approach to effectively manage performance
- Introduce supporting resources, e.g. toolkits where relevant
- Use communication channels including new intranet effectively to make HR policies easy to use and understand.

### By Year 3 we will...

- Have reviewed all HR policies
- Introduce an Enterprise Resource Planning (ERP) system integrating finance, procurement and HR to improve efficiency, customer experience and provide integrated, timely management information.

## To achieve action 3...

### We need

Efficient and effective management to inspire and enable people to perform.

### What this will look like/ key elements

Managers have and apply the knowledge and skills to get the best from their teams.  
Managers are competent/ confident to have (sometimes difficult) conversations about performance, health/wellbeing, development, career progression, and transition.

### We already...

- Provide training and development for managers on people management policies
- Provide training on coaching conversations, courageous conversations
- Offer team leader qualifications through the apprenticeship levy
- Provide 1:1 professional HR support for managers
- Invite feedback on management effectiveness through staff engagement survey.

### In Year 1 we will...

- Develop a values-based management competencies framework, consistent with the council's values, setting out the standards and behaviours required of all Islington managers
- Introduce a refreshed management development programme to align with competencies, embed understanding and close performance gaps
- Run mandatory training for all managers in priority areas including managing performance and attendance
- Run 'Leaders Labs' sessions for managers to develop understanding of partnership working and new approaches including systems leadership, trauma informed approaches and co-production and co-design
- Develop action learning opportunities/peer support networks
- Provide a structure for performance conversations to replace appraisal and develop new model embedding performance, values based behaviour, development and wellbeing into discussions
- Provide training and support for managers to have regular, effective performance conversations with the confidence to discuss and address health-related issues.

### By Year 3 we will...

- Have 360 degree (or similar) feedback systems accessible to all managers
- Establish a values-based management competencies framework
- Fully embed the values-based management competency framework
- Have reviewed the training offer to reflect this strategy and the council's values.

### We need

Managers that manage sickness absence well.

### What this will look like/ key elements

Managers initiate early interventions, encourage wellbeing conversations and are able to support employees, and make arrangements for reasonable adjustments quickly.  
Sickness absence is reduced.

### We already...

- Encourage early intervention and adjustments through a managing attendance procedure that includes return to work interviews after every period of sickness, return to work plans, regular reviews and monitoring
- Provide managing stress at work and mental health awareness training for managers
- Provide opportunities for managers to support team-level wellbeing initiatives (e.g. Wellness Hour, Walking Challenge).

### In Year 1 we will...

- Review and simplify the managing attendance procedure
- Monitor management compliance with the policy
- Pilot a 'Wellness Fund' which enables suitable wellbeing activities to meet needs at a team level.

### By Year 3 we will...

- Have reduced sickness absence levels in line with corporate PIs
- Have managers who are able to appropriately support employees with health issues in line with best practice.

## To achieve action 3...

### We need

To remove barriers that obstruct the performance and progression of disabled employees.

### What this will look like/ key elements

Disabled employees feel comfortable and confident in discussing what they need to work effectively and to progress in their careers.

Managers are clear about their responsibilities; competent and confident in discussing disability and health-related issues; and act quickly to remove barriers that prevent disabled employees working effectively and achieving their potential.

### We already...

- Offer support and advice to managers and staff through HR and disability champions
- Provide advice and support for managers through the Occupational Health Service, including guidance on phased returns and reasonable adjustments.

### In Year 1 we will...

- Join up arrangements with H&S, HR and Digital Services to provide a seamless process for adjustments for disabled employees
- Provide training and support for managers to feel confident in discussing health and disability-related issues, understanding requirements and the scope for flexibility and making adjustments
- Build on the conversations appraisal scheme, so that regular dialogue between managers and staff prompts and creates a safe space for discussions about health, wellbeing and disability.

### By Year 3 we will...

- Have ensured that any barriers that may prevent the progression of disabled employees are removed.

**We need**

Flexible working practices.

**What this will look like/ key elements**

Flexible working will be the norm, with the council benefiting from improved performance and employees having a better work-life balance.

**We already...**

- We are Timewise accredited and were one of the first councils to become a Timewise partner
- Have widespread uptake of flexible working – two-thirds of employees work flexibly and nearly 1 in 5 are in part-time roles
- Have part-time apprenticeships.

**In Year 1 we will...**

- Review flexible working procedures to increase uptake and maximise performance improvement, setting out a clear framework for managing flexible working to ensure effective service delivery and wherever possible to meet individual employee needs
- Equip managers to manage by outcome to maximise the organisational benefits of flexible working.

