

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 24/04/2023

Subject: Our commitment to inclusive recruitment, internal development and progression and retention of key skills

Report author: Mary Lamont, Assistant Director, People & Talent

Responsible Director: David Tatlow, Director, Corporate Services

SUMMARY

This report provides an update on our commitment to embedding an inclusive culture in terms of recruitment, internal development, progression and retention of key skills aligned to our overall objective of continually improving our employer value proposition.

RECOMMENDATIONS

1. That the committee notes the progress made and plans going forward.
-

Wards Affected: None

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	<p>Our inclusive recruitment, internal progression and learning and development opportunities align with the council's vision to improve employment and career pathways for the workforce and in turn the local community, particularly in light of our commitment to 'grow our own' initiatives via our Get Ahead Programme and upskilling for future skills and employability.</p> <p>More diverse teams are better able to identify risks and opportunities. By hiring a diverse workforce, and ensuring that everyone is able to contribute, the council will be better placed both to find new ways to grow our local economy and spot efficiencies within council spending.</p>
Being ruthlessly financially efficient	We continue to review our offer in terms of being an inclusive and continuous learning organisation which

	enables us to attract and retain critical skills with a focus on cost efficiencies.
Taking pride in H&F	The progress offered by way of the H&F Academy initiative offers both internal and external opportunities for future employment skills and personal development which aligns with the vision of making H&F a great place to work.

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

This report provides an update on our workforce strategy with a focus on what we're doing to promote our employer value proposition (EVP) and embed a culture of inclusion to ensure we're one of the most inclusive and attractive boroughs to work for.

A diverse and inclusive workforce is vital for any organisation that seeks to thrive in a dynamic, ever-changing environment, particularly for an organisation that strives to be representative of the people it serves. The focus on our commitment to inclusion continues to intensify and our ambition to become one of the most inclusive boroughs in London (and wider) is shared across the Council's staff and senior management.

This report provides an update on our journey of embedding workforce lifecycle practices at H&F on inclusive recruitment, internal development and progression, career pathways and attraction and retention of key skills during a time of turbulence in the marketplace.

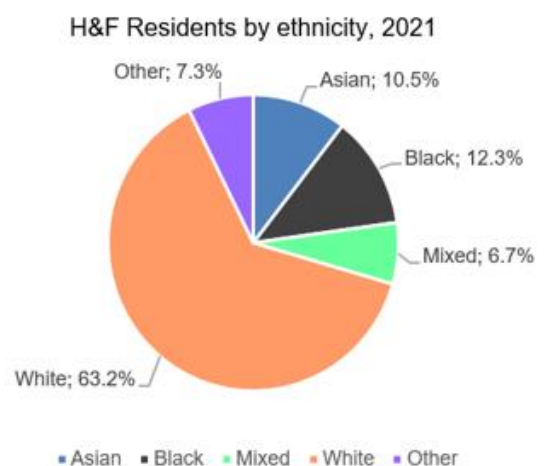
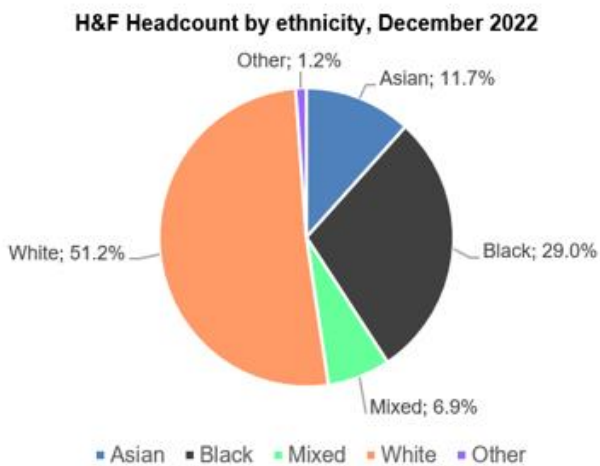
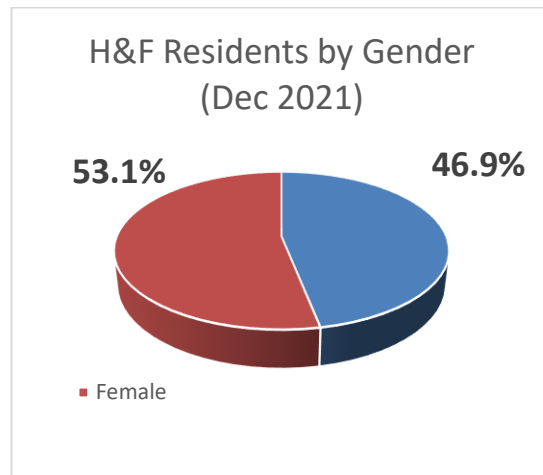
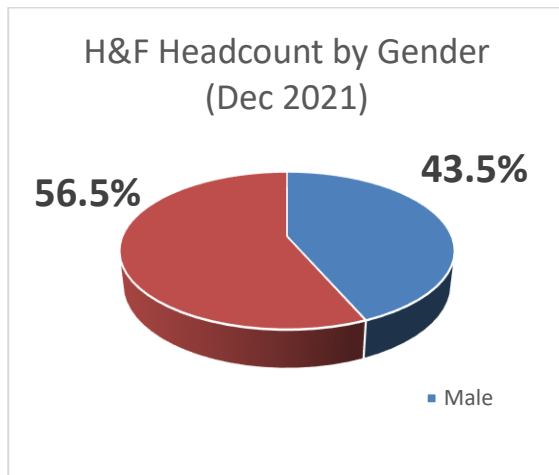
Before we start - some context around our demographics

