

Being our **BEST**



Bath & North East Somerset Council


Improving People's Lives

Corporate PDS
19th November 2024

Objectives

- To provide corporate PDS panel members with information on the Being our BEST culture change programme
- To update on progress to date
- To provide information on the council's target operating model as part of this work
- To recognise the sensitive nature of parts of the programme and the context in which the information is shared


In early 2023, we identified several key pain points, drivers and aspirations (Korn Ferry 2023)




Intended Culture has not been activated. The target culture of the organisation is not reflected in ways of working, and the BEST Values need activating.

There is a cultural tendency to avoid difficult conversations, and giving constructive feedback, which results in lack of accountability and creation of additional processes or activity.

Culture change has to happen through a mass movement for change; active programmes of organisational development (hard and soft wiring), articulation of behaviours, and reinforcing the right ways of working.




Organisation design does not reflect the operating model. There is a need to re-align SLT portfolios, to give greater effect to the intended operating model and strategy, and to create greater efficiencies and seamless ways of working.




The structure is fragmented and not supportive of the overall purpose. The structural layers, particularly management, need to be clarified and their purpose and contribution articulated to the whole organisation.

There is a need to break down silos and hierarchies, drive collaboration, team working and connection. This will help to optimise operational costs and identify potential structural savings/efficiencies, help to understand the 'heat-map' of skills and expertise across services, and enable Directorates to undertake objective, evidence-based service re-design, simplify the organisation




Job descriptions and job evaluation are cumbersome and don't support the workforce strategy. There are 936 individual job roles covering 2400 headcount, and no organisation wide job family or organisation wide view of jobs.

Job information is also lengthy and task based, which reduces the clarity given to the workforce on their roles. The job evaluation process is slow and inconsistent, and managers feel like they can't recruit or retain due to the current pay structure.



Pay and reward doesn't enable the attraction and retention of talent. The system for rewarding and attracting the right talent needs overhauling. There are issues with grading structures, and an over-reliance on market supplements demonstrates deficiencies in the ability of the system to retain and attract the right people. Equal pay for equal value is also a concern, and the planned increases in the NLW will drive the need to be more targeted in using available reward budgets.



There is room for making the structure more efficient. 363 roles are doing the same or very similar work to their manager. These roles cost the Council £12.36m and add to the lack of clarity concerning the contribution made by different types of roles. There are pockets of limited spans of control and a large amount of managers in some departments.

Korn Ferry

Korn Ferry HAY Group own the Intellectual Property of HAY job evaluation scheme

Used HAY at B&NES for a long time and we will keep using it

Well-established and robust JE methodology – used widely across public sector and over 200 other LAs

Originally commissioned them to do short piece of organisational structural analysis in Oct 2022 - and through workshops with SLT led to the Being our BEST programme, agreed with cabinet members

Role is expert advisers - role profile drafting and quality assurance and pay modelling

Context: Being our **BEST** Programme



Great Jobs

- Work happening at the right levels with the right reward mix and value proposition
- Jobs designed and simplified for outcomes; clearer career progression.
- Relentless focus on working together, performance and accountability



Smarter Structures

- Simpler structures with focussed and valued managerial roles.
- Stronger capabilities in key areas like commissioning and deep specialisms.
- Less duplication, more integration, and stronger 'ownership'.



Culture of Excellence

- Drawing on Council BEST Values to create a sustainable mass movement for change
- Engaged and enabled workforce driving performance and accountability
- Attracting and retaining a targeted and committed workforce
- Excellence in matrix working, decision making and prioritisation
- Harnessing the resident voice

Great Jobs (ED lead: Mandy Bishop)

“Pay and reward doesn’t enable the attraction and retention of talent. The system for rewarding and attracting the right talent needs overhauling. There are issues with grading structures, and an over-reliance on market supplements demonstrates deficiencies in the ability of the system to retain and attract the right people. Equal pay for equal value is also a concern” (Korn Ferry)

- Move from 999 job descriptions to 348 role profiles covering 2400 staff
- Job categories agreed and heat maps developed
- First matching letter sent 25th July
- Consultation and collective bargaining with trade unions since August 2024.

