

BRISTOL CITY COUNCIL

HUMAN RESOURCES COMMITTEE

For Resolution

25th MARCH 2010

Report of: Service Director : Strategic HR & Workforce Strategy

Title: People Strategy 2010 - 15

Officer Presenting Report: Robert Britton, Service Director: Strategic HR & Workforce Strategy

Mark Williams, Corporate HR Manager

Contact Telephone Number: 0117 922 2669/ 0117 922 4838

RECOMMENDATION

The Committee is asked to approve the attached People Strategy 2010 - 2015 (Appendix A) with effect from 1st April 2010.

Summary

The People Strategy 2010 - 15 responds to the specific needs of the City Council, whilst at the same time, takes account of the LGA & IDEA's circular regarding a 'model' workforce strategy for local government (see Appendix B).

The significant issues in the report are:

As set out in the People Strategy (see Appendix A).

1. Policy

1.1 The new People Strategy is the successor to the Council's Corporate Workforce Plan 2007/10.

- 1.2 The strategy sets out the framework for Corporate and Strategic HR/Workforce initiatives and policies, which will be monitored annually.

2. Consultation

2.1 Internal

The strategy has been the subject of consultation with the Trade Unions and Self Organised Groups. A number of refinements and changes have been made as a result of the consultation exercise.

The BME, Disabled Employees and Rainbow Group have concerns about the proposal to introduce an “in house” sickness absence line and how sensitive employee health issues will be dealt with. These concerns will need to be addressed in detail through an Equalities Impact Assessment at the “design stage” of the “absence line”.

2.2 External

The strategy has been shared with our partners in NHS Bristol, Avon Fire and Rescue, Avon and Somerset Police and the Probation Service. Within the strategy, there are a number of themes which also include collaborative working with our partners.

3. Context

- 3.1 The People Strategy covers the following themes, as agreed by the Council's Strategic Leadership Team:
 - build capacity and capability
 - ensuring our people have the right skills, attitudes and behaviours
 - effective performance management
 - maximising the talent in our workforce
 - being an employer of choice
 - organisational workforce developments
- 3.2 Indicative time-scales are set out in the Strategy. These may be adjusted as the strategy develops and resourcing requirements change.
- 3.3 The People Strategy will be under-pinned by annual directorate workforce plans, and by monitoring through SLT and progress reports to this Committee.

4. Workforce Development : Achievements to Date

4.1 The People Strategy builds upon developments and initiatives implemented in accordance with the previous Corporate Workforce Plan 2007/10. These are:-

- “New Ways of Working” incorporating home and remote working, flexible working, hot desking, etc.
- “Flexible retirement”, in accordance with provisions contained within the LGPS regulations (over 70 approvals to date).
- Young Employee initiatives aimed at addressing the problems of an aging workforce through BFI Trainees, Graduate Trainees and Modern Apprenticeship Trainees (100+ trainees and apprentices to date).
- Reviewing the services, and establishing separate “transactional” and “strategic” HR directions, aimed at improving services and reducing costs (in excess of £450k per annum).
- Introducing a pilot sickness absence (telephone line) scheme with an external health care provider (+ 25% reduction in sickness absence for targeted work groups).
- Implementing approved redeployment arrangements (through a “New Opportunities Programme”) which has reduced the incidence of redundancy, and associated costs.
- Completed an “Equal Pay Review” (Phase 1) following the completion of earlier harmonised pay and benefits reviews under “Single Status”, “Working Arrangements Policy” for 24/7 working, and “Tied Accommodation for Residential Employees”, on a council-wide basis, and in locally managed schools.
- Improved performance management arrangements through PMDS appraisals (92% compliance in 2008/09) and improving performance procedures, together with a performance management scheme for Head Teachers.
- A council-wide review of Learning and Development, which harmonises training and commissioning, and addresses other weaknesses identified in the previous CPA inspection.
- New Vacancy Management controls around the recruitment of permanent, temporary and agency staff.
- New people management competence framework linked to the “Bristol Performs” programme for managers and supervisors.
- New performance management initiatives led by the Chief Executive Deputy Chief Executive : “Bristol Performs” and directorate health checks regarding service performance (including HR and Finance).

