



## HR Committee - 8 November

An overview of the draft Organisational  
Improvement Plan



# Purpose of Organisational Improvement Plan

- We have set a challenging and ambitious pace to become a council that people are **proud to work for**, which delivers the corporate strategy **priorities** to high standards.
- It's through the **professionalism and dedication** of our colleagues working together that we can achieve this vision.
- The **Organisational Improvement Plan** outlines the cross-cutting actions that we will take to support this journey. We will:
  - Set a clear direction and priorities
  - Empower and equip our teams with skills and confidence to deliver at their best
  - Create an inclusive, high-performing, healthy and motivated workplace
  - Become an employer of choice

# How we developed the plan

The plan was developed following input from:

- Corporate Strategy priorities for the future organisation
- Employee survey and focus group feedback
- Values workshops feedback
- Mayor and Cabinet members
- HR Committee
- Trade Unions
- Annual Governance Statement
- Emerging equalities and inclusion strategy
- LGA peer challenge
- Industry good practice

# What it covers

- The **strategic context** for the plan
- Organisational **values and behaviours**
- Our organisational development **journey so far** – what we have achieved
- Our workforce **profile** – demographics
- Employee **feedback** from last survey
- The ‘plan on a page’
- **Our vision:** We want to create an inclusive, high-performing, healthy and motivated work place and become an employer of choice.
- Our actions against the 6 core workforce themes

## Our Organisational Improvement Plan – at a glance

### Our Corporate Strategy Vision

We play a leading role in driving a city of hope and aspiration where everyone can share in its success.

### Our Vision for the workforce

We want to create an inclusive, high-performing, healthy and motivated work place and become an employer of choice.

### Underpinning this are our Values



Our actions are based on our workforce

### Themes



### Outcomes and benefits

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"><li>I am clear what my role is and how it contributes to corporate strategy priorities</li><li>I demonstrate the organisational values in everything I do and with everyone I work with</li><li>I feel able to contribute ideas and receive recognition when I do a good job</li><li>I have regular discussions on my work, performance and development with my manager</li><li>I am part of a high performing team and do my best for Bristol City Council</li></ul> | <ul style="list-style-type: none"><li>I am clear about my contribution to the corporate strategy priorities</li><li>I role model the organisational values</li><li>I take ownership for making positive change</li><li>I have quality conversations with my team members and manage performance and talent</li><li>I support and develop my team and I celebrate colleagues' success</li></ul> | <ul style="list-style-type: none"><li>We can demonstrate progress in achieving the priorities of the corporate strategy</li><li>We demonstrate our organisational values with our employees, elected members, citizens and partners</li><li>We have confidence in our talented workforce – we recognise and celebrate success</li><li>We make the best use of our people and their skills – to create the capacity to deliver on our priorities</li><li>We are a recognised employer of choice and our services are judged as good by citizens</li></ul> |
| <p>For our employees</p>  | <p>For our leaders</p>   | <p>For our organisation</p>  |

# Work programme - highlights

## **Theme 1 – An empowering organisation**

**Creating a shared purpose and a positive environment where people can get the job done**

Continued roll-out and adoption of our values – driving the behaviours we wish to see

Leadership development for all levels – embedding the leadership framework

Refreshed approach to internal communication and engagement

New strategy for recognising and rewarding success

Run an annual staff survey – starting March 2019

Continued programme of learning and development to support and equip colleagues to perform at their best

Consideration of external accreditation

# Work programme - highlights

## Theme 2 – Diversity and inclusion

**Building an inclusive organisation where the workforce reflects the city we serve and the needs of all citizens, and where colleagues feel confident about being themselves at work.**

Refresh equalities and inclusion strategy and policy – with actions aligned to organisational improvement plan

Continue the work to address diversity gaps in workforce

Support staff led groups

Refresh the learning and development offer on diversity and inclusion

Support development initiatives eg: Stepping Up, supported internships, Future Bright

Refresh reverse mentoring and diverse recruiters scheme

Supporting work on pay gaps

# Work programme - highlights

## **Theme 3 – Performance and talent management**

### **Developing careers and managing performance meaningfully**

Design and implement a new performance and talent management strategy and process – aligned to values and leadership framework and timed to coincide with the roll-out of the new HR and Payroll system.

Introduce 360 feedback mechanism for senior leaders

Support managers with workforce planning

Increase the number of council apprentices

Make full use of apprenticeship levy to support employee development

# Work programme - highlights

## **Theme 4 – Workforce health and wellbeing**

**Keeping our workplace healthy, happy and resilient**

Continued roll-out of mental health first aid training

Take part in Time to Change and Thrive Bristol mental health initiatives

Refresh HR policies in line with Public Health England workplace health standards

Roll-out an employee health check programme

Develop a health and wellbeing support programme – with access to health improvement activities and online guidance

Promote the benefits of Employee Assistance Programme and Occupational Health services

# Work programme - highlights

## Theme 5– Structure, pay and policy

A clear framework to help redesign our council and improve employee relations

Recruit to the council's new, smaller senior leadership team

Strengthen processes around the use of temporary staffing

Redesign pay scale around our adoption of Living Wage Foundation living wage

Redesign HR policies and procedures to make them simpler and clearer to use

Support work on pay gaps

# Work programme - highlights

## **Theme 6– Our brand and recruitment**

### **Becoming an employer of choice and attracting the best talent**

Launch a new online recruitment portal to improve candidate experience

Improve quality of job paperwork and adverts

Develop our social media presence to attract a wider and more diverse audience

Enhanced support to managers for hard-to-recruit roles

Improve our employer brand and promote employee benefits

Support managers with their retention strategy

# How will we measure our progress?

- Each theme has its own action plan
- The plan will be reviewed and refreshed each year based on outcomes from:
  - Setting and measuring individual and team learning objectives
  - Annual staff survey and interim temperature checks
  - Performance review feedback
  - Impact on staff welfare and sickness levels
  - Recognising and celebrating success
  - External recognition

## Next steps

- Incorporate feedback from HR Committee
- Finalise plan and share with wider organisation....and implement the actions.
- Annual review of actions in the plan – informed by feedback from staff survey and outcomes of the activities in the plan