

# HR Committee

24 September 2020



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

**Title:** Workforce Strategy

**Ward:** N/A

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

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## Recommendation

That the Committee provides comments and observations on the draft Workforce Strategy.

## Summary

The purpose of this report is to seek the comments and observations of the Committee on the draft Workforce Strategy.

## The significant issues in the report are:

We launched our Organisational Improvement Plan in January 2019 which 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 reviewed and refreshed annually and has been updated for 2020/21 and re-named as our Workforce Strategy. The strategy and associated action plan is set against significant progress in our transformation journey and has been shaped by core priorities of Covid-19 recovery, health and wellbeing, talent management and embedding equality and inclusion in our everyday practice.

The draft strategy has been shared with a range of stakeholders for comment, including staff led groups and trade union learning reps.



## 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 Workforce Strategy 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 workforce strategy is being developed in collaboration with a wide range of stakeholders including trade union learning reps, staff led groups, Mayor, Cabinet members, HR Committee, senior leadership team prior to launch.

### 4. External

Not required because this report is for information only.

## Context

### 5. Background

Our 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.

An annual progress review was shared with Committee in March 2020. This showed significant progress and on our transformation journey, with 39 of the 45 actions in the plan achieved within the first year.

Our progress has also been endorsed by the Local Government Association in their corporate peer challenge in 2019, and recognised nationally with Bristol becoming finalists in Local Government Chronicle Council of the Year and Municipal Journal Local Authority of the Year 2020.

The strategy is to be reviewed and refreshed each year to take account of emerging needs and ensure it keeps driving us towards the organisation's vision.

Like every other local authority, our focus this year has been on the response to the global Covid-19 pandemic, redirecting our resources and re-prioritising our work programme to ensure we keep our staff and the people of Bristol safe whilst continuing to keep essential day to day services running. As we move into the recovery and renewal phase, we will need to plan for changing needs of our workforce and ensure they are equipped to do their best.

This year has also seen a greater focus on advancing our equality and inclusion practice and tackling institutional racism with the publication of a series of new actions and changes across several themes.

## 6. Refreshed Workforce Strategy

Our plan for 2020/21 has been updated and re-named our Workforce Strategy. The strategy and associated action plan is set against significant progress in our transformation journey and has been shaped by the core priorities of Covid-19 recovery, health and wellbeing, talent management and embedding equality and inclusion in our everyday practice.

The actions have been drawn from a number of sources including our Business and Recovery Plan 2020/21, our action plan for advancing equality and inclusion and actions brought forward from the Organisational Improvement Plan.

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
- **Equality 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.

The draft Strategy is shown in **Appendix I**.

## Proposal

7. That the Committee provides its comments and observations on the draft Workforce Strategy.

## 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 and consultation only.

### **Financial**

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

Not required because this report is for information and consultation only.

### **Land**

Not applicable.

### **Personnel**

Not required because this report is for information and consultation only.

## **Appendices:**

1 – Draft Workforce Strategy

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

### **Background Papers:**

None.