- All posts at first and second tier Director level are subject to a pay related annual appraisal scheme.
- 4.2 A council-wide management review (Tiers 1 - 3) has also been carried out, which has resulted in an overall reduction in the number of posts.
- 4.3 Some of the above initiatives/strategies are contained in the new People Strategy, which also incorporates a wide range of other strategic developments.

5. Other Options Considered

- 5.1 None.

6. Risk Assessment

- 6.1 The People Strategy sets out an ambitious set of priorities. To turn the ambitions into outcomes, each work stream in the strategy will require effective risk management. In a number of areas, it will be essential to have project governance arrangements in place which includes risk management.

7. Equalities Impact Assessment

- 7.1 Appendix C - to follow.

Legal and Resource Implications

Legal

There are no direct legal implications arising from this Report. It will be important to ensure that, where applicable, each initiative is carried out in accordance with the Council's procedures.

(Advice from Husinara Jones for Head of Legal Services)

Financial

(a) Revenue:

There are no Financial implications arising directly from this report. As

these plans develop further any Financial implications will be reported through the appropriate channels.

(Advice from Stephen Skinner, Head of Finance, CSS and Chief Executive Depts)

(b) Capital:

Not applicable.

Land

Not applicable.

Personnel

As set out in Appendix A.

Appendices

Appendix A - Draft People (Workforce) Strategy

Appendix B - Circular from the LGA/IdEA

Appendix C - Equalities Impact Assessment (to follow)

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers:**

None.

PEOPLE STRATEGY 2010 - 15

Date of Implementation : 1 April 2010

**PEOPLE STRATEGY
FOR BRISTOL CITY COUNCIL 2010 - 2015**

Introduction

We are an ambitious and rapidly improving authority, striving to continuously improve the services we provide to our communities. It is through our people that we can realise our ambition to put us into the top 20 cities in Europe in the next 10 years. To do this, we need to ensure that we have a workplace that is stimulating and supports everyone to contribute and achieve their best.

Our People Strategy provides the high level direction for our approach to making the most of our talent and to becoming an employer of choice. It recognises the valuable contribution that our people make to the Council's overall performance and in the delivery of top quality services to our communities. It also highlights areas where we will work with partners so that we have the capacity to increase investment in front line services and explore service integration for the benefit of all citizens.

This strategy is a tool and reference to be used by service directors, managers and work teams in their service planning processes and will guide the activity of the Strategic HR and Workforce Strategy team for the next five years.

We look forward to working with you to continue in our journey to make Bristol a great place to live and work.

Leader of the Council

Chief Executive

Our workforce and where we are today?

Employing approximately 16,500 people, of whom 7,500 work in our schools, Bristol City Council is the largest employer in the South West Region. Here are some key facts about our workforce:

Directorate	Number of Employees
Children and Young People's Services	1718
City Development	1398
Deputy Chief Executive	84
Health and Social Care	2031
Neighbourhoods	1921
Resources	596
Schools	7500
Transformation	1313
Total	16561

- Employee salaries account for approximately 37% of our gross budget.
- 46% of our employees work less than full-time hours, ie. they are either part-time or casual.
- Of these, 88% are women. Female employees outnumber male employees by just over 2.6 to 1, but they only represent 52% of the top 5% of earners.
- Only 4% of our workforce is under 25 years of age, with the smallest age group being the 16 to 19 years old band (0.3%). This compares with 16% of our local population who are aged between 16 and 24.
- 35% of our workforce is aged 50 or over, with 1.9% employees aged 60 or over.
- Our workforce does not yet reflect our local black and minority ethnic community which is 12% of the local population. Only 7.3% of our employees currently represent these groups and we have particularly poor representation in leadership and management roles.
- 5.4% of our workforce have identified that they have a disability, consistent with the definitions under the Disability Discrimination Act 1995. This compares with 7.1% of our local population who are economically active.
- 4.1% of our workforce identify as Lesbian, Gay or Bisexual. This compares with 6% which is the measure that the Council uses based on Government Actuary and Stonewall advice.

This tells us that our workforce is predominantly female, part-time and is ageing. Most significantly, our workforce does not reflect the communities we serve and this requires urgent attention.

