

BRISTOL CITY COUNCIL

HUMAN RESOURCES COMMITTEE

For Resolution

25th MARCH 2010

Report of: Service Director: Strategic HR & Workforce Strategy

Title: Use of Resources - Comprehensive Area Assessment

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

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RECOMMENDATION

That the Committee note and endorse the evidence that has been submitted in respect of the HR element of the Use of Resources assessment .

Summary

As part of the 2010 Comprehensive Area Assessment (CAA), the Council is required to self assess it's performance in respect of:-

“Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?”

The self assessment will be assessed by the Audit Commission over the coming months. The judgements that are then reached will then contribute to the overall assessment of the Council's Use of Resources.

The significant issues in the report are:

The evidence from the self assessment demonstrates that our performance is “Good” in this area and the Audit Commission will be assessing the Council's judgement on this basis.

1. Policy

- 1.1 All Local Authorities in England are subject to the CAA. Under the framework, the Council's external auditors have determined that the Council's workforce planning etc should be a key line of enquiry for the 2010 assessment.

2. Consultation

2.1 Internal

Not applicable.

2.2 External

Not applicable.

3. Context

- 3.1 As part of the 2010, Use of Resources Assessment for the CAA, the Council's external auditors will be assessing:-

“Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?”

- 3.2 Under the CAA Framework, the Key Lines of Enquiry (KLOE) will be:-

- Productive and skilled workforce
- Workforce planning
- Organisational change
- Diversity and good people management

- 3.3 The evidence that is being submitted to the Audit Commission is provided in Appendix A. In addition, reference can also be made to the “People Strategy 2010 - 15” report (separate agenda item), which sets out not only the strategic direction being taken regarding HR, but also the key achievements during the last 3 years.

4. Proposal

- 4.1 That the Committee endorse the self assessment.

5. Other Options Considered

- 5.1 A different judgement on overall performance in this area could have been made. For example a judgement of “adequate” performance could have been reached. However, it is considered that the self assessment shows sufficient and appropriate evidence to demonstrate that our performance is “good” in this area. There is insufficient evidence to warrant a higher self assessment.

6. Risk Assessment

- 6.1 The Audit Commission could reach a different view on the Council's self assessment and this could affect the overall judgement of the Council's Use of Resources. However, this is mitigated by the fact that the assessment has been made against the CAA framework.

7. Equalities Impact Assessment

- 7.1 Not applicable to this report as the evidence in respect of the self assessment is being submitted for audit and inspection purposes.

Legal and Resource Implications

Legal

Not sought.

Financial

(a) Revenue:

Not sought.

(b) Capital:

Not applicable.

Land

Not applicable.

Personnel

None arising from this report.

Appendices Appendix A - KLOE Self Assessment 2010.

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

None.

Self Assessment for Use of Resources KLOE 3.3

Appendix (7) A

3.3 Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

3.3.1 Productive and skilled workforce

3.3.2 Workforce planning

3.3.3 Organisational change

3.3.4 Diversity and good people management

KLOE	Activity in 2009-10	Outcomes/Improvements in 2009/10	Expected future outcomes to 31/03/2010
Introduction			
<p>This is the first time KLOE 3.3 has been assessed. The council has a substantial track record of good workforce\Trade Union relationships, and innovatory work, e.g. Flexible working policies. It has achieved Level 4 of the Equality Standard. It successfully implemented Equal Pay in early 2004. The past two years have been a period of significant and rapid change within the organisation, led by the Chief Executive and SLT, to ensure that it is fit for purpose for the upcoming challenges (including the expected down turn in public sector finances). The Council's leadership team has actively prepared for and managed workforce reductions and realignment, with, to date, no planned or actual compulsory redundancies. In summary, during 2009-10 significant organisational restructuring has been achieved at senior level, across departments and to deliver the longer-term transformation programme, including the continued and strengthened use of secondments and work opportunities on a cross sector, partnership basis. At the same time the new Director of Resources is leading a substantial programme of change, including the new People (Workforce) Strategy. It is recognised that these changes are the bedrock for future improvements in service delivery and VFM, which will come on stream from 2010 onwards. However, this future impact should not take away from the historic strong foundation of HR practice within the Council and its work with partners and the solid progress made during 2009-10. Our assessment is that this substantial record merits a score of 3.</p>			
	<p>The Council's Corporate Plan 2008-11 states that:</p> <p>"We will work with staff and trade unions to develop our workforce,</p>		

