

People Strategy 2019-2023 (DRAFT)

- Enabling our people to be their best -

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SECTION ONE: SCOPE OF STRATEGY

Introduction – A People Strategy for 2019-2023

The People Strategy recognises the critical role that employees and our community partners have in every aspect of what the Council delivers. The Council is a people business – we deliver services for people by people.

The Strategy supports the Council's priorities as set out in the Corporate Strategy and outlines a plan of action for the next four years which will drive the development and effective management of our workforce delivering a core set of services.

It has a Council-wide focus and covers the period 2019-2023, alongside the Council's Corporate Strategy.

Vision – Enabling our people to be their best

Considerable change has already taken place across the Council. Through our previous Organisational Development (OD) Plan, we are building on our successes and giving everyone who works for the Council the opportunity to be their best in line with the organisation's needs:

“Develop everyone to maximise effectiveness, engagement and productivity so that we achieve our corporate priorities”

As part of our approach, we have established a new Organisational Vision and set of values and behaviours that will help us deliver our priorities:

Our organisational vision...

We are outcomes driven, working to provide the right services and solutions for our communities.

Our culture is open, owns decisions and is resilient.

We trust each other to act in the best interest of residents, customers and colleagues.

We will...

- ➔ **Learn** from everything we do. We apply our learning to continually make improvements.
- ➔ **Use evidence** to make informed decisions to find cost effective solutions and reduce demand.
- ➔ **Embrace** diversity and value everyone's contribution.
- ➔ **Be resourceful** and efficient by reviewing our processes, removing duplication and making digital preferences.



Accountable

We all take responsibility for our actions



Caring

We do our best for each other and the people of Bath & North East Somerset



Collaborative

We work together to create efficient and sustainable solutions



Curious

We ask questions and listen to understand and improve



Acting with Integrity

We are transparent and build trusting relationships



Outcomes driven

We create solutions and deliver

These values are central to the development of this People Strategy and guide the ongoing work of the HR, OD and HSW Team as mapped below:

	HR Theme	OD Theme	Health, Safety and Wellbeing Theme
Accountable	Supporting new service delivery models	Change, efficiency and engagement	Safe working practices
Caring	Performance Management	Coaching and performance	Wellbeing initiatives
Collaborative	HR Partnership	OD Partnership	Health, Safety and Wellbeing Partnership
Curious	Better ways of working	Continuous improvement	Safe ways of working
Acting with Integrity	Evidence based decision making	Digital and diagnostics	Monitoring and reporting
Outcomes Driven	Evolving service delivery and the structures which support this	Organisation design	Leading and Managing Safely

SECTION TWO – THE LOCAL PICTURE

Key facts and infographics about our workforce profile (to be completed)

For example:

- We employ circa 2,158 staff over multiple office, depot, school and other sites including parks, children's centres and the crematorium. The main offices are in Bath, Keynsham and Midsomer Norton with depots at Midland Road, Locksbrook, Pixash Lane in Keynsham and Midsomer Norton.
- Employee turnover is 2.7% (based on March 19 figures)
- Our sickness levels are 2.31 average days per FTE
- X% staff female/male, disabled/ethnicity/full time or part time in each grade
- 9% of our staff are over 60 = 0.09% under 25 = 0.05%
- Our [Gender Pay Gap](#) for 2018 was a median gap of -0.5% and a mean gap of 6.61% in average hourly earnings between female and male staff.
- Local demographics
- We work with a wide range of partner and voluntary organisations across the numerous communities of Bath & North East Somerset.

WEST OF ENGLAND
Combined Authority

BATH & NORTH EAST SOMERSET
BRISTOL
SOUTH GLOUCESTERSHIRE

 Julian House
The home of opportunity

 Sirona care & health
Publicly funded NHS & Social Care Services


NHS
Bath and
North East Somerset
Clinical Commissioning Group

 virgin care

 DHI
Developing Health
& Independence



SECTION THREE – KEY PRIORITIES

The People Strategy identifies five priority areas for 2019-2023. For each priority we have given an overview of what our focus is and what we plan to do within the constrained financial context that we work in. We are ambitious but also realistic in our plans and have focused on five key areas.

A more detailed annual action plan will be developed and monitored to sit underneath this strategy and set out detailed deliverables, timescales, ownership and accountability.

1. Attraction, retention and workforce planning

Why is this a priority?

We know that we have no choice but to change the way we do things as an organisation in order to keep pace with increased demand, rising costs and reduced funding.

To do this, it is essential that our staff have the right skills to deliver improved ways of working and that we have a workforce that is fit for purpose – this includes developing skills for the 21st Century Public Servant, commercial awareness, contract management and working digitally. We also need a clear process for annual workforce planning which is aligned to our corporate priorities and driven by our business needs, not by our processes.

