

Workforce Strategy

Our organisational improvement plan – equipping our people to be their best

2020–2022

DRAFT - September 2020





Enthusiastic Performing
Developed/Mentored Impact Purpose
Innovative Contribution **Confident**
Energised **Valued** Goals
Positive feedback Contributing Objectives
Resilient **Skilled** Supported
Bristol **Proud** Diverse Bristol
Driven Honest
Committed
Development Pride
Opportunities
Developing Motivated
Questioning Value Bristol
High-performers Knowledgeable



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Our Workforce Strategy

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Foreword

Placeholder

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1 Strategic context

Our Corporate Strategy describes our vision and key priorities which support the wider One City Plan. This strategy together, with our Medium Term Financial Plan (MTFP) and the annual business plan, clearly highlights what we need to do, alongside the budget we need to work within, to achieve our goals to the highest standards possible.

Our people play a vital part in this and so our Workforce Strategy provides the framework for our transformation journey. This will help us proactively meet the future challenges and requirements of the organisation by ensuring we have the right skills in the right places when we need them and will move us closer to our vision to create an inclusive, high performing, healthy and motivated work place and become an employer of choice.

A values driven organisation

Just as important as what we do is why and how we do it. Our values and the behaviours they support underpin our organisational culture. Developed by our own colleagues these five values clearly set out the expectations of how we work with each other to achieve our vision and the priorities in Corporate Strategy.

In addition, our Leadership Framework sets out our expectations of managers, aspiring managers and senior leaders for how they lead and empower their teams to achieve our vision and embody the organisational values.



2 Our organisation’s development journey

Since we first published our Organisational Improvement Plan in early 2019, we have made significant progress on our transformation journey, with 39 of the 45 actions in the plan achieved within the first year ([hyperlink to one year progress review](#)).

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

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 programmes to ensure we keep our staff and the people of Bristol safe whilst continuing to keep essential day to day services running.

Over the next year we can anticipate needing to continue responding to the disease, including any further local outbreaks or national waves. But we will also continue to recover and renew following the initial phase, preventing and containing any local outbreaks whilst also working to fully analyse the impact that the pandemic has had and taking action to recover, renew and reform the council and the city. For the council as an organisation, part of this process will mean creating a more agile and streamlined local authority that has focused priorities, financial sustainability and greater resilience.

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, interventions and changes spanning several themes](#). Our approach has been informed by several opportunities to learn, including most recently the disproportionate impacts of Covid-19 and the major focus on race equality within the city following the Black Lives Matter protests.

Our action plan for the future is set against significant progress in our transformation journey and will be shaped by the core priorities of Covid-19 recovery and embedding equality and inclusion in our everyday practice.

Guided by our Business Plan we will need to match our resources to meet new and emerging priorities, ensuring we can work flexibly to support the organisation in the event of a local outbreak and empowering colleagues to take on new and different responsibilities.

This will be alongside ensuring our colleagues are supported to adapt to new ways of working by making the most of new tools from our IT transformation programme, whilst looking after their physical, mental and emotional health and wellbeing, acknowledging many have been impacted by prolonged periods of home working and by other impacts of the pandemic.



3 Our current workforce profile

We currently have 6569* employees or 5529 full time equivalent (FTE).

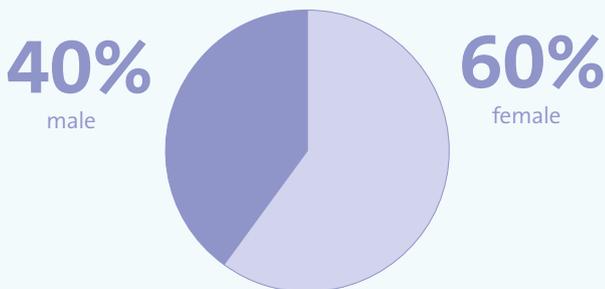
- **97%** of our employees are hired directly, 3% are agency workers.
- Our annual pay bill is **£241m** (excluding schools).
- We have a turnover rate of **8.3%** (number of leavers replaced by new starters).
- The average length of service is **11 years** with 31% of staff serving between 10 and 20 years.
- The diversity of our workforce is improving, although the profile varies across departments and pay grades.