KLOE	Activity in 2009-10	Outcomes/Improvements in 2009/10	Expected future outcomes to 31/03/2010
	<p>enhance the council’s reputation as an employer and ensure our workforce, particularly at a senior level, reflects the diversity of the community we serve.”</p> <p>This vision is articulated in the new Council’s People (Workforce) Strategy. The Strategy has been developed with our workforce and our partners. It sets out our vision and aspirations for our workforce over the next five years. Our strategy also reflects the requirements of the workforce strategies recommended by the LGA and IDEA.</p> <p>The strategy outlines our 5 people management priorities. These are:</p> <ul style="list-style-type: none"> • Build Capability and Capacity • Embedding the right skills, attitudes and behaviours in our people • Effective performance management embedded throughout the whole organisation. • Maximising the talent in our 	<p>The People (Workforce) Strategy has been agreed by SLT in January 2010 and by HR Committee in February 2010.</p> <p>Outcomes against the 5 people management priorities include:</p> <ul style="list-style-type: none"> ▪ Working with public sector partners on integrated recruitment and retention policies ▪ Marketing the Council and our schools as desirable employers ▪ Directorate Performance Health Checks ▪ Providing individual career mapping and support for potential 	<p>The People (Workforce) Strategy will be implemented from 25th March 2010</p> <p>We believe it is essential to benchmark our practice and continuously improve in this area and have commissioned a Peer Review by the IDEA which will take place on 23rd to 25th March to advise on how we are doing and what we can do better.</p>

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	<p>workforce.</p> <ul style="list-style-type: none"> • Being an employer of choice. <p>The People (Workforce) Strategy is aligned with Bristol's Sustainable City Strategy – the Bristol 20:20 Plan. It replaces the Corporate Workforce Plan 2007-10. It also reflects the priorities in the MTFP for 2008-11 and the budget for 2010/11.</p> <p>Like many other organisations, the Council is going through a period of significant change. Our “Transforming Bristol” programme is delivering better outcomes at better value for our customers and our employees as One Council.</p>	<p>leaders</p> <ul style="list-style-type: none"> ▪ Linking all learning and development to employee competences and job specific competencies ▪ Establishing a consultation and negotiation protocol that is supported and enacted by both management and trade unions <p>Both MTFP and the budget for 2009/10 fully reflected the Council's corporate priorities. The budget setting process identified areas of growth and savings, alongside assumptions and key risks.</p> <p>The City Council's Transforming Bristol Portfolio is continuing to deliver significant cashable savings through changes to learning and development, performance management, use of agency staff, a senior management restructuring and New Ways of Working.</p>	<p>A key element of the draft budget for 2010/11 are substantial efficiency and other savings which will enable investment in identified priority areas, including health and social care, Neighbourhood Partnerships etc.</p> <p>Anticipating a likely reduction in Government grant, Directorates have been asked to identify options which would meet 10%, 15% and 20% reductions to budgets post 2010/11.</p>
3.3.1 Productive and skilled workforce			
	<p>In terms of workforce productivity, our recent employee satisfaction survey confirmed that 73% of our people were satisfied with their job.</p>	<p>The council has been successful in recruiting and retaining skilled staff in key areas. We have only had to resort to the use of market supplements for a</p>	<p>At its meeting on 25th February the HR Committee is receiving a report regarding the pay levels of senior school improvement staff</p>

