

# Birmingham City Council

## Workforce Strategy

2018-2022

Implementation Plan (Refresh 2020)



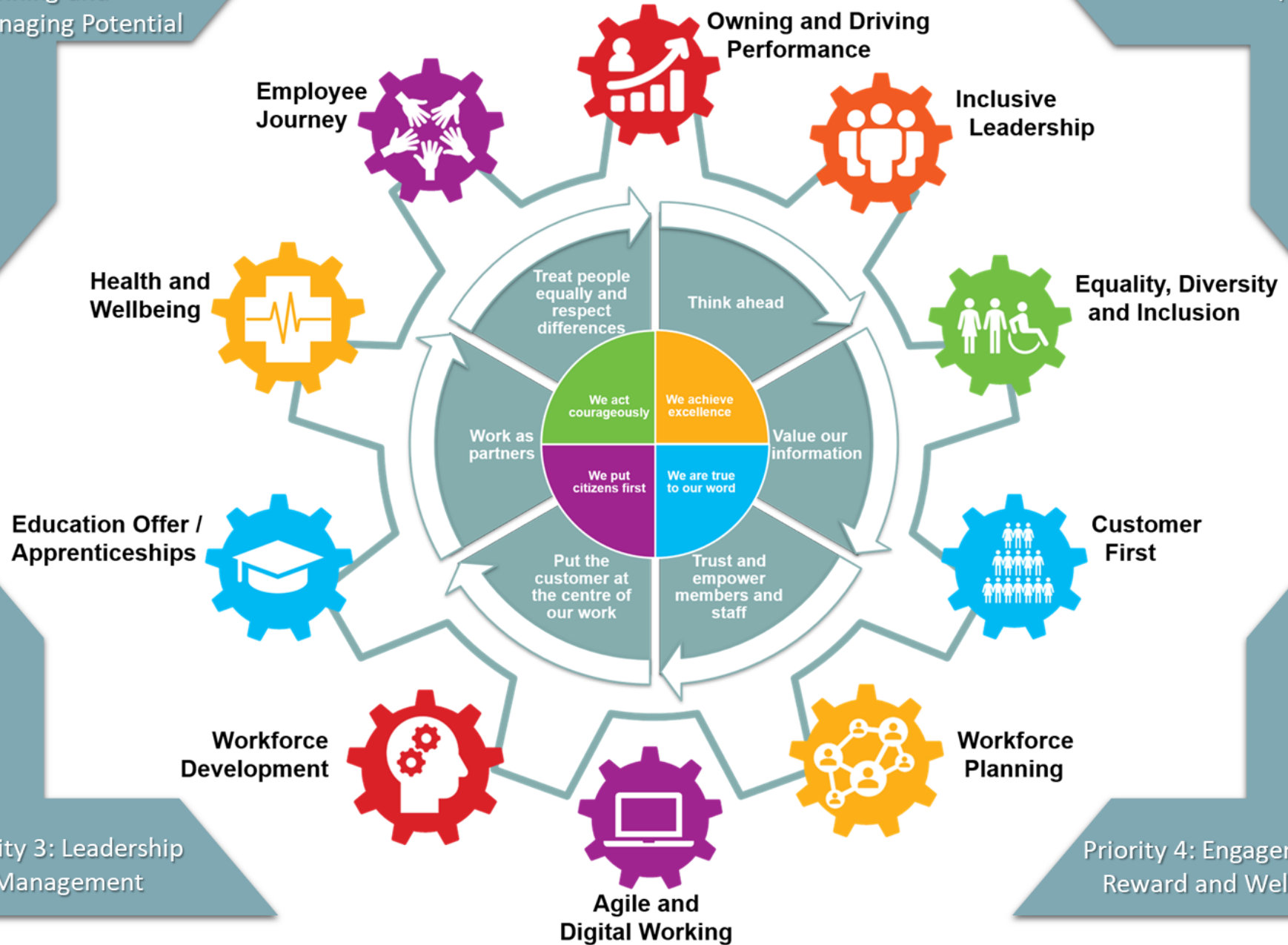
Making a positive difference everyday to people's lives



# Workforce Strategy 2018 - 2022

Priority 1: Workforce Planning and Managing Potential

Priority 2: Performance and Development



## Workforce Strategy 2020 - Culture Change Framework “Levers for Change”



Owning and Driving  
Performance

Change readiness  
Coaching in time  
Resilience and self management



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



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;



Workforce Planning

Strategic workforce planning linked to business planning,  
succession planning



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






Employee Journey

Recruitment, induction, appraisal, Forward Together engagement, rewards and recognition programme. JE, pay and grading review all based on values