We are looking to attract and retain staff in an increasingly competitive employment market. We therefore need a clear employer brand and approach for attracting the right people with the diversity of skills the organisation and our community needs. Now more than ever, we need a strategy to ensure that the staff we have are motivated, productive and engaged in meaningful work. We know that the opportunity for good learning and development is a strong motivating and retaining factor for employees at B&NES and we want to build on this, which could include retraining existing staff into growth areas.

What is our focus – what are we planning to do?

- Carry out modernisation of our recruitment processes, including the introduction of a new careers website, use of social media, and flexible

ways for applying for jobs including recruitment processes tailored to particular target groups.

- Carry out a large scale modernisation of our pay and grading structure and mechanisms, including introducing performance related progression
- Develop a clear and attractive employer brand using real life stories to recruit the best staff to recognise the value of working in local government in Bath, Keynsham, and Midsomer Norton (this includes apprenticeships and hard to fill roles such as social workers, drivers, civil enforcement officers, engineers, accountants, pensions roles, and education staff)
- Focus on understanding the local workforce and job market and work in partnership with local schools, colleges, Universities and the third sector to promote opportunities for local employment at B&NES.
- Develop a clear total reward and recognition offer to celebrate our successes and retain talent (this includes learning and development, community volunteering opportunities, staff benefits, pensions package, and saying thank you for ‘going the extra mile’) in line with our values

How will we measure success?

- Some staff turnover in the right roles and for the right reasons
- Posts are successfully recruited to at the first attempt from a local workforce where appropriate
- Staff feel valued (confirmed through the staff surveys)
- Our workforce is more representative of the local demographics

2. Employee engagement and performance

Why is this a priority?

To achieve the right outcomes for our community, we want to develop the culture, leadership and environment for staff to work to their full potential and to be their best.

We value all of our employees and we want to build and encourage an inclusive culture where everyone feels able to participate and achieve. We also want to promote and enhance diversity across the organisation.

We want to continue to develop opportunities for meaningful two way communication – regularly listening to what staff have to say and encouraging staff to tell their stories.

What is our focus – what are we planning to do?

- Refresh the Staff Worker Challenge Groups so that the employee voice is heard
- Build on our strong Trade Union relationships and maintain transparency, openness and constructive challenge on all aspects of work
- Have regular Leading & Managing Together sessions along with Director Development days, bi-annual staff briefings, encouraging cross-functional working
- Have a “Series of Conversations” between Members and the Senior Management Team to ensure collaboration
- Create a culture where coaching is our preferred leadership and management style and regular, good quality performance development conversations (PDCs) take place
- Build relationships with partner agencies to build reciprocal coaching arrangements
- Hold a staff survey every other year with smaller temperature check surveys in between – and a commitment to being open and transparent with the findings and action plans
- Resolve conflict at work at the earliest stage and lowest level possible using trained mediators from HR & OD, the Trade Unions and managers

How will we measure success?

- Employee engagement score in staff survey is higher than 60%

- We are able to measure and articulate the impact of our coaching and evolve our strategy accordingly
- 100% of staff have had a PDC in the last year
- 100% of staff have completed the core training required for their role
- Mediation has been used to resolve more than 60% of workplace conflict and the number of grievance cases has decreased
- Membership of worker challenge groups has increased proportionately and increased two-way dialogue between the groups and senior management
- Trade Union recognition agreement in place with regular joint meetings

3. Talent and development

Why is this a priority?

In order for B&NES to be a success, we need to develop the right leadership and management skills, knowledge and behaviours at all levels, not just for the B&NES employees, but for our partners and the community too.

This means developing the considerable and varied talent we have and retaining key staff who are our leaders for the future.

We also know that, as the role of local government changes, we need to be adaptable and flexible as a workforce. This means supporting our staff and wider community to be their best and have the right skills and knowledge to respond to this.

What is our focus – what are we planning to do?

- Enhance and embed the @mybest programme to create defined career pathways for all from apprenticeships through to senior leadership
- Develop regular tailored development opportunities for particular groups e.g. Development Plus for Women
- Continue to grow the number of apprenticeships (both new and upskilling) we have and the routes which people can access them
- Define and embed leadership behaviours through 360 feedback, targeted development, coaching and action learning sets
- As part of workforce planning, develop the succession plan for the organisation, identifying talent and creating opportunities internally where possible
- Put in place structured work experience programme across the council, that will provide access for local students from local schools and colleges where staff support delivers skills development
- Support Member development through induction, learning and regular feedback

How will we measure success?

- Through the measurement and impact of return on investment from all development programmes reported annually
- Attendance on Development Plus, Stepping Up and other programmes aimed at enhancing opportunities for those from diverse backgrounds meets our targets, is increased gradually year on year and outcomes are recorded.

- Attendance on work experience programmes meets our targets, is increased gradually year on year and outcomes are recorded.
- We have identified our skills gaps and have a plan to close them
- Evaluation of learning outcomes that are reviewed for continuous improvement
- 100% utilisation of our apprenticeship levy funds deployed strategically including to partner organisations
- Evaluation of the impact of the work experience programme for both participants and staff

4. Improving How We Work

Why is this a priority?