Our current profile is:

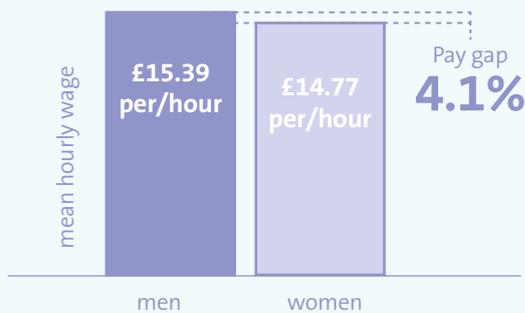
Gender:

The gender profile has remained stable over the last five years. However women are over-represented at low grades (<£20k) and higher grades (£50k+), but under-represented in middle management / professional roles.

Proportion of female/male staff

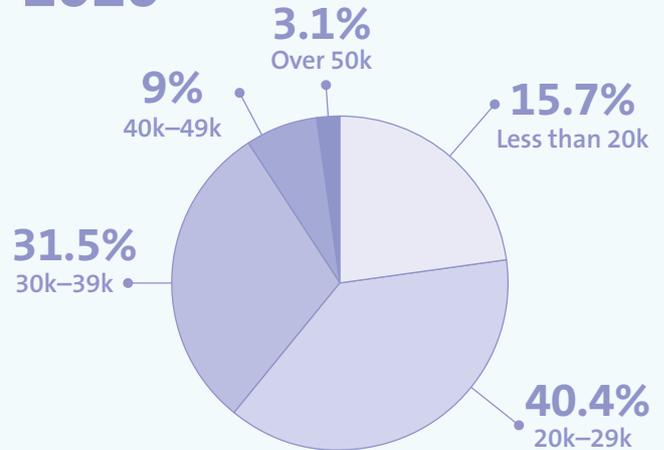


Gender Pay Gap – March 2019

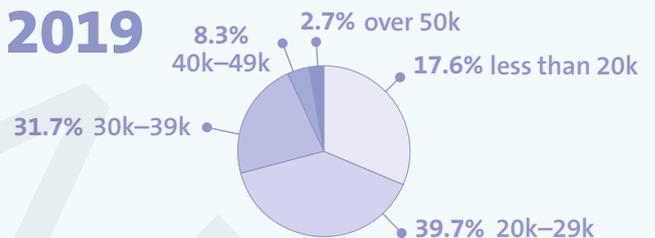


Salary bands:

2020



2019



Ethnicity:

81.4% White British

12.9% BAME

5.6% White Minority Ethnic



Compared with other public sector organisations in the city, we have the fourth highest proportion of BAME employees. We are 2.9% above the Bristol TTWA and 2.1% below the Bristol LA BAME employee benchmarks.

BAME:

Bristol City Council:	12.94%
Bristol LA:	15%
Bristol TTWA:	9%
City:	16%

White Minority Ethnic:

Bristol City Council:	5.63%
Bristol LA:	*%
Bristol TTWA:	6%
City:	6%

* Data based on workforce as at 31 July 2020. Where possible we also compare the data against:

- (Bristol LA) Bristol Local Authority economically active population from the ONS Census 2011.
- (Bristol TTWA) Bristol Travel to Work Area from the ONS Annual Population Survey Oct 16 – Sep 17.
- City population based on Census 2011 – Working Age Population

Disability:

9.5% of our workforce identify as disabled staff, an increase from 6% in the previous year. The Bristol LA and TTWA benchmark is 7% and city population 12.4% .

Sexual orientation :

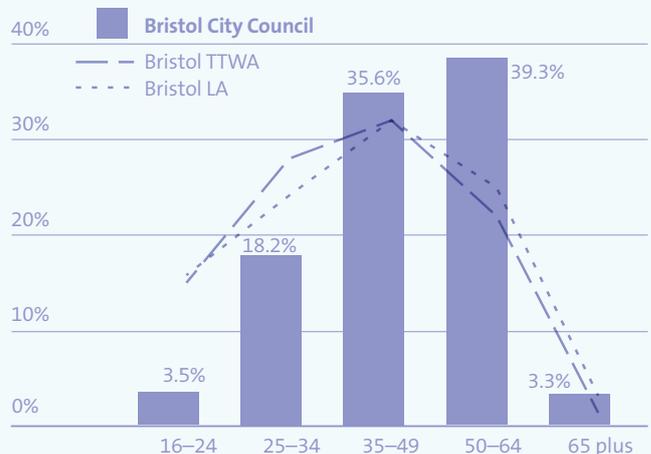
5.1% of staff identify themselves as LGBT+, this has increased from 4.5% in the previous year.