## PRIORITY ONE – LEADERSHIP AND MANAGEMENT




Ref	Change Lever	What we are going to do?	What have we done so far or progressing?	How will we know we have succeeded?	Timeframe	Owner
1.1	Inclusive Leadership 	<ul style="list-style-type: none"> <li>• Work with senior officers at Corporate Leadership Team and Extended Corporate Leadership Team to strengthen working relationships, increase collaboration and reduce silo working.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed the purpose of ELT to agree broad purpose and parameters;</li> <li>• Develop a forward plan that ensures engagement at an early opportunity and collaboration on key issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved understanding across the business of each other's areas and cross-working featuring more frequently in proposals and projects;</li> <li>• Improved risk management through greater awareness across the business, with less silo working</li> <li>• Improved satisfaction from staff about the way the organisation is led</li> </ul>	Ongoing through 2020.	CEX / OD
1.2	Inclusive Leadership 	<ul style="list-style-type: none"> <li>• Invest in psychometric testing for all strategic leaders and provide them with bespoke development plans.</li> <li>• Deliver a new modular, inclusive leadership programme (BRUM Pioneer) that seeks to strengthen leadership skills in the following areas: <ul style="list-style-type: none"> <li>• Financial leadership</li> <li>• Commercial Leadership</li> <li>• Digital Leadership</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Commission SHL to develop bespoke BCC development report for strategic managers.</li> <li>• Identify first cohort to go through assessment</li> <li>• Train a number of staff across HR/OD to deliver the OPQ feedback.</li> <li>• Design implementation plan and guidance for strategic managers and ECLT</li> <li>• Scope out the BRUM Pioneer modules</li> <li>• Begin design of the modules in partnership with key leaders across BCC.</li> <li>• Research best practice in the market to inform development of our internal</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Survey results show that staff feel engaged, developed and valued by their manager.</li> <li>• Improvements in the quality of proposals being received at CLT and EMT for service delivery</li> <li>• Improvement in outcomes and reduced costs through quality leadership.</li> <li>• Strong culture of performance management embedded across the organisation where good performance is recognised and celebrated, and poor performance is dealt with effectively.</li> </ul>	<p>First SHL Cohort Feb – May 2020</p> <p>Modular Programme begins June 2020</p>	OD

Ref	Change Lever	What we are going to do?	What have we done so far or progressing?	How will we know we have succeeded?	Timeframe	Owner
		<ul style="list-style-type: none"> <li>• Working in Partnership</li> <li>• Data-led Delivery</li> <li>• Citizen / Locality-led leadership</li> <li>• Emotional Intelligence / Building Relationships</li> </ul>	modules.			
1.3	Workforce Development 	<ul style="list-style-type: none"> <li>• Focus our development activities on increasing our leadership capability and capacity for leading employees through change and creating a culture of collaborating with others, having a commercial focus, and creating a resilient workforce which consistently uses reflective practice</li> </ul>	<ul style="list-style-type: none"> <li>• New “Your Development” offer launched on intranet to cover 3 key elements:               <ul style="list-style-type: none"> <li>○ Core skills</li> <li>○ Management skills</li> <li>○ Managing change skills</li> </ul> </li> <li>• 10 Mandatory modules agreed for completion Dashboard reporting to directorates underway</li> </ul>	<ul style="list-style-type: none"> <li>• Managers are clear of their role definition and opportunities for development through the Competency and Behaviour Framework</li> <li>• Staff survey results show staff feel change is managed effectively and feel involved in decisions which impact on them</li> <li>• BCC is recognised as a reputable business which others are keen to invest in and do business with</li> </ul>	Competency Framework in place Apr 2019 and onwards	OD
1.4	Education Offer 	<ul style="list-style-type: none"> <li>• Develop our current leaders and leaders of the future by enabling them to complete one of a range of degree level apprenticeships.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic partnership developed with UoB</li> <li>• Masters level apprenticeships agreed which cover MBA, MSc Public Sector leadership and MSc Educational Leadership.</li> <li>• Chartered Management degrees available for online and face-to-face</li> </ul>	<ul style="list-style-type: none"> <li>• Managers understand best practice and can identify where to apply theories of learning;</li> <li>• Managers can network outside of the city council and bring new ideas to they way they work</li> </ul>	First tranche of leadership apprenticeships started in September 2019. Ongoing	OD



Ref	Change Lever	What we are going to do?	What have we done so far or progressing?	How will we know we have succeeded?	Timeframe	Owner
			learning.	benefiting staff and citizens. • Talent is identified and retained, and a leadership pipeline is created.		
1.5	Inclusive Leadership 	<ul style="list-style-type: none"> <li>• Ensure our leaders actively promote diversity and inclusion</li> <li>CLT Champions for D&amp;I</li> </ul>	<ul style="list-style-type: none"> <li>• Create CLT “champion” roles for key members of the executive leadership team and extended leadership team.</li> <li>• Provide support to CLT champions in relation to key diversity networks and staff groups and calendar events through the year.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff will see visible evidence of inclusive leadership by the behaviours and messages of our senior staff;</li> <li>• More staff will feel included, be more comfortable to disclose (better data) and be happier and more productive at work.</li> </ul>	CLT champions programme agreed autumn 2019. Full programme for 2020.	CLT / ECLT / OD

