

Workforce Strategy Update – Actions from meeting on 6 May 2025

Action 1

Minutes: Councillor Jacolyn Daly noted that the reported turnover figure of 10.22% seemed positive and asked if there was a further breakdown per department to see if they had lower or higher than average turnover. Mary Lamont said Resource Management Board monitored turnover closely on a monthly basis and she could provide the information after the meeting.

ACTION: Mary Lamont

People		Place		Finance & Corporate Services		Housing	
April	May	April	May	April	May	April	May
8.9%	8.7%	*9.5%	9.1%	*7.9%	8.2%	*11.1%	11.4%

Action 2

Minutes: Councillor Daly asked if the Council collected 'soft' metrics on staff around satisfaction with pay, wellbeing, and social conscience. Mary Lamont said the wider staff survey looked at those elements and departments did their own 'pulse' surveys. She said she could share those questions with members. She added that wellbeing was really important to the organisations, with wellbeing a key part of the one-to-one conversations managers should be having with staff.

ACTION: Mary Lamont

Corporate survey Qs

1. H&F is run on strong values/principles
2. I feel that my wellbeing is taken seriously by H&F
3. I am spending too much time working
4. My health is suffering because of my work
5. I am paid fairly for the work I do
6. My job is good for my personal growth
7. There are limited opportunities for me to learn and grow
8. I feel H&F takes equality, diversity and inclusion seriously
9. I feel proud to work for H&F
10. I love working for H&F
11. I would leave tomorrow if I had another job
12. I would consider looking for a job at a new organisation within the next 12 months
13. I have confidence in the leadership skills of the senior management team
14. Senior managers truly live the values of H&F
15. I have confidence in the leadership skills of my manager

16. Some managers do a lot of telling but not much listening
17. I feel that I lack support from my manager
18. My manager is an excellent role model for me
19. My manager cares about how satisfied I am in my job
20. My manager helps me to fulfil my potential
21. My manager motivates me to give my best every day
22. My manager would be quick to respond if I showed signs of being under too much pressure
23. People in my team go out of their way to help me
24. Power struggles within my team have a negative impact
25. H&F is keen to help people from disadvantaged backgrounds
26. H&F has a strong social conscience
27. I am aware of the 'H&F Way' culture change initiative, led by staff volunteers, to help make H&F the best council to work for

Pulse survey Qs

1. Have management in your service area communicated the actions taken from the previous Staff Survey
2. How do you feel about your current role within the Council
3. Please provide some context below for your answer
4. I believe I have the right work/life balance
5. I have the right number of team meetings, 1-1s and catch ups with my line manager
6. I have the right amount of engagement with senior managers
7. My achievements are acknowledged and recognised by management
8. I feel my manager provides me with the necessary wellbeing support
9. I feel I have opportunities to develop, grow my knowledge and skills
10. The Council's Equalities Plan sets out five key priorities and objectives. What of the following best describes your familiarity
11. Do you have any specific concerns or idea you'd like to share in relation to the Council's approach to EDI
12. Finally, what should be the Council focus when it comes to staff Health and Wellbeing

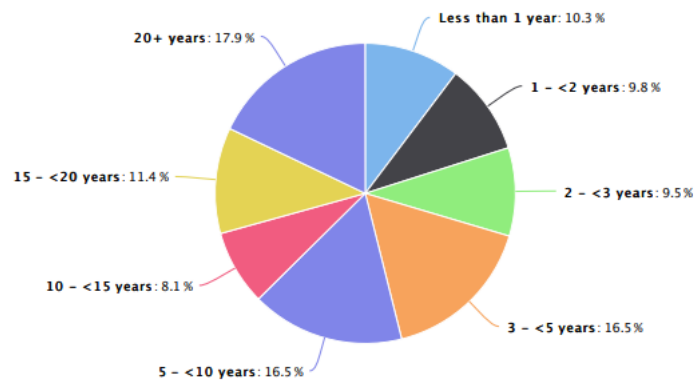
Action 3

Minutes: Councillor Daly asked how the metrics fed into the workforce strategy? Mary Lamont said the datasets and the workforce strategy they informed were discussed monthly at Resource Management Board to ensure the feedback was continuous.

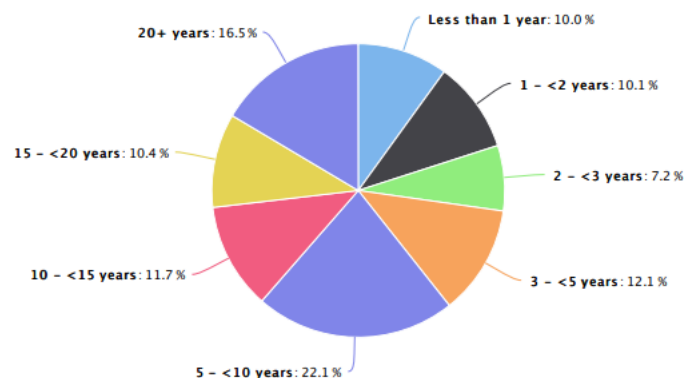
The Chair asked if officers had information about length of service across the entire workforce. Mary Lamont said that data was tracked and she could share it after the meeting.

