

Organisational Improvement Plan - 1

	1 - An empowering organisation Creating a shared purpose and a positive environment where everyone is confident and enabled to do their best every day
	Action
1	Continue to embed our organisational values and behaviours through workshops and celebrating success, reaching every single employee; with values included in every process from recruitment through to annual appraisals.
2	Our new 'Bristol Leads' development course will build management skills, innovation and confidence amongst all team managers and leaders (4th and 5th tier managers)

3	Design and deliver a senior leadership development programme for 3rd tier managers (such as Heads of Service and business partners)
4	Design and deliver a senior leadership development programme for 1st and 2nd tier Directors
5	Refresh our internal communications and engagement strategy and align it to the council's corporate strategy priorities and values. Improve the cascade of strategic updates, recognition of success and increase opportunities for two-way dialogue
6	Design and implement a new way of recognising and rewarding success, sharing learning and celebrating colleague achievements
7	introduce a 'first steps into leadership' programme to cover the main principles of leadership and an understanding of Bristol City Council policies and procedures

8	Run an annual staff survey and feedback mechanism to measure awareness, engagement and wellbeing of staff
9	Participate in the Bristol Leadership Challenge, an ambitious partnership programme that develops leadership capacity to tackle systemic, city-wide challenges
10	Support colleagues to develop their digital skills as we transform our IT estate and implement new self-serve systems
11	Work with representative groups from across the council (eg: TU learning reps, staff focus groups, staff led groups) to review and refine a learning, development and organisational culture programme that aligns with corporate priorities and achieves desired learning outcomes
12	Seek external assurance of our high performing, motivated workforce through recognised schemes eg: Sunday Times best not-for-profit organisations to work for.
	2. Diversity and Inclusion
	Building an inclusive organisation where the w themselves at work.
	Action

13	Refresh our equalities strategy and policy
14	Use our workforce data to address any diversity gaps in our profile
15	Support staff led groups representing BAME, LGBT+, disabled and young employees to have a more influential voice in the organisation
16	Review and refine the provision of learning on diversity, equalities and inclusion - aligned to objectives in equalities and inclusion strategy - and build workforce knowledge and skills on equality and inclusion. To include increased face to face learning opportunities to complement the e-learning provision
17	Continue and expand our Stepping Up partnership programme for aspiring BAME leaders, extending it to other under-represented groups
18	Provide supported internships for young people with disabilities

19	Refresh reverse mentoring scheme whereby colleagues from under-represented groups have an opportunity to mentor senior leaders and receive advice or learn new skills in return
20	Refresh diverse recruiters scheme alongside partners, ensuring recruitment panels include members from under-represented groups in our workplace
21	Promote take-up of the West of England Future Bright scheme, providing colleagues who receive eligible in-work benefits with opportunities to develop new professional skills and progress their careers.
22	Participate in the Bristol City Leadership Programme for high ability and aspiration sixth form students from disadvantaged backgrounds
23	Support the work on tackling the gender and race pay gap - looking at progression, pay, recruitment and flexible working (shared priority with theme 5 - structure, pay and policy)
	3 Performance and Talent Management
	Developing careers and managing performance
	Action
24	Design and implement a new performance management and talent pipeline strategy - to facilitate good quality performance management, set clear objectives linked to our Corporate Strategy and reflect on how our organisational values are being demonstrated

25	Pilot and launch a new 360 degree feedback review for senior leaders
26	Embed the leadership framework which sets out standards for existing leaders and giving aspiring leaders a clear set of skills and competencies to develop
27	Support managers to undertake their workforce planning - forecasting the type and number of roles and skills needed for the future, and identifying learning and development needs
28	support the recruitment and retention of apprentices to the council
29	Make full use of the apprenticeships levy to support learning and development and career progression
	4 Workforce Health and Wellbeing
	Keeping our workplace safe and healthy, and c

	Action
30	Provide Mental health training for colleagues, enabling them to spot the signs and offer support
31	Tackle stigma around mental health by taking part in Thrive Bristol. We will also show our commitment to improving mental health, and reducing the stigma, by signing the Time to Change pledge
32	Create and publicise a programme of new e-learning packages and guidance on health topics and sign post to Employee Assistance Programme