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	<p>This is up from 67% in 2007. We have been successful at reducing absence levels across the workforce in the past twelve months. This has been achieved through targeted interventions in some workplaces which have reduced absence levels. We have in place monthly management reporting so managers know which of their staff have hit trigger points under our absence management procedures.</p>	<p>small number of posts (14 posts) council-wide. We have been successful in utilising career progression schemes. For example, in children's social care we only have turnover rate of 8.79% for social workers compared to 12% nationally in September 2009. Our career progression scheme for social workers is complemented by strong links with local Higher Education Institutions.</p> <p>Overall our absence rates have reduced in 2009 from 9.13 to 7.68 days per employee.</p>	<p>(CYPS) where recruitment and retention difficulties currently exist.</p> <p>Other recruitment and retention reviews are taking place in child protection (CYPS) and Adult Mental Health Care (H&SC)</p>
	<p>The Council has policies and procedures in place, which provides a framework for recruiting and selecting appropriately experienced and qualified employees, fairly and transparently. The Council is committed to social inclusion, the best candidate will be appointed irrespective of race, gender, disability, nationality, sexuality, age, marital status or religion. Managers and Elected Members are appropriately trained to undertake recruitment and selection.</p> <p>HR policies are available on the Council's intranet system</p>		

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	<p>Recruitment and selection procedures are constantly reviewed to ensure that they are effective.</p> <p>All posts are advertised on the Council's website and in local/national media as appropriate depending on the job in question.</p>	<p>Over 98% of applications originate electronically with consequent savings in time and money.</p> <p>Electronic recruitment has resulted in a number of cost savings in 2009/10:</p> <p>Recruitment e-forms/postcode mapping - £120k (2 Recruitment admin staff £50k & £70k savings in Expense claims: now STS)</p> <p>Efficiency savings: HR - £20k (reduction in Advice & Support staff)</p>	
	<p>We have identified that we do not provide consistent access to learning and development opportunities to all our people. Therefore, we have put in place a Transforming Learning and Development Project to transform the way we provide development opportunities to our employees and partners.</p> <p>It will result in the creation of a new</p>	<p>The Project Brief was agreed by SLT in December 09.</p>	<p>The proposed unified structure for Learning & Development is being considered by the HR Committee at its meeting on 25th March 2010.</p> <p>A new structure will be put in place from April 2010 and will be fully operational by November 2010.</p>

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	unified centralised learning and development service. It will include a new learning channel – e-learning – which will be developed and made accessible across the whole Council.		
	The Council has a number of career progression schemes which relates specifically such professions as ICT, Social Work, HR and Estate Management.		The draft People (Workforce) Strategy 2010-15 contains within it a proposal to review career progression across the council as a whole with a view to creating additional career progression schemes. This provision is contained within the People (Workforce) Strategy approved by the Strategic Leadership Team during January 2010. This will facilitate staff development and promotions based upon competency, qualification and experience, instead of the traditional recruitment process for promotion.
	The Council has implemented a new Modern Apprentice Scheme as part of its Recession Action Plan. Partners from Connexions, the Learning & Skills Council, local colleges and other training providers	Approximately 70 apprentices have been since July 2009. 23% are from BME communities.	Approval has been given by the Spending and Recruitment Panel to recruit up to a further 30 modern apprentices during the next 5 months.

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	<p>are supporting these apprentices to attain NVQ level qualifications to complement their work experience. (This initiative is in addition to the Council's ongoing recruitment of craft apprentices within Contract Services).</p>		<p>The council will continue to target apprentices by recruiting from schools where there is a higher than average percentage of pupils from BME, to address BME under representation on the workforce.</p>
	<p>The Council reviewed its Performance Management Development Scheme for conducting staff appraisals in 2009. A new Performance Management Framework policy was approved the HR Committee in December 2009. As part of this policy, the previous arrangement whereby blue collar employees were appraised on a group PMDS basis, has been discontinued. This has been replaced by individual appraisals which are based upon behaviours, attitudes etc. This new individually based PMDS requires management to assess the training development needs of all of the council's employees.</p>	<p>92% of council employees had a performance review in 2009.</p>	<p>The current PMDS year ends on 31st March 2010. Managers will be required to review the training needs (and training outcomes) of all of their employees at the annual appraisal meeting.</p>
	<p>We have determined efforts to reduce staff levels of absence. This</p>	<p>The operation of a telephone line for health & social care, legal services, and</p>	<p>The Council is currently reviewing the introduction of an</p>