Age:

We have low numbers of young employees, 3.5% of the workforce are aged 16–24 compared with 16% in Bristol LA and 15% TTWA benchmarks.

We have a high number of employees aged 50–64, compared to the economically active population.

Workforce age profile as at 31 July 2020



Trends

	2016	2017	2018	2019	2020		
Total staff	6,970	6,305	6,198	6,281	6,569	↑	Staff numbers are increasing in recent years
Average age	44.71	44.59	44.99	45.59	45.47	↑	Age profile is increasing slightly
Disabled staff	6.66%	6.68%	7.86%	5.98	9.5	↑	Proportion of disabled staff is increasing
Black, Asian and other minority ethnic groups	10.34%	12.24%	12.24%	12.93%	12.94%	←	Proportion of BAME staff remains level
Gender	60.28%	60.44%	60.41%	59.87%	60.05%	←	Gender balance remains the same
LGBT+	4.40%	4.65%	5.37%	4.45%	6.60%	↑	Proportion of LGBT+ staff is increasing

Understanding our employee profile helps us identify areas where we need to focus our efforts in our workforce planning. This data gives us the collective corporate picture, but of course will vary from team to team. As part of workforce planning, Managers will be required to review and take action to improve the diversity of their team.

4 What our employees tell us – workforce survey

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*Survey conducted....



5 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

- I am clear what my role is and how it contributes to corporate strategy priorities
- I demonstrate the organisational values in everything I do and with everyone I work with
- I feel able to contribute ideas and receive recognition when I do a good job
- I have regular discussions about my work, performance and development with my manager
- I am part of a high performing team and do my best for Bristol City Council

- I am clear about my contribution to the corporate strategy priorities
- I role model the organisational values
- I take ownership for making positive change
- I have quality conversations with my team members and manage performance and talent
- I support and develop my team and I celebrate colleagues' success

- We can demonstrate progress in achieving the priorities of the corporate strategy
- We demonstrate our organisational values with our employees, elected members, citizens and partners
- We have confidence in our talented workforce – we recognise and celebrate success
- We make the best use of our people and their skills – to create the capacity to deliver on our priorities
- We are a recognised employer of choice and our services are judged as good by citizens

► For our employees

► For our leaders

► For our organisation

Our Workforce Strategy

Complementing our core programme of HR and learning and development support we have identified a series of key initiatives – set against six employee focused themes – which form the basis of this plan.

These corporate initiatives will support our managers with their workforce planning and help move us along our transformation journey. Each theme has its own action plan.

The success of the plan will require the support and input from managers across the council. They will undertake detailed workforce and succession planning as part of the annual service planning cycle. They will map the future needs of their service against corporate priorities and their budget envelope, prepare succession plans to improve the diversity of their teams and help colleagues develop their careers. This will be vital to increasing our overall organisational resilience, building on learning this year from the redeployment of staff to support our Covid-19 response.

Workforce plans will include identified actions in respect of:

- Equality, diversity and inclusion gaps that will be addressed
- The future supply of skills and professions mapped against demand
- Areas where job or service redesign is needed to help us deliver our priorities
- The type and level of skills needed for the future
- How we attract, retain and develop talent within the organisation

Our Workforce Strategy is an ongoing commitment. It captures work already underway, but will be reviewed and refreshed on an annual basis to ensure it remains valid and keeps driving us towards our organisational vision.

Workforce Themes:

1 An empowering organisation	10
2 Equality and inclusion	13
3 Performance and talent management	16
4 Workforce health and wellbeing	18
5 Structure, pay and policy	20
6 Our brand and recruitment	21

Workforce Theme 1

An Empowering Organisation

Creating a shared purpose and a positive environment where people are confident and enabled to do their best every day.

