



# Developing our Workforce Plan

HR Committee

25 January 2018



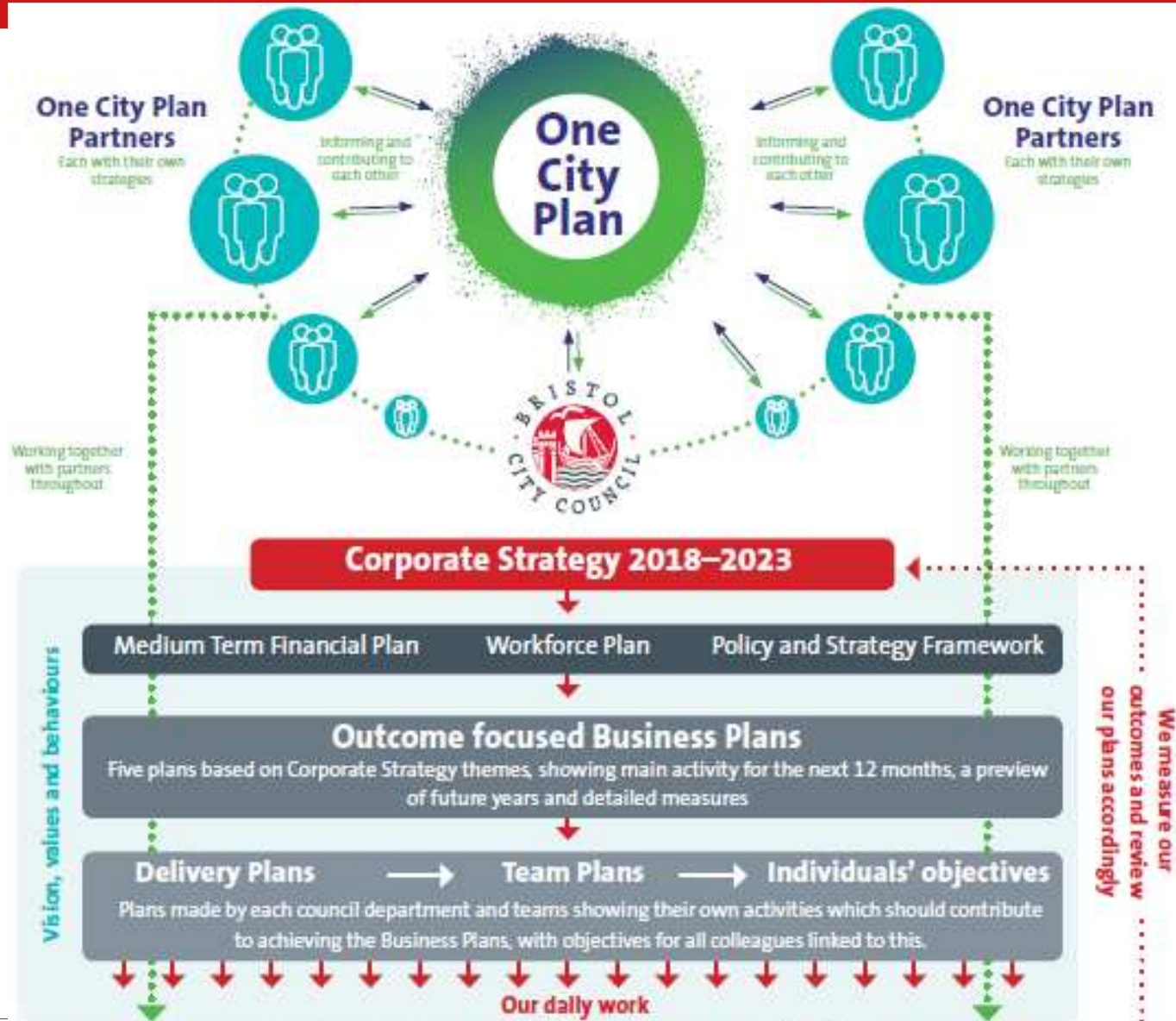
# Purpose of presentation

- Share work to date
  - Summarise main principles and priorities to be included in the Workforce Plan
  - Seek feedback and input into shaping the priorities
  - The feedback will be used to shape the full Workforce Plan document.
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# Introduction

- Our five-year Corporate Strategy sets out our ambitions for the city and how the council needs to respond in order to deliver on these priorities.
  - The Workforce Plan sits beneath this and its purpose is to:
    - Plan our workforce for the future needs of the organisation
    - Define how we will support and equip our colleagues with the skills and confidence to deliver the organisation's priorities – and become an inclusive, high-performing, healthy and motivated organisation
    - Develop our employer brand so we become an attractive employer of choice
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# Strategic context



# Main inputs

- **Corporate Strategy priorities for the future organisation design**
  - **Employee survey feedback**
  - **Employee focus groups**
  - **Annual Governance Statement**
  - **Our organisational values**
  - **Our leadership framework**
  - **Research on industry good practice**
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# Workforce Plan – Part 1