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	has included the introduction of 2 pilot schemes involving an external health care provider.	part of CYPS has resulted in an overall reduction of sickness absence by approximately 24% for these work groups during the period January to December 2009.	in-house sickness absence reporting line to be operated by the Shared Transaction Service centre at Somerfield House, to build on the lessons learnt from the pilot schemes.
	<p>The Council actively promotes itself as employer of choice to current and future employees for example by attending outside recruitment fairs (March 09), organising its own recruitment events such as Jobsfair (June 09) run by the council's regeneration team and JobCentre Plus, the Modern Apprentice Scheme (above) which actively encourages school leavers to consider seeking employment with BCC.</p> <p>The in-house staff magazine "Making A Difference" and "Our City" (a news magazine delivered to every home in Bristol with news, features and events to help Bristol residents get the most out of the city and local public services) promote a positive image of the Council as an employer.</p>	<p>The authority held an open evening in November 09 giving an opportunity specifically for BME students and graduates to learn more about building a career in local government.</p> <p>The Bristol Partnership 20:20 launch week in early March 2010 includes senior (director level) shadowing opportunities across sectors – eg DCX is shadowing a major voluntary sector organisation</p>	<p>It is envisaged this process will continue with the addition of further targeted recruitment to achieve the council's aim of having a workforce which reflects the diversity of the working population of Bristol.</p> <p>A programme of graduate placements will be in place in 2010, drawing graduates from UWE and Bristol University to bring new talent into the Council and to change the age profile of the Council's workforce</p>
	The health, safety and wellbeing of	There have a been well-attended events	

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	<p>staff is a high priority. We have joint consultative committees at directorate level for employee relations and health and safety. We also have an Employee Relations Board and a Corporate Employee Safety Consultative Committee where organisational changes are discussed.</p> <p>The Corporate Safety Section provides technical and advisory assistance to all tiers of management and staff to promote and maintain effective safety, health and welfare standards.</p> <p>The Occupational Health and Counselling Service provides a wide range of personal and professional support to help individual and teams work more effectively .</p>	<p>to promote the health and wellbeing of staff :</p> <ul style="list-style-type: none"> • Employee Health and Wellbeing Fair (Sep 2009) • Health at Work Conference (Feb 2010) 	
	<p>The Council has signed the Skills Pledge which is a public voluntary commitment to train all employees to at least Level 2 standard, which is equivalent to five GCSEs grade a to C or an NVQ2.</p>		

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3.3.2 Workforce planning			
	<p>The current corporate Workforce Plan 2007-2010 is now being superseded by the new People (Workforce) Strategy 2010-2015.</p>	<p>The Council's achievements in relation to the corporate workforce plan are set out in a report to the HR Committee on 25th February 2010. The new People (Workforce) Strategy builds upon these initiatives while at the same time addresses the council's short and medium term needs in securing a skilled and productive workforce which: (i) aligns the workforce to the council's needs and (ii) represents the profile of the working population within the City of Bristol</p>	<p>The council is in the process of drawing up directorate workforce plans which will embody both directorate specific schemes/ initiatives and incorporate strategic workforce issues into each of the directorates. These directorate workforce plans are to be completed by the end of March 2010.</p> <p>Workforce plans for the Children's Services and Health & Social Care are available in draft.</p>
	<p>The Council has implemented joint working with such agencies as the Primary Care Trusts and the Bristol Partnership. Joint appointment have been made in relation to Health & Social Care (4), CYPS (5), Public Health (5), the West of England Partnership and with external agencies regarding strategic leisure developments (e.g the Council's World Cup 2018 bid).</p> <p>We have well established</p>	<p>Joint working with other public sector agencies on workforce issues within Bristol is now being progressed following an initial meeting with Bristol Partners 10th February 2010, which was sponsored by the City Council.</p> <p>DCX regularly lectures on Bristol's Common Purpose programme.</p> <p>The Bristol Partnership is staffed by</p>	<p>A programme of graduate placements will be in place in 2010, drawing graduates from UWE and Bristol University to bring new talent into the Council and to change the age profile of the Council's workforce</p> <p>The Executive Support officer to the C Exec and DCX is currently being advertised on a cross sector basis</p>