The charts below provide comparative data of our resident demographics and the workforce.

We're doing really well in terms of representing the communities we serve and better than others. and we're really proud of the race equality work we've been doing to attract and retain a representative workforce.

Whilst we're doing well, there's always more to do and so we have developed action plans in collaboration with our staff diversity network groups which we will continue to deliver and monitor closely. Part of that action plan delivery is to encourage more staff to declare their disability and ethnicity status.

Further on in this report you will read about other activities we're delivering to embed an inclusive culture and enhance our employer value proposition which will enable us to be assured of attracting and retaining the best candidates during turbulent times.



Our Inclusive Recruitment Offer

Labour Market Outlook – CIPD (the professional body for HR and people development)

‘We begin 2023 with headlines of strikes, high rates of inflation and rising interest rates, but few headlines on the labour market itself. Why? Because the labour market remains persistently tight – vacant jobs are plentiful but available workers are scarce. Our analysis shows that employment intentions continue to be positive, with little to suggest the labour market is cooling off’.

Recruitment struggles persist – over half of employers have hard-to-fill vacancies and a third anticipate significant problems in filling roles over the next six months. Our analysis shows skill shortage vacancies outnumber labour shortages, and those with degree-level or equivalent qualifications are highest in demand.”

What we’re doing to address recruitment challenges and remove barriers

With a tight labour market, attracting the best talent is more important than ever, and ensuring that we have a diverse and inclusive recruitment process puts us in the best place to do this. We’re closely monitoring our turnover and numbers of suitable applications received and appointments. We’re also running regular staff pulse surveys to monitor staff engagement and satisfaction.

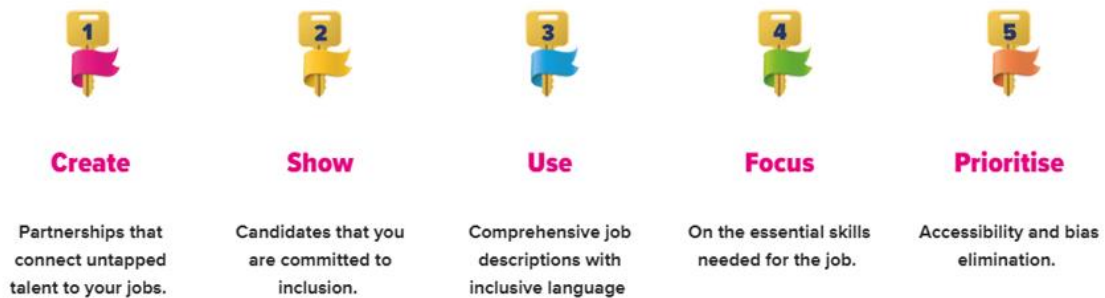
The following provides, at high level, just some of the initiatives and programmes we’re undertaking to ensure we can remain competitive:

- We’ve undertaken a comprehensive review of our inclusive recruitment, onboarding and induction processes in conjunction with our staff diversity network groups. As a result, we have developed an action plan which focuses on continuous improvement and which will be supported through outcomes arising from a further review being undertaken by our partners at Microlink. [Microlink are a specialist workplace adjustment provider supporting us in ensuring that every single member of staff has the support they need to work without barriers].
- In order to tackle barriers to inclusive employment as a major employer in the borough, we continue to develop our offers to support inclusive apprenticeships, supported intern programmes and promoting the achievement of care leavers in conjunction with colleagues from social care and children’s services and our partnership with UCL and West London College.
- We’re analysing our position against this year’s pay and benefits survey and will be developing options based on new intelligence provided across London Councils.
- We’ve introduced compulsory inclusive hiring manager training which focusses on compliance and equity, diversity and inclusion. This includes enforcing diverse panels and as a minimum, the panel chair must have completed the council’s training. In the past year, we have trained 303 hiring managers.

- We've updated our job description templates to ensure the language we're using is inclusive and we're promote 'recruiting for attitude' aligned to our People Values.
- We've signed up to/are accredited with a number of key charters or partner organisations to support our inclusive recruitment and retention strategies and we're not stopping there. Most recently we have joined up with Timewise (an accreditation to demonstrate that we are a fair and flexible employer)



- We've signed up to the Opening Doors Campaign demonstrating our commitment to inclusive recruitment.