33	Refresh HR policies, process and guidance to ensure health and wellbeing is considered throughout each step of the employee lifecycle
34	Create opportunities to talk with colleagues about health and wellbeing opportunities. Use feedback to co-create the ongoing health and wellbeing programme.
	5 - Structure, pay and policy
	A clear framework to help redesign our council
	Action
35	Recruit to the council's new, smaller leadership team
36	Strengthen internal processes around temporary staffing and challenge ourselves to better develop existing employees and/or leave vacancies unfilled
37	Redesign our pay scale to account for having adopted the Living Wage Foundation living wage and the need to attract people in certain 'hard to recruit' roles

38	Redesign the council's most used HR policies and procedures to make them simpler and clearer for colleagues and reduce bureaucracy. Ensure we embed equalities and health and wellbeing (shared priority with theme 4 Workforce health and wellbeing)
39	Support the work on tackling the gender and race pay gap - looking at the progression, pay, recruitment and flexible working (shared priority with Theme 2 - diversity and inclusion)
	6- Brand and recruitment
	Becoming an employer of choice; attracting, d
	Action
40	Launch a new online recruitment portal and applicant tracking system with improved communication and user experience for candidates and hiring managers
41	Work with managers to improve the quality and clarity of job paperwork and advertisements. Introduce adaptable application processes to suit individual roles
42	Develop our social media presence to attract a wider and more diverse audience for job opportunities
43	Provide enhanced support to managers who need to fill hard to recruit roles

44	Improve our employer brand to become an employe of choice
45	Work with managers on a retention strategy, linked to their workforce planning process

progress review

Environment where people are
thrive.

Measuring success	By when
<ul style="list-style-type: none"> ☒ Evidence of values being lived in daily behaviour with colleagues, partners and citizens - measured by staff survey ☒ All performance reviews assess how values are understood and applied • Recruitment of all new staff against values 	<p>incremental increases until April 2023</p> <p>In place for 18/19</p> <p>review paperwork</p> <p>Introduce for all recruitment April 2019</p>
<p>All 4th and 5th tier managers complete course and deliver a specific business improvement project in the workplace</p> <p>Colleagues feel supported by their manager - measured by the staff survey</p>	<ul style="list-style-type: none"> • First 150 complete programme by October 2018 • A further 100 completed by October 2019 • A further 100 completed by 2020

<ul style="list-style-type: none"> •Course designed and evaluation approach agreed ☒ Performance reviews confirm all senior leaders visibly demonstrate our values and leadership qualities and a development plan in place for any gaps. 	<p>April 2019 Incremental increases until April 2020</p>
<ul style="list-style-type: none"> •Course designed and evaluation approach agreed Performance reviews confirm all senior leaders visibly demonstrate our values and leadership qualities and a development plan in place for any gaps 	<p>pilot with Executive Directors completed by October 2018 Programme for whole cohort commences in April 2019</p>
<ul style="list-style-type: none"> •A new internal communication strategy is completed and implemented •Colleagues feel well informed and understand the corporate priorities - as measured by the staff survey •Managers feel well informed and regularly cascade key messages to their teams through team meetings. Measured by staff survey Improved quality of communications with citizens 	<p>September 2018 Incremental increases until April 2020</p>
<ul style="list-style-type: none"> •Celebrating success is embedded in internal communication and engagement strategy •A new scheme is designed, approved and in place 	<p>September 2018 April 2019</p>
<ul style="list-style-type: none"> Course designed and evaluation approach agreed Aspiring leaders feel supported to develop their careers Improved compliance with corporate policies 	<p>programme launched by April 2019</p>

Survey has at least 50% response rate and an action plan is developed with the results	March 2019 and annually thereafter
<ul style="list-style-type: none"> Contribute to increasing the leadership potential within the city Contribution to the priorities in the One City Plan 	Incremental until 2023
<ul style="list-style-type: none"> A new digital learning and development programme is launched - aligned to programmes such as digital transformation and new HR and Payroll system. Staff feel they have the right skills and equipment to do their jobs well - measured in the staff survey 	<p>January 2019 - to align with roll-out of projects</p> <p>Incremental until April 2020</p>
<ul style="list-style-type: none"> A programme of regular opportunities to meet and discuss and shape the learning and development programmes ☒ Staff feel listened to and ideas are valued - measured in the staff survey and feedback from staff groups ☒ Staff feel they have access to learning and development opportunities they need - measured by staff survey 	<p>Ongoing from July 2018</p> <p>Incremental until 2023</p> <p>Incremental until 2023</p>
Achieve accreditation and recognition	Dec-19

