

People Strategy 2019-2023

Workforce planning and People Strategy Development

Cherry Bennett, Director of HR & OD



Accountable



Caring



Collaborative



Curious



Acting with
Integrity



Outcomes driven

Bath & North East
Somerset Council

Outcomes

- To feedback on the 2019 Workforce Planning discussions that took place across all service areas
- To identify the key themes, opportunities and challenges this presents
- To introduce the People Strategy 2019-2023
- To obtain feedback from Members and set out next steps



Accountable



Caring



Collaborative



Curious



Acting with
Integrity



Outcomes driven

Bath & North East
Somerset Council

Workforce planning: What's happened so far?

- Scrutiny panel in March 2018 supported approach to workforce planning aligned to organisational service plans
- Discussions with 26 Directors/Heads of Service and HR Business Partners between Jan and March 2019 (42 questions in 7 sections)
- Overall workforce plan for B&NES
- Feed this into development of our People Strategy 2019 - 2023



Accountable



Caring



Collaborative



Curious



Acting with
Integrity



Outcomes driven

Bath & North East
Somerset Council

Workforce Planning discussions 2019

1. Recruitment and retention
2. Capacity and demand
3. Apprenticeships, Graduate Interns and Project Search
4. Career progression and development
5. Equality & Diversity
6. Health, Safety & Wellbeing
7. Service restructure & redesign

Capacity & demand

Do you have sufficient workforce resource for 2019/2020?

“The team is 60% smaller than it was so we have less than half the capacity however we have the same amount of work.”

“All services are at the minimum required to provide a service”

“It is now clear that further resource is needed to deal with property work. The volume of this is increasing and extra capacity would reduce the cost as the work is being put out to private firms. Having a shared service will help provide more resilience.”

“We are restricted in developing the service and increasing our income streams due to capacity in the workforce.”

Apprenticeships, Graduate Interns and Project Search

92 apprentices

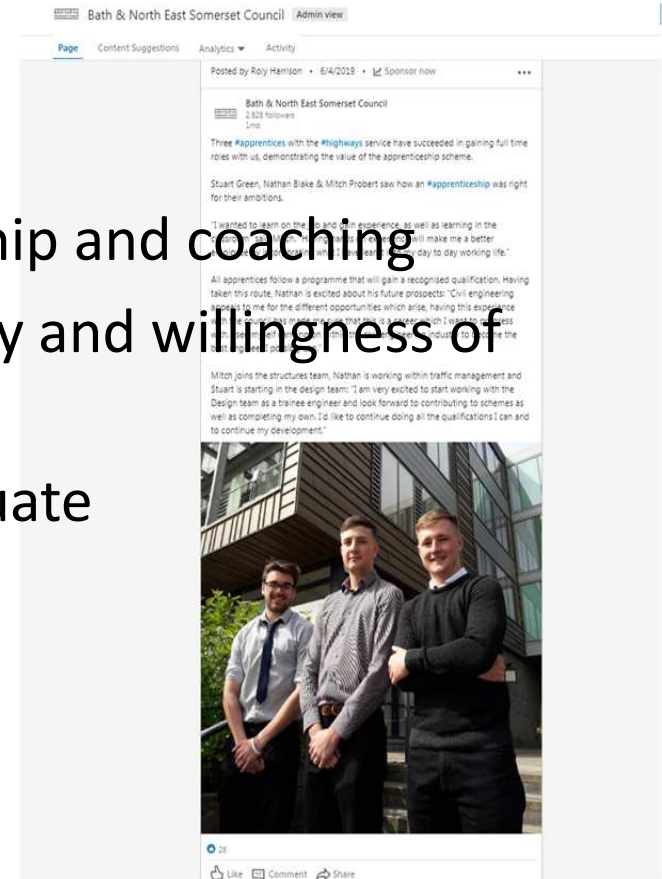
Spending our apprenticeship levy

Continuation with Project Search sponsorship and coaching

Capacity and demand issues affecting ability and willingness of managers to fill these roles

