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| <b>Report to:</b>       | <b>COUNCIL BUSINESS MANAGEMENT COMMITTEE</b>                |
| <b>Report of:</b>       | <b>Dawn Hewins, HR Director</b>                             |
| <b>Date of Meeting:</b> | <b>19<sup>th</sup> November 2018</b>                        |
| <b>Subject:</b>         | <b>Birmingham City Council Workforce Strategy 2018-2022</b> |
| <b>Wards affected:</b>  | <b>All</b>  |

**1. Purpose of report:**

- 1.1 To provide an overview of the Workforce Strategy documents attached:  
 Birmingham City Council Workforce Strategy 2018-2022  
 Birmingham City Council Workforce Strategy 2018-2022 – Research and Evidence  
 Birmingham City Council Workforce Strategy 2018-2022 – Implementation Plan

**2. Decision(s) recommended:**

That Council Business Management Committee:

- Note the Birmingham City Council Workforce Strategy 2018-2022 and agree the implementation plan;
- Support the four key priorities of the strategy and agree the actions contained within the implementation plan to deliver against these priorities.

**Contact Officers:** Dawn Hewins, Tracy Kirton

**3. Relevant background/chronology of key events.**

- 3.1 As an organisation, our priority is making a positive difference every day to people's lives by providing efficient services through working differently. A growing and ageing population increases demand for services at a time when funding pressures are high. A skilled and engaged workforce is crucial to achieving our vision that Birmingham is recognised as a city of growth where every child, citizen and place matters.
- 3.2 To deliver our vision we must change our organisation both structurally and culturally, recognising we must have:
- Greater integration between services and functions
  - Better insight and intelligence
  - Be leaner and more agile
  - More collaboration as one council
  - Consolidate our support service to realise efficiencies
- 3.3 The Birmingham City Council Workforce Strategy 2018-2022 is therefore underpinned by the following design principles:
- Delivering political priorities and outcomes
  - Focusing on excellence in customer experiences
  - Robust commissioning of outcomes and ensuring delivery of the right service both internal and external
  - Enabling economic growth
  - Prevention and early intervention
  - Encouraging innovation and commercial approach
  - Evidence based decision making

- 3.4 The right workforce is also needed to deliver our Council Priorities:
- Birmingham is an entrepreneurial city to learn, work and invest in
  - Birmingham is an aspirational city to grow up in
  - Birmingham is a fulfilling city to age well in
  - Birmingham is a great city to live in
  - Birmingham residents gain the maximum benefit from hosting the Commonwealth Games
- 3.5 To ensure the workforce strategy is robust we have learnt from others, researched at regional and national level and have been guided by the Birmingham Improvement Panel. The results from our Staff Survey 2018 have provided insight from our workforce. The Workforce Strategy 2018-2022 – Research and Evidence document captures this evidence base.
- 3.6 Through pre-engagement we have shaped the strategy further and taken on board comments and feedback from:
- The Chair of Overview and Scrutiny
  - Extended Leadership Team
  - Trade Unions
  - Overview and Scrutiny
  - Birmingham Improvement Panel
  - Corporate Management Team
  - Elected Members Team
- 3.7 As a result the Birmingham City Council Workforce Strategy 2018-2022 Implementation Plan focuses on four priorities over the next 4 years:
- **“Workforce Planning and Managing Potential”** - Workforce planning toolkits, Recruitment, Career development, Succession Planning, boost skills and improve economic productivity through apprenticeships, internships and graduates
  - **“Performance and Development”** - Performance management skills, Change management, Systems and Technology, Workforce Development Plan
  - **“Leadership and Management”** - Leadership, managers and aspiring managers development programmes, resilience, business acumen, governance, Management Competency Framework
  - **“Engagement, Reward and Wellbeing”** - Staffs survey, Engagement champions, Celebrate diversity, Staff recognition and reward schemes, Values and behaviours
- 3.8 The implementation plan will ensure actions which have the most urgency and importance and greatest impact are delivered during year 1 of the 4 year strategy, and as we learn and develop as an organisation the implementation plan will be adjusted to ensure we continue to deliver a 21st Century Workforce.
- 3.9 In order to monitor the effectiveness of the Workforce Strategy strong governance will be in place with a Workforce Strategy Board established, and key performance indicators of our success measures closely monitored and reported upon.

**Signature: D Hewins**

**Chief Officer: Dawn Hewins**