Workforce reflects the city we serve and the needs of a

Measuring success	By when
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<p>Gain Cabinet and Full Council approval for new strategy and launch</p> <p>An annual action plan and progress review, built into Organisational Improvement Plan</p>	<p>November 2018</p> <p>April 2019</p>
<p>•Design and deliver a programme of activity to improve recruitment and retention of under-represented groups</p> <p>☒ Design and deliver a programme of activity to improve recruitment and retention of under-represented groups</p> <p>☒ Staff feel they are listened to, treated fairly and with respect and are able to challenge inappropriate behaviour - measured by the staff survey</p> <p>Staff feel supported to declare a protected characteristic and have access to help and advice if they need it.</p>	<p>April 2019</p> <p>Incremental until 2023</p>
<p>•SLG chairs feel that their group's voice is heard</p> <p>•Increase in membership</p>	<p>January 2019</p> <p>April 2019</p> <p>Incremental until 2023</p>
<p>•Refreshed programme is launched and evaluation mechanism is in place</p> <p>•All staff have completed mandatory equality and diversity training</p>	<p>January 2019</p> <p>September 2019</p>
<p>All 50 places on programme filled</p> <p>•Increases in career progression opportunities of participants - measured through their own employers</p> <p>•</p>	<p>January 2019</p> <p>Incremental until 2023</p> <p>Incremental until 2023</p>
<p>Increase number of participants to 40</p>	<p>Apr-19</p>

Launch the scheme with an initial cohort of at least 15 mentors	Mar-19
Greater diversity balance on recruitment panels	December 2018 and ongoing
all eligible colleagues who wish to (around 1% of the workforce) participate in Future Bright	Apr-19
Increased leadership potential in the city, particularly in under-represented groups	Apr-19
<ul style="list-style-type: none"> •A reduction in the gender and race pay gap •An increase in career and learning development opportunities 	
Success in a meaningful way	
Measuring success	By when
<ul style="list-style-type: none"> ••Roll-out of a refreshed approach - to coincide with the implementation of performance management recording system as part of the new HR and Payroll platform ••All colleagues have completed their annual performance reviews with clear objectives set and a personal development plan •Colleagues report satisfaction with the quality of their performance review 	<p>April 2019 May 2020 Incremental until 2023</p>

<ul style="list-style-type: none"> ·Pilot complete and corporate roll-out launched ·Managers use feedback to create their personal development plan ·Managers are supported to visibly demonstrate the leadership values, behaviours and qualities 	<p>March 2019</p> <p>Incremental each year</p> <p>Incremental each year</p>
<p>Managers visibly demonstrate the qualities set out in the framework, measured via 360 feedback annual feedback process - (including feedback from elected members).</p>	<p>Incremental increases until 2023</p>
<p>All managers receive appropriate training, tools and support to complete their workforce plans</p> <p>All service have a workforce plan in place, aligned to the annual business planning cycle</p> <p>Corporate workforce plan in place</p>	<p>October 2020</p>
<p>Increase the number of council apprenticeships to 252</p>	<p>Apr-21</p>
<p>All funds used and a demonstrable impact of learning for the individual and the organisation</p>	<p>incremental each year</p>

our workforce engaged and resilient

Measuring success	By when
<p>·Increase in number of employees and managers who have completed mental health awareness training</p> <p>Increase in the number of managers who have completed mental health training - as part of new managers induction</p> <p>Reduction in sickness absence to mental ill-health</p> <p>increase in number of staff reporting they can manage the demands of their job and have a good work-life balance</p>	<p>1000 employees received mental health training by 2021.Incremental increase through to 2023</p>
<p>☑ Successfully implement the Time to Change pledge actions, as monitored by the leadership team quarterly</p> <p>Senior Executive officer to chair the Health and Wellbeing Group, demonstrating senior support for employee health and wellbeing</p> <p>Increase partnership working as part of the Bristol Time to Change and Thrive to share initiatives</p>	<p>April 2019 and incremental</p>
<p>Increase in awareness levels and completion of e-learning courses</p>	<p>Apr-19</p>

