

Birmingham City Council Workforce Strategy 2018 – 2022



Vision

To be an employer of choice, demonstrated by a highly performing diverse workforce, capable of managing and planning innovative and financially robust service delivery to enable the city to grow and ensure every child, citizen and place matters.

Introduction and context

Purpose

The Council Plan sets out a clear vision for the future and enables us to define a strategic approach to how we will develop our current and future workforce with the right skills, environment and culture to enable the council to deliver, with declining resources, our outcomes.

Scope

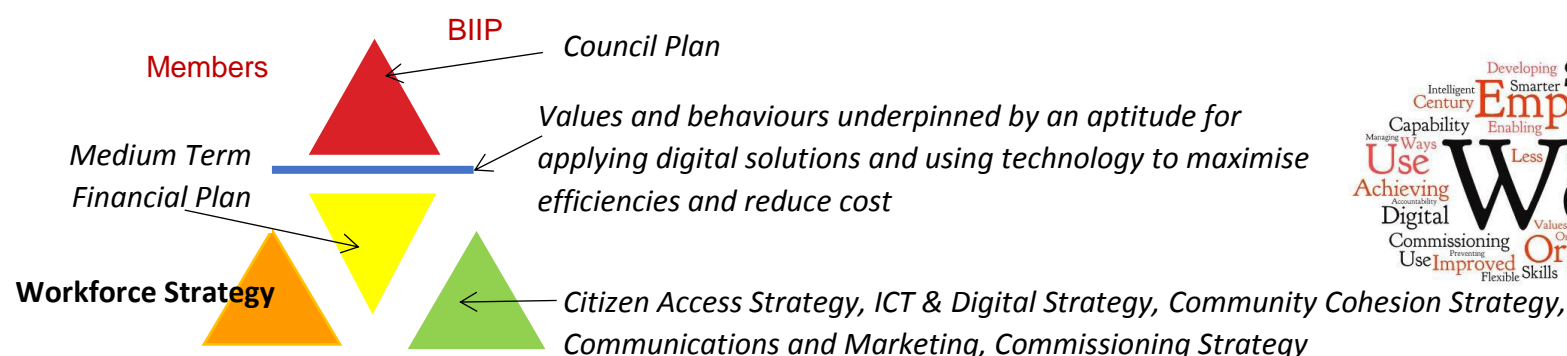
This strategy provides a framework to all staff by providing direction on; workforce planning, performance and development, leadership and management, engagement reward and wellbeing.

Delivery

The delivery of the strategy will enable the council to develop a high performing workforce, composed of diverse, skilled, adaptable, engaged, empowered and creative teams. Our structures will bring us closer to our customers where a solution focused approach is supported by a modern and progressive organisational culture.

We will deliver effective and efficient services, underpinned by core values and behaviours, ensuring a great city to grow up, live, succeed and grow old in, as outlined in our priority outcomes.

Links to the Council Plan and Policy Framework



This strategy will sit alongside a number of other strategies, improvement plans and the medium term financial planning cycle which will enable us to become the right kind of organisation to deliver better outcomes for our residents.

“One Council”

We have to embrace innovative and more efficient ways of working, including doing much more in partnership, in order to meet the expectations of residents and achieve the standards set by our national peers. The Corporate Governance Improvement Plan June 2018 reflects the LGA criteria of an effective organisation. This plan and other key drivers for change and improvement of our “organisational health” will be implemented through the Workforce Strategy, namely:

- Effective **political leadership and managerial leadership**, working as a constructive partnership with a modern, progressive **organisational culture**.
- Effective governance and decision making arrangements that respond to challenges and manage **performance**, change, transformation and disinvestment.
- Capacity and resources focused in the right areas in order to deliver the agreed priorities, supported by relevant **organisational and workforce development** and;
- A **financial plan** in place to ensure its long term viability and evidence it is being implemented successfully.

Outcomes – where do we need to be?