Despite some of the challenges that we need to address, there have been a number of successes and improvements over recent years and they are:-

- 92% of Council employees had a performance review in 2009.
- Developing new HR policies which support smart working methods such as remote and home working.
- Single Status Pay and Benefits Harmonisation across the Council and in all schools.
- Reducing the impact of losing highly skilled employees by introducing employee retention schemes such as flexible retirement and career progression schemes.
- Our sickness absence rates have reduced from 9.13 to 7.68 days per employee during 2009.
- In our 2009 employee satisfaction survey 73% of our people said they were satisfied with their job.
- We have a Worklife Balance Policy that has achieved national and international recognition. It enables our people to make lifestyle changes but at the same time retain their skills and expertise.
- We have put in place an Apprenticeships Scheme and a range of Traineeships that has led to an increase in the number of young people from a very low base.
- We have developed excellent working relationships with our partners in the city, and in neighbouring authorities.
- We have well developed competency frameworks that cover all employees, which form an integral part of our performance management scheme.
- New performance management initiatives led by the Chief Executive (Deputy Chief Executive : “Bristol Performs”) and directorate health checks regarding service performance (including HR and Finance).
- All posts at first and second tier Director level are subject to annual appraisal, which determines whether or not they receive incremental progression or a reduction (at top of grade).

Our approach to people management will therefore recognise these issues and build on the successes in a way that will continue to motivate people. We will also put in place effective succession planning by developing the talent that already exists and welcoming a steady stream of new talent into the Council using targeted programmes such as apprenticeships to ensure that we are seen as a desirable employer that values diversity and makes a difference.

Our local context and the key drivers for organisational change

The organisational assessment of the Council by the Audit Commission in December 2009 stated that the organisation is performing well. It highlighted that we are realistic and self aware and target efforts at areas of poorer performance. This has resulted in sustained improvements in areas of historically low performance, although more remains to be done.

We need to close the gap and reduce inequalities in our most deprived neighbourhoods and continue to improve outcomes for children and young people. To support our priorities we have also devolved powers to neighbourhoods through the creation of neighbourhood committees. We are also working in a context where we face enormous challenges over the next five years as the city begins to move out of recession. We will need to work closely with our partners to make tough decisions over priorities in a context where the financial landscape for public services will be extremely challenging and our workforce will have to reduce. At the same time, we need to make our workforce much more diverse and responsive to changing priorities.

Whilst we have made significant progress, our transformation is far from complete. Some of our major priorities are:-

- The 20:20 Plan - Our Vision for Bristol sets out the Bristol Partnerships ambitious plans and aspirations for all those who live and work in the City for the next 10 years.
- The “Transforming Bristol” programme is delivering better outcomes at better value for our customers and our employees as One Council. We now have a new shared services centre which started in December 2009. Further business efficiencies will be generated through new ways of working, including rationalising office accommodation and smarter working.
- “Total Place” which will deliver more effective working arrangements with our public sector partners in the city.
- The Council’s Medium Term Financial Plan which sets out the strategic issues in respect of future Council expenditure requirements.

These priorities incorporate a value for money culture in delivering customer focussed services.

We therefore face a number of workforce challenges:-

- We need to recognise that changes of the scale we need to make cannot be achieved without using the knowledge and ideas of our people.
- We need to regularly review our pay and grading structures and conditions of employment to ensure that they are competitive in the market, internally consistent, affordable and reflect the business needs of the Council.
- We will need to ensure that our workforce deployment is effective and responsive to change. For example, the council-wide application of career progression

development structures which provide for the retention and promotion of staff based upon accredited competence, experience and qualifications.

- We will need to ensure that our workforce deployment is effective and responsive to change so our people can transfer their skills and knowledge to new job roles easily.
- Finally, we will need to keep our staff motivated at a time of change and workforce reduction.

Our people strategy needs to be able to respond to this context. Firstly, with our partners we need to have clear workforce plans so we have the **capability and capacity** to deliver our priorities. Next, we need to ensure that our people have the right **skills, attitudes and behaviours** to be highly productive and flexible workers. It will also be essential that we continue to embed and develop our **performance management** schemes so each and every employee is clear about what the expectations of them are. We will need to invest in growing our own **talent** and particularly ensuring we have a diverse workforce at all levels. Finally, we need to be regarded as an **employer of choice** where people enjoy working and are healthy.