<ul style="list-style-type: none"> ·Clear policies and procedures are in place that support health and wellbeing - specifically supporting colleague mental wellbeing, dementia and menopause Managers report that refreshed policies are clear to follow and enable positive health and wellbeing support for their teams - via manager feedback 	<p>December 2019 April 2020</p>
<ul style="list-style-type: none"> ·Increased resilience and feeling of wellbeing amongst staff- measured by staff survey Increased satisfaction with the council as a caring employer - measured by the staff survey 	<p>Set benchmark in March 2019 and incremental increase until 2023. Incremental until 2023</p>

il and improve employee relations

Measuring success	By when
A complete senior leadership team is in place Candidates assessed against our values and behaviours	Jan-19
Spend on agency staffing is controlled	April 2019 and annually thereafter
a new pay scale is approved and implemented	Apr-20

<ul style="list-style-type: none"> •A new policy framework is approved and implemented •Fewer employee-relation issues are escalated to HR advisors 	<p>April 2019 From April 2019</p>
<ul style="list-style-type: none"> •A reduction in the gender and race pay gap •An increase in career and learning development opportunities 	<p>Incremental until 2023</p>

Developing and retaining the best talent

Measuring success	By when
<p>Positive feedback from candidates and hiring managers on usability/efficiency of system</p>	<p>New system live by July 2019 Incremental to March 2020</p>
<ul style="list-style-type: none"> •Positive feedback from candidates on the recruitment and selection experience •Improved conversion rate of applications to hire 	<p>Incremental until 2023</p>
<p>Increased reach and targeting of job adverts and a greater diversity of applicants</p>	<p>Apr-20</p>
<ul style="list-style-type: none"> •Increased diversity and higher quality applications, improved conversion rate of applications to hire •reduction in cost to hire 	<p>Incremental until 2023</p>

<ul style="list-style-type: none">•Higher quality of applications and improved conversion rate from application to hire•Increase in colleagues recommending the council as a good place to work in annual staff survey	December 2019 Incremental increases until 2023
<ul style="list-style-type: none">•Reduced employee turnover•Increase in colleagues recommending the council as a good place to work in annual staff survey	Incremental until 2023

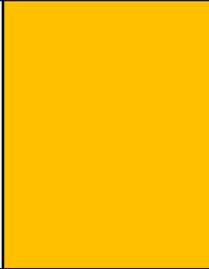
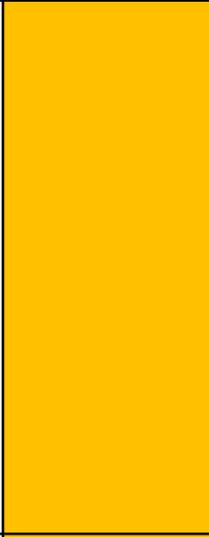
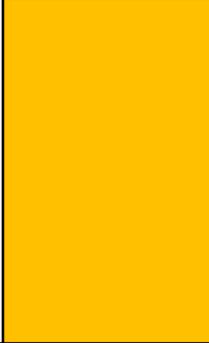
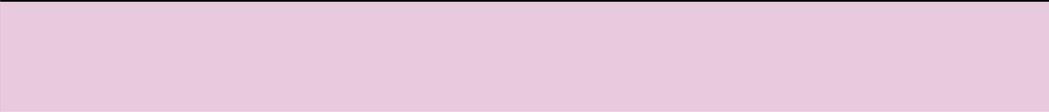
Progress update 2019	RAG rating
<p>2,700 employees have participated in values workshops with bespoke workshops for some teams. Values e-learning module launches in March 2020. Values are now incorporated into recruitment and selection processes, performance review forms and has a golden thread running through all learning programmes. There is a session dedicated to values and vision in the corporate induction programme. A weekly celebrating success bulletin is reviewed by senior leadership team and published on the Source. 86% of staff aware of values and 65% feel they are important in guiding their day to day work.</p>	
<p>250 team managers have taken part so far. Participants reported positive impacts in productivity and empowerment and a reduction in feelings of stress. All participants undertake a business challenge from their service area, so that the learning is applied in the workplace and has an impact on organisational performance. The Bristol Leads programme was shortlisted as a finalist in the Public sector People Management (PPMA) awards 2019. In the employee survey 72% staff feel their manager gives them the support they need to do their job well.</p>	

