

Birmingham City Council Workforce Strategy 2018-2022

Modern Council

As we look to the future, we are actively embracing technology and innovation to find more efficient ways of working and achieve standards of service set by our national peers. This involves working in partnership across the city with other service providers to ensure a joined-up approach in the way we work. But most importantly, it means working in partnership with our citizens to create a 21st century public services offer based on a shared vision of a great future for everyone living and working in Birmingham.

Workforce vision

To be a modern council our aim is to have a workforce that reflects the lived experience of the people it serves. We want to be an employer of choice for Birmingham citizens, with a high-performing, agile and diverse workforce, capable of delivering innovative services which enable the city to grow and ensure every child, citizen and place matters.

Purpose of the strategy

The Council Plan sets out a clear vision for the outcomes the council wants to deliver for city of Birmingham and the actions we will take to get there. The Workforce Strategy describes the way we plan to develop our current and future workforce to ensure they have the right skills, environment and values to enable the council to deliver it's council plan.



WHAT IS IN SCOPE?

The scope of the strategy is wide-ranging and provides a framework for action in relation to behaviours and culture change; personal performance, leadership and management, workforce planning, learning and development, engagement reward and wellbeing.

HOW WILL WE ACHIEVE IT?

We have defined four key priority areas based on the learning gained from both internal and external feedback. We are then investing our efforts in a range of culture change activities (as set out in the culture change framework) and additional tools for staff to support change readiness, upskilling and succession planning. These will be underpinned by our core values and behaviours.

Links to the Council Plan and Policy Framework

This strategy will sit alongside a number of other strategies, improvement plans and the medium term financial planning cycle which will enable us to be fit for the 21st Century and to be the right kind of organisation to deliver better outcomes for our residents.

- Effective **political leadership and managerial leadership**, working as a constructive partnership with a modern, progressive **organisation culture**.
- Effective governance and decision-making arrangements that respond to challenges and manage **performance**, change, transformation and disinvestment.
- Capacity and resources focussed in the right areas in order to deliver the agreed priorities, supported by relevant **organisational and workforce development** and;
- **A financial plan** in place to ensure its long-term viability and evidence it is being implemented successfully.



Making it happen



Outcomes - where do we need to be?

Effective financial management and accountability which reduces duplication, drives efficiencies and balances the books.	High performing workforce where we have the right skills and behaviours, supported by an induction, appraisal and development programme. Change is embraced through effective internal communications and visible leadership to reinforce the direction of travel.	Recognised as a modern and fit for purpose employer of choice where our recruitment, career development and reward and recognition structure align with workforce plans and employee satisfaction levels and the number of people wanting to come and work for us increases.
Staff empowered to make creative and innovative decisions and equally participate in all aspects of service delivery and development.	Excellent management across the council supported by a regular leadership and management development programme and robust HR policies and processes, underpinned with positive industrial relations.	A highly motivated and engaged workforce who value the opportunity to feedback opinions and feelings through on-going engagement initiatives and the annual staff survey, in the knowledge that these are heard and acted upon.
Evidence based decision making , planning and delivery supported by accurate workforce data and projections of workforce needs and efficiencies both of our workforce and those we need to commission services from.	Effective political leadership and managerial leadership , working as a constructive partnership which generates solutions at the pace required.	Workforce policies and practices are positively embraced, embedded and consistently applied into everyday practice, supporting a culture of transparency and trust which embraces change.

Our success measures

An increasing amount of staff choose to provide diversity data	Increased opportunities for Apprentices, Care Leavers, Work experience, Interns and Graduates	Attendance rates are higher, Employees feel proud to work at BCC	Reduced operating expenditure per employee	All staff report having an appraisal
Majority of staff report satisfaction with their development plans	Staff survey completion rates increase	We have more applications from local residents	All new starters receive their induction within 2 months of starting	Financial accountability statements for all managers

