

Creating the Council of the Future

Our People Strategy 2017 - 2020

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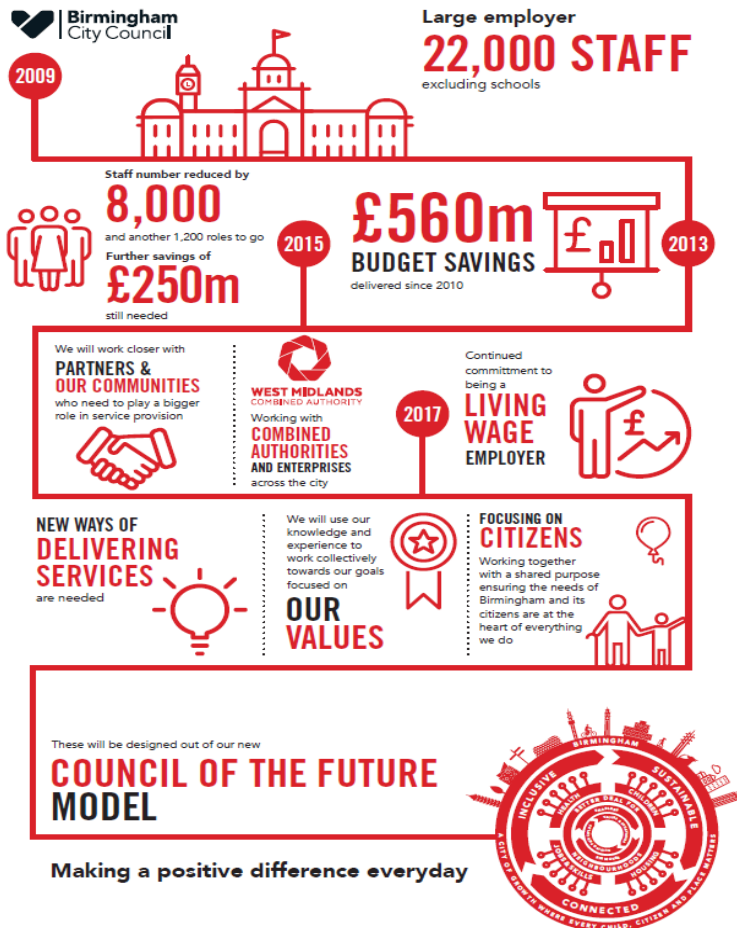


Making a positive difference everyday to people's lives

 **Birmingham**
City Council

Introduction

The Council has been on a journey to redefine its vision and purpose in serving the people of Birmingham. Creating a Council of the Future will drive the necessary change to deliver a new council role and relationship with the city, its citizens and its partners. This People Strategy has been developed to underpin this and sets out how we will achieve our people priorities during 2017 to 2020 and put in place the foundations to ensure that we have the workforce that we need for our Council of the Future.



Our workforce challenge

Reflecting on our recent history the Birmingham City Council workforce has experienced many changes and challenges as we have worked to modernise our workforce. From transforming our customer service function through the Customer First Programme to facing some of the challenges driven by being a large employer such as equal pay cases and reviews of our terms and conditions, we recognise the workforce has been facing change over the last 10 years.

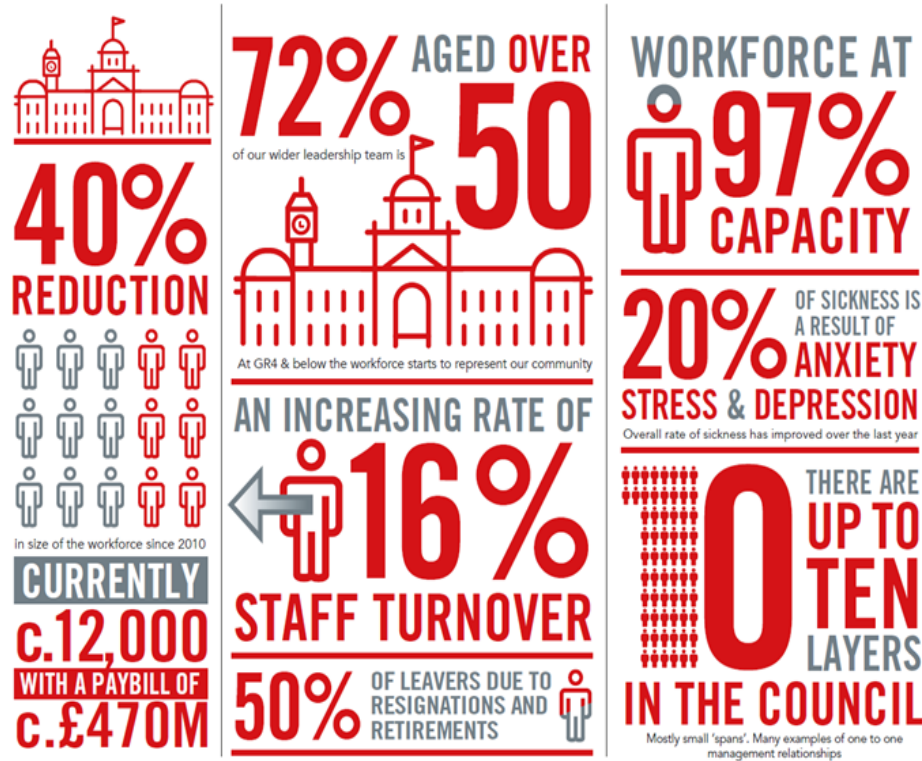
What we need to change

External reviews, including Kerslake, highlighted what we already knew about ourselves - that we had not developed a corporate strategic picture of the future, and therefore workforce reductions have not been tactical or focused in terms of delivering savings.