The Vision for our future workforce

The whole of the Council's workforce at all levels, including all professions will be:-

- Guided in their work by our core values.
- Neighbourhood and customer focused.
- Positive and optimistic with a "can do" attitude.
- Diverse and reflective of our city's neighbourhoods.
- Motivated, talented, competent and skillful.
- Recognising talent and nurturing and developing our people for promotion through targeted succession planning.
- Healthy and an organisation where people enjoy coming to work.
- Responsive to the changing needs of our citizens.
- Effective at managing career aspirations within a flexible and progressive career structure.
- Skilled to deliver our ambitious plans. This will include technical and professional competence but as importantly the competence to manage a diverse workforce, project management skills, communication skills, the ability to work effectively with our partners and most importantly with our communities.

- Productive and flexible.

Our People Management priorities

Based on our local context and drivers for change and what we have achieved so far, we have set ourselves five strategic priorities that are designed to develop our people and maximise organisational performance so we are a great place to work. They are:-

- Build Capability and Capacity.
- Ensuring our people have the right skills, attitudes and behaviours.
- Effective performance management embedded throughout the whole organisation.
- Maximising the talent in our workforce.
- Being an employer of choice.

Alongside these priorities, we will deliver organisational changes which will effectively address the challenge of improving the skills of our people at the same time as reducing the size of the workforce as consequence of public spending reductions and efficiency improvements.

See APPENDIX Sections 1 to 6 which sets out our priorities in greater detail.

Turning the strategy into outcomes

This People Strategy is an assessment of our workforce requirements in 2010 and therefore represents our best assessment of the high level commitments that are needed for the next five years. The strategy is designed to be a “living document” and progress against the priorities will be underpinned by annual directorate Workforce Plans. This strategy and directorate plans will be monitored and reviewed on an ongoing basis to ensure that work streams and projects are delivered.

Workforce Planning arrangements

Integral to these arrangements will be the production of annual workforce plans by each directorate to be drawn up by Directorate Leadership Teams with their HR and Finance Business Partners. These plans will include workforce issues specific to the services concerned and also incorporate the directorate proposals to implement the people strategy.

APPENDIX

NB Dates set out in the right-hand column are indicative only, and may be subject to change

1. Build Capability and Capacity

We will achieve this by	Through	By
Planning for and forecasting our future staffing needs	<ul style="list-style-type: none"> •Rolling out a system of workforce planning across directorates and services, with a direct link to business planning •Ensuring that our organisational structure and the way we align services improve service delivery and customer satisfaction •Ensuring that our approach to resourcing is flexible and allows employee mobility both within the Council as well as across our partnerships •Having innovative ways to ensure that the knowledge of our older employees is retained and / or transferred post retirement and resignation 	From April 2010 and then ongoing
Working closely with our private and public sector partners	<ul style="list-style-type: none"> •Implementing our new Children's Workforce Strategy •Having learning and development solutions that can be shared across our organisations, and support career mobility •Co-locating cross-organisational teams to reduce duplication and increase impact •Providing opportunities for secondment into and out of local public and private sector employers; •Working with our partners on developing joint employment initiatives 	July 2010 (phased and ongoing)
Growing skills in new and emerging areas of priority and in areas of national demand	<ul style="list-style-type: none"> •Targeting our learning and development investment on themes arising from this strategy and directorate workforce plans such as: project management, competence to manage a diverse workforce, customer focus, basic skills, professional skills including planning, housing, health, social work and social care 	April 2011 and then ongoing
Strategically positioning our recruitment activity so that it fills key gaps in our	<ul style="list-style-type: none"> •Marketing the Council and our schools as desirable employers 	Ongoing

We will achieve this by	Through	By
capability profile	<ul style="list-style-type: none"> •Using positive action schemes to attract candidates from under-represented communities •Building relationships with schools, colleges, universities, Job Centre Plus and other community groups •Constantly reviewing recruitment practice and procedures to ensure that they deliver top quality candidates and reflect the Council's employment brand •Targeted advertising to under represented groups. 	
	<ul style="list-style-type: none"> •Working with public sector partners on integrated recruitment and retention solutions. 	From September 2010

2. Ensuring that our people have the right skills, attitudes

We will achieve this by	Through	By
Developing positive and empowered attitudes to change through Bristol Performs	<ul style="list-style-type: none"> •Driving a culture of continuous improvement through our competency frameworks •Providing opportunities for staff to innovate and take calculated risks to achieve more efficient and improved services •Transformation Directorate's Organisational Development team providing interventions to programmes and projects which are designed to support effective change management 	To be determined (joint initiative)
A standardised approach to learning and development which provides all our people with the same opportunities	<ul style="list-style-type: none"> •Creation of an integrated learning and development function for all employees and people managers •Increasing use of learning and development products through e-learning •Providing learning and development products that meet the strategic priorities of the Council 	New service fully operational from November 2010 and new products