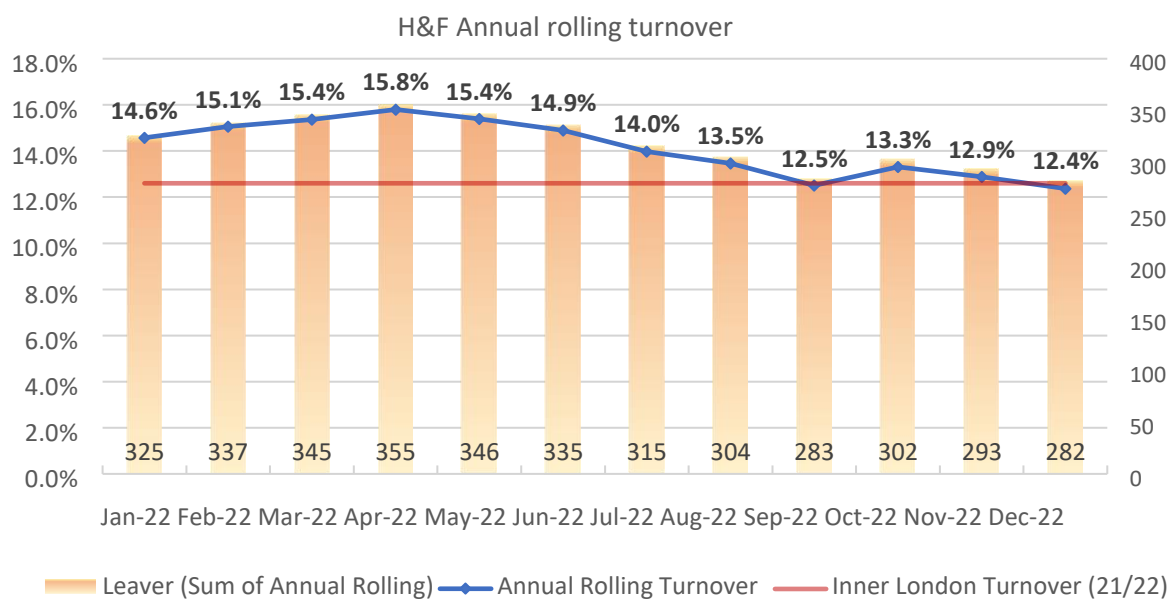


- We continue to work closely with our Economic Development service to promote the H&F Academy with a focus on local apprenticeships and graduate schemes, transfer of levy to local employers (where appropriate) and through our social value commitment.
- To help address the challenges faced with the recruitment of Social Workers, we're introducing a new shared microsite, supporting London to recruit Social Workers #TogetherforLondonsChildren. Additionally, we're reviewing our terms and conditions to ensure that we remain attractive and competitive.
- We've relaunched our corporate learning and development offer under the flagship of 'Get Ahead' to ensure it delivers what staff and managers need now and in the future in an ever-changing world of work with new ways of working starting with a great onboarding and induction experience through the employee lifecycle.
- We've updated our onboarding portal and People & Talent webpages to promote 'Total Rewards' (the full remuneration package on offer for H&F employees including pension, cycle to work scheme, generous annual leave, flexible/hybrid working and so much more).

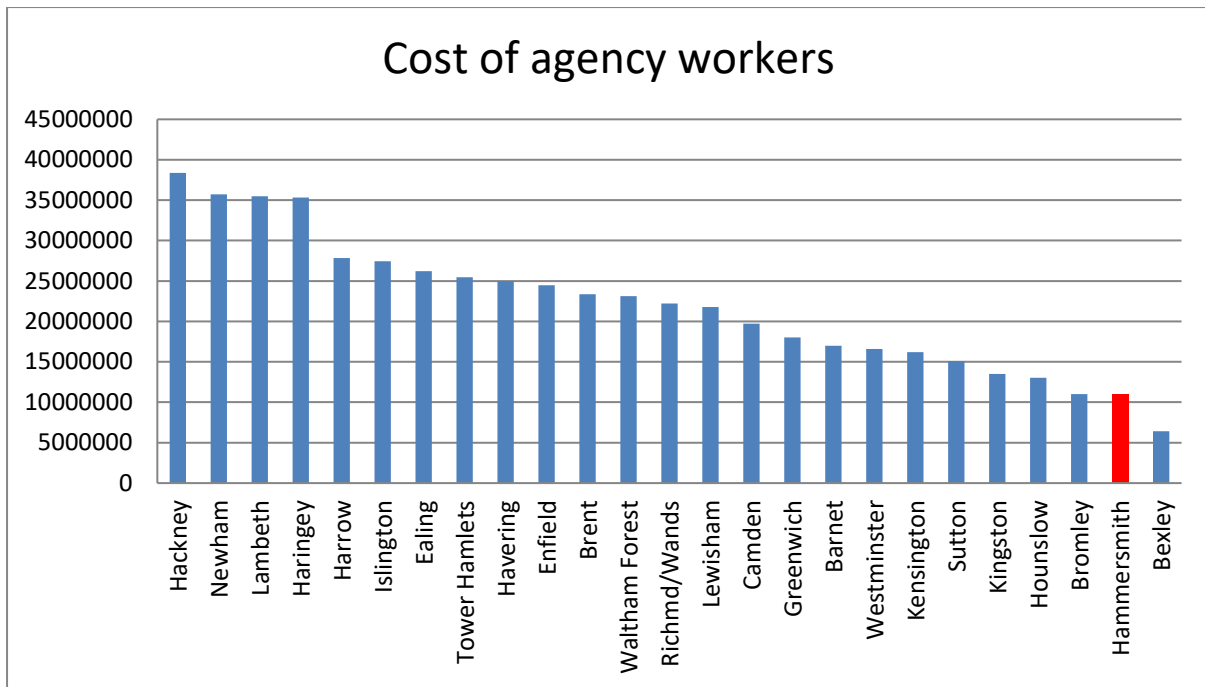
- We're working closely with our partners at Hampshire to continually develop and enhance our self-service recruitment functionality, including where appropriate the ability to apply 'off-line'.
- We're continually monitoring our turnover rates and analysing the reasons why people leave. We're taking note, and where appropriate, we're quickly putting in place actions on the basis of lessons learned.

Turnover

The chart below shows H&F's annual rolling turnover, which stands at 12.4% in December 2022 – 0.2% below Inner London average of 12.6%.