As the vision for the future is now clearer for our priorities, we need to reshape the workforce and our employment model to ensure that we are fit for that future. We need to retain and nurture the people who have the right behaviours and skills for the future, whilst acknowledging that the workforce will be significantly smaller, needing a different focus and capabilities. It will be a challenge to bring our workforce on this journey and to reengage individuals and teams in a positive future.

Our workforce profile

As we develop the Council of the Future, we will need to understand our current workforce in order to move it forward.



Working for Birmingham City Council is changing – our principles:

The detail of what we need from our workforce is rooted in understanding our priorities and new operating model. Our aspiration to become an enabling council means that there are key workforce principles that we already know we are working towards, designed by staff as part of our 2015 Big Conversations and 2016 Summer of Engagement events.



Our Values and Behaviours

We put citizens first

We are empathetic and respectful in everything that we do

We are true to our word

When we make promises we keep them

We act courageously

We lead, we manage and we tackle the difficult issues; every day, every one of us

We achieve excellence

We get things right. First time every time

Our Vision

A city of growth where every child, citizen and place matters

CHILDREN

A great city to grow up in

We want to make the best of our unique population and create a safe and secure city for our children to learn and grow in.



HOUSING

A great city to live in

Provide housing in a range of types and tenures, to meet the housing needs of all of the current and future citizens of the city.



JOB AND SKILLS

A great city to succeed in

By 2031 Birmingham will be renowned as an enterprising, innovative and green city.



HEALTH

A great city to grow old in

Helping people become healthier, especially relating to physical activity and mental wellbeing.



Our People Strategy

To ensure our staff make a positive difference every day to citizen's lives by developing an inclusive and flexible workforce with the right values, behaviours and skills in the right roles. This strategy is one of our enablers to achieving the Council of the Future. It will sit alongside our ICT & Digital Strategy, Citizen Access Strategy, Commissioning Strategy and Communication and Engagement Strategy to enable the workforce and the organisation to achieve the aspirations we have set out to be a council of the future.

Outcome	Theme	Action
Employees have the autonomy and flexibility and accountability to make a positive difference in their day to day environment	Organisational Agility	<ul style="list-style-type: none"> • Develop and implement a detailed Workforce Plan covering structures, improvement of professional practice, recruitment and retention, talent management, succession planning and developing our workforce • Define our workforce profile and local demographic determining gaps and risks in order to inform our priorities in terms of our workforce strategy • Explore the use of learning pathways linked to roles, professional competencies and the skills required • Review our agile working agenda to ensure we make the best use of our assets, further developing digital working • Embed the HR structure, undertaking service redesign of our practices and processes in order to meet the needs of our customers • Update our HR policies and procedures to reflect our new operating model • Review the current HR ICT platform to make the best use of digital technology to improve customer experiences • Manage attendance at work and reduce absence • Review employee engagement
Employees are recognised in meaningful ways for the time and dedication they give to the council	Employee recognition	<ul style="list-style-type: none"> • Review and revise our Reward and Recognition approach to ensure it is fit for the 21st Century • Plan medium term review of pay framework to ensure it is fit for purpose for our "Council of the Future" • Continue to be an accredited Living Wage employer • Publish annual review of pay policy, taking action when necessary to improve recruitment and retention • Undertake pay benchmarking within Local Government to ensure best fit, taking action when necessary • Deliver a programme of annual awards • Improve participation in regular supervision and annual appraisals for all staff in order to achieve 100% compliance, to enable recognition and rewarding of talent, and staff skills development to enable colleagues to fulfil their potential.

We have modern terms and conditions that support a 21st century organisation	Workforce motivation and morale	<ul style="list-style-type: none"> • Promote the use of Apprenticeships amongst our existing workforce as a means of succession planning • Conduct an annual staff survey, using the findings to inform our next step and to assess impact of our actions • Increase awareness of the expected behaviours of our workforce, promoting our “Council of the Future” approach • Develop an alternative positive support programme for staff leaving the organisation
Workforce is supported to develop a core transferrable skill set that will deliver modern services	Future skills and diversity	<ul style="list-style-type: none"> • Promote Induction standards to ensure comprehensive induction for all new starters, including staff and members • Develop and deliver a programme to attract care leavers, apprentices, interns and graduates • Attract local people to apply for vacancies • Assess skills, experience and gaps to provide a programme of skills to support colleagues throughout the organisation in line with the 21st Century Public Servant model • Develop and empower existing and aspiring leaders to fulfil their role through support, guidance, coaching and mentoring schemes • Develop a Member Development Programme, driven by the local leadership and 21st Century Councilor models • Continue to support managers through a leadership and management programmes supported by a “toolkit”
We move from Future Council (phase 1) to Council of the Future (phase 2)	Improvement and Innovation	<ul style="list-style-type: none"> • Use of appropriate OD interventions to facilitate interdependencies with other services to improve service delivery • Deliver the agreed change methodology programme across the organisation • Support the facilitation of service reviews within directorates • Work with partners and leaders in an innovative lab setting to facilitate whole system redesign • Encourage staff to submit new and innovative ideas that would benefit the organisation

Success Measures

Reduced Sickness Absence		Reduced operating expenditure per employee
All employees have regular supervision and annual appraisals	Improved results in staff survey	Regular and effective induction programmes for staff and members
More Care leavers, apprentices, interns and graduates	More applications from local people for local jobs	Simplified job evaluation framework for all roles