What we have achieved:

- **Values** – Over 2,700 employees participated in workshops in 2018/19 and now have access to e-learning. We have incorporated values into our recruitment and selection process, performance reviews and corporate induction.
- **Leadership Development** – 250 colleagues undertook Bristol Leads programme with cross council projects such as Period Friendly Bristol. The programme was shortlisted for PPMA awards 2019. We have launched a Team Leader Development Programme, Director’s development programme and piloted a programme for Heads of Service. A new handbook and induction for managers has been launched.
- **Communication** – A programme of refreshed internal communications channels were launched in response to the employee survey. This includes extending the weekly blogs to all Directors and guest writers; employee engagement events; weekly bulletin to celebrate success; and focus groups to follow up on employee survey responses. New communication methods were set up during the Covid-19 response phase to ensure colleagues had daily bulletins of information to help them in their roles.
- **Employee survey** – In 2019 we achieved a 51% response rate. Detailed analysis and action planning was put in place, breaking down the results by service area and equality groups to help local action planning. Focus groups were set up to do action planning on cross-cutting themes. The 2020 survey was live when we went into lock-down and so the response rate was reduced. A separate homeworking survey was run during lock down to find out and respond to how staff were feeling and what support they need.
- **Collaboration** – We work with representative groups from across the council (Trade Union learning reps and Staff Led Groups) to review and refine a learning, development and organisational culture programme. In 2019 this included a refreshed Learning Agreement signed off by all single status unions
- **External accreditation** – Finalists for Local Government Chronicle (LGC) Council of the year 2020 and Municipal Journal Local Authority of the year 2020. PPMA 2019 awards for senior leadership transformation and Stepping Up programme.

An Empowering Organisation – actions for 2020–2022:

	Action	Measuring success	By when?	Who?
1	Continue to embed our organisational values by promoting take up of the e-learning module; introduce more values based recruitment and use values to underpin staff awards/recognition.	<ul style="list-style-type: none"> Evidence of values being lived in daily behaviours 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 	Values recognition scheme in place by Dec 2020	Head of Internal Comms and Organisational Development
2	<p>Continue to develop creative, inclusive communication mechanisms to reach and engage with council staff, particularly those who are offline or working remotely to stay connected.</p> <p>Make use of the new functionality available through the O365 upgrade.</p> <p>Provide opportunities for open dialogue about equalities issues, and in particular how we can work together to dismantle structural racism.</p>	<ul style="list-style-type: none"> Contribute to the accessible communications policy Offline or remote working staff feel connected – measured by the staff survey Develop evaluation mechanism to measure reach and engagement of communications 	Measured annually via employee survey and other feedback mechanisms	Head of Internal Comms and Organisational Development
3	Keep colleagues engaged with corporate priorities and direction as we move into Covid recovery.	<ul style="list-style-type: none"> Colleagues feel well informed and understand the corporate priorities. Target of 80% as measured by the staff survey Use results from annual and pulse surveys to inform messages and support 	Measured annually via employee survey and other feedback mechanisms	Head of Internal Comms and Organisational Development
4	Refresh learning and development programmes in light of revised working arrangements during Covid-19 – eg: creating more online and virtual content, resilience workshops, support for leadership in a new environmen.	<ul style="list-style-type: none"> Staff feel they have access to L&D to support their development – measured by staff survey 	Dec 20	Head of Internal Comms and Organisational Development

	Action	Measuring success	By when?	Who?
5	Introduce a development programme to support new members of HR Committee.	<ul style="list-style-type: none"> Members feel supported in their role 	June 21	Head of HR Head of Democratic Services
6	Implement new ways of recognising and rewarding success, demonstrating the values and celebrating colleague achievements – in virtual and face to face ways.	<ul style="list-style-type: none"> Recognition scheme is approved and in place 	Dec 20	Head of Internal Comms and Organisational Development Senior leadership team
7	Support colleagues to adapt to a new way of working as a result of new technology and to work more flexibly to support our Covid-19 recovery work. Use feedback from staff pulse surveys to ensure relevant support is in place.	<ul style="list-style-type: none"> Staff feel they have the right skills and equipment to do their jobs well – measured in the staff survey 	Mar 21	Head of Internal Comms and Organisational Development Head of HR All managers
8	Review our agile working arrangements to adapt to changes brought about by Covid-19 lockdown.	<ul style="list-style-type: none"> Revised policy in place and associated guidance and equipment is in place 	Dec 20	Head of HR Head of Internal Comms and Organisational Development
9	Raise awareness of the role and contribution of Equality and Inclusion, HR, Organisational Development and Learning & Development teams and how to access their support.	<ul style="list-style-type: none"> Increased confidence amongst staff on where to get support 	Ongoing	Head of HR Head of Internal Comms and Organisational Development

Workforce Theme 2

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.