## PRIORITY TWO – WORKFORCE PLANNING AND MANAGING POTENTIAL

Ref	Change Lever	What we are going to do?	What have we done so far or progressing?	How will we know we have succeeded?	Target	Lead
2.1	Employee Journey 	<ul style="list-style-type: none"> <li>Review job evaluation administration and new working methods to ensure clarity of use whilst ensuring jobs are consistently evaluated for fair and equitable pay for employees across the organisation for the complexity of work undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>Pilot job evaluation administration have been undertaken for NJC and JNC evaluations to streamline access to job evaluation process, minimise time spent on completion of unnecessary paperwork, and to increase the engagement from the business, thus a better-informed outcome.</li> <li>Job evaluation gauge system upgraded</li> <li>Research of other authorities' approach to job evaluation</li> <li>Commenced engagement and discussions with trade unions</li> </ul>	<ul style="list-style-type: none"> <li>Scheme and processes are fully understood, embraced and engaging for managers, staff and trade unions.</li> <li>Analysts can partner the business in understanding their needs.</li> <li>Fewer requests for market supplements - money saved</li> <li>Retained workforce</li> <li>Reduced time taken for preparation and administration.</li> </ul>	New system implemented December 2019  Project team recruited 2019	OD
2.2	Workforce Planning 	<ul style="list-style-type: none"> <li>Re-launch a simplified workforce planning tool to help services think about and plan their workforce requirements using the context and market information to decide which roles we will employ, develop, source as contingent labour or in collaboration with partners.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce planning guidance currently on the intranet.</li> <li>Resource pack launched in line with priority outcomes and schedule tied-in to business planning timetable</li> <li>Pilot projects undertaken in Finance and ITDS.</li> </ul>	<ul style="list-style-type: none"> <li>A modern and fit for purpose workforce.</li> <li>Directorate workforce planning is integral to financial and business planning</li> </ul>	Piloted Dec 2019  Embedded April 2020 onwards	OD




Ref	Change Lever	What we are going to do?	What have we done so far or progressing?	How will we know we have succeeded?	Target	Lead
2.3	Workforce Planning 	<ul style="list-style-type: none"> <li>• Create service specific career frameworks linked to directorate/service workforce plans which identify hard to fill posts and talented individuals; and develop a transparent process for career development</li> </ul>	<ul style="list-style-type: none"> <li>• CCOs and HR BM's to work with the business to undertake heat mapping of critical workforce issues/ critical areas requiring intervention and/or support</li> <li>• Identify areas for succession planning</li> </ul>	<ul style="list-style-type: none"> <li>• Improved organisational capacity, a reduction in skills shortages and improved opportunities for career development</li> <li>• Staff surveys show staff feel they have a clear career framework</li> </ul>	On-going	HR & OD
2.4	Education Offer 	<ul style="list-style-type: none"> <li>• Further develop the BCC Apprentice Programme to support recruitment into the organisation</li> <li>• Optimise the Apprenticeship Levy to support succession planning and retention of employees using apprenticeship frameworks and standards</li> <li>• Work with "trailblazer" groups to ensure standards reflect our business needs</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational Development team working in collaboration with Directorates, managers, schools and training providers within requirements of levy.</li> <li>• LGA MOT has indicated approach is optimal</li> <li>• Revised contracting and procurement process enables appointment of providers</li> <li>• Apprenticeship Levy Pledge agreed by Members and CLT and formally launched in February 2020</li> </ul>	<ul style="list-style-type: none"> <li>• We will work collaboratively with partners and training providers to meet or exceed the government's apprenticeship requirements for employers</li> <li>• One Council approach to recruit apprentices</li> <li>• Capacity is sustained through succession planning</li> <li>• Apprenticeship Programme recognised as "best in class" and valued by managers</li> </ul>	Development of apprenticeship programme 2020 onwards	OD
2.5	Equalities, Diversity & Inclusion 	<ul style="list-style-type: none"> <li>• Regular forecasting and use of management and equality workforce dashboards to track gaps, trends and assess impact of actions.</li> <li>• Develop best practice in being an inclusive employer across all our workforce activities</li> </ul>	<ul style="list-style-type: none"> <li>• Define and map our current workforce profile and local demographics to determine areas for improved positive action, (e.g. increase number of apprentices, develop career pathways)</li> <li>• Council wide equality sub groups meets fortnightly to drive equality agenda</li> <li>• Review of policies, practices and internal equality impact assessments</li> <li>• Member-led Equalities Star Chamber</li> </ul>	<ul style="list-style-type: none"> <li>• The council confidently participates in and achieves self and external assessment and accreditation (e.g. LGA Equality Assessment Framework, Timewise, Disability Confident, Diversity by Design) to encourage employee participation and benchmark progress.</li> <li>• Workforce is more representative of our</li> </ul>	On-going	HR & OD









