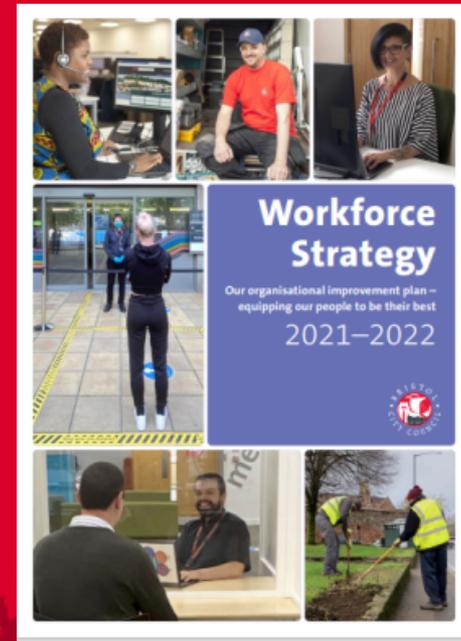


Appendix 1



Workforce Strategy refresh

HR Committee
28 April 2022



Purpose

- 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 **Workforce Strategy** outlines the cross-cutting actions that we will take to support this journey. We will:
 - Set a clear direction and priorities
 - Empower and equip our teams with skills and confidence to deliver at their best
 - Create an inclusive, high-performing, healthy and motivated workplace
 - Become an employer of choice

Background

- The Workforce Strategy and action plan is currently undergoing a refresh
- It will be informed by:
 - New Corporate Strategy priorities
 - 2022 staff survey results and 2021 pulse survey results
 - Emerging workforce needs as we learn to live with Covid
 - Our equality and inclusion programme
- We will shape our priorities by working with:
 - Staff Led Groups and Trade Unions
 - HR committee
 - Mayor and Cabinet

What it covers

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



Strategy refresh – Progress to date and emerging priorities



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've achieved:

Developed a transparent communication approach to ensure we reach staff with regular and timely updates about Covid; help them understand corporate priorities such as the budget position; provide wellbeing support; and celebrate success

Run a series of pulse surveys to understand and take prompt action in response to topical issues and workforce needs - such as remote working, quality conversations about performance and development, wellbeing and resilience

Introduced more engagement opportunities for colleagues to meet with senior leaders to discuss cross-cutting issues – such as corporate strategy workshops, budget drop-in sessions, Covid working arrangements.

Adapted our learning and development offer to meet the changing needs of the workforce, launched a new e-learning hub and improved compliance with mandatory training

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.

Emerging priorities for strategy refresh:	Status (from 21/22 strategy)
Support managers and colleagues with agile working arrangements as we learn to live with Covid, adopt new technology and rationalise our office space – through refreshed policy, guidance and support	New
Continue work to embed values and behaviours – through recognition and celebrating success	Ongoing
Continue to develop creative, inclusive communication mechanisms to reach and engage with the workforce, particularly those who are offline or working remotely	Ongoing
Create local and corporate action plans with the results from the annual employee survey	Ongoing

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've achieved:

Implemented a new equality and inclusion governance structure

Taken part in the LGA Equality Framework for Local Government peer review and implemented recommendations

Carried out a mapping exercise of all the strands of equality and inclusion work so that they can be brought together into a cohesive programme of work.

Delivered “Leading with Cultural Intelligence” workshops to 200 managers. The workshops raise self-awareness about how culture influences our interactions with others, and helps create open and inclusive leadership.

Increase in progression rates, in particular for young people (aged 16-29)

Improved workforce diversity monitoring, with clearer representation targets

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

Emerging priorities for strategy refresh:	Status (from 21/22 strategy)
Continue to support our Staff Led Groups and their work programmes.	Ongoing
Developing gender identity and transitioning policy	New
Support positive action development initiatives such as Stepping Up, Diverse Voices, Make it Right, Project Bristol, Strive.	Ongoing
Use our pay gap reporting to identify strategies and targets to improve the diversity of the workforce.	Ongoing
Embedding the Workforce Race Equality Standard in social care	New

Theme 3: Performance and talent development

Developing careers and managing performance in a meaningful way

What we've achieved:

Enhanced our leadership development programme with new modules for team managers and new or aspiring team leaders

Established a talent development steering group who set the priorities for the work programme and help develop new initiatives

Introduced workforce development plans as part of annual service planning cycle – for managers to assess future workforce needs and improve diversity of their team

Supporting more staff to learn through apprenticeships

Developed a package of support for managers on effective conversations – giving feedback, performance reviews and having difficult conversations

Launched 'Grow your career' hub to support colleagues to identify their strengths and aspirations, signpost to development opportunities and provide advice for applications and interviews

Theme 3: Performance and talent development

Developing careers and managing performance in a meaningful way

Emerging priorities for strategy refresh:	Status (from 21/22 strategy)
Continue our talent development programme to provide more opportunities for colleagues to develop their careers with the council	Ongoing
Ensure all colleagues have a regular opportunity to discuss objectives and learning needs through regular one-to-ones and an annual performance review	Ongoing
Continue to support new, aspiring and existing managers to develop their leadership skills	Ongoing

Theme 4: Workforce health and wellbeing

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

What we've achieved:

Delivered a range of workshops, webinars and resources to support mental health, wellbeing and resilience

Introduced health and wellbeing plans – for colleagues to discuss and agree individual support arrangements

Promoted the Mental Health First Aider scheme

Procurement of a new Employee Assistance provider

Launched a replacement corporate safety flagging system

Theme 4: Workforce health and wellbeing

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

Emerging priorities for strategy refresh:	Status (from 21/22 strategy)
Launch the new health and wellbeing strategy	New
Review and refresh health, safety and wellbeing policies	New
Refresh the council's approach to tackling violence and aggression at work, to include hate crime	New

Theme 5: Structure, pay and policy

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

What we've achieved:

New Grievance Resolution Policy including a survey to provide greater insight into how well grievances are being resolved

Launch of a new Travel Policy which responds to the Clean Air Zone and the council's climate goals

Review of senior leadership structure – with recruitment now underway

Launch of the succession planning policy – to support internal talent development

Theme 5: Structure, pay and policy

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

Emerging priorities for strategy refresh:	Status (from 21/22 strategy)
Complete the management and capacity review - which includes succession planning, leadership structures, vacancy review and service-specific capacity reviews	New
Finalise the refresh of HR policies - including disciplinary, managing change, improving performance, supporting attendance, learning and development.	Ongoing
Support council-wide change programmes such as Common Activities, Estate Review and Digital Transformation	New

Theme 6: Our brand and recruitment

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

What we've achieved:

Launched a managers' toolkit to assist hiring managers with designing appropriate selection and assessment methods

Introduced more values and abilities-based selection processes for senior roles

Continued a programme of training for hiring managers on our fair recruitment and selection policy, including how to assess against our values.

Use of social media to reach a diverse candidate base and promote hard-to-fill or high volume roles. Recruitment website updated with more information about our staff led groups and our accreditation.

Quality checking all job paperwork to ensure a focus on essential criteria and removing unnecessary barriers.

Theme 6: Our brand and recruitment

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

Emerging priorities for strategy refresh:	Status (from 21/22 strategy)
Continue to develop our employer brand to ensure we can attract, recruit and retain a diverse range of talented employees in a competitive labour market	Ongoing
Develop mechanisms to ensure we have a diverse applicant pool for all roles	Ongoing
Continue work to recruit and retain apprenticeships for a career with the council	Ongoing