What we have achieved:

- **New structure and governance** in place and increased resources for a central equality and inclusion team.
- **Strategies and plans** – One year review of progress against Equality Strategy and Policy approved at Full Council in July and all services have their own local equality action plans.
- **Pay Gap reporting** – We have published reports on our pay gaps in relation to gender, ethnicity and disability. The gender mean pay gap has reduced to 4% in 2020, for the first time we published the ethnicity mean pay gap which is 12% and disabled employees mean pay gap which is 1.97%.
- **Staff led groups** – An independent equality and HR consultant has worked with staff led groups to refresh their role and governance structure and a re-launch took place in July 2020. Ongoing support provided to members includes building productivity workshops; coaching and mentoring support.
- **Stepping Up** – A Procurement exercise was undertaken to secure the programme's future. The programme has been expanded to a broader range of under-represented groups. Over 100 participants have attended with 29 additional participants from the Community based Horumar programme. The programme has won a Public Sector People Management The South West Mentoring Award, Bristol Media Awards and is a finalist in the Chartered Institute of Personnel and Development Diversity Awards and the Local Government Chronicle Diversity Awards.
- **Recruitment** – 800 hiring managers have had refresher recruitment and selection training, with a focus on unconscious bias and 79 trained diverse recruiters are now in place.
- **Learning and Development** – 4,000 employee and 900 managers have completed core equality and inclusion learning programmes and a dedicated equality and inclusion section is included in the corporate induction.
- **Equality Impact Assessment training** – over 100 managers are now trained to undertake equality impact assessment process.
- **Reverse mentoring scheme refreshed** – 24 colleagues from under-represented groups have an opportunity to mentor senior leaders and receive advice or learn new skills in return.

Equality and Inclusion – actions for 2020–2022

	Action	Measuring success	By when?	Who?
10	Roll-out of new equality and inclusion governance and structure.	<ul style="list-style-type: none"> Improved tracking of progress against equality and inclusion action plans 	Mar 21	Head of Equality and Inclusion
11	Re-launch staff led groups – with new terms of reference and governance structure.	<ul style="list-style-type: none"> Increase awareness of staff led groups measured by the staff survey. Increased membership of groups review effectiveness of new governance model 	Mar 21	Head of Equality and Inclusion
12	<p>Improve take up of workforce declaring their protected characteristics to provide more accurate workforce data.</p> <p>Use data for workforce and succession plans.</p>	<ul style="list-style-type: none"> Improved understanding of workforce representation to enable managers to set local targets to improve the diversity of their team Colleagues are reassured that the data they provide is confidential 	Dec 20	Head of Equality and Inclusion Head of HR Heads of Service
13	Continue to deliver the Stepping Up Diversity Programme and the Horumar Community Programme.	<ul style="list-style-type: none"> All 50 places on programme filled on Stepping Up and 28 places on Horumar programme Increases in career progression opportunities of participants – measured through their own employers and established KPIs 	Apr 21	Head of Equality and Inclusion
14	Provide supported internships for young disabled people.	<ul style="list-style-type: none"> Increase number of participants to 12 	Apr 21	Head of Equality and Inclusion
15	Refresh and re-launch Disability Peer Navigation scheme.	<ul style="list-style-type: none"> New scheme and evaluation mechanism in place 	Dec 20	Head of Equality and Inclusion