<p>Effective financial management and accountability which reduces duplication, drives efficiencies and balances the books.</p>	<p>High performing workforce where we have the right skills and behaviours, supported by an induction, appraisal and development programme. Change is embraced through effective internal communications and visible leadership to reinforce the direction of travel.</p>	<p>Recognised as a modern and fit for purpose employer of choice where our recruitment, career development and reward and recognition structure align with workforce plans and employee satisfaction levels and the number of people wanting to come and work for us increases.</p>
<p>Staff empowered to make creative and innovative decisions and equally participate in all aspects of service delivery and development.</p>	<p>Excellent management across the council supported by a regular leadership and management development programme and robust HR policies and processes, underpinned with positive industrial relations.</p>	<p>A highly motivated and engaged workforce who value the opportunity to feedback opinions and feelings through on-going engagement initiatives and the annual staff survey, in the knowledge that these are heard and acted upon.</p>
<p>Evidence based decision making, planning and delivery supported by accurate workforce data and projections of workforce needs and efficiencies both of our workforce and those we need to commission services from.</p>	<p>Effective Political Leadership and managerial leadership, working as a constructive partnership which generates solutions at the pace required.</p>	<p>Workforce policies and practices are positively embraced, embedded and consistently applied into everyday practice, supporting a culture of transparency and trust which embraces change.</p>

Making it happen

PRIORITY ONE - WORKFORCE PLANNING AND MANAGING POTENTIAL

- Build positive industrial relations across the city council, working together to make a positive difference
- Re-launch our workforce planning tool to help services think about, and plan, their workforce requirements
- Revise our induction programme to successfully on-board new colleagues
- Provide more opportunities to boost skills of the wider workforce through work experience, apprenticeships and graduate schemes that help improve economic productivity
- Design Career Frameworks linked to service specific workforce plans to address recruitment and retention of hard to fill roles
- Organisational agility and new ways of working is supported by the ICT & Digital Strategy and transformation teams to generate income and deliver transformed services
- Review recruitment processes to ensure we attract the best people across the community and recruit for the right behaviour and value mind-set
- Manage potential across our diverse workforce to ensure all staff have the opportunity to flourish to support and drive achievement of the council’s priorities

PRIORITY TWO - PERFORMANCE AND DEVELOPMENT

- Enable managers to support staff with development planning, supporting them to reflect on their performance, giving and receiving feedback and helping staff to be solution focused and to take personal responsibility for their own performance and development through a revised appraisal system
- Focus 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 building a resilient customer focused workforce
- Review performance processes, systems and technology to ensure they are fit for purpose for a smaller more agile and adaptable workforce
- Ensure that staff understand their role, the contribution they make to the council and what they can do to achieve the required levels of high performance
- Our learning and development offer is accessible to all, affordable, efficiently delivered and aligned to emerging development priorities to become 21st Century Public Servants
- Ensure systems and processes facilitate the extraction of valid and reliable data to inform financial planning, business forecasts and monitoring of the “organisational health”










PRIORITY THREE - LEADERSHIP AND MANAGEMENT

- Managers develop their leadership capability at all levels to build trust and resilience, maximise the potential of their teams and lead the way in enhancing our capacity for working in collaboration and partnership
- Leadership is found at all levels of the organisation and we encourage our dispersed leadership to grow
- Launch a management development programme for existing and aspiring managers which focuses on managing staff, resources and budgets based on analytical evidence based planning
- “Balance the books” through strategic planning, enhanced business acumen and clear understanding of the impact of financial decision making
- Effective joint working between members and officers will be evident through induction, governance, information sharing and peer support as part of member and senior officer development programmes
- Senior officer development programme cements cross directorate team working and peer learning, effective governance and improved communication and engagement

PRIORITY FOUR - ENGAGEMENT, REWARD AND WELLBEING

- Work together to revisit the set of common behaviours that allow us to live our values every day and express our sense of personal responsibility and pride in working at Birmingham City Council
- Be recognised as an employer of choice and celebrate diversity in our workforce and local community through staff awareness and a culture of respect and inclusivity
- Revisit policies and practice to support staff to genuinely feel they can be who they are and feel confident in a supportive environment, able to contribute their ideas and opinions and work in partnership with others
- Create development and network opportunities so staff relay to others positive stories about our council as a supportive employer that encourages confidence and diversity
- Provide timely information and guidance to enable the proactive and consistent management of sickness absence
- Promotional campaigns to ensure staff are aware of the benefits and well-being support available to them
- Review our Staff recognition and rewards scheme to offer a more flexible and personal touch to celebrating the commitment and hard work of staff

Our success measures

 An increasing amount of staff choose to provide diversity data	 Increased numbers of opportunities for Care Leavers, Interns and Graduates	 Attendance rates are higher	 Reduced operating expenditure per employee	 All staff report having an appraisal
 Majority of staff report satisfaction with their development plans	 Staff survey completion rates increase	 We have more applications from local residents	 All new starters receive their induction within 2 months of starting	 Financial contracts for all managers