We know that we need to modernise and improve how we work. This will enable us to effectively deliver our core service, meet the significant savings and efficiencies we need to make and make the Council more agile. As part of this, our staff should be able to access systems and information digitally and have the necessary skills and technology to do this.

We also need to ensure that staff have the skills and capability to manage our commercial activities effectively; to balance income generation with service provision, to commission and manage contracts effectively and ensure value for money.

What is our focus – what are we planning to do?

- Deliver the collaborative Improving How We Work Programme (including digital and smart working programmes, corporate travel and future offices)
- Develop and enhance digital skills to drive efficiency, engagement and productivity
- Recognise the differences required to deliver services in new and different models through:
 - Integration (CCG)
 - Single shareholder arrangements (e.g. ADL, BTP)
 - Mutual arrangements (e.g. Youth Connect)
 - Traded services (e.g. One West, Health and Safety)
 - Income generating services (e.g. Heritage, Waste)
 - Partnership arrangements (e.g. WECA, Adoption West)
 - Shared services
 - Working with our communities (e.g. community libraries, volunteering)
- Embed a business partnering approach across professional services teams
- Provide targeted coaching programmes to support implementation of this work using our internal coaching pool

How will we measure success?

- The Improving How We Work Programme has delivered its objectives
- 100% have access to Employee Self-Service, Learning Zone and the intranet.

- All staff will be digitally enabled with access to information and resources via the right technology for their role
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- Staff have the commercial awareness and skills to operate effectively
- There will be a business partnering model in place across HR, Finance, IT, Marketing, Business Support and Business Intelligence

5. Health, Safety & Wellbeing

Why is this a priority?

In this complex environment, we must ensure legal compliance in terms of Health and Safety at all times, ensuring that our estate is a safe place to work, but also to go beyond this to enable staff to be healthy and engaged in their work. We care about our staff and know that they will perform if they are safe and happy at work, and have a healthy, balanced approach to all aspects of their lives.

We continue to provide a high quality traded Health, Safety & Wellbeing service to schools and multi-academy trusts which provides an income stream to the service and supports the wider work we do.

What is our focus – what are we planning to do?

- Develop a detailed mental health strategy and action plan, with a focus on preventing stress and supporting lone working
- A comprehensive programme of wellbeing activities including wellbeing champions
- A full audit and update of all risk assessments across all areas of the Council's business
- Ensuring accountability and responsibility for all health, safety and wellbeing matters is at the right level in the organisation
- Review of key performance indicators throughout the Council and regular monitoring and measuring to ensure compliance
- Be clear on our governance arrangements and ensure accountability is at the right levels, with an annual report to the Council each year.
- Develop comprehensive 2 or 3 year SLAs with schools to provide a Health, Safety and Wellbeing Service that is robust and planned in the medium-term.

How will we measure success?

- All staff are clear about their individual role and responsibility for health, safety and wellbeing whatever their level in the organisation

- The key performance indicators will be reliable and used to inform decision making
- Sickness absence levels and monitored and reduced, specifically long-term absences relating to mental health
- SLAs are signed and renewed with schools
- Appropriate risk assessments are in place across the organisation and reviewed on a regular basis

SECTION FOUR - HOW WE WILL DELIVER AND MONITOR THE PEOPLE STRATEGY

Implementation of the People Strategy will be led by the HR and OD Team, who work closely with services across the Council through a network of business partner relationships.

A detailed action plan will be developed to sit underneath this Strategy, setting out the specific deliverables for each priority, timescales and performance measures. The action plan will be refreshed each year as part of the Council's wider service planning process.

The Strategy will be owned by a People Strategy Group, Chaired by the Chief Executive (Head of Paid Service), who will be responsible for monitoring progress and reporting to both the relevant Cabinet member and Policy Development and Scrutiny Panel as appropriate.

HR and OD Service Developments

Alongside the organisational priorities identified in the strategy above, the HR & OD Team have identified some service specific priorities which they will be focusing on during 2019-20 which are summarised below:

What is our focus – what are we planning to do?

- Review HR & OD policies and guidance to check that they are fit for purpose, simple and accessible
- Complete the centralisation of the training function and budgets and deliver budget savings of £350k
- Ensure that ITrent and Learning Zone are the master data systems for all people data which will be presented through the People dashboard. The data will be uploaded monthly and the content of the dashboard will be reviewed annually to ensure it's answering the questions that fit with the People Strategy.
- Improve digital solutions for HR & OD activities including learning (webinars, blended learning), HR processes, and performance monitoring.
- Continue to meet our statutory duties (e.g. workforce reporting, gender pay gap, trade union facilities time, pensions auto re-enrolment, DBS)
- Ensure that all of our contracts are fit for purpose and providing value for money

Managing Risks

Corporate risk register – recruitment and retention of the right staff with attractive, competitive pay and terms and conditions.
Ensure we have the capacity to deliver against difficult financial context, resilience and capacity of staff.