- Strategic fit
  - Values and behaviours
  - Gap analysis of current workforce profile
    - comparisons with city, regional and comparator council profiles
    - HR and Payroll system – an enabler for quality workforce profile data and greater self-service
  - Our approach to workforce planning:
    - how we address diversity and skills gaps
    - our approach to job redesign
    - attracting and developing talent
    - identifying learning and development needs
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## We are **Dedicated**

We strive to make a difference

- We are clear about what we are here to do
- We are enabling and work with citizens, partners and stakeholders to make things happen for Bristol
- We are committed to wellbeing and create a workplace that everyone can enjoy

## We show **Respect**

We treat each other fairly

- We are caring and gracious
- We treat each other with dignity and stand against discrimination, bullying and harassment
- We include each other and value difference

# Our **Values & Behaviours**



## We take **Ownership**

We accept personal accountability

- We are trustworthy and take responsibility for how we act
- We persevere and ask for help if we need it
- We are given opportunities to lead and help others do the same

## We are **Curious**

We ask questions and explore possibilities

- We believe that there are always opportunities to do things better
- We are bold and not afraid to try new things
- We take time to ask questions and learn from what we have done

## We are **Collaborative**

We come together to reach shared goals

- We take personal and collective responsibility for finding the answers
- We ask for other perspectives and respect different opinions
- We make connections and take opportunities to work together



# Workforce Plan – Part 2

## Our six priority themes for action







# Structure, pay and policy

## We will:

- Ensure that the organisation makes the necessary workforce adjustments to fit our future needs
- Design and implement a leaner management structure with a consistent ratio of managers to direct reports
- Agree and implement a new pay structure to address lack of differential between grades BG1 to BG5 and recruitment and retention issues.
- Reduce spend on agency, consultant and interim staff and offer more development opportunities for the existing workforce
- Create a simpler HR policy framework to help colleagues resolve issues more easily

# Structure, pay and policy

## Work completed/underway:

- Senior management restructure (tiers 1 &2) due to deliver £750k savings and rationalise number of senior managers
- Testing of proposed new pay spines with trade unions.
- Reduced agency spend.
- Stronger controls over the use of interim/consultant roles.

## Future priorities:

- New permanent senior management team to review and redesign their organisational structures
- Strengthen internal processes to prioritise filling gaps or replacing agency/interim staff with existing staff
- Consult on refreshed and simplified policies.
- Agree a new pay spine (including transitional provisions).

# Performance and talent management

## **We will:**

- Drive and embed a high-performance culture where people feel valued
- Refresh our approach to people performance management - aligning to corporate priorities, leadership framework and values; recognise and celebrate contribution; and deal with under-performance.
- Spot and develop talent supporting career progression
- Encourage better quality conversations and include career development and wellbeing as standard themes
- Implement an improved reporting system and improved compliance
- Improve the confidence and skills of managers to have more meaningful conversations with their team

# Performance and talent management

## Work completed/underway:

- Focus groups review of current system
- Developed new leadership framework
- Research on industry good practice and benchmarking with other councils
- Performance appraisal recording included in the specification for the new HR and Payroll system, due for implementation in 2019.

## Future priorities:

- Campaign to re-launch objective setting and performance appraisal compliance for 18/19
- L&D support for managers on meaningful conversations and dealing with performance issues early
- Design and implement new performance management and talent pipeline strategy
- Consider pay progression linked to performance
- Re-introduce 360 feedback for senior managers linked to leadership framework

# Organisational culture

## **We will:**

- Help colleagues connect with the council's vision and priorities, with a clear understanding of individual and team contribution
- Ensure all that we do and how we work with each other is driven by common organisation values and behaviours
- Recognise and celebrate success and learning
- Introduce a leadership framework and develop leadership skills across all levels in the organisation
- Develop skills and confidence of our colleagues in order to deliver the organisation's priorities
- Improve two-way communication and act on staff feedback and ideas

# Organisational culture

## Work completed/underway:

- Co-designed organisational values and behaviours – due for all-staff roll out in February
- New leadership framework – used for new senior manager's assessment and selection
- Leadership development programme for team leaders/managers – due for launch in February
- New and improved face-to-face organisational induction
- Refreshed our approach to employee communication and engagement.

## Future priorities:

- Design leadership development programme for senior managers based on outcomes of selection process
- Refresh internal communication and engagement mechanisms, with greater opportunities for two-way feedback
- Improved employee recognition
- Continued programme of L&D to equip staff with the skills to do their jobs and develop their careers
- Support service redesign with organisational development and culture change

# Diversity and Inclusion

## **We will:**

- Weave diversity and inclusion into our culture through open dialogue, and investment in learning and development.
- Reflect the diversity of the city in our workforce and senior leadership team
- Be an inclusive organisation that values our differences
- Introduce talent initiatives to increase representation and progression of those with protected characteristics.
- Support and develop our staff-led groups



# Diversity and Inclusion

## Work completed/underway:

- Refresh personal data for an accurate workforce profile
- Review and increase support for staff-led groups
- City partner working group set up
- Launch initiatives - supported internships for young people with learning disabilities, Stepping Up – a city wide leadership development programme for BME
- E-learning and facilitated learning sessions