Ref	Change Lever	What we are going to do?	What have we done so far or progressing?	How will we know we have succeeded?	Target	Lead
			<p>launched in 2019 to provide high-challenge / high-support for directorates in considering equalities in their planning</p> <ul style="list-style-type: none"> <li>• Employee networks have been refreshed with a collective Diversity Network meeting allowing key groups to come together.</li> <li>• First draft race pay audit completed December 2019</li> </ul>	<p>communities' demographic profile</p> <ul style="list-style-type: none"> <li>• Birmingham City Council is recognised as leading the way in inclusive workforce practices, shared through a local BRUM EDI network.</li> </ul>		
2.6	<p>Education Offer</p> 	<ul style="list-style-type: none"> <li>• Work with colleagues/partners to provide appropriate opportunities to boost the skills of the workforce using work experience, apprenticeships and graduate schemes that benefit employers and individuals and help improve economic productivity.</li> </ul>	<ul style="list-style-type: none"> <li>• Best practice in relation to graduate and intern placements in BCC has been identified and new policies to support work experience drafted.</li> <li>• New guidance to encourage valued work placements, interns and graduates made available</li> <li>• Work with colleagues to support NEET, care leavers, learning disability employment initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• The council is recognised as an employer with the highest quality apprenticeship and graduate trainee programme.</li> <li>• Apprenticeship targets achieved</li> <li>• Our duty of care is evidenced through proactive and engaging employment initiatives</li> </ul>	Launch of policies and frameworks to wider BCC through 2020	OD
2.7	<p>Employee Journey</p> 	<ul style="list-style-type: none"> <li>• Review our recruitment processes to ensure we are attracting the best people across the community and recruiting for the right behaviour and value mind-set.</li> <li>• Market in positive and proactive ways, the branding of the council as an employer and a city business</li> </ul>	<ul style="list-style-type: none"> <li>• Options for phase 2 of Talent Link agreed to simplify the advertising process.</li> <li>• Review process as part of HR Redesign</li> <li>• Expand and explore opportunities through other internet platforms (LinkedIn and Google) to maximise coverage and reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of applicants</li> <li>• Reduced time taken from decision to advertise to appointment</li> <li>• Number of applications increase as a result of searches on internet platforms</li> </ul>	April 2020	HR




## PRIORITY THREE – PERFORMANCE AND DEVELOPMENT.




Ref	Change Lever	What are we going to do?	What have we done so far or progressing?	How will we know we have succeeded?	Target	Lead
3.1	Owning and Driving Performance 	<ul style="list-style-type: none"> <li>Roll out a coaching-based programme to support staff in owning and driving their performance at work.</li> </ul>	<ul style="list-style-type: none"> <li>The “Owning and Driving Performance” model (3 workshop approach) has been rolled out across a number of business areas.</li> <li>An evaluation framework is being developed and a forward plan.</li> <li>Sustainability plan of internal leads has been produced.</li> </ul>	<ul style="list-style-type: none"> <li>Staff feel empowered in their role become more satisfied and more productive.</li> <li>Performance across the organisation will improve leading to better services for citizens.</li> </ul>	Ongoing through 2020.	OD
3.2	Workforce Development 	<ul style="list-style-type: none"> <li>Review the current financial standards and develop the skills to “balance the books” through strategic planning, enhanced business acumen and clear understanding of the impact of financial decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Financial standards have been revised (2019)</li> <li>Training has been provided across budget holders to support strategic financial objectives.</li> <li>Additional coaching and mentoring provided within finance.</li> <li>Work to consider use of apprenticeships, training and upskilling have been explored within finance.</li> </ul>	<ul style="list-style-type: none"> <li>Service managers will operate at a higher level of financial management meeting budgets and prioritising and reprioritising.</li> <li>Financial monitoring will be smoother and easier to utilise</li> </ul>	First tranche of training delivered through 2019. Further work through 2020 as part of management and leadership offers.	Finance / OD
3.3	Workforce Development 	<ul style="list-style-type: none"> <li>Deliver a development programme to enhance workforce performance, confidence and adherence in a range of core skills.</li> </ul>	<ul style="list-style-type: none"> <li>New “Your Development” offer launched on intranet to cover 3 key elements:                             <ul style="list-style-type: none"> <li>Core skills</li> <li>Management skills</li> <li>Managing change skills</li> </ul> </li> <li>10 Mandatory modules agreed for completion</li> <li>Dashboard reporting to directorates underway</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Launched in January 2020  Ongoing review of demand	OD and Com