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	<p>partnerships through the Bristol Partnership where our employees work at all levels with our partners.</p>	<p>secondments from the PCT and GOSW and a BME graduate trainee is currently undertaking a placement with the partnership.</p> <p>The Fire Service seconded a senior officer 1 day per week to the Council to support strengthened partnership working</p>	<p>The Police are seconding two members of staff to support the roll out of Neighbourhood Partnerships</p>
	<p>The Council continues to carry out annual reviews of specific services (including HR) by surveying clients within the council and externally. In the case of HR, the customer satisfaction levels from 2009 were at their highest level since the time these surveys were recommenced.</p>	<p>The Bristol Partnership 20:20 launch week in early March 2010 includes senior (director level) shadowing opportunities across sectors – eg DCX is shadowing a major voluntary sector organisation</p>	<p>Further client surveys will be conducted in 2010/11 and beyond as a means of gauging service quality and assessing future needs.</p>
	<p>The 2009 staff survey highlights the trend of improving satisfaction levels of BCC staff. This has now reached 73% compared to 67% in 2007. Previous surveys have for example have shown that the PMDS system should be improved. This has been achieved by re-vamping the scheme as above.</p>		

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	A new employee suggestion scheme entitled " Make Your Mark " has been implemented.	There has been an excellent response with 657 employee suggestions received of which 81 have/will be implemented. The "Idea of the Year" is expected to yield savings of £270K.	
	An audit of HR policies and procedures has been carried out during the period 2007-09. 12 of the key HR policies and procedures have been reviewed and updated during this period, as reported to the HR Committee.		Further reviews are envisaged regarding such key policies as managing change and flexi-time (due to be implemented with effect from 1 st April 2010)
3.3.3 Organisational change			
	SLT has actively managed workforce realignment and reductions to deliver the large scale planned organisational change and to prepare for the expected downturn in public finances, while at the same time addressing the imbalance in the workforce, particularly young people and BME.	Outcomes are detailed elsewhere in the self assessment but include: <ul style="list-style-type: none"> ▪ Reducing agency/temp staff ▪ Redeployment processes – success ▪ Apprenticeships ▪ BME work placement shadowing ▪ Spending and Recruitment Panel established 	

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	<p>The New Opportunities Programme (NOP) has been successful in encouraging departments to redeploy staff within their own and other departments, which also has an impact on reducing the costs of recruitment for each department. (see Discretionary Severance report)</p>		
	<p>The council commenced a major transformation review in 2008, which is envisaged will be completed mid 2011. (See evidence from Use of Resources, theme 2)</p>	<p>One of the essential building blocks in this project was the establishment of separate Strategic HR and transactional HR (Service Centre) functions. This included the establishment of a service centre at Somerfield House in December 2009 (which in addition to HR has incorporated Finance, Facilities Management and Procurement thus far).</p>	<p>A second phase of business transformation is due to commence from April 2010. This further programme will include services such as the remainder of finance and health and safety.</p>
	<p>As part of our Transformation we have realigned Organisational Development function. There is now a small team of OD Consultants who provide expert advice and support to change programmes and projects to ensure that the implications for our employees are properly and effectively managed.</p>	<p>This year has seen the launch of a network of 14 Neighbourhood Partnerships in Bristol. This has required significant organisational change to ensure that they are supported successfully together with training for the key personnel involved.</p>	<p>A new OD strategy is being developed to emphasis the alignment of OD to major changes under way or in development - this will be available in draft by 31st March 2010.</p> <p>The Police are seconding two members of staff to support the roll out of Neighbourhood Partnerships</p>
	<p>The Council has embarked on a</p>	<p>Restructuring ad subsequent recruitment</p>	<p>Further restructuring will take</p>