**By Year 3 we will...**

- Incorporate flexibility into job design (including, when, where, how much?)
- Have an agile and flexible workforce that is able to meet the demands of a modern work environment.

## To achieve action 3...

### We need

A digitally-empowered workforce with the tools they need to do their jobs.

### What this will look like/ key elements

Employees have the equipment and digital skills to work efficiently and collaboratively.

### We already...

- Have a network of places where staff can touch down
- Continuously review and deliver Office 365 to promote collaborative working; enable staff to use their own devices and have greater functionality on council devices.

### In Year 1 we will...

- Establish a 'Digital Education Group' to proactively coach and improve our digital abilities and adoption of Office 365 applications
- Identify and encourage 'Super Users' throughout the organisation with an aptitude for the technology and the personality to be a local encourager, supporter and link back into the training group
- Improve the 'smart working' experience by providing new devices based on staff roles, rolling out soft phone technology and remote access
- Improve office-based working with better quality Wi-Fi and network capabilities.

### By Year 3 we will...

- Continuous review and delivery of Office 365 technologies and releases, ensuring staff have access to tools that will support their role and collaboration internally/externally
- Have established continuous provision of devices for staff that will support the requirements of their role.

## We need

A learning culture.

## What this will look like/ key elements

All staff taking up formal and informal opportunities for development with a focus on developing essential skills for the future (including developing project and programme management capacity which was identified as a skills gap in the peer review).

We will use available data, research and best practice to inform our actions.

A growth mind-set is the norm; with people supported to take (reasonable) risks; and learn (and share learning) from both success and mistakes.

## We already...

- Commit to a minimum of 5 days' development per annum for all staff
- Have a comprehensive, well-utilised and valued programme of in-house training, coaching and mentoring
- Upskill employees through the FUSE apprenticeship programme to achieve qualifications through work based learning
- Run a programme of events through 'Leaders Labs' and 'Learning at Work Week' to stimulate interest and promote the value of learning
- Have a cross-cutting initiative 'Using Data Better' to create a more corporate and collaborative approach to using data
- Run 'Train the Trainer' to enable employees to share knowledge and support skills development
- Support first line managers with training complemented with action learning
- Have established an e-learning developers' network to support colleagues to share learning across the council and with partner organisations
- Introduced regular lunchtime briefings to give all staff an opportunity to hear from senior managers, including the Chief Executive about the council's key change programmes.

## In Year 1 we will...

- Support managers and staff to integrate learning and development into regular performance conversations
- Identify the development needs and provide development support for Locality working
- Increase level of uptake on the FUSE programme so 1% of the workforce commence FUSE qualifications each year, upskilling the workforce and effectively utilising levy funds
- Support the development of further action-learning networks
- Roll out 'manager as developer of people'
- Broaden e-learning developers' network to enable people across the council to effectively share their knowledge with a wide audience (at minimal cost)
- Supplement in-house project management training and project management apprenticeship qualifications with online training accessible to all staff, including Projects in a controlled environment (PRINCE2), Managing Successful Programmes (MSP), Management of Risk (MOR) foundation and practitioner training and Management of Project, Programme and Portfolio Offices (P3O) Training.

## By Year 3 we will...

- Evaluate and review effectiveness of learning activities
- Have a positive learning culture where employees see development as possible within a supportive organisation.



## To achieve action 3...

### We need

Accessible, collaborative workplaces that enable employees to do their best work and make the best of our buildings.

### What this will look like/ key elements

Workplaces that enable and inspire high performance, allow for different activities and working styles and are disability-friendly.

Non-office based staff have access to the facilities they need and feel welcome in any council building, including libraries and locality hubs.

### We already...

- Have creative, collaborative hub spaces and informal breakout areas to compliment formal office space
- Actively identify and address health and safety considerations.

### In Year 1 we will...

- Involve the disabled staff forum and employees in general in future workplace design
- Provide additions to existing work spaces to encourage wellbeing and breaks away from desks (e.g. quiet rooms, plants, change layout in lunch areas)
- Update smart /flexible working guidance/policy to ensure fairness, increase opportunities and uptake, and to maximise benefits to both employees and the organisation.

### By Year 3 we will...

- Provide improved access to good quality facilities to staff who need to work in a different place to their usual building, or who are not office-based (somewhere to work, store equipment, take a break).

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## 4. Valuing, supporting and collaborating with each other

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### Our aspirations

We're determined to make Islington a place where staff are engaged, motivated and proud to call us their employer.