Ref	Change Lever	What are we going to do?	What have we done so far or progressing?	How will we know we have succeeded?	Target	Lead
3.4	Agile & Digital 	<ul style="list-style-type: none"> <li>Review process and practice supported by our ICT &amp; Digital Strategy and transformation teams to generate efficiencies and deliver lean services</li> </ul>	<ul style="list-style-type: none"> <li>Modern Workplace project has been delivered with a wide range of support available to facilitate adoption of new technology.</li> <li>Advocates group established to influence uptake across business areas.</li> <li>Modern Workplace hub established to provide support and information on the use of new technology.</li> </ul>	<ul style="list-style-type: none"> <li>The council has a reputation amongst its peers and with its partners as an innovative workplace with a positive culture.</li> </ul>	Microsoft projects commences Oct 2018	ICT&D, HR & OD
3.5	Employee journey 	<ul style="list-style-type: none"> <li>Undertake a strategic review of the current appraisal system assessing “best in class” public and private examples and launch a new fit-for-purpose employee appraisal process.</li> </ul>	<ul style="list-style-type: none"> <li>Research and engagement completed by NGDP cohort</li> <li>Project team actively exploring options within existing Rewards Platform and new ERP system</li> <li>CLT have approved proposal for new appraisal system</li> <li>Work on further co-design with trade union colleagues has commenced.</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed performance appraisal in place, embedded, used purposefully and delivering improved performance year on year.</li> <li>Employees welcome their annual appraisal and their feedback is utilised to continually approve the process</li> </ul>	<p>Research completed 2019</p> <p>Codesign through 20/21</p> <p>Launch Mar 2021</p> <p>On-going</p>	OD
3.6	Workforce Planning 	<ul style="list-style-type: none"> <li>Ensure that systems and processes facilitate the extraction of valid, reliable and robust data to evaluate schemes and ensure investment is meeting organisational needs</li> </ul>	<ul style="list-style-type: none"> <li>Workforce intelligence is centrally sourced and consistently reported in line with business planning cycle</li> <li>Electronic interactive dashboard produced monthly for analysis</li> <li>Monthly HR dashboard reported to CLT</li> <li>Bespoke data analysis being used in conjunction with workforce planning toolkit.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions are based on evidence and receipt of accurate and timely workforce intelligence</li> <li>Monitoring and evaluations undertaken as to the return on investment</li> </ul>	Ongoing	HR / OD
3.7	Agile and Digital 	<ul style="list-style-type: none"> <li>Review our performance processes, systems and technology to ensure they are fit for purpose for a</li> </ul>	<ul style="list-style-type: none"> <li>ICT and Digital Strategy published and delivery board in place to drive implementation of actions.</li> <li>Replacing outdated systems has commenced.</li> </ul>	<ul style="list-style-type: none"> <li>The workforce adopts a digital mind-set working collaboratively with an attitude to explore the art of the possible through innovation</li> </ul>	On-going	ITDS

Ref	Change Lever	What are we going to do?	What have we done so far or progressing?	How will we know we have succeeded?	Target	Lead
		smaller more agile and adaptable workforce.		<p>and creativity, working together in multi-disciplinary teams co-designing new public services.</p> <ul style="list-style-type: none"> <li>• Traditional off-line roles engage, contribute and operate effectively through technology</li> <li>• ICT&amp;D enables cultural and behavioural change</li> </ul>		
3.8	Workforce Development 	<ul style="list-style-type: none"> <li>• Review the current Learning Management System leading to improved facilitation, promotion, delivery and evaluation of learning opportunities for all staff</li> <li>• Consolidation of training capacity and capability to deliver the workforce strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of LMS procurement to consolidate elearning platforms completed.</li> <li>• Effective booking and notification system in development</li> <li>• Review of current processes and practices as part of HR Redesign completed with action plan being implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• An effective process and system ensure staff, through a variety of ways, can access high calibre learning and guidance</li> <li>• Number of training places offered and attended is centrally monitored and reported</li> <li>• Development opportunities demonstrate a change in practice and behaviours</li> <li>• Skills analysis of the workforce informs talent management</li> <li>• Staff survey results show that staff feel valued through the ability to develop and learn</li> </ul>	Review and options explored April 2019	HR / OD
3.9	Workforce Development 	<ul style="list-style-type: none"> <li>• Deliver a 'fit for purpose' Workforce Development Plan which responds to skills and capacity shortages and drives improved staff adaptability.</li> </ul>	<ul style="list-style-type: none"> <li>• New "Your Development" offer launched on intranet to cover 3 key elements:               <ul style="list-style-type: none"> <li>○ Core skills</li> <li>○ Management skills</li> <li>○ Managing change skills</li> </ul> </li> <li>• 10 Mandatory modules agreed for completion</li> <li>• Dashboard reporting to directorates underway</li> </ul>	<ul style="list-style-type: none"> <li>• A tailored corporate development plan meets the needs of the business, is affordable and delivers sustained improvements in performance and behaviours</li> <li>• Capacity is sustained through succession planning</li> </ul>	Your development launched in 2020.  Further training needs analyses to be completed 20/21	OD