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	<p>major restructuring process covering the following:-</p> <p>(i) Chief Officer restructure in 2008</p> <p>(ii) all 2nd and 3rd tier structures in 2009/10</p> <p>(iii) individual directorate restructuring during 2009 and beyond</p>	<p>on target. £180k savings identified in Council Budget report (Feb 2010) There have been no compulsory redundancies to date, along with the implementation of a successful redeployment programme.</p>	<p>place during 2010/11 (see below)</p>
	<p>Leadership capabilities have been aligned and developed in line with strategic priorities for 09/10</p>	<p>Initial senior leadership development work commenced to help the Tier 2s get to know one another and how they operate - Nov 2009.</p> <p>These are now embedded into assessment processes for appointments to Tier 1, 2 and 3, also being used to underpin the current 360 degree feedback process for senior leaders</p>	<p>A bespoke senior leadership programme is currently being developed based around the leadership capabilities, 360 feedback data and feedback from assessment centres</p>
	<p>There have been significant workforce changes in areas of the Council during the year including the Home Care Service, Parks and Museums, Archives & Libraries. The aim has been to improve services and provide better value for money. OD have provided support to these changes to ensure that new ways of working in the modernised services</p>		<p>Improved service delivery, outcomes and efficiencies will flow through in 2010-11 and thereafter</p>

KLOE	Activity in 2009-10	Outcomes/Improvements in 2009/10	Expected future outcomes to 31/03/2010
	are identified and reinforced through effective performance management.		
	<p>The council has considerably improved its communication process with staff. We survey our employees on how they think we are doing on a bi-annual basis through our employee satisfaction survey. We are introducing new channels to communicate on organisational change projects.</p> <p>We now have a dedicated Intranet site for our "Transforming Bristol Programme" which is available to all our employees.</p> <p>We use our Intranet (The Source) to communicate with staff on what is going on and changes that are planned.</p> <p>We use the intranet to publish organisational change proposals. We have a monthly magazine called "Making A Difference" which is circulated to 10,000 employees (in hard copy and electronic formats) six</p>	<p>Centralised Marketing and Communications team created in late 2009. This team in conjunction with OD team, is further developing the internal communications strategy to make best use of existing internal channels and develop new ones to fill any gaps.</p> <p>The Source has a regularly updated news section on the home page which features key messages from the Chief Executive and other Strategic Directors.</p> <p>A reader survey in late 2009 revealed that 92% staff feel more informed about what's happening in the Council, 54% feel more engaged with the organisation and 44% read Making A Difference for the latest council news.</p>	<p>It is envisaged that a review of the council media and communications functions will form a basis for further communications for HR policies and procedures. This will include:</p> <p>An Improved forward programme of Talking Points for front news page of The Source</p> <p>Bristol Performs quarterly – a team briefing for managers, to share learning from the Bristol Performs programme.</p> <p>Further developing Making a Difference. This will lead to:</p> <ul style="list-style-type: none"> • improved communication of key messages to staff; • Improved opportunities for staff views to be heard and acted on by senior leaders • Improved quality of

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	times year.		<p>communication products Improved planning as a means of relating messages to service and business outcomes</p> <ul style="list-style-type: none"> • Increase in the relevance, quality and effectiveness of internal communication channels leading to better service outcomes, better staff engagement and improved sense of organisational purpose
	<p>In response to the national change in the economic climate, the Council has introduced a formal vacancy management process with effect from November 2009.</p> <p>Full consultation has taken place with the Trade Unions in part through a new Transformation/TU forum. Strategic briefing meetings have been held with the full time officials</p>	<p>This Panel which is chaired by the Chief Executive has already reviewed approximately 350 jobs during a 2.5 month process, and has accrued savings to date of approximately £250k. A new Strategic Options Panel has been created (February 2010) which will review services with a view to reducing staffing costs/posts by 10% to 20% The vigorous monitoring of vacancies will continue.</p>	<p>In addition the council is conducting administration and agency reviews on a council wide basis with a view to reducing the council's workforce by approximately 400 employees in early 2010/11</p>
	<p>Individual Directorates and the whole Council hold an annual employee awards ceremony – “Celebrating Success”, that enables employees to</p>		