<p>Pilot with 25 managers from the People Directorate who helped co-design a leadership programme was completed in December 2019. The programme took a systems leadership approach which was applied on a real workplace issue (empowering people out of poverty). a step-by-step guide on "How to lead and delivery change across the system" has been produced. Participants benefited from collaboration and relationship building with colleagues across the council.</p>	
<p>Programme ran throughout 2019 and focused on systems leadership and leading an empowering organisation by tackling cross-cutting issues.</p>	
<p>Internal communication strategy launched as part of the new corporate communication strategy. A programme of refreshed internal communications channels launched in response to employee survey. This includes extending the weekly blogs to all directors and guest writers; employee engagement events; focus groups to follow up on employee survey responses. 76% are clear about the council priorities and 42% feel well informed about what is going on in the council. A refreshed corporate induction has helped new colleagues understand the vision and values of the council 98% said that the induction helped them to feel part of the council and 95% said that it helped them to link their role to the council's objectives and priorities.</p>	
<p>Weekly corporate celebrating success bulletin now well established and published on the Source. Local celebrating success takes place within teams - including awards events and bulletins. A recognition staff focus group have been exploring the results of the employee survey and took their ideas to Senior Leadership Team. Ideas they are progressing include e-thank you cards, director engagement with staff and a values-based award scheme.</p>	
<p>Team Leader Development Programme is now in place and delivered both as open programme and as a tailored option delivered locally to respond to service specific needs. 82 participants have taken part so far and all participants encouraged to consider an apprenticeship as a way of continuing their learning journey.</p>	

<p>Employee survey achieved a 51% response rate. A detailed results report and demographic breakdown published. Results were also broken down by directorate, division and team and shared with managers for local action planning. Action plans have been produced by every Division. Focus groups set up to look in more detail at four cross-cutting themes, and their proposals are being implemented. Regular updates on actions taken shared with the workforce.</p>	
<p>Joint initiative delivered in partnership with Golden Key, the University of the West of England and the Leadership Centre. Programme focused on mental health and addressing the human and economic costs of complex multiple needs.</p>	
<p>Sharepoint training delivered. E-learning module introduced "Communicating Effectively with Digital Skills" with digital learning drop-in sessions provided to assist colleagues with gaining confidence and independence online. Working in partnership with Microsoft learning team we will be upskilling colleagues aligned to the O365 roll-out. This work will be supported by Digital Champion trainers who will support colleagues in the workplace. 61% staff feel they have the right equipment to do their job effectively</p>	
<p>Collaboration with Union Learning Reps resulted in refreshed Learning Agreement signed off by all single status unions. Quarterly meetings provides opportunity for two-way discussion about a range of learning programmes including the new HR and Payroll system training, essential/mandatory training, online learning, staff survey and apprenticeships. 56% feel listened to and their opinions count. 55% feel they have access to the right learning and development opportunities.</p>	
<p>Shortlisted for Local Government Chronicle (LGC) Council of the year 2020. PPMA 2019 award for senior leadership transformation, PPMA 2019 diversity award for Stepping Up programme</p>	
<p>all citizens, and where colleagues feel confident about being</p>	
<p>Progress update 2019</p>	<p>RAG rating</p>

<p>The Strategy and policy was adopted by Full Council in November 2018 and action plans launched as part of the 2019 service planning cycle. Action plans include relaunch of Reverse Mentoring; Project Bristol, Diverse Recruiters, Recruitment Events, Springboard Women's Leadership Programme.</p>	
<p>A new interactive HR Dashboard has been developed using new HR and Payroll system data, this is shared regularly with management teams to inform discussions on workforce diversity gaps. Inclusive leadership and equality training programmes are promoted to managers and coaching offered to colleagues.</p> <p>A Gender Pay Gap report that follows best practice has been developed in collaboration with the Women's Commission, UWE lecturers and councillors which looks at progression, pay, recruitment and flexible working. Carried out focus groups to understand the rationale behind the gender pay gap. Promoted attendance at Women in Leadership programme and Stepping Up Collaboration with neighbouring local authorities enabled access to reduced cost places on Springboard, (leadership development programme for women). Working with the Race Equality Strategic Leaders Group to compare BAME data sets and work on race pay gap</p>	
<p>Equality and HR consultant has worked with staff led groups to refresh their role and work programme. Support provided to members included building productivity workshops; coaching and mentoring support. 64% staff are aware of staff led groups and their purpose.</p>	
<p>Equality and learning & development teams have collaborated on refreshing the existing e-learning programme to ensure it reflects current good equality practice and meets business needs. This includes over 800 managers undertaking mandatory Managing Diversity; 3652 undertaking "Your Rights, Your Responsibilities". Other programmes include Reasonable Adjustments; Equality Impact Assessments; Cultural Intelligence training piloted with Directors, HR and equality colleagues. 71% staff believe the council is committed to creating a diverse and inclusive environment</p>	
<p>Over 100 participants have attended the Stepping UP programme to date with 29 additional participants from the Community based programme Horumar programme. Evaluation of cohort 2 underway.</p>	
<p>9 interns currently with Bristol City Council with 25 interns in a wider programme across the city.</p>	