We will achieve this by	Through	By
		being delivered by April 2011
Raising awareness and understanding of the challenges facing the Council and our partners	<ul style="list-style-type: none"> •Working with leadership teams and programme boards to deliver integrated communication and engagement plans to support change •Developing feedback mechanisms to assess team and workforce awareness and understanding 	Ongoing
Building the capability of leaders and managers	<ul style="list-style-type: none"> •Developing a tool kit of proven approaches that help deliver performance improvement to a diverse workforce that is sustainable •Having business change managers throughout the whole organisation •Developing and refining the Bristol Manager Framework to meet changed business needs 	September 2011
Building capability in project management	<ul style="list-style-type: none"> •Having in place a resourcing strategy which incorporates: •A cadre of qualified and trained project managers •A project management accreditation programme in place 	April 2012

3. Effective performance management embedded through the whole organisation

We will achieve this by	Through	By
All our people understanding what effective performance management is and how it links to organisational performance	•Directorate Performance Health Checks (DCX as lead)	Already implemented
	<ul style="list-style-type: none"> •New style employee induction programme •Tools and resources which are easily accessible •Ensuring that every employee owns their own performance objectives and that their agreed development needs are met 	September 2010 (phased)

We will achieve this by	Through	By
All people managers effectively manage performance	<ul style="list-style-type: none"> •Management Development Products •Regular face to face meetings are held with all employees to provide feedback on performance and focus on priorities and objectives. •Tools and resources to help managers are accessible and easy to use •The “Bristol Performs” programme actively promoted and understood by all managers •Understanding how to deal with poor performance and where to get support. 	March 2012
Having meaningful engagement with staff on things that affect them and the work they do	<ul style="list-style-type: none"> •Ensuring all employees understand the Council's vision, values and priorities. •Providing multiple channels for staff feedback as well as input into team support working arrangements and projects and programmes •Encouraging active participation in self organised groups, staff focus groups and trade union activities 	July 2011

4. Maximising the talent in our workforce

We will achieve this by	Through	By
Targeted development programmes for high performers	<ul style="list-style-type: none"> •Providing individual support for potential leaders •Identifying employees who can be utilised as a corporate resource in areas of specialist expertise through a coaching programme •A programme of development targeted at the top 10% of performers 	January 2012
Targeted support programmes for those who are not maximising their potential	<ul style="list-style-type: none"> •Timely agreement of constructive performance improvement plans •Clear objective setting and regular feedback •Linking all learning and development to employee competencies and job specific competencies •Identifying talent that is not being utilised or realised 	April 2011

We will achieve this by	Through	By
Targeted development for aspiring leaders and managers from under-represented groups with BME employees being the top priority.	<ul style="list-style-type: none"> •Providing mentoring and work shadowing schemes •Providing positive action skills development programmes •Developing a coaching programme to support employees 	January 2012
Recruiting, developing and promoting our people	•Throughout the whole organisation, redesigning staffing structures with career progression schemes based upon accredited competence and qualifications rather than relying on vacancies and traditional recruitment methods.	July 2013

5. Being an employer of choice

We will achieve this by	Through	By
Having appropriate reward mechanisms	•Full implementation of revised PMDS Appraisal Scheme	April 2011
	•Continuing our annual Employee of the Year award and Make Your Mark scheme	Ongoing
	•Fundamentally transforming our reward and recognition systems by: <ul style="list-style-type: none"> - making individual and team success highly visible - providing guidance on local reward strategies - linking reward to individual performance 	April 2012
Having pay and grading structures and conditions of employment that are competitive in the market, internally consistent, affordable, and reflect the business needs of the Council	<ul style="list-style-type: none"> •Ensuring that our pay structure meets our obligations and commitment to equal pay •Ensuring conditions of employment, job design and job families are sufficiently flexible to support the changing requirements of the organisation •Considering the implementation of market competitive non-pay related benefits 	November 2011
	•Ensuring that our HR policies and process are simple and easy to use and legally compliant and support organisational requirements.	Ongoing
Having a healthy and safe work environment	•Continuing to raise employee and management awareness of responsibilities and accountabilities in relation to health and safety as well as the	Ongoing