## PRIORITY FOUR – ENGAGEMENT, REWARD AND WELLBEING



Ref		What we are going to do?	What have we done so far?	How will we know we have succeeded?	Target	Lead
4.1	Employee Journey 	<ul style="list-style-type: none"> <li>Revise current induction programme to successfully on-board new colleagues through the provision of engaging and inspiring induction activities from the point of appointment to establishment in role</li> </ul>	<ul style="list-style-type: none"> <li>Research public and private sector examples including onboarding apps and pre-arrival packages.</li> <li>Delivery of a cost effective and sustainable corporate induction programme for managers is being explored to reflect political, managerial and structural changes to the council.</li> </ul>	<ul style="list-style-type: none"> <li>Robust, thorough and consistently applied staff induction process implemented which contains “one council” messaging.</li> <li>Completion rates for induction modules will be at least 90% and all new colleagues attend corporate induction within 2 months of start</li> <li>Number of applicant withdrawals or staff choosing to leave within the first 6 months of employment due is reduced</li> <li>Staff surveys indicate improved motivation and morale in employees</li> <li>New appointees are “business ready” in terms of knowledge, skills and behaviours within recognised probationary period</li> <li>Newly appointed managers have the confidence to quickly demonstrate timeliness, grip and informed decision making in line with Council Plan</li> </ul>	Pilot tested in 2019  Further development through April-Jun 2020 (awaiting arrival of new CEX)  New induction launched Summer 2020	OD
4.2	Employee Journey	<ul style="list-style-type: none"> <li>Effective communication and engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>Effective communication and engagement plan</li> <li>CMT engagement to develop an</li> </ul>	<ul style="list-style-type: none"> <li>Directorates will no longer work in silos and activity across</li> </ul>	February 2020 launch with new behaviour	OD / Internal comms





Ref		What we are going to do?	What have we done so far?	How will we know we have succeeded?	Target	Lead
		will support cross-directorate working and cement team-working	<p>overarching approach</p> <ul style="list-style-type: none"> <li>• Workforce Development activity will bring together staff into one room to share practice and learning</li> <li>• “Forward Together” will bring champions from across the workforce to create a “rounded” resource to support engagement and communication</li> </ul>	<p>directorates will complement rather than duplicate</p> <ul style="list-style-type: none"> <li>• Staff will feel informed about the direction of the city council and how they play their part in delivering excellent services to customers.</li> <li>• There is a one-council culture supporting the work that we do.</li> </ul>	<p>framework and results of staff survey.</p> <p>Ongoing delivery through 20/21</p>	
4.3	<p>Employee Journey</p> 	<ul style="list-style-type: none"> <li>• Build positive employee relations across the council, working together with our trade union colleagues to make a positive difference to improve customer focus and staff confidence</li> </ul>	<ul style="list-style-type: none"> <li>• Outline proposal for an Employee Relations Framework, including a review of scheduled meetings, terms of reference, frameworks and policy review, agreed by CLT and Cabinet.</li> <li>• A programme of work with trade union colleagues to review policies, processes and practices to be designed.</li> <li>• Engagement champions from across the organisation provide a rich insight into the planning and decision-making process and improve channels of communication</li> </ul>	<ul style="list-style-type: none"> <li>• A modern and fit for purpose council reduces the number or threat of industrial disputes</li> <li>• Clearer data and understanding on reasons and numbers of employee relations case work</li> <li>• The number of staff surveys returned increases year on year</li> <li>• Improved levels of staff confidence and performance is evidenced through the take up of training and through appraisal personal development plans</li> <li>• Staff survey results indicate staff feel involved in decisions which impact on them</li> </ul>	<p>Outline framework agreed Apr 2019</p> <p>On-going</p>	HR
4.4	<p>Customer First</p> 	<ul style="list-style-type: none"> <li>• Development programmes focus on excellent customer care, including skills and confidence in the effective engagement and communication</li> </ul>	<ul style="list-style-type: none"> <li>• Council Plan outlines commitment to genuine community engagement</li> <li>• Customer Care expectations are relayed to all staff through induction and mandatory e-learning</li> <li>• Development programme explores delivery of Restorative Practice, Motivational Interviewing</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging meaningfully and genuinely with communities across the whole of the city will become part of our everyday practice</li> <li>• Improved residents survey measures.</li> </ul>	April 2019 onwards	ACE/OD