Linking role profiles to define career maps

Zone	Reference Level	Enabling Job Category					
		Administration	Business Analyst	Business Partner	Procurement	Project Management	Service Design & Improvement
Managers and Experts	17				Procurement Manager	Project Manager IV	
	16		Principal Analyst	Business Partner III	Procurement Officer IV	Project Manager III	Service Designer III
	15			Business Partner II	Procurement Officer III	Project Manager II	Service Designer II
Advisors and Supervisors	14		Business Analyst IV	Business Partner I	Procurement Officer II	Project Manager I	Service Designer I
	13		Business Analyst III		Procurement Officer I	Project Officer II	
	12	Business Support V Executive Support Assistant I	Business Analyst II			Project Officer I	

Where am I today?	Where can I go?	How can I get there?	Help me get there
An understanding of the level of work and family that you are in today	A clear description of related roles - different types and levels of work in the organization	Clarity on the skills, experience and possible journeys to get to a destination role	Development resources, coaching from management, career development process and tools
Starting point: Role Profile	Finding related roles: Your current role, destination roles and feeder roles	Building career journeys: Planned journeys and personal self-navigated journeys	Career accelerators: Multi-faceted development, including on the job experiences, feedback and reflection

Heat map of people by job category


Zone of work	Customer Services	Enabling	Health, Wellbeing, and Care	Leadership	Operations	Place Shaping and Delivery
Executive				1		
				2		
				5		
				4		
Senior Management				22		
		2	3	39		
Managers and Experts		11	1	39		
		12	25	91		13
	3	102	67	17		22
Advisors and Supervisors	2	67	52	40		53
	12	80	47	42	8	46
	35	63	93	43	12	50
	38	53	97		10	81
Process and Technical Support	29	77	6		63	10
	63	123	301		206	28
Frontline	109	22	1		91	5
	46	4			104	
		2			79	
		2			32	
					1	
					2	

Enabling long term equity

The project is defining pay and grading arrangements in an environment of increasing equal pay focus both within the sector and beyond. It is critical for the aspects of reward design and management which enable long-term pay equity to be effective. This requires a balance between the flexibility required to recruit and retain key skills with the governance and control to manage risk over time.


- Work rated as equivalent is one of three routes to defining 'equal work' within the Equality Act 2010.
- This comes from the alignment of jobs to role profiles at the correct level.
- Grade inflation and incorrect evaluation must be challenged and corrected.

Job sizing



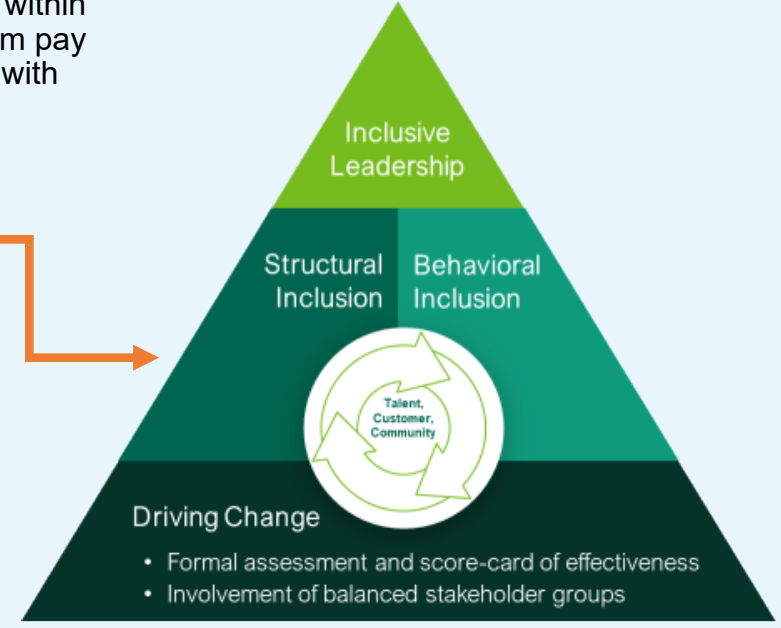

- The recommended threshold for equity investigation is 5%.
- Pay structures and associated policies must be clear and consistently applied to achieve a defensible equity position in the long-term.