	Action	Measuring success	By when?	Who?
16	<p>Continue work to review learning and development programmes to ensure there is explicit mainstreaming of equality and inclusion, taking account of the current context of Covid-19 and Black Lives Matter movement.</p> <p>Provide cultural intelligence training for Heads of Service.</p>	<ul style="list-style-type: none"> Refreshed programme is launched and evaluation mechanism is in place All staff have completed mandatory equality and diversity training 	Apr 21	<p>Head of Equality and Inclusion</p> <p>Head of Internal Communications and Organisational Development</p>
17	Introduce mandatory reasonable adjustment training for managers.	<ul style="list-style-type: none"> Work with Disabled Colleagues Network and Health and Wellbeing team to define specification and pilot new programme 	Dec 20	<p>Head of Equality and Inclusion</p> <p>Head of Health, Safety and Wellbeing</p>
18	Raise awareness of the social model of disability.	<ul style="list-style-type: none"> work with Disabled Colleagues Network to design a training programme 	Dec 20	<p>Head of Equality and Inclusion</p> <p>Head of Internal Communications and Organisational Development</p>
19	Work to extend pay gap reporting to include LGBTQ+ employees in 2021.	<ul style="list-style-type: none"> Next annual pay gap report includes all under-represented groups 	Jun 21	<p>Head of HR</p> <p>Head of Equality and Inclusion</p>
20	Action learning and coaching for senior leaders that addresses issues of race from a personal and organisational leadership perspective.	<ul style="list-style-type: none"> Greater understanding of equality and inclusion issues demonstrated in leadership practice 	Sep 20	<p>Head of Equality and Inclusion</p> <p>Head of Internal Communications and Organisational Development</p>
21	Take part in Stonewall Index and use findings to help improve our practice.	<ul style="list-style-type: none"> Improved index placing year on year 	Apr 22	Head of Equality and Inclusion
22	Take part in Equality Framework for Local Government.	<ul style="list-style-type: none"> Review and improve our equality and inclusion practice 	Apr 22	Head of Equality and Inclusion

Workforce Theme 3

Performance and Talent Management

Developing careers and managing performance in a meaningful way.

What we have achieved:

Performance reviews – New performance review process launched within the iTrent system and includes the organisational values. The roll-out was supported by a refresh of guidance and templates for objectives setting and effective one to ones.

360 degree feedback – following a successful pilot in 2019, a new scheme based on the leadership framework, is now available for Heads of Service and Directors.

Embedding the Leadership Framework – it is used to support the recruitment and selection of senior leadership roles, it's also woven into performance review for managers to help them reflect on their management practice.

Apprenticeships – By December 2019 270 staff were actively taking part in 50 types of apprenticeships, ranging from Level 2 (GCSE) to Level 7 (Masters), with programmes including Social Work Degree Apprenticeships due to be launched. Over 80% of apprenticeships to date have supported staff recruitment and progression. Levy spend in 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.

Performance and Talent Management – Actions for 2020–2022:

Action	Measuring success	By when?	Who?
23 Continue to embed the leadership framework throughout recruitment, performance and development. The Framework sets out standards for existing leaders and giving aspiring leaders a clear set of skills and competencies to develop.	<ul style="list-style-type: none"> Managers visibly demonstrate the qualities set out in the framework, measured via 360 feedback and annual review process. 	Incremental increases until 2023	Head of Internal Comms and Organisational Development
24 Ensure all colleagues have an opportunity to discuss objectives as part of an annual performance review. To include mandatory equality and inclusion objectives.	<ul style="list-style-type: none"> All colleagues have completed their annual performance reviews with clear objectives and a personal development plan Colleagues report satisfaction with the quality of their performance review, as measured by the staff survey Conduct a dip-sample of reviews (with permission of individual) to check if this is happening in practice 	Apr 21	Head of HR Head of Internal Comms and Organisational Development All managers