- We're also continuing to monitor closely our agency usage which we successfully reduced by 50% from £25m to £12.5m by 2021/2022. Whilst our aim is to keep agency usage at a minimum, we also recognise that our agency levels need to be reflective of our interim needs and a turbulent marketplace. There will always be a need for agency usage for interim appointments and our monitoring processes, in close collaboration with our finance colleagues, ensure that we are using agency staff appropriately for short-term and specialist task and finish programmes which are manageable and controlled and regularly audited. The table below shows benchmarking of our position compared to London Councils for the year 2021/2022. NB. The data for 2022/2023 has not yet been published.



What we're doing to offer residents career pathways

H&F Academy (Get Ahead)



H&F's Academy encompasses apprenticeships, graduate placements, internships and career pathways. The H&F Academy is our bold ambition to commit to "every resident in H&F having the chance of an apprenticeship or work placement....so that they can maintain the skills and confidence they need to find the career that is right for them." The H&F Academy also supports the personal development and growth of the Council's internal workforce.

Our H&F Academy Apprenticeship Programme

Seeks to maximise apprenticeship completions, encourage borough residents to work for the Council and improve the skills and qualifications of the workforce. The following table shows significant progress in our success in increasing the number of apprenticeship starts alongside our spend of the levy.

	2018/19	2019/20	2020/21	2021/22	2022/23
No. of apprentice starts at LBHF	26	40	72	83	62
Public Sector Target (2.3%)	0.5%	1.3%	2.4%	2.9%	2.7%
Total no. of apprentices on programme	35	35	64	113	141
Amount of Levy Spent	£45,501	£103,480	£209,440	£444,613	£603,492
No. of different courses delivered	5	9	23	36	40

Measures of success 2021/2022

- We won a regional apprenticeship award
- We were the 3rd highest London Council to meet the Public Sector Target
- We were the 8th highest council showing % of apprentices against our headcount
- We were the 9th highest council to report on new apprenticeship starts (83)
- We were the 13th highest council to report on total apprentices on programme (113). A 56% increase in the last year.
- We are 1 of only 3 boroughs that offers inclusive apprenticeships to disabled residents.
- 100% of our apprentices who have completed their apprenticeship have gained new employment either with the council or another organisation.
- We continue to realise our ambitions to grow our numbers of apprenticeships and are creating even more inclusive apprenticeships across the council.
- We benchmark our apprenticeships against the Local Government Association & London Councils (a further breakdown for 2020/2021 is included at Appendix A)

What we're doing to ensure we can optimise our talent and provide opportunities for internal progression and development