## Future priorities:

- Continued use of profile data in workforce planning
- Improve and enhance our provision of learning on diversity and inclusion for our workforce
- Develop new talent programmes
- Support staff-led groups to develop a work programme
- Refresh reverse-mentoring
- Refresh diverse recruiters programme
- Continue partnership working and seeking new opportunities
- Pursue external recognition for our work

# Health and Wellbeing

## **We will:**

- **Support our colleagues to have healthy lifestyles and to develop resilience**
- **Reduce the cost of sickness absence to the organisation**
- **Develop an open culture with health and wellbeing at its heart**
- **Support mental health programme - Thrive Bristol**

# Health and Wellbeing

## Work completed/underway:

- Monthly health at work newsletter
- NHS health checks offered to target groups
- Mental health and suicide awareness training for staff
- E-learning packages on health topics
- Publication of health and wellbeing guides
- Targeted interventions for areas with high sickness absence rates

## Future priorities:

- Create a wellbeing action plan
- Launch wellbeing website with support tools for managers and staff
- Develop support and L&D package to assist colleagues through change
- Adopt Public Health England workplace health standards
- Sign up to Time to Change initiative
- Sign up to Thrive Bristol
- Offer mental health training for staff
- Roll out regular health check programme

# Employer brand and recruitment

## **We will:**

- Develop a strong employer brand and reputation as an employer of choice
- Improve the overall candidate experience for job applicants
- Refresh job evaluation processes and improve quality of job paperwork
- Improve selection processes to secure the best talent
- Improve the on-boarding process

# Employer brand and recruitment

## Work completed/underway:

- Audit of candidate experience on application and selection process
- Development work to improve recruitment landing page
- Research of industry good practice and benchmarking with other councils
- Addressing recruitment and retention in hard to recruit areas

## Future priorities:

- Improved candidate experience
- Ensure a consistent narrative about our organisation vision and values.
- Improve quality and clarity of job paperwork and adverts
- Increase learning and coaching for recruiting managers, particularly around diversity and inclusion
- Introduce adaptable application and assessment process to suit roles
- Targeted support for hard to recruit roles
- Develop social media presence to attract a wider and more diverse audience
- Ensure effective knowledge transfer and handovers
- Specialist support for recruiting managers from HR

# How do we know if our actions are working?

## **For our employees:**

- You are clear what your role is and how it contributes to service objectives.
- You have achievable, realistic and flexible performance targets.
- You have the correct equipment to do your job.
- You feel up to date with organisational news.
- Your manager is aware of the development you want and helps you find opportunities to fulfil your aspirations.
- You have regular meetings with your manager.
- You are listened to.
- You feel supported.
- You feel able to raise any issues and challenges you face with your manager.
- You do the best you can for Bristol City Council.
- You demonstrate our organisational values in everything you do.
- You can and do work flexibly to suit the service needs.
- You are part of a high-performing team
- You have a sense of wellbeing and satisfaction at work

# How do we know if our actions are working?

## **For our managers:**

- You feel that development is available and open to you.
- You are regularly updated and feel supported by the senior leadership team.
- You act as a role model for employees.
- You are clear about organisational and service objectives and actively promote them.
- You celebrate and promote colleagues' success.
- You take responsibility for making positive change happen.
- You actively promote organisational news, values and behaviours.
- You know who your high performers are and support the organisation in developing talent.
- You're committed to having quality conversations and managing performance.
- Your success is measured by the contribution you make improving individual and team performance
- You use your expertise flexibly to provide services to the organisation.
- You are a responsible financial manager and explore new commercial ideas.

# How do we know if our actions are working?

## For our organisation:

- We develop talent within the organisation and have good retention rates and reduced agency/interim costs
- Our workforce represents the diversity of Bristol.
- We care about our employees' health and wellbeing and have reduced sickness absence.
- We make the best use of our people and their skills to improve the organisation
- We have the right resources for our people to thrive
- We have confidence in and trust our talented workforce, we celebrate their success.
- We have measures in place to track organisational progress and manage performance
- Career development to support progression is an option for all employees.
- We are considered to be a high performing and committed organisation.
- We have good employee relations and a reduced volume of escalated workplace issues
- Reduced numbers or faster resolution of grievances and disciplinaries particularly those on the grounds of discrimination
- We live and promote our values and behaviours to our employees and partners.
- We are financially trusted.
- Our staff are proud to work for Bristol City Council
- We work with local, regional and national partners.
- We are a recognised employer of choice
- **We can show progress in delivering the priorities of the Corporate Strategy**



# How will we measure our progress?

- Detailed action plans for each theme with KPIs
  - Setting and measuring learning objectives
  - Pulse surveys – checking how we are thinking and feeling
  - Building evaluation in to our everyday processes
  - Measuring progress through our formal systems
  - Recognising and celebrating success
  - External recognition
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# Ask of HR Committee:

- **Have we got the right themes?**
  - **What are the priorities for action?**
  - **Have we got the right measures of success?**
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