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	celebrate their own and other' achievement at work and in the City.		
	A major organisational change was the introduction of a corporate procurement tool (COPS). To support this an organisational wide cohort of change champions was put in place.	30 Change Champions recruited and trained in change coaching techniques and supporting change in the organisation	Explore how else this cohort of Change Champions could be used in the organisation to support transformational change
	<p>Through its Bristol Performs initiative the Council is involving managers and staff to face the challenge of driving up performance in a time of scarce resources. The process involved a series of employee engagement activities that support organisational change through using appreciative inquiry techniques to unearth service improvement possibilities by looking for what works and by sharing this.</p> <p>This converted organisational know how about service improvement into learning that could be shared. This ongoing project is devolving decision making to managers at an operational level in the organisation</p>	<p>The first Bristol Performs staff event took place in November 2009. It was hosted by the Chief Executive whose introductory remarks neatly encapsulate the aims:</p> <p>“There is no question that we perform very well in a number of key areas. We are determined to learn from that and share knowledge and expertise. But the whole of the public sector will be under increasing financial pressure in the coming year. That means we will have to find new ways of achieving better results, making innovation part of everyone’s day job”, said Jan Ormondroyd.</p> <p>“I know that people working for Bristol City Council are committed to public service for Bristol. Bristol Performs is about finding ways of liberating talent, ideas and enabling people to play a bigger role in transforming our great</p>	<p>Directorate and service level initiatives are currently being designed to motivate service improvement and empowering front line leaders to make a difference</p> <p>All tier 2 leaders are going to be required to have an objective in their annual objectives review around encouraging innovation/ improvement</p> <p>PMDS arrangements will be changed to integrate key features of Bristol Performs</p>

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	<p>A high profile element of Bristol Performs was a programme of SLT walkabouts across the organisation to provide visible leadership during a time of change</p>	<p>city”.</p> <p>This has created cross portfolio (cross council) portfolio visibility</p>	<p>SLT are incorporating cross portfolio visibility exercises into their standard leadership practice.</p>
	<p>During a period of change involving the relocation of a great number of staff the OD team have supported a building/ accommodation lead change programme with an OD programme that identified the behaviours that needed to be modified to make this programme successful. This has included developing an outcome based management model to enable working in new environments.</p>	<p>A tool kit launched in October 2009 has been developed to help managers ensure that a change of location is not just an expensive change of address – but that they actually know how to go about managing by output.</p> <p>Consultancy support has been provided to help managers embed this new culture and realise a fuller range of benefits from this change programme</p>	<p>More bespoke consultancy is being rolled out at present to support further managers as the move into new buildings where the technology/ accommodation offer is slightly different.</p>
	<p>The OD Team has provided Change consultancy and support to major service changes programmes with the aim of mitigating disruption to</p>	<p>The Programme team has deployed substantial resources to plan for mitigate disruption to service provision, and to help staff adjust to new ways of working.</p>	<p>Ongoing consultancy with the STS to support the implementation and development of effective team</p>

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	service provision and to help staff to adjust to new ways of working.	<p>For instance, the launch of our integrated Contact Centre and Shared Services Centre (Somerfield House) involves moving several hundred people to a new site (in a new location) and changing working practices. The launch was achieved without any disruption to service delivery, and staff were encouraged /supported to adjust to new working patterns and new ways of travelling to work, including support for bus travel and facilities for cycling.</p> <p>Extensive communication around the change have raised awareness of how the new service is to be used</p> <p>The OD team committed a full time resource to the STS project team from Mar 2009 - Dec 2009 to do work on organisational design and communications</p>	<p>working and management behaviour to ensure that the STS realises the benefits anticipated.</p> <p>In addition looking to support the change programme from an OD perspective for phase 2.</p>
3.3.4 Diversity and good people management			
	The Council has achieved level 4 of the Local Government's Equality Standard. (Jan 2009) – externally accredited.	The Equality Standard was replaced by the Equality Framework for Local Government in April 2009 and the Council is working to continue its development in readiness to achieve the next (equivalent) level in the new framework.	
	The Council is committed to having	In June 2009 the Strategic Equalities	The BME Action Plan will be