ACTION: Mary Lamont

H&F length of service:



London median average:



Action 4

Minutes: Councillor Vaughan requested the following:

- He would like the Council to be more rigorous about exit interviews
- Data on management and how it could be fed in to training and workforce strategy
- More information on the impact of co-production training across the Council.

ACTIONS: Mary Lamont

- He would like the Council to be more rigorous about exit interviews - **work is underway to address this.**
- Data on management and how it could be fed in to training and workforce strategy - **this will be available during the appraisal cycle now that we have the new functionality.**
- More information on the impact of co-production training across the Council. **We have delivered the training to over 250 managers and a second role out later this year. Initial feedback from the training indicated combined satisfaction rating of:**

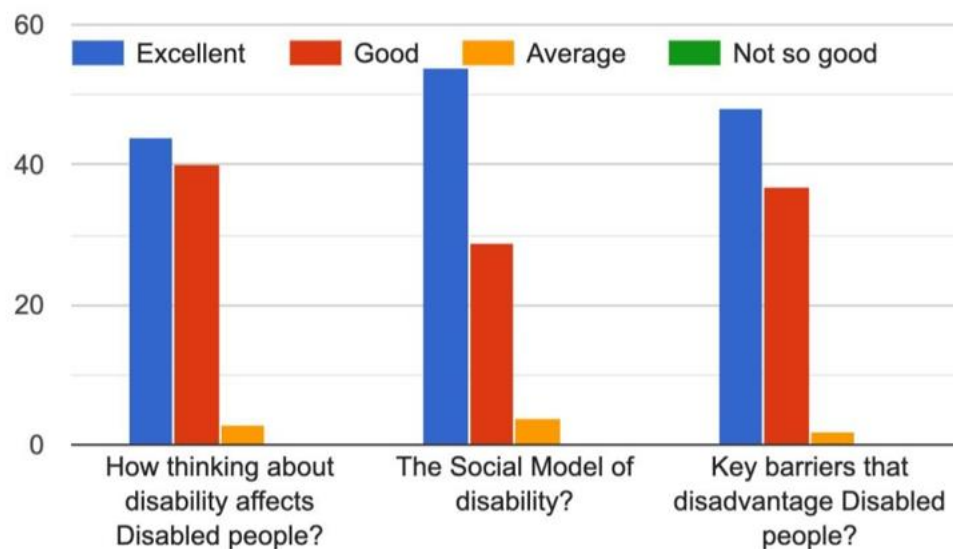
Good and Excellent of 98.8%.

Average knowledge, skills and confidence BEFORE on the session topic was 2.93

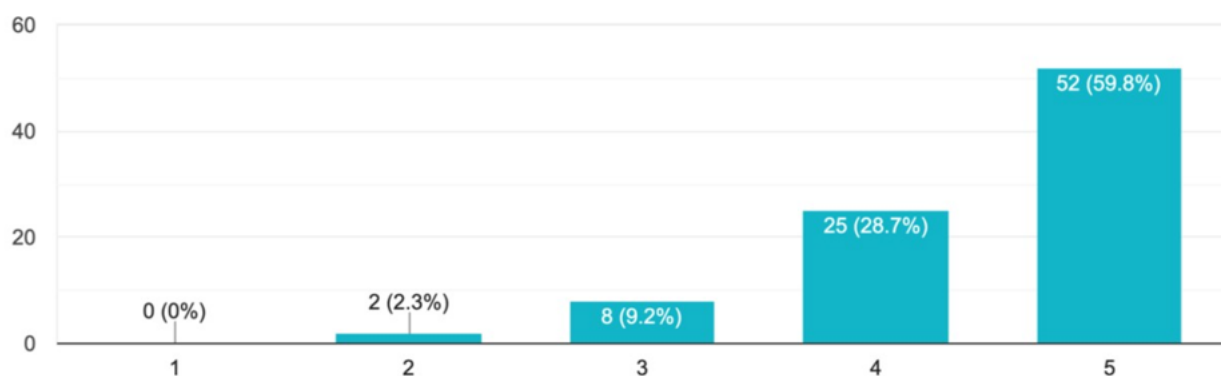
Average knowledge, skills and confidence AFTER the session topic increased to 4.05.

Staff said:

How do you rate the training for giving you an understanding of the following?



How likely would you be to recommend this training to someone?



Average = 4.5

We have recently sent out a reflection survey to understand the longer term impact across the council and services to help inform the next roll out.

Action 5

Minutes: Councillor Helen Rowbottom asked how many of the Council's new starters were local residents. She raised concerns about the difficulties of living, or staying, in an expensive borough and asked if there was anything the Council could do to mitigate that. Mary Lamont said she could provide workforce data following the meeting. She noted that

officers were aware many of the workforce were not local but they were trying to attract more residents.

ACTION: Mary Lamont

Of the 329 new starters in period June 2024 – May 2025, 41 (12.5%) employees live in the borough, and 288 (87.5%) live outside the borough.