We will achieve this by	Through	By
	management of risk <ul style="list-style-type: none"> • Effectively managing employee attendance taking in to account new requirements following recent legislative changes and government recommendations to employers. •Assisting and supporting employees to return to work through rehabilitation and reasonable adjustment •Providing effective occupational health services including pre-employment screening, ongoing health surveillance, absence referrals and professional advice 	
	<ul style="list-style-type: none"> •Implementing in-house sickness absence telephone line (Transformation - Shared Transactional Service Centre) 	Sept 2010 (tbc)
Fostering an employee relations environment based on the principle of partnership	<ul style="list-style-type: none"> •Establishing a consultation and negotiation protocol that is supported and enacted by both management and trade unions •Ensuring that we have effective mechanisms in place for meaningful dialogue with staff on issues that affect them and the Council, including a revised Council-wide Joint Consultative Committee framework •Ensuring that we have effective channels for our people to provide effective feedback on how we are doing •Partnership working with trade unions on key initiatives and projects that support our agendas relating to health and safety, learning and development and equalities 	April 2010 Ongoing
Recognising that as the largest employer in the Region, our employment practices can have a positive impact on our local community and the wider region	<ul style="list-style-type: none"> •Leading the way on community focused policy areas such as volunteering, sustainable travel, flexible working and healthy workplace initiatives •Achieving Level 5 of the Generic Equalities Standard •Championing national initiatives such as Apprenticeships and Graduate Entry Schemes 	July 2011
Being a healthy place where people enjoy coming to work	<ul style="list-style-type: none"> • Proactive employee health and lifestyle support programmes designed to improve well-being. • Introducing proactive health screening which will enable to us provide targeted programmes of support to employees and their families. 	July 2012

We will achieve this by	Through	By
	<ul style="list-style-type: none"> • A healthy workplace strategy • Continuing promotion of the Council's Worklife Balance Policy. 	

6. Organisational Workforce initiatives

We will achieve this by	Through	By
Reviewing the Workforce	•Vacancy management controls (interim)	Implement'd - review April 2010
	•Reducing dependency upon agency workers	April 2011
	•Providing organisational design support to directorate management (from Transformation Directorate's Organisational Development team)	To be determined
	•Production of annual directorate workforce plans, integrated with the People Strategy	From April 2010
	•Supporting organisational reviews and restructuring (HR Shared Transactional Services and HR Business Partners)	Ongoing



ANNEX A

Proposals for the local government workforce strategy 2010

We are revising the Local Government Workforce Strategy to make sure it fully reflects the changing context and the progress that has been made in addressing local government's shared workforce challenges since the 2007 Strategy was launched.

The changing context for workforce issues

Since the Local Government Workforce Strategy 2007 was published there have been some significant changes in the context, including:

- The impact of the recession and the downturn, bringing changing demands and increased local unemployment in most areas;
- The ever increasing need to satisfy customers and citizens more, with less resources, is driving customer-focused service transformation and innovation, changing structures, roles, ways of working and the need for better skills in areas such as strategic commissioning;
- Partnership working, and the 'Total Place' approach, bringing many potential workforce issues, such as the need to change jobs/roles, responsibilities, management and organisational arrangements;
- The increasing drive to offer more choice for services users, such as the personalisation agenda in adult social care services;
- The importance of keeping staff motivated given all these different changes taking place, including potential staff reductions;
- The impact of the Baby P case, increasing authorities' problems in recruiting and retaining sufficient children's social workers;
- Demography changes such as the ageing society, the growing demand for adult social care and the need to ensure services reflect the ethnic diversity of their local communities;
- The need to manage pay and pension costs, including looking for effective non-financial ways of rewarding staff and recognising effort;
- The stronger links between councils' role in economic development and their need to demonstrate good practice as employers, including the government's expectation that public service bodies should take on more apprenticeships;
- European initiatives for example, the new regulations on agency staff will increase the cost of agency workers significantly.

Progress in addressing workforce issues

There has been huge progress in tackling local government's shared workforce issues since the first Local Government Workforce Strategy was launched in 2003.

66% of councils report that they have identified their critical current and future workforce issues and another 33% have done this for some services. 48% have put in place a programme to address these issues across the council, and 47% have done this in some services. 87% of councils with a programme of action in place report that it is currently effective, and 97% are confident that it will be effective in the future.