	Action	Measuring success	By when?	Who?
25	Roll out 360 feedback to all senior leaders, to include feedback from diverse range of colleagues, in particular those from under-represented groups.	<ul style="list-style-type: none"> Diverse range of views to help our leaders improve their practice 	Jul 20	Head of Internal Comms and Organisational Development
26	Develop a talent management and succession plan – helping colleagues develop their skills and experience, to deliver effectively against corporate objectives and reflect the organisation values. To include leadership development, apprenticeships, coaching, mentoring and opportunities for being released from role to work in other parts of the council to increase experience.	<ul style="list-style-type: none"> Increased take up of apprenticeships and spend against the levy Increased mobility – colleagues moving around the organisation Increased satisfaction with development opportunities 	Oct 20	Head of Internal Comms and Organisational Development All Heads of Service
27	Support the recruitment and retention of apprentices to the council.	<ul style="list-style-type: none"> Increase the number of council apprenticeship starts including in locally managed schools to 251 number of apprenticeships that lead to permanent job offers 	Annually	Head of Employment, Skills and Learning Heads of Service
28	Make full use of the apprenticeships levy to support learning and development and career progression.	<ul style="list-style-type: none"> £1 million investment with demonstrable impact of learning for the city, organisation and the individual. 	Annual spend to March 2022	Head of Employment, Skills and Learning
29	Develop a Positive Action Policy in line with legislation to address imbalance or disadvantage faced by under-represented groups.	<ul style="list-style-type: none"> Reduced pay gap for under-represented groups Greater diversity in leadership roles 	Sep 20	Head of HR Head of Equality and Inclusion
30	Refresh leadership and management development offer, aligned to the leadership framework and integrated with apprenticeship opportunities. Introduce talent pathways to create a more diverse leadership team and bring diverse perspectives into organisation decision-making, through opportunities for aspiring leaders to attend different forums.	<ul style="list-style-type: none"> Launch of new leadership pipeline Provide learning opportunities aligned to individual and organisational learning outcomes – to include inclusive leadership, cultural intelligence, people management skills; resilience; crisis management and managing teams in new ways as we move into Covid recovery phase 	Dec 20	Head of Internal Communications and Organisational Development
31	Promote early and informal resolution of concerns through a refreshed policy, increase diverse mediation service, promote the whistle-blowing process, data monitoring and new case management system to monitor trends.	<ul style="list-style-type: none"> Empowering managers to deal with issues at an early stage Increased confidence of employees in the process and increased level of support 	Apr 21	Head of HR Head of Equality and Inclusion All managers

Workforce Theme 4

Workforce Health and Wellbeing

Keeping our workplace safe and healthy, and our workforce engaged and resilient.

What we have achieved:

Mental health training – Over 800 staff have had mental health training, including 700 mental health first aiders and managers. Staff now have access to trained mental health first aiders and are supported through the Thrive at Work campaign and employee assistance programme. New training programmes have been introduced including emotional intelligence, emotional resilience and vicarious trauma.

Health and Safety support and advice – provided ongoing guidance and advice for staff in response to national Covid-19 safety guidance.

Menopause support – 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.

Workforce Health and Wellbeing – Actions for 2020–2022:

Action	Measuring success	By when?	Who?
32 Adapt mental health training for colleagues, enabling them to spot the signs and offer support particularly for those working remotely for an extended period of time. To include listening events and toolkits on how to have conversations.	<ul style="list-style-type: none"> Increase in number of employees and managers who have completed mental health awareness training to 900 	Apr 21 and an annual increase	Head of Health, Safety and Wellbeing
33 Equip managers to support their teams whilst working remotely – with resilience and mental health support, linked to the five pillars of resilience model.	<ul style="list-style-type: none"> Increase in colleagues who feel their mental health is supported 	Apr 21 and an annual increase	Head of Health, Safety and Wellbeing All managers

	Action	Measuring success	By when?	Who?
34	<p>Raise awareness and increase take-up of mental health support mechanisms for colleagues, and adapted to meet needs arising through Covid lockdown. This includes stress risk assessments, Mental Health First Aiders, Employee Assistance Programme and signposting to support and resources such as Thrive Bristol.</p>	<ul style="list-style-type: none"> Increase number of staff feel that it is a workplace that supports mental health and wellbeing – measured by staff survey 	Apr 22	<p>Head of Health, Safety and Wellbeing All managers</p>
35	<p>As part of a new Health and Wellbeing strategy, continue a rigorous and pro-active approach to protecting the health, safety and well-being of our workforce for those who return to the workplace and those who continue to home-work.</p>	<ul style="list-style-type: none"> Timely updates to guidance in line with changing restrictions and national guidance 	As required	<p>Head of Health, Safety and Wellbeing</p>
36	<p>Commission a new occupational health and employee assistance provider to help us provide confidential, high quality health and wellbeing support.</p> <p>In the interim, ensure the provision of a counselling service with BAME representation and expertise, in recognition of the disproportionate impact of Covid-19 on BAME staff</p>	<ul style="list-style-type: none"> Help support a high performing and healthy workforce. 	Apr 21	<p>Head of Health, Safety and Wellbeing</p>

Workforce Theme 5

Structure, Pay and Policy

A clear framework to help redesign our council and support good employee relations

What we have achieved:

- **Senior leadership team** – Recruitment to permanent roles completed by February 2020. The recruitment and selection process was underpinned by the values and leadership framework to ensure those appointed share our values.
- **Temporary staffing** – New contract in place resulting in reduced reliance on temporary contracts and more internal development opportunities.