Programme launched with 24 participants on programme.	
79 Diverse Recruiters have now been trained and regularly support panels	
Continued internal promotion and signposting to the scheme	
12 young people took part in 2019 programme. Final report on outcomes is due shortly.	
As per item 14	
Progress update 2019	RAG rating
<p>New performance review process launched with iTrent system, supported by a refresh of guidance and templates for objectives setting, how to have effective one to ones and effective conversations. Drop in sessions for managers have proved popular with over 60 participants.</p> <p>A working group is being set up to look at a number of areas to develop a talent management strategy. This will include a consistent approach to workforce planning, succession planning and providing more structured development opportunities whilst prioritising apprenticeship opportunities for new and existing staff.</p>	

<p>Two schemes tested during 2018 and 2019 with 30 senior managers from across the organisation. Evaluation has been used to shape the wider roll-out programme.</p>	
<p>Leadership framework used to support the recruitment and selection of the senior leadership team during 2018 and 2019. New 360 degree feedback tool for senior managers has been designed around the behaviours in the leadership framework. Feedback used to shape wider roll-out. Leadership Framework woven into performance review form for managers to reflect on their management practice.</p>	
<p>The requirement for a more consistent approach to workforce planning has been identified as part of the talent management working group. Good practice from Local Government Association used to shape a corporate template. Workforce learning and development planning is well established and informs service-level learning budget plans.</p>	
<p>In 2019 the total number of staff taking part in apprenticeships reached 270 at year end. A broad based multi level offer has been developed for departments and staff. Take up has been weak within maintained schools and some departments are making slower progress than others.</p>	
<p>Levy spend 2019 was £522,701 or 47% of the council's contributions during same period. Whilst this represents growth the pace of take up has not been rapid enough – although Local Government Association have advised us we are on a par with most other Local Authorities.</p>	
	
	

Progress update 2019	RAG rating
<p>Over 800 staff have had Mental Health training, including 700 mental health first aiders and managers. Each course highlights how to have difficult conversations and to understand that not all issues are visible. Staff now have access to trained mental health first aiders and are supported through the thrive at work campaign and employee assistance programme. Mental health awareness is built into the CHaSMs (H&S monitoring system). A number of events have been held to raise awareness including engagement with the Trade Unions's and other staff led groups.</p>	
<p>Bristol City Council has signed up to both the time to change and thrive programme and will continue to be an active participant. Both programmes continue to be promoted at standing meetings. In addition, three new training programmes have been introduced which build on this: Emotional intelligence, Emotional resilience and vicarious trauma. Managers and Employees are encouraged to share their feelings and concerns through one to ones and the wellbeing message is now embedded as part of that process. 50% staff feel that it is a workplace that supports mental health and wellbeing</p>	
<p>The Corporate Safety, Health and Wellbeing team are working on condensing the managers health and safety training and embedding wellbeing throughout. In addition, a number of e modules are being developed to support high demand training needs such as stress and lone working. It is hoped that in developing these packages, we can reach historically undersubscribed groups in remote workplaces</p>	