Our Get Ahead Programme

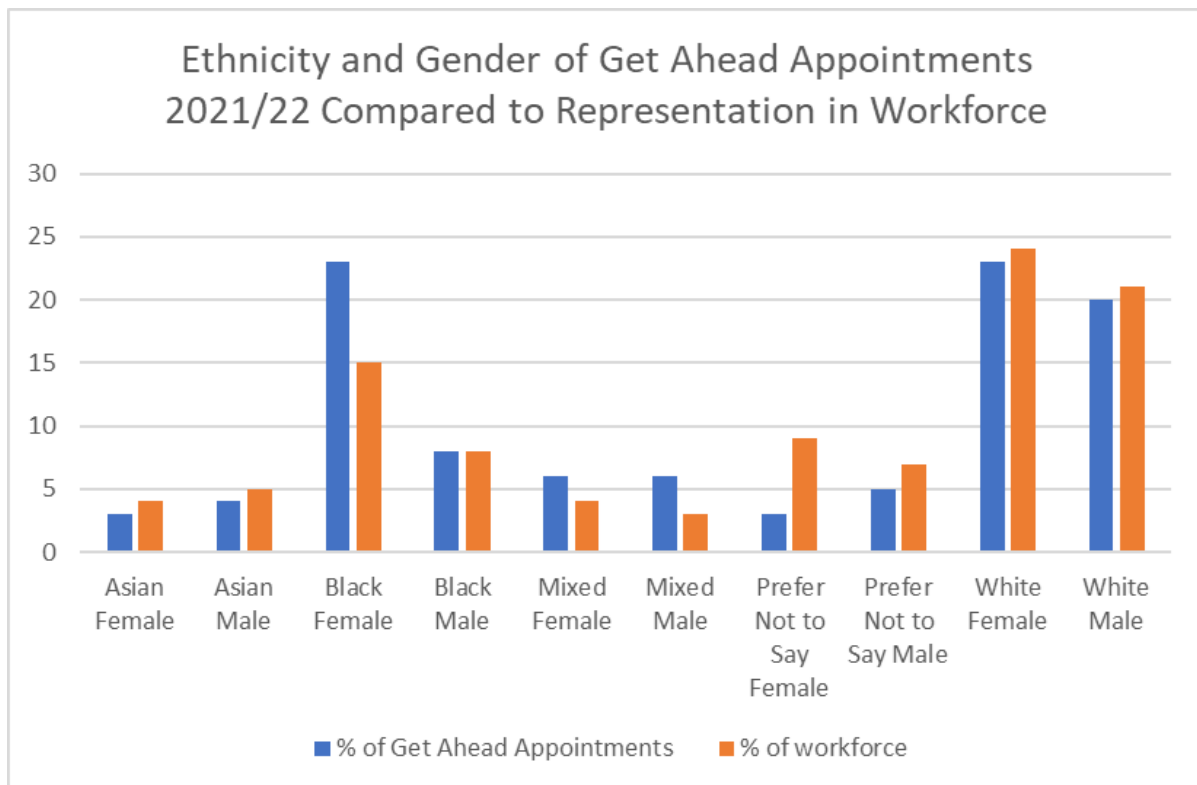
This is our signature development programme offering staff the chance to get ahead through a number of initiatives including coaching, mentoring, acting up, secondment opportunities, networking events, tailored training events and career conversations. The overarching aim of the programme is:

- To support staff development and career progression – optimising talent management.

- To promote secondments, internal job opportunities, training and other career development opportunities.
- Retain our Talent and Grow our Own.

Measures of success

- 872 development opportunities have been advertised since September 2018.
- It is mandatory for all job opportunities to be advertised via Get Ahead before being externally advertised.
- We're currently interfacing Get Ahead with the Learning Zone through Power BI to enhance our ability to report more effectively.
- The success of our Get Ahead programme also provides for a positive return in relation to our pay gap reporting. The table below demonstrates internal progression by gender and ethnicity compared to our workforce demographics.



Women's Development Coaching Programme (pilot scheme)

As part of Women's History Month, we have launched a pilot scheme for a women's development coaching programme. We will closely monitor the success of the programme and evaluate with a view to running further cohorts in the future.

World Class Manager (WCM)

WCM offers all managers and inspiring managers the opportunity to undertake a people management qualification at their own pace over a 12-month period. The training is an online offer that is complimented with 'WCM sprints' and tailored management essential training including options for coaching and mentoring. 422 managers have completed World Class Manager. The numbers of managers opting to undertake this training increases year on year. Evaluation continues to tell us that the learning is positively received, and the themes align well with our management essentials. We are re-launching the World Class Manager network which will, going forward, be led by colleagues from the Learning & Development team.

Emerging Leaders

23 managers have participated in our Emerging Leaders Programme which was launched in September 2020. Emerging Leaders is a management development offer hosted by Solace in Business (part of the SOLACE group, a well-established consultancy specialising in supporting the public sector) which offers learners an accreditation from the Institute of Leadership and Management (ILM) of a Level 5 Diploma.

Coaching

All of our learning opportunities that we offer on a corporate basis are designed with a coaching approach. Coaching is available for senior officers upon request and within the last year a number of officers have had or are receiving coaching as part of our senior manager development offer.

Mentoring

All staff are able to request a mentor or become a mentor through My Mentor and we are currently exploring an exciting new offer in conjunction with other London Councils which will provide enhanced technical solutions and a better employee experience of our mentoring approach going forward.

Mandatory disability equity and co-production corporate training

Inclusion London has been commissioned by Hammersmith & Fulham Council to develop and deliver a Disability, Equity & Co-production Training offer, mandatory for all staff. The programme will launch in early May and the aim of this training is to support culture change by embedding the Social Model of Disability¹ across the

¹ The Social Model of Disability asserts that people with impairments are 'disabled' by the physical, attitudinal and information barriers operating in society. It is therefore the barriers in society that exclude and marginalise Disabled people, not their impairment.

organisation. This training is driven by Hammersmith & Fulham commitment to co-production and being 'ruthlessly inclusive' to Disabled people².