We know people enjoy working here, speak positively about colleagues, but there are things we need to improve. We'll make Islington a place where individual contribution, potential and difference is valued and where we support each other and our teams, giving staff an effective voice, saying thanks for a job well done and collaborating both within the organisation and with our partners to deliver the best outcomes for local people.

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### Why this matters

With the pace of change and the pressure of cuts, it's more important than ever that staff feel valued for the work they do and have positive working relationships with management and colleagues. We know that a good manager can make all the difference to people's development and motivation, but while we have pockets of really good practice, we don't have a consistent approach to managing people, building trust and harnessing creativity. Middle management is a hard place to be – especially in periods of change – but to become the organisation we want to be, it's essential that we support and develop our management capability so that we can embed a consistent and positive approach.

### Challenges

- Workforce Strategy engagement found a lack of trust between managers and employees
  - Staff Engagement Survey found disabled employees have a significantly less positive experience of work across all areas surveyed
  - Staff don't always feel empowered to give feedback or share their ideas
-

## To achieve action 4...

### We need

A culture of open and constructive communication between managers and staff.

### What this will look like/ key elements

Managers encourage dialogue, appreciate and value individual contribution and offer praise, constructive criticism and development support.

### We already...

- Have three quarters of the workforce participating in regular 1:1s and team meetings
- Know that regular dialogue with line managers has a positive impact on both overall job satisfaction and engagement - levels of job satisfaction increase to 73% amongst staff who have a one to one compared to 54% of those who do not. Similarly, levels of engagement rise to 55% amongst who have regular one to ones compared to 23% of those who do not (source; Staff Survey)
- Make Mental Health Awareness training available to managers.

### In Year 1 we will...

- Refresh the equalities strategy and policy
- Introduce a new approach to appraisal focussing on quality conversations
- Review and refine the provision of learning on diversity, equalities and inclusion
- Provide training/ support for managers for effective, holistic dialogue with staff including discussing wellbeing, performance, development and career aspirations and providing feedback for development and improved performance
- Improve information for disabled employees and their managers
- Encourage all managers to complete Mental Health Awareness training to develop skill and confidence in holding conversations with staff who may be affected by a mental health problems, and in handling the outcomes.

### By Year 3 we will...

- Embedded a values-based competency framework for all staff
- Offer open development and bespoke interventions to promote understanding of people's different working styles, needs and contributions using tools such as MBTI, DISC and Insights Discovery.

### We need

An effective employee voice.

### What this will look like/ key elements

Employees feel able to share their ideas and talk to their management about what they need to perform at their best and make a positive difference to outcomes for residents.  
Employee representatives have a strategic voice.

### We already...

- Offer training in assertive communication and courageous conversations available to all employees
- Have a collective voice and provide individual support through Staff Forums and Trade Unions with forum chairs regularly meeting the Chief Executive, and Trade Unions consulted through Joint Secretaries
- Provide individual support through Disability Champions
- Open channels of communication through the staff engagement survey and IC Ask
- Encourage the use of Yammer, as an accessible, non-hierarchical communication channel
- Invite staff to a birthday breakfast conversation with the Leader of the Council.

### In Year 1 we will...

- Have agreed a revised dispute resolution procedure
- Support staff-led groups representing apprentices, BAME, disabled, LGBT+ and women employees to have a more influential and collective voice
- Engage with staff forums to consider the introduction of Fairness & Inclusion Champions / Ambassadors
- Refresh our internal communications channels, widening opportunities for staff to hear from and ask questions of the leadership team and creating an annual schedule of informal learning events so staff can hear about the council's biggest plans first-hand
- Launch an Islington Staff Panel – giving staff an opportunity to feed directly into corporate initiatives that affect them
- Launch a new intranet, designed to support two-way conversation
- Use the full range of Office 365 tools.

### By Year 3 we will...

- Build on the method we used to agree the corporate values to launch the 'Big Conversation' - structured team-based discussions that enable all teams to feed into the things that affect them corporately
- At a corporate and local level build in mechanisms for staff to be given open and honest feedback on their suggestions.

## To achieve action 4...

### We need

Employees able to have conversations about their health, wellbeing and disability.

### What this will look like/ key elements

Employees feel comfortable talking about health and wellbeing including stress, mental health and disability related adjustments.

### We already...

- Support and advice for disabled staff through the Disabled Staff Forum and disability champions
- Advise and support through the Occupational Health Service and Employee Assistance programme
- Established staff-led local support through the Mental Wellbeing Champions
- Offer training for all staff in mental health awareness and mental health first aid.