92% of councils now invest in leadership development. A growing number are taking a much more strategic and sophisticated approach to organisational development and employee engagement. Almost all are moving up the levels of the new Equality Framework.

Critical skills issues such as the need for more people with better business process improvement and procurement skills are being tackled. Most recruitment and retention difficulties have reduced dramatically since 2004, with only 52% of authorities reporting any difficulties, compared to 93% in 2004.

National initiatives, such as the national graduate development programme, have contributed to improving local government's image as a good place to work. Most councils are now well on the way to agreeing and implementing single status agreements.

Many excellent initiatives are being taken by Regional Improvement and Efficiency Partnerships, working with Regional Employers, to support councils in tackling their shared workforce issues regionally.

Local government has built a firm foundation to enable councils to tackle the workforce challenges that lie ahead.

Proposed revised vision

The proposed revised vision is:

We want local councils, with their local partners, to be able to achieve their strategic ambitions because they:

- *Have visionary, ambitious, effective and joined up leadership;*
- *Have streamlined, customer focussed, value for money ways of working;*
- *Attract, develop, motivate and retain the right people with the right skills for success to work in local public services;*
- *Offer flexible and fair rewards, that promote high performance;*
- *Reflect the diversity of their communities, both in their workforce profile and in their workforce practices.*

Proposed revised strategic priorities

The proposed revised strategic priorities are:

organisational development – *effectively building workforce support for new structures and new ways of working to deliver citizen-focused and value for money services, in partnership;*

leadership development – *building visionary, ambitious and effective leadership which makes the best use of both the political and managerial role, operating in a partnership context;*

skill development – *with partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context;*

recruitment and retention – *with partners, taking action to: recruit and retain the right workforce; address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues;*

pay and rewards – *Modernising pay structures and improving flexibility and productivity to reflect challenging budget and efficiency requirements, as well as new ways of working; encouraging a total reward approach to promote high performance in the new context.*

More details

The draft strategy, including the proposed key areas for action, locally, regionally and nationally and updated performance indicators is available on: www.idea.gov.uk/workforcestrategy

If you have any questions about the Workforce Strategy please contact Joan Munro on joan.munro@idea.gov.uk or by telephone on 020 7296 6579.

**Equality Impact Assessment (EqIA)
Screening Form for New/Revised HR Policies or Functions**

A: Summary Details

Directorate: Resources

Section: Strategic HR & Workforce Strategy

Person responsible for the assessment: Mark Williams

Contact details: x22655

Name of Policy to be assessed: People Strategy 2010 - 2015

Is this a new or revised policy: New

Date policy scheduled for Overview and Scrutiny/Cabinet/LAB: March 2010 0 Human Resources Committee

B: Preparation

It is important to consider all available information that could help determine whether the policy could have any potential adverse impact. Please attach examples of available monitoring information, research and consultation reports.

1. Do you have monitoring data available on the number of people (from different target groups) who are using or are potentially impacted upon by your policy? *Please specify what monitoring information you have available (your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service).*

The policy will apply to all members of staff. Monitoring information is included within the People Strategy itself and is a key driver behind this strategy.

2. If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data for this area? If not, specify the arrangement you intend to make; if not please give a reason for your decision.

Census data and existing/target data on workforce composition by equalities group (from HR management information reporting) will be used to assess the impact of each workstream.

C: Your Policy or Function

1. What is the main purpose of the policy or function?

The People Strategy 2010 - 15 responds to the specific needs of the City Council, whilst at the same time, takes account of the LGA & IDEA's circular regarding a 'model' workforce strategy for local government

- 2 Are there any other objectives of the policy or function, if so what are they?

The new People Strategy is the successor to the Council's Corporate Workforce Plan 2007/10.

The strategy sets out the framework for Corporate and Strategic HR/Workforce initiatives and policies, which will be monitored annually.

The People Strategy covers the following themes, as agreed by the Council's Strategic Leadership Team:

- build capacity and capability
- ensuring our people have the right skills, attitudes and behaviours
- effective performance management
- maximising the talent in our workforce
- being an employer of choice
- organisational workforce developments

- 3 Do any written procedures exist to enable delivery of this policy or function?

An integral part of the new People Strategy is that each Directorate will develop an annual workforce plan which addresses the requirements of the council-wide strategy at a directorate level. Each of these directorate plans will be assessed individually.