Pay policy



- Organisations can use 'material factors' to justify pay differentials, when they meet tribunal tests.
- The application of processes in practice, and the potential for managerial bias should be monitored to ensure equitable application.

Pay management



Key principles

Grading structure

- Using job evaluation to identify logical boundaries
- **Work zones with identified grades to support career management**



Market

- Identifying external market data to inform the Council's arrangements
- **Public and Not-for-Profit (PNFP) National and local data**



Anchor

- Defining the point within the external market to 'anchor' pay arrangements
- **Median pay for fully competent contribution**



Equity

- Equal pay for work of equal value
- **All staff have access to reward and career development opportunities**



Pay range

- How individuals progress, based on which criteria
- **Progression based on capability building**



Smarter structures (ED lead: Andy Rothery)

“The structural layers, particularly management, need to be clarified and their purpose and contribution articulated to the whole organisation.” *(Korn Ferry)*

- Organisational analysis report received Oct 2023
- Revised Organisational Design Principles set and agreed
- £4.5M savings identified across 24/25 and 25/26
- Director restructure completed Jan 2024
- Head of Service restructure completed June 2024
- Service redesign phase 1 is underway led by Heads of Service.

Council operating model principles

- Each Directorate is responsible for the functions set out in the operating model and how they are designed, managed, structured and delivered across the Council
- Resources will enable the Council to deliver its purpose through sound policy, strategy & governance and enable services to effectively manage our people, finances and information.
- Sustainable Communities leads on place-shaping, working with communities and stakeholders to develop and deliver plans to achieve the Council's objectives in Bath and North East Somerset
- Operations will directly deliver or commission most of the council's front-line services, protecting the most vulnerable, keeping communities safe, in good health for as long as possible and maintain and promote our neighbourhoods and unique environment

Council operating model

Sustainable Communities (Shaping the place and its community)

Place Making

Capital and Project Delivery

Operational Services (Delivering brilliant everyday services)

Operational Core

Service Delivery

Services

Resources (Enabling the organisation)

Support Services

Corporate Core

Enabling

ELT

Setting the strategy and direction

Cabinet

Chief Executive

The Leader

Value Added

Preparing for the future

Delivering for local residents

Focusing on prevention

The functional operating model

Sustainable Communities (Shaping the place and its community)

Place Making

Place-shaping and policy making	Community engagement and partnership	Business case development
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Capital and Project Delivery

Project Management	Capital delivery	Asset development, management and curation	Policy application	Service delivery
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Operational Services (Delivering brilliant everyday services)

Operational Core

Prevention & Independence	Statutory & Regulatory	Mandated with discretion	Safeguarding & Safety	Co-design
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Service Delivery

Handling Technical Requests	Managing demand	Design & Delivery	Commissioning	Asset Management
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Services

Public Health & Prevention	Children & Young People	Place Management	Education	Adult Social Care
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Resources (Enabling the organisation)

Support Services

Financial Management	Information Technology	Procurement	Financial Services	Audit
HR and Organisational Development		Performance & Planning	Customer Experience	Legal

Corporate Core

Democratic Services	Comms, Policy and Engagement	Corporate Support	Partnerships
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Enabling

Business Change	Commercial Estate	One West	Avon Pension Fund
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Value Added

Preparing for the future

Delivering for local residents

Focusing on prevention

Culture of excellence (ED lead: Sophie Broadfield)

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Four key workstreams:

- Leadership reset
- New Management Development programme launched Nov 2024
- Embedding our values and behaviours (staff conference spring ‘25)
- Staff engagement (change agents, focus groups)

How we are changing

- As a result of this programme, you can expect a supportive workplace where we all can thrive and be empowered and trusted to make decisions. Each one of us will have a clear purpose and clear expectations, with the opportunity to progress in the organisation should you so wish to.
- Improving the way we work collectively – by removing the disconnects between departments and ensuring we engage effectively with people internally and externally.
- Maximise our efficiency by simplifying our own processes and therefore increasing internal capacity.
- Clarity on what our pay and reward offering is, modernising and having clear and fair career pathways for new and existing staff.
- Ensuring our culture aligns to our BEST values and allows us to have challenging conversations in a safe environment and always being ready for future change