<p>Initial HR policy drafts consulted on with cross-section of managers, staff-led group members and trade union reps. External benchmarking undertaken.</p> <p>The new CHaSMs (H&S monitoring system) has been implemented which helps identify patterns of non-compliance and gaps in development. The Corporate Safety, Health and Wellbeing team will continue to work with HR partners and staff led groups to review data from CHaSMs and work with management teams to address these gaps through policy development</p>	
<p>In 2019 a working group involving Trade Unions and other external partners was established to develop a better understanding of menopause and adjust the sickness absence policy to recognise the challenges faced. Staff events have been held to encourage discussion on issues of mental health and it is now embedded as part of CHaSMs. A Health and Wellbeing action plan is being implemented which is leading to gradual culture change.</p>	
Progress update 2019	RAG rating
<p>The restructure and recruitment to roles was completed in January 2019. Recruitment took place for a further 3 roles to replace interim contracts and introducing a new role of Executive Chair of the Holding Company. The recruitment and selection process was underpinned by the values and leadership framework to ensure those appointed share our values. The approach won best transformation programme at the 2019 PPMA awards.</p>	
<p>Strengthened internal protocols introduced in relation to use of interim managers. Management reporting improved. Contract re-tendered. Spend has remained stable at 4.98% of the pay bill. Reduction in spend forecast for 19/20 to 4.95% of pay bill</p>	
<p>Decision made by organisation not to introduce a new pay spine as it would mean opting out of national pay bargaining. Cost of implementation would be unaffordable. Issues in relation to recruitment and retention would be addressed through service review and job redesign and where appropriate use of market supplements.</p>	

Initial drafts consulted on with cross-section of managers, staff-led group members and trade union reps. External benchmarking undertaken.	
As per item 14	



Progress update 2019	RAG rating
Work has began on ITrent to blue-print the new Applicant Tracking System (ATS) in line with our system requirements and improved functionality such as onboarding. Aim to be live by end of April 2020.Hiring Manager and candidate feedback to be gathered following full implementation.	
The Resourcing team now quality check all job paperwork and adverts before publication on the recruitment site - ensuring language and content is fit for recruitment purposes. The Resourcing team have been upskilled in selection methods and are producing a practical 'toolkit' to assist Hiring Managers in designing valid and appropriate assessments.	
A dedicated employer branding campaign has been underway to promote our brand to a diverse, local audience. Social media platforms include Facebook which provides management information to confirm we are reaching diverse groups. In addition, targeted campaigns on Indeed.co.uk which are continuously changed depending on what the hard to fill roles are at any given time, ensure our message is reaching the talent we want.	
Dedicated Resourcing Advisers work directly with Hiring Managers to advise and support them on the end to end recruitment process. This includes job paperwork, media recommendations, agency advice, assessment methods and recruitment system support. ITrent recruitment will have improved management information tools to enable close tracking of conversion rates and cost per hire.	

Our inclusive employer brand is reflected through the launch of an external recruitment website. Inclusive imagery, text and a bespoke video promoting work-life balance opportunities designed to appeal to a diverse range of potential applicants and sell the council as a great place to work to ensure we get the very best talent. There is not currently the functionality in the existing Applicant Tracking System (ATS) to measure conversation rates but this will be available with the new ATS. **62% staff would recommend the council as a good place to work**

This will be picked up as part of the talent management strategy working group to ensure workforce planning supports managers to attract and retain the best talent.

Initial proposals for 2020 - subject to review

E learning product introducing the values to be available from March 2020. Staff awards aligned to values due to be launched in 2020 - based on recommendation from staff survey focus group.

The programme design for 2020 is currently being planned and will include a greater focus on equalities and inclusive leadership. The programme is also being assessed to establish how it can be used as accredited prior learning for a leadership apprenticeship. A new manager's handbook and induction will be launched in March 2020.

Evaluation from pilot and opportunity to link up with an apprenticeship will shape the programme for a wider roll-out to start in Summer 2020.

Programme for 2020 will continue to focus on cross cutting issues.

Continue to develop creative communication mechanisms using the new functionality available through the O365 upgrade. Increase video content, feedback and comment mechanisms and reach offline staff.

The recognition focus group will continue to develop a staff awards proposal which will be consulted on and shared with senior leadership team. The results of the 2020 employee survey will be incorporated into the ongoing action planning.

Continue to publicise the Team Leader Development Programme and refine and develop it to respond to business need. Continue to promote the Team Leader apprenticeship. A new manager's handbook and induction is due to launch in March 2020

Survey to be run again in March 2020 with target to increase participation level to 55%. The same detailed analysis will be undertaken to understand the movement in organisation culture since last year and identify areas for further exploration.

Under consideration

Programme of adoption and change to support colleagues transition to O365 with minimal disruption and for them to feel skilled to use the technology to work differently and more effectively

Continue with programme and refine approach in response to feedback

Consider applications for LGC and MJ awards as well as industry-specific awards

Initial proposals for 2020 - subject to review

Equality review event planned for May 2020 in line with Equality charter. The annual action plans will have a progress review built in to service plans and Organisational Improvement Plan. Service Plans with Equalities actions to be progressed and reviewed.