Absence management & wellbeing training for managers

Employee wellbeing is critical for successful high performing organisations. Alongside our wellbeing initiatives which are accessible to all staff, we are rolling out a new virtual course on managing absence and wellbeing for all managers throughout 2023. The training is hosted by our HR professionals and is designed to support managers with understanding why it is so important to manage absence and wellbeing effectively and proactively. The training includes providing guidance and support with case studies on menopause and disability.

Corporate induction & mandatory training

During the pandemic, we provided a refreshed virtual Corporate Induction. Post-pandemic, we have undertaken some analysis and as a result continue to offer our Corporate Induction Programme on a virtual basis. Our Corporate Induction is complimented by our new Managers Induction Programme and local inductions. Inductions are mandatory for all new starters.

Employment Law training for Managers

Employment Law updates are provided for managers alongside investigations training, report writing and chairing hearings and appeals. This year we are complementing our employment law training for managers who may be called to provide evidence at tribunals as witnesses.

All staff: Learning Zone and online modules

Over 100 wellbeing, personal growth and skills online e-learning modules are available to all staff. Our Wellbeing Wednesday sessions continue to be popular with audiences of 100+ on a regular basis.

E-learning is available online so staff can learn at a time and day that suits them – perfect for learning from home and supports new ways of working. During 2022 to 2023, we have provided an offer of 248 unique online modules available via the Learning Zone and have registered overall of 16,711 completions.

² We use the term Disabled people to include all groups of people with impairments, including: Deaf people, people with learning difficulties, people experiencing mental distress, people with a visual impairment, people with physical impairment, people who are neuro-divergent and people with long term health conditions.

Our staff diversity networks

There are nine 'protected characteristics' protected through the Equality Act 2010. In H&F, our Business Plan and People Strategy frame a strong and clear commitment to address inequality, exclusion and discrimination.

Under the umbrella of 'The H&F Way' we have launched a number of staff diversity groups:

- H&F Way Race Equality Forum
- Women's Network
- Young Person's Network
- Disability Equality Network
- LGBTQ+ Network
- Working Parents and Carers Network (launching soon)
- Armed Forces (launching soon)

These groups ensure that we can co-produce workforce initiatives with an emphasis on inclusion and accessibility. Our staff diversity groups work closely with People & Talent to ensure that we can continue to improve the transparency and inclusivity of our recruitment and development opportunities.

A number of diverse events are planned throughout the year (many of which are also open to residents) to recognise and celebrate progress and also to raise awareness including but not restricted to:

- Black history, education and culture events
- Race Equality Week
- LGBTQ+ History Month
- Pride Month
- Women's History Month and International Women's Day
- Menopause Awareness Month
- Disability History Month



A forward plan of events is being developed for the year ahead.

Robust data, insights and monitoring

Equality data continues to be monitored and published on the intranet, plus externally as required across London Councils to meet our regulatory requirements on pay gap reporting and for benchmarking purposes.

We continue to deliver against the actions identified in the H&F Equalities Plan. This plan addresses the Public Sector Equality Duty created under the Equality Act 2010.

We've created and published a number of short blogs 'for staff by staff' and promote staff to 'share not declare' their data so that we can better understand workforce data in comparison to the local communities that we represent.

Measurement/performance

The success of our recruitment and retention strategies including our learning and development offers are measured in a number of ways including workforce analytics data and pulse surveys.

We measure the success of our inclusive offer against the plans and outputs that have been developed as part of our equalities plan including workplans adopted by our staff network groups some of which are more developed than others.

All learning is supported by evaluation and this data is also collected and analysed in terms of any future offers.

The following is based on high-level equalities benchmarking data that is collated by the HR Metrics Service on behalf of London Councils. The service conducts a range of HR metrics surveys for the 32 London boroughs and the City of London Corporation which provides benchmarking and analysis to enable boroughs to:

- compare and assess their performance across a range of HR measures;
- work collaboratively to develop and progress best practice; and
- tackle new challenges that require data insights.