### In Year 1 we will...

- Promote the benefits of the Employee Assistance Programme and Occupational Health services
- Join up arrangements with H&S, HR, Digital Services to provide a seamless process for adjustments for disabled employees
- Encourage all staff to attend Mental Health First Aid training to spot the signs of mental ill-health and support colleagues
- Increase awareness of neurodiversity to recognise and value difference
- Introduce a menopause policy so employees feel comfortable talking to their line managers, and managers can better support employees
- Identifying Mental Health First Aiders in each building that staff can approach
- Incorporate wellbeing in refreshed HR policies
- Take steps to achieve Excellence Level in the London Healthy Workplace Award.

### By Year 3 we will...

- Have established a culture where disabled members of staff feel encouraged to declare their disability and comfortable in discussing with their managers what is required for them to perform at their best, (e.g. on-boarding messaging, training for staff/managers).

### We need

To encourage and support employees to take the next step in their career.

### What this will look like/ key elements

Future workforce needs are identified and plans and development activities support employees to develop skills for the future and the council to 'grow our own' talent.

### We already...

- Provide training and coaching to support career transition
- Have a development programme for disabled employees and BAME groups under-represented at the most senior levels in the organisation
- Established a process to advertise most roles internally
- Structured programmes for specialist professional development (e.g. junior to senior social worker).

### In Year 1 we will...

- Introduce a new leadership and management development programme that actively targets and supports employees from BAME groups under-represented at the most senior levels in the organisation, e.g. through coaching/ mentoring from senior leaders
- Actively seek out effective external programmes (e.g. Solace Springboard) to support career progression that will improve representation of BAME staff at senior levels
- Refresh the job shadowing scheme to provide opportunities for employees to learn about other careers and gain practical experience
- Increase secondment opportunities
- Improve the accessibility of information about recruitment/selection processes to promote transparency and confidence in the processes and awareness of rights to reasonable adjustments.

### By Year 3 we will...

- Introduce a succession planning/ talent management strategy
- Develop job families and career pathways to effectively utilise the skills of the current workforce and retain good staff through providing opportunities for progression
- Train managers and/ or career coaches to have career development conversations
- Have an established career pathway to enable employees to progress within the council.

## To achieve action 4...

### We need

An integrated, efficient, collaborative, empowering and empowered workforce.

### What this will look like/ key elements

Employees value, respect and support their colleagues, understanding how they contribute to the bigger picture and seeing and pursuing opportunities for collaborative working.  
Staff feel able to bring their 'whole self' to work.

### We already...

- Encourage opportunities to network (Brew Crew, Leaders Labs, staff conferences)
- A culture where most employees feel supported by their colleagues (staff survey and induction feedback refers).

### In Year 1 we will...

- Provide information and learning opportunities to support the move to localities to enable staff to develop a deeper understanding of place and the existing resources of the places they work, to work more effectively for residents
- Promote role models from under-represented groups
- Run a poster campaign to increase visibility of staff with protected characteristics
- Provide training and awareness to promote better understanding of equality and inclusion
- Develop a 'staff promise' (Currently being developed by the staff forums, led by the disabled staff forum).

### By Year 3 we will...

- Embed our values and behaviours through workshops and celebrating successes to ensure they reach every employee, with values included in all processes from recruitment through to routine performance conversations
- Pilot a reverse mentoring scheme where colleagues from under-represented groups have an opportunity to mentor senior leaders and receive advice or learn new skills.





# 8. How will we know if we have succeeded?

We want this to be a live and evolving strategy that continually tracks progress and we will make changes where needed to keep us on track. The targets contained in the action plan will be measured against the appropriate corporate performance indicators, (CPI).

In addition the council's Corporate Management Board are so committed to getting this right that they have asked for updates on progress every quarter. There will also be a six-monthly review carried out by Joint Board and an annual update on progress made to Personnel Sub Committee.

We will work hard to deliver everything we have set out to do – on time and to a high standard.

But how will we know if we're doing is working?

We'll know...

... by analysing our employee data – looking for positive changes in the areas we're most determined to improve to promote fairness and high performance.

... because we will have met all the targets that we are measured against.

... because you'll tell us – through staff surveys, at staff events and through our communications channels.

... because we will see and feel the difference.

... because our residents will tell us that as an organisation we're getting things right.

**There will be lots of opportunities for staff to get involved – so please join the organisation on this positive and exciting journey and let's all make Islington a great place to work.**

This strategy was developed collaboratively by colleagues throughout Islington Council. Thank you to everyone involved for your invaluable contributions.