Structure, pay and policy – Actions for 2020–2022:

Action	Measuring success	By when?	Who?
37 Launch the council's refreshed HR policies and associated equality impact assessments, which embed equalities and health and wellbeing.	<ul style="list-style-type: none"> • A new policy framework is approved and implemented • Concerns are resolved at an early and informal stage wherever possible 	Dec 20	Head of HR
38 Help managers to develop and implement their workforce and succession plans – forecasting the type and number of roles and skills needed for the future, and identifying learning and development needs.	<ul style="list-style-type: none"> • Resources in place to support any service changes • Ensure we can quickly and effectively redeploy staff to work in new departments or roles if we need to 	As required	Head of HR Heads of Service
39 Review the senior leadership structure as part of the Covid-19 recovery work looking at the organisation's future priorities and approach.	<ul style="list-style-type: none"> • Ensure we continue to have the most appropriate leadership structure in place to lead the council's transformation 	Apr 21	Chief Executive

Workforce Theme 6

Our Brand and Recruitment

Becoming an employer of choice; attracting, developing and retaining the best talent

What we have achieved:

New recruitment portal – roll-out of new recruitment module in iTrent which provides improved functionality and a better candidate experience.

Employer branding campaign – to attract a diverse range of local applicants. Targeted campaigns on Facebook and Indeed.co.uk which are continuously updated to reflect hard to fill roles.

Improved quality of job paperwork and adverts – all job paperwork and adverts are quality checked before publication – ensuring language and content is fit for recruitment purposes.

Refresher recruitment and selection training – including unconscious bias – 800 Hiring Managers have been re-trained.

Secondment policy – revised to ensure all opportunities are advertised fairly across the organisation. The removal of the 12 week rule means that all secondments must go through a full recruitment and assessment process.

Our Brand and Recruitment – Actions for 2020–2022:

Action	Measuring success	By when?	Who?
40 Launch new online on boarding portal as part of iTrent HR system to streamline processes and improve the new starter experience.	<ul style="list-style-type: none"> Improved candidate experience and reduces duplication in the HR admin process. 	Sep 2020	Head of HR
41 Launch a managers' toolkit to assist hiring managers in designing valid and appropriate assessments.	<ul style="list-style-type: none"> Hiring high quality candidates who have successfully completed a robust assessment process. 	Sep 2020	Head of HR
42 Continue to develop our employer brand and social media presence to attract a wider and more diverse audience for job opportunities,	<ul style="list-style-type: none"> Increased reach and targeting of job adverts and a greater diversity of applicants 	Ongoing	Head of HR

	Action	Measuring success	By when?	Who?
43	Work with Managed Service Provider to ensure procurement specification and payment schedule for search and recruitment agencies includes obligations to source a diverse applicant pool.	<ul style="list-style-type: none"> Increased diversity of applicant pools for future recruitment 	Ongoing	Head of HR
44	Continue quality checking of job paperwork (with a focus on third tier and above roles) to ensure focus on skills rather than experience and remove unnecessary barriers eg: qualifications, experience.	<ul style="list-style-type: none"> Increased success rates of a diverse range of candidates 	as roles become vacant	Head of HR
45	Develop more values and abilities based selection processes for senior roles (of third tier and above), including online values testing; values based assessment centre for senior roles.	<ul style="list-style-type: none"> Increased success rates of a diverse range of candidates 	as roles become vacant	Head of HR
46	Improve equality monitoring data for applicants.	<ul style="list-style-type: none"> Regular monitor of diversity statistics at all stages of the recruitment process 	Ongoing	Head of HR
47	Undertake bi-annual recruitment audits to review hiring manager practice and publish results.	<ul style="list-style-type: none"> Increased confidence in recruitment practice 	Dec 20	Head of HR
48	Provide recruitment training and support for members who take part in senior leadership recruitment.	<ul style="list-style-type: none"> Increased confidence in recruitment practice 	Ongoing	Head of HR
49	Expand the diverse recruiter scheme and ensure their presence in hot spots where issues raised about recruitment practice. External diverse panel members will be mandatory for senior leadership recruitment.	<ul style="list-style-type: none"> Increased confidence in recruitment practice 	Dec 20	Head of Equality and Inclusion

DRAFT

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