Some graduate level roles and patchy graduate

Intern engagement



Equality & Diversity



People Strategy 2019 – 2023

Enabling our people to be their best

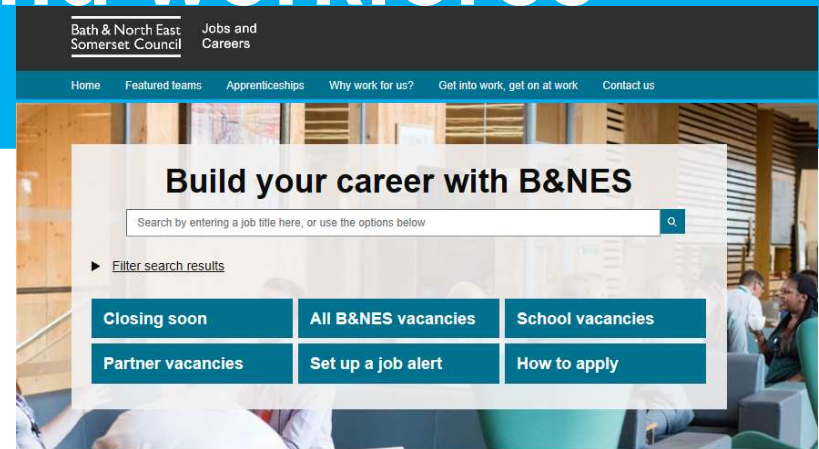
5 key priority areas linked to Corporate Priorities:

1. Attraction, retention and workforce planning
2. Employee engagement and performance
3. Talent and development
4. Improving How We Work
5. Health, Safety & Wellbeing



Attraction, retention and workforce planning

- Establish employer brand
- Modernisation of our recruitment processes
- Modernisation of our pay, grading and reward mechanisms
- Employ more from local schools and colleges
- Data driven



Learn more about this month's featured teams



Bath & North East
Somerset Council

Employee engagement and performance

- Ensure good quality performance development conversations take place on a regular basis and are measured
- Listen to our staff on a more regular basis
- Refresh staff worker challenge groups
- Conflict resolution through mediation
- Data driven



Bath & North East
Somerset Council

Talent and development



My Best

- Enhance and embed the @mybest programme to create defined career pathways for all
- Define and embed leadership behaviours through 360 feedback, targeted development, coaching and action learning sets
- Develop the succession plan for the organisation, identifying talent and creating opportunities internally where possible



Accountable



Caring



Collaborative



Curious



Acting with
Integrity



Outcomes driven

Bath & North East
Somerset Council

Improving How We Work

- Recognise and design the differences required to deliver services in new and different models
- Deliver the collaborative Improving How We Work Programme (including digital and flexible working programmes, corporate travel and future offices)
- Embed a business partnering approach across professional services teams



Health, Safety & Wellbeing

- Develop a mental health strategy and action plan
- Wellbeing activities maximised
- Risk assessment audit project about to launch
- Data driven



Questions

- Key priorities?
- Is anything missing?
- Anything that should not be there?



Accountable



Caring



Collaborative



Curious



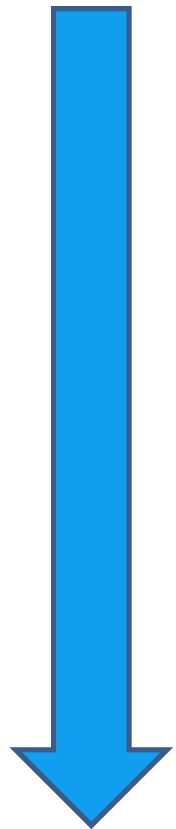
Acting with
Integrity



Outcomes driven

Bath & North East
Somerset Council

Next steps



July and August

Feedback from Directors, staff and TUs

September

Corporate Scrutiny

October

Cabinet decision

November

Launch

Jan onwards

People Strategy Steering Group



Accountable



Caring



Collaborative



Curious



Acting with Integrity



Outcomes driven

Bath & North East
Somerset Council