4 Are there elements of common practice in the service area or function that are not clearly defined within the written procedures?

No

5 Who are the main stakeholders of the policy?

The citizens of Bristol, our employees, and partner organisations.

6 Is the policy associated with any other Council policy (s)?

See point 3 above

7 Are there any areas of the service that are governed by discretionary powers? If so, is there clear guidance as to how to exercise these?

No

8 Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, what responsibility, and which bodies?

As stated in point 3. above, each directorate will be responsible for delivering an annual workforce plan to address the requirements of the council-wide strategy at a directorate level.

D: The Impact

Assess the potential impact that the policy could have on each of the target groups. The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will need to also assess whether that negative potential impact is high, medium or low – see glossary in the attached guidance notes for definitions.

1.

a) Identify the potential impact of the policy on men and women:

Gender	Positive	Negative (please	Neutral	Reason
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		specify if High, Medium or Low)		
Women			y	The People Strategy sets out an ambitious set of priorities. Underpinning this strategy and to turn these priorities into outcomes, each directorate will have an annual workforce plan. Each of these plans will have an Equalities impact assessment undertaken to provide safeguards against unfair or unequitable treatment across equalities groups.
Men			y	“”

b) Identify the potential impact of the policy on different race groups:

Race	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Asian (including Bangladeshi, Pakistani, Indian, Chinese, Vietnamese, Other Asian Background – please specify _____)			y	he People Strategy sets out an ambitious set of priorities. Underpinning this strategy and to turn these priorities into outcomes, each directorate will have an annual workforce plan. Each of these plans will have an Equalities impact assessment undertaken to provide safeguards against

				unfair or inequitable treatment across equalities groups.
Black (including Caribbean, Somali, Other African, Other black background – please specify_____)			y	“”
White (including English, Scottish, Welsh, Irish, Other white background – please specify_____)			y	“”
Mixed Dual heritage (White and Black Caribbean, White and Black African, White and Asian, Other mixed background - please specify_____)			y	“”
Other (please specify)				

c) Identify the potential impact of the policy on disabled people:

Disability	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason

All			y	he People Strategy sets out an ambitious set of priorities. Underpinning this strategy and to turn these priorities into outcomes, each directorate will have an annual workforce plan. Each of these plans will have an Equalities impact assessment undertaken to provide safeguards against unfair or unequitable treatment across equalities groups.
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d) Identify the potential impact of the policy on different age groups:

Age Group (specify, for example younger, older etc)	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
All			y	he People Strategy sets out an ambitious set of priorities. Underpinning this strategy and to turn these priorities into outcomes, each directorate will have an annual workforce plan. Each of these plans will have an Equalities impact assessment undertaken to provide safeguards against unfair or unequitable treatment across equalities

groups..

e) Identify the potential impact of the policy on lesbian, gay men, bisexual or heterosexual people:

Sexual Orientation	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Lesbian			y	The People Strategy sets out an ambitious set of priorities. Underpinning this strategy and to turn these priorities into outcomes, each directorate will have an annual workforce plan. Each of these plans will have an Equalities impact assessment undertaken to provide safeguards against unfair or unequitable treatment across equalities groups.
Gay Men			y	“”
Bisexual			y	“”
Heterosexual			y	“”

f) Identify the potential impact the policy on different religious/faith groups?

Religious/Faith groups (specify)	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Buddhist			y	he People Strategy sets out an ambitious set of priorities. Underpinning this strategy and to turn these priorities into outcomes,

				each directorate will have an annual workforce plan. Each of these plans will have an Equalities impact assessment undertaken to provide safeguards against unfair or unequitable treatment across equalities groups.
Christian			y	“”
Hindu			y	“”
Jewish			y	“”
Muslim			y	“”
Sikh			y	“”
Other (please specify)				

g) As a result of completing Question 1 a-f above what is the potential impact of your policy?

High **Medium** **Low** n/a

If you have assessed the potential impact as HIGH you must complete a full Equalities Impact Assessment

2. Could you minimise or remove any negative potential impact that is of medium or low significance? Explain How.

na

3. If there is no evidence that the policy promotes equal opportunity– could it be adapted so it does? How?

na

Please sign and date this form, keep one copy and send one to Equalities Team.

Signed

Signed

Lead Officer Mark Williams

Departmental Equalities Contact

Date

Date