

# Birmingham City Council Workforce Strategy 2018-2022

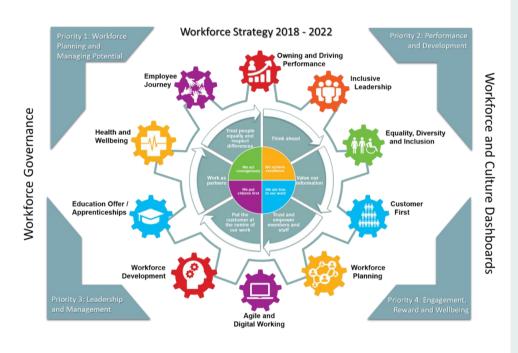
#### **Modern Council**

#### Workforce vision

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 21<sup>st</sup> century public services offer based on a shared vision of a great future for everyone living and working in Birmingham. 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 highperforming, 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 21<sup>st</sup> 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

Priority 1: Workforce Planning and	Owning and Driving Performance	Change readiness Coaching in time Resilience and self management Priority 2: Performance and Development
Managing Potential	Inclusive Leadership	Internal Leadership Programme Psychometric assessment and talent management, Member / Officer / TU relations (inc member induction) Inc financial, commercial, digital and citizen-focused modules
ATC.	Equality, Diversity and Inclusion	EDI Strategy and action plan Pay gap reporting Leadership EDI Champions. Links to Wellbeing.
	Customer First	BRUM Change Methodology Building services around the customer End to end. system thinking, business change, community engagement;
See.	Workforce Planning	Strategic workforce planning linked to business planning, succession planning
<b></b>	Agile and Digital Working	Flexible, agile working across BCC Technology to support transformation through evidence-based strategy Links to properties, digital strategy and citizen access strategy
	Workforce Development	Skills needs assessments and career frameworks Strategic council-wide skills plan and learning management system (LMS) Core skills strengthening (e.g. digital) and 21 <sup>st</sup> Century public servant ethos
	Education Offer / Apprenticeships	Apprenticeship levy delivery Links to schools and unis for succession planning with interns, placements and graduates
	Health and Wellbeing	Health and wellbeing strategy and Thrive at Work standard. Work with diversity networks to ensure workforce are supported appropriately. Supportive employer
Priority 3: Leadership and Management	Employee Journey	Recruitment, induction, appraisal, Forward Together engagement, rewards and recognition programme. JE, pay and grading review all based on values

## Outcomes - where do we need to be?

Effective financial management and	High performing workforce where we have the	Recognised as a modern and fit for purpose	
accountability which reduces duplication, drives	right skills and behaviours, supported by an	employer of choice where our recruitment, career	
efficiencies and balances the books.	induction, appraisal and development	development and reward and recognition structure align with workforce plans and employee satisfaction	
	programme. Change is embraced through		
	effective internal communications and visible	sible levels and the number of people wanting to come	
	leadership to reinforce the direction of travel.	and work for us increases.	
Staff empowered to make creative and innovative	Excellent management across the council	A highly motivated and engaged workforce who	
decisions and equally participate in all aspects of	supported by a regular leadership and	value the opportunity to feedback opinions and	
service delivery and development.	management development programme and robust	feelings through on-going engagement initiatives and	
	HR policies and processes, underpinned with	the annual staff survey, in the knowledge that these	
	positive industrial relations.	are heard and acted upon.	
<b>Evidence based decision making,</b> 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

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opportunities for

Increased 🙂 Attendance rates are higher,

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Reduced operating expenditure per

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All staff report having an appraisal

choose to provide diversity data	•• •	 employee	
Majority of staff report satisfaction with their development plans	-		Financial accountability statements for all managers