Ref		What we are going to do?	What have we done so far?	How will we know we have succeeded?	Target	Lead
		with a diverse community	<ul style="list-style-type: none"> <li>Chamberlain Awards encourages and recognises genuine community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Improved service user feedback reduced complaints and positive inspections from regulatory bodies</li> </ul>		
4.5	Employee Journey 	<ul style="list-style-type: none"> <li>Introduce a more personal touch to staff recognition and awards, looking at ways to achieve more flexibility with rewards where circumstances are appropriate to do so.</li> </ul>	<ul style="list-style-type: none"> <li>Annual staff awards recognised at Chamberlain Awards</li> <li>Award platform to include ability to send an online “thank you”</li> <li>Regular dedicated sessions at ELT focus on organisational health</li> <li>Weekly bulletin to all staff from Chief Executive introduced which recognises good work and initiative from employees</li> <li>Feedback from staff is utilised to inform work for Organisational Development teams</li> </ul>	<ul style="list-style-type: none"> <li>Reward and recognition activities will be embedded as part of organisational life</li> <li>Staff feedback (e.g. as part of the staff survey) that they see increased visibility of senior management</li> <li>Staff feel recognised when their work is acknowledged</li> <li>Improved staff morale</li> <li>Staff are advocates for BCC and proud to work here</li> </ul>	Revised Annual Ceremony - Dec 2018  Determine alternative models – March 2019  New programme in place – Dec 2019	OD
4.6	Employee Journey 	<ul style="list-style-type: none"> <li>Deliver a programme of regular staff feedback (pulse surveys) to measure staff understanding and engagement in the corporate offer</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Strategy finalised and launched</li> <li>Draft engagement plan produced to include quarterly surveys and pulse surveys.</li> </ul>	<ul style="list-style-type: none"> <li>Improved staff survey response rate and steady increase in staff morale and engagement measures.</li> </ul>	Nov 2018 onwards  On-going	OD
4.8	Equality, Diversity and Inclusion 	<ul style="list-style-type: none"> <li>Deliver a workforce diversity and inclusion strategy and action plan</li> </ul>	<ul style="list-style-type: none"> <li>Outline EDI strategy and action plan produced to cover 4 key areas:               <ul style="list-style-type: none"> <li>Meeting our equality duties</li> <li>Developing best practice</li> <li>Integrating inclusivity into our day-to-day working lives</li> <li>Celebrating diversity</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>100% of staff have undertaken mandatory Equality and Diversity awareness</li> <li>Staff survey results show the majority of staff feel valued and able to challenge unacceptable behaviour</li> <li>Equality Assessment Framework recognises BCC organisational commitment,</li> </ul>	Equalities E/Learning overview rolled out to all staff Dec 2019  Unconscious Bias training for all managers	OD



Ref		What we are going to do?	What have we done so far?	How will we know we have succeeded?	Target	Lead
				<p>leadership and skilled and commitment workforce is good</p> <ul style="list-style-type: none"> <li>• PSED produced as required</li> <li>• Importance of Equality and Diversity is recognised across council</li> </ul>	<p>commences Jan 2019</p> <p>Specific/ detailed equality modules including face to face designed and delivery commences April 2019</p>	
4.9	<p>Agile and Digital</p> 	<ul style="list-style-type: none"> <li>• Increase awareness of the expected behaviours of a digital workforce, promoting the “one council” message</li> </ul>	<ul style="list-style-type: none"> <li>• ICT and Digital Strategy</li> <li>• Review current values and behaviours</li> <li>• Introduce a programme of Digital literacy standards</li> <li>• Carry out a workforce audit against Digital Literacy standards</li> <li>• Agree programme of learning and mentoring to support digital workforce</li> <li>• Exploring use of Digital Eagles Programme</li> </ul>	<ul style="list-style-type: none"> <li>• BCC has a modern and fit for purpose workforce</li> <li>• 21<sup>st</sup> Century Kite mark is achieved</li> </ul> <p>New ways of working are introduced to enable cultural and behavioural change across the organisation</p>	<p>Microsoft project results used to inform training plan going forward Jan 2019</p>	PB/OD
4.10	<p>Health and Well Being</p> 	<ul style="list-style-type: none"> <li>• Provide timely information and guidance to enable managers to proactively review reasons for sickness absence and target interventions if areas of concern identified</li> </ul>	<ul style="list-style-type: none"> <li>• HR Dashboard’s provide management information.</li> <li>• Check usage before moving to BAU</li> <li>• Management Development Programme to include managing sickness and Mental Health Awareness</li> <li>• Dedicated engagement session delivered at Extended Leadership Team on Mental Health and well-</li> </ul>	<ul style="list-style-type: none"> <li>• Sickness absence is consistently recorded by managers and sickness absence is less than 9 days per FTE per year</li> <li>• Mental Wellbeing is reported as improving</li> <li>• Workforce Development plan informed by review in 2019</li> <li>• Focus is on prevention</li> </ul>	<p>Managing absence policy reviewed Dec 2019</p> <p>Face to face training rolled out to managers</p>	HR

