

# HR Committee

5 March 2020



**Report of:** Director: Workforce & Change

**Title:** Organisational Improvement Plan – progress update

**Ward:** N/A

**Officer Presenting Report:** Stephanie Griffin (Head of Internal Communications and Organisational Development)

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## Recommendation

The Committee notes the report.

## Summary

The purpose of this report is to update Committee on the progress of the Organisational Improvement Plan.

## The significant issues in the report are:

The Organisational Improvement Plan was launched in January 2019. It sets out the actions we will take to help achieve our vision to create an inclusive, high-performing, healthy and motivated work place and become an employer of choice.

The plan is to be reviewed and refreshed annually and the workforce kept regularly updated on progress.

## Policy

1. The Corporate Strategy describes the aspirations for the future organisation, one where we innovate and improve where we need to, ensuring the council is one that people are proud of and which delivers its priorities to high standards.
2. The Organisational Improvement Plan sets out our vision for the workplace to create an inclusive, high-performing, healthy and motivated work place and become an employer of choice.

## Consultation

### 3. Internal

The plan was discussed with trade union learning reps, staff led groups, Mayor, Cabinet members, HR Committee, senior leadership team and staff focus groups prior to launch.

### 4. External

Not required because this report is for information only.

## Context

### 5. Background

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 was launched in January 2019. This provides the framework for our transformation journey, creating the conditions for everyone to perform at their best and help us create an inclusive, high-performing, healthy and motivated work place and become an employer of choice.

Complementing our core programme of HR and learning and development support, the five-year Organisational Improvement Plan outlines the cross-cutting actions that we will take to support this journey.

We have six workforce themes:

- **An empowering organisation** – Creating a shared purpose and a positive environment where people are confident and enabled to do their best every day
- **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
- **Performance and talent management** – Developing careers and managing performance in a meaningful way
- **Workforce health and wellbeing** – Keeping our workforce safe and healthy, and our workforce engaged and resilient
- **Structure, pay and policy** – A clear framework to help redesign our council and improve employee relations

- **Our brand and recruitment** – Becoming an employer of choice; attracting, developing and retaining the best talent.

## 6. Progress update

Each year the plan will be reviewed and refreshed to take account of emerging needs and ensure it keeps driving us towards the organisation's vision.

The one year progress report is shown in **Appendix I**. Of the 45 actions, 39 are rated green and 6 are rated amber.

The results will be shared with the workforce. Our annual employee engagement survey will also measure the impact of our actions and help shape future plans. The next survey is due in March 2020.

## Proposal

7. That Committee notes the report

## Other Options Considered

None.

## Risk Assessment

8. Not required because this report is for information only.

## Public Sector Equality Duties

- 11a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
  - i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons'

disabilities);

- encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
  - tackle prejudice; and
  - promote understanding.

- 11b) Staff led groups and equality and inclusion team are consulted on the plan and have an opportunity to shape the priority actions.

### **Legal and Resource Implications**

#### **Legal**

Not required because this report is for information only.

#### **Financial**

##### **(a) Revenue**

Not required because this report is for information only.

#### **Land**

Not applicable.

#### **Personnel**

Not required because this report is for information only.

### **Appendices:**

1 – One year progress report – Organisational Improvement Plan

### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

#### **Background Papers:**

None.