KLOE	Activity in 2009-10	Outcomes/Improvements in 2009/10	Expected future outcomes to 31/03/2010
	<p>a workforce which is representative of the community that it serves. The People (Workforce) Strategy identifies the areas where we need to improve:</p> <ul style="list-style-type: none"> • Only 4% of our workforce is under 24 years of age, with the smallest age group being the 16 to 19 years old band (0.3%). This is considered low given the age profile of the local community where 16% are aged between 16-24 • 35% of our workforce is aged 50 or over, with 1.9% employees aged 60 or over. • Our workforce does not yet reflect the local BME community which is 12% of the local population. Only 7.3% of employees currently represent these groups. <p>5.4% of our workforce has 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.</p>	<p>Group (SEG) of BCC commissioned research from Visions of Esteem, to explore the barriers to improving BME Representation within BCC's workforce. The key findings were endorsed by SLT in November 09 and an action plan is being prepared aimed at improving BME representation.</p> <p>One of the ways in which BCC is demonstrating its commitment to achieving a diverse workforce at all levels is by identifying a BME champion at Strategic Director Level.</p> <p>The Modern Apprentice Scheme (mentioned above) will potentially increase the number of young employees and has already recruited 23% BME, significantly above the the12% of BME represented in the city profile</p> <p>BCC sponsors a number of Self-Organised Groups for employees from equalities groups. The groups exist to encourage employees to play an active role in the mainstreaming of equalities in employment and are fully recognised as part of the council's formal consultative procedures. A new corporate SOG for</p>	<p>agreed by SLT my end of March 2010.</p>

KLOE	Activity in 2009-10	Outcomes/Improvements in 2009/10	Expected future outcomes to 31/03/2010
	Detailed workforce diversity statistics (as at Dec 09) are available here .	<p>young employees was created during 2009.</p> <p>There is a programme of work placement for BME staff/students, led by members of SLT, including the DCX</p>	
	HR and the Equalities teams have worked together to make use of local community media, venues and outreach work to build bridges with BME communities.	A successful campaign on Ujima Radio and promotional activity at St Paul's Carnival led to a 23% BME intake amongst the Bristol Apprenticeships for young people.	
	We have a comprehensive set of HR Policies which are available to all employees and managers through our Intranet. As part of our continuous improvement, our new Shared Service Centre are developing a HR Knowledge Base which will be accessible to all managers and will provide easy access and understanding of HR processes. Our HR policies were scrutinised as part of our Level 4 Equality Standard (awarded in January 2009).		
	Good relationships exist with trade	Significant change and restructuring has	

KLOE	Activity in 2009-10	Outcomes/Improvements in 2009/10	Expected future outcomes to 31/03/2010
	unions and they are actively involved in discussions about workforce matters. The main channels for this are the Corporate and departmental Joint Consultative Committees.	been achieved in 2009-10, with the co-operation of Trade Unions, and no industrial disputes	
	We have a Work/Life Balance Policy that has achieved national recognition. It enables staff to make lifestyle changes but at the same time retain skills and expertise. Under our SMART Working Initiative employees have been given more flexibility around where they work. Traditional desk-based working has been replaced by a range of more flexible work arrangements. These include multi-site working, use of open meeting spaces, hot desk/desk sharing and home working. Not all posts are eligible for home working - each home working decision has been based upon a business case.	Flexible working implementation has been reviewed during the year and various anomalies have been stopped, with a standard entitlement being implemented across the council	PMDS arrangements will be changed to integrate key features of SMART working. SMART working will contribute to planned efficiency and savings as it is progressively implemented