The basic data (as at 3rd April 2023) indicates that of the 2305 members of staff:

- The average age of the workforce is 46.7 (↓)
- 2.7% of staff are aged between 16-24 (↑)
- 31.1% of staff are aged between 50-64 (↓)
- The percentage of female workers is 56.5% (↑)
- The percentage of part-time workers is 13.2% (↓)
- 42.7% of our top 5% earners, are female (↑)
- 22.7% of our top 5% of earners, are classified as Black, Asian or multi-ethnic (↑) a significant increase from the 12.5% last reported (Nov 2020)
- 6% of our staff have indicated a disability (↓)
- 4.4% of our top 5% earners, are disabled (↑)

Conclusion

Our aim is to ensure that our workforce profile represents the demographics of the local communities that we serve and that we are able to reap the significant benefits that a diverse workforce with a great reputation brings with it.

Additionally, during these turbulent times where we are seeing more hard-to-fill vacancies and challenges associated with filling roles for which we are competing with other London Boroughs, we must stand out reputationally and continue to explore alternative methods to traditional recruitment. Raising our employer value proposition by embedding an inclusive culture through employment, internal progression and career pathways is a way of widening our talent pool to secure the best candidates.

The context provided earlier on in this report demonstrates that we're doing really well in terms of being representative of our community. Further analysis of our equalities data continues to take place to drill down further and better understand our data and trends and to inform our priorities for action. The data also demonstrates the importance of our various talent schemes which have been introduced to attract, develop and retain the skills and people that we will need for the future.

Our pay gap report, published on 31 March 2023, provides important intelligence to further inform existing and planned activities that are being developed as we make progress with our inclusive offers.

Our staff diversity groups, in conjunction with People & Talent, have developed benchmarks, standards and targets in discussion with SLT which will be reviewed at the newly established Equity, Diversity and Equalities Board. The success of our inclusion agenda will be measured through the outcomes of our internal staff pulse surveys. These surveys are undertaken regularly to ensure a regular temperature check on staff engagement levels, staff satisfaction and to allow for timely interventions.

Appendix A – Apprenticeship data for London Councils 2021/2022 (latest published data)

Council Name	21-22 New Apprenticeship Starts	21-22 PS Target %	Total Apprentices on Programme 31 March 22	Apprentices as a % of Headcount 31 March 22
LB Richmond and LB Wandsworth Shared Staffing Arrangement	101	2.9	186	5.3
London Borough of Barnet	86	5.7	166	10.2
London Borough of Bexley	25	1.1	53	2.6
London Borough of Brent	60	1	100	1.6
London Borough of Camden	50	0.8	60	0.9
London Borough of Enfield	64	0.8	154	1.9
London Borough of Hackney	96	1.3	242	3
London Borough of Hammersmith and Fulham	83	2.9	113	3.9
London Borough of Haringey	57	2.4	81	3.2
London Borough of Havering	23	0.9	82	3.4
London Borough of Hillingdon	90	1.8	173	3.2
London Borough of Hounslow	60	2.6	105	4.5
London Borough of Lambeth	76	2.8	131	4.7
London Borough of Lewisham	43	0.6	112	1.7
London Borough of Merton	23	0.5	52	1
London Borough of Newham	91	2.3	162	3.6
London Borough of Redbridge	59	1.2	152	2.7
London Borough of Richmond upon Thames - Schools only	12	0.6	32	1.5
London Borough of Sutton Council	26	2.2	66	7
London Borough of Tower Hamlets	46	0.6	109	1.5
London Borough of Waltham Forest	161	2.8	198	3.7
London Borough of Wandsworth - Schools only	3	0.1	24	0.9
Royal Borough of Greenwich	68	0.9	169	2.3
Royal Borough of Kensington and Chelsea	28	1.2	78	3.1
Royal Borough of Kingston upon Thames Council	21	2.1	50	5.8
The London Borough of Barking and Dagenham	88	1.4	211	3.6
Westminster City Council	95	2.4	170	4