Continue to improve data quality with asking employees to review their demographic information. To develop a ethnicity and disability pay gap report with data as at 31st March 2019. Targets include overall % figure of BAME staff increase within workforce; reduced % figure of 'unknown / not stated' data returns; reduction in the gap of formal grievance cases between White British and BAME employees; reduction in the gap of formal disciplinary cases between White British and BAME employees. To develop initiatives based on focus group Gender Pay Gap information to respond to lack of women in middle management and disproportionate number of women below BG10.

Refreshed work programme to be launched.

Review of existing provision including more tailored in-house provision. Cultural Intelligence roll-out is being considered as part of this

The Stepping UP offer will be widened to become regionally based and new programmes such as the NED (non-Exec Directors Programme) and Moving UP along with other initiatives will be delivered.

Further promotion and support to offer additional placements

New programme to commence in February 2020 and will include mentoring.

New joint scheme to launch in Feb 2020 with Bristol University. Intention is to increase database of diverse recruiters to 150.

Continue promotion

Under consideration

as per item 14

Initial proposals for 2020 - subject to review

New campaign on performance reviews to reflect the lifecycle, further drop-in sessions and guidance. Talent management strategy to be produced and approved by Senior Leadership Team and Cabinet member.

New 360 product to be launched in April 2020 and available to senior managers as required.

360 degree feedback tool to be available to senior leaders to support performance development. Framework will be used to inform the progression pipeline and talent management strategy which will include further work to embed the leadership framework into leadership development programmes including apprenticeships

Working with Local Government Association guidance and good practice from other authorities to develop a consistent approach to workforce planning. Pilot and then roll-out a programme, aligned to the service planning cycle. The current Learning and Development planning process is to be aligned with the workforce planning process.

During 2020 the target is to increase the number of starts to 250 per annum which will give a total of around 350 to 380 apprentices on programme by year end. The first Social Work apprenticeships has been launched which builds on the success of 2019s Solicitor apprentice recruitment. Finance department plans when implemented will also underpin this activity. A marketing campaign will commence early Feb to coincide with National Apprenticeship Week

Current projections based upon known future starts suggest 2020 spend will exceed £600,000 which remains too small and hence the need for a minimum of 350 staff on programme at any one time. To achieve this acceleration, a joint working group is looking at an apprenticeship strategy including a joined up career and talent development offer, particularly for leaders and managers at all levels.

Initial proposals for 2020 - subject to review

For 2020, the focus will be on addressing men's mental health through policy change, awareness and training as evidence suggests they are less likely to seek help. The existing supportive programmes introduced in 2019 will continue.

Through 2020, policies will be reviewed with a wellbeing focus. CHaSMs (H&S monitoring system) will be used to support implementation of stress management tools to ensure that staff receive effective support on reducing workplace pressure. Awareness raising will continue with events and engagement with staff led groups. A focus will be on men's health to ensure they are supported to seek early diagnosis and feel empowered to discuss issues.

Work on the e-learning modules will continue along with promotion to encourage greater uptake.

Consult on latest HR policy drafts, seek approval. Launch and rollout.

Continue to work with management teams and the new CHaSMs to address gaps

Measurement of the impact of the actions. 2020 will see a focus on men's health, seeking early intervention and reduce sickness and improve wellbeing.

Initial proposals for 2020 - subject to review

Recruitment of a permanent Director Adult Social Care is due to complete in February 2020.

New contract with managed service supplier commences in April 2020. Detailed implementation plan in place. New contract includes new performance measures and strong focus on social value.

Awaiting outcome of national pay negotiations for April 2020 pay settlement. Targeted work taking place in areas where recruitment and retention difficulties arise.

Consult on latest drafts. Seek approval. Launch and rollout.

as per item 14

Initial proposals for 2020 - subject to review

Site build to begin in January.

The new job paperwork checking process is complete and being implemented on an ongoing basis. The toolkit will be complete by end March 2020.

This approach will continue and we will work closely with our recruitment advertising agency to advise us on up and coming social media channels.

Ongoing Recruitment and Selection training for 900 Hiring Managers is due to be completed end of Feb 2020. All hard to fill roles are project managed through a dedicated Resourcing Adviser.

Refresh the content of the landing page on the new ITrent system. Refresh recruitment documentation from a candidate experience perspective.

A talent management strategy is developed and launched,