Ref		What we are going to do?	What have we done so far?	How will we know we have succeeded?	Target	Lead
			<p>being – jointly by Public Health and Occupational Health</p> <ul style="list-style-type: none"> <li>• Programme of work designed re staff awareness and importance of well-being</li> </ul>		<p>from Mar 2019 onwards</p> <p>Monitoring and review of policy and guidance undertaken Apr-Aug 2019</p>	
4.11	<p>Health and Well Being</p> 	<ul style="list-style-type: none"> <li>• Support development and network opportunities so staff relay to others positive stories about our council as a supportive employer that encourages confidence, diversity and wellbeing across our workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce Development Plan 18-19, 19-20 includes delivery of programmes to recognise and support anxiety/stress and depression</li> <li>• Wellbeing initiatives are made available to all staff</li> <li>• The timetable of wellbeing initiatives is driven by staff engagement</li> <li>• Specialist interest groups and trade unions are invited to become engagement champions</li> <li>• External assessment and Awards</li> </ul>	<ul style="list-style-type: none"> <li>• Staff survey results and contact with wellbeing initiatives show that the majority of staff are ambassadors for working at BCC</li> <li>• Sickness absence due to anxiety/stress and depression is reduced</li> <li>• External assessment, peer reviews and awards positively endorse the council as an excellent employer</li> </ul>	<p>Staff engagement event used to promote support on offer to staff Nov 2018</p> <p>Awareness campaign undertaken Mar 2019</p> <p>Training for managers commences March 2019</p>	OD
4.12	<p>Equality, Diversity and Inclusion</p> 	<ul style="list-style-type: none"> <li>• Systematically review HR metrics relating to the diversity profile of employees included in employee relations and performance management procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Equality and Inclusion Strategy data monitoring informs Workforce Strategy</li> <li>• Employee data is produced monthly for Directorates and wider HR grid being introduced for Council Management Team</li> <li>• HR Dashboard's provide management and diversity information to utilise as evidence on staff profile</li> </ul>	<ul style="list-style-type: none"> <li>• Employees feel proud to work at BCC and are ambassadors for the authority</li> <li>• Be perceived by staff to be an equal opportunities employer and proud to say they work for the council</li> </ul>	<p>On-going</p> <p>Utilised in relevant learning activities from Dec 2018 onwards</p>	HR

Ref		What we are going to do?	What have we done so far?	How will we know we have succeeded?	Target	Lead
4.14	Health and Well Being 	<ul style="list-style-type: none"> <li>Establish framework for Employee Wellbeing: Development of a council wide Employee Well Being Strategy and programme of activities and interventions to support this</li> </ul>	<ul style="list-style-type: none"> <li>Wellbeing lead in place</li> <li>Programme of activities and support to be reviewed in line with Workforce Strategy and Engagement Plans</li> </ul>	<ul style="list-style-type: none"> <li>Staff feel that the council values employee wellbeing</li> <li>Awareness sessions on health and well-being are valued by staff</li> </ul>	Mar 2019	DH & JS
4.15	Employee journey 	<ul style="list-style-type: none"> <li>Undertake a promotional campaign to ensure staff know of and can access the benefits and well-being support available to them.</li> </ul>	<ul style="list-style-type: none"> <li>Revision of the intranet and corporate induction promotes the support available</li> <li>Review the current reward platform</li> </ul>	<ul style="list-style-type: none"> <li>Staff feel that the council values employee wellbeing.</li> <li>Staff take responsibility for their own health and wellbeing using support available through the council and our partners</li> <li>Reduction in level of staff turnover</li> </ul>	Mar 2019	OD
4.17	Education Offer 	<ul style="list-style-type: none"> <li>Review relevant policies to actively support participation as a volunteer in the Commonwealth Games</li> </ul>	<ul style="list-style-type: none"> <li>Staff are aware and engaged re CWG</li> <li>Developing understanding of requirements of the games</li> </ul>	<ul style="list-style-type: none"> <li>Staff will want to participate and will be supported to directly and indirectly</li> </ul>	Mar 2020	HR
4.18	Health and Well being 	<ul style="list-style-type: none"> <li>Consider the development of BCC Games before, during and as a legacy of the Commonwealth Games</li> </ul>	<ul style="list-style-type: none"> <li>Developing understanding of requirements of the games</li> </ul>	<ul style="list-style-type: none"> <li>Increased physical activity, health and wellbeing of staff</li> </